

2021 Douglas County Adopted Budget





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2021 ADOPTED BUDGET

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Transmittal Letter



December 15, 2020

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

Commissioners Laydon, Partridge, and Thomas:

Please accept for your review and consideration the 2021 recommended Proposed Budgets for Douglas County Government (the County), Douglas County Law Enforcement Authority (LEA), Douglas County Woodmoor Mountain General Improvement District, and Douglas County Local Improvement District No. 07-01 Lincoln Station.

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

This letter provides an overview of the 2021 recommended budget including projected revenues, recommended expenditures and reserves. Economic conditions and forecast, debt, and highlights of the 2021 budget priorities for all major funds are also provided.

BUDGET OVERVIEW

The recommended Proposed Budget for 2021 is \$452.3 million for all funds:

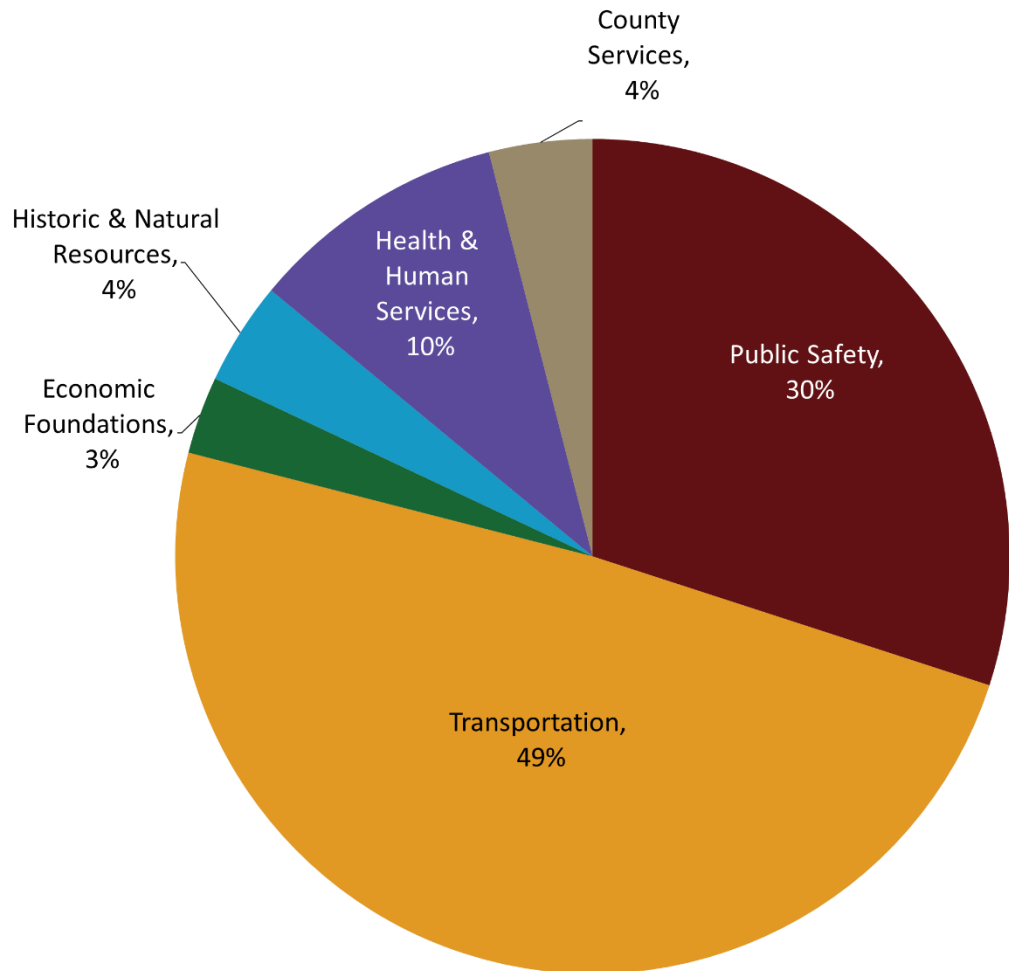
- \$203.5 million for ongoing operating expenditures;
- \$185.8 million for one-time initiatives;
- \$34.5 million for federal and state funded expenditures;
- \$25.5 million for self-insured insurance policies; and
- \$3.0 million for debt service.

The operating portion of the 2021 Budget is projected to increase by \$3.0 million or 1.5% which is less than the percentage of population growth and CPI ($1.1\% + 2.7\% = 3.8\%$). No new FTEs are recommended for this budget. The budget is also balanced for all funds.

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

The graph to the right depicts the 2021 recommended Proposed Budget alignment with the Board's Core Priorities.

The Proposed Budget included re-appropriated capital funding in the amount of \$91.0 million.



DRIVING FORCES

The Board of County Commissioners' Core Priorities are the foundation for the development of the budget. These Core Priorities, along with citizen input, shape the 2021 recommended Proposed Budget's major investments of: Transportation, Public Safety, County Services, Historic and Natural Resources, and Health and Human Services.

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 2021 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 emphasis on increased efficiency through technology; and
- Maintain efficient staffing levels, with an emphasis on external service areas that directly impact Douglas County communities.

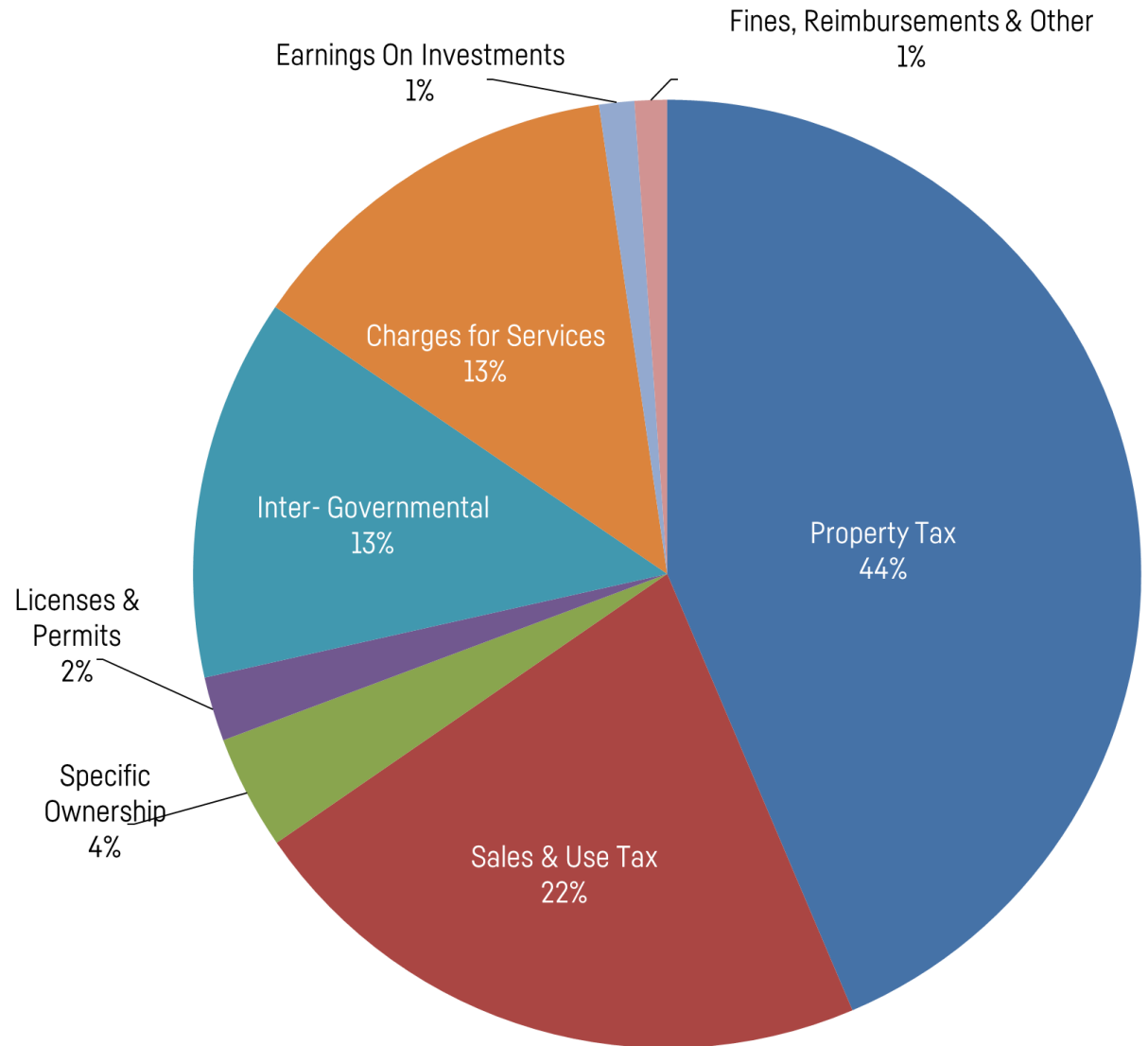


Revenues

Budgeted revenues in the 2021 recommended Proposed Budget total \$365.3 million, representing a \$8.7 million (2.4%) increase over 2020 adopted 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 each is 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, excluding Park Meadows Mall in Lone Tree. Open Space sales and use tax collected and distributed to municipalities is 15.6%. This is based on prior year auto registrations of the municipality.

2019 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:		\$28,497,602	\$30,246,095	\$12,854,590
Aurora	\$ 68,702	68,702		
Castle Pines	783,009	394,301	388,708	
Castle Rock	6,885,376	2,096,381	3,685,772	1,103,223
Larkspur	44,267	15,902	23,563	4,802
Littleton	38,414	38,414		
Lone Tree	4,039,737	1,690,798	2,348,939	
Parker	5,827,666	1,695,755	3,230,493	901,418
Total Sharebacks	\$ 17,687,171	\$ 6,000,253 21.1%	\$ 9,677,475 32.0%	\$ 2,009,443 15.6%
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				\$ 3,415,956
Larkspur				6,460
Parker				3,277,738

Property Taxes

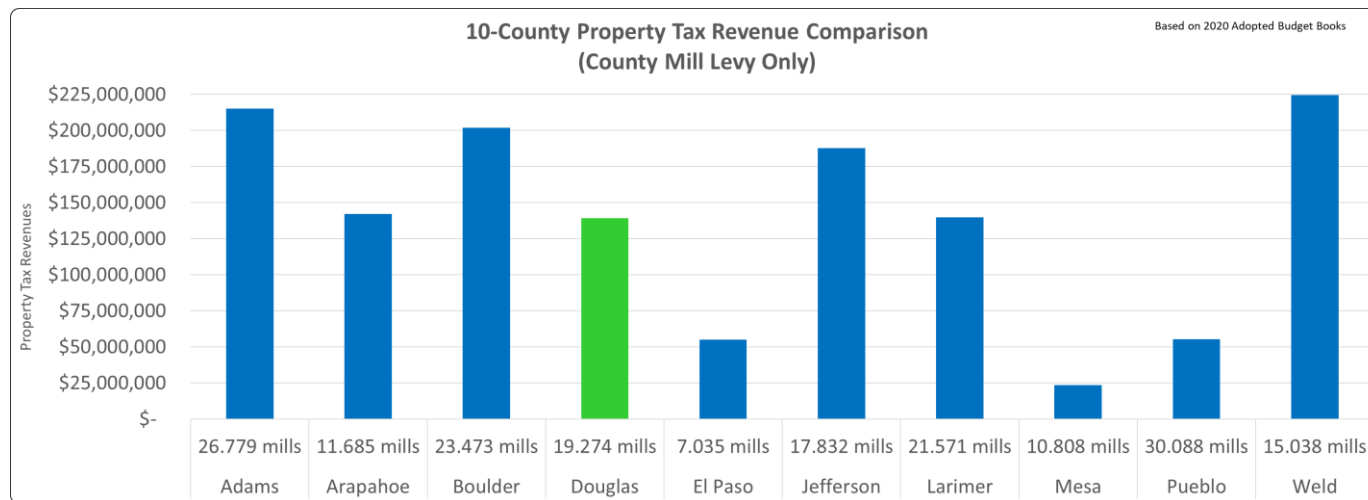
Property taxes are the largest source of revenue and are used to fund general governmental operations. The County's mill levy is 18.774 mills plus 1.000 mills approved by citizens for intellectual and developmental disability services and 4.500 mills for law enforcement services in the unincorporated portion of Douglas County. Total property tax revenues for the County are projected to be \$159.3 million in 2021. This is an increase of \$3.3 million or 2.1% over the December 2019 certification of value. The increase is attributed to new construction within the County. Property taxes collected in 2021 are based on taxes assessed in 2020, which is an intervening re-appraisal year.

The Board of County Commissioners has discretion in the distribution of the 18.774 mills. The 2021 allocation is as follows:

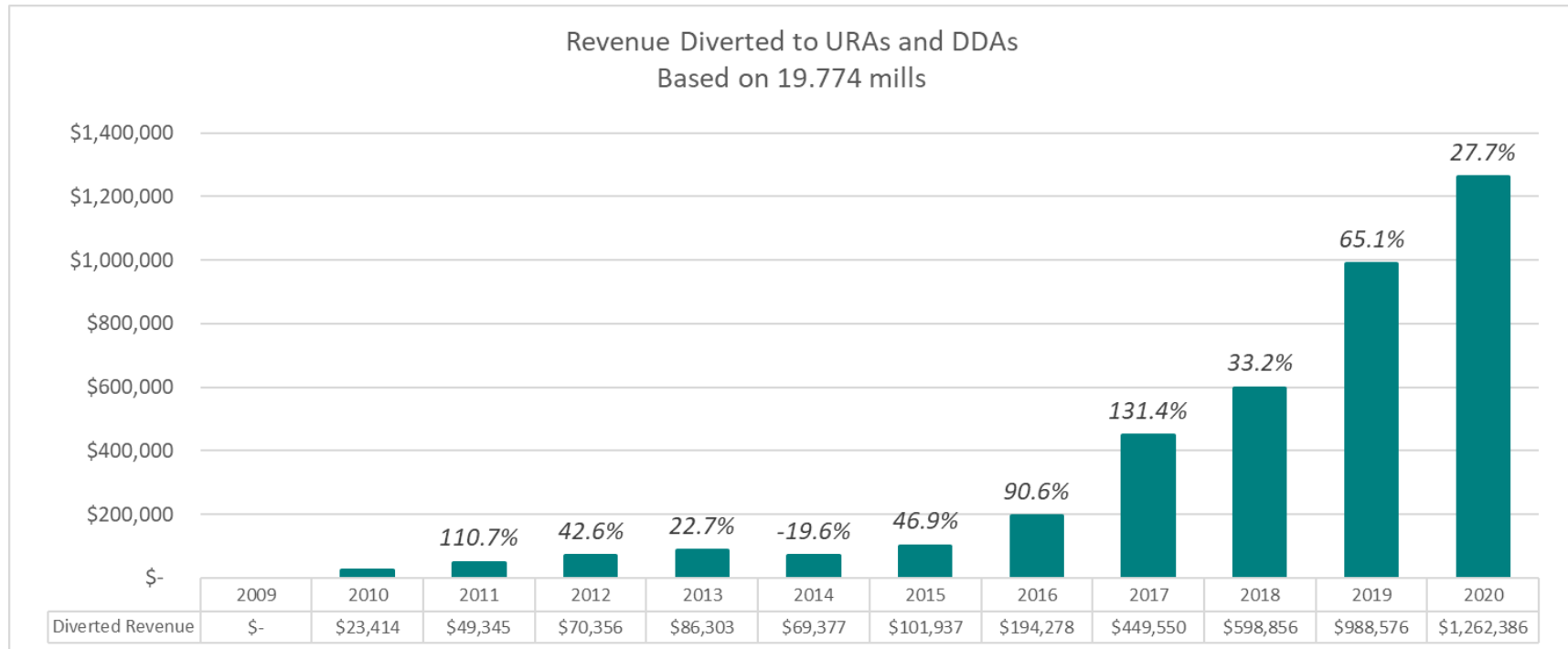
- 13.549 mills General Fund *
- 4.493 mills Road and Bridge Fund
- 0.316 mills Human Services Fund
- 0.416 mills Safety and Mental Health Fund

* For the 2021 Proposed Budget, the Board has approved a temporary property tax credit on the General Fund calculated to equal (0.500) mills upon each dollar of the total valuation for assessment of all taxable property within the Douglas County for the taxable year 2020, to be collected in calendar year 2021. The impact is a \$3.7 million reduction in revenues to the General Fund revenues.

This chart provides a mill levy comparison of the top 10 Colorado Counties by population (excluding City/County governments).



Within Douglas County there are 5 Urban Renewal Authorities (URAs) and Downtown Development Authorities (DDAs) 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. As a result, tax increment financing is estimated to increase 27.7% over 2019 resulting in \$1,262,386 ongoing revenues being directed to these authorities instead of the County for tax year 2020.



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; 0.25% is for the operation, maintenance, and construction of the Robert A. Christensen Justice Center; 0.40% is for improvements and maintenance of County roads and bridges; and 0.18% for transportation infrastructure within the County. Sales and use taxes are projected to be \$79.6 million, an increase of 2.5% or \$1.9 million over the 2020 year-end estimates.

For non property and sales tax revenues, the 2021 projected amount is \$28.9 million, which is approximately the same as the 2020 year-end estimates.

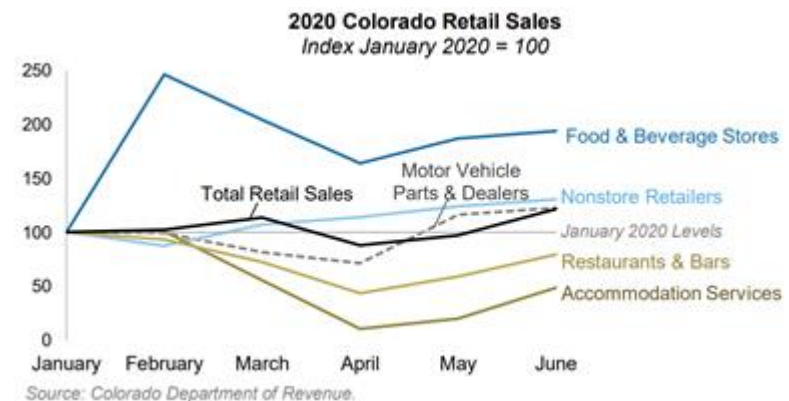
Economic Conditions

During the first half of 2020 the Nation experienced a recession due to the restrictions imposed to mitigate the spread of COVID-19. Douglas County mirrored this economic uncertainty and slowdown but at a much lesser magnitude.

Strong first quarter growth gave way to level to modest increases in sales tax for the 2nd and 3rd quarters of 2020. This modest growth is expected to continue into 2021.

Other revenues associated with services the county provides are impacted quite differently by COVID-19. Building activity is trending downward 10% and is expected to continue this downward trend, however receipts revenue from refinancing activity is up 80%. Recreation based revenues are down 70% and are forecasted in 2021 to be about 50% of 2019 levels. The overall net impact is minimal growth anticipated for next year.

Amendment B was approved by the voters in the November 2020 election and repeals the constitutional Gallagher Amendment which now lessens the concern regarding the residential assessment rate (RAR) declining significantly. The County will continue to monitor the impact on commercial property as the pandemic continues. There is an expectation that commercial values will be negatively impacted in the next re-appraisal cycle ending June 30, 2022.



2021 RECOMMENDED PROPOSED BUDGET

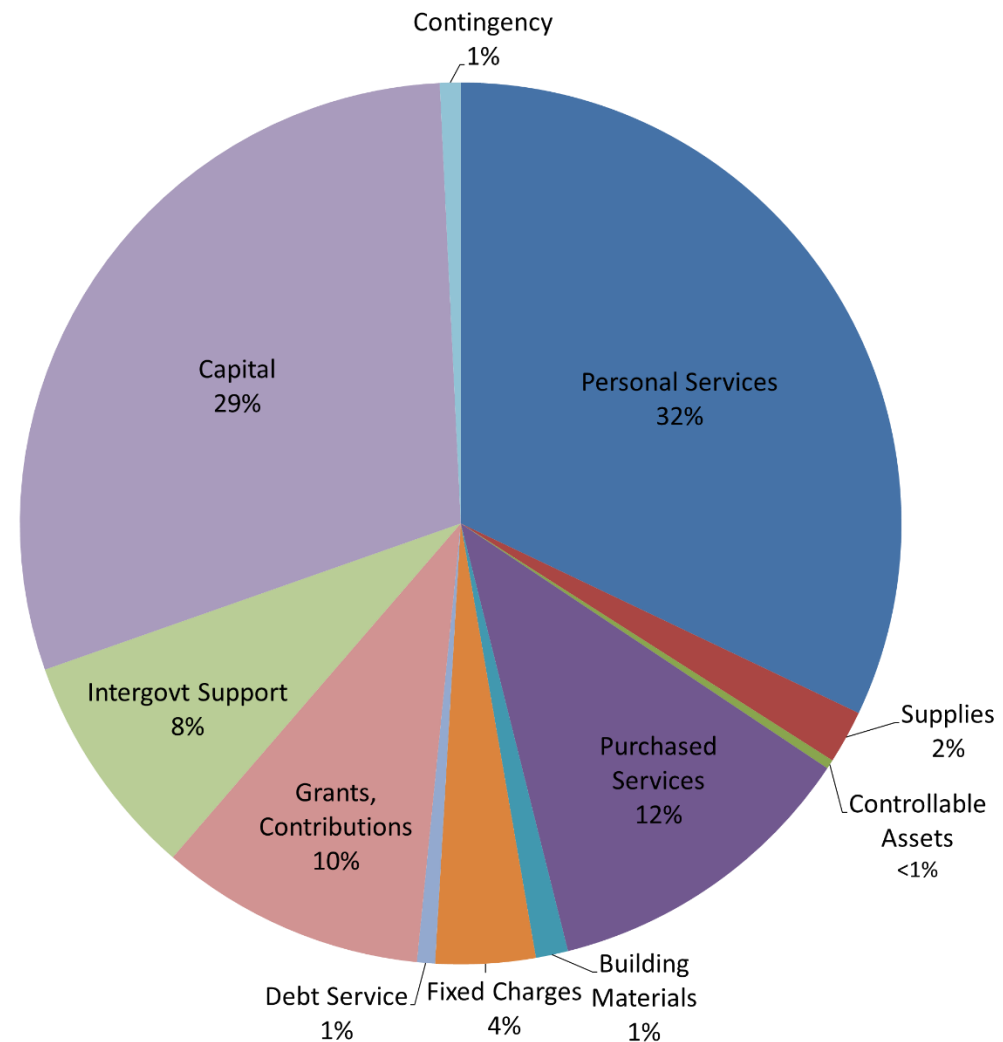
Expenditures

The 2021 expenditure budget is \$452.3 million: \$203.5 million for ongoing operating expenditures; \$3.0 million for debt service; \$185.8 million for one-time initiatives, including maintenance and capital projects; \$25.5 million for self-insured insurance policies and \$34.5 million for federal and state funded expenditures.

The operating portion of the 2021 Proposed Budget is projected to increase by 1.5% (\$3.0 million) which is less than the percentage of population growth and CPI ($1.1\% + 2.7\% = 3.8\%$). The largest and most diverse fund, the General Fund operating budget is increasing 0.4% (\$508,000). No new FTEs are recommended for this budget.

New budget requests for 2021 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.

This 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 November 2020 local survey data, we recommend budgeting for a 2.5% ongoing merit pool. This has been changed from the Preliminary Budget recommendation as the ballot question in November removing the Gallagher Amendment from the Colorado State Constitution was passed by Colorado voters. Ongoing increases are being funded for commissioned officers through the tier structure.

Medical premiums for 2021 will increase by 1.4% or \$263,000 .

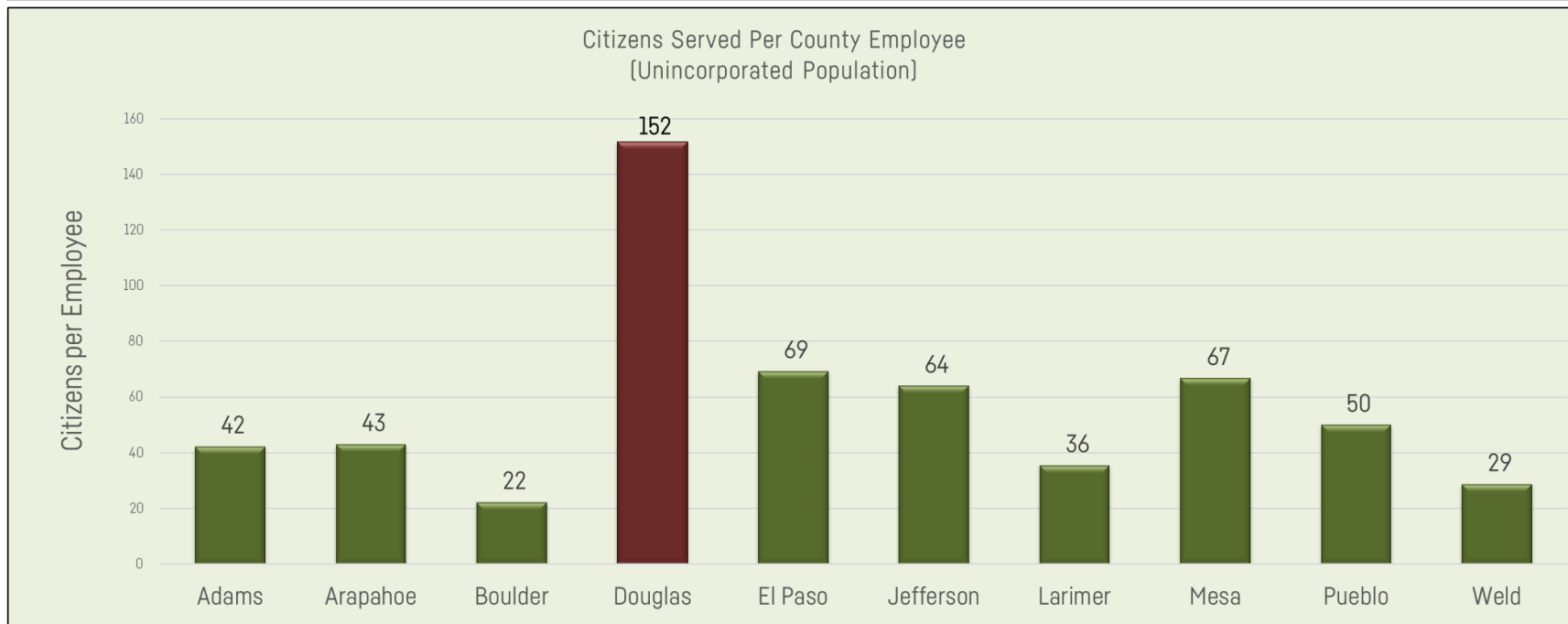
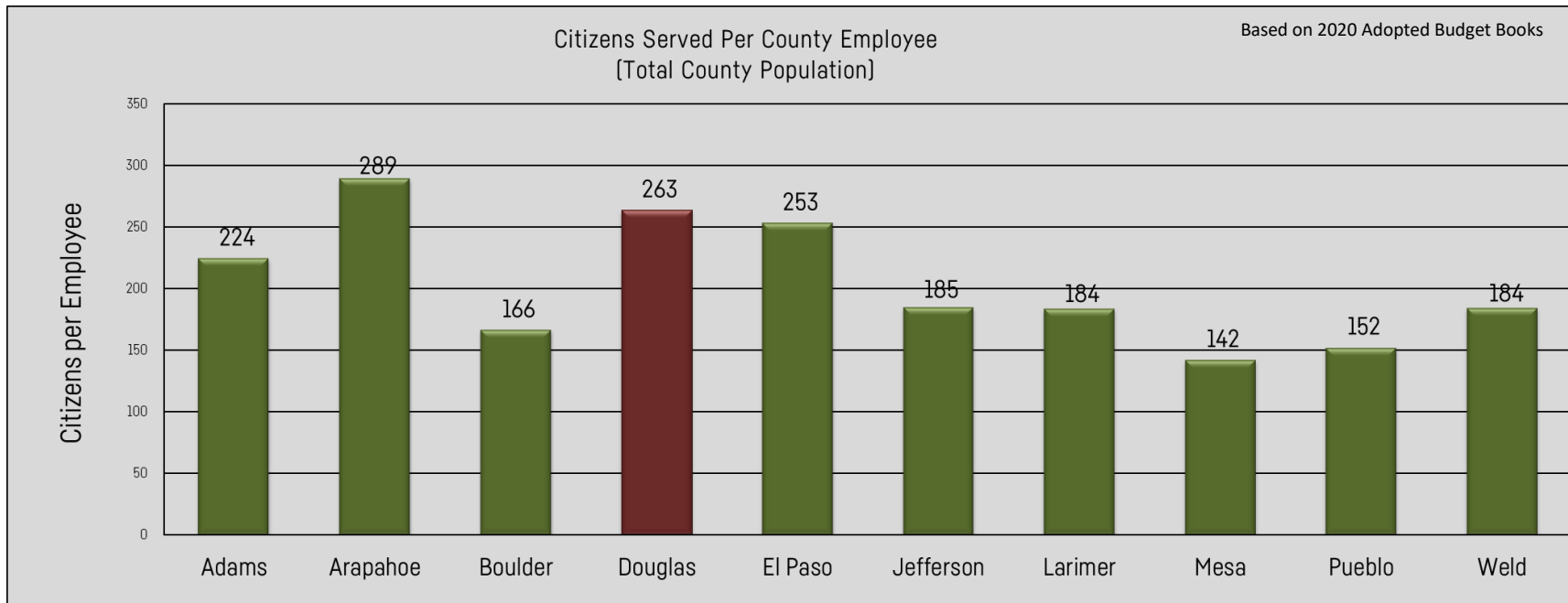
Staffing

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.

No new positions are recommended for the 2021 Proposed Budget. In 2020, there were a total of 15.5 FTEs added:

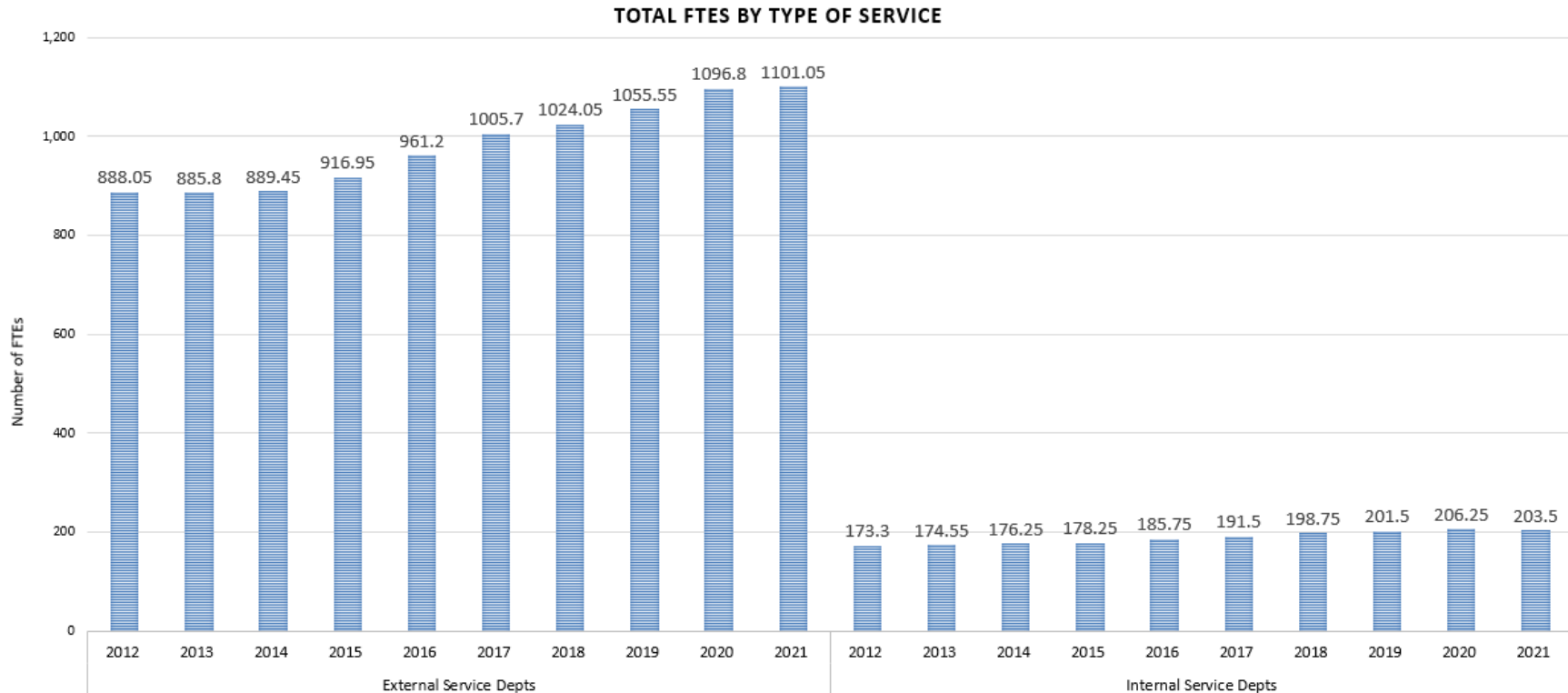
- 10.0 positions in Human Services to deal with the increased workload due to COVID-19
- 2.0 positions in Motor Vehicle to support the new contract with Enterprise Car Rental
- 1.0 School Resource Officer authorized by the Board
- 1.0 grant funded position to administer the Jail-Based Behavioral Health Services program in the Sheriff's Office
- 1.0 position converting a contract Mental Health Navigator position into an FTE
- 0.5 FTE is a combination of two 0.25 positions added in two departments

Due to the uncertainty caused by the Gallagher Amendment mentioned earlier, the County undertook offering early retirement packages based on specific criteria. A total of 14 positions were eliminated from Sheriff's Office, Facilities, and Community Development. Therefore, a net of 1.5 FTEs were added in 2020.



10 Year FTE History (External vs. Internal Services)

In reviewing growth in full-time equivalent (FTE) positions since 2012, the majority have been associated with areas of the County that provide direct services to the citizens. Since 2012, there has been an increase of 24.0% in external service areas, with 17.4% 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/Highlights

Countywide new budget requests total \$61.0 million; \$59.8 million in one-time requests and \$1.2 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 (\$19.0 million).
- US Highway 85 Corridor Improvements (\$17.0 million from Road Sales and Use Tax and Transportation Infrastructure Sales and Use Tax). 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.
- Stormwater priority projects to ensure the controlled flow and drainage of stormwater (\$3.5 million).
- Design, right-of-way acquisition and relocation of utilities for the following projects: Hilltop Road improvements, County Line Road improvements, Pine Drive improvements, Lincoln Avenue (\$3.1 million).

County Services

On November 10, 2020, the Board of County Commissioners rescinded its notice dated July 10, 2020 to withdrawal from Tri-County Health Department. Therefore, no changes are needed to funding already proposed in this budget for TCHD.

Public Safety

- Implementation of S.B. 20-217, body-worn cameras for each peace officer who interacts with members of the public (\$720,303).
- Medical assisted treatment program for opioid addicted inmates in the jail, partially funded with grant funds (\$262,400).

Historic and Natural Resources

- Construct an additional trailhead on the west side of Spruce Mountain open space (\$350,000).
- Bluffs Regional Park parking lot expansion in partnership with the City of Lone Tree (\$150,000).
- Erosion control, revegetation and maintenance repairs at the Glendale Dog Park (\$150,000).

A complete list of recommended requests may be found in the 2021 Proposed Budget in the fund sections of this book.

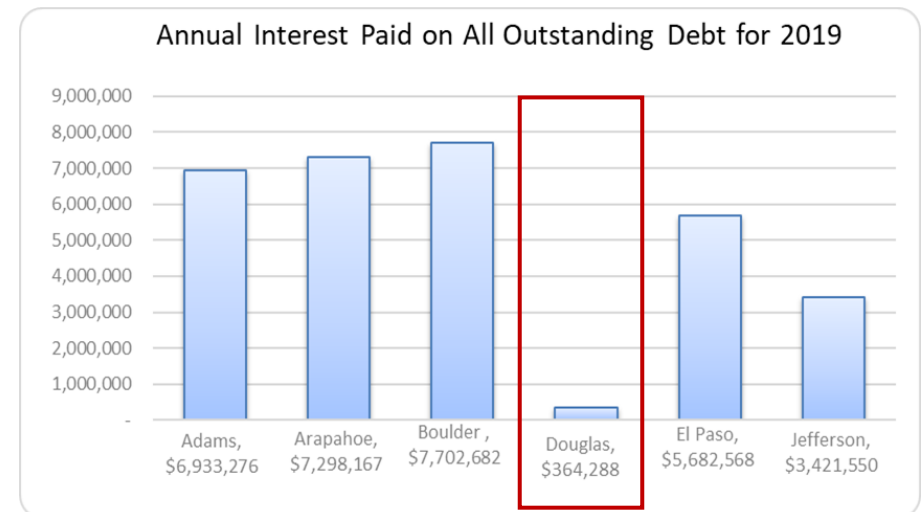
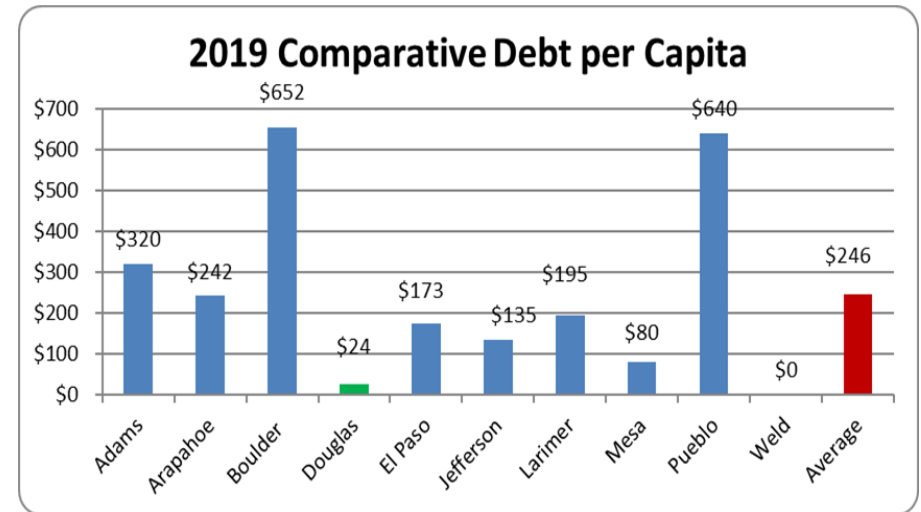
Debt

As of the end of 2020 Douglas County's total debt is \$5.8 million. Douglas County has no general obligation debt and no outstanding certificates of participation. The County's debt is solely dedicated to open space. These are special revenue obligations secured by pledged revenues from voter-approved sales and use tax for open space.

This debt was leveraged by partnering with Great Outdoors Colorado (GOCO).

One of the Board of County Commissioners' 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.

The County will make the final debt payment in 2022 at which time the County will not have any outstanding debt.



MAJOR FUNDS

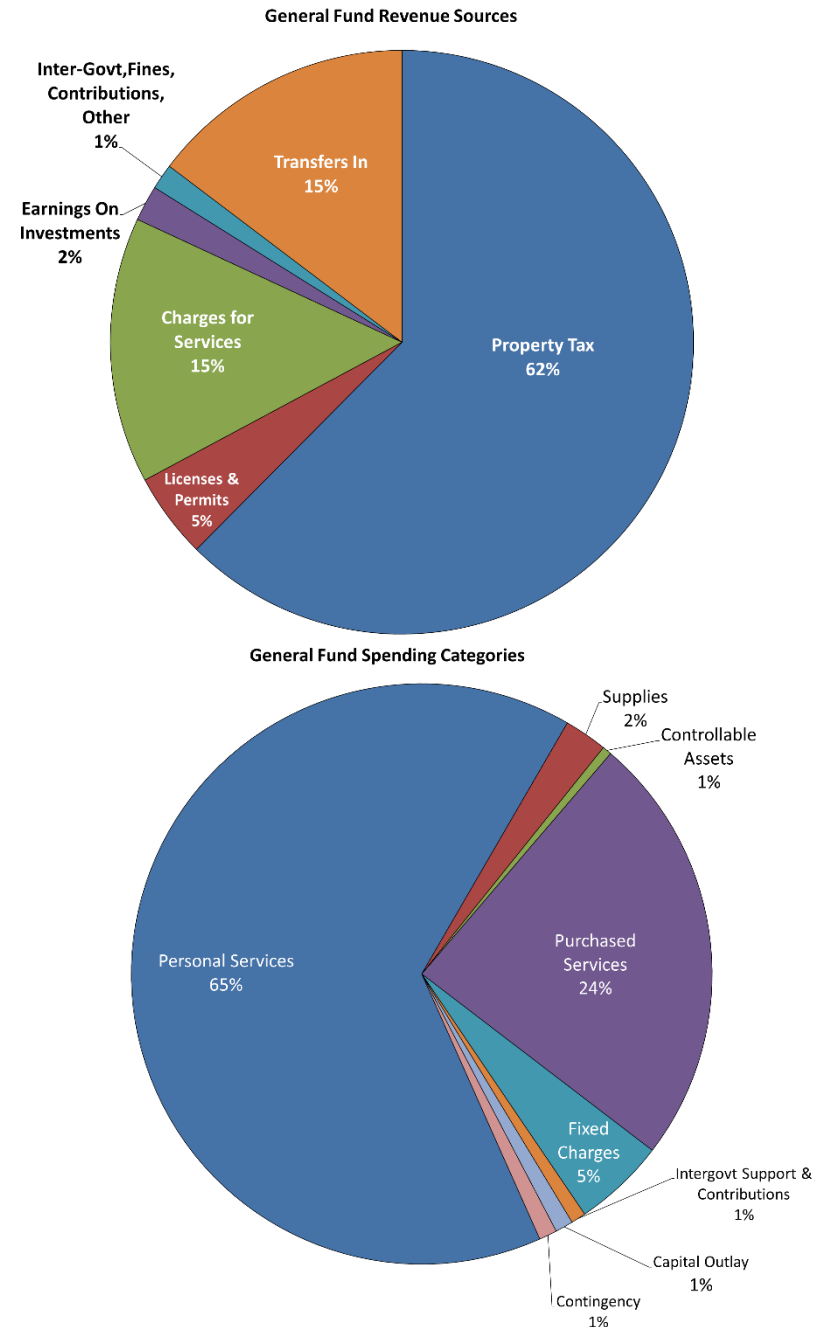
General Fund Highlights:

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 2021 are projected to increase 1.2% or \$1.5 million. Property taxes are expected to increase by 2.2%, due to new construction across the County while other revenues are expected to decrease.

The 2021 recommended Proposed Budget is \$146.7 million, a decrease of 1.5% (\$2.3 million) over the 2020 Adopted Budget. There are \$2.1 million in recommended new requests, of which \$1.3 million are ongoing requests. The ongoing operating budget is increasing 0.4% or \$508,000. The 2021 Proposed Budget includes ongoing funding for merit increases of 2.5% or \$1.3 million and an ongoing increase of \$618,000 for the deputy tier pay plan.

The 2021 recommended Proposed Budget includes funding increases for the District Attorney, Sheriff's Office to implement S.B. 20-217, and information technology software maintenance and support. These and other requests related to various operating needs are itemized with detailed explanations in the 2021 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 2021, are expected to generate \$33.1 million, \$12.5 million and \$8.5 million respectively. In addition to ongoing funding for operational expenditures related to road maintenance, traffic services, and snow removal, this fund also expends \$7.3 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; paving high traffic gravel roads, stormwater and drainage management; traffic signals repair and replacement; and pedestrian safety. Contracted repair and maintenance are budgeted at \$19.0 million.

Other major budget requests/initiatives for this fund include: \$3.8 million for emergency storm drainage and stormwater projects, \$900,000 for radio and equipment purchase/rental, and \$2.9 million for equipment replacement. A complete list with detailed explanations of recommended projects can be found in the 2021 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. Per voter approval, a portion of the revenue is shared back with wholly incorporated municipalities at a rate of 75% of actual sales and use tax revenues collected within the incorporated boundaries of each municipality. These municipalities include the Town of Castle Rock, the Town of Larkspur, the Town of Parker, the City of Castle Pines and the City of Lone Tree (excluding Park Meadows shopping center).

Revenues for 2021 from the dedicated sales and use tax are projected to be \$31.8 million. After accounting for the \$10.2 million in tax sharebacks with the municipalities listed above, there is \$16.5 million remaining for projects. The major projects include:

- US Highway 85 Corridor Improvements (\$9.0 million)
- Traffic Signaling and Intelligent Transportation Upgrades (\$1.8 million)
- Pine Drive Widening Improvements (\$1.6 million)
- Hilltop Road Improvements (\$1.0 million)

A complete list with detailed explanations of recommended projects can be found in the 2021 Proposed Budget for this fund.

Transportation Infrastructure Fund Highlights:

This fund was created as result of the voters approving ballot question 1A on November 5, 2019. The monies in this fund are from the 0.18% of the County's 1.0% sales and use tax and will be used for transportation infrastructure improvements. Sales and use tax revenues are projected to be \$14.3 million in 2021.

Major projects for this fund include:

- US Highway 85 Corridor Improvements (\$8.0 million)
- Safer Main Street Projects throughout DC (\$4.0 million)

A complete list with detailed explanations of recommended projects can be found in the 2021 Proposed Budget for this fund.

Safety and Mental Health Fund Highlights:

This fund was created mid-2019 to account for the \$13.0 million, from General Fund unassigned fund balance, for physical entry way security technology and mental health services for youth in schools, with the option to consider safety onsite specialists, specifically, trained school resource officers dedicated solely to school security.

This fund also accounts for the Sheriff's Office School Resource Officer (SRO) program. A portion of the General Fund mill levy was redirected in 2020 to provide for the \$3 million of ongoing funding for this program which is funded in partnership

with Douglas County, Douglas County School District and various charter and private schools within Douglas County.

The 2021 recommended Proposed Budget includes funding for training and overtime related to Senate Bill 20-217, Measures to Enhance Law Enforcement Integrity, totaling \$47,600.

Law Enforcement Authority (LEA) Fund Highlights:

The LEA Fund's primary funding source comes from a dedicated 4.500 mills paid by property owners within the unincorporated areas of Douglas County and is for the purpose of providing law enforcement services in unincorporated areas of the County. Property taxes are forecasted to be \$18.6 million in 2021.

The 2021 recommended Proposed Budget includes funding for training and overtime related to Senate Bill 20-217, Measures to Enhance Law Enforcement Integrity, totaling \$253,000; along with a license plate recognition system on US Highway 85 for \$70,400, and StarChase GPS technology systems for patrol vehicles for \$21,200.

This fund is being monitored closely for long-term sustainability.

Justice Center Sales and Use Tax Fund Highlights:

The Justice Center Sales and Use Tax Fund accounts for the 0.25% 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. The voters approved on November 5, 2019 ballot question 1A which redirects 0.13% due to sunset December 31, 2020 and 0.05% in perpetuity (for a combined total of 0.18%) from the Justice Center Sales and Use Tax Fund to the Transportation Infrastructure Sales and Use Tax Fund effective January 1, 2020.

Sales and use tax revenues are projected to be \$19.9 million. The major expenditure shown in this fund is the transfer to the General Fund, which equals the full 0.25% generated by the sales and use tax and extends in perpetuity and defrays the cost of operations paid from the General Fund. Available fund balance is also used to off-set General Fund one-time expenditures in accordance with the ballot language. Current available fund balance is projected to be \$28.2 million at the end of 2021.

The other major requests for this fund that will utilize available fund balance are improvements to security in the detention's dayroom, security equipment and software, and upgrades to the audio, visual, and technological equipment in multiple courtrooms. A complete list with detailed explanations of recommended requests can be found in the 2021 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, fund balance is being accumulated to fund maintenance of open space properties after the sunset date in case the tax is not extended.

Sales and use tax revenues are projected to be \$13.5 million. Per voter approval, a portion of this revenue (\$2.1 million) is for parks development and maintenance and is accounted for in the Parks Sales and Use Tax Fund. An additional \$2.0 million is shareback with the wholly incorporated municipalities which were in existence at the time the sales and use tax was approved by voters in 1994. These municipalities include Castle Rock, Parker, and Larkspur.

The major projects for this fund are an additional trailhead for Spruce Mountain Trail (\$350,000), Iron Horse bridge reconstruction and repair (\$95,000), and trail mitigation on the Colorado Front Range Trail (\$93,000). Sandstone Ranch improvements include structure maintenance of \$125,000 as well as additional trail overlooks costing \$30,000. The complete list with detailed explanations of recommended projects is included in the 2021 Proposed Budget for this fund.

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 (\$2.1 million). Projects are funded with these monies as well as cash-in-lieu monies received from developers dedicated to park lands. This fund is also impacted by the sunseting of the Open Space Sales and Use Tax, January 1, 2024. After the sunseting of the tax, the General Fund will be responsible for funding ongoing maintenance.

The 2021 priorities for this fund include annual maintenance for several parks throughout Douglas County, including parking lot maintenance, concrete replacement. An additional \$400,000 is being approved for projects currently under way at Rueter-Hess Reservoir (\$250,000) and Bluffs Regional Park (\$150,000). More information is provided in the 2021 Proposed Budget for this fund.

Conservation Trust Fund Highlights:

In accordance with Colorado State Statute, this fund accounts solely for the proceeds allocated to the County from the State Lottery Fund, estimated to be \$1.0 million for 2021. Funds may only be used for the development and maintenance of parks, trails, open space, and other recreational facilities.

The 2021 priority for this fund is a contribution to the City of Lone Tree for the continued support of the Lone Tree Entertainment District, and the \$541K for the completion of the

East-West Regional Trail. More information is provided in the 2021 Proposed Budget for this fund.

Capital Expenditures Fund Highlights:

This fund pays for routine maintenance on all County facilities except for the Justice Center. Monies from the General and Infrastructure funds are being transferred into this fund to provide multiple year funding for facilities maintenance. The cost of facility maintenance in 2021 equals \$789,400. A complete list with detailed explanations of maintenance requests is included in the 2021 Proposed Budget for this fund.

Human Services Fund Highlights:

Funding for the programs and services offered to citizens served by the Human Services Department comes from a portion of the County's mill levy (0.316 mills or \$2.3 million) and from various Federal and State grants (\$32.5 million). The 2021 Proposed Budget reflects \$21.9 million appropriated for direct payments to qualified participants (which includes \$11.5 million in food assistance benefits that are 100% federally funded), and \$6.5 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. Those expenses are then reimbursed at approximately 33% by the State. Technology related expenses fluctuate based on technology projects and therefore cause the

reimbursement to fluctuate accordingly. These fluctuations are not reflective of changes in service levels or a drop in the rate of reimbursement; rather it reflects an increase or decrease in technology costs that resulted in a drop in the Federal and State reimbursement.

Human Services programs are mandated by the State of Colorado. Increases in service levels requires this fund to use existing fund balance to cover operating expenses. Should available fund balance become inadequate to cover operations, additional mill levy 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 1.000 mill property tax approved by the voters in 2001 and is expected to produce \$7.4 million for 2021. 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 the special needs of citizens with intellectual and developmental disabilities. The remaining funds are then dispersed by the County through its Developmental Disabilities Grant Program.



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% (\$8.2 million for County funds and \$652,000 for the LEA Fund) 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, especially the members of the Budget Department.

We are pleased to present this 2021 recommended Proposed Budget as our County's financial plan for 2021. 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 Commissioners' core priorities.

Over the past seven weeks, we have spent many hours working with the Board of County Commissioners to fully discuss and evaluate this recommended budget before adoption on December 15, 2020.

Respectfully submitted,



Douglas DeBord
County Manager



Martha Marshall
Budget Director



County Overview

Douglas County, Colorado At A Glance

Location :

Virtually in the geographic center of Colorado, Douglas County is approximately 844 square miles of striking natural beauty in its mountains, foothills, and plains. It is located between Colorado's two largest cities: Denver and Colorado Springs.

Elevation :

Elevations range from 5,400 feet in the northeast corner of the county to 9,836 feet at Thunder Butte in the Pike National Forest.

Incorporated Municipalities

Aurora [portion], Castle Pines, Castle Rock [County seat], Larkspur, Littleton [portion], Lone Tree, and Parker.

Form of Governance

The County is governed by a three-member Board of County Commissioners elected at large by county citizens.

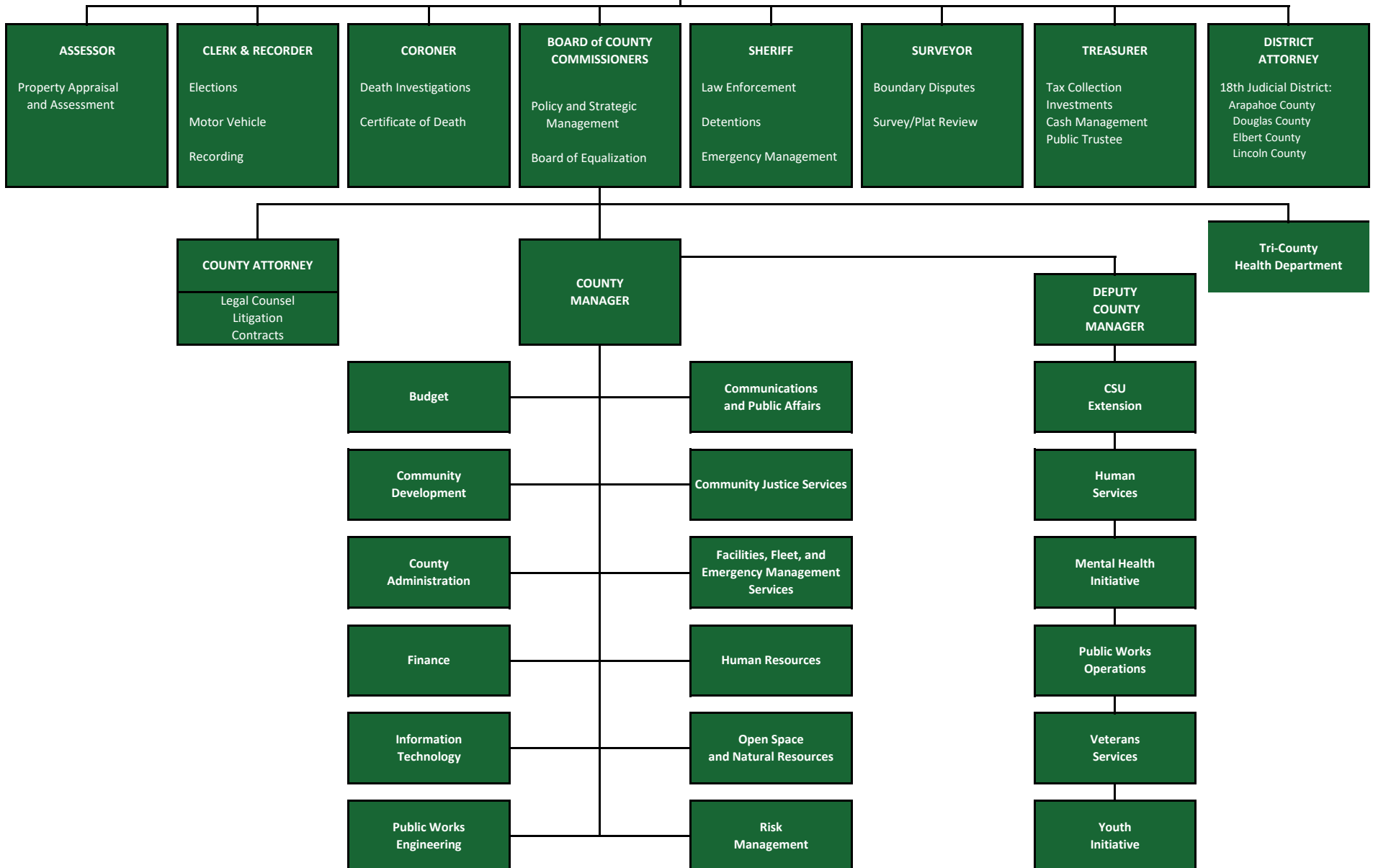
Date of Incorporation

1861: The Colorado Territorial Session Laws created Douglas County, named after Stephen A. Douglas.



DOUGLAS COUNTY ORGANIZATION CHART

CITIZENS



Douglas County Government
Summary of Fund Balances, Revenues, and Expenditures

Fund	Fund Name	Estimated Beginning Fund Balance	2021 Revenues (Less Transfers)	2021 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	2021 Appropriation
County Funds											
100	General	\$ 39,327,203	\$ 130,295,887	\$ 146,749,922	\$ 22,259,936	\$ (4,472,021)	\$ 1,333,880	\$ 10,048,285	\$ 30,612,798	\$ 40,661,083	\$ 151,221,943
Special Revenue Funds											
200	Road and Bridge	21,041,528	56,356,408	67,876,144	0	(107,000)	(11,626,736)	2,068,596	7,346,196	9,414,792	67,983,144
210	Human Services	3,535,956	35,410,760	39,727,895	2,721,421	0	(1,595,714)	431,621	1,508,621	1,940,242	39,727,895
215	Developmental Disabilities	274,620	7,369,205	7,369,205	0	0	0	100,000	174,620	274,620	7,369,205
221	Safety and Mental Health	968,416	4,814,144	4,393,923	0	0	420,221	0	1,388,637	1,388,637	4,393,923
225	Infrastructure	33,420,616	0	29,679,410	0	(3,741,206)	(33,420,616)	0	0	0	33,420,616
230	Road Sales and Use Tax	59,075,030	32,428,800	77,721,770	0	(500,000)	(45,792,970)	0	13,282,060	13,282,060	78,221,770
235	Transportation Infrastructure S&T Tax	1,473,814	14,322,960	12,500,000	0	0	1,822,960	0	3,296,774	3,296,774	12,500,000
240	Justice Center Sales and Use Tax	31,311,090	20,293,000	2,202,335	0	(21,166,036)	(3,075,371)	89,066	28,146,653	28,235,719	23,368,371
250	Open Space Sales and Use Tax	12,661,636	13,652,240	6,166,262	0	(5,098,552)	2,387,426	9,321,269	5,727,793	15,049,062	11,264,814
255	Parks Sales and Use Tax	3,776,241	130,000	1,852,500	2,081,552	(29,700)	329,352	0	4,105,593	4,105,593	1,882,200
260	Conservation Trust	1,075,793	1,510,000	1,041,371	0	0	468,629	1,544,422	0	1,544,422	1,041,371
275	Solid Waste Disposal	157,357	90,000	130,000	0	0	(40,000)	0	117,357	117,357	130,000
295	Rocky Mountain HIDTA	0	1,491,841	1,466,941	0	(24,900)	0	0	0	0	1,491,841
Capital Projects Funds											
330	Capital Expenditures	2,513,970	0	789,400	4,530,606	0	3,741,206	0	6,255,176	6,255,176	789,400
350	LID Capital Construction	445,644	10,000	1,000	0	0	9,000	0	454,644	454,644	1,000
390	Capital Replacement	3,931,055	0	0	29,700	(462,000)	(432,300)	695,000	2,803,755	3,498,755	462,000
Debt Service Fund											
410	Debt Service	91,397	0	3,017,200	3,017,000	0	(200)	0	91,197	91,197	3,017,200
Internal Service Funds											
620	Employee Benefits Self-Insurance	3,897,241	2,244,100	2,244,100	0	0	0	0	3,897,241	3,897,241	2,244,100
630	Liability and Property Self-Insurance	5,299,181	1,035,000	2,399,000	0	0	(1,364,000)	0	3,935,181	3,935,181	2,399,000
640	Medical Insurance Self-Insurance	1,001,329	20,830,985	20,830,985	0	0	0	0	1,001,329	1,001,329	20,830,985
Total County Funds		\$ 225,279,117	\$ 342,285,330	\$ 428,159,363	\$ 34,640,215	\$ (35,601,415)	\$ (86,835,233)	\$ 24,298,259	\$ 114,145,625	\$ 138,443,884	\$ 463,760,778
Law Enforcement Authority Fund											
220	Law Enforcement Authority	9,596,380	22,948,552	24,047,657	961,200	0	(137,905)	652,000	8,806,475	9,458,475	24,047,657
Woodmoor Mountain General Improvement District Fund											
280	Woodmoor Mountain GID	2,796	31,790	31,790	0	0	0	940	1,856	2,796	31,790
Lincoln Station Sales Tax Street Improvement Fund											
265	Lincoln Station Sales Tax Street Improve	0	50,000	50,000	0	0	0	0	0	0	50,000
Total Douglas County Funds		\$ 234,878,293	\$ 365,315,672	\$ 452,288,810	\$ 35,601,415	\$ (35,601,415)	\$ (86,973,138)	\$ 24,951,199	\$ 122,953,956	\$ 147,905,155	\$ 487,890,225

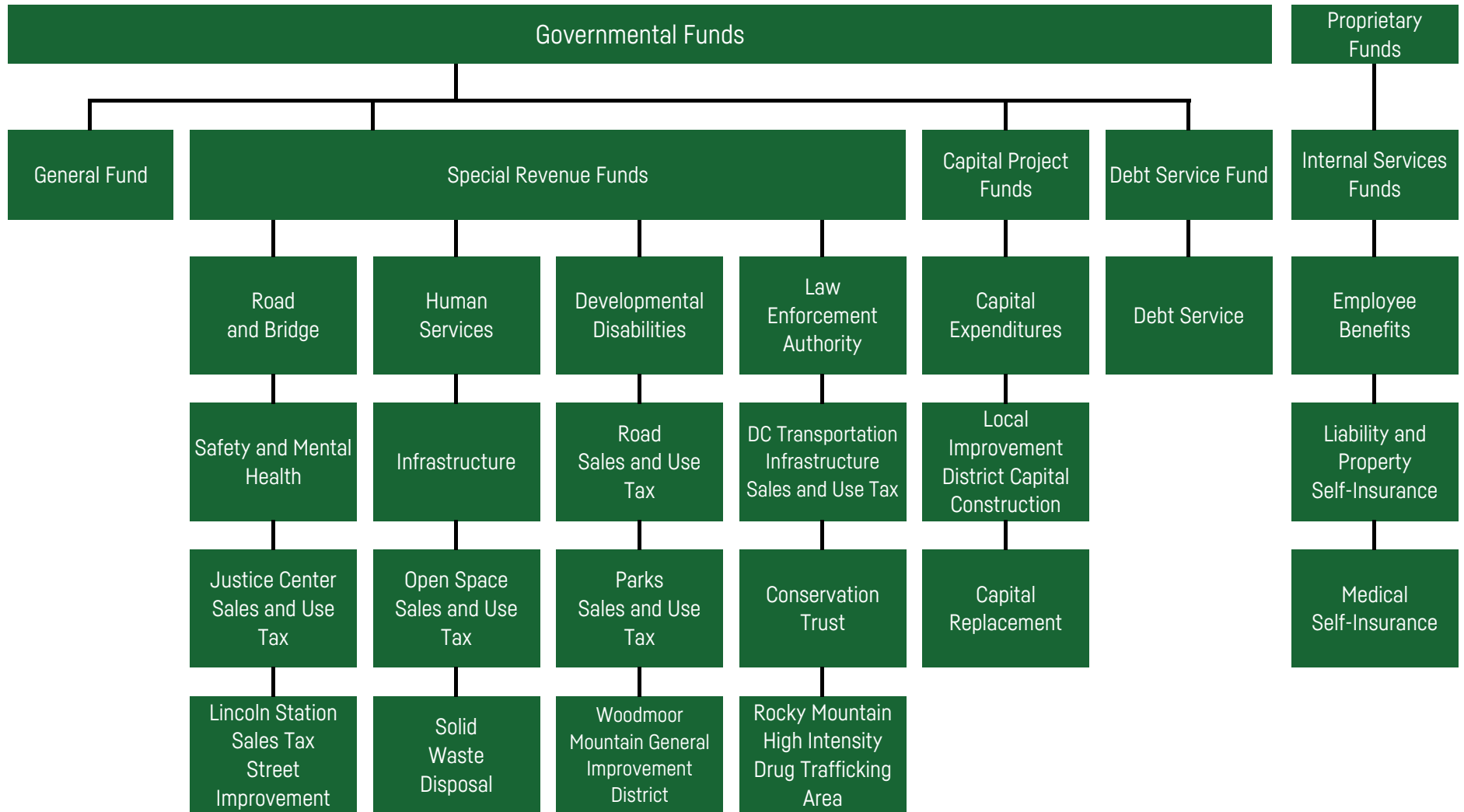
Abbreviation Key:

GID - General Improvement District

HIDTA - High Intensity Drug Trafficking Area

LID - Local Improvement District

DOUGLAS COUNTY FUND STRUCTURE OVERVIEW



Note: This schedule only reflects funds that are budgeted.

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
Safety and Mental Health	221
Infrastructure	225
Road Sales and Use Tax	230
DC Transportation Infrastructure Sales and Use Tax	235
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

Fund Definitions

Capital Projects Funds

Capital Projects Funds are used to account for the financial resources used to fund maintenance and equipment replacement as well as 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. 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 funds that are used to account for the financing of goods or services provided by one county department or agency to other departments or agencies on a cost reimbursement basis.

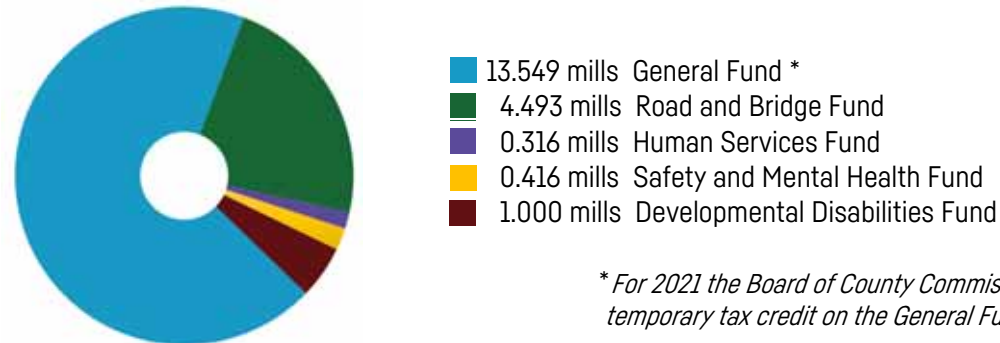
<u>Fund Name</u>	<u>Fund Number</u>
Employee Benefits	620
Liability and Property Insurance	630
Medical Self-Insurance	640

Property Taxes

Douglas County

Douglas County is a governmental taxing entity empowered to levy its own property taxes. The total mill levy for the 2021 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 2021 are levied in December 2020. The county, municipalities, school districts and various forms of special districts are all taxing entities. A mill levy is a tax rate of 1/10 of a cent. A tax rate of 1 mill per thousand means \$1.00 of tax per \$1,000 of assessed value. The mill levy set by the taxing entity is applied to the assessed value of the property, thus generating property taxes.

Mill Levy Distribution - Douglas County 2021 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)

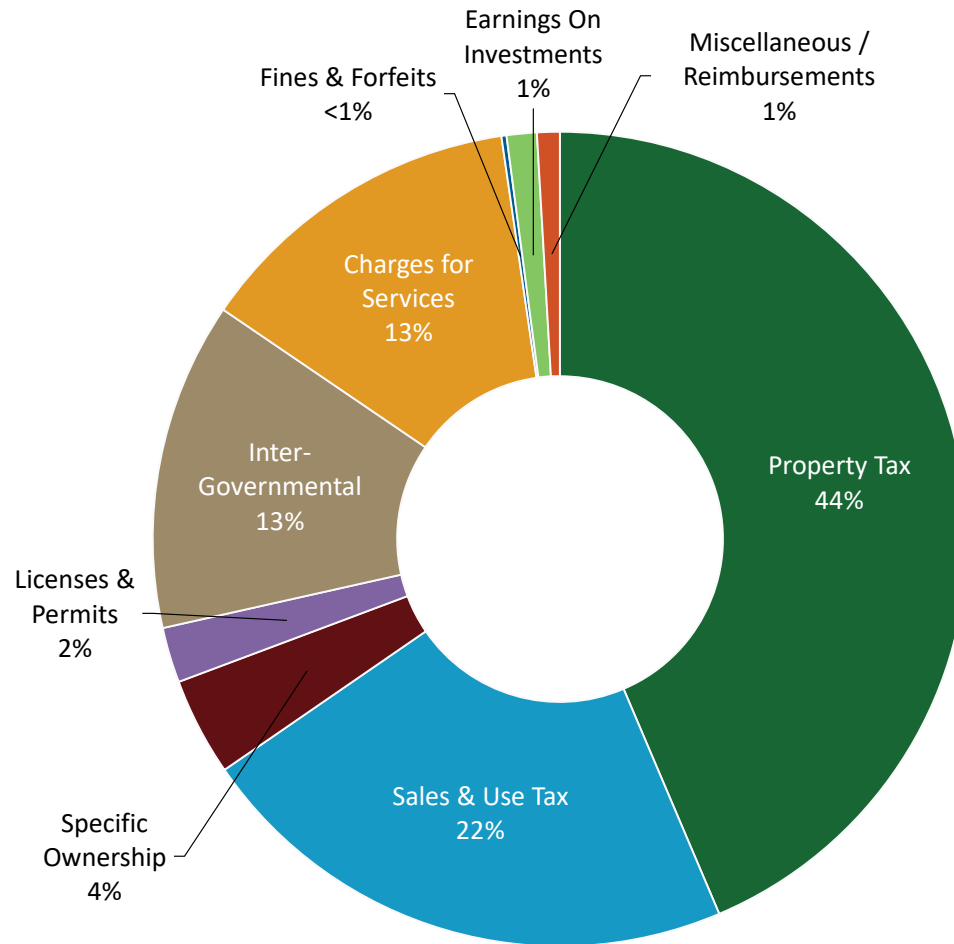
The Woodmoor Mountain General Improvement District is a special taxing General Improvement District (GID) created for the purpose of maintenance and improvement of roads in the Woodmoor Mountain District. On November 2, 1993, a referred measure was passed at an election to allow the district to extend 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 2021 is 10.820 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:

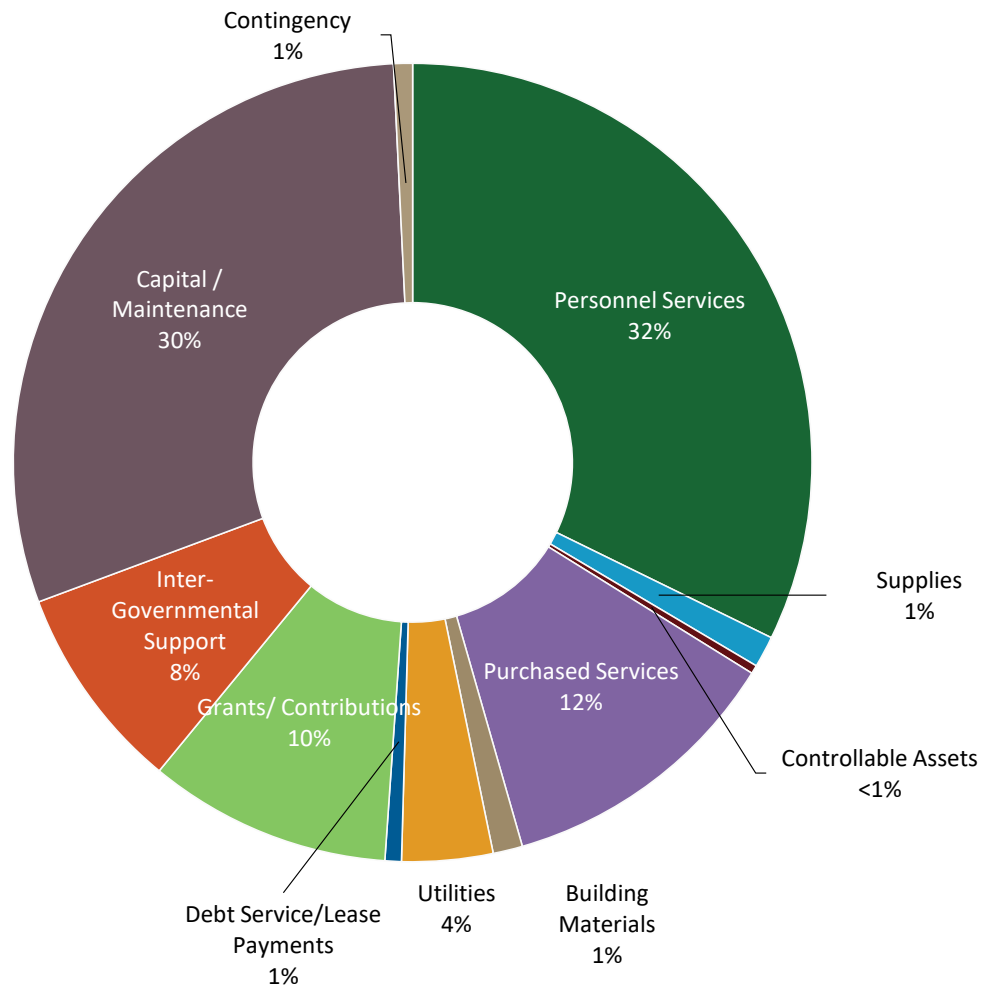
Tax	Amount	Beginning Date	Sunset Date
Open Space Sales & Use Tax	0.17%	January 1, 1995	January 1, 2024
<p>Use: Dedicated for the maintenance and acquisition of Parks, Trails, and Open Space.</p> <p>Funds are shared at the rate of 50% of collections allocated as a percentage of vehicles registered within 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	0.25%	January 1, 1996	Perpetuity
<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> <p>In November 2019, the voters redirected 0.13% due to sunset December 31, 2020 and 0.05% in perpetuity to Transportation Infrastructure effective January 1, 2020.</p>			
Transportation Infrastructure Sales & Use Tax	0.18%	January 1, 2020	December 31, 2035
<p>Use: Dedicated for transportation infrastructure within the county.</p> <p>In November 2019, the voters approved redirecting 0.13% of Justice Center Sales & Use Tax due to sunset December 31, 2020 and 0.05% in perpetuity to Transportation Infrastructure effective January 1, 2020; 0.05% will remain in perpetuity for transportation infrastructure and 0.13% will sunset December 31, 2035.</p>			

Revenues - Where does Douglas County get its money?



Sources of Funding	Revenues
Property Tax	\$ 159,307,851
Sales & Use Tax	79,622,000
Specific Ownership	14,210,100
Licenses & Permits	8,019,050
Inter-Governmental	47,591,806
Charges for Services	48,154,215
Fines & Forfeits	730,700
Earnings On Investments	4,385,050
Miscellaneous / Reimbursements	3,294,900
Total Revenues-All Funds	\$ 365,315,672

Expenditures - Where does Douglas County spend its money?



Fund	Expenditures
Personnel Services	\$ 145,757,115
Supplies	5,795,473
Controllable Assets	1,541,420
Purchased Services	52,987,622
Building Materials	5,402,331
Utilities	16,702,130
Debt Service/Lease Payments	3,017,200
Grants/ Contributions	44,486,710
Intergovernmental Support	37,860,800
Capital/Maintenance	135,263,009
Contingency	3,475,000
Total	\$ 452,288,810

Expenditure Budget by Function and Fund (Excluding Transfers)

Function	Total of all Fund	General (100)	Road & Bridge (200)	Human Services (210)	Developmental Disabilities (215)	Law Enforcement (220)	Safety & Mental Health (221)	Infrastructure (225)	Road Sales & Use Tax (230)	DC Transportation & Infrastructure (235)
Assessor	4,740,187	4,740,187								
Board of County Commissioners	1,050,588	1,050,588								
Budget	601,558	601,558								
Building Development Services	3,987,582	3,987,582								
Capital Improvement Projects	155,053,613		32,159,698					29,679,410	77,721,770	12,500,000
Clerk & Recorder	8,792,767	8,792,767								
Communication & Public Affairs	805,261	805,261								
Community Development	6,353,413	6,353,413								
Community Justice Services	2,093,962	2,093,962								
Community Safety	1,614,750	1,614,750								
Coroner	1,337,248	1,337,248								
County Administration	1,871,129	1,871,129								
County Attorney	1,918,165	1,918,165								
County Fair	663,959	663,959								
CSU	484,100	484,100								
Debt Service	3,017,200									
Developmental Disabilities	7,369,205				7,369,205					
District Attorney	8,601,313	8,601,313								
Emergency/Disaster	1,970,034	1,970,034								
Facilities	11,360,171	11,360,171								
Finance	1,424,561	1,424,561								
Fleet	2,737,549	2,737,549								
Human Resources	1,631,757	1,631,757								
Human Services	39,727,895	-		39,727,895						
Information Technology	19,269,911	19,269,911								
Lincoln Station Sales Tax St. Improvement	50,000									
Mental Health Initiative	1,004,085	1,004,085								
Open Space & Natural Resources	6,528,336	362,074								
Other Governmental Services & Contingency	1,107,789	1,107,789								
Public Trustee	247,351	247,351								
Parks Maintenance	5,897,732	3,003,861								
Public Works - Engineering	11,920,434	5,815,767	6,104,667							
Public Works - Operations	29,611,779		29,611,779							
Rocky Mountain HIDTA	1,466,941									
Internal Service Funds	25,474,085									
Law Enforcement Authority	24,047,657					24,047,657				
Sheriff	52,412,387	48,018,464					4,393,923			
Solid Waste Disposal	227,409	97,409								
Surveyor	8,184	8,184								
Treasurer	1,224,452	1,224,452								
Tri-County Health	2,550,521	2,550,521								
Woodmoor Mountain	31,790									
Fund Totals	452,288,810	146,749,922	67,876,144	39,727,895	7,369,205	24,047,657	4,393,923	\$29,679,410	77,721,770	12,500,000

Expenditure Budget by Function and Fund (Excluding Transfers)

Justice Center Sales & Use Tax (240)	Open Space Sales & Use Tax (250)	Parks Sales & Use Tax (255)	Conservation Trust (260)	Lincoln Station (265)	Solid Waste (275)	Woodmoor Mtn (280)	Rocky Mtn. HIDTA (295)	Capital Expenditures (330)	LID (350)	Debt Service (410)	Internal Services (620/630/640)	Function
												Assessor
												Board of County Commissioners
												Budget
2,202,335								789,400	1,000			Building Development Services
												Capital Improvement Projects
												Clerk & Recorder
												Public Affairs
												Community Development
												Community Justice Services
												Community Safety
												Coroner
												County Administration
												County Attorney
												County Fair
												CSU
										3,017,200		Debt Service
												Developmental Disabilities
												District Attorney
												Emergency/Disaster
												Facilities
												Finance
												Fleet
												Human Resources
												Human Services
												Information Technology
					50,000							Lincoln Station Sales Tax St. Improvement
												Mental Health Initiative
	6,166,262											Open Space & Natural Resources
												Other Governmental Services & Contingency
												Public Trustee
		1,852,500	1,041,371									Parks Maintenance
												Public Works - Engineering
												Public Works - Operations
							1,466,941					Rocky Mountain HIDTA
											25,474,085	Internal Service Funds
												Law Enforcement Authority
												Sheriff
					130,000							Solid Waste Disposal
												Surveyor
												Treasurer
												Tri-County Health
						31,790						Woodmoor Mountain
2,202,335	6,166,262	1,852,500	1,041,371	50,000	130,000	31,790	1,466,941	789,400	1,000	3,017,200	25,474,085	Fund Totals

County-Wide Summary of Revenues and Expenditures by Category

	2020 Adopted Budget	2020 Amended Budget	2021 Proposed Budget
<u>Revenues</u>			
1 Taxes	\$245,348,945	\$231,914,945	\$253,139,951
2 Licenses & Permits	8,879,450	8,879,450	8,019,050
3 Intergovernmental	46,316,745	94,308,328	47,591,806
4 Charges for Services	45,918,427	45,918,427	48,154,215
5 Fines & Forfeits	878,900	1,509,900	730,700
6 Earnings on Investment	2,885,050	2,885,050	4,385,050
7 LID Assessments & Contributions	10,000	10,000	10,000
8 Other Revenues	5,922,000	5,577,630	2,975,900
9 Donations & Contributions	280,000	2,529,250	225,000
10 Other Financing Sources	205,000	55,000	84,000
11 Use of Fund Balance	106,519,965	131,842,974	86,973,138
12 Total Revenues	<u>\$463,164,482</u>	<u>\$525,430,954</u>	<u>\$452,288,810</u>
<u>Expenditures by Function</u>			
13 Personnel Services	\$143,372,724	\$143,757,964	\$146,483,115
14 Supplies	10,340,285	34,946,971	8,934,303
15 Controllable Assets	4,668,712	4,922,315	1,541,420
16 Purchased Services	51,297,806	63,833,804	53,509,922
17 Building Materials	5,402,331	5,250,378	5,402,331
18 Fixed Charges	18,188,094	18,432,094	16,702,130
19 Debt Service	3,356,000	3,356,000	3,017,200
20 Grants and Contributions	41,806,853	43,706,075	44,486,710
21 Intergovernmental Support	53,341,021	48,835,182	37,860,800
22 Interdepartmental Charges	(4,248,864)	33,238,578	(4,387,130)
23 Capital Outlay	132,399,872	120,597,632	135,263,009
24 Contingency	3,239,648	4,553,961	3,475,000
25 Source of Fund Balance	0	0	0
26 Total Expenditures	<u>\$463,164,482</u>	<u>\$525,430,954</u>	<u>\$452,288,810</u>

General Governmental and Program Revenues

	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	\$ 159,307,851	\$ 159,307,851	0	0	0	0	0	0	0
Sales	79,622,000	79,622,000	0	0	0	0	0	0	0
Auto Ownership	14,210,100	14,210,100	0	0	0	0	0	0	0
Licenses and Permits	2,371,500	0	0	2,371,500	0	0	0	0	0
Intergovernmental	11,422,800	0	0	0	11,422,800	0	0	0	0
Charges for Services	23,403,085	0	0	0	0	23,403,085	0	0	0
Earnings on Investment	4,385,050	0	4,385,050	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:	1,097,000	0	0	0	0	0	0	0	1,097,000
Total General Governmental Revenue	\$ 295,839,386	\$ 253,139,951	\$ 4,385,050	\$ 2,371,500	\$ 11,422,800	\$ 23,403,085	\$ 10,000	\$ 10,000	\$ 1,097,000
Program Revenues									
Assessor	45,000	0	0	0	0	45,000	0	0	0
Building Development Services	6,154,800	0	0	4,398,500	0	1,756,300	0	0	0
Clerk and Recorder	9,861,900	0	0	160,000	0	9,224,100	0	23,800	454,000
Community Development	214,300	0	0	10,000	0	204,300	0	0	0
Community Justice Services	426,500	0	0	0	0	337,200	0	89,300	0
County Administration	203,750	0	0	15,000	174,750	14,000	0	0	0
Community Safety	1,614,750	0	0	0	0	1,614,750	0	0	0
County Fair	186,800	0	0	0	0	186,800	0	0	0
Emergency / Safety	3,750	0	0	3,750	0	0	0	0	0
Facilities	184,000	0	0	0	0	163,000	0	0	21,000
Finance	269,200	0	0	0	0	0	0	0	269,200
Fleet	5,000	0	0	0	0	0	0	0	5,000
Human Resources	111,000	0	0	0	0	0	0	0	111,000
Human Services	33,082,091	0	0	0	32,506,091	0	0	0	576,000
Open Space	25,000	0	0	0	0	0	0	0	25,000
Other General Fund	225,000	0	0	0	0	0	0	0	225,000
Parks Maintenance	514,000	0	0	0	0	484,000	0	0	30,000
Public Works	1,047,369	0	0	805,000	137,369	5,000	0	0	100,000
Public Works - Engineering	324,900	0	0	0	0	324,900	0	0	0
RMHIDTA	1,491,841	0	0	0	1,491,841	0	0	0	0
Sheriff	6,191,455	0	0	255,300	1,858,955	3,112,900	0	607,600	356,700
Solid Waste Disposal	97,000	0	0	0	0	97,000	0	0	0
Treasurer	7,196,880	0	0	0	0	7,181,880	0	0	15,000
Total Program Revenues	\$ 69,476,286	\$0	\$0	\$ 5,647,550	\$ 36,169,006	\$ 24,751,130	\$0	\$ 720,700	\$ 2,187,900
Total Revenues	\$ 365,315,672	\$ 253,139,951	\$ 4,385,050	\$ 8,019,050	\$ 47,591,806	\$ 48,154,215	\$ 10,000	\$ 730,700	\$ 3,284,900

General Governmental Revenues

Description	2019 Actual Revenues	2020 Adopted Budget	2020 Amended Budget	2021 Proposed Budget
<u>Taxes:</u>				
Property				
General	\$ 84,282,882	\$ 92,741,241	\$ 92,741,241	\$ 94,760,757
Road and Bridge	28,497,602	32,414,484	32,414,484	33,109,839
Law Enforcement Authority	16,532,657	18,374,409	18,374,409	18,644,152
Infrastructure	3,164,674	0	0	0
Capital Expenditures	1,122,643	0	0	0
Developmental Disabilities	6,409,271	7,214,441	7,214,441	7,369,205
School Safety and Security	0	3,001,207	3,001,207	3,065,589
Woodmoor Mountain GID	26,731	28,100	28,100	29,640
Human Services	2,004,213	2,279,763	2,279,763	2,328,669
Sales and Use				
Road	30,235,937	29,920,000	29,920,000	31,828,800
Transportation		13,464,000	13,464,000	14,322,960
Justice Center	32,503,663	18,700,000	18,700,000	19,893,000
Open Space	12,850,273	12,716,000	12,716,000	13,527,240
Lincoln Station	25,393	20,000	20,000	50,000
Auto Ownership				
Road and Bridge	12,696,565	12,762,000	12,762,000	12,544,200
Law Enforcement Authority	1,666,495	1,711,500	1,711,500	1,663,800
Woodmoor Mountain GID	2,672	1,800	1,800	2,100
Total Taxes	\$ 232,021,671	\$ 245,348,945	\$ 245,348,945	\$ 253,139,951

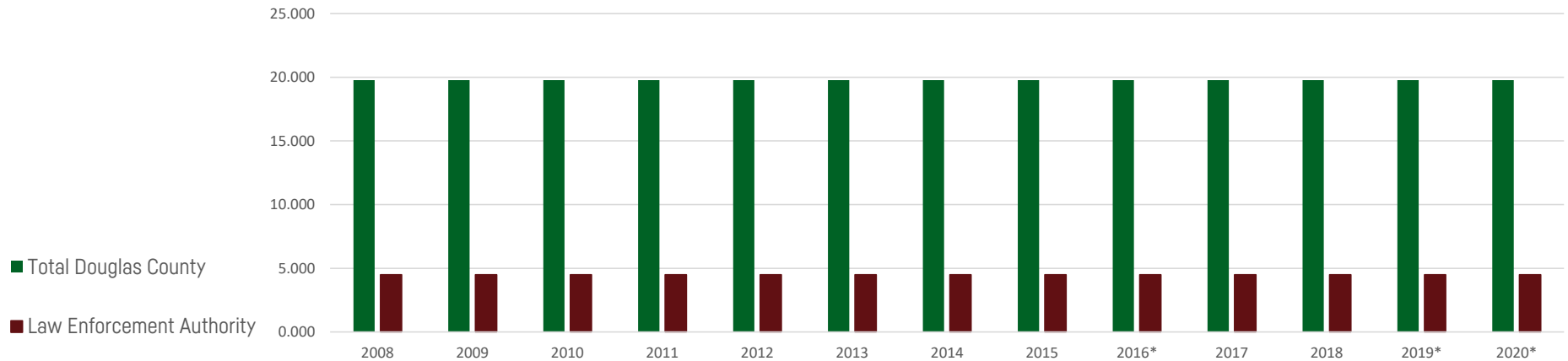
General Governmental Revenues

Description	2019 Actual Revenues	2020 Adopted Budget	2020 Amended Budget	2021 Proposed Budget
Cable TV Franchise	\$ 2,302,021	\$ 2,300,000	\$ 2,300,000	\$ 2,371,500
<u>Intergovernmental:</u>				
Highway User	\$ 11,083,227	\$ 8,500,000	\$ 8,500,000	\$ 8,500,000
Motor Vehicle	766,508	725,000	725,000	750,000
State Cigarette	209,377	243,300	243,300	217,800
Miscellaneous	1,226,439	423,000	423,000	1,955,000
Total Intergovernmental	\$ 13,285,551	\$ 9,891,300	\$ 9,468,300	\$ 11,422,800
<u>Charges for Services:</u>				
Liability/Property Coverage	2,327,100	2,241,800	2,241,800	1,000,000
Employer STD/UI Charges	157,164	143,000	143,000	143,000
Employer Worker Comp	1,916,371	2,043,400	2,043,400	2,101,100
Self-Insurance Medical Premium	18,115,806	17,910,169	17,910,169	19,172,000
Self-Insurance Dental Premium	828,088	781,050	781,050	843,121
Self-Insurance Vision Premium	146,381	148,308	148,308	143,864
Miscellaneous Charges for Services	59,625	0	0	0
Total Charges for Services	\$ 23,550,535	\$ 23,267,727	\$ 23,267,727	\$ 23,403,085
<u>Fines & Forfeits</u>	5,294	10,000	10,000	10,000
<u>Earnings on Investment</u>	10,689,214	2,885,050	2,885,050	4,385,050
<u>L.I.D. Assessments & Contributions</u>	3,869	10,000	10,000	10,000
<u>Miscellaneous</u>	19,770,743	4,886,000	6,030,016	1,097,000
Total General Governmental Revenues	\$ 301,625,029	\$ 288,599,022	\$ 289,310,038	\$ 295,839,386

Douglas County Mill Levy History

Fund	Assessment Year	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
General Fund		9.888	10.225	12.515	12.515	12.515	12.619	13.225	12.814	12.965	13.465	13.465	13.465	13.465
Road and Bridge Fund		4.693	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		0.518	0.316	0.316	0.316	0.316	0.424	0.141	0.316	0.316	0.316	0.316	0.316	0.316
Capital Expenditures Fund		3.100	3.189	1.000	1.000	1.000	1.000	0.764	1.000	1.000	0.500	0.500	0.500	0.500
Developmental Disabilities Fund									1.000	1.000	1.000	1.000	1.000	1.000
Infrastructure Fund														
Debt Service Fund		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	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

Fund	Assessment Year	2008	2009	2010	2011	2012	2013	2014	2015	2016*	2017	2018	2019*	2020*
General Fund		13.965	13.965	13.965	13.965	13.965	13.965	13.965	13.788	13.788	12.788	13.288	13.549	13.549
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
Safety and Mental Health Fund													0.416	0.416
Capital Expenditures Fund									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, 2019, 2020 - Board of County Commissioners authorized a temporary property tax credit on the General Fund of 0.500 mills.



COUNTY FUNDS



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, FINANCE, AND ADMINISTRATION.

**General Fund (Fund 100)
Fund Summary**

	2019	2020	2020	2020	2021	2022	2023	2024	2025
	Audited Actuals	Adopted Budget	Amended Budget	Estimated Actuals	Proposed Budget	Projection	Projection	Projection	Projection
1 Beginning Fund Balance	\$ 50,594,332	\$ 22,492,403	\$ 46,508,229	\$ 46,508,229	\$ 39,327,203	\$ 40,661,083	\$ 43,212,196	\$ 42,587,246	\$ 39,602,416
<u>Revenues</u>									
2 <i>Taxes</i>	\$ 84,282,882	\$ 92,741,241	\$ 92,741,241	\$ 92,741,241	\$ 98,445,360	\$ 101,370,501	\$ 102,042,561	\$ 103,824,596	\$ 103,891,115
3 <i>- 1/2 Mill Levy Temporary Credit</i>					(3,684,603)	(3,792,550)	(3,817,351)	(3,883,113)	(3,885,568)
4 <i>Licenses and Permits</i>	7,896,363	8,067,800	8,167,800	7,363,935	7,084,350	7,242,550	7,408,950	7,546,150	7,685,950
5 <i>Intergovernmental</i>	3,998,931	489,050	34,508,382	34,508,382	482,550	484,750	491,350	489,150	491,350
6 <i>Charges for Services</i>	22,542,681	21,202,300	21,372,606	22,544,988	23,062,230	23,034,450	23,514,343	23,859,449	24,232,062
7 <i>Fines and Forfeits</i>	159,978	153,900	153,900	121,700	126,100	135,900	141,600	141,600	141,600
8 <i>Earnings on Investments</i>	7,260,959	1,500,000	1,500,000	3,500,000	3,000,000	2,000,000	2,000,000	2,000,000	2,000,000
9 <i>Donations and Contributions</i>	321,226	280,000	285,234	194,565		225,000	225,000	225,000	225,000
10 <i>Other Revenues</i>	3,323,989	4,334,000	4,569,358	7,029,799	1,275,200	1,221,200	1,221,200	1,221,200	1,221,200
<i>Transfers In:</i>									
11 <i>Capital Replacement Fund</i>	1,025,000	995,000	995,000	995,000	462,000	700,000	700,000	700,000	700,000
12 <i>Road & Bridge Fund</i>	107,000	107,000	107,000	107,000	107,000	107,000	107,000	107,000	107,000
13 <i>Justice Center Sales Tax Fund</i>	21,044,056	20,407,587	21,814,607	21,814,607	20,391,661	20,598,361	20,986,261	21,329,817	21,349,625
14 <i>Road Sales Tax Fund-Engineering Svc</i>	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
15 <i>HIDTA</i>	24,265	24,900	24,900	24,900	24,900	24,900	24,900	24,900	24,900
16 <i>Total Transfers In</i>	<u>22,700,321</u>	<u>22,034,487</u>	<u>23,441,507</u>	<u>23,441,507</u>	<u>21,485,561</u>	<u>21,930,261</u>	<u>22,318,161</u>	<u>22,661,717</u>	<u>22,681,525</u>
17 <i>Recommended New Requests - One-Time - Transfer from Justice Center Sales & Use Tax Fund</i>					444,075				
18 <i>Recommended New Requests - Ongoing - Transfer from Justice Center Sales & Use Tax Fund</i>					330,300	330,300	330,300	330,300	330,300
19 <i>Recommended New Requests - One-Time</i>					129,700				
20 <i>Recommended New Requests - Ongoing</i>					150,000	150,000	150,000	150,000	150,000
21 Total Revenues and Transfers In	<u>\$ 152,487,330</u>	<u>\$ 150,802,778</u>	<u>\$ 186,740,028</u>	<u>\$ 191,446,117</u>	<u>\$ 152,555,823</u>	<u>\$ 154,332,362</u>	<u>\$ 156,026,114</u>	<u>\$ 158,566,049</u>	<u>\$ 159,164,534</u>
<u>Expenditures by Function</u>									
22 <i>Personnel</i>	\$ 91,286,010	\$ 97,640,227	\$ 98,211,793	\$ 98,211,793	\$ 98,321,495	\$ 101,211,656	\$ 105,862,872	\$ 110,597,296	\$ 115,659,012
23 <i>Supplies</i>	5,723,915	6,658,691	31,274,562	31,274,562	6,600,782	6,630,423	6,714,760	6,801,007	6,894,983
24 <i>Controllable Assets</i>	987,778	3,269,212	3,008,588	3,008,588	705,978	695,978	695,978	695,978	695,978
25 <i>Purchased Services</i>	32,843,162	35,559,984	47,840,401	47,840,401	35,509,163	34,978,763	34,978,763	34,978,763	34,978,763
26 <i>Fixed Charges</i>	7,424,731	7,990,137	8,043,137	8,043,137	7,721,457	8,068,662	8,253,396	8,382,791	8,385,655
27 <i>Grants and Contributions</i>	830,578	755,583	5,984,675	5,984,675	675,583	675,583	675,583	675,583	675,583
28 <i>Intergovernmental Support</i>	435,378	549,478	1,274,478	1,274,478	550,009	550,009	550,009	550,009	550,009
29 <i>Interdepartmental Charges</i>	(6,439,656)	(6,664,021)	(6,664,021)	(6,664,021)	(8,416,020)	(9,289,379)	(9,396,150)	(9,505,503)	(9,617,478)
30 <i>Capital Outlay</i>	717,889	36,000	844,232	844,232	0	0	0	0	0
31 <i>Computer Equipment</i>	720,941	1,000,000	2,024,302	2,024,302	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
32 <i>Vehicle Replacements</i>	1,173,233	995,000	1,116,499	1,116,499	462,000	700,000	700,000	700,000	700,000
33 <i>Contingency</i>	0	1,264,548	1,041,602	1,041,602	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
<i>Transfers Out</i>									
34 <i>To Infrastructure Fund</i>	6,400,000	0	0	0	0	0	0	0	0
35 <i>To Mental Health and Safety</i>	13,000,000	0	0	0	0	0	0	0	0
36 <i>To Law Enforcement Authority Fund</i>	0	1,702,812	1,702,812	1,702,812	961,200	1,006,200	1,062,500	1,121,600	1,183,700
37 <i>To Capital Expenditures Fund</i>	178,000	1,300,000	1,300,000	1,300,000	789,400	0	0	0	0
38 <i>To Human Services Fund</i>	1,291,477	1,624,083	1,624,083	1,624,083	2,721,421	2,721,421	2,721,421	2,721,421	2,721,421
39 <i>Total Transfers Out</i>	<u>20,869,477</u>	<u>4,626,895</u>	<u>4,626,895</u>	<u>4,626,895</u>	<u>4,472,021</u>	<u>3,727,621</u>	<u>3,783,921</u>	<u>3,843,021</u>	<u>3,905,121</u>
40 <i>Recommended New Requests - One-Time</i>					787,542				
41 <i>Recommended New Requests - Ongoing</i>					1,331,933	1,331,933	1,331,933	1,331,933	1,331,933
42 Total Expenditures and Transfers Out	<u>\$ 156,573,433</u>	<u>\$ 153,681,734</u>	<u>\$ 198,627,143</u>	<u>\$ 198,627,143</u>	<u>\$ 151,221,943</u>	<u>\$ 151,781,249</u>	<u>\$ 156,651,065</u>	<u>\$ 161,550,879</u>	<u>\$ 166,659,559</u>
43 <i>Change In Fund Balance</i>	(4,086,103)	(2,878,956)	(11,887,115)	(7,181,026)	1,333,880	2,551,113	(624,951)	(2,984,830)	(7,495,025)
44 Ending Fund Balance	<u>\$ 46,508,229</u>	<u>\$ 19,613,447</u>	<u>\$ 34,621,114</u>	<u>\$ 39,327,203</u>	<u>\$ 40,661,083</u>	<u>\$ 43,212,196</u>	<u>\$ 42,587,246</u>	<u>\$ 39,602,416</u>	<u>\$ 32,107,391</u>
<u>Fund Balance Detail</u>									
45 <i>Non-spendable Fund Balance</i>	\$ 2,664,494	\$ 2,453,583	\$ 2,453,583	\$ 1,346,472	\$ 1,346,472	\$ 1,346,472	\$ 1,346,472	\$ 1,346,472	\$ 1,346,472
46 <i>Restricted Fund Balance</i>	9,041,685	8,055,948	9,041,685	8,701,813	8,701,813	8,701,813	8,701,813	8,701,813	8,701,813
47 <i>Committed Fund Balance</i>	1,696,635	16,561	0	0	0	0	0	0	0
48 <i>Assigned Fund Balance</i>	23,257,746	8,884,786	21,307,157	15,052,424	20,052,424	19,677,376	22,037,254	26,547,449	21,461,823
49 <i>Unassigned Fund Balance</i>	9,847,669	202,570	1,818,689	14,226,494	10,560,374	13,486,535	10,501,707	3,006,682	597,283
50 Ending Fund Balance	<u>\$ 46,508,229</u>	<u>\$ 19,613,447</u>	<u>\$ 34,621,114</u>	<u>\$ 39,327,203</u>	<u>\$ 40,661,083</u>	<u>\$ 43,212,196</u>	<u>\$ 42,587,246</u>	<u>\$ 39,602,416</u>	<u>\$ 32,107,391</u>

Douglas County Government
2021 General Fund Recommended New Requests

Department	Division/ Project	Request Description	FTE	One-time Amount	Ongoing Amount	Offsetting Revenues
Clerk and Recorder						
	12500	Clear Access Voting Equipment Rental		\$40,267		
Community Development						
	16400	Women Crisis Center			10,000	
District Attorney						
	19600	Per Capita			45,385	
	19600	2021 Salary / Benefit Adjustments			197,710	
	19600	Additional Storage			25,666	
	19600	Professional Liability Insurance			6,755	
		<i>Subtotal District Attorney</i>			<u>275,516</u>	
Douglas County Sheriff						
	S.B. 20-217 Costs					
	21500	Detentions Overtime Costs Due to Training		246,200		(246,200)
	21115	Overtime Costs Due to Training		81,600		
	21115	Equipment and Training Costs		91,900		
		<i>Subtotal - S.B. 20-217 Costs</i>		<u>419,700</u>		<u>(246,200)</u>
	21500	Medication Assisted Treatment Program			262,400	(150,000)
	21500	Inmate Medical Contract Increase			170,100	(170,100)
	21175	Background Check Staffing		129,700		(129,700)
	21350	ShieldForce Software		83,100	19,600	(102,700)
Equipment Maintenance and Security Costs						
	21400	Armed Justice Center Security After Hours			69,500	(69,500)
	21350	Equipment Maintenance			62,400	(62,400)
	21400	Security Services			8,700	(8,700)
		<i>Subtotal - Equipment Maintenance and Security Costs</i>			<u>140,600</u>	<u>(140,600)</u>

Douglas County Government
2021 General Fund Recommended New Requests

Department	Division/ Project	Request Description	FTE	One-time Amount	Ongoing Amount	Offsetting Revenues
Facilities						
	Justice Center and Substation Maintenance					
	19150	Parking Lot Maintenance		45,000		(45,000)
	19150	Repair and Maintenance Supplies		31,900		(31,900)
	19150	Furniture / Equipment Replacements		5,175		(5,175)
	19175	HVAC Spare Parts		14,900		(14,900)
	19150	Water Softener Replacement		7,700		(7,700)
	19175	Internal Fire Line Inspection		2,600		(2,600)
	19150	Radio Tower Inspections and Security Component Replacements		7,500		(7,500)
		<i>Subtotal - Justice Center and Substation Maintenance</i>		<u>114,775</u>		<u>(114,775)</u>
	19100	Security Contracts and Maintenance Increases			25,500	
Information Technology						
	18900	Information Systems Maintenance and Subscriptions			364,200	
Other Governmental Services						
	861538	Juvenile Assessment Center (JAC) Funding			(359)	
Tri-County Health						
	41100	Per Capita and Population Increase			64,376	
General Fund Total				\$ 787,542	\$ 1,331,933	\$ (1,054,075)

2021 Vehicle Replacement Requests - General Fund												
		Original Vehicle/Equipment Information			Age Information	Meter/Mileage Information	Maintenance Information	Condition Points	Total Points	Vehicle Replacement Cost		
Unit # to be Replaced	Business Unit	Year	Make	Model	Age Points	Meter Points	Maintenance Points	Condition Points		Vehicle Cost	Total Cost	Replacement Type
M-6	19100	2007	CHEVROLET	1500	5.0	3.1	9.4	0.0	17.5	\$ 40,000	\$ 45,000	FORD F-150
E-5	30200	2012	JEEP	LIBERTY	4.1	5.0	7.0	0.0	16.1	\$ 40,000	\$ 45,000	FORD F-150
I-12	24100	2011	JEEP	LIBERTY	4.6	4.4	6.5	0.0	15.5	\$ 35,000	\$ 40,000	CHEVY COLORADO
P-46	51100 1	1999	SUPERIOR	2DR10M-PH	5.0	0.0	10.0	0.0	15.0	\$ 22,000	\$ 22,000	FELLING FT-24-2 TA
P-59	51100 1	2005	SUPERIOR		5.0	0.0	10.0	0.0	15.0	\$ 18,000	\$ 18,000	FELLING FT-16 IT-I
P-30	51100 2	2007	CHEVROLET	3500	5.0	2.5	7.5	0.0	15.0	\$ 50,000	\$ 60,000	FORD F-350
1215	23320	2012	GMC	SIERRA 1500	4.1	5.0	5.6	0.0	14.7	\$ 40,000	\$ 57,500	F-150
E-17	30200	2011	CHEVROLET	1500	4.6	5.0	5.2	0.0	14.8	\$ 40,000	\$ 45,000	FORD F-150
A-10	14100	2003	CHEVROLET	TRAILBLAZER	5.0	4.8	4.7	0.0	14.5	\$ 30,000	\$ 35,000	JEEP CHEROKEE
M-4	19100	2010	CHEVROLET	1500	5.0	5.0	4.5	0.0	14.5	\$ 40,000	\$ 45,000	FORD F-150
1317	21100	2013	JEEP	CHEROKEE	3.7	4.2	3.0	0.0	10.9	\$ 38,000	\$ 49,500	TRAVERSE
2021 Replacement Totals		11 Vehicles									\$ 462,000	
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 useful life and at optimal resale value											
> 15	Overdue Replacement, Unit should be replaced as soon as possible											

GENERAL FUND

\$787,542 One-time; \$1,331,933 Ongoing and
\$1,054,075 Offsetting Revenues

CLERK AND RECORDER

Clear Access Voting Equipment Rental - \$40,267 One-time

The budget includes funding for one-time equipment rental of Clear Access voting equipment.

COMMUNITY DEVELOPMENT

Women's Crisis Center Funding - \$10,000 Ongoing

The budget includes ongoing funding increase for the Women's Crisis Center.

DISTRICT ATTORNEY

Per Capita – \$275,516 Ongoing

The funding for the 18th Judicial District, District Attorney's Office is based on the population of the four counties served by the Office (Arapahoe, Douglas, Elbert and Lincoln). The budget includes increases for the base per capita adjustment, salary and benefit increases, as well as additional storage costs associated with the requirements of S.B. 20-217 (Enhance Law Enforcement Integrity).

DOUGLAS COUNTY SHERIFF

S.B. 20-217 Costs – \$419,700 One-time and \$246,200 Offsetting Revenue

The budget includes funding for the additional costs required pursuant to the requirements of S.B. 20-217 (Enhance Law Enforcement Integrity) which include additional training equipment and classes, as well as overtime costs for personnel to engage in three additional training days per year.

Medication Assisted Treatment Program - \$262,400 Ongoing and \$150,000 Offsetting Revenue

The budget includes funding for a nurse practitioner to implement a Medication Assisted Treatment (MAT) program for opioid addicted inmates in the jail. The offsetting revenue is from a grant from the State Department of Human Services, Office of Behavioral Health.

Inmate Medical Contract Increase - \$170,100 Ongoing and \$170,100 Offsetting Revenue

The budget includes funding for an increase to the existing medical services contract for inmates.

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

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 requests 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.

ShieldForce Software - \$83,100 One-time, \$19,600 Ongoing, and \$102,700 Offsetting Revenue

The budget includes funding to purchase and license ShieldForce software for patrol and investigations deputies.

Equipment Maintenance and Security Costs – \$140,600 Ongoing and \$140,600 Offsetting Revenue

The budget includes ongoing funding with offsetting revenue for maintenance costs of 2020 equipment replacement upgrades within the Sheriff's Office and funding for Justice Center security costs.

FACILITIES

Justice Center and Substation Maintenance – \$114,775 One-time and \$114,775 Offsetting Revenue

The budget includes funding for maintenance costs at various Sheriff Office facilities as well as the Justice Center and Highlands Ranch Substation. The budget includes:

- \$45,000 one-time funding with offsetting revenue for parking lot maintenance
- \$37,075 one-time funding with offsetting revenue for maintenance supplies and furniture and equipment replacements;
- \$14,900 one-time funding for heating, ventilation, and air conditioning (HVAC) spare parts
- \$10,300 one-time funding with offsetting revenue for a water softener replacement and internal fire line inspection;
- \$7,500 one-time funding with offsetting revenue for regular radio tower inspections and security component replacements.

Security Contracts and Maintenance Increases - \$25,500 Ongoing

The budget includes funding for security contract and software maintenance increases on items including building automation systems, fire alarms, and life safety systems.

INFORMATION TECHNOLOGY

IT Systems Maintenance and Subscriptions – \$364,200 Ongoing

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, as well as keeping up to date with software subscription services to continue having full functionality of software

OTHER GOVERNMENTAL SERVICES

Juvenile Assessment Center – Reduction \$359 Ongoing

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.

TRI-COUNTY HEALTH

Per Capita and Population Increase – \$64,376 Ongoing

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 budget includes an increase based on the 2020 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 budget includes a per capita increase for employee merit costs to maintain the Department's ability to remain competitive with other agencies.





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

	2019 Audited Actuals	2020 Adopted Budget	2020 Amended Budget	2020 Estimated Actuals	2021 Proposed Budget	2022 Projection	2023 Projection	2024 Projection	2025 Projection
1 Beginning Fund Balance	\$33,018,538	\$ 26,562,586	\$ 28,490,232	\$ 28,490,232	\$ 21,041,528	\$ 9,414,792	\$ 11,038,887	\$ 12,369,539	\$ 13,803,500
<u>Revenues</u>									
2 <i>Taxes</i>	\$ 41,194,167	\$ 45,176,484	\$ 45,176,484	\$ 44,203,685	\$ 45,654,039	\$ 46,778,865	\$ 47,002,155	\$ 47,592,435	\$ 47,615,059
3 <i>Licenses and Permits</i>	1,096,011	811,650	811,650	1,174,161	805,000	805,000	805,000	805,000	805,000
4 <i>Intergovernmental</i>	12,547,220	9,618,000	9,751,416	9,869,625	9,792,369	9,655,000	9,655,000	9,655,000	9,655,000
5 <i>Charges for Services</i>	5,550	7,000	7,000	9,500	5,000	5,000	5,000	5,000	5,000
6 <i>Earnings on Investments</i>	13,892	0	0	0	0	0	0	0	0
7 <i>Donations and Contributions</i>	0	0	1,000,000	1,000,000	0	0	0	0	0
8 <i>Other Revenues</i>	857,738	175,000	175,000	99,947	100,000	100,000	100,000	100,000	100,000
9 Total Revenues and Transfers In	\$ 55,714,579	\$ 55,788,134	\$ 56,921,550	\$ 56,356,917	\$ 56,356,408	\$ 57,343,865	\$ 57,567,155	\$ 58,157,435	\$ 58,180,059
<u>Expenditures by Function</u>									
10 <i>Personnel</i>	\$ 10,593,431	\$ 11,836,744	\$ 11,836,744	\$ 11,836,744	\$ 12,209,262	\$ 12,670,566	\$ 13,153,053	\$ 13,658,643	\$ 14,188,706
11 <i>Supplies</i>	780,148	2,481,118	2,554,606	2,554,606	849,712	849,712	849,712	849,712	849,712
12 <i>Controllable Assets</i>	146,733	447,600	369,142	369,142	427,600	427,600	427,600	427,600	427,600
13 <i>Purchased Services</i>	3,486,946	1,133,391	1,034,888	1,034,888	1,128,105	1,098,105	1,098,105	1,098,105	1,098,105
14 <i>Building Materials</i>	6,179,411	5,402,331	5,275,288	5,275,288	5,402,331	5,402,331	5,402,331	5,402,331	5,402,331
15 <i>Fixed Charges</i>	3,825,833	3,712,585	3,732,585	3,732,585	3,362,585	3,632,609	3,825,260	3,913,705	3,916,875
16 <i>Grants and Contributions</i>	542,872	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
17 <i>Intergovernmental Support</i>	6,966,395	9,294,546	9,294,546	9,294,546	7,286,891	7,506,847	7,733,442	7,966,878	8,207,359
18 <i>Equipment Replacements/New</i>	5,295,759	3,500,000	4,895,240	4,895,240	2,872,500	3,000,000	3,000,000	3,000,000	3,000,000
19 <i>Pavement Management</i>	15,976,960	18,946,848	18,645,290	18,645,290	0	16,925,000	16,540,000	16,199,500	15,432,000
20 <i>Traffic Signal Management</i>	0	0	0	0	0	0	0	0	0
21 <i>Engineering Storm Drainage</i>	0	6,072,323	4,357,716	4,357,716	0	3,000,000	3,000,000	3,000,000	3,000,000
22 <i>Capital Projects</i>	6,316,397	7,255,654	602,576	602,576	9,167,158	0	0	0	0
23 <i>Contingency</i>	0	1,000,000	10,047,060	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
24 <i>Transfers Out:</i>									
25 <i>To General Fund</i>	132,000	107,000	107,000	107,000	107,000	107,000	107,000	107,000	107,000
26 <i>Total Transfers Out</i>	132,000	107,000	107,000	107,000	107,000	107,000	107,000	107,000	107,000
27 <i>Recommended New Requests - One-Time</i>					24,070,000				
28 Total Expenditures and Transfers Out	\$ 60,242,885	\$ 71,290,140	\$ 72,852,681	\$ 63,805,621	\$ 67,983,144	\$ 55,719,770	\$ 56,236,503	\$ 56,723,474	\$ 56,729,688
29 <i>Change In Fund Balance</i>	(4,528,306)	(15,502,006)	(15,931,131)	(7,448,704)	(11,626,736)	1,624,095	1,330,652	1,433,961	1,450,371
30 Ending Fund Balance	\$ 28,490,232	\$ 11,060,580	\$ 12,559,101	\$ 21,041,528	9,414,792	11,038,887	12,369,539	13,803,500	15,253,871
<u>Fund Balance Detail</u>									
31 <i>Non-spendable Fund Balance</i>	\$ 2,068,596	\$ 2,515,918	\$ 2,068,596	\$ 2,068,596	\$ 2,068,596	\$ 2,068,596	\$ 2,068,596	\$ 2,068,596	\$ 2,068,596
32 <i>Restricted Fund Balance</i>	0	0	0	0	0	0	0	0	0
33 <i>Committed Fund Balance</i>	10,223,054	0	0	0	0	0	0	0	0
34 <i>Assigned Fund Balance</i>	16,198,582	8,544,662	10,490,505	18,972,932	7,346,196	8,970,291	10,300,943	11,734,904	13,185,275
35 Ending Fund Balance	\$ 28,490,232	\$ 11,060,580	\$ 12,559,101	\$ 21,041,528	\$ 9,414,792	\$ 11,038,887	\$ 12,369,539	\$ 13,803,500	\$ 15,253,871

Douglas County Government
2021 Road and Bridge Fund Recommended New Requests

Department	Division/ Project	Request Description	One-time Amount	Ongoing Amount	2020 Encumbrances Re- appropriated in 2021	2020 Unspent Project Dollars Re- appropriated in 2021	Net Impact to Fund
Traffic							
	31600	Seasonal Traffic Technicians	\$ 50,000				50,000
	31620	Traffic Summer Intern	10,000				10,000
		<i>Subtotal - Traffic</i>	<u>60,000</u>				<u>60,000</u>
	31620	Curb and Ramp Design Software	10,000				10,000
Public Works Operations							
	31000	Radio Replacements	700,000				700,000
	31400	Equipment Rental Increase	200,000				200,000
Capital Improvement Projects							
	800100	Contracted Road Maintenance	19,000,000		127,393		19,127,393
	800244	Traffic Communications				353,406	353,406
	800292	Airport Road Bridge Replacement				1,223	1,223
	800301	Roxborough - US 85 South Connector				4,075	4,075
	800302	US 85 Corridor Improvements			49,636	3,585,782	3,635,418
	800490	Drainage Projects				1,757	1,757
	800503	Emergency Storm Drainage Projects	300,000		1,315,294	236,818	1,852,112
	800506	Stormwater Priority Projects	3,500,000		338,678	58,216	3,896,894
	800513	Happy Canyon SW Emergency Access				320,605	320,605
	800853	School and Pedestrian Safety Projects	300,000				300,000
	800853	School & Pedestrian Safety Program				21,798	21,798
	800864	Rose Ridge Road / Double Tree CAPP				32,889	32,889
	800865	Valley Road - Maruther Ranch CAPP				31,742	31,742
	800903	Intelligent Transportation System			193	280,210	280,403
	800904	Traffic Signal Upgrade				51,131	51,131
	800909	Traffic Signal Consultant				104,772	104,772
	800912	DRCOG Installation				329	329
	800916	Traffic Signal Maintenance			40,055	1,672,547	1,712,602
	801004	Safety and Congestion Management			49,135	248,702	297,837
	801009	Tomah / I-25 West Frontage Road Intersection			123,080	117,692	240,772
Road and Bridge Fund Total			\$ 24,070,000	\$ -	\$ 2,043,464	\$ 7,123,694	\$ 33,237,158

2021 Vehicle Replacement Requests - Road and Bridge Fund											
		Original Vehicle/Equipment Information			Age Information	Meter/Mileage Information	Maintenance Information	Condition Points	Total Points	Vehicle Replacement Cost	
Unit # to be Replaced	Business Unit	Year	Make	Model	Age Points	Meter Points	Maintenance Points	Condition Points		Total Cost	Replacement Type
T-14	31600	2004	CHEVROLET	2500	5.0	4.0	10.0	0.0	19.0	\$ 70,000	FORD F-350
T-23	31650	2008	DODGE	SPRINTER	5.0	3.8	7.3	0.0	16.1	\$ 85,000	FORD TRANSIT
T-16	31650	2008	DODGE	SPRINTER	5.0	3.5	6.4	0.0	14.9	\$ 85,000	FORD TRANSIT
T-13	31650	2008	DODGE	SPRINTER	5.0	3.1	5.7	0.0	13.8	\$ 85,000	FORD TRANSIT
E-11	31640	2012	CHEVROLET	1500	4.1	5.0	6.1	0.0	15.2	\$ 45,000	FORD F-150
SP-22	31400 SP	2008	WESTERN STAR	4900	5.0	5.0	9.7	0.0	19.7	\$ 355,000	SIMILAR
2-50	31400 2	2003	CATERPILLAR	143H	5.0	5.0	10.0	0.0	20.0	\$ 307,500	REBUILD
2-53	31400 2	2004	CATERPILLAR	143H	5.0	5.0	10.0	0.0	20.0	\$ 307,500	REBUILD
1-3	31400 1	2007	CHEVROLET	3500	5.0	3.6	9.2	0.0	17.8	\$ 117,500	SIMILAR
4-45	31400 4	2002	INTERNATIONAL	4900	5.0	1.0	10.0	0.0	16.0	\$ 355,000	SIMILAR
DC-7-2	31400 2	1994	CATERPILLAR	D5H	5.0	4.3	9.6	0.0	18.9	\$ 257,500	SIMILAR
SP-20	31400 SP	2007	WESTERN STAR	4900	5.0	1.9	9.1	0.0	16.0	\$ 557,500	SIMILAR
DC-76-1	31400 1	2008	CATERPILLAR	PS-150C	5.0	1.3	0.5	0.0	6.8	\$ 167,500	EFFICIENCY/USAGE
DC-27-SP	31400 SP	1995	RANCO	END DUMP	5.0	0.0	4.2	0.0	9.2	\$ 77,500	SIMILAR
2021 Replacement Totals		14Vehicles								\$ 2,872,500	
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 useful life and at optimal resale value										
> 15	Overdue Replacement, Unit should be replaced as soon as possible										

ROAD AND BRIDGE FUND

\$24,070,000 One-time

TRAFFIC

Seasonal Traffic Technicians/Summer Intern – \$60,000 One-time

The budget includes one-time funding for two seasonal employees for a nine-month duration, March to November, to assist with the Striping and Signing Teams peak season workload; as well as \$10,000 for traffic summer intern.

Curb and Ramp Design Software – \$10,000 One-time

The budget includes funding for software to plan, design and retrofit curb ramps to ensure compliance with ADA requirements.

PUBLIC WORKS OPERATIONS

Radio Replacements – \$700,000 One-time

The budget includes funding for the purchase and replacement of 97 radios and components, so that all fleet radios are consistent and maintained by over the air programming. Going forward, radio replacements will be built

into the cost of the vehicle so outdated radios are regularly replaced.

Equipment Rental Increase – \$200,000 One-time

The budget includes funding to increase the Public Works Operations equipment rental budget.

CAPITAL IMPROVEMENT PROJECTS

Contracted Road Maintenance – \$19,000,000 One-time

The budget includes funding for patching, milling the top surface of the pavement and overlaying it with new asphalt to maintain 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 – \$300,000 One-time

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 budget includes funding

to complete these repairs and any repairs that occur unexpectedly during the year.

Stormwater Priority Projects - \$3,500,000 One-time

Stormwater projects are designed to ensure the controlled flow and drainage of stormwaters typically flowing off construction sites. The Dept of Public Works Engineering has identified several projects ranging from drainage pipe repair and replacement to roadside ditch reconstruction and erosion stabilization. Stormwater controls ensure there is not unnecessary sediment deposits and pollutants in waterways. As construction and infrastructure aging continues in Douglas County, the budget includes funding to partner with other agencies on stormwater projects throughout the County. Projects funded by this include partnering on stream stabilization for Timbers Creek and Happy Canyon Creek with Mile High Flood Control District, annual maintenance of the County Facilities detention/water quality ponds, and repairing existing NRCS dams that were constructed in the early 1960's. These projects are imperative for the County to meet its Municipal Separate Storm Sewer System Permit Requirements as well as protect properties from flooding.

School and Pedestrian Safety Projects – One-time \$300,000

The 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 infrastructure network.

The background image shows the Douglas County Human Services Center, a modern building with large windows and a brick facade. A green semi-transparent overlay covers the left and center portions of the image. In the foreground, there is a parking lot with a blue handicapped parking sign, a landscaped area with tall grasses, and a bronze sculpture of three children sitting on a log. A small plaque is visible at the base of the sculpture.

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**

	2019 Audited Actuals	2020 Adopted Budget	2020 Amended Budget	2020 Estimated Actuals	2021 Proposed Budget	2022 Projection	2023 Projection	2024 Projection	2025 Projection
1 Beginning Fund Balance	\$ 4,246,767	\$ 3,080,445	\$ 4,211,838	\$ 4,211,838	\$ 3,535,956	\$ 1,940,242	\$ 353,973	\$ (1,517,444)	\$ (3,657,056)
<u>Revenues</u>									
2 <i>Taxes</i>	\$ 2,004,213	\$ 2,279,763	\$ 2,279,763	\$ 2,279,763	\$ 2,328,669	\$ 2,396,891	\$ 2,412,565	\$ 2,454,127	\$ 2,455,679
3 <i>Intergovernmental</i>	25,142,107	30,709,980	33,548,351	33,548,351	32,506,091	32,506,091	32,506,091	32,506,091	32,506,091
4 <i>Earnings on Investments</i>	0	0	0	0	0	0	0	0	0
5 <i>Other Revenues</i>	740,987	610,000	610,000	640,000	576,000	576,000	576,000	576,000	576,000
6 <i>Transfers In</i>									
7 <i>General Fund (Cost Allocation)</i>	1,291,477	1,624,083	1,624,083	1,624,083	2,721,421	2,721,421	2,721,421	2,721,421	2,721,421
8 Total Revenues and Transfers In	\$ 29,178,784	\$ 35,223,826	\$ 38,062,197	\$ 38,092,197	\$ 38,132,181	\$ 38,200,403	\$ 38,216,077	\$ 38,257,639	\$ 38,259,191
<u>Expenditures by Function</u>									
9 <i>Personnel</i>	\$ 8,230,693	\$ 8,969,212	\$ 9,227,014	\$ 9,227,014	\$ 10,031,831	\$ 10,090,608	\$ 10,391,430	\$ 10,701,187	\$ 11,020,372
10 <i>Supplies</i>	48,751	37,900	42,168	42,168	35,850	35,850	35,850	35,850	35,850
11 <i>Controllable Assets</i>	31,839	31,500	31,500	31,500	14,000	14,000	14,000	14,000	14,000
12 <i>Purchased Services</i>	2,781,382	3,048,892	3,342,968	3,342,968	3,567,500	3,567,500	3,567,500	3,567,500	3,567,500
13 <i>Fixed Charges</i>	32,551	21,025	21,025	21,025	27,260	27,260	27,260	27,260	27,260
14 <i>Grants and Contributions</i>	16,189,282	21,138,018	23,715,047	23,715,047	22,049,364	22,049,364	22,049,364	22,049,364	22,049,364
15 <i>Interdepartmental Charges</i>	1,899,231	2,388,357	2,388,357	2,388,357	4,002,090	4,002,090	4,002,090	4,002,090	4,002,090
16 <i>Capital Outlay</i>	(16)	0	0	0	0	0	0	0	0
17 <i>Contingency</i>	0	0	0	0	0	0	0	0	0
18 <i>Transfers Out</i>	0	0	0	0	0	0	0	0	0
19 Total Expenditures and Transfers Out	\$ 29,213,713	\$ 35,634,904	\$ 38,768,079	\$ 38,768,079	\$ 39,727,895	\$ 39,786,672	\$ 40,087,494	\$ 40,397,251	\$ 40,716,436
20 <i>Change In Fund Balance</i>	(34,929)	(411,078)	(705,882)	(675,882)	(1,595,714)	(1,586,269)	(1,871,417)	(2,139,612)	(2,457,245)
21 Ending Fund Balance	\$ 4,211,838	\$ 2,669,367	\$ 3,505,956	\$ 3,535,956	\$ 1,940,242	\$ 353,973	\$ (1,517,444)	\$ (3,657,056)	\$ (6,114,301)
<u>Fund Balance Detail</u>									
22 <i>Non-spendable Fund Balance</i>	\$ 11,203	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
23 <i>Restricted Fund Balance</i>	431,621	367,194	431,621	431,621	431,621	431,621	431,621	431,621	431,621
24 <i>Committed Fund Balance</i>	0	0	0	0	0	0	0	0	0
25 <i>Assigned Fund Balance</i>	3,769,014	2,302,173	3,074,335	3,104,335	1,508,621	(77,648)	(1,949,065)	(4,088,677)	(6,545,922)
26 Ending Fund Balance	\$ 4,211,838	\$ 2,669,367	\$ 3,505,956	\$ 3,535,956	\$ 1,940,242	\$ 353,973	\$ (1,517,444)	\$ (3,657,056)	\$ (6,114,301)



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

	2019 Audited Actuals	2020 Adopted Budget	2020 Amended Budget	2020 Estimated Actuals	2021 Proposed Budget	2022 Projection	2023 Projection	2024 Projection	2025 Projection
1 Beginning Fund Balance	\$ 224,344	\$ 111,494	\$ 286,114	\$ 286,114	\$ 274,620	\$ 274,620	\$ 274,620	\$ 274,620	\$ 274,620
<u>Revenues</u>									
2 Taxes	\$ 6,409,270	\$ 7,214,441	\$ 7,214,441	\$ 7,214,441	\$ 7,369,205	\$ 7,585,099	\$ 7,634,701	\$ 7,766,226	\$ 7,771,136
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	100,000	100,000	0	0	0	0	0
10 Transfers In	0	0	0	0	0	0	0	0	0
11 Total Revenues and Transfers In	\$ 6,409,270	\$ 7,214,441	\$ 7,314,441	\$ 7,314,441	\$ 7,369,205	\$ 7,585,099	\$ 7,634,701	\$ 7,766,226	\$ 7,771,136
<u>Expenditures by Function</u>									
12 Personnel	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
13 Supplies	0	0	0	0	0	0	0	0	0
14 Purchased Services	5,978,250	6,709,347	6,809,347	6,809,347	6,853,299	7,054,119	7,100,192	7,222,584	7,227,124
15 Fixed Charges	96,395	108,300	108,300	108,300	110,600	113,800	114,600	116,500	116,600
16 Grants and Contributions	272,855	408,288	408,288	408,288	405,306	417,180	419,909	427,142	427,412
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	\$ 6,347,500	\$ 7,225,935	\$ 7,325,935	\$ 7,325,935	\$ 7,369,205	\$ 7,585,099	\$ 7,634,701	\$ 7,766,226	\$ 7,771,136
22 Change In Fund Balance	61,770	(11,494)	(11,494)	(11,494)	0	0	0	0	0
23 Ending Fund Balance	\$ 286,114	\$ 100,000	\$ 274,620	\$ 274,620	\$ 274,620	\$ 274,620	\$ 274,620	\$ 274,620	\$ 274,620
<u>Fund Balance Detail</u>									
24 Non-spendable Fund Balance	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
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	57,911	0	0	0	0	0	0	0	0
27 Assigned Fund Balance	128,203	0	174,620	174,620	174,620	174,620	174,620	174,620	174,620
28 Ending Fund Balance	\$ 286,114	\$ 100,000	\$ 274,620	\$ 274,620	\$ 274,620	\$ 274,620	\$ 274,620	\$ 274,620	\$ 274,620



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

	2019 Audited Actuals	2020 Adopted Budget	2020 Amended Budget	2020 Estimated Actuals	2021 Proposed Budget	2022 Projection	2023 Projection	2024 Projection	2025 Projection
1 Beginning Fund Balance	\$ 14,624,331	\$ 10,347,932	\$ 11,874,500	\$ 11,874,500	\$ 9,596,380	\$ 9,458,475	\$ 7,166,434	\$ 3,587,010	\$ (926,845)
<u>Revenues</u>									
2 Taxes	\$ 18,199,153	\$ 20,085,909	\$ 20,085,909	\$ 19,874,409	\$ 20,307,952	\$ 21,058,639	\$ 21,237,500	\$ 21,749,315	\$ 21,880,887
3 Licenses and Permits	0	0	0	0	0	0	0	0	0
4 Intergovernmental	974,591	0	1,875	64,700	70,400	0	0	0	0
5 Charges for Services	1,370,241	1,326,400	1,326,400	1,439,000	1,568,900	1,568,900	1,568,900	1,568,900	1,568,900
6 Fines and Forfeits	643,805	715,000	715,000	310,675	594,600	715,000	715,000	715,000	715,000
7 Earnings on Investments	401,260	250,000	250,000	250,000	200,000	150,000	125,000	100,000	75,000
8 Miscellaneous Revenues	146,504	192,000	192,242	154,242	197,700	197,700	197,700	197,700	197,700
9 Other Revenues	0	0	0	0	0	0	0	0	0
10 Other Financing Sources	33,433	55,000	55,000	5,000	9,000	55,000	55,000	55,000	55,000
11 Transfers In - General Fund	0	1,702,812	1,702,812	1,702,812	961,200	1,006,200	1,062,500	1,121,600	1,183,700
12 Recommended New Requests - Ongoing					0	0	0	0	0
13 Total Revenues and Transfers In	\$ 21,768,987	\$ 24,327,121	\$ 24,329,238	\$ 23,800,838	\$ 23,909,752	\$ 24,751,439	\$ 24,961,600	\$ 25,507,515	\$ 25,676,187
<u>Expenditures by Function</u>									
14 Personnel	\$ 19,063,365	\$ 20,118,347	\$ 20,120,222	\$ 20,120,222	\$ 20,030,919	\$ 21,455,811	\$ 22,699,902	\$ 24,092,368	\$ 25,541,690
15 Supplies	455,570	479,300	532,243	532,243	454,200	436,400	436,400	436,400	436,400
16 Controllable Assets	97,119	83,200	142,597	142,597	48,600	48,600	48,600	48,600	48,600
17 Purchased Services	604,563	757,700	762,625	762,625	754,100	754,100	754,100	754,100	754,100
18 Fixed Charges	2,003,358	1,941,267	1,941,267	1,941,267	1,640,438	2,061,069	2,314,521	2,402,402	2,490,334
19 Grants and Contributions	268	0	0	0	0	0	0	0	0
20 Intergovernmental Support	11,048	12,000	12,000	12,000	0	0	0	0	0
21 Interdepartmental Charges	27,610	26,800	26,800	26,800	26,800	26,800	26,800	26,800	26,800
22 Capital Outlay	2,255,916	1,304,750	2,291,204	2,291,204	498,000	2,000,000	2,000,000	2,000,000	2,000,000
23 Contingency	0	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
24 Transfers Out	0	0	0	0	0	0	0	0	0
25 Recommended New Requests - One-Time					333,900				
26 Recommended New Requests - Ongoing					10,700	10,700	10,700	10,700	10,700
27 Total Expenditures and Transfers Out	\$ 24,518,818	\$ 24,973,364	\$ 26,078,958	\$ 26,078,958	\$ 24,047,657	\$ 27,043,480	\$ 28,541,023	\$ 30,021,370	\$ 31,558,624
28 Change In Fund Balance	(2,749,831)	(646,243)	(1,749,720)	(2,278,120)	(137,905)	(2,292,041)	(3,579,423)	(4,513,855)	(5,882,437)
29 Ending Fund Balance	\$ 11,874,500	\$ 9,701,689	\$ 10,124,780	\$ 9,596,380	\$ 9,458,475	\$ 7,166,434	\$ 3,587,010	\$ (926,845)	\$ (6,809,282)
<u>Fund Balance Detail</u>									
30 Non-spendable Fund Balance	\$ 38,655	\$0	\$0	\$0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
31 Restricted Fund Balance	652,000	640,000	652,000	652,000	652,000	652,000	652,000	652,000	652,000
32 Committed Fund Balance	950,850	0	0	0	0	0	0	0	0
33 Assigned Fund Balance	10,232,995	9,061,689	9,472,780	8,944,380	8,806,475	6,514,434	2,935,010	(1,578,845)	(7,461,282)
34 Ending Fund Balance	\$ 11,874,500	\$ 9,701,689	\$ 10,124,780	\$ 9,596,380	\$ 9,458,475	\$ 7,166,434	\$ 3,587,010	\$ (926,845)	\$ (6,809,282)

Douglas County Government
2021 Law Enforcement Authority Fund Recommended New Requests

Division	Request Description	One-time Amount	Ongoing Amount	Net Impact to Fund
S.B. 20-217 Patrol Costs				
22100	S.B. 20-217 Training and Equipment	\$ 215,300		
22115	S.B. 20-217 Overtime Costs	<u>37,700</u>		
	<i>Subtotal - S.B. 20-217 Patrol Costs</i>		253,000	253,000
22240	Fixed License Plate Recognition System on Highway 85	62,700	7,700	70,400
22240	StarChase Location System for SET Vehicles	18,200	3,000	21,200
Law Enforcement Authority Fund Total		\$ 333,900	\$ 10,700	\$ 344,600

2021 Vehicle Replacement Requests - Law Enforcement Authority											
		Original Vehicle/Equipment Information			Age Information	Meter/Mileage Information	Maintenance Information	Condition Points	Total Points	Vehicle Replacement Cost	
Unit # to be Replaced	Business Unit	Year	Make	Model	Age Points	Meter Points	Maintenance Points	Condition Points		Total Cost	Replacement Type
1405	22100	2014	FORD	EXPLORER	5.0	5.0	10.0	0.0	20.0	\$ 50,500	CHEVY TRAVERSE
1500	22260	2015	CHEVROLET	2500	5.0	4.6	10.0	0.0	19.6	\$ 72,500	FORD F350
+ PATROL	22100									\$ 75,000	CHEVY TAHOE
+ PATROL	22100									\$ 75,000	CHEVY TAHOE
+ PATROL	22100									\$ 75,000	CHEVY TAHOE
+ PATROL	22100									\$ 75,000	CHEVY TAHOE
+ PATROL	22100									\$ 75,000	CHEVY TAHOE
+ PATROL	22100									\$ 75,000	CHEVY TAHOE
										\$ 498,000	
2021 Replacement Totals 7 Vehicles											
+ Patrol Reserve units to go into service for totaled units or end of year for replacements											
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 useful life and at optimal resale value										
> 15	Overdue Replacement, Unit should be replaced as soon as possible										

LAW ENFORCEMENT AUTHORITY FUND

\$333,900 One-time and \$10,700 Ongoing

allows deputies to tag and track a vehicle without the risks associated with a vehicle pursuit.

S.B. 20-217 Patrol Costs – \$253,000 One-time

The budget includes on-time funding for the following functions required by Senate Bill (S.B.) 20-217 Enhance Law Enforcement Integrity:

- \$215,300 for new training expenses required to comply with S.B. 20-217; and
- \$37,700 for overtime costs incurred as a result of non-exempt commissioned personnel to attend an additional three training days per year.

Fixed License Plate Recognition System on Highway 85 - \$62,700 One-time and \$7,700 Ongoing

The budget includes funding for the addition of fixed license plate recognition system in conjunction with the Department of Transportation's reconfiguration of Highway 85 in Douglas County.

StarChase Tracking - \$18,200 One-time and \$3,000 Ongoing

The budget includes funding for the purchase and installation of three StarChase GPS track, tag, locate technology for three Strategic and Tactical Analysis of Crime and Crashes Enforcement Team vehicles. This technology



A woman in a police uniform stands in the foreground of a school hallway. In the background, several students are walking. The hallway has wooden paneling and a sign that says "AUDITOR".

Safety and Mental Health Fund

THIS FUND IS USED TO ACCOUNT FOR EXPENDITURES ASSOCIATED WITH SAFETY AND MENTAL HEALTH SERVICES FOR YOUTH IN SCHOOLS WITHIN DOUGLAS COUNTY. ONGOING FUNDING IS PROVIDED THROUGH THE REALLOCATION OF A PORTION OF THE GENERAL FUND MILL LEVY.

Douglas County Government
Safety and Mental Health Fund (Fund 221)
Fund Summary

	2019 Audited Budget	2020 Adopted Budget	2020 Amended Budget	2020 Estimated Actuals	2021 Proposed Budget	2022 Projection	2023 Projection	2024 Projection	2025 Projection
1 Beginning Fund Balance	\$ 0	\$ 250,772	\$ 10,905,839	\$ 10,905,839	\$ 968,416	\$ 1,388,637	\$ 1,698,097	\$ 1,725,134	\$ 1,562,133
<u>Revenues</u>									
2 Taxes	\$ 0	\$ 3,001,207	\$ 3,001,207	\$ 2,950,000	\$ 3,065,589	\$ 3,155,401	\$ 3,176,035	\$ 3,230,750	\$ 3,232,792
3 Licenses and Permits	0	0	0	0	0	0	0	0	0
4 Intergovernmental	0	1,775,219	1,844,682	1,844,682	1,748,555	1,801,012	1,855,042	1,910,693	1,968,014
5 Earnings on Investments	21,992	0	0	0	0	0	0	0	0
6 Miscellaneous Revenues	0	0	0	0	0	0	0	0	0
7 Other Revenues	0	0	0	0	0	0	0	0	0
8 Other Financing Sources	0	0	0	0	0	0	0	0	0
9 Transfers In - General Fund	13,000,000	0	0	0	0	0	0	0	0
10 Total Revenues and Transfers In	\$ 13,021,992	\$ 4,776,426	\$ 4,845,889	\$ 4,794,682	\$ 4,814,144	\$ 4,956,413	\$ 5,031,077	\$ 5,141,443	\$ 5,200,806
<u>Expenditures by Function</u>									
11 Personnel	\$ 708,159	\$ 3,659,098	\$ 3,703,504	\$ 3,703,504	\$ 3,943,336	\$ 4,084,767	\$ 4,294,727	\$ 4,462,737	\$ 4,589,137
12 Supplies	40,824	33,900	33,900	33,900	37,200	37,200	37,200	37,200	37,200
13 Controllable Assets	122,117	0	91,242	91,242	0	0	0	0	0
14 Purchased Services	56,485	164,630	311,537	311,537	161,300	161,300	161,300	161,300	161,300
15 Fixed Charges	613	150,581	150,581	150,581	154,487	313,686	460,813	593,207	616,535
16 Grants, Contributions	0	0	1,600,000	1,600,000	0	0	0	0	0
17 Intergovernmental Support	0	0	6,900,000	6,900,000	0	0	0	0	0
18 Capital Outlay	1,187,954	50,000	190,572	190,572	0	0	0	0	0
19 Contingency	0	0	1,750,769	1,750,769	50,000	50,000	50,000	50,000	50,000
20 Transfers Out	0	0	0	0	0	0	0	0	0
21 Recommended New Requests - One-Time					47,600				
22 Total Expenditures and Transfers Out	\$ 2,116,153	\$ 4,058,209	\$ 14,732,105	\$ 14,732,105	\$ 4,393,923	\$ 4,646,953	\$ 5,004,040	\$ 5,304,444	\$ 5,454,172
23 Change In Fund Balance	10,905,839	718,217	(9,886,216)	(9,937,423)	420,221	309,460	27,037	(163,001)	(253,366)
24 Ending Fund Balance	\$ 10,905,839	\$ 968,989	\$ 1,019,623	\$ 968,416	\$ 1,388,637	\$ 1,698,097	\$ 1,725,134	\$ 1,562,133	\$ 1,308,767
<u>Fund Balance Detail</u>									
25 Non-spendable Fund Balance	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
26 Restricted Fund Balance	0	0	0	0	0	0	0	0	0
27 Committed Fund Balance	140,572	0	0	0	0	0	0	0	0
28 Assigned Fund Balance	10,765,267	968,989	1,019,623	968,416	1,388,637	1,698,097	1,725,134	1,562,133	1,308,767
29 Ending Fund Balance	\$ 10,905,839	\$ 968,989	\$ 1,019,623	\$ 968,416	\$ 1,388,637	\$ 1,698,097	\$ 1,725,134	\$ 1,562,133	\$ 1,308,767

Douglas County Government
2021 Safety and Mental Health Fund Recommended New Requests

Program	Division	Request Description	One-time Amount	Ongoing Amount
	27100	S.B. 20-217 Overtime Costs	\$ 47,600	
Safety and Mental Health Fund Total			\$ 47,600	\$ 0

SAFETY AND MENTAL HEALTH FUND

\$47,600 One-time

S.B. 20-217 Overtime Costs – \$47,600 One-time

The budget includes ongoing funding for the overtime costs associated with additional training requirements pursuant to Senate Bill (S.B.) 20-217 Enhance Law Enforcement Integrity.



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**

	2019 Audited Actuals	2020 Adopted Budget	2020 Amended Budget	2020 Estimated Actuals	2021 Proposed Budget	2022 Projection	2023 Projection	2024 Projection	2025 Projection
1 Beginning Fund Balance	\$ 24,587,082	\$ 34,138,109	\$ 34,340,424	\$ 34,340,424	\$ 33,420,616	\$0	\$0	\$0	\$0
<u>Revenues</u>									
2 Taxes	3,164,674	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3 Licenses and Permits	0	0	0	0	0	0	0	0	0
4 Intergovernmental	79,669	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	231,776	0	0	0	0	0	0	0	0
10 Transfers In from General Fund	6,400,000	0	0	0	0	0	0	0	0
11 Total Revenues and Transfers In	\$ 9,876,119	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<u>Expenditures by Function</u>									
12 Personnel	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
13 Supplies	0	0	0	0	0	0	0	0	0
14 Purchased Services	53,389	0	0	0	0	0	0	0	0
15 Fixed Charges	47,698	0	0	0	0	0	0	0	0
16 Grants and Contributions	0	0	0	0	0	0	0	0	0
17 Intergovernmental Support Svcs.	4,950	1,037,057	0	0	0	0	0	0	0
18 Interdepartmental Charges	0	0	0	0	0	0	0	0	0
19 Capital Outlay - Re-Appropriation	16,740	29,562,161	919,808	919,808	29,679,410	0	0	0	0
20 Contingency	0	0	29,679,410	0	0	0	0	0	0
21 Transfers Out - Capital Expenditures Fund	0	0	0	0	3,741,206	0	0	0	0
22 Total Expenditures and Transfers Out	\$ 122,777	\$ 30,599,218	\$ 30,599,218	\$ 919,808	\$33,420,616	\$0	\$0	\$0	\$0
23 Change In Fund Balance	9,753,342	(30,599,218)	(30,599,218)	(919,808)	(33,420,616)	0	0	0	0
24 Ending Fund Balance	\$ 34,340,424	\$ 3,538,891	\$ 3,741,206	\$ 33,420,616	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)
<u>Fund Balance Detail</u>									
25 Nonspendable Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
26 Restricted Fund Balance	0	0	0	0	0	0	0	0	0
27 Committed Fund Balance	30,599,218	0	0	0	0	0	0	0	0
28 Assigned Fund Balance	3,741,206	3,538,891	3,741,206	33,420,616	0	0	0	0	0
29 Ending Fund Balance	\$ 34,340,424	\$ 3,538,891	\$ 3,741,206	\$ 33,420,616	\$0	\$0	\$0	\$0	\$0

Douglas County Government
2021 Infrastructure Fund Recommended New Requests

Division/ Project	Request Description	One-time Amount	Ongoing Amount	2020 Encumbrances Re-appropriated in 2021	2020 Unspent Project Dollars Re- appropriated in		Net Impact to Fund
						2021	
801201	US 85 Sterling Ranch				\$	28,000,000	\$ 28,000,000
801202	US 85 Daniels Park to Intersection Traffic Signal					400,000	400,000
801203	Relocate I-25 Frontage Road			\$ 13,478		757,875	771,353
801205	SH 83 Improvements					65,057	65,057
801208	Baldwin Gulch			443,000			443,000
Infrastructure Fund		\$0	\$0	\$ 456,478	\$	29,222,932	\$ 29,679,410





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

	2019 Audited Actuals	2020 Adopted Budget	2020 Amended Budget	2020 Estimated Actuals	2021 Proposed Budget	2022 Projection	2023 Projection	2024 Projection	2025 Projection
1 Beginning Fund Balance	\$ 49,866,034	\$ 55,221,622	\$ 56,447,350	\$ 56,447,350	\$ 59,075,030	\$ 13,282,060	\$ 15,048,780	\$ 17,236,140	\$ 19,885,600
<u>Revenues</u>									
2 Taxes	\$ 30,235,937	\$ 29,920,000	\$ 30,420,000	\$ 31,052,920	\$ 31,828,800	\$ 32,159,520	\$ 32,780,160	\$ 33,462,560	\$ 34,159,400
3 Intergovernmental	144,532	0	1,093,897	1,093,897	0	0	0	0	0
4 Earnings on Investments	1,309,663	550,000	550,000	550,000	600,000	500,000	500,000	500,000	500,000
5 Other Revenues	5,464,710	0	1,144,016	1,212,440	0	0	0	0	0
6 Transfers In	0	0	0	0	0	0	0	0	0
7 Total Revenues and Transfers In	\$ 37,154,842	\$ 30,470,000	\$ 33,207,913	\$ 33,909,257	\$ 32,428,800	\$ 32,659,520	\$ 33,280,160	\$ 33,962,560	\$ 34,659,400
<u>Expenditures by Function</u>									
8 Personnel	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
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	1,590,474	317,258	363,460	363,460	0	0	0	0	0
12 Building Materials	0	0	0	0	0	0	0	0	0
13 Fixed Charges	4,359	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	14,473,760	40,546,840	28,642,170	28,642,170	10,222,300	10,392,800	10,592,800	10,813,100	11,038,000
17 Interdepartmental Charges	0	0	0	0	0	0	0	0	0
18 Capital Projects/Re-Appropriation	12,439,732	37,855,836	1,775,947	1,775,947	50,999,470	20,000,000	20,000,000	20,000,000	20,000,000
19 Contingency	0	0	50,999,468	0	0	0	0	0	0
20 Transfers Out:									
21 To General Fund	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
22 To Debt Service Fund	1,565,200	0	0	0	0	0	0	0	0
23 Total Transfers Out	2,065,200	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
24 Recommended New Requests - One-Time					16,500,000				
25 Total Expenditures and Transfers Out	\$ 30,573,526	\$ 79,219,934	\$ 82,281,045	\$ 31,281,577	\$ 78,221,770	\$ 30,892,800	\$ 31,092,800	\$ 31,313,100	\$ 31,538,000
26 Change In Fund Balance	6,581,316	(48,749,934)	(49,073,132)	2,627,680	(45,792,970)	1,766,720	2,187,360	2,649,460	3,121,400
27 Ending Fund Balance	\$ 56,447,350	\$ 6,471,688	\$ 7,374,218	\$ 59,075,030	\$ 13,282,060	\$ 15,048,780	\$ 17,236,140	\$ 19,885,600	\$ 23,007,000
<u>Fund Balance Detail</u>									
28 Non-spendable Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
29 Restricted Fund Balance	0	0	0	0	0	0	0	0	0
30 Committed Fund Balance	44,110,634	0	0	0	0	0	0	0	0
31 Assigned Fund Balance	12,336,716	6,471,688	7,374,218	59,075,030	13,282,060	15,048,780	17,236,140	19,885,600	23,007,000
32 Ending Fund Balance	\$ 56,447,350	\$ 6,471,688	\$ 7,374,218	\$ 59,075,030	\$ 13,282,060	\$ 15,048,780	\$ 17,236,140	\$ 19,885,600	\$ 23,007,000

Douglas County Government
2021 Road Sales and Use Tax Fund Recommended New Requests

Division/ Project	Request Description	One-time Amount	Ongoing Amount	2020 Encumbrances Re-appropriated in 2021	2020 Unspent Project Dollars Re-		Net Impact to Fund
					appropriated in 2021		
800156	Hilltop Road	\$ 1,000,000		\$ 410,000	\$ 1,329,200	\$ 2,739,200	
800163	Chambers Extension (Lincoln-South Broadway)			58,835	40,668	99,503	
800171	Pinery Parkway - Highway 83				1,040	1,040	
800202	Bayou Gulch Road - Pradera to Scott				284,221	284,221	
800205	C-470 Trail Over Yosemite	500,000				500,000	
800205	C470 Trail over Yosemite Bridge				3,335,835	3,335,835	
800207	I-25 PEL Study				3,064	3,064	
800209	Stroh Road				5,100	5,100	
800262	Lincoln Avenue	350,000				350,000	
800262	Lincoln Avenue (Yosemite-Jordan)			222,538	1,249,102	1,471,640	
800267	Waterton Road			187,526	12,865,631	13,053,157	
800269	County Line Road / I-25 Operations Improvements			96,305	5,851,360	5,947,665	
800308	US 85 Sterling Ranch				5,293,583	5,293,583	
800403	Highway 83 Parker North Operational Improvements	500,000				500,000	
800404	SH86 - Ridge Road Intersections				10,000	10,000	
800405	C-470 Trail Over Acres Green	200,000				200,000	
800405	Acres Green - S-470 Trail				329	329	
800407	Structure Review			22,837	130,000	152,837	
800417	Trumbull Bridge Reconstruction	500,000				500,000	
800417	Trumbull Bridge over South Platte				154,000	154,000	
800423	Roxborough US 85 Connector			75,665	19,126	94,791	
800424	Jackson Creek over Plum Creek Bridge			19,137	140,799	159,936	
800425	Dakan Road over W. Plum Creek Bridge			153,861	114,999	268,860	
800426	Havana / Lincoln Intersection				1,037,000	1,037,000	
800429	DC67 Over Bear Creek Structure Replacement				19,131	19,131	
800431	Crystal Valley over Sellers Gulch				19,500	19,500	
800432	Inverness Drive S. Bridge				19,500	19,500	
800451	Highway 83 Safety Improvements	1,000,000				1,000,000	
800461	County Line (University to Broadway)	100,000				100,000	
800461	County Line / CO to Phillips			129,503	544,417	673,920	
800464	Pine Lane Improvements			85,232	1,190,000	1,275,232	
800505	Happy Canyon / I25 SL Update			8,207		8,207	
800770	Pine Lane (Lincoln to Inspiration)	1,600,000				1,600,000	
800770	Pine Drive Widening			37,535	1,568,128	1,605,663	
800833	Traffic Installations and Systems	1,750,000				1,750,000	
800833	Traffic Comm / Fiber / CCTV			102,842	1,328,499	1,431,341	
800834	Traffic Engineering Studies				50,000	50,000	
800854	Multimodal Safety Enhancement				498,573	498,573	
800855	Highlands Ranch Transportation Improvements			45,287	777,709	822,996	
800863	Meridian Intersection Improvements				1,575,000	1,575,000	
800957	SH 85 / C470 Interchange				45,909	45,909	
800998	US Highway 85 Improvements	9,000,000				9,000,000	
800998	US Hwy 85 Improvements				8,400,737	8,400,737	
861562	CDOT HSIP - CL & Clarkson Signal				270,000	270,000	
861563	CDOT HSIP - DELB & Buck Conflict				80,000	80,000	
861564	CDOT HSIP - Perry Park Curves				850,000	850,000	
861565	CDOT HERR - Perry Park Rumbles				242,000	242,000	
Road Sales & Use Tax Fund		\$ 16,500,000	\$ 0	\$ 1,655,310	\$ 49,344,160	\$ 67,499,470	

ROAD SALES AND USE TAX FUND

\$16,500,000 One-time

C-470 Trail Bridge Over Yosemite Street- \$500,000

The budget includes funding for the construction of a bridge that is part of the C-470 trail over Yosemite Street and the C-470 westbound on-ramp. This bridge will eliminate traffic congestion caused by the current trail path which requires direct crossing of Yosemite Street and allow trail users to safely cross over heavily trafficked streets. Additionally, it will be safer for C-470 trail users to cross over this busy intersection, and it will improve traffic operations along the Yosemite Street and Park Meadows Center Drive corridors. This corridor experiences significant traffic delays, especially on weekends.

C-470 Trail Over Acres Green - \$200,000 One-time

The budget includes one-time funding for environmental clearances and the design of a bicycle/pedestrian bridge to separate the C-470 Trail from vehicular traffic on Acres Green Drive.

Trumbull Bridge Reconstruction – \$500,000 One-time

Douglas County is partnering with Jefferson County to replace the Trumbull bridge deck with a composite concrete bridge deck and new bridge and approach railing.

Traffic Installations and Systems - \$1,750,000 One-time

The budget includes funding to continue inspection and repair or replace traffic signals according to a maintenance schedule, rather than at the time of failure. The budget includes funding for traffic signal installations at the following intersections: Peoria Street and Liberty Boulevard, Plum Valley Lane and Lucent Boulevard phase three of permanent count stations and fiber installations. Additionally, the budget includes funding to continue implementation of the Traffic Signal Performance and Advanced Detection Project.

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

The budget includes funding to continue improvements to widen and reconstruct US Highway 85 between Highlands Ranch Parkway through the C-470 interchange and extending approximately 1,200 feet north of County Line Road to Dad Clark Gulch due to continued growth in vehicle traffic.

Design, Right-of-Way Acquisition, and Utilities Relocation –
\$3,050,000 One-time

In order to advance transportation projects identified in the County's transportation plan, the budget includes funding for the design, right-of-way acquisition and relocation of utilities for the following projects: Hilltop Road improvements, County Line Road improvements, Pine Drive improvements, Lincoln Avenue. The budget includes the design of environmental clearances and plans for the Lincoln Avenue project.

Highway 83 Operational Improvements - \$1,500,000 One-time

The budget includes funding for improvements to Highway 83 from Bayou Gulch Road to Palmer Divide Road. In addition, Douglas County is partnering with the Town of Parker on operational improvements to State Highway 83 (Parker Road) generally located between Lincoln Avenue and E-470.





Transportation Infrastructure Sales and Use Tax Fund

AS REQUIRED BY STATE LAW THIS FUND IS USED TO ACCOUNT FOR REVENUES DERIVED FROM THE 0.18% SALES AND USE TAX APPROVED BY VOTERS IN NOVEMBER 2019. MONIES ARE DESIGNATED FOR THE PURPOSE OF PROVIDING DIRECTLY OR INDIRECTLY TRANSPORTATION INFRASTRUCTURE AND NECESSARILY RELATED EXPENSES TO INCLUDE FOR THE ALLEVIATION OF TRAFFIC CONGESTION WHETHER OWNED AND MAINTAINED BY THE COUNTY OR IN WHOLE OR IN PART, BY ANOTHER ENTITY THAT SERVES THE RESIDENTS OF THE COUNTY.

Douglas County Government
Transportation Infrastructure Sales and Use Tax Fund (Fund 235)
Fund Summary

	2020 Adopted Budget	2020 Amended Budget	2020 Estimated Actuals	2021 Proposed Budget	2022 Projection	2023 Projection	2024 Projection	2025 Projection
1 Beginning Fund Balance	\$ 0	\$ 0	\$ 0	\$ 1,473,814	\$ 3,296,774	\$ 17,768,558	\$ 32,519,630	\$ 47,577,782
<u>Revenues</u>								
2 Taxes	\$ 13,464,000	\$ 13,464,000	\$ 13,973,814	\$ 14,322,960	\$ 14,471,784	\$ 14,751,072	\$ 15,058,152	\$ 15,371,730
3 Intergovernmental	0	0	0	0	0	0	0	0
4 Earnings on Investments	0	0	0	0	0	0	0	0
5 Other Revenues	0	0	0	0	0	0	0	0
6 Transfers In	0	0	0	0	0	0	0	0
7 Total Revenues and Transfers In	\$ 13,464,000	\$ 13,464,000	\$ 13,973,814	\$ 14,322,960	\$ 14,471,784	\$ 14,751,072	\$ 15,058,152	\$ 15,371,730
<u>Expenditures by Function</u>								
8 Personnel	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
9 Supplies	0	0	0	0	0	0	0	0
10 Controllable Assets	0	0	0	0	0	0	0	0
11 Purchased Services	0	0	0	0	0	0	0	0
12 Building Materials	0	0	0	0	0	0	0	0
13 Fixed Charges	0	0	0	0	0	0	0	0
14 Debt Issuance	0	0	0	0	0	0	0	0
15 Grants, Contributions, Indemnities	0	0	0	0	0	0	0	0
16 Intergovernmental Support	0	0	0	0	0	0	0	0
17 Interdepartmental Charges	0	0	0	0	0	0	0	0
18 Capital Projects/Re-Appropriation	12,500,000	12,500,000	12,500,000	0	0	0	0	0
19 Contingency	0	0	0	0	0	0	0	0
20 Recommended New Requests - One-Time				12,500,000				
21 Total Expenditures and Transfers Out	\$ 12,500,000	\$ 12,500,000	\$ 12,500,000	\$ 12,500,000	\$ 0	\$ 0	\$ 0	\$ 0
22 Change In Fund Balance	964,000	964,000	1,473,814	1,822,960	14,471,784	14,751,072	15,058,152	15,371,730
23 Ending Fund Balance	\$ 964,000	\$ 964,000	\$ 1,473,814	\$ 3,296,774	\$ 17,768,558	\$ 32,519,630	\$ 47,577,782	\$ 62,949,512
<u>Fund Balance Detail</u>								
24 Non-spendable Fund Balance	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
25 Restricted Fund Balance	0	0	0	0	0	0	0	0
26 Committed Fund Balance	0	0	0	0	0	0	0	0
27 Assigned Fund Balance	964,000	964,000	1,473,814	3,296,774	17,768,558	32,519,630	47,577,782	62,949,512
28 Ending Fund Balance	\$ 964,000	\$ 964,000	\$ 1,473,814	\$ 3,296,774	\$ 17,768,558	\$ 32,519,630	\$ 47,577,782	\$ 62,949,512

Douglas County Government
2021 Transportation Infrastructure Sales and Use Tax Fund Recommended New Requests

Project	Request Description	One-time Amount	Ongoing Amount
801502	U.S. Highway 85 Improvements	\$ 8,000,000	
801507	Safer Main Streets Projects	4,000,000	
Design, Right-of-Way, Acquisition, and Utilities Relocation			
801505	Lincoln Avenue Improvements	250,000	
801506	Dransfeldt Road Extension	250,000	
	<i>Subtotal - Design, Right-of-Way Acquisition, and Utilities Relocation</i>	<i>500,000</i>	
Transportation Infrastructure Sales and Use Tax Fund		\$ 12,500,000	\$ 0

TRANSPORTATION INFRASTRUCTURE SALES AND USE TAX FUND

\$12,500,000 One-time

US Highway 85 Improvements - \$8,000,000 One-Time

The budget includes funding for improvements for the segment of US Highway 85 from Highlands Ranch Parkway through the C-470 Interchange and extending north of County Line Road to Dad Clark Gulch. Construction began in summer of 2019 and will continue into the spring of 2021. The funding, in partnership with funding from Denver Regional Council of Governments (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.

Safer Main Street Projects - \$4,000,000 One-time

The budget includes funding for county-wide Safer Main Street projects to improvement main streets throughout the county.

Design, Right-of-Way Acquisition, and Utilities Relocation – \$500,000 One-time

In order to advance transportations projects identified in the County's transportation plan, the budget includes funding for the design, right-of-way acquisition and relocation of utilities for the following projects:

- \$250,000 for Lincoln Avenue from Jordan to Parker Road
- \$250,000 for Dransfeldt Road Extension

The background image shows the exterior of the Robert Christensen Justice Center, a brick building with large windows. In front of the building are two flagpoles; the left one flies the United States flag, and the right one flies the Colorado state flag and a blue flag with a white emblem. The scene is set against a bright blue sky with scattered white clouds. A green semi-transparent rectangular overlay covers the middle portion of the image, containing the title and descriptive text.

Justice Center Sales & Use Tax Fund

AS REQUIRED BY STATE LAW THIS FUND IS USED TO ACCOUNT FOR REVENUES DERIVED FROM THE 0.25% SALES AND USE TAX APPROVED BY VOTERS IN NOVEMBER 1995, EXTENDED BY VOTERS IN NOVEMBER 2007, AND MODIFIED BY THE VOTERS IN 2019. 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

	2019 Audited Actuals	2020 Adopted Budget	2020 Amended Budget	2020 Estimated Actuals	2021 Proposed Budget	2022 Projection	2023 Projection	2024 Projection	2025 Projection
1 Beginning Fund Balance	\$ 30,357,505	\$ 35,383,168	\$ 40,752,115	\$ 40,752,115	\$ 31,311,090	\$ 28,235,719	\$ 27,365,091	\$ 26,418,899	\$ 25,539,579
<u>Revenues</u>									
2 Taxes	\$32,503,633	\$18,700,000	\$19,500,000	\$19,408,075	\$19,893,000	\$20,099,700	\$20,487,600	\$20,914,100	\$21,349,625
3 Intergovernmental	0	0	0	0	0	0	0	0	0
4 Charges for Services	35,870	0	0	0	0	0	0	0	0
5 Earnings on Investments	842,757	400,000	400,000	400,000	400,000	200,000	200,000	200,000	200,000
6 Other Revenues	7,383	0	0	0	0	0	0	0	0
7 Total Revenues and Transfers In	\$ 33,389,643	\$ 19,100,000	\$ 19,900,000	\$ 19,808,075	\$ 20,293,000	\$ 20,299,700	\$ 20,687,600	\$ 21,114,100	\$ 21,549,625
<u>Expenditures by Function</u>									
8 Supplies	\$18,828	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
9 Controllable Assets	38,599	317,500	474,126	474,126	0	0	0	0	0
10 Purchased Services	54,635	0	0	0	0	0	0	0	0
11 Building Materials	0	0	0	0	0	0	0	0	0
12 Fixed Charges	369,705	343,852	343,852	343,852	157,535	311,967	387,531	403,603	421,286
13 Debt Service (Lease Payment)	367,575	367,600	367,600	367,600	0	0	0	0	0
14 Intergovernmental Support	8,920	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
15 Interdepartmental Charges	0	0	0	0	0	0	0	0	0
16 Capital Outlay	1,092,716	4,337,900	5,988,915	5,988,915	365,500	0	0	0	0
17 Contingency	0	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
18 Transfers Out:									
19 To General Fund	21,044,056	20,407,587	21,814,607	21,814,607	20,391,661	20,598,361	20,986,261	21,329,817	21,349,625
20 Total Transfers Out	21,044,056	20,407,587	21,814,607	21,814,607	20,391,661	20,598,361	20,986,261	21,329,817	21,349,625
21 Recommended New Requests - One-Time					1,419,300				
22 Recommended New Requests - Transfer Out to General Fund - One Time					774,375				
23 Total Expenditures and Transfers Out	\$ 22,995,033	\$ 26,034,439	\$ 29,249,100	\$ 29,249,100	\$ 23,368,371	\$ 21,170,328	\$ 21,633,792	\$ 21,993,420	\$ 22,030,911
24 Change In Fund Balance	10,394,610	(6,934,439)	(9,349,100)	(9,441,025)	(3,075,371)	(870,628)	(946,192)	(879,320)	(481,286)
25 Ending Fund Balance	\$ 40,752,115	\$ 28,448,729	\$ 31,403,015	\$ 31,311,090	\$ 28,235,719	\$ 27,365,091	\$ 26,418,899	\$ 25,539,579	\$ 25,058,293
<u>Fund Balance Detail</u>									
26 Non-spendable Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
27 Restricted Fund Balance	0	2,452,486	0	0	0	0	0	0	0
28 Committed Fund Balance	820,730	0	0	89,066	89,066	89,066	89,066	89,066	89,066
29 Assigned Fund Balance	39,931,385	25,996,243	31,403,015	31,222,024	28,146,653	27,276,025	26,329,833	25,450,513	24,969,227
30 Ending Fund Balance	\$ 40,752,115	\$ 28,448,729	\$ 31,403,015	\$ 31,311,090	\$ 28,235,719	\$ 27,365,091	\$ 26,418,899	\$ 25,539,579	\$ 25,058,293

Douglas County Government
2021 Justice Center Sales and Use Tax Fund Recommended New Requests

Division/Project	Request Description		One-time Amount	Ongoing Amount
33210	Justice Center Fund Operating Transfer		\$ 774,375	
Justice Center Security Improvements				
33215	Detentions Dayroom Improvements	450,000		
33215	Security Equipment and Software Upgrades	359,300		
33215	Building Security Control Upgrades	85,000		
	<i>Subtotal Justice Center Security Improvements</i>		894,300	
Courtroom Improvements				
33215	Courtroom Audio Visual Equipment Upgrades	200,000		
33215	Courtroom Judge Bench Tops	66,000		
33215	Courtroom Sound Panel Repairs	65,000		
	<i>Subtotal - Courtroom Improvements</i>		331,000	
External Building Maintenance				
33215	Roof Replacement	110,000		
33215	Carpet Replacement	84,000		
	<i>Subtotal - External Building Maintenance</i>		194,000	
Justice Center Sales and Use Tax Fund Total			\$ 2,193,675	\$ 0

JUSTICE CENTER SALES AND USE TAX FUND

\$2,193,675 One-time

Justice Center Fund Operating Transfer – \$774,375 One-time

The budget includes an operating transfer from the Justice Center Sales and Use Tax Fund of \$774,375 one-time to the General Fund to offset associated proposed funding items. The Justice Center Sales and Use Tax Fund receives revenue from the extension of the sales tax approved by the voters in November 2007. Both the ongoing and one-time components of the associated requests directly relate to the functions designated in the Justice Center Fund ballot language.

Justice Center Security Improvements – \$894,300 One-time

Justice Center building improvements include:

- \$450,000 for installation of security mesh in the detentions dayrooms;
- \$359,300 one-time funding to replace outdated detention security controls and upgrade software and associated licenses; and
- \$85,000 one-time funding for the second phase of the Justice Center building automation system upgrade.

Courtroom Improvements – \$331,000 One-time

Courtroom Improvements for upgrades to the audio, visual, and technological equipment in three courtrooms are to ensure the rooms have the equipment necessary for video testimony, remote evidence viewing, and other activities. The budget also includes funding to replace delaminating wood panels in the three courtrooms and judge benchtops in half the courtrooms. This proposed funding is the second in a multiyear effort to replace the wood panels and benchtops in court rooms to ensure court rooms illustrate the importance and respect due to the justice system.

Justice Center Building Maintenance – \$194,000 One-time

The budget includes one-time funding for the second phase of the roof replacement and phase three of carpet replacements in the Justice Center.



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

	2019 Audited Actuals	2020 Adopted Budget	2020 Amended Budget	2020 Estimated Actuals	2021 Proposed Budget	2022 Projection	2023 Projection	2024 Projection	2025 Projection
1 Beginning Fund Balance	\$ 6,876,499	\$ 14,014,484	\$ 11,022,079	\$ 11,022,079	\$ 12,661,636	\$ 15,049,062	\$ 19,282,672	\$ 26,704,640	\$ 24,351,254
<u>Revenues</u>									
2 <i>Taxes</i>	\$ 12,850,274	\$ 12,716,000	\$ 12,941,000	\$ 13,197,491	\$ 13,527,240	\$ 13,667,796	\$ 13,931,568	\$0	\$0
3 <i>Earnings on Investments</i>	461,027	100,000	100,000	276,363	100,000	100,000	100,000	50,000	25,000
4 <i>Other Revenues</i>	90,132	25,000	25,000	31,655	25,000	25,000	25,000	25,000	25,000
5 <i>Other Financing Sources</i>	100,000	0	0	1,150,000	0	0	0	0	0
6 <i>Transfer In</i>									
7 <i>Capital Replacement Fund</i>	12,381	0	0	0	0	0	0	0	0
8 <i>Total Transfers In</i>	12,381	0	0	0	0	0	0	0	0
9 Total Revenues and Transfers In	\$ 13,513,814	\$ 12,841,000	\$ 13,066,000	\$ 14,655,508	\$ 13,652,240	\$ 13,792,796	\$ 14,056,568	\$ 75,000	\$ 50,000
<u>Expenditures by Function</u>									
10 <i>Personnel</i>	\$ 890,164	\$ 907,479	\$ 907,479	\$ 907,479	\$ 868,580	\$ 912,496	\$ 928,715	\$ 962,855	\$ 998,488
11 <i>Supplies</i>	115,440	523,330	564,930	564,930	568,330	378,330	378,330	378,330	378,330
12 <i>Controllable Assets</i>	922	0	0	0	0	0	0	0	0
13 <i>Purchased Services</i>	463,553	1,386,750	1,840,596	1,840,596	1,254,750	739,750	739,750	739,750	739,750
14 <i>Fixed Charges</i>	144,283	241,738	241,738	241,738	232,502	182,616	191,416	197,451	203,722
15 <i>Intergovernmental Support</i>	2,012,969	1,871,100	1,996,100	1,996,100	2,041,600	2,062,800	2,102,600	0	0
16 <i>Capital Outlay</i>	687,005	1,155,000	2,299,687	2,299,687	0	0	0	0	0
17 <i>Vehicle Replacements</i>	0	0	0	0	77,500	0	0	0	0
18 <i>Major Maintenance & Repairs</i>	82,335	0	109,687	109,687	0	0	0	0	0
19 <i>Contingency</i>	0	150,000	1,190	1,190	150,000	150,000	150,000	150,000	150,000
20 <i>Transfers Out:</i>									
21 <i>Parks Sales & Use Tax Fund</i>	1,987,774	1,966,544	2,066,544	2,066,544	2,081,552	2,103,194	2,143,789	0	0
22 <i>Debt Service Fund for Series 2009</i>	1,980,600	1,981,000	1,981,000	1,981,000	0	0	0	0	0
23 <i>Debt Service Fund for Series 2012</i>	1,003,188	1,007,000	1,007,000	1,007,000	3,017,000	3,030,000	0	0	0
24 <i>Total Transfers Out</i>	4,971,562	4,954,544	5,054,544	5,054,544	5,098,552	5,133,194	2,143,789	0	0
25 <i>Recommended New Requests - One-Time</i>					973,000				
26 Total Expenditures and Transfers Out	\$ 9,368,234	\$ 11,189,941	\$ 13,015,951	\$ 13,015,951	\$ 11,264,814	\$ 9,559,186	\$ 6,634,600	\$ 2,428,386	\$ 2,470,290
27 <i>Change In Fund Balance</i>	4,145,580	1,651,059	50,049	1,639,557	2,387,426	4,233,610	7,421,968	(2,353,386)	(2,420,290)
28 Ending Fund Balance	\$ 11,022,079	\$ 15,665,543	\$ 11,072,128	\$ 12,661,636	\$ 15,049,062	\$ 19,282,672	\$ 26,704,640	\$ 24,351,254	\$ 21,930,963
<u>Fund Balance Detail</u>									
29 <i>Non-spendable Fund Balance</i>	\$ 45	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
30 <i>Restricted Fund Balance</i>	6,717,176	6,601,089	8,202,145	8,202,145	9,321,269	8,818,436	8,818,436	8,818,436	8,818,436
31 <i>Committed Fund Balance</i>	183,121	0	0	0	0	0	0	0	0
32 <i>Assigned Fund Balance</i>	4,121,737	9,064,454	2,869,983	4,459,491	5,727,793	10,464,236	17,886,204	15,532,818	13,112,527
33 Ending Fund Balance	\$ 11,022,079	\$ 15,665,543	\$ 11,072,128	\$ 12,661,636	\$ 15,049,062	\$ 19,282,672	\$ 26,704,640	\$ 24,351,254	\$ 21,930,963

Douglas County Government
2021 Open Space Sales and Use Tax Fund Recommended New Requests

Division/Project		Request Description	One-time Amount	Ongoing Amount
Open Space Operating Expenses				
53310		Non-historic Building and Fence Maintenance	\$ 75,000	
53300		Portable Restroom Shelters	30,000	
Subtotal - Open Space Operating Expenses			105,000	
53310		Glendale Dog Park and Parking Lot Repair	150,000	
53310		Additional Trailhead for Spruce Mountain Trail	350,000	
53310		Iron Horse Bridge Reconstruction and Slope Repair	95,000	
53300		Colorado Front Range Trail Mitigation	93,000	
53330		Monument Signs	25,000	
Sandstone Ranch				
807011		Sandstone Ranch Structure Maintenance	125,000	
807011		Sandstone Ranch Trail Overlooks	30,000	
Open Space Sales and Use Tax Fund Total			\$ 973,000	\$ 0

2021 Vehicle Replacement Requests - Open Space												
		Original Vehicle/Equipment Information			Age Information	Meter/Mileage Information	Maintenance Information	Condition Points		Vehicle Replacement Cost		
Unit # to be Replaced	Business Unit	Year	Make	Model	Age Points	Meter Points	Maintenance Points	Condition Points		Total Points	Total Cost	Replacement Type
OS-12	53310	2015	FORD	F-350	2.8	4.3	8.3		15.4	\$ 77,500	Ford F-550	
2021 Replacement Totals		1 Vehicle								\$ 77,500		
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 useful life and at optimal resale value											
> 15	Overdue Replacement, Unit should be replaced as soon as possible											

OPEN SPACE SALES AND USE TAX FUND

\$973,000 One-time

Open Space Operating Expenses – \$105,000 One-time

The budget includes funding for one-time open space operating costs including:

- \$75,000 for maintenance on non-historic buildings and fences on various open space properties;
- \$30,000 for additional restrooms due to increased usage and maintenance costs.

Glendale Dog Park and Parking Lot Repair - \$150,000 One-time

The budget includes one-time funding for grading and erosion control work at the Glendale dog park and parking lot due to popularity and high usage. Funds will also be used for repairs to fencing, revegetation, and maintenance repairs to onsite amenities.

Additional Trailhead for Spruce Mountain Trail – \$350,000 One-time

The budget includes one-time funding for the construction of a secondary trailhead on the west side of Spruce Mountain open space along Highway 105.

Iron Horse Bridge Reconstruction and Slope Repair – \$95,000

One-time

The budget includes funding for the demolition and slope repair of the Iron Horse bridge which is currently closed to traffic due to safety concerns on the Iron Horse property.

Colorado Front Range Trail Mitigation - \$93,000 One-time

The budget includes funding for mitigation work to address impacts to wetlands and threatened species habitat as a result of the construction of the Colorado Front Range Trail.

Monument Signs - \$25,000 One-time

The budget includes funding for monument signs at Columbine and Bayou Gulch Open Spaces.

SANDSTONE RANCH

Sandstone Ranch Structure Maintenance – \$125,000 One-time

The budget includes funding for the maintenance of structures on Sandstone Ranch which was acquired by the County in 2018. The Ranch has cultural and historic assets, including a historic ranch operation and a number of historic buildings dating back to its original owners in the 1870's which require regular maintenance.

Sandstone Ranch Trail Overlooks – \$30,000 One-time

The budget includes funding for the design and construction of various overlooks within Phase 1 of the Sandstone Ranch Trail System.



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

	2019 Audited Actuals	2020 Adopted Budget	2020 Amended Budget	2020 Estimated Actuals	2021 Proposed Budget	2022 Projection	2023 Projection	2024 Projection	2025 Projection
1 Beginning Fund Balance	\$ 6,935,689	\$ 5,068,427	\$ 7,235,830	\$ 7,235,830	\$ 3,776,241	\$ 4,105,593	\$ 6,341,896	\$ 8,634,036	\$ 8,764,036
<u>Revenues</u>									
2 Taxes	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
3 Intergovernmental	917,000	0	0	0	0	0	0	0	0
4 Charges for Services	26,624	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
5 Earnings on Investments	225,769	75,000	75,000	81,588	75,000	75,000	75,000	75,000	75,000
6 Other Revenues	219,340	30,000	33,000	34,000	30,000	30,000	30,000	30,000	30,000
7 Transfers In - Open Space S&U Tax Fund	1,987,774	1,966,544	2,066,544	2,066,544	2,081,552	2,121,315	2,162,140	0	0
8 Total Revenues and Transfers In	\$ 3,376,507	\$ 2,096,544	\$ 2,199,544	\$ 2,207,132	\$ 2,211,552	\$ 2,251,315	\$ 2,292,140	\$ 130,000	\$ 130,000
<u>Expenditures by Function</u>									
9 Personnel	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
10 Supplies	72,924	100,000	100,000	100,000	100,000	0	0	0	0
11 Controllable Assets	73,813	0	5,180	5,180	0	0	0	0	0
12 Purchased Services	558,224	0	0	0	0	0	0	0	0
13 Fixed Charges	0	0	0	0	0	0	0	0	0
14 Grants, Contributions, Indemnities	300,000	0	0	0	0	0	0	0	0
15 Intergovernmental Support	0	0	213,831	213,831	0	0	0	0	0
16 Capital Outlay	1,572,960	4,420,000	6,536,646	4,386,646	750,000	0	0	0	0
17 Major Maintenance & Repairs	440,233	0	0	0	0	0	0	0	0
18 Contingency	0	0	0	0	0	0	0	0	0
19 Transfers Out									
20 Capital Replacement Fund	58,212	44,064	44,064	44,064	29,700	15,012	0	0	0
21 Conservation Trust Fund	0	0	917,000	917,000	0	0	0	0	0
22 Total Transfers Out	58,212	44,064	961,064	961,064	29,700	15,012	0	0	0
23 Recommended New Requests - One-Time					1,002,500				
24 Total Expenditures and Transfers Out	\$ 3,076,366	\$ 4,564,064	\$ 7,816,721	\$ 5,666,721	\$ 1,882,200	\$ 15,012	\$0	\$0	\$0
25 Change In Fund Balance	300,141	(2,467,520)	(5,617,177)	(3,459,589)	329,352	2,236,303	2,292,140	130,000	130,000
26 Ending Fund Balance	\$ 7,235,830	\$ 2,600,907	\$ 1,618,653	\$ 3,776,241	\$ 4,105,593	\$ 6,341,896	\$ 8,634,036	\$ 8,764,036	\$ 8,894,036
<u>Fund Balance Detail</u>									
27 Non-spendable Fund Balance	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
28 Restricted Fund Balance	0	0	0	0	0	0	0	0	0
29 Committed Fund Balance	2,298,826	0	0	0	0	0	0	0	0
30 Assigned Fund Balance	4,937,004	2,600,907	1,618,653	3,776,241	4,105,593	6,341,896	8,634,036	8,764,036	8,894,036
31 Ending Fund Balance	\$ 7,235,830	\$ 2,600,907	\$ 1,618,653	\$ 3,776,241	\$ 4,105,593	\$ 6,341,896	\$ 8,634,036	\$ 8,764,036	\$ 8,894,036

Douglas County Government
2021 Park Sales and Use Tax Fund Recommended New Requests

Division/Project	Request Description		One-time Amount	Ongoing Amount
Parks Maintenance and Repairs				
54100	General Maintenance, Repair and Supply Costs	\$	187,500	
54100	Concrete Replacement, Electrical, and Professional Services		250,000	
54100	Annual Parking Lot Maintenance		150,000	
	<i>Subtotal - Parks Maintenance and Repairs</i>		<i>587,500</i>	
850715	Rueter-Hess Reservoir Projects		250,000	
850625	Bluffs Regional Park Parking Expansion at Crooked Stick Road		150,000	
High Line Canal				
850660	High Line Canal Conservancy		10,000	
850660	High Line Canal Tree Pruning		5,000	
	<i>Subtotal - High Line Canal</i>		<i>15,000</i>	
Parks Sales and Use Tax Fund Total			\$ 1,002,500	\$ 0

PARKS SALES AND USE TAX FUND

\$1,002,500 One-time

Parks Maintenance and Repairs – \$587,500 One-time

The budget includes one-time funding for the general repair and maintenance costs at various parks including:

- \$187,500 in park maintenance and supplies costs,
- \$100,000 for concert walkways and curb repairs,
- \$100,000 for arborist services
- \$150,000 for annual parking lot maintenance
- \$50,000 for electrical repairs on items which include:
 - parking lot pedestrian walkway lights
 - picnic shelters
 - restrooms

Rueter-Hess Reservoir Projects – \$250,000 One-time

The budget includes the fourth year of Douglas County's participation in the development of projects outlined in the Rueter Hess Master Plan. The Rueter-Hess Reservoir is in north eastern Douglas County and has a rich history and is a valuable artifact resource. This funding reflects the ten-year agreement the County has with the Rueter-Hess Recreation Authority for developments to ensure the reservoir can provide safe clean drinking water while safely incorporating recreational activities to the site.

Bluffs Regional Park Parking Expansion– \$150,000 One-time

The budget includes \$150,000 one-time funding to partner with the City of Lone Tree on the expansion of the parking lot by approximately 20 spaces at Bluffs Regional Park along Crooked Stick Road.

High Line Canal Maintenance – \$15,000 One-time

The budget includes one-time funding for maintenance, tree trimming, and signage along the High Line Canal. 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.



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**

	2019 Audited Actuals	2020 Adopted Budget	2020 Amended Budget	2020 Estimated Actuals	2021 Proposed Budget	2022 Projection	2023 Projection	2024 Projection	2025 Projection
1 Beginning Fund Balance	\$ 3,759,732	\$ 1,259,500	\$ 3,001,828	\$ 3,001,828	\$ 1,075,793	\$ 1,544,422	\$ 2,554,422	\$ 3,564,422	\$ 4,574,422
<u>Revenues</u>									
2 Taxes	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
3 Intergovernmental	1,405,942	2,000,000	2,000,000	1,500,000	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000
4 Earnings on Investments	74,897	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Transfers In:									
5 Parks Sales & Use Tax Fund	0	0	917,000	917,000	0	0	0	0	0
6 Total Revenues and Transfers In	\$ 1,480,839	\$ 2,010,000	\$ 2,927,000	\$ 2,427,000	\$ 1,510,000	\$ 1,010,000	\$ 1,010,000	\$ 1,010,000	\$ 1,010,000
<u>Expenditures by Function</u>									
7 Personnel	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
8 Supplies	0	0	0	0	0	0	0	0	0
9 Controllable Assets	0	0	0	0	0	0	0	0	0
10 Purchased Services	107,551	0	7,269	7,269	0	0	0	0	0
11 Fixed Charges	0	0	0	0	0	0	0	0	0
12 Grants, Contributions, Indemnities	0	0	0	0	0	0	0	0	0
13 Intergovernmental Support	0	0	0	0	0	0	0	0	0
14 Capital Outlay:									
15 Highlands Heritage Regional Park	228,747	0	1,083,228	1,083,228	0	0	0	0	0
16 Parks-Local/Multi-Purpose	0	0	0	0	0	0	0	0	0
17 Fairgrounds Regional Parks	0	0	0	0	0	0	0	0	0
18 Bluffs Regional Park	0	0	0	0	0	0	0	0	0
19 Regional Parks	0	0	0	0	0	0	0	0	0
20 Bayou Gulch Regional Park	0	1,000,000	1,000,000	1,000,000	0	0	0	0	0
21 Challenger Regional Park	0	0	0	0	0	0	0	0	0
22 East-West Regional Trail	1,876,643	1,500,000	2,541,371	2,041,371	541,371	0	0	0	0
23 Rueter Hess Trail	0	0	0	0	0	0	0	0	0
24 Macanta Regional Park	18,067	0	121,167	121,167	0	0	0	0	0
25 Lone Tree Entertainment District / Trail	7,734	0	100,000	100,000	0	0	0	0	0
26 Major Maintenance & Repairs	0	0	0	0	0	0	0	0	0
27 Contingency	0	0	0	0	0	0	0	0	0
Transfers Out:									
28 Recommended New Requests - One-Time					500,000				
29 Total Expenditures and Transfers Out	\$ 2,238,743	\$ 2,500,000	\$ 4,853,035	\$ 4,353,035	\$ 1,041,371	\$ 0	\$ 0	\$ 0	\$ 0
30 Change In Fund Balance	(757,904)	(490,000)	(1,926,035)	(1,926,035)	468,629	1,010,000	1,010,000	1,010,000	1,010,000
31 Ending Fund Balance	\$ 3,001,828	\$ 769,500	\$ 1,075,793	\$ 1,075,793	\$ 1,544,422	\$ 2,554,422	\$ 3,564,422	\$ 4,574,422	\$ 5,584,422
<u>Fund Balance Detail</u>									
32 Non-spendable Fund Balance	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
33 Restricted Fund Balance	3,001,828	769,500	1,075,793	1,075,793	1,544,422	2,554,422	3,564,422	4,574,422	5,584,422
34 Committed Fund Balance	0	0	0	0	0	0	0	0	0
35 Assigned Fund Balance	0	0	0	0	0	0	0	0	0
36 Ending Fund Balance	\$ 3,001,828	\$ 769,500	\$ 1,075,793	\$ 1,075,793	\$ 1,544,422	\$ 2,554,422	\$ 3,564,422	\$ 4,574,422	\$ 5,584,422

Douglas County Government
2021 Conservation Trust Fund Recommended New Requests

Division/Project	Request Description	One-time Amount	Ongoing Amount
800623	Lone Tree Entertainment District	\$ 500,000	
Conservation Trust Fund Total		\$ 500,000	\$ 0

CONSERVATION TRUST FUND

\$500,000 One-time

Lone Tree Entertainment District - \$500,000 One-time

The budget includes funding to partner with Lone Tree on the construction of a sidewalk extension from Park Meadows Drive to South Suburban Parks and Recreations District trail.

A photograph of a modern train station platform. A large, curved, metallic roof structure arches over the platform. A train is stopped at the platform. A person is visible on the platform. The sky is blue with some clouds.

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

	2019 Audited Actuals	2020 Adopted Budget	2020 Amended Budget	2020 Estimated Actuals	2021 Proposed Budget	2022 Projection	2023 Projection	2024 Projection	2025 Projection
1 Beginning Fund Balance	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<u>Revenues</u>									
2 <i>Taxes</i>	\$ 25,393	\$ 20,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
3 <i>Charges for Services</i>	0	0	0	0	0	0	0	0	0
4 <i>Intergovernmental</i>	0	0	0	0	0	0	0	0	0
5 <i>Earnings on Investments</i>	0	0	0	0	0	0	0	0	0
6 <i>Other Revenues</i>	0	0	0	0	0	0	0	0	0
7 <i>Transfers In</i>	0	0	0	0	0	0	0	0	0
8 Total Revenues and Transfers In	\$ 25,393	\$ 20,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
<u>Expenditures by Function</u>									
9 <i>Personnel</i>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
10 <i>Supplies</i>	0	0	0	0	0	0	0	0	0
11 <i>Purchased Services</i>	0	0	0	0	0	0	0	0	0
12 <i>Fixed Charges</i>	0	0	0	0	0	0	0	0	0
13 <i>Intergovernmental Support</i>	25,393	20,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
14 <i>Interdepartmental Charges</i>	0	0	0	0	0	0	0	0	0
15 <i>Capital Outlay</i>	0	0	0	0	0	0	0	0	0
16 <i>Contingency</i>	0	0	0	0	0	0	0	0	0
17 <i>Transfers Out</i>	0	0	0	0	0	0	0	0	0
18 Total Expenditures and Transfers Out	\$ 25,393	\$ 20,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
19 <i>Change In Fund Balance</i>	0	0	0	0	0	0	0	0	0
20 Ending Fund Balance	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<u>Fund Balance Detail</u>									
21 <i>Nonspendable Fund Balance</i>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
22 <i>Restricted Fund Balance</i>	0	0	0	0	0	0	0	0	0
23 <i>Committed Fund Balance</i>	0	0	0	0	0	0	0	0	0
24 <i>Assigned Fund Balance</i>	0	0	0	0	0	0	0	0	0
25 Ending Fund Balance	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0



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

	2019 Audited Actuals	2020 Adopted Budget	2020 Amended Budget	2020 Estimated Actuals	2021 Proposed Budget	2022 Projection	2023 Projection	2024 Projection	2025 Projection
1 Beginning Fund Balance	\$ 377,203	\$ 252,203	\$ 372,357	\$ 372,357	\$ 157,357	\$ 117,357	\$ 117,357	\$ 117,357	\$ 117,357
<u>Revenues</u>									
2 Taxes	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
3 Charges for Services	104,096	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
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	\$ 104,096	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000
<u>Expenditures by Function</u>									
9 Personnel	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
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	108,942	130,000	305,000	305,000	130,000	90,000	90,000	90,000	90,000
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	\$ 108,942	\$ 130,000	\$ 305,000	\$ 305,000	\$ 130,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000
19 Change In Fund Balance	(4,846)	(40,000)	(215,000)	(215,000)	(40,000)	0	0	0	0
20 Ending Fund Balance	\$ 372,357	\$ 212,203	\$ 157,357	\$ 157,357	\$ 117,357	\$ 117,357	\$ 117,357	\$ 117,357	\$ 117,357
<u>Fund Balance Detail</u>									
21 Non-spendable Fund Balance	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
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	372,357	212,203	157,357	157,357	117,357	117,357	117,357	117,357	117,357
25 Ending Fund Balance	\$ 372,357	\$ 212,203	\$ 157,357	\$ 157,357	\$ 117,357	\$ 117,357	\$ 117,357	\$ 117,357	\$ 117,357



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

	2019 Audited Actuals	2020 Adopted Budget	2020 Amended Budget	2020 Estimated Actuals	2021 Proposed Budget	2022 Projection	2023 Projection	2024 Projection	2025 Projection
1 Beginning Fund Balance	\$ 5,977	\$ 3,377	\$ 4,713	\$ 4,713	\$ 2,796	\$ 2,796	\$ 2,796	\$ 2,796	\$ 2,796
<u>Revenues</u>									
2 Taxes	\$ 29,403	\$ 29,900	\$ 29,900	\$ 29,900	\$ 31,740	\$ 33,300	\$ 35,000	\$ 36,800	\$ 38,710
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	424	50	50	50	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	\$ 29,827	\$ 29,950	\$ 29,950	\$ 29,950	\$ 31,790	\$ 33,350	\$ 35,050	\$ 36,850	\$ 38,760
<u>Expenditures by Function</u>									
9 Personnel	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
10 Supplies	0	0	0	0	0	0	0	0	0
11 Purchased Services	30,690	31,407	31,407	31,407	31,310	32,850	34,520	36,290	38,180
12 Fixed Charges	401	460	460	460	480	500	530	560	580
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	\$ 31,091	\$ 31,867	\$ 31,867	\$ 31,867	\$ 31,790	\$ 33,350	\$ 35,050	\$ 36,850	\$ 38,760
16 Change in Fund Balance	(1,264)	(1,917)	(1,917)	(1,917)	0	0	0	0	0
17 Ending Fund Balance	\$ 4,713	\$ 1,460	\$ 2,796	\$ 2,796	\$ 2,796	\$ 2,796	\$ 2,796	\$ 2,796	\$ 2,796
<u>Fund Balance Detail</u>									
18 Non-spendable Fund Balance	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
19 Restricted Fund Balance	900	960	940	940	940	990	1,040	1,090	1,150
20 Committed Fund Balance	0	0	0	0	0	0	0	0	0
21 Assigned Fund Balance	3,813	500	1,856	1,856	1,856	1,806	1,756	1,706	1,646
22 Total Fund Balance	\$ 4,713	\$ 1,460	\$ 2,796	\$ 2,796	\$ 2,796	\$ 2,796	\$ 2,796	\$ 2,796	\$ 2,796

A woman with blonde hair is looking at a computer monitor in a server room. The room is dimly lit with blue light from the monitors and server racks in the background. Other people are visible working at computers in the background.

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

	2019 Audited Actuals	2020 Adopted Budget	2020 Amended Budget	2020 Estimated Actuals	2021 Proposed Budget
1 Beginning Fund Balance	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<u>Revenues</u>					
2 Taxes	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
3 Licenses and Permits	0	0	0	0	0
4 Intergovernmental	2,241,248	1,724,496	3,549,419	3,549,419	1,491,841
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	\$ 2,241,248	\$ 1,724,496	\$ 3,549,419	\$ 3,549,419	\$ 1,491,841
<u>Expenditures by Function</u>					
12 Personnel	\$ 232,344	\$ 241,617	\$ 241,617	\$ 241,617	\$ 263,092
13 Supplies	13,367	26,046	26,046	26,046	23,329
14 Controllable Assets	17,237	0	0	0	0
15 Purchased Services	1,626,962	1,138,061	1,138,061	1,138,061	940,194
16 Fixed Charges	166,430	91,132	91,132	91,132	37,686
17 Grants and Contributions	160,643	202,640	202,640	202,640	202,640
18 Intergovernmental Support	0	0	0	0	0
19 Interdepartmental Charges	0	0	0	0	0
20 Capital Outlay	0	0	0	0	0
21 Contingency	0	100	1,825,023	1,825,023	0
22 Transfers Out - General Fund	24,265	24,900	24,900	24,900	24,900
23 Total Expenditures and Transfers Out	\$ 2,241,248	\$ 1,724,496	\$ 3,549,419	\$ 3,549,419	\$ 1,491,841
24 Change In Fund Balance	0	0	0	0	0
25 Ending Fund Balance	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<u>Fund Balance Detail</u>					
26 Non-spendable Fund Balance	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
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	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

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
PHILIP'S MILLER BUILDING
100 THIRD STREET

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

	2019 Audited Actuals	2020 Adopted Budget	2020 Amended Budget	2020 Estimated Actuals	2021 Proposed Budget	2022 Projection	2023 Projection	2024 Projection	2025 Projection
1 Beginning Fund Balance	\$ 3,163,521	\$ 2,590,178	\$ 3,042,157	\$ 3,042,157	\$ 2,513,970	\$ 6,255,176	\$ 6,255,176	\$ 6,255,176	\$ 6,255,176
<u>Revenues</u>									
2 <i>Taxes</i>	\$ 1,122,643	\$0	\$0	\$0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<i>Transfers In:</i>									
3 From General Fund	178,000	1,300,000	1,300,000	1,300,000	789,400	0	0	0	0
4 From Road and Bridge Fund	25,000	0	0	0	0	0	0	0	0
5 From Infrastructure Fund	0	0	0	0	3,741,206	0	0	0	0
6 <i>Total Transfers In</i>	<u>203,000</u>	<u>1,300,000</u>	<u>1,300,000</u>	<u>1,300,000</u>	<u>4,530,606</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
7 Total Revenues and Transfers In	\$ 1,325,643	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000	\$ 4,530,606	\$ 0	\$ 0	\$ 0	\$ 0
<u>Expenditures by Function</u>									
8 <i>Supplies and Purchased Services</i>	\$ 307,552	\$ 0	\$ 33,476	\$ 33,476	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
9 <i>Controllable Assets</i>	343,255	519,700	649,165	649,165	0	0	0	0	0
10 <i>Fixed Charges</i>	16,882	0	0	0	0	0	0	0	0
11 <i>Capital Improvements</i>									
12 Other General Governmental Buildings	197,159	163,400	221,801	221,801	0	0	0	0	0
13 Fairgrounds Improvements	127,173	139,500	213,745	213,745	0	0	0	0	0
14 Health & Human Services - Improvements	17,338	0	0	0	0	0	0	0	0
15 Parks Maintenance Facilities		0	0	0	0	0	0	0	0
16 Public Works Facilities - Improvements	219,432	121,500	161,505	161,505	0	0	0	0	0
17 Miller Building - Improvements/Remodel	8,470	152,000	152,000	152,000	0	0	0	0	0
18 Fleet Remodel	4,099	0	14,495	14,495	0	0	0	0	0
19 Park Meadows Ctr. - Improvements	0	145,000	145,000	145,000	0	0	0	0	0
20 Wilcox Building - Improvements	24,300	237,000	237,000	237,000	0	0	0	0	0
21 Galen Buck Improvements	179,847	0	0	0	0	0	0	0	0
22 Fairgrounds - Performance Platform	1,500	0	0	0	0	0	0	0	0
23 <i>Total Capital Improvements</i>	<u>779,318</u>	<u>958,400</u>	<u>1,145,546</u>	<u>1,145,546</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
24 <i>Recommended New Requests - One-Time</i>					789,400				
25 Total Expenditures and Transfers Out	\$ 1,447,007	\$ 1,478,100	\$ 1,828,187	\$ 1,828,187	789,400	\$0	\$0	\$0	\$0
26 <i>Change in Fund Balance</i>	(121,364)	(178,100)	(528,187)	(528,187)	3,741,206	0	0	0	0
27 Ending Fund Balance	\$ 3,042,157	\$ 2,412,078	\$ 2,513,970	\$ 2,513,970	\$ 6,255,176	\$ 6,255,176	\$ 6,255,176	\$ 6,255,176	\$ 6,255,176
<u>Fund Balance Detail</u>									
28 <i>Non-spendable Fund Balance</i>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
29 <i>Restricted Fund Balance</i>	0	0	0	0	0	0	0	0	0
30 <i>Committed Fund Balance</i>	0	0	0	0	0	0	0	0	0
31 <i>Assigned Fund Balance</i>	3,042,157	2,412,078	2,513,970	2,513,970	6,255,176	6,255,176	6,255,176	6,255,176	6,255,176
32 Ending Fund Balance	\$ 3,042,157	\$ 2,412,078	\$ 2,513,970	\$ 2,513,970	\$ 6,255,176	\$ 6,255,176	\$ 6,255,176	\$ 6,255,176	\$ 6,255,176

Douglas County Government
2021 Capital Expenditures Fund Recommended New Requests

Division/Project	Request Description		One-time Amount	Ongoing Amount
Building Maintenance				
33100	Miller Building Universal Power Source Batteries	\$	20,000	
33110	Wilcox Building 2nd Floor Furniture Replacement		110,000	
33110	Wilcox Building Universal Power Source Batteries		62,000	
33190	Furniture and Equipment Replacement		166,000	
33190	Floor Covering Replacement		14,900	
33190	Security Component Replacement		18,500	
33400	Human Services Universal Power Source Batteries		23,000	
33600	Park Meadows Center Universal Power Source Batteries		8,000	
	<i>Subtotal - Building Maintenance</i>			422,400
Exterior Building Maintenance				
33190	Parking Lot Maintenance		113,000	
33190	Elections Building Roof and Gutter Repairs		32,000	
33190	Exterior Building Maintenance Repairs		25,000	
33190	Roof Maintenance		10,000	
	<i>Subtotal - Exterior Building Maintenance</i>			180,000
Fleet Vehicle Lifts and Fuel Dispenser Replacements				
33300	Vehicle Lift Replacement		50,000	
33190	Highlands Heritage Park Fuel Dispenser Replacements		20,000	
	<i>Subtotal - Fleet Vehicle Lifts and Fuel Dispenser Replacements</i>			70,000
Cabling Upgrades				
33550	Colorado State University Extension Cabling Upgrade		6,000	
33300	Traffic Services Cabling Upgrade		5,000	
	<i>Subtotal - Cabling Upgrades</i>			11,000
Fairgrounds Facilities Maintenance and Improvements				
33550	Fairgrounds Building Automation System Upgrades		56,000	
33550	Fairgrounds Parking Lot Maintenance		20,000	
33550	Fairgrounds Exterior Building Maintenance		15,000	
33550	Fairgrounds Floor Covering Replacement		15,000	
	<i>Subtotal - Fairgrounds Facilities Maintenance and Improvements</i>			106,000
Capital Expenditures Fund Total			\$ 789,400	\$ 0

CAPITAL EXPENDITURES FUND

\$789,400 One-time

CAPITAL EXPENDITURES FUND

Building Maintenance – \$422,400 One-time

There are various interior and exterior building maintenance needs throughout county buildings including replacement of security components, upgrades to the building automation systems, and replacement of the universal power sources to ensure there is not equipment failure for major building systems in the event of a power failure. Replacement of furniture, equipment, flooring, and ceiling tiles within county facilities is also a part of building maintenance. Furniture and equipment are eligible to be replaced because both have reached their useful life expectancy and require replacement, rebuilding or new parts. Ergonomic advancements conducive to a productive work environment has also led to equipment replacement. Included in the furniture to be replaced is the furniture on the second floor of the Miller Building and the Wilcox Building.

Exterior Building Maintenance – \$180,000 One-time

- \$113,000 one-time funding for parking lot repairs and annual maintenance, as well as restriping at various county facilities;
- \$42,000 for roof maintenance on county buildings including \$32,000 for roof maintenance and gutter repairs on the Elections Building; and
- \$25,000 one-time funding for exterior building maintenance and repairs throughout county buildings.

Fleet Vehicle Lifts and Fuel Dispenser Replacements – \$70,000 One-time

The budget includes \$50,000 one-time funding to replace two above ground lifts with two inground lifts capable of lifting medium duty vehicles and \$20,000 to replace the fuel dispenser at Highlands Heritage Regional Park.

Cabling Upgrades - \$11,000 One-time

The budget includes funding for the replacement of information technology cable in the Traffic Services and Colorado State University Extension buildings.

Fairgrounds Upgrades - \$106,000 One-time

The budget includes funding for maintenance work at the Fairgrounds:

- \$56,000 for necessary upgrades to the building automation system; and
- \$50,000 for exterior building maintenance, parking lot maintenance and repairs, and flooring maintenance and repairs.



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

	2019 Audited Actuals	2020 Adopted Budget	2020 Amended Budget	2020 Estimated Actuals	2021 Proposed Budget	2022 Projection	2023 Projection	2024 Projection	2025 Projection
1 Beginning Fund Balance	\$ 623,471	\$ 352,471	\$ 558,896	\$ 558,896	\$ 445,644	\$ 454,644	\$ 463,644	\$ 472,644	\$ 481,644
<u>Revenues</u>									
2 Taxes	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
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	9,808	10,000	10,000	10,000	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	\$ 9,808	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
<u>Expenditures by Function</u>									
8 Personnel	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
9 Supplies	0	0	0	0	0	0	0	0	0
10 Purchased Services	74,294	0	122,252	122,252	0	0	0	0	0
11 Fixed Charges	89	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
12 Grants, Contributions, Indemnities	0	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	\$ 74,383	\$ 1,000	\$ 123,252	\$ 123,252	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
18 Change In Fund Balance	(64,575)	9,000	(113,252)	(113,252)	9,000	9,000	9,000	9,000	9,000
19 Ending Fund Balance	\$ 558,896	\$ 361,471	\$ 445,644	\$ 445,644	\$ 454,644	\$ 463,644	\$ 472,644	\$ 481,644	\$ 490,644
<u>Fund Balance Detail</u>									
20 Non-spendable Fund Balance	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
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	558,896	361,471	445,644	445,644	454,644	463,644	472,644	481,644	490,644
24 Ending Fund Balance	\$ 558,896	\$ 361,471	\$ 445,644	\$ 445,644	\$ 454,644	\$ 463,644	\$ 472,644	\$ 481,644	\$ 490,644



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**

	2019 Audited Actuals	2020 Adopted Budget	2020 Amended Budget	2020 Estimated Actuals	2021 Proposed Budget	2022 Projection	2023 Projection	2024 Projection	2025 Projection
1 Beginning Fund Balance	\$ 5,784,587	\$ 4,805,418	\$ 4,881,991	\$ 4,881,991	\$ 3,931,055	\$ 3,498,755	\$ 2,813,767	\$ 2,113,767	\$ 1,413,767
<u>Revenues</u>									
2 Taxes	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
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	76,573	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	58,212	44,064	44,064	44,064	29,700	15,012	0	0	0
8 Total Revenues and Transfers In	\$ 134,785	\$ 44,064	\$ 44,064	\$ 44,064	\$ 29,700	\$ 15,012	\$ 0	\$ 0	\$ 0
<u>Expenditures by Function</u>									
9 Personnel	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
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	1,025,000	995,000	995,000	995,000	462,000	700,000	700,000	700,000	700,000
17 To Human Services Fund	0	0	0	0	0	0	0	0	0
18 To Open Space Sales & Use Tax Fund	12,381	0	0	0	0	0	0	0	0
19 Total Transfers Out	1,037,381	995,000	995,000	995,000	462,000	700,000	700,000	700,000	700,000
20 Total Expenditures and Transfers Out	\$ 1,037,381	\$ 995,000	\$ 995,000	\$ 995,000	\$ 462,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000
21 Change In Fund Balance	(902,596)	(950,936)	(950,936)	(950,936)	(432,300)	(684,988)	(700,000)	(700,000)	(700,000)
22 Ending Fund Balance	\$ 4,881,991	\$ 3,854,482	\$ 3,931,055	\$ 3,931,055	\$ 3,498,755	\$ 2,813,767	\$ 2,113,767	\$ 1,413,767	\$ 713,767
<u>Fund Balance Detail</u>									
23 Non-spendable Fund Balance	\$ 1,385,000	\$ 1,375,000	\$ 1,375,000	\$ 1,375,000	\$ 695,000	\$ 0	\$ 0	\$ 0	\$ 0
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	3,496,991	2,479,482	2,556,055	2,556,055	2,803,755	2,813,767	2,113,767	1,413,767	713,767
27 Ending Fund Balance	\$ 4,881,991	\$ 3,854,482	\$ 3,931,055	\$ 3,931,055	\$ 3,498,755	\$ 2,813,767	\$ 2,113,767	\$ 1,413,767	\$ 713,767

An aerial photograph showing a multi-lane highway with several cars driving. To the right of the highway is a green field. The text 'Debt Service Fund' is overlaid on the green field in white.

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 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**

	2019 Audited Actuals	2020 Adopted Budget	2020 Amended Budget	2020 Estimated Actuals	2021 Proposed Budget	2022 Projection	2023 Projection	2024 Projection	2025 Projection
1 Beginning Fund Balance	\$ 92,097	\$ 90,597	\$ 91,797	\$ 91,797	\$ 91,397	\$ 91,197	\$ 90,997	\$ 90,997	\$ 90,997
<u>Revenues</u>									
2 Taxes	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
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
Transfers In:									
7 From Road Sales & Use Tax Fund	1,565,200	0	0	0	0	0	0	0	0
8 From Open Space Sales & Use Tax Fund	2,983,788	2,988,000	2,988,000	2,988,000	3,017,000	3,030,000	0	0	0
9 Total Transfers In	<u>4,548,988</u>	<u>2,988,000</u>	<u>2,988,000</u>	<u>2,988,000</u>	<u>3,017,000</u>	<u>3,030,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
10 Total Revenues and Transfers In	<u>\$ 4,548,988</u>	<u>\$ 2,988,000</u>	<u>\$ 2,988,000</u>	<u>\$ 2,988,000</u>	<u>\$ 3,017,000</u>	<u>\$ 3,030,000</u>	<u>\$ -</u>	<u>\$ 0</u>	<u>\$ 0</u>
<u>Expenditures by Function</u>									
11 Personnel	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
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	4,549,288	2,988,400	2,988,400	2,988,400	3,017,200	3,030,200	0	0	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	<u>\$ 4,549,288</u>	<u>\$ 2,988,400</u>	<u>\$ 2,988,400</u>	<u>\$ 2,988,400</u>	<u>\$ 3,017,200</u>	<u>\$ 3,030,200</u>	<u>\$ -</u>	<u>\$ 0</u>	<u>\$ 0</u>
21 Change In Fund Balance	(300)	(400)	(400)	(400)	(200)	(200)	0	0	0
22 Ending Fund Balance	<u>\$ 91,797</u>	<u>\$ 90,197</u>	<u>\$ 91,397</u>	<u>\$ 91,397</u>	<u>\$ 91,197</u>	<u>\$ 90,997</u>	<u>\$ 90,997</u>	<u>\$ 90,997</u>	<u>\$ 90,997</u>
<u>Fund Balance Detail</u>									
23 Non-spendable Fund Balance	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
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	91,797	90,197	91,397	91,397	91,197	90,997	90,997	90,997	90,997
27 Ending Fund Balance	<u>\$ 91,797</u>	<u>\$ 90,197</u>	<u>\$ 91,397</u>	<u>\$ 91,397</u>	<u>\$ 91,197</u>	<u>\$ 90,997</u>	<u>\$ 90,997</u>	<u>\$ 90,997</u>	<u>\$ 90,997</u>

Debt Schedules

The following schedule depict the principal and interest payments remaining on outstanding revenue bonds. Revenue bonds have a dedicated revenue source, in this case the source comes from the appropriate portion of the County's 1.0% sales and use tax.

Summary of revenue bond payments

Year	Principal	Interest	Total
2021	2,890,000	126,468	3,016,468
2022	2,965,000	64,044	3,029,044
Total	<u>\$5,855,000</u>	<u>\$190,512</u>	<u>\$6,045,512</u>

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.



Employee Benefit 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 Fund (Fund 620)
Fund Summary**

	2019 Audited Actuals	2020 Adopted Budget	2020 Amended Budget	2020 Estimated Actuals	2021 Proposed Budget	2022 Projection	2023 Projection	2024 Projection	2025 Projection
1 Beginning Fund Balance	\$ 3,003,946	\$ 2,743,046	\$ 3,897,241	\$ 3,897,241	\$ 3,897,241	\$ 3,897,241	\$ 3,897,241	\$ 3,897,241	\$ 3,897,241
<u>Revenues</u>									
2 Taxes	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
3 Intergovernmental	0	0	0	0	0	0	0	0	0
4 Charges for Services	2,073,535	2,186,400	2,186,400	2,186,400	2,244,100	2,312,800	2,504,700	2,583,700	2,670,400
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	143,734	0	482,424	482,424	0	0	0	0	0
8 Transfers In	0	0	0	0	0	0	0	0	0
9 Total Revenues and Transfers In	\$ 2,217,269	\$ 2,186,400	\$ 2,668,824	\$ 2,668,824	\$ 2,244,100	\$ 2,312,800	\$ 2,504,700	\$ 2,583,700	\$ 2,670,400
<u>Expenditures by Function</u>									
10 Personnel	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
11 Supplies	0	0	0	0	0	0	0	0	0
12 Purchased Services	27,832	1,000	1,000	19,580	1,000	1,000	1,000	1,000	1,000
13 Fixed Charges	454,830	667,400	667,400	667,400	725,100	788,600	858,500	935,400	1,019,900
14 Awards and Indemnities	841,312	1,343,000	1,825,424	1,825,424	1,343,000	1,348,200	1,470,200	1,472,300	1,474,500
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	156,420	175,000	175,000	175,000	175,000	175,000
19 Transfers Out	0	0	0	0	0	0	0	0	0
20 Total Expenditures and Transfers Out	\$ 1,323,974	\$ 2,186,400	\$ 2,668,824	\$ 2,668,824	\$ 2,244,100	\$ 2,312,800	\$ 2,504,700	\$ 2,583,700	\$ 2,670,400
21 Change In Fund Balance	893,295	0	0	0	0	0	0	0	0
22 Ending Fund Balance	\$ 3,897,241	\$ 2,743,046	\$ 3,897,241	\$ 3,897,241	\$ 3,897,241	\$ 3,897,241	\$ 3,897,241	\$ 3,897,241	\$ 3,897,241
<u>Fund Balance Detail</u>									
23 Non-spendable Fund Balance	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
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	3,897,241	2,743,046	3,897,241	3,897,241	3,897,241	3,897,241	3,897,241	3,897,241	3,897,241
27 Ending Fund Balance	\$ 3,897,241	\$ 2,743,046	\$ 3,897,241	\$ 3,897,241	\$ 3,897,241	\$ 3,897,241	\$ 3,897,241	\$ 3,897,241	\$ 3,897,241

A photograph of the Douglas County Events Center, a large building with a green metal roof and a covered entrance. A sign in the foreground identifies the building and its address. A dark green semi-transparent box is overlaid on the left side of the image, containing the title and description text.

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

	2019 Audited Actuals	2020 Adopted Budget	2020 Amended Budget	2020 Estimated Actuals	2021 Proposed Budget	2022 Projection	2023 Projection	2024 Projection	2025 Projection
1 Beginning Fund Balance	\$ 4,955,708	\$ 4,761,465	\$ 5,502,309	\$ 5,502,309	\$ 5,299,181	\$ 3,935,181	\$ 3,469,781	\$ 3,469,781	\$ 3,469,781
<u>Revenues</u>									
2 Taxes	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
3 Intergovernmental	0	0	0	0	0	0	0	0	0
4 Charges for Services	2,327,100	2,241,800	2,241,800	2,241,800	1,000,000	2,000,000	2,576,900	2,699,600	2,834,600
5 Fines and Forfeits	5,294	10,000	10,000	10,000	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	1,684	25,000	711,320	711,320	25,000	25,000	25,000	25,000	25,000
8 Transfers In	0	0	0	0	0	0	0	0	0
9 Total Revenues and Transfers In	\$ 2,334,078	\$ 2,276,800	\$ 2,963,120	\$ 2,963,120	\$ 1,035,000	\$ 2,035,000	\$ 2,611,900	\$ 2,734,600	\$ 2,869,600
<u>Expenditures by Function</u>									
10 Personnel	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
11 Supplies	7,516	0	0	25,000	0	0	0	0	0
12 Purchased Services	148,659	85,000	85,000	185,000	85,000	85,000	85,000	85,000	85,000
13 Fixed Charges	637,880	891,800	891,800	954,805	1,014,000	1,115,400	1,226,900	1,349,600	1,484,600
14 Grants, Contribution, Indemnities	993,422	1,200,000	2,089,448	2,001,443	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	0	100,000	100,000	100,000	100,000	100,000
17 Transfers Out	0	0	0	0	0	0	0	0	0
18 Total Expenditures and Transfers Out	\$ 1,787,477	\$ 2,276,800	\$ 3,166,248	\$ 3,166,248	\$ 2,399,000	\$ 2,500,400	\$ 2,611,900	\$ 2,734,600	\$ 2,869,600
19 Change In Fund Balance	546,601	0	(203,128)	(203,128)	(1,364,000)	(465,400)	0	0	0
20 Ending Fund Balance	\$ 5,502,309	\$ 4,761,465	\$ 5,299,181	\$ 5,299,181	\$ 3,935,181	\$ 3,469,781	\$ 3,469,781	\$ 3,469,781	\$ 3,469,781
<u>Fund Balance Detail</u>									
21 Non-spendable Fund Balance	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
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	5,502,309	4,761,465	5,299,181	5,299,181	3,935,181	3,469,781	3,469,781	3,469,781	3,469,781
25 Ending Fund Balance	\$ 5,502,309	\$ 4,761,465	\$ 5,299,181	\$ 5,299,181	\$ 3,935,181	\$ 3,469,781	\$ 3,469,781	\$ 3,469,781	\$ 3,469,781



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

	2019 Audited Actuals	2020 Adopted Budget	2020 Amended Budget	2020 Estimated Actuals	2021 Proposed Budget	2022 Projection	2023 Projection	2024 Projection	2025 Projection
1 Beginning Fund Balance	\$ 1,118,531	\$ 1,153,775	\$ 1,001,329	\$ 1,001,329	\$ 1,001,329	\$ 1,001,329	\$ 1,001,329	\$ 1,001,329	\$ 1,001,329
<u>Revenues</u>									
2 <i>Taxes</i>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
3 <i>Intergovernmental</i>	0	0	0	0	0	0	0	0	0
4 <i>Charges for Services</i>	19,090,274	18,839,527	19,586,527	19,586,527	20,158,985	21,200,800	22,294,400	23,442,700	24,648,500
5 <i>Fines and Forfeits</i>	454,167	631,000	631,000	631,000	672,000	672,000	672,000	672,000	672,000
6 <i>Earnings on Investments</i>	0	0	0	0	0	0	0	0	0
7 <i>Other Revenues</i>	0	50,000	50,000	50,000	0	0	0	0	0
8 <i>Transfers In</i>	0	0	0	0	0	0	0	0	0
9 Total Revenues and Transfers In	\$ 19,544,441	\$ 19,520,527	\$ 20,267,527	\$ 20,267,527	\$ 20,830,985	\$ 21,872,800	\$ 22,966,400	\$ 24,114,700	\$ 25,320,500
<u>Expenditures by Function</u>									
10 <i>Personnel</i>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
11 <i>Supplies</i>	0	0	0	0	0	0	0	0	0
12 <i>Purchased Services</i>	959,893	964,386	964,386	964,386	942,809	990,100	1,039,600	1,091,600	1,146,200
13 <i>Fixed Charges</i>	1,516,527	1,896,817	1,896,817	1,896,817	1,387,000	1,456,400	1,529,200	1,605,700	1,686,000
14 <i>Awards and Indemnities</i>	17,185,223	16,659,324	17,406,324	17,406,324	18,501,176	19,426,300	20,397,600	21,417,400	22,488,300
15 <i>Intergovernmental Support</i>	0	0	0	0	0	0	0	0	0
16 <i>Interdepartmental Charges</i>	0	0	0	0	0	0	0	0	0
17 <i>Major Maintenance and Repair</i>	0	0	0	0	0	0	0	0	0
18 <i>Contingency</i>	0	0	0	0	0	0	0	0	0
19 <i>Transfers Out</i>	0	0	0	0	0	0	0	0	0
20 Total Expenditures and Transfers Out	\$ 19,661,643	\$ 19,520,527	\$ 20,267,527	\$ 20,267,527	\$ 20,830,985	\$ 21,872,800	\$ 22,966,400	\$ 24,114,700	\$ 25,320,500
21 <i>Change In Fund Balance</i>	(117,202)	0	0	0	0	0	0	0	0
22 Ending Fund Balance	\$ 1,001,329	\$ 1,153,775	\$ 1,001,329	\$ 1,001,329	\$ 1,001,329	\$ 1,001,329	\$ 1,001,329	\$ 1,001,329	\$ 1,001,329
<u>Fund Balance Detail</u>									
23 <i>Non-spendable Fund Balance</i>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
24 <i>Restricted Fund Balance</i>	0	0	0	0	0	0	0	0	0
25 <i>Committed Fund Balance</i>	0	0	0	0	0	0	0	0	0
26 <i>Assigned Fund Balance</i>	1,001,329	1,153,775	1,001,329	1,001,329	1,001,329	1,001,329	1,001,329	1,001,329	1,001,329
27 Ending Fund Balance	\$ 1,001,329	\$ 1,153,775	\$ 1,001,329	\$ 1,001,329	\$ 1,001,329	\$ 1,001,329	\$ 1,001,329	\$ 1,001,329	\$ 1,001,329



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

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Revenues:							
Taxes							
Program Revenues	\$ 48,591	\$ 46,688	\$ 48,699	\$ 53,611	\$ 45,000	\$ 45,000	\$ 45,000
Total Revenues	\$ 48,591	\$ 46,688	\$ 48,699	\$ 53,611	\$ 45,000	\$ 45,000	\$ 45,000
Expenditures:							
Personal Services	\$ 3,695,594	\$ 3,898,108	\$ 3,806,964	\$ 4,084,352	\$ 4,518,770	\$ 4,518,770	\$ 4,526,629
Supplies/C.A./Purchased Services	243,213	302,731	153,093	145,182	202,372	202,372	202,372
Fixed Charges	6,151	9,617	11,584	10,612	9,639	9,639	11,186
Interdepartmental	0	0	0	0	0	0	0
Total Expenditures	\$ 3,944,957	\$ 4,210,456	\$ 3,971,641	\$ 4,240,147	\$ 4,730,781	\$ 4,730,781	\$ 4,740,187
General Fund Support	\$ 3,896,366	\$ 4,163,768	\$ 3,922,942	\$ 4,186,536	\$ 4,685,781	\$ 4,685,781	\$ 4,695,187

Assessor

Lisa Frizell

301 Wilcox Street, Castle Rock, CO 80104

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Charges for Services:							
Penalty - Personal Property Filing	\$ 44,759	\$ 45,029	\$ 43,743	\$ 49,630	\$ 45,000	\$ 45,000	\$ 45,000
Sale of Books/Maps/Reports	3,832	1,660	4,956	3,056	0	0	0
Other Revenues:							
Other Reimbursements	0	0	0	925	0	0	0
Total Program Revenues	\$ 48,591	\$ 46,688	\$ 48,699	\$ 53,611	\$ 45,000	\$ 45,000	\$ 45,000



Board of County Commissioners

Roger Partridge, Chair, Lora Thomas, Abe Laydon

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

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Revenues:							
Taxes							
Program Revenues	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Revenues	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Expenditures:							
Personal Services	\$ 348,982	\$ 408,297	\$ 443,814	\$ 456,634	\$ 452,879	\$ 452,879	\$ 480,122
Supplies/C.A./Purchased Services	279,000	246,206	432,573	442,213	492,745	639,787	507,995
Fixed Charges	6,333	10,821	3,608	6,447	9,430	9,430	5,373
Grants, Contributions, Idemnities	8,753	21,115	5,139	7,935	2,000	2,000	2,000
Intergovernmental	51,235	50,597	50,418	55,542	54,567	54,567	55,098
Interdepartmental	0	0	0	0	0	0	0
Total Expenditures	\$ 694,303	\$ 737,036	\$ 935,552	\$ 968,771	\$ 1,011,621	\$ 1,158,663	\$ 1,050,588
General Fund Support	\$ 694,303	\$ 737,036	\$ 935,552	\$ 968,771	\$ 1,011,621	\$ 1,158,663	\$ 1,050,588

Budget

Martha Marshall , C.P.A.

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

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Revenues:							
Taxes							
Program Revenues	\$ 175	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Revenues	\$ 175	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Expenditures:							
Personal Services	\$ 587,502	\$ 690,560	\$ 779,702	\$ 867,068	\$ 829,630	\$ 778,345	\$ 587,293
Supplies/C.A./Purchased Services	4,190	5,298	25,132	8,733	14,265	14,265	14,265
Fixed Charges	0	0	0	0	0	0	0
Interdepartmental	0	0	0	0	0	0	0
Total Expenditures	\$ 591,692	\$ 695,858	\$ 804,834	\$ 875,801	\$ 843,895	\$ 792,610	\$ 601,558
General Fund Support	\$ 591,517	\$ 695,858	\$ 804,834	\$ 875,801	\$ 843,895	\$ 792,610	\$ 601,558

Budget

Martha Marshall , C.P.A.

100 Third Street, Castle Rock, CO 80104

Budget - Program Revenues

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Miscellaneous Revenues:							
Other Reimbursements	\$ 175	\$0	\$0	\$0	\$0	\$0	\$0
Total Program Revenues	\$ 175	\$0	\$0	\$0	\$0	\$0	\$0

Building Development Services

Janet Herman, P.E.

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

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Revenues:							
Taxes							
Program Revenues	\$ 7,077,498	\$ 7,407,635	\$ 7,012,513	\$ 6,858,338	\$ 6,990,500	\$ 6,990,500	\$ 6,154,800
Total Revenues	\$ 7,077,498	\$ 7,407,635	\$ 7,012,513	\$ 6,858,338	\$ 6,990,500	\$ 6,990,500	\$ 6,154,800
Expenditures:							
Personal Services	\$ 3,061,146	\$ 3,271,746	\$ 3,392,464	\$ 3,454,617	\$ 3,596,910	\$ 3,596,910	\$ 3,660,889
Supplies/C.A./Purchased Services	605,398	423,294	307,426	406,582	328,355	428,355	258,355
Fixed Charges	62,538	58,723	65,277	57,974	63,221	63,221	68,338
Interdepartmental	0	0	0	0	0	0	0
Capital Outlay	23,745	0	0	0	0	0	0
Total Expenditures	\$ 3,752,827	\$ 3,753,763	\$ 3,765,167	\$ 3,919,174	\$ 3,988,486	\$ 4,088,486	\$ 3,987,582
General Fund Support	\$ (3,324,671)	\$ (3,653,872)	\$ (3,247,346)	\$ (2,939,165)	\$ (3,002,014)	\$ (2,902,014)	\$ (2,167,218)

Building Development Services

Janet Herman, P.E.

100 Third Street, Castle Rock, CO 80104

Building - Program Revenues

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Licenses & Permits:							
Contractors License	\$0	\$0	\$0	\$0	\$ 275,000	\$ 275,000	\$0
Driveway & Street Cut Permits	6,840	7,200	6,480	7,280	6,000	6,000	6,000
Wildfire Mitigation	16,920	16,200	15,360	15,600	14,500	14,500	10,000
Building Permits	3,538,568	4,394,662	4,246,706	4,014,890	4,200,000	4,200,000	3,568,400
Elevator Permits	14,700	23,375	22,000	15,400	15,000	15,000	10,000
Electrical Permits	73,820	129,670	105,392	87,743	85,000	85,000	101,900
Mechanical Permits	295,559	298,412	337,998	377,268	345,000	345,000	369,700
Roofing Permit Fees	1,540,910	406,782	256,189	592,947	250,000	250,000	332,500
Charges for Services:							
DESC Permit Fees	(64)	(142)	(142)	(117)	0	0	0
DESC Plan Check Fee	(42)	0	0	0	85,000	85,000	83,500
Elevator Inspections	108,475	111,430	117,210	119,623	125,000	125,000	122,200
Elevator Witness Test	15,100	21,600	10,700	21,400	15,000	15,000	15,400
Plan Checking Fees	1,340,080	1,905,601	1,784,550	1,521,788	1,500,000	1,500,000	1,479,000
Reinspection Fees	38,198	22,395	20,116	18,659	20,000	20,000	21,200
Insp/Plan Review - Lone Tree	74,060	47,745	58,950	46,410	40,000	40,000	25,000
Investigation Fees	7,896	16,732	19,928	15,698	15,000	15,000	10,000
Other Revenues:							
Miscellaneous Revenues	3,213	1,414	1,445	1,459	0	0	0
Other Financing Sources:							
Sale of Fixed Assets	3,265	4,560	9,631	2,290	0	0	0
Total Program Revenues	\$ 7,077,498	\$ 7,407,635	\$ 7,012,513	\$ 6,858,338	\$ 6,990,500	\$ 6,990,500	\$ 6,154,800

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. Motor Vehicle, Elections, and Recording are primary points of interaction between the citizens of Douglas County and their government. The Clerk and Recorder office has implemented a strategic plan to support ongoing and operational excellence, innovation, and an optimum staffing model across all Divisions, to ensure the highest level of customer service in the delivery of our core services to the community.

Vision:

- To be leaders in customer satisfaction, employee empowerment, and to serve with integrity.

Mission Statement:

- To serve all citizens and each other with respect, courtesy, transparency, and professionalism.

Core Values:

- Growth & Development, Adaptability, Ownership, Integrity, Communication, Equity

Budget Summary

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Revenues:							
Taxes							
Program Revenues	\$ 8,359,365	\$ 8,075,226	\$ 8,386,033	\$ 9,289,455	\$ 7,948,400	\$ 7,948,400	\$ 9,861,900
Total Revenues	\$ 8,359,365	\$ 8,075,226	\$ 8,386,033	\$ 9,289,455	\$ 7,948,400	\$ 7,948,400	\$ 9,861,900
Expenditures:							
Personal Services	\$ 5,314,456	\$ 5,424,203	\$ 6,050,188	\$ 6,200,394	\$ 7,035,306	\$ 7,050,306	\$ 7,051,431
Supplies/C.A./Purchased Services	1,292,851	1,005,222	2,039,788	1,046,819	3,149,525	3,048,222	1,737,693
Fixed Charges	29,313	5,990	40,096	3,406	3,110	3,110	3,643
Grants, Contributions, Indemnities	0	14	0	143	0	0	0
Interdepartmental	0	0	0	0	0	0	0
Capital Outlay	9,615	0	0	91,000	0	92,500	0
Major Maint Repair Projects	0	0	0	7,000	0	0	0
Total Expenditures	\$ 6,646,235	\$ 6,435,430	\$ 8,130,072	\$ 7,348,762	\$ 10,187,941	\$ 10,194,138	\$ 8,792,767
General Fund Support	\$ (1,713,130)	\$ (1,639,797)	\$ (255,961)	\$ (1,940,693)	\$ 2,239,541	\$ 2,245,738	\$ (1,069,133)

Clerk and Recorder

Merlin Klotz

301 Wilcox Street, Castle Rock, CO 80104

Clerk and Recorder - Program Revenues

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Licenses & Permits:							
Marriage Licenses & Certificates	\$ 10,452	\$ 12,020	\$ 12,111	\$ 12,121	\$ 12,000	\$ 12,000	\$ 10,000
Drivers Licenses	167,454	213,701	229,688	216,424	200,000	200,000	150,000
Invergovernmental:							
Other State Grants	4,000	0	0	0	0	0	0
State Park Passes	308	243	0	0	0	0	0
Charges for Services:							
Receptions	3,147,644	2,563,339	2,236,570	3,007,583	2,500,000	2,500,000	4,136,000
Document Fees - Real Property	584,748	601,833	686,977	728,039	715,000	715,000	729,300
Plat Filing Fees	1,710	1,950	2,660	2,142	2,000	2,000	2,000
Police Training Vendor Fees	14,228	14,942	15,248	15,718	15,000	15,000	15,000
Duplicate Registration Fees	8,319	9,047	18,621	41,098	20,000	20,000	20,000
Certificate of Title Fees	404,672	434,065	478,844	480,552	500,000	500,000	486,300
Clean Screen Vendor Fee	23,377	18,834	14,182	13,625	12,200	12,200	14,100
MV Sales Tax Vendor Fee	635,129	669,861	712,759	777,501	780,000	780,000	776,800
Temporary Permit Fee	67,440	22,464	26,253	34,232	30,000	30,000	30,100
E-470 Vendor Fees	127,144	130,673	67,190	0	0	0	0
Special Purpose - .50 SOT	192,873	198,311	199,236	200,785	200,000	200,000	202,000
Emissions Fees	189,177	193,330	203,689	220,405	205,000	205,000	215,700
Confidentiality Fees	120	258	80	78	0	0	0
Certified Copies	17,884	18,573	18,484	21,935	20,000	20,000	21,300
Clerk Hire (MV)	1,296,987	1,378,423	1,426,816	1,496,834	1,481,300	1,481,300	1,525,700
Security Agreements	559,045	588,750	596,762	633,323	595,000	595,000	568,400
Renewal Late Fees	250,490	251,710	278,070	312,220	275,000	275,000	280,300
Electronic Filing Surcharge	100,155	91,267	83,761	97,171	75,000	75,000	80,500
Copy Requests - Mail S&H	487	500	531	453	500	500	500

Clerk and Recorder

Merlin Klotz

301 Wilcox Street, Castle Rock, CO 80104

Clerk and Recorder - Program Revenues

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Passport Execution Fees	180,975	193,300	202,500	235,620	220,000	220,000	64,500
Passport Picture Fees	38,896	43,920	39,640	38,030	35,000	35,000	15,000
SMM Penalty	1,739	0	145	0	0	0	0
Service Plan Reviews	2,000	1,000	0	1,000	0	0	0
CD/Download Access	27,495	22,254	20,527	24,698	22,000	22,000	40,600
Fines & Forfeits:							
Uninsured Driver Fines	25,652	24,150	17,755	24,496	33,400	33,400	23,800
Other Revenues:							
Elections Reimbursements	274,833	372,766	756,277	623,840	0	0	454,000
Bad Check Charges	4,400	4,680	4,300	3,660	0	0	0
Miscellaneous Revenues	(469)	(938)	36,357	25,872	0	0	0
Other Financing Sources:							
Sale of Fixed Assets	0	0	0	0	0	0	0
Total Program Revenues	\$ 8,359,365	\$ 8,075,226	\$ 8,386,033	\$ 9,289,455	\$ 7,948,400	\$ 7,948,400	\$ 9,861,900



Communications and Public Affairs

Wendy Manitta Holmes, APR

100 Third Street, Castle Rock, CO 80104

Department Description and 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

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Revenues:							
Taxes							
Program Revenues	\$ 0	\$ 2,748	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Revenues	\$ 0	\$ 2,748	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Expenditures:							
Personal Services	\$ 491,749	\$ 407,734	\$ 364,157	\$ 460,922	\$ 513,624	\$ 513,624	\$ 521,112
Supplies/C.A./Purchased Services	184,711	209,360	202,043	248,309	283,850	309,966	283,850
Fixed Charges	4,786	1,670	257	231	1,294	1,294	299
Capital Outlay	54,932	5,000	0	0	0	0	0
Interdepartmental	0	0	0	0	0	0	0
Total Expenditures	\$ 736,178	\$ 623,764	\$ 566,457	\$ 709,462	\$ 798,768	\$ 824,884	\$ 805,261
General Fund Support	\$ 736,178	\$ 621,016	\$ 566,457	\$ 709,462	\$ 798,768	\$ 824,884	\$ 805,261

Communications and Public Affairs

Wendy Manitta Holmes, APR

100 Third Street, Castle Rock, CO 80104

Public Affairs - Program Revenues

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Production Reimbursements:	\$0	\$2,748	\$0	\$0	\$0	\$0	\$0
Total Program Revenues	\$0	\$2,748	\$0	\$0	\$0	\$0	\$0

Community Development

Terence Quinn, AICP

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

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Revenues:							
Program Revenues	\$ 258,804	\$ 413,500	\$ 400,137	\$ 566,369	\$ 239,100	\$ 239,100	\$ 214,300
Intergovernmental	258,579	833,437	989,723	1,285,033	0	1,487,809	0
Total Revenues	\$ 517,383	\$ 1,246,937	\$ 1,389,860	\$ 1,851,402	\$ 239,100	\$ 1,726,909	\$ 214,300
Expenditures:							
Personal Services	\$ 3,493,580	\$ 3,767,241	\$ 3,890,976	\$ 4,097,480	\$ 4,241,818	\$ 4,241,818	\$ 4,329,140
Supplies/C.A./Purchased Services	638,883	1,409,028	1,764,647	1,660,154	672,543	2,941,189	614,043
Fixed Charges	1,040,361	804,915	1,083,312	937,130	1,114,760	1,114,760	1,205,519
Grants, Contributions, Indemnities	10,000	163,500	137,179	135,261	125,500	125,500	135,500
Intergovernmental	36,687	37,217	51,687	68,681	69,211	69,211	69,211
Interdepartmental	0	0	0	0	0	0	0
Total Expenditures	\$ 5,219,511	\$ 6,181,901	\$ 6,927,801	\$ 6,898,705	\$ 6,223,832	\$ 8,492,478	\$ 6,353,413
General Fund Support	\$ 4,702,128	\$ 4,934,964	\$ 5,537,941	\$ 5,047,303	\$ 5,984,732	\$ 6,765,569	\$ 6,139,113

Community Development

Terence Quinn, AICP

100 Third Street, Castle Rock, CO 80104

Community Development - Program Revenues

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Licenses & Permits:							
Sign Permits	\$ 11,775	\$ 11,651	\$ 14,458	\$ 16,483	\$ 14,000	\$ 14,000	\$ 10,000
Intergovernmental:							
CDBG Block Grant	0	0	0	0	0	60,000	0
CSBG Block Grant	0	88,730	60,664	64,642	0	222,360	0
Other State Grants	0	337,718	415,516	477,598	0	726,556	0
Other Federal Grants	258,579	406,989	445,729	590,285	0	395,352	0
Colorado Historical Society	0	0	67,814	152,508	0	83,541	0
Charges for Services:							
Rezoning Fees	29,428	25,102	40,882	7,274	5,000	5,000	5,000
Zoning Review Fees	52,130	59,600	63,550	64,690	65,000	65,000	58,000
Preliminary Plat Fees	26,265	55,747	12,800	47,316	15,000	15,000	5,000
Final Plat Fees	10,100	2,800	19,500	6,300	3,000	3,000	5,000
Amended Plan Plat Fee	22,425	18,170	14,820	14,930	15,000	15,000	20,000
Combined Preliminary/Final Plat	(4,900)	2,000	2,000	0	0	0	0
Sketch Plan	5,200	0	0	0	0	0	0
Minor Developments	7,800	5,200	10,400	13,000	10,000	10,000	10,000
Service Plan Reviews	0	0	0	0	1,000	1,000	1,000
Exemption Fees (SB 35)	1,350	2,575	1,900	3,350	2,000	2,000	2,000
Site Plans	60,675	79,675	88,750	123,875	85,000	85,000	74,300
Use by Special Reiew Fees	7,150	12,651	6,430	5,000	5,000	5,000	5,000
Home Occupation Permit Fee	0	80	80	80	0	0	0
Variance/Appeal Fees (BOA)	4,500	4,875	7,625	4,250	3,000	3,000	3,000
Seasonal Use Permit Fees	900	1,050	1,200	1,050	1,000	1,000	1,000
Location and Extent Fees	6,175	4,550	7,475	4,875	4,000	4,000	4,000
Mapping / Platting Fees	4,330	180	0	630	1,000	1,000	1,000
Water Consultant Fees	6,021	17,593	12,683	13,403	10,000	10,000	10,000
Project Extension Fees	975	750	75	825	0	0	0

Community Development

Terence Quinn, AICP

100 Third Street, Castle Rock, CO 80104

Community Development - Program Revenues

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Sale of Books/Maps/Reports	5,460	75	0	0	0	0	0
Copy Fees	45	0	130	30	100	100	0
Ticket Surcharge	0	0	0	836	0	0	0
Event Sponsorships	0	0	0	17,350	0	0	0
Other Revenues:							
Other Reimbursements	0	107,650	94,049	219,106	0	0	0
Contributions - General	0	0	0	0	0	0	0
Miscellaneous Revenues	1,000	1,526	1,330	1,716	0	0	0
Other Financing Sources:							
Sale of Fixed Assets	0	0	0	0	0	0	0
Total Program Revenues	\$ 517,383	\$ 1,246,937	\$ 1,389,860	\$ 1,851,402	\$ 239,100	\$ 1,726,909	\$ 214,300



Community Justice Services

Scott Matson

4000 Justice Way, Suite 1801, Castle Rock, CO

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

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Revenues:							
Taxes							
Program Revenues	\$ 580,340	\$ 488,515	\$ 487,959	\$ 523,523	\$ 461,000	\$ 461,000	\$ 426,500
Transfers from Justice Center Sales & Use Tax	571,263	638,883	682,021	725,662	897,600	897,600	970,802
Total Revenues	\$ 1,151,603	\$ 1,127,398	\$ 1,169,980	\$ 1,249,185	\$ 1,358,600	\$ 1,358,600	\$ 1,397,302
Expenditures:							
Personal Services	\$ 1,259,715	\$ 1,314,621	\$ 1,411,813	\$ 1,444,458	\$ 1,579,350	\$ 1,579,350	\$ 1,624,467
Supplies/C.A./Purchased Services	454,232	444,934	453,355	509,752	468,970	468,970	468,970
Fixed Charges	129	180	426	664	325	325	525
Grants, Contributions, Indemnities	0	0	0	20	0	0	0
Interdepartmental	0	0	0	0	0	0	0
Total Expenditures	\$ 1,714,076	\$ 1,759,735	\$ 1,865,594	\$ 1,954,894	\$ 2,048,645	\$ 2,048,645	\$ 2,093,962
General Fund Support	\$ 562,473	\$ 632,337	\$ 695,614	\$ 705,709	\$ 690,045	\$ 690,045	\$ 696,660

Community Justice Services

Scott Matson

4000 Justice Way, Suite 1801, Castle Rock, CO

Community Justice Services - Program Revenues

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Charges for Services:							
CJS - Electronic Alcohol Monitoring	\$ 106,340	\$ 77,664	\$ 73,322	\$ 115,357	\$ 80,000	\$ 80,000	\$ 80,800
CJS - Pre-Trial Intake Fees	41,413	35,955	37,643	41,187	45,000	45,000	29,600
CJS - Pre-Trial EM Fees	47,474	61,551	55,780	55,314	52,000	52,000	52,000
CJS - UA/PBT Fees	4,017	2,318	4,183	3,886	4,000	4,000	3,000
CJS - Post EM	102,464	94,449	97,197	104,631	100,000	100,000	83,200
CJS - DC-MOP Elec.Monitoring	148,070	102,141	96,345	82,807	70,000	70,000	88,600
Fine & Forfeits:							
Community Service Court Fines	130,089	114,357	123,490	120,342	110,000	110,000	89,300
Other Revenues:							
Other Reimbursements	474	80	0	0	0	0	0
Other Financing Sources:							
Operating Transfer - JC S & U Tax	571,263	638,883	682,021	725,662	897,600	897,600	970,802
Total Program Revenues	\$ 1,151,603	\$ 1,127,398	\$ 1,169,980	\$ 1,249,185	\$ 1,358,600	\$ 1,358,600	\$ 1,397,302

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

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Revenues:							
Taxes							
Program Revenues	\$ 8,609	\$ 1,135	\$ 4,195	\$ 0	\$ 0	\$ 0	\$ 0
Total Revenues	\$ 8,609	\$ 1,135	\$ 4,195	\$ 0	\$ 0	\$ 0	\$ 0
Expenditures:							
Personal Services	\$ 739,357	\$ 785,218	\$ 872,046	\$ 922,865	\$ 985,380	\$ 985,380	\$ 1,044,051
Supplies/C.A./Purchased Services	277,412	245,396	275,583	286,139	284,394	349,394	284,394
Fixed Charges	9,578	8,082	11,270	5,739	9,780	9,780	8,803
Interdepartmental	0	0	0	0	0	0	0
Total Expenditures	\$ 1,026,347	\$ 1,038,697	\$ 1,158,899	\$ 1,214,743	\$ 1,279,554	\$ 1,344,554	\$ 1,337,248
General Fund Support	\$ 1,017,738	\$ 1,037,562	\$ 1,154,704	\$ 1,214,743	\$ 1,279,554	\$ 1,344,554	\$ 1,337,248

Coroner

Jill Romann

4000 Justice Way, Castle Rock, CO 80109

Coroner - Program Revenues

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Charges for Services:							
Coroner Autopsy Fees	\$0	\$1,135	\$4,195	\$0	\$0	\$0	\$0
Other Revenues:							
Miscellaneous Revenues	8,609	0	0	0	0	0	0
Total Program Revenues	\$ 8,609	\$ 1,135	\$ 4,195	\$0	\$0	\$0	\$0

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

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Revenues:							
Taxes							
Program Revenues	\$ 256,421	\$ 219,411	\$ 236,133	\$ 276,180	\$ 203,750	\$ 216,250	\$ 203,750
Total Revenues	\$ 256,421	\$ 219,411	\$ 236,133	\$ 276,180	\$ 203,750	\$ 216,250	\$ 203,750
Expenditures:							
Personal Services	\$ 1,247,455	\$ 1,349,471	\$ 1,355,382	\$ 1,429,764	\$ 1,494,000	\$ 1,494,000	\$ 1,578,708
Supplies/C.A./Purchased Services	265,788	322,475	294,993	217,521	290,498	630,217	290,498
Building Materials	35	0	0	0	0	0	0
Fixed Charges	647	592	2,111	1,939	1,420	1,420	1,923
Grants, Contributions, Indemnities	314	0	0	0	0	0	0
Interdepartmental	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Total Expenditures	\$ 1,514,239	\$ 1,672,538	\$ 1,652,486	\$ 1,649,224	\$ 1,785,918	\$ 2,125,637	\$ 1,871,129
General Fund Support	\$ 1,257,818	\$ 1,453,127	\$ 1,416,353	\$ 1,373,044	\$ 1,582,168	\$ 1,909,387	\$ 1,667,379

County Administration

Douglas DeBord

100 Third Street, Castle Rock, CO 80104

County Administration - Program Revenues

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Licenses and Permits:							
Liquor/Dance Hall Licenses	\$ 10,088	\$ 10,114	\$ 13,195	\$ 18,383	\$ 15,000	\$ 15,000	\$ 15,000
Intergovernmental:							
Veterans Allotment	1,200	8,316	8,316	11,700	0	0	0
Other Federal Grants	0	0	16,000	40,494	0	0	0
Other State Grants	0	0	0	8,024	0	12,500	0
Managed Care Incentives	47,455	0	0	0	0	0	0
Municipalities	19,800	0	0	119,299	99,000	99,000	99,000
RE-1 School District	154,950	174,750	174,750	55,550	75,750	75,750	75,750
Charges for Services:							
Research/Investigation Fees	13,350	11,108	12,050	12,524	4,000	4,000	4,000
Wrap-Around Service Fee	0	14,000	6,000	10,000	10,000	10,000	10,000
Other Sales, Charges & Fees	68	144	22	206	0	0	0
Production Reimbursements	0	0	0	0	0	0	0
Other Revenues:							
Contribution - General	2,600	500	5,800	0	0	0	0
Miscellaneous Revenues	0	480	0	0	0	0	0
Other Financing Sources:							
Sale of Fixed Assets	6,910	0	0	0	0	0	0
Total Program Revenues	\$ 256,421	\$ 219,411	\$ 236,133	\$ 276,180	\$ 203,750	\$ 216,250	\$ 203,750

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

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Revenues:							
Taxes							
Program Revenues	\$ 97	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Revenues	\$ 97	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Expenditures:							
Personal Services	\$ 1,175,490	\$ 1,267,940	\$ 1,366,795	\$ 1,463,416	\$ 2,381,946	\$ 2,381,946	\$ 1,808,194
Supplies/C.A./Purchased Services	131,626	104,665	246,786	125,412	109,570	109,570	109,570
Fixed Charges	2,340	99	350	79	256	256	401
Interdepartmental	0	0	0	0	0	0	0
Total Expenditures	\$ 1,309,456	\$ 1,372,704	\$ 1,613,931	\$ 1,588,906	\$ 2,491,772	\$ 2,491,772	\$ 1,918,165
General Fund Support	\$ 1,309,359	\$ 1,372,704	\$ 1,613,931	\$ 1,588,906	\$ 2,491,772	\$ 2,491,772	\$ 1,918,165

County Attorney

Lance Ingalls

100 Third Street, Castle Rock, CO 80104

County Attorney - Program Revenues

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Other Revenues:							
Miscellaneous Revenues	\$ 97	\$0	\$0	\$0	\$0	\$0	\$0
Total Program Revenues	\$ 97	\$0	\$0	\$0	\$0	\$0	\$0

County Fair and Rodeo

Tim Hallmark

500 Fairgrounds Drive, 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 two entertainment stages, three Professional Rodeo Cowboy Association Rodeos, xtreme bulls, carnival, antique tractor pull, mutton bustin', stick horse rodeo, pancake breakfast, 4-H and Future Farmers of America exhibits - including livestock, projects and the jr. livestock sale.

Budget Summary

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Revenues:							
Taxes							
Program Revenues	\$ 338,363	\$ 400,313	\$ 417,009	\$ 371,645	\$ 413,000	\$ 413,000	\$ 186,800
Total Revenues	\$ 338,363	\$ 400,313	\$ 417,009	\$ 371,645	\$ 413,000	\$ 413,000	\$ 186,800
Expenditures:							
Personal Services	\$ 137,713	\$ 114,250	\$ 183,588	\$ 177,843	\$ 142,962	\$ 142,962	\$ 144,039
Supplies/C.A./Purchased Services	397,149	388,835	502,035	468,289	519,920	519,920	519,920
Fixed Charges	11,198	5,444	2,011	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Grants, Contributions, Indemnity	0	0	1,365	0	0	0	0
Interdepartmental	0	0	0	0	0	0	0
Total Expenditures	\$ 546,060	\$ 508,529	\$ 688,999	\$ 646,132	\$ 662,882	\$ 662,882	\$ 663,959
General Fund Support	\$ 207,697	\$ 108,216	\$ 271,990	\$ 274,488	\$ 249,882	\$ 249,882	\$ 477,159

County Fair and Rodeo

Tim Hallmark

500 Fairgrounds Drive, Castle Rock, CO 80104

County Fair and Rodeo - Program Revenues

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Charges for Services:							
Facilities Use Fees	\$ 7,617	\$ 8,008	\$ 5,810	\$ 5,425	\$0	\$0	\$0
Admissions Surcharge	20,106	17,552	18,404	6,319	25,000	25,000	10,000
Ticket Surcharge	118,082	137,622	155,551	166,676	185,000	185,000	25,000
Vendor Surcharge	26,666	24,037	26,470	20,473	35,000	35,000	15,000
Participant Surcharge	0	0	0	7,420	8,000	8,000	10,000
Event Sponsorships	70,383	77,359	108,057	110,231	90,000	90,000	81,800
Event Commission	44,620	66,661	48,906	19,022	20,000	20,000	30,000
Catering Fee	32,055	30,631	34,125	35,929	50,000	50,000	15,000
Other Revenues:							
Contrib.-Foundation/Estates	18,835	38,443	19,407	150	0	0	0
Miscellaneous Revenues	0	0	279	0	0	0	0
Total Program Revenues	\$ 338,363	\$ 400,313	\$ 417,009	\$ 371,645	\$ 413,000	\$ 413,000	\$ 186,800

Emergency / Disaster

Tim Johnson

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

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Revenues:							
Taxes							
Program Revenues	\$ 2,100	\$ 4,934	\$ 39,275	\$ 9,320	\$ 2,100	\$ 2,100	\$ 3,750
Total Revenues	\$ 2,100	\$ 4,934	\$ 39,275	\$ 9,320	\$ 2,100	\$ 2,100	\$ 3,750
Expenditures:							
Personal Services	\$ 591,909	\$ 522,845	\$ 679,193	\$ 639,763	\$ 850,618	\$ 850,618	\$ 863,575
Supplies/C.A./Purchased Services	126,163	54,391	638,082	614,160	576,800	526,055	571,400
Fixed Charges	38,215	92,231	34,863	32,357	34,430		35,059
Capital Outlay	13,856	0	0	35,994	0	63,155	0
Contingencies & Reserves	0	0	0	0	500,000	500,000	500,000
Grants, Contributions, Indemnity	9,837	(3,694)	0	0	0	0	0
Interdepartmental	0	0	0	0	0	0	0
Total Expenditures	\$ 779,980	\$ 665,773	\$ 1,352,138	\$ 1,322,274	\$ 1,961,848	\$ 1,939,828	\$ 1,970,034
General Fund Support	\$ 777,880	\$ 660,839	\$ 1,312,863	\$ 1,312,954	\$ 1,959,748	\$ 1,937,728	\$ 1,966,284

Emergency / Disaster

Tim Johnson

100 Third Street, Castle Rock, CO 80104

Emergency/Disaster - Program Revenues

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Other Revenues:							
Ambulance Licenses	\$ 2,100	\$ 2,270	\$ 2,500	\$ 3,750	\$ 2,100	\$ 2,100	\$ 3,750
Other Reimbursements	0	1,902	36,775	1,480	0	0	0
Miscellaneous Revenues	0	762	0	4,090	0	0	0
Total Program Revenues	\$ 2,100	\$ 4,934	\$ 39,275	\$ 9,320	\$ 2,100	\$ 2,100	\$ 3,750

Facilities

Tim Hallmark

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

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Revenues:							
Taxes							
Program Revenues	\$ 474,714	\$ 630,535	\$ 466,152	\$ 391,545	\$ 318,000	\$ 318,000	\$ 184,000
Transfers from Justice Center Sales & Use Tax	2,048,804	2,323,720	2,615,162	2,802,155	2,652,559	2,652,559	2,240,504
Total Revenues	\$ 2,523,518	\$ 2,954,255	\$ 3,081,314	\$ 3,193,700	\$ 2,970,559	\$ 2,970,559	\$ 2,424,504
Expenditures:							
Personal Services	\$ 4,167,644	\$ 4,203,201	\$ 4,436,578	\$ 4,802,333	\$ 5,061,743	\$ 5,061,743	\$ 4,735,897
Supplies/C.A./Purchased Services	2,800,406	2,254,794	2,272,844	2,438,354	2,960,472	2,987,092	2,993,384
Fixed Charges	2,924,437	3,053,956	3,422,541	3,484,597	3,702,294	3,702,294	3,585,890
Capital Outlay	17,144	74,506	19,855	49,826	0	14,570	45,000
Grants, Contributions, Indemnity	30,000	28,776	30,000	0	8,000	8,000	0
Major Maintenance & Repairs	0	0	27,771	88,472	0	0	0
Interdepartmental	0	0	0	0	0	0	0
Total Expenditures	\$ 9,939,631	\$ 9,615,233	\$ 10,209,589	\$ 10,863,582	\$ 11,732,509	\$ 11,773,699	\$ 11,360,171
General Fund Support	\$ 7,416,113	\$ 6,660,978	\$ 7,128,275	\$ 7,669,883	\$ 8,761,950	\$ 8,803,140	\$ 8,935,667

Facilities

Tim Hallmark

3026 North Industrial Way, Castle Rock, CO 80109

Facilities - Program Revenues

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Intergovernmental:							
Arapahoe County	\$ 4,105	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Services:							
Facilities Use Fees	243,850	233,616	250,251	219,773	215,000	215,000	125,000
Equipment Use Fees	50,511	53,483	55,480	50,499	52,000	52,000	16,000
Admissions Surcharge	9,634	5,618	2,639	2,119	0	0	0
Ticket Surcharge	1,110	6,170	2,994	8,673	0	0	6,000
Vendor Surcharge	7,643	18,715	21,970	22,529	0	0	0
Participant Surcharge	21,309	13,987	11,467	13,504	0	0	16,000
Kitchen Rental	19,905	200			0	0	0
Catering Fee	17,351	17,010	16,688	11,878	0	0	0
Other Revenues:							
Utility Refunds	54,095	68,335	65,243	39,180	45,000	45,000	20,000
Miscellaneous Revenues	11,250	178,403	31,673	20,004	0	0	0
ATM Fees	4,305	2,936	1,507	1,313	1,000	1,000	500
Recycling Program Revenue	14,672	1,735	5,472	2,074	5,000	5,000	500
Other Financing Sources:							
Sale of Fixed Assets	14,975	30,327	768	0	0	0	0
Operating Transfer - JC S & U Tax	2,048,804	2,323,720	2,615,162	2,802,155	2,652,559	2,652,559	2,240,504
Total Program Revenues	\$ 2,523,518	\$ 2,954,255	\$ 3,081,314	\$ 3,193,701	\$ 2,970,559	\$ 2,970,559	\$ 2,424,504

Finance

Andrew Copland, C.P.A.

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

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Revenues:							
Taxes							
Program Revenues	\$ 79,111	\$ 96,707	\$ 105,168	\$ 261,325	\$ 130,000	\$ 130,000	\$ 269,200
Operating Transfer - RMHIDTA	18,508	19,444	22,654	24,265	24,900	24,900	24,900
Total Revenues	\$ 97,619	\$ 116,151	\$ 127,822	\$ 285,590	\$ 154,900	\$ 154,900	\$ 294,100
Expenditures:							
Personal Services	\$ 1,077,375	\$ 1,090,152	\$ 1,109,773	\$ 1,140,814	\$ 1,262,787	\$ 1,314,072	\$ 1,382,089
Supplies/C.A./Purchased Services	135,252	32,116	26,463	23,903	42,472	42,472	42,472
Fixed Charges	100	0	0	0	0	0	0
Grants, Contributions, Idemnities	0	0	0	6,296	0	0	0
Interdepartmental	0	0	0	0	0	0	0
Total Expenditures	\$ 1,212,727	\$ 1,122,268	\$ 1,136,236	\$ 1,171,013	\$ 1,305,259	\$ 1,356,544	\$ 1,424,561
General Fund Support	\$ 1,115,108	\$ 1,006,117	\$ 1,008,414	\$ 885,423	\$ 1,150,359	\$ 1,201,644	\$ 1,130,461

Finance

Andrew Copland, C.P.A.

100 Third Street, Castle Rock, CO 80104

Finance - Program Revenues

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Other Revenues:							
Vendor Incentive Reimbursement	\$ 79,111	\$ 96,707	\$ 105,168	\$ 261,325	\$ 130,000	\$ 130,000	\$ 269,200
Other Financing Sources:							
Operating Transfer - RMHIDTA	18,508	19,444	22,654	24,265	24,900	24,900	24,900
Total Program Revenues	\$ 97,619	\$ 116,150	\$ 127,822	\$ 285,590	\$ 154,900	\$ 154,900	\$ 294,100

Fleet

Tim Hallmark

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

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Revenues:							
Taxes							
Program Revenues	\$ 19,390	\$ 48,437	\$ 24,515	\$ 460,110	\$ 5,000	\$ 5,000	\$ 5,000
Total Revenues	\$ 19,390	\$ 48,437	\$ 24,515	\$ 460,110	\$ 5,000	\$ 5,000	\$ 5,000
Expenditures:							
Personal Services	\$ 1,656,040	\$ 1,796,982	\$ 2,054,983	\$ 2,040,495	\$ 2,070,213	\$ 2,070,213	\$ 2,132,162
Supplies/C.A./Purchased Services	3,595,876	3,447,330	4,050,700	4,129,859	4,965,323	4,965,323	4,944,023
Fixed Charges	53,136	20,156	20,356	21,725	22,330	22,330	48,494
Grants, Contributions, Indemnity	(136,332)	(65,926)	37,300	(30,366)	0	0	0
Interdepartmental	(4,055,143)	(3,728,065)	(4,306,583)	(4,512,815)	(4,248,864)	(4,248,864)	(4,387,130)
Capital Outlay	82,341	39,707	291,800	50,818	0	0	0
Total Expenditures	\$ 1,195,918	\$ 1,510,184	\$ 2,148,556	\$ 1,699,715	\$ 2,809,002	\$ 2,809,002	\$ 2,737,549
General Fund Support	\$ 1,176,528	\$ 1,461,747	\$ 2,124,041	\$ 1,239,605	\$ 2,804,002	\$ 2,804,002	\$ 2,732,549

Fleet

Tim Hallmark

3030 North Industrial Way, Castle Rock, CO 80109

Fleet - Program Revenues

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Charges for Services:							
Fleet Maintenance Charges	\$ 1,586	\$0	\$0	\$0	\$0	\$0	\$0
Other Revenues:							
Warranty Refunds	7,160	3,695	10,995	15,204	5,000	5,000	5,000
Miscellaneous Revenues	2,719	8,426	3,292	6,011	0	0	0
Recycling Program Revenue	2,081	1,145	1,564	412	0	0	0
Other Financing Sources:							
Sale of Fixed Assets	5,844	35,171	8,664	438,483	0	0	0
Total Program Revenues	\$ 19,390	\$ 48,437	\$ 24,515	\$ 460,110	\$ 5,000	\$ 5,000	\$ 5,000

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

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Revenues:							
Taxes							
Program Revenues	\$ 75,411	\$ 54,481	\$ 121,163	\$ 137,270	\$ 113,000	\$ 113,000	\$ 111,000
Total Revenues	\$ 75,411	\$ 54,481	\$ 121,163	\$ 137,270	\$ 113,000	\$ 113,000	\$ 111,000
Expenditures:							
Personal Services	\$ 997,329	\$ 1,054,148	\$ 1,290,088	\$ 1,269,216	\$ 1,031,262	\$ 1,108,851	\$ 1,139,192
Supplies/C.A./Purchased Services	324,487	413,131	468,780	483,078	687,565	587,565	492,565
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	\$ 1,321,816	\$ 1,467,279	\$ 1,758,868	\$ 1,752,295	\$ 1,718,827	\$ 1,696,416	\$ 1,631,757
General Fund Support	\$ 1,246,405	\$ 1,412,798	\$ 1,637,705	\$ 1,615,025	\$ 1,605,827	\$ 1,583,416	\$ 1,520,757

Human Resources

Laura Leary

100 Third Street, Castle Rock, CO 80104

Human Resources - Program Revenues

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Intergovernmental:							
Other State Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Revenues:							
Other Reimbursements	0	0	0	0	0	0	0
Wellness Credits - Aetna	20,551	0	66,383	82,510	110,000	110,000	110,000
Miscellaneous Revenues	51,520	25,041	0	50,000	0	0	0
Employee Program Rev.	3,340	29,440	54,780	4,760	3,000	3,000	1,000
Total Program Revenues	\$ 75,411	\$ 54,481	\$ 121,163	\$ 137,270	\$ 113,000	\$ 113,000	\$ 111,000

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

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Revenues:							
Taxes	\$ 1,732,815	\$ 1,777,445	\$ 1,975,864	\$ 2,004,213	\$ 2,279,763	\$ 2,279,763	\$ 2,328,669
Operating Transfer - General Fund	2,600,626	2,552,630	1,463,302	1,291,477	1,624,083	1,624,083	2,721,421
Operating Transfer - Cap Rep Fund	25,000	25,500	0	0	0	0	0
Program Revenues	21,735,778	23,221,304	23,975,192	25,883,093	31,319,980	34,140,740	33,082,091
Total Revenues	\$ 26,094,219	\$ 27,576,879	\$ 27,414,358	\$ 29,178,783	\$ 35,223,826	\$ 38,044,586	\$ 38,132,181
Expenditures:							
Personal Services	\$ 5,931,039	\$ 6,749,930	\$ 7,709,987	\$ 8,230,692	\$ 8,969,212	\$ 8,969,212	\$ 10,031,831
Supplies/C.A./Purchased Services	2,281,612	2,624,843	3,426,029	2,861,971	3,118,292	3,413,096	3,624,550
Fixed Charges	18,601	19,408	36,340	32,551	21,025	21,025	27,260
Capital Outlay	20,980	42,798	6,138		0	0	0
Grants, Contributions, Indemnity	14,293,684	14,625,413	14,515,611	16,189,282	21,138,018	21,138,018	22,049,364
Interdepartmental	3,847,098	3,753,866	2,151,913	1,899,231	2,388,357	2,388,357	4,002,090
Interfund Transfer	2,900	24,500	524,625	(99)	0	0	0
Total Expenditures	\$ 26,395,914	\$ 27,840,758	\$ 28,370,643	\$ 29,213,628	\$ 35,634,904	\$ 35,929,708	\$ 39,735,095
General Fund Support	\$ 301,695	\$ 263,879	\$ 956,285	\$ 34,845	\$ 411,078	\$ (2,114,878)	\$ 1,602,914

Human Services

Daniel Makelky

4400 Castleton Court, Castle Rock, CO 80109

Human Services - Program Revenues

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Intergovernmental:							
Other Federal Grants	\$ 54,891	\$ 99,318	\$ 144,951	\$ 85,350	\$ 0	\$ 0	\$ 0
Federal Reimbursement HS Program	12,434,148	12,961,686	13,155,677	14,227,910	17,982,235	20,559,264	18,355,103
Federal Reimbursement HS Program	1,168,404	1,124,244	642,426	491,599	675,964	675,964	1,280,669
IV-D Incentives	192,610	200,746	228,860	273,347	45,864	245,809	199,941
IV-D Collections	11,711	4,978	8,203	9,647	0	0	0
State Reimbursement - Aid/Programs	6,630	(137,024)	(128,036)	(107,517)	0	0	0
State Reimbursement - HS/Programs	3,261,698	3,844,556	4,540,985	4,173,783	4,462,030	4,505,816	4,347,106
Managed Care Incentives	0	0	173,374	485,655	0	0	0
Unrealized Revenue	4,056,802	4,566,962	4,438,063	5,502,332	7,543,887	7,543,887	8,323,272
Other Revenues:							
Human Services Refunds	224,085	239,660	170,611	254,852	200,000	200,000	185,000
State Collected Refunds	204,580	227,202	358,498	281,693	200,000	200,000	235,000
Parental Fee Recovery	84,864	77,190	134,360	182,617	200,000	200,000	100,000
Other Reimbursements	100	0	0	0	0	0	0
Miscellaneous Revenues	29,035	6,250	101,243	17,098	10,000	10,000	56,000
FSR Payments	6,220	5,536	5,977	4,727	0	0	0
Other Financing Sources:							
Operating Transfer - General Fund	2,600,626	2,552,630	1,463,302	1,291,477	1,624,083	1,624,083	2,721,421
Operating Transfer - Cap Rep Fund	25,000	25,500	0	0	0	0	0
Total Program Revenues - All Funds	\$ 24,361,404	\$ 25,799,434	\$ 25,438,494	\$ 27,174,570	\$ 32,944,063	\$ 35,764,823	\$ 35,803,512

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

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Revenues:							
Program Revenues	\$ 368,247	\$ 188,927	\$ 124,652	\$ 230,111	\$ 0	\$ 0	\$ 0
Transfer from Road Sales & Use Tax	0	0	0	107,000	107,000	107,000	107,000
Transfers from Justice Center Sales & Use Tax	0	0	0	0	438,048	438,048	0
Total Revenues	\$ 368,247	\$ 188,927	\$ 124,652	\$ 337,111	\$ 545,048	\$ 545,048	\$ 107,000
Expenditures:							
Personal Services	\$ 8,230,191	\$ 7,971,777	\$ 8,720,053	\$ 9,446,922	\$ 10,008,433	\$ 10,072,259	\$ 10,469,587
Supplies/C.A./Purchased Services	6,034,252	6,465,614	6,276,761	6,145,213	7,623,665	8,562,479	7,799,797
Fixed Charges	155	20	458	181	97	97	527
Capital Outlay	1,789,718	626,513	892,743	756,720	1,000,000	1,958,452	1,000,000
Grants, Contributions, Indemnity	0	0	(78,096)	(30,151)	0	0	0
Interdepartmental	0	0	0	0	0	0	0
Total Expenditures	\$ 16,054,316	\$ 15,063,924	\$ 15,811,919	\$ 16,318,885	\$ 18,632,195	\$ 20,593,287	\$ 19,269,911
General Fund Support	\$ 15,686,069	\$ 14,874,997	\$ 15,687,267	\$ 15,981,774	\$ 18,087,147	\$ 20,048,239	\$ 19,162,911

Information Technology

John Huber

100 Third Street, Castle Rock, CO 80104

Information Technology - Program Revenues

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Intergovernmental:							
Other Federal Grants	\$ 146,993	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Services:							
Sale of Data	55	0	0	0	0	0	0
Sale of Books/Maps/Reports	472	449	670	633	0	0	0
Other Revenues:							
Other Reimbursements	210,727	187,275	122,867	227,863	0	0	0
Miscellaneous Revenues	10,000	1,203	1,115	1,615	0	0	0
Other Financing Sources							0
Operating Transfer - Road & Bridge	0	0	0	107,000	107,000	107,000	107,000
Operating Transfer - Justice Sales & Use Tax	0	0	0	0	438,048	438,048	0
Total Program Revenues	\$ 368,247	\$ 188,927	\$ 124,652	\$ 337,111	\$ 545,048	\$ 545,048	\$ 107,000

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

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Revenues:							
Taxes							
Program Revenues	\$ 0	\$ 0	\$ 0	\$ 136,638	\$ 0	\$ 327,219	\$ 0
Total Revenues	\$ 0	\$ 0	\$ 0	\$ 136,638	\$ 0	\$ 327,219	\$ 0
Expenditures:							
Personal Services	\$ 15,810	\$ 89,074	\$ 104,192	\$ 96,625	\$ 94,134	\$ 94,134	\$ 179,927
Supplies/C.A./Purchased Services	13,271	197,494	486,174	575,444	824,158	1,199,513	824,158
Grants, Contributions, Indemnities	0	0	0	(1,975)	0	0	0
Capital Outlay	0	0	0	44,794	0	11,572	0
Total Expenditures	\$ 29,081	\$ 286,568	\$ 590,366	\$ 714,887	\$ 918,292	\$ 1,305,219	\$ 1,004,085
General Fund Support	\$ 29,081	\$ 286,568	\$ 590,366	\$ 578,249	\$ 918,292	\$ 978,000	\$ 1,004,085

Mental Health Initiative

Barbara Drake

100 Third Street, Castle Rock, CO 80104

Mental Health Initiative - Program Revenues

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Charges for Services:							
Coroner Autopsy Fees	\$0	\$0	\$0	\$136,638	\$0	\$327,219	\$0
Other Revenues:							
Miscellaneous Revenues	0	0	0	0	0	0	0
Total Program Revenues	\$0	\$0	\$0	\$136,638	\$0	\$327,219	\$0

Open Space and Natural Resources

Cheryl Matthews

100 Third Street, Castle Rock, CO 80104

Division 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

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Revenues:							
Taxes	\$ 10,294,437	\$ 11,082,664	\$ 11,632,525	\$ 12,850,273	\$ 12,716,000	\$ 12,716,000	\$ 13,527,240
Intergovernmental	0	0	61,750	0	0	0	0
Miscellaneous	0	0	0	90,132	0	0	0
Earnings On Investment - Open Space Fund	199,477	277,929	226,390	461,027	100,000	100,000	100,000
Operating Transfer - Capital Replacement	0	88,000	50,000	12,381	0	0	0
Operating Transfer - General Fund	0	0	4,750,000	0	0	0	0
Program Revenues	101,712	48,420	219,728	190,132	25,000	25,000	25,000
Total Revenues	\$ 10,595,626	\$ 11,497,013	\$ 16,940,393	\$ 13,603,945	\$ 12,841,000	\$ 12,841,000	\$ 13,652,240
Expenditures:							
Personal Services	\$ 946,833	\$ 955,569	\$ 1,014,034	\$ 1,095,554	\$ 1,110,437	\$ 1,110,437	\$ 1,067,236
Supplies/C.A./Purchased Services	638,719	717,627	583,927	608,460	2,073,498	2,441,444	2,429,498
Building Materials	0	0	5,410	0	0	0	0
Fixed Charges	86,455	109,773	157,752	144,283	241,738	241,738	232,502
Grants, Contributions, Ideminities	0	0	5,000	0	0	0	0
Intergovernmental	1,469,820	1,616,454	1,755,243	2,012,969	1,871,100	1,871,100	2,041,600
Interdepartmental	0	0	0	0	0	0	0
Capital Outlay	3,010,340	318,484	20,154,131	687,005	1,155,000	2,299,687	607,500
Major Maintenance & Repairs	0	0	0	82,335	0	109,687	0
Contingencies & Reserves	0	0	0	0	150,000	1,190	150,000
Total Expenditures	\$ 6,152,167	\$ 3,717,907	\$ 23,675,497	\$ 4,630,606	\$ 6,601,773	\$ 8,075,283	\$ 6,528,336
General Fund Support	\$ 206,518	\$ 227,074	\$ 223,845	\$ 223,845	\$ 366,376	\$ 360,823	\$ 366,376

Open Space and Natural Resources

Cheryl Matthews

100 Third Street, Castle Rock, CO 80104

Open Space - Program Revenues

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Intergovernmental:							
Other State Grants:	\$29,497	\$5,950	\$61,750	\$0	\$0	\$0	\$0
Go Colorado Grants	0	0	0	0	0	0	0
Fines and Forfeits:							
Poaching Surcharge	0	1,568	0	0	0	0	0
Other Revenues:							
Rents from Buildings	8,000	15,800	27,760	73,699	0	0	0
Rent from Open Space	0	0	0	0	0	0	0
Rental for Cell Tower Usage	25,579	21,988	22,315	2,312	25,000	25,000	25,000
Utility Refunds	9,178	442	345	0	0	0	0
Other Reimbursements	0	0	88	0	0	0	0
Grants - Private	6,885	0	1,150	2,325	0	0	0
Miscellaneous Revenues	12,833	2,672	96,520	11,796	0	0	0
Other Financing Sources:							
Sale of Land	0	0	0	100,000	0	0	0
Sale of Fixed Assets	9,740	0	9,800	0	0	0	0
Operating Transfer - General Fund	0	0	4,750,000	0	0	0	0
Operating Transfer - Capital Replacement	0	88,000	50,000	12,381	0	0	0
Total Program Revenues	\$ 101,712	\$ 136,420	\$ 5,019,728	\$ 202,513	\$ 25,000	\$ 25,000	\$ 25,000

Other Governmental Services

Budget Summary

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Revenues:							
Taxes-Developmental Disabilities	\$ 5,546,440	\$ 5,689,603	\$ 6,317,982	\$ 6,409,271	\$ 7,214,441	\$ 7,214,441	\$ 7,369,205
Program Revenues	604,941	776,097	516,009	888,023	280,000	280,000	225,000
Total Revenues	\$ 6,151,381	\$ 6,465,700	\$ 6,833,991	\$ 7,297,294	\$ 7,494,441	\$ 7,494,441	\$ 7,594,205
Expenditures:							
Animal Control	\$ 93,283	\$ 101,489	\$ 106,774	\$ 109,651	\$ 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	256,568	221,643	426,780	334,575	484,100	484,100	484,100
Developmental Disabilities	5,377,533	5,623,880	6,475,400	6,347,500	7,225,935	7,225,935	7,369,205
District Attorney	7,055,394	7,286,222	7,462,442	7,937,682	8,325,797	8,325,797	8,601,313
Juvenile Assessment Center	98,856	101,589	104,676	105,158	105,683	105,683	105,324
Housing Authority	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Other Regional Boards	139,678	172,425	174,325	185,697	189,300	189,300	189,300
Philip Miller Grant	277,600	243,929	334,511	299,050	280,000	280,000	200,000
Tri-County Health	2,104,227	2,215,429	2,291,256	2,367,338	2,486,145	2,486,145	2,550,521
Vehicle Replacement (General Fund)	853,256	2,329,075	1,166,687	955,338	995,000	1,082,545	462,000
Other General Fund Admin	2,357,034	684,455	81,284	341,546	1,936,473	1,842,072	(223,451)
Water Initiatives	142,859	100,803	524,358	166,023	100,916	100,916	100,916
Total Expenditures	\$ 18,872,788	\$ 19,197,439	\$ 19,264,993	\$ 19,266,058	\$ 22,395,849	\$ 22,388,993	\$ 20,105,728
General Fund Support	\$ 12,721,407	\$ 12,731,739	\$ 12,431,002	\$ 11,968,764	\$ 14,901,408	\$ 14,894,552	\$ 12,511,523

Other Governmental Services

Other Governmental Services - Program Revenues

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Other Revenues:							
District Attorney's Office	\$ 277,164	\$ 394,696	\$ 164,483	\$ 25,167	\$0	\$0	\$0
Contributions - Animal Control	0	20,831	18,050	19,688	0	0	0
Contributions - Miller Grant	322,188	295,000	316,000	280,000	280,000	280,000	225,000
Other Special Districts - Water	0	0	0	485,625	0	0	0
Other Reimbursements	2,417	0	0	12,141	0	0	0
Sale of Fixed Assets	3,172	65,570	17,476	65,402	0	0	0
Total Program Revenues	\$ 604,941	\$ 776,097	\$ 516,009	\$ 888,023	\$ 280,000	\$ 280,000	\$ 225,000

Parks, Trails and Building Grounds

Terence Quinn, AICP

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

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Revenues:							
Taxes							
Program Revenues	\$ 460,598	\$ 524,138	\$ 521,338	\$ 583,027	\$ 550,000	\$ 550,000	\$ 514,000
Total Revenues	\$ 460,598	\$ 524,138	\$ 521,338	\$ 583,027	\$ 550,000	\$ 550,000	\$ 514,000
Expenditures:							
Personal Services	\$ 1,768,476	\$ 1,942,924	\$ 2,075,956	\$ 2,186,784	\$ 2,311,009	\$ 2,311,009	\$ 2,073,246
Supplies/C.A./Purchased Services	242,576	220,647	168,628	234,808	274,100	274,100	274,100
Fixed Charges	547,631	531,715	388,438	637,273	727,288	727,288	656,515
Interdepartmental	0	0	0	0	0	0	0
Capital Outlay	0	749	0	0	0	0	0
Total Expenditures	\$ 2,558,683	\$ 2,696,035	\$ 2,633,022	\$ 3,058,865	\$ 3,312,397	\$ 3,312,397	\$ 3,003,861
General Fund Support	\$ 2,098,085	\$ 2,171,897	\$ 2,111,684	\$ 2,475,838	\$ 2,762,397	\$ 2,762,397	\$ 2,489,861

Parks, Trails and Building Grounds

Terence Quinn, AICP

9651 S. Quebec Street, Littleton, CO 80130

Parks - Program Revenues

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Charges for Services:							
Participation & Concession Fee	\$ 421,069	\$ 518,014	\$ 506,534	\$ 488,163	\$ 525,000	\$ 525,000	\$ 459,000
Facilities Use Fees	(825)	(2,105)	325	26,624	25,000	25,000	25,000
Other Revenues:							
Miscellaneous Revenues	7,068	8,229	5,805	40,820	0	0	30,000
Other Financing Sources:							
Sale of Fixed Assets	33,286	0	8,674	27,420	0	0	0
Total Program Revenues	\$ 460,598	\$ 524,138	\$ 521,338	\$ 583,027	\$ 550,000	\$ 550,000	\$ 514,000

Public Works Engineering

Janet Herman, P.E.

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

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Revenues:							
Property Taxes - Road & Bridge Fund	\$ 4,108,260	\$ 4,006,056	\$ 4,296,142	\$ 4,380,435	\$ 4,926,949	\$ 5,837,430	\$ 5,704,667
Program Revenues	405,555	384,307	458,489	500,655	351,500	351,500	324,900
Operating Transfer - Road S & U Tax	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Total Revenues	\$ 5,013,815	\$ 4,890,363	\$ 5,254,631	\$ 5,381,090	\$ 5,778,449	\$ 6,688,930	\$ 6,529,567
Expenditures:							
Personal Services	\$ 7,630,611	\$ 8,076,198	\$ 8,346,721	\$ 8,331,422	\$ 8,968,893	\$ 8,874,022	\$ 9,066,518
Supplies/C.A./Purchased Services	1,082,861	1,245,691	1,311,181	1,255,396	2,255,770	2,032,086	2,027,770
Building Materials	408,391	332,347	357,755	357,064	429,790	454,700	429,790
Fixed Charges	232,348	251,795	235,095	184,304	259,909	279,909	234,356
Grants, Contributions, Ideminities	0	0	0	(10)	0	0	0
Intergovernmental	4,050	53,373	5,265	35,157	162,000	162,000	162,000
Interdepartmental	0	0	0	0	0	0	0
Capital Outlay	124,480	105,208	147,897	293,372	0	64,382	0
Major Maintenance & Repairs	0	0	0	86,325	0	0	0
Total Expenditures	\$ 9,482,741	\$ 10,064,612	\$ 10,403,914	\$ 10,543,031	\$ 12,076,362	\$ 11,867,099	\$ 11,920,434
General Fund Support	\$ 4,468,926	\$ 5,174,249	\$ 5,149,283	\$ 5,161,941	\$ 6,297,913	\$ 5,178,169	\$ 5,390,867

Public Works Engineering

Janet Herman, P.E.

100 Third Street, Castle Rock, CO 80104

Public Works Engineering - Program Revenues

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Intergovernmental							
Other Federal Grants	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Other Special Districts	13,238	14,212	14,263	15,377	0	0	0
Charges for Services							
Development Review Fees	295,007	271,059	337,142	386,500	350,000	350,000	324,900
DESC Plan Check Fees	81,256	89,375	96,199	89,979	0	0	0
Event Application Fees	1,700	1,850	1,550	1,750	1,500	1,500	0
Sale of Books/Maps/Reports	2,681	160	0	0	0	0	0
Miscellaneous Revenues							
Other Reimbursements	1,141	7,651	0	257	0	0	0
Other Financing Sources							
Sale of General Fixed Assets	10,532	0	9,335	6,792	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	\$ 905,555	\$ 884,307	\$ 958,489	\$ 1,000,655	\$ 851,500	\$ 851,500	\$ 824,900

Public Works Operations

Rod Meredith

3030 North Industrial Way, Castle Rock, CO 80109

Division Description and Mission

Road and Bridge currently maintains and repairs 2,766 center lane miles of paved roadways and 741 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

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Revenues:							
Property Taxes - Road & Bridge	\$ 15,210,809	\$ 0	\$ 10,448,738	\$ 10,791,941	\$ 8,947,090	\$ 10,038,388	\$ 8,733,319
Specific Ownership Tax	10,059,439	9,214,364	13,170,462	12,696,565	12,762,000	12,762,000	12,544,200
Earnings on Investment	3,048	5,985	11,860	13,892	0	0	0
Program Revenues	1,333,001	1,503,611	1,259,405	1,346,567	843,650	977,066	972,369
Other Financing Sources	900,000	6,000,000	164,020	369,540	150,000	100,000	75,000
Total Revenues	\$ 27,506,297	\$ 16,723,960	\$ 25,054,485	\$ 25,218,505	\$ 22,702,740	\$ 23,877,454	\$ 22,324,888
Expenditures:							
Personal Services	\$ 6,025,148	\$ 6,616,684	\$ 7,051,141	\$ 7,051,141	\$ 7,892,240	\$ 7,892,240	\$ 8,208,118
Supplies/C.A./Purchased Services	824,797	831,537	883,641	883,641	953,926	953,926	1,183,926
Building Materials	4,380,485	4,191,347	3,601,303	3,601,303	4,972,541	4,755,957	4,972,541
Fixed Charges	3,341,149	2,791,022	3,253,493	3,253,493	3,514,611	3,514,611	3,180,803
Capital Outlay	2,577,106	2,475,244	8,117,280	8,117,280	4,162,422	5,553,720	3,572,500
Major Maintenance & Repair	81,371	1,590	0	0			
Grants, Contributions, Indemnity	(723,760)	(183,464)	311,647	311,647	100,000	100,000	100,000
Interdepartmental	0	0	0	0	0	0	0
Contingencies & Reserves	0	0	0	0	1,000,000	1,000,000	1,000,000
Operating Transfers	11,000,000	0	2,000,000	2,000,000	107,000	107,000	107,000
Total Expenditures	\$ 27,506,297	\$ 16,723,960	\$ 25,218,505	\$ 25,218,505	\$ 22,702,740	\$ 23,877,454	\$ 22,324,888
General Fund Support	\$ 0	\$ 0	\$ 164,020	\$ 0	\$ 0	\$ 0	\$ 0

*Does not include sharbacks to municipalities of \$7,286,891

Public Works Operations

Rod Meredith

3030 North Industrial Way, Castle Rock, CO 80109

Public Works Operations - Program Revenues

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Licenses & Permits:							
Driveway & Street Cut Permits	\$ 94,288	\$ 74,688	\$ 48,148	\$ 40,183	\$ 50,000	\$ 50,000	\$ 40,000
Permanent Access Permit	300	0	150	150	150	150	0
Temporary Access Permit	3,475	9,000	9,930	19,620	12,000	12,000	9,000
Right of Way Use/Construction	649,111	561,388	673,300	774,299	550,000	550,000	550,000
Oversize/Overweight Permit	12,000	13,080	6,300	13,680	8,000	8,000	15,000
GESC Permit-Grading	58,878	49,677	67,641	69,298	60,000	60,000	65,000
GESC Permit-Low Impact Grading	350	0	150	150	0	0	0
GESC Permit-Maintenance	278	1,317	280	825	0	0	0
GESC Permit-Temp Batch Plant	0	300	250	0	0	0	0
GESC Permit - Multi-lot DESC	250	350	800	2,050	0	0	0
GESC Permit - DESC	140,214	154,350	162,745	150,173	130,000	130,000	125,000
GESC Permit-Small Utility	650	850	1,500	1,100	1,500	1,500	1,000
State Permits	250	100	400	400	0	0	0
Intergovernmental:							
Municipalities	104,334	240,832	248,432	244,750	0	133,416	137,369
Other Special District	0	0	0	0	0	0	0
Charges for Services:							
Development Review Fees	13,800	13,600	2,900	550	2,000	2,000	-
GESC Permit- Small Utility	0	5,750			0	0	0
Pavement Design Review	5,000	0	6,000	5,000	5,000	5,000	5,000
Other Revenues:							
Other Reimbursements	8,856	8,181	24,492	24,074	25,000	25,000	25,000
Miscellaneous Revenues	1,263	291	5,987	265	0	0	0
Other Financing Sources:							
Sale of General Fixed Assets	239,704	369,857	164,020	369,540	150,000	100,000	75,000
Operating Transfer - JCS & U Tax	0	0	0	0	0	0	0
Operating Transfer - Capital Replacement	900,000	6,000,000	0	0	0	0	0
Total Program Revenues	\$ 2,233,001	\$ 7,503,611	\$ 1,423,425	\$ 1,716,107	\$ 993,650	\$ 1,077,066	\$ 1,047,369

Rocky Mountain High Intensity Drug Trafficking Area

Division Description and Mission

To support the Office of National Drug Control Policy (ONDCP) 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

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Revenues:							
Taxes							
Program Revenues	\$ 2,017,559	\$ 2,158,632	\$ 2,204,003	\$ 2,241,248	\$ 1,724,496	\$ 1,658,337	\$ 1,491,841
Total Revenues	\$ 2,017,559	\$ 2,158,632	\$ 2,204,003	\$ 2,241,248	\$ 1,724,496	\$ 1,658,337	\$ 1,491,841
Expenditures:							
Personal Services	\$ 224,276	\$ 228,697	\$ 221,541	\$ 232,344	\$ 241,617	\$ 241,617	\$ 263,092
Supplies/C.A./Purchased Services	1,519,771	1,574,715	1,587,102	1,657,566	1,164,107	1,098,048	963,523
Fixed Charges	143,017	160,260	163,411	166,430	91,132	91,132	37,686
Capital Outlay	111,987	26,673	19,945	0	0	0	0
Grants, Contributions, Indemnity	0	148,843	189,350	160,643	202,640	202,640	202,640
Interdepartmental	18,508	19,444	22,654	0	0	0	0
Contingencies	0	0	0	0	100	0	0
Operating Transfer to General Fund	0	0	0	24,265	24,900	24,900	24,900
Total Expenditures	\$ 2,017,559	\$ 2,158,632	\$ 2,204,003	\$ 2,241,248	\$ 1,724,496	\$ 1,658,337	\$ 1,491,841
General Fund Support	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

Rocky Mountain High Intensity Drug Trafficking Area

Rocky Mountain High Intensity Drug Trafficking Area - Program Revenues

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Intergovernmental:							
Other Federal Grants	\$ 2,017,559	\$ 2,158,632	\$ 2,204,003	\$ 2,241,248	\$ 1,724,496	\$ 1,658,337	\$ 1,491,841
Total Program Revenues	\$ 2,017,559	\$ 2,158,632	\$ 2,204,003	\$ 2,241,248	\$ 1,724,496	\$ 1,658,337	\$ 1,491,841

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

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Revenues:							
Property Taxes - LEA	\$ 14,869,244	\$ 31,286,724	\$ 16,532,657	\$ 16,532,657	\$ 18,374,409	\$ 18,374,409	\$ 18,654,448
Property Taxes - School Safety	0	0	0	0	3,001,207	3,001,207	3,068,429
Specific Ownership Taxes - LEA	1,379,164	1,665,915	1,666,495	1,666,495	1,711,500	1,711,500	1,663,800
Earnings on Investments - LEA	246,131	263,633	401,260	401,260	250,000	250,000	200,000
Program Revenues	6,374,076	7,226,144	6,209,925	7,355,671	6,124,219	7,481,229	6,191,455
Transfers from Justice Center Sales & Use Tax	12,456,005	14,644,692	16,022,971	17,516,239	16,419,380	17,026,400	17,180,355
Transfers from General Fund	0	0	0	13,000,000	1,702,812	1,702,812	961,200
Total Revenues	\$ 35,324,620	\$ 55,087,108	\$ 40,833,308	\$ 56,472,322	\$ 47,583,527	\$ 49,547,557	\$ 47,919,687
Expenditures:							
Personal Services	\$ 48,012,551	\$ 51,594,932	\$ 55,183,878	\$ 55,892,038	\$ 62,537,603	\$ 62,824,231	\$ 64,018,908
Supplies/C.A./Purchased Services	7,479,982	7,241,659	7,421,048	8,490,681	8,825,464	11,635,082	9,209,500
Fixed Charges	1,481,115	1,748,895	2,358,276	2,358,889	2,448,361	2,448,361	2,159,236
Capital Outlay	1,320,542	1,756,978	2,323,843	3,660,177	1,382,750	2,629,861	578,900
Grants, Contributions, Indemnity	85,255	278,876	46,399	74,839	102,300	1,863,454	102,300
Intergovernmental	86,626	91,265	105,421	105,421	103,200	7,003,200	91,200
Interdepartmental	(6,396)	(2,206)	0	0	0	0	0
Contingencies	0	0	0	0	250,000	2,000,769	300,000
Total Expenditures	\$ 58,459,675	\$ 62,710,399	\$ 67,438,865	\$ 70,582,044	\$ 75,649,678	\$ 90,404,958	\$ 76,460,044
General Fund Support	\$ 23,135,055	\$ 7,623,291	\$ 26,605,557	\$ 14,109,721	\$ 28,066,151	\$ 40,857,401	\$ 28,540,357

Sheriff

Tony Spurlock

4000 Justice Way, Castle Rock, CO 80109

Sheriff - Program Revenues

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Licenses & Permits:							
Solicitor Licenses	\$ 4,110	\$ 2,700	\$ 4,455	\$ 4,860	\$ 4,500	\$ 4,500	\$ 4,500
Handgun Permits	329,222	256,945	283,250	210,845	329,700	329,700	250,800
Intergovernmental:							
Other Federal Grants	43,525	194,513	53,041	159,929	0	0	0
DEA Task Force	13,643	12,727	6,882	19,827	0	14,534	0
FBI Task Force	16,526	27,049	10,680	15,095	0	48,348	0
Social Security Incentive	1,200	0	0	7,800	0	1,600	0
DUI Grant	10,293	9,119	8,245	6,020	0	1,875	0
Other State Grants	0	14,338	27,563	1,002,831	0	1,079,326	0
Prisoner Transport Reimbursement	32,833	38,890	39,893	37,615	32,000	32,000	35,000
18th Judicial / VALE	69,552	61,500	29,000	0	0	0	0
RE-1 School District	428,006	656,607	665,835	821,087	1,586,948	1,586,948	1,609,276
Private Schools	109,449	113,373	104,056	143,957	188,271	257,734	209,679
Extradition Reimbursements	2,978	8,353	4,875	16,436	9,000	9,000	5,000
Charges for Services:							
Sex Offender Registration Fees	5,550	6,455	5,465	8,765	5,000	5,000	5,000
Sale of Books/Maps/Reports	32,249	30,472	37,178	38,516	35,000	35,000	35,000
Service of Process	103,451	104,437	103,373	104,118	100,000	100,000	62,500
Booking Fees	131,039	134,989	136,434	138,695	124,000	124,000	86,500
License Plate Repossessions	1,146	1,304	435	158	200	200	300
VIN Verification Fee	6,096	6,240	5,755	9,042	5,000	5,000	5,000
Cost of Care	11,653	15,226	12,552	12,834	10,000	10,000	10,000
Photo Processing Fee	0	0	0	0	0	0	0
Training Fees	100	8,475	16,145	0	0	0	0
Dispatch Services	413,168	445,692	423,991	461,189	465,200	465,200	498,100
SOTAR User Fees	0	0	0	0	0	0	100,000
Prisoner Boarding Charges	751,710	1,434,963	1,072,056	797,122	600,000	600,000	645,700

Sheriff

Tony Spurlock

4000 Justice Way, Castle Rock, CO 80109

Sheriff - Program Revenues

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Work Release Fees	245,758	224,156	144,174	206,773	175,000	175,000	57,000
Sheriff's Bond Fees	35,644	36,713	35,131	35,827	33,000	33,000	36,900
Prisoner Health Fees	1,834	3,351	4,450	3,097	2,500	2,500	2,000
Special Police Services	28,948	35,504	61,249	0	36,000	36,000	0
Forest Service Patrol	14,400	14,400	17,500	17,500	14,400	14,400	20,000
Castle Pines Patrol	785,104	780,643	815,305	831,119	831,400	831,400	1,098,700
Larkspur Patrol	27,019	34,230	37,110	34,633	34,600	34,600	40,200
Alarm Registration Fees	471,095	501,182	515,010	442,571	360,000	360,000	360,000
All other Alarm Fees	67,085	54,650	39,265	44,418	50,000	50,000	50,000
Fines & Forfeits:							
Traffic Fines	722,814	557,644	366,046	531,565	625,000	625,000	500,000
Handicapped Parking Fines	1,225	350	1,050	700	0	0	5,000
Uninsured Driver Fines	9,882	9,094	8,950	9,207	0	0	0
Leaf/DUI Fines	93,429	98,949	83,805	90,191	80,000	80,000	80,000
Safety Belt Fines	1,315	3,350	468	435	500	500	300
Drug Offender Surcharge	2,183	3,342	3,857	3,368	3,500	3,500	3,300
Liquor License Fines	5,416	2,384	0	0	0	0	0
CO Trauma Brain Injury Admin Surchar	10,647	7,766	5,059	6,309	6,000	6,000	6,000
Dog at Large Fines	4,989	5,578	5,327	3,605	4,500	4,500	6,000
Restitution Payments	2,447	818	531	2,465	1,000	1,000	1,000
Sales of Seized Property	261,047	376,812	7,189	10,767	5,000	5,000	6,000
Other Fines and Forfeits	0	200	0	335	0	0	0

Sheriff

Tony Spurlock

4000 Justice Way, Castle Rock, CO 80109

Sheriff - Program Revenues

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Other Revenues:							
Other Reimbursements	923,396	709,057	749,086	948,418	192,000	328,630	347,700
DUI Chemical Test Reimb	2,249	2,490	1,745	723	0	0	0
Impound/Storage Cost Recov	91	185	390	0	0	0	0
Warranty Refunds	4,032	0	0	0	0	0	0
Grants - Private	0	0	0	0	0	0	0
Contributions - General	43,497	56,918	20,500	26,739	0	5,234	0
Insurance Recoveries	0	26,210	38,860	0	0	0	0
Miscellaneous Revenues	72,118	47,414	47,630	29,383	120,000	120,000	0
Other Financing Sources:							
Operat Trsfr - JC S & U Tax	12,456,005	14,644,692	16,022,971	17,516,239	16,419,380	17,026,400	17,180,355
Operat Trsfr - General Fund	0	0	0	13,000,000	1,702,812	1,702,812	961,200
Other Financing Sources:							
Sale of Fixed Assets	18,912	48,389	149,081	58,784	55,000	55,000	9,000
Total Program Revenues	\$ 18,830,081	\$ 21,870,836	\$ 22,232,896	\$ 37,871,910	\$ 24,246,411	\$ 26,210,441	\$ 24,333,010

Solid Waste Disposal

Terence Quinn, AICP

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

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Revenues:							
Taxes							
Program Revenues	\$ 88,460	\$ 76,729	\$ 100,737	\$ 112,216	\$ 96,000	\$ 96,000	\$ 97,000
Total Revenues	\$ 88,460	\$ 76,729	\$ 100,737	\$ 112,216	\$ 96,000	\$ 96,000	\$ 97,000
Expenditures:							
Personal Services	\$ 12,262	\$ 13,024	\$ 13,009	\$ 11,775	\$ 16,435	\$ 16,435	\$ 26,109
Supplies/C.A./Purchased Services	77,237	49,645	30,058	0	71,300	71,300	0
Fixed Charges	37,209	67,263	135,666	221,285	130,000	305,000	201,300
Total Expenditures	\$ 126,708	\$ 129,932	\$ 178,733	\$ 233,060	\$ 217,735	\$ 392,735	\$ 227,409
General Fund Support	\$ 38,248	\$ 53,202	\$ 77,996	\$ 120,844	\$ 121,735	\$ 296,735	\$ 130,409

Solid Waste Disposal

Terence Quinn, AICP

100 Third Street, Castle Rock, CO 80104

Solid Waste Disposal - Program Revenues

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Charges for Services:							
Waste Collection Charges	\$ 87,876	\$ 76,729	\$ 99,609	\$ 111,775	\$ 96,000	\$ 96,000	\$ 97,000
Other Revenues:							
Miscellaneous Revenues	584	0	1,127	441	0	0	0
Total Program Revenues	\$ 88,460	\$ 76,729	\$ 100,736	\$ 112,216	\$ 96,000	\$ 96,000	\$ 97,000

Surveyor

Robert Snodgrass

Division Description and Mission

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

Budget Summary

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Revenues:							
Taxes							
Program Revenues	\$ 1,060	\$ 970	\$ 2,030	\$ 1,330	\$ 0	\$ 0	\$ 0
Total Revenues	\$ 1,060	\$ 970	\$ 2,030	\$ 1,330	\$ 0	\$ 0	\$ 0
Expenditures:							
Personal Services	\$ 5,931	\$ 5,948	\$ 5,999	\$ 8,161	\$ 8,842	\$ 8,842	\$ 8,184
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	\$ 5,931	\$ 5,948	\$ 5,999	\$ 8,161	\$ 8,842	\$ 8,842	\$ 8,184
General Fund Support	\$ 4,871	\$ 4,978	\$ 3,969	\$ 6,831	\$ 8,842	\$ 8,842	\$ 8,184

Surveyor

Robert Snodgrass

Surveyor - Program Revenues

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Charges for Services:							
Mapping and Platting Fees	\$ 1,060	\$ 970	\$ 2,030	\$ 1,330	\$0	\$0	\$0
Total Program Revenues	\$ 1,060	\$ 970	\$ 2,030	\$ 1,330	\$0	\$0	\$0

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

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Revenues:							
Taxes							
Program Revenues	\$ 5,483,109	\$ 5,565,266	\$ 6,204,826	\$ 6,494,532	\$ 6,825,000	\$ 6,825,000	\$ 7,196,880
Total Revenues	\$ 5,483,109	\$ 5,565,266	\$ 6,204,826	\$ 6,494,532	\$ 6,825,000	\$ 6,825,000	\$ 7,196,880
Expenditures:							
Personal Services	\$ 793,338	\$ 770,421	\$ 716,258	\$ 791,419	\$ 866,963	\$ 866,963	\$ 949,268
Supplies/C.A./Purchased Services	143,101	206,011	207,347	207,893	267,030	303,278	267,030
Fixed Charges	3,607	4,195	189	95	197	197	154
Grants, Contributions, Idemnities	1,214	581	1,026	4,989	8,000	8,000	8,000
Interdepartmental	0	0	0	0	0	0	0
Total Expenditures	\$ 941,260	\$ 981,208	\$ 924,820	\$ 1,004,396	\$ 1,142,190	\$ 1,178,438	\$ 1,224,452
General Fund Support	\$ (4,541,849)	\$ (4,584,058)	\$ (5,280,006)	\$ (5,490,136)	\$ (5,682,810)	\$ (5,646,562)	\$ (5,972,428)

Treasurer

Dave Gill

100 Third Street, Castle Rock, CO 80104

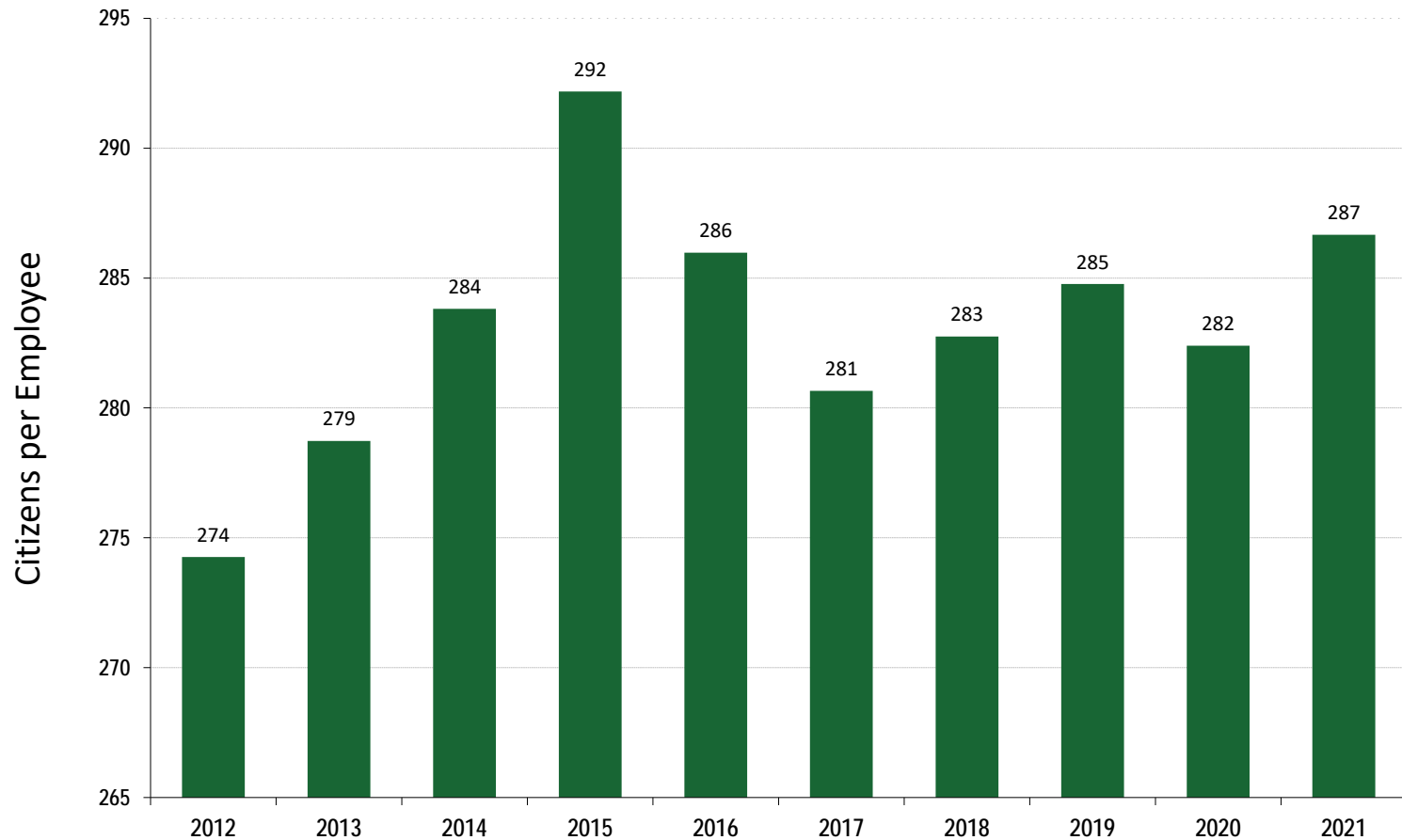
Treasurer - Program Revenues

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Adopted	2020 Amended	2021 Proposed
Charges for Services:							
Treasurer's Fees - SIDS	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tax Collection Fees	5,118,103	5,176,468	5,845,327	6,106,011	6,600,000	6,600,000	6,924,039
Redemption Fees	5,355	6,062	5,068	5,131	5,000	5,000	5,000
Tax Sale	2,652	2,676	3,012	2,524	2,000	2,000	2,000
Treasurer's Deeds	775	2,075	1,125	3,135	1,000	1,000	1,000
Certificate of Taxes	214,830	175,140	166,160	220,300	195,000	195,000	242,341
Miscellaneous Treasurer Fees	(299)	(120)	101	311	0	0	500
Delinquent Process Service Fee	4,113	3,467	3,505	2,655	2,000	2,000	2,000
Internet Auction Fee	3,846	3,994	4,468	4,976	5,000	5,000	5,000
Research/Investigation Fees	23	15	75	15	0	0	0
Sale of Data	75	25	25	25	0	0	0
Copy Fees	67	3	0	88	0	0	0
Other Revenues:							
Advertising Reimbursement	10,655	9,676	10,057	10,000	10,000	10,000	10,000
Certified Mail Reimbursements	546	2,746	1,411	3,489	0	0	0
Bad Check Charges	2,234	1,140	1,440	1,600	5,000	5,000	5,000
Premium on Tax Sale	120,135	181,899	163,052	134,298	0	0	0
Total Program Revenues	\$ 5,483,109	\$ 5,565,266	\$ 6,204,826	\$ 6,494,558	\$ 6,825,000	\$ 6,825,000	\$ 7,196,880

Staffing



DOUGLAS COUNTY GOVERNMENT CITIZENS SERVED PER EMPLOYEE



	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
County Population *	291,083	295,689	302,464	320,000	328,000	336,000	346,000	358,000	368,000	374,000
Total Full-Time Employees	1,061.35	1,060.85	1,065.70	1,095.20	1,146.95	1,197.20	1,223.70	1,257.15	1,303.15	1,304.65
Citizens per Employee	274	279	284	292	286	281	283	285	282	287

* County population prepared by Douglas County Community Development (2020)

2021 Recommended Staffing

FTES SUMMARY			2020 Adopted FTEs				Transfers			2020 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 Administration	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	6.50	0.00	0.00	6.50	-2.50	0.00	-2.50	0.00	0.00	0.00	0.00
Total Budget			6.50	0.00	0.00	6.50	-2.50	0.00	-2.50	0.00	0.00	0.00	0.00
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	10.00	2.00	0.00	12.00	1.00	0.00	1.00	0.00	0.00	1.00	1.00
12400	100	Motor Vehicle	53.25	0.00	3.00	56.25	0.00	0.00	0.00	2.00	0.00	0.00	2.00
12500	100	Elections & Registration	12.75	3.00	0.00	15.75	0.00	0.00	0.00	0.00	0.00	0.00	0.00
12600	100	Driver's License Office	3.00	0.00	1.00	4.00	-1.00	0.00	-1.00	0.00	0.00	0.00	0.00
Total Clerk And Recorder			86.75	5.00	4.00	95.75	0.00	0.00	0.00	2.00	0.00	1.00	3.00
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	2.00	0.00	2.00	-1.00	0.00	0.00	-1.00
51100	100	Park Maintenance	21.00	0.00	0.00	21.00	-1.00	0.00	-1.00	-2.00	0.00	0.00	-2.00
55400	100	Curator	1.00	0.00	0.00	1.00	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	-1.00	0.00	-1.00	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	-3.00	0.00	0.00	-3.00
COMMUNITY JUSTICE SERVICES													
19700	100	Community Justice Services	16.25	1.00	0.00	17.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Community Justice Services			16.25	1.00	0.00	17.25	0.00	0.00	0.00	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

2021 Recommended Staffing

2020 Ending FTEs				2021 New FTEs/Changes				2021 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	1.00	0.00	1.00	45.00	1.00	0.00	46.00	14100	100
45.00	2.00	0.00	47.00	0.00	1.00	0.00	1.00	45.00	1.00	0.00	46.00	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	
4.00	0.00	0.00	4.00	0.00	0.00	0.00	0.00	4.00	0.00	0.00	4.00	15300	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	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	2.00	1.00	14.00	0.00	2.00	0.00	2.00	11.00	2.00	1.00	14.00	12200	100
55.25	0.00	3.00	58.25	0.00	0.00	1.00	1.00	55.25	0.00	4.00	59.25	12400	100
12.75	3.00	0.00	15.75	0.00	2.00	0.00	2.00	12.75	2.00	0.00	14.75	12500	100
2.00	0.00	1.00	3.00	0.00	0.00	-1.00	-1.00	2.00	0.00	0.00	2.00	12600	100
88.75	5.00	5.00	98.75	0.00	4.00	0.00	4.00	88.75	4.00	5.00	97.75	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
34.00	0.00	0.00	34.00	0.00	0.00	0.00	0.00	34.00	0.00	0.00	34.00	16200	100
18.00	0.00	0.00	18.00	0.00	0.00	0.00	0.00	18.00	0.00	0.00	18.00	51100	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	55400	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	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
57.00	0.00	0.00	57.00	0.00	0.00	0.00	0.00	57.00	0.00	0.00	57.00	Total Comm Dev	
												CJS	
16.25	1.00	0.00	17.25	0.00	2.00	0.00	2.00	16.25	2.00	0.00	18.25	19700	100
16.25	1.00	0.00	17.25	0.00	2.00	0.00	2.00	16.25	2.00	0.00	18.25	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	

2021 Recommended Staffing

FTES SUMMARY			2020 Adopted FTEs				Transfers			2020 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	1.00	0.00	1.00	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	-1.00	0.00	-1.00	0.00	0.00	0.00	0.00
19250	100	Youth Services Program Mgmt.	3.00	0.00	0.00	3.00	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	1.00	0.00	0.00	1.00
Total County Administration			14.25	0.00	0.00	14.25	0.00	0.00	0.00	1.00	0.00	0.00	1.00
COUNTY ATTORNEY													
11200	100	County Attorney	16.00	0.00	0.00	16.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00
Total County Attorney			16.00	0.00	0.00	16.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00
FACILITIES/FLEET/FAIRGROUNDS													
19100	100	Facilities Administration	7.00	0.00	0.00	7.00	0.00	0.00	0.00	-1.00	0.00	0.00	-1.00
19125	100	Facilities Management	21.00	0.00	0.00	21.00	0.00	0.00	0.00	-3.00	0.00	0.00	-3.00
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	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/Fleet/Fairgrounds			81.00	0.00	0.00	81.00	0.00	0.00	0.00	-4.00	0.00	0.00	-4.00
FINANCE													
15100	100	Finance Administration	11.00	0.00	0.00	11.00	0.75	0.00	0.75	0.00	0.00	0.00	0.00
Total Finance			11.00	0.00	0.00	11.00	0.75	0.00	0.75	0.00	0.00	0.00	0.00
HUMAN RESOURCES													
17100	100	Human Resources	8.00	0.00	0.00	8.00	2.00	0.00	2.00	0.00	0.00	0.00	0.00
Total Human Resouces			8.00	0.00	0.00	8.00	2.00	0.00	2.00	0.00	0.00	0.00	0.00
HUMAN SERVICES													
44100	210	Administration Block Grant	39.00	0.00	2.00	41.00	0.00	0.00	0.00	7.42	0.00	0.00	7.42
44150	210	Adult Services	2.00	0.00	0.00	2.00	0.00	0.00	0.00	0.55	0.00	0.00	0.55
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	0.00	0.00	0.00	1.65	0.00	0.00	1.65
44550	210	Child Welfare SFY 1617	19.75	0.00	1.50	21.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00
44600	210	Child Care	3.00	0.00	0.00	3.00	0.00	0.00	0.00	1.70	0.00	0.00	1.70
44900	210	Child Support Enforcement	4.00	0.00	0.00	4.00	0.00	0.00	0.00	0.68	0.00	0.00	0.68
861552	210	Title IV-E Waiver Demo. Project	2.00	0.00	0.00	2.00	0.00	0.00	0.00	-2.00	0.00	0.00	-2.00
Total Human Services			104.75	0.00	3.50	108.25	0.00	0.00	0.00	10.00	0.00	0.00	10.00

2021 Recommended Staffing

2020 Ending FTEs				2021 New FTEs/Changes				2021 Recommendation FTEs					
Reg	LB Temps	Over-Hires	Total	Reg	LB Temps	Over-Hires	Total	Reg	LB Temps	Over-Hires	Total	Div	Fund
												CTY ADMIN.	
7.75	0.00	0.00	7.75	0.00	0.00	0.00	0.00	7.75	0.00	0.00	7.75	11400	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	11500	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	11900	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	19250	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	41400	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	802014	100
15.25	0.00	0.00	15.25	0.00	0.00	0.00	0.00	15.25	0.00	0.00	15.25	Total Cty Admin	
												CTY ATTORNEY	
16.00	0.00	1.00	17.00	0.00	0.00	0.00	0.00	16.00	0.00	1.00	17.00	11200	100
16.00	0.00	1.00	17.00	0.00	0.00	0.00	0.00	16.00	0.00	1.00	17.00	Total Cty Attorney	
												FACILITIES/FLEET	
6.00	0.00	0.00	6.00	0.00	0.00	0.00	0.00	6.00	0.00	0.00	6.00	19100	100
18.00	0.00	0.00	18.00	0.00	0.00	0.00	0.00	18.00	0.00	0.00	18.00	19125	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	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
1.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	1.00	19180	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	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	55200	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	55250	100
77.00	0.00	0.00	77.00	0.00	0.00	0.00	0.00	77.00	0.00	0.00	77.00	Total Facilities/Fleet	
												FINANCE	
11.75	0.00	0.00	11.75	0.00	0.00	0.00	0.00	11.75	0.00	0.00	11.75	15100	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	Total Finance	
												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
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 HR	
												HUMAN SERVICES	
46.42	0.00	2.00	48.42	0.00	0.00	0.00	0.00	46.42	0.00	2.00	48.42	44100	210
2.55	0.00	0.00	2.55	0.00	0.00	0.00	0.00	2.55	0.00	0.00	2.55	44150	210
1.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	1.00	44175	210
35.65	0.00	0.00	35.65	0.00	0.00	0.00	0.00	35.65	0.00	0.00	35.65	44500	210
19.75	0.00	1.50	21.25	0.00	0.00	0.00	0.00	19.75	0.00	1.50	21.25	44550	210
4.70	0.00	0.00	4.70	0.00	0.00	0.00	0.00	4.70	0.00	0.00	4.70	44600	210
4.68	0.00	0.00	4.68	0.00	0.00	0.00	0.00	4.68	0.00	0.00	4.68	44900	210
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	861552	210
114.75	0.00	3.50	118.25	0.00	0.00	0.00	0.00	114.75	0.00	3.50	118.25	Total HS	

2021 Recommended Staffing

FTES SUMMARY			2020 Adopted FTEs				Transfers			2020 New FTEs Additions/Changes			
Div	Fund	Department/Division	Reg	LB Temps	Over-Hires	Total	Reg	LB Temps	Total	Reg	LB Temps	Over-Hires	Total
INFORMATION TECHNOLOGY													
18100	100	Administration	3.00	0.00	0.00	3.00	-2.00	0.00	-2.00	0.00	0.00	0.00	0.00
18150	100	Strategic Align & Support	5.00	0.00	0.00	5.00	-5.00	0.00	-5.00	0.00	0.00	0.00	0.00
18200	100	Program Management	14.00	0.00	0.00	14.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
18300	100	Networking	24.00	0.00	2.00	26.00	3.00	0.00	3.00	0.00	0.00	0.00	0.00
18400	100	Application Develop. System	23.00	0.00	0.00	23.00	5.75	0.00	5.75	0.25	0.00	0.00	0.25
18650	100	Asset Inventory	1.00	0.00	0.00	1.00	-1.00	0.00	-1.00	0.00	0.00	0.00	0.00
Total Information Technology			70.00	0.00	2.00	72.00	0.75	0.00	0.75	0.25	0.00	0.00	0.25
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	0.75	0.00	0.75	0.00	0.00	0.00	0.00
53310	250	Open Space Maint. 80%	2.00	0.00	1.00	3.00	-0.20	0.00	-0.20	0.00	0.00	0.00	0.00
53320	250	Open Space Patrol 80%	0.80	0.00	0.00	0.80	-0.35	0.00	-0.35	0.00	0.00	0.00	0.00
53330	250	Open Space - Land Mgmt 80%	1.30	0.00	0.00	1.30	-0.20	0.00	-0.20	0.00	0.00	0.00	0.00
Total Open Space and Natural Resources			9.00	0.00	1.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
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	-4.00	0.00	-4.00	0.00	0.00	0.00	0.00
Total Public Trustee			4.00	0.00	0.00	4.00	-4.00	0.00	-4.00	0.00	0.00	0.00	0.00
PUBLIC WORKS - ENGINEERING													
24100	100	Building Develop. Svcs.	34.75	0.00	0.00	34.75	0.00	0.00	0.00	0.25	0.00	0.00	0.25
30200	100	Engineering	43.00	0.00	0.00	43.00	-4.00	0.00	-4.00	0.00	0.00	0.00	0.00
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	1.00	0.00	1.00	0.00	0.00	0.00	0.00
31630	200	Engineering Special Projects	1.00	0.00	0.00	1.00	2.00	0.00	2.00	0.00	0.00	0.00	0.00
31640	200	Pavement Management Program	4.00	0.00	0.00	4.00	1.00	0.00	1.00	0.00	0.00	0.00	0.00
31650	200	Engineering/ITS-Traffic Signal Ops.	7.00	0.00	0.00	7.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Public Works - Engineering			107.75	0.00	0.00	107.75	0.00	0.00	0.00	0.25	0.00	0.00	0.25
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	70.00	0.00	0.00	70.00	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			81.30	0.00	0.00	81.30	0.00	0.00	0.00	0.00	0.00	0.00	0.00

2021 Recommended Staffing

2020 Ending FTEs				2021 New FTEs/Changes				2021 Recommendation FTEs					
Reg	LB Temps	Over-Hires	Total	Reg	LB Temps	Over-Hires	Total	Reg	LB Temps	Over-Hires	Total	Div	Fund
												INFORMATION TECH.	
1.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	1.00	18100	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	18150	100
14.00	0.00	0.00	14.00	0.00	0.00	1.00	1.00	14.00	0.00	1.00	15.00	18200	100
27.00	0.00	2.00	29.00	0.00	0.00	-1.00	-1.00	27.00	0.00	1.00	28.00	18300	100
29.00	0.00	0.00	29.00	0.00	0.00	0.00	0.00	29.00	0.00	0.00	29.00	18400	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	18650	100
71.00	0.00	2.00	73.00	0.00	0.00	0.00	0.00	71.00	0.00	2.00	73.00	Total IT	
												OS & NAT. RES.	
1.70	0.00	0.00	1.70	0.00	0.00	0.00	0.00	1.70	0.00	0.00	1.70	60100	100
3.95	0.00	0.00	3.95	0.00	0.00	0.00	0.00	3.95	0.00	0.00	3.95	53100	250
1.80	0.00	1.00	2.80	0.00	0.00	0.00	0.00	1.80	0.00	1.00	2.80	53310	250
0.45	0.00	0.00	0.45	0.00	0.00	0.00	0.00	0.45	0.00	0.00	0.45	53320	250
1.10	0.00	0.00	1.10	0.00	0.00	0.00	0.00	1.10	0.00	0.00	1.10	53330	250
9.00	0.00	1.00	10.00	0.00	0.00	0.00	0.00	9.00	0.00	1.00	10.00	Total OS & NR	
												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	11600	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	Total Public Affairs	
												PUBLIC TRUSTEE	
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	13200	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	13730	730
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Total Public Trustee	
												PW-ENGINEERING	
35.00	0.00	0.00	35.00	0.00	0.00	0.00	0.00	35.00	0.00	0.00	35.00	24100	100
39.00	0.00	0.00	39.00	0.00	0.00	0.00	0.00	39.00	0.00	0.00	39.00	30200	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	31600	200
7.00	0.00	0.00	7.00	0.00	0.00	0.00	0.00	7.00	0.00	0.00	7.00	31620	200
3.00	0.00	0.00	3.00	0.00	0.00	0.00	0.00	3.00	0.00	0.00	3.00	31630	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	31640	200
7.00	0.00	0.00	7.00	0.00	0.00	0.00	0.00	7.00	0.00	0.00	7.00	31650	200
108.00	0.00	0.00	108.00	0.00	0.00	0.00	0.00	108.00	0.00	0.00	108.00	Total PW Engineering	
												PW-OPERATIONS	
0.30	0.00	0.00	0.30	0.00	0.00	0.00	0.00	0.30	0.00	0.00	0.30	32100	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	31100	200
70.00	0.00	0.00	70.00	0.00	0.00	0.00	0.00	70.00	0.00	0.00	70.00	31400	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	31550	200
81.30	0.00	0.00	81.30	0.00	0.00	0.00	0.00	81.30	0.00	0.00	81.30	Total PW Operations	

2021 Recommended Staffing

FTES SUMMARY			2020 Adopted FTEs				Transfers			2020 New FTEs Additions/Changes			
Div	Fund	Department/Division	Reg	LB Temps	Over-Hires	Total	Reg	LB Temps	Total	Reg	LB Temps	Over-Hires	Total
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
TREASURER													
13100	100	Treasurer's Office	10.00	0.00	0.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
13200	100	Public Trustee	0.00	0.00	0.00	0.00	3.00	0.00	3.00	0.00	0.00	0.00	0.00
Total Treasurer			10.00	0.00	0.00	10.00	3.00	0.00	3.00	0.00	0.00	0.00	0.00
SHERIFF													
General Fund													
21100	100	Administration	11.50	0.00	0.00	11.50	1.00	0.00	1.00	0.00	0.00	0.00	0.00
21105	100	Accreditation	2.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
21115	100	Training	5.00	0.00	0.00	5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
21125	100	Support Services	9.00	0.00	0.00	9.00	1.00	0.00	1.00	0.00	0.00	0.00	0.00
21130	100	Peer Support	0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	0.00
21135	100	Cold Case Unit	1.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
21150	100	Professional Standards	8.00	0.00	0.00	8.00	1.00	0.00	1.00	0.00	0.00	0.00	0.00
21175	100	Civil/Warrants	11.00	0.00	0.00	11.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
21200	100	Investigations	2.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
21300	100	Communications	42.00	0.00	2.00	44.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
21350	100	Technology Services	14.00	0.00	0.00	14.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
21400	100	Court Services	19.00	0.00	0.00	19.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
21450	100	Transports	8.00	0.00	0.00	8.00	-1.00	0.00	-1.00	0.00	0.00	0.00	0.00
21500	100	Detentions	157.00	0.00	5.00	162.00	-1.00	0.00	-1.00	-4.00	0.00	0.00	-4.00
21600	100	Records	13.00	0.00	0.00	13.00	-1.00	0.00	-1.00	0.00	0.00	0.00	0.00
21650	100	Youth/Community Programs	1.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
21700	100	Emergency Management	8.00	0.00	0.00	8.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
23150	100	Major Crimes Section	20.00	0.00	0.00	20.00	-1.00	0.00	-1.00	0.00	0.00	0.00	0.00
23200	100	Crime Lab/Evidence	8.00	0.00	0.00	8.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
23300	100	Victim Assistance	5.00	0.00	0.00	5.00	-1.00	0.00	-1.00	0.00	0.00	0.00	0.00
23320	100	High Tech Crimes	1.00	0.00	0.00	1.00	-1.00	0.00	-1.00	0.00	0.00	0.00	0.00
23350	100	Special Investigations	11.00	0.00	0.00	11.00	1.00	0.00	1.00	0.00	0.00	0.00	0.00
23370	100	RMRCFL Task Force	2.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
23375	100	Investigative Task Force	2.00	0.00	0.00	2.00	1.00	0.00	1.00	0.00	0.00	0.00	0.00
861551	100	Jail Based Behavioral HlthSvcs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	1.00
Subtotal General Fund Sheriff			360.50	0.00	7.00	367.50	0.00	0.00	0.00	-3.00	0.00	0.00	-3.00

2021 Recommended Staffing

2020 Ending FTEs				2021 New FTEs/Changes				2021 Recommendation FTEs					
Reg	LB Temps	Over-Hires	Total	Reg	LB Temps	Over-Hires	Total	Reg	LB Temps	Over-Hires	Total	Div	Fund
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	
10.00	0.00	0.00	10.00	0.00	0.00	0.00	0.00	10.00	0.00	0.00	10.00	TREASURER	
3.00	0.00	0.00	3.00	0.00	0.00	0.00	0.00	3.00	0.00	0.00	3.00	13100	100
13.00	0.00	0.00	13.00	0.00	0.00	0.00	0.00	13.00	0.00	0.00	13.00	13200	100
												Total Treasurer	
12.50	0.00	0.00	12.50	0.00	0.00	0.00	0.00	12.50	0.00	0.00	12.50	SHERIFF	
2.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	2.00	General Fund	
5.00	0.00	0.00	5.00	0.00	0.00	0.00	0.00	5.00	0.00	0.00	5.00	21100	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	21105	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	21115	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	21125	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	21130	100
11.00	0.00	0.00	11.00	0.00	0.00	0.00	0.00	11.00	0.00	0.00	11.00	21135	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	21150	100
42.00	0.00	2.00	44.00	0.00	0.00	0.00	0.00	42.00	0.00	2.00	44.00	21175	100
14.00	0.00	0.00	14.00	0.00	0.00	0.00	0.00	14.00	0.00	0.00	14.00	21200	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	21300	100
7.00	0.00	0.00	7.00	0.00	0.00	0.00	0.00	7.00	0.00	0.00	7.00	21350	100
152.00	0.00	5.00	157.00	0.00	0.00	0.00	0.00	152.00	0.00	5.00	157.00	21400	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	21450	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	21500	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	21600	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	21650	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	21700	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	23150	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	23200	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	23300	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	23320	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	23350	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	23370	100
357.50	0.00	7.00	364.50	0.00	0.00	0.00	0.00	357.50	0.00	7.00	364.50	23375	100
												861551	100
												Subtotal GF SO	

2021 Recommended Staffing

FTES SUMMARY			2020 Adopted FTEs				Transfers			2020 New FTEs Additions/Changes			
Div	Fund	Department/Division	Reg	LB Temps	Over-Hires	Total	Reg	LB Temps	Total	Reg	LB Temps	Over-Hires	Total
LEA Fund													
22100	220	Patrol - LEA	118.00	0.00	3.00	121.00	-2.00	0.00	-2.00	0.00	0.00	0.00	0.00
22115	220	Training - LEA	1.00	0.00	0.00	1.00	1.00	0.00	1.00	0.00	0.00	0.00	0.00
22150	220	Traffic - LEA	10.00	0.00	0.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
22240	220	STACC Enforcement Team - LEA	6.00	0.00	0.00	6.00	1.00	0.00	1.00	0.00	0.00	0.00	0.00
22260	220	Patrol - District 8 - LEA	2.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
22270	220	HR Division Admin - LEA	5.00	0.00	0.00	5.00	0.00	0.00	0.00	-1.00	0.00	0.00	-1.00
22300	220	YESS Program - LEA	4.00	0.00	0.00	4.00	0.00	0.00	0.00	-2.00	0.00	0.00	-2.00
22400	220	Youth/Community Programs - LEA	5.00	0.00	0.00	5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
22500	220	Pattern Crimes - LEA	6.00	0.00	0.00	6.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
800540	220	K-9 Unit - LEA	6.00	0.00	0.00	6.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal LEA Fund Sheriff			163.00	0.00	3.00	166.00	0.00	0.00	0.00	-3.00	0.00	0.00	-3.00
Safety and Mental Health Fund													
27100	221	School Program Administration	3.00	0.00	0.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
27150	221	School Resource Officers - LEA	9.00	0.00	0.00	9.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
27200	221	DCSD Middle School SRO Program	5.00	0.00	0.00	5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
27250	221	DCSD Secondary School SRO Program	8.00	0.00	0.00	8.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
27300	221	SRO - Valor Christian High School	1.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
27325	221	SRO - Charter Schools	1.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
27350	221	SRO - American Academy	1.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
27375	221	SRO - STEM School	1.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
27400	221	SRO - Northstar Academy	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	1.00
Subtotal Safety and Mental Health			29.00	0.00	0.00	29.00	0.00	0.00	0.00	1.00	0.00	0.00	1.00
Total Sheriff			552.50	0.00	10.00	562.50	0.00	0.00	0.00	-5.00	0.00	0.00	-5.00
GRAND TOTALS			1,303.15	8.00	20.50	1,331.65	0.00	0.00	0.00	1.50	0.00	2.00	3.50
REGULAR FTES BY FUND			Regular FTE's By Fund	LB Temps	Over-Hires	Regular FTE's By Fund	Regular FTE's By Fund		Regular FTE's By Fund				
Fund	100	General Fund	881.10	8.00	13.00	0.00	-7.50						
Fund	200	Road and Bridge Fund	111.00	0.00	0.00	4.00	0.00						
Fund	210	Human Services Fund	104.75	0.00	3.50	0.00	10.00						
Fund	250	Open Space Fund	7.30	0.00	1.00	0.00	0.00						
Fund	295	RM HIDTA Fund	3.00	0.00	0.00	0.00	0.00						
Fund	730	Public Trustee Fund	4.00	0.00	0.00	-4.00	0.00						
Fund	220	Law Enforcement Authority Fund	163.00	0.00	3.00	0.00	-2.00						
Fund	221	Safety & Mental Health	29.00	0.00	0.00	0.00	1.00						
TOTAL			1,303.15	8.00	20.50	TOTAL	0.00	TOTAL	1.50				

2021 Recommended Staffing

2020 Ending FTEs				2021 New FTEs/Changes				2021 Recommendation FTEs					
Reg	LB Temps	Over-Hires	Total	Reg	LB Temps	Over-Hires	Total	Reg	LB Temps	Over-Hires	Total	Div	Fund
116.00	0.00	3.00	119.00	0.00	0.00	0.00	0.00	116.00	0.00	3.00	119.00	LEA Fund	
2.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	2.00	22100	220
10.00	0.00	0.00	10.00	0.00	0.00	0.00	0.00	10.00	0.00	0.00	10.00	22115	220
7.00	0.00	0.00	7.00	0.00	0.00	0.00	0.00	7.00	0.00	0.00	7.00	22150	220
2.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	2.00	22240	220
4.00	0.00	0.00	4.00	0.00	0.00	0.00	0.00	4.00	0.00	0.00	4.00	22260	220
2.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	2.00	22270	220
5.00	0.00	0.00	5.00	0.00	0.00	0.00	0.00	5.00	0.00	0.00	5.00	22300	220
6.00	0.00	0.00	6.00	0.00	0.00	0.00	0.00	6.00	0.00	0.00	6.00	22400	220
6.00	0.00	0.00	6.00	0.00	0.00	0.00	0.00	6.00	0.00	0.00	6.00	22500	220
160.00	0.00	3.00	163.00	0.00	0.00	0.00	0.00	160.00	0.00	3.00	163.00	800540	220
												Subtotal LEA SO	
												Safety & Mental Hlth	
3.00	0.00	0.00	3.00	0.00	0.00	0.00	0.00	3.00	0.00	0.00	3.00	27100	221
9.00	0.00	0.00	9.00	0.00	0.00	0.00	0.00	9.00	0.00	0.00	9.00	27150	221
5.00	0.00	0.00	5.00	0.00	0.00	0.00	0.00	5.00	0.00	0.00	5.00	27200	221
8.00	0.00	0.00	8.00	0.00	0.00	0.00	0.00	8.00	0.00	0.00	8.00	27250	221
1.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	1.00	27250	221
1.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	1.00	27300	221
1.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	1.00	27325	221
1.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	1.00	27375	221
1.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	1.00	27400	221
30.00	0.00	0.00	30.00	0.00	0.00	0.00	0.00	30.00	0.00	0.00	30.00	Subtotal Safety and MH	
547.50	0.00	10.00	557.50	0.00	0.00	0.00	0.00	547.50	0.00	10.00	557.50	Total Sheriff	
1,304.65	8.00	22.50	1,335.15	0.00	7.00	0.00	7.00	1,304.65	7.00	22.50	1,334.15		
Regular FTE's By Fund		LB Temps	Overhires	Regular FTE's By Fund		Regular FTE's By Fund		Regular FTE's By Fund		LB Temps	Over-Hires		
874.60	8.00	12.00	0.00	0.00	874.60	7.00	15.00	874.60	7.00	15.00			
115.00	0.00	0.00	0.00	0.00	115.00	0.00	0.00	115.00	0.00	0.00			
114.75	0.00	3.50	0.00	0.00	114.75	0.00	3.50	114.75	0.00	3.50			
7.30	0.00	1.00	0.00	0.00	7.30	0.00	1.00	7.30	0.00	1.00			
3.00	0.00	0.00	0.00	0.00	3.00	0.00	0.00	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			
160.00	0.00	6.00	0.00	0.00	160.00	0.00	3.00	160.00	0.00	3.00			
30.00	0.00	0.00	0.00	0.00	30.00	0.00	0.00	30.00	0.00	0.00			
TOTAL	1,304.65	8.00	22.50	TOTAL	0.00	TOTAL	1,304.65	TOTAL	1,304.65	7.00	22.50		

Data as of
November 20, 2020

Data as of
November 20, 2020



Capital Improvement Projects (CIP)

HIGHLIGHTS OF OUR MAJOR CAPITAL IMPROVEMENT PROJECTS AND ASSET MANAGEMENT PROGRAMS

STORMWATER PRIORITY PROJECTS

This 2021 budget request includes \$3.8 million for storm drainage improvement projects, which is allocated in Road & Bridge Fund (Fund 200). The Storm Sewer Video Inspection Program has identified nearly 100 pipe sections that need some form of repair in Highlands Ranch. Both Public Works Engineering and Public Works 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.

As infrastructure continues to age, preventative maintenance and new capital drainage improvements are increasingly 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 backlog of more than \$60 million. In recent years, Engineering staff has made significant improvements prior to any major failures and continued funding is paramount. A portion of the proposed budget request allows the County to continue to partner with other agencies to advance joint drainage projects and may be used to prepare drainage reports when needed. Additionally, some of these funds will be used for ongoing Douglas County facilities pond operations and maintenance projects.

C-470 MULTI-MODAL TRAIL IMPROVEMENTS OVER YOSEMITE STREET

This 2021 budget request includes \$500,000 to augment the existing funds set aside for constructing grade separations that carry the C-470 Multimodal Trail over Yosemite Street and over the C-470 Westbound On-Ramp. In 2015, Douglas County was notified by DRCOG that the project was selected to receive \$2.0 million in federal funding. This project will make it safer for C-470 trail users to cross this busy intersection, which has limited visibility in the northwest quadrant, and it will greatly improve traffic operations and signal progression 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 \$5.6 million to construct. Both the City of Lone Tree and the Park Meadows Metro District (PMMD) have indicated support of this project and in December 2019 the PMMD Board approved contributing \$100,000. Douglas County is responsible for all project costs over and above the \$2 million in federal funding. County Engineering staff anticipates bidding this project in first quarter 2021, pending acquiring the additional right-of-way (ROW) needed to construct the project. ROW acquisition has already delayed this project for nearly 10 months.

Below is a rendering (looking west) of the proposed truss bridges that will carry the C-470 Trail over both Yosemite Street. and the Westbound C-470 On-Ramp. The rendering was prepared by Wilson and Company to illustrate the project's compatibility with future adjacent development



2020 CONTRACTED ROAD MAINTENANCE

The 2021 budget request includes \$19.0 million for road maintenance which is part of the County's asset management and pavement management program. 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 arterial roadways. To maintain the high standards established for the County's roads, many of the local streets and major arterial roadways need repairs and ongoing preventative maintenance, which is dependent on the age and condition of the road.

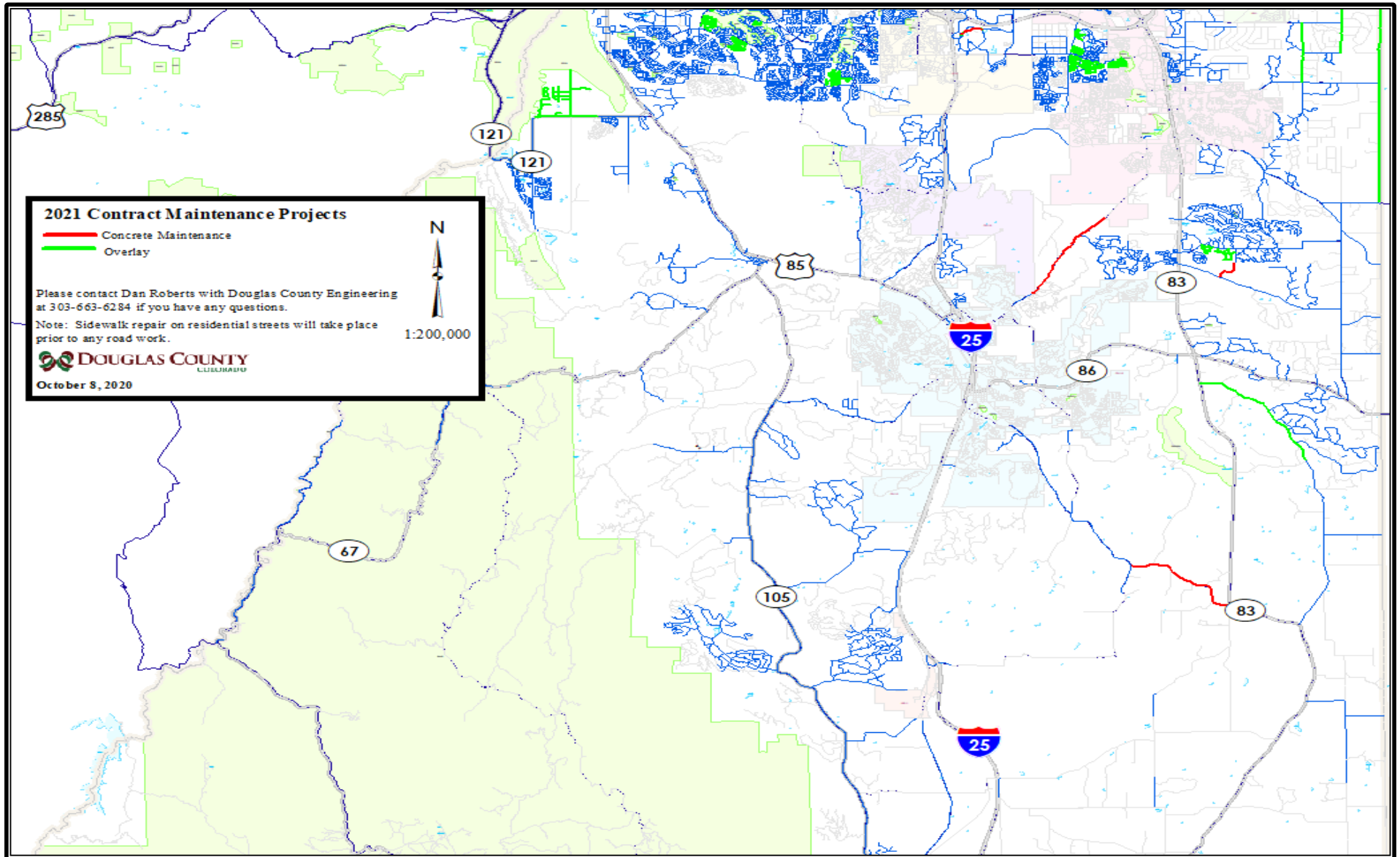
Asphalt Roads - This annual maintenance program funds both asphalt overlays as well as other surface treatments, including but not limited to chip-seals and cape-seals on various Douglas County local, collector and arterial roadways that comprise our transportation network. Work regularly consists of patching, milling the top surface of the pavement and overlaying it with new asphalt, and providing new striping. Additionally, the pavement management program manager recommends other effective surface treatments. For example, a chip-seal or a cape-seal surface treatment is warranted 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 and Road and Bridge staff, as well as other governing bodies, such as the Highlands Ranch Metro District. Periodically, significant additional funding is needed 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 staff and Operations / Road & Bridge staff, and other governing bodies, such as the Highlands Ranch Metro District. At times additional funding is needed to 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 will increase over time without setting aside enough funding for these asset management / pavement management programs in order 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 informed of upcoming construction activities is paramount in making these projects successful. The County utilizes many 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 the year's proposed construction will occur. Below is a map showing where our 2021 asset management / pavement management projects will be located, which is subject to change.



2021 Proposed Contracted Maintenance Projects

US HIGHWAY 85 CORRIDOR IMPROVEMENTS

The 2021 funding request is needed to augment our existing project budget in order to construct the proposed improvements along the US Highway 85 corridor. As part of the 2021 budget, the County is proposing to allocate an additional \$17.0 million in new funding, which includes \$9 million from the Road Sales and Use Tax Fund (Fund 230) and \$8 million the Transportation Infrastructure Fund (Fund 235) – a new revenue source that voters approved in November 2019 election. These funds will be allocated primarily for the segment of US Highway 85 between Highlands Ranch Parkway and C-470. This funding request is in addition to funds appropriated in prior years that are being used to advance numerous improvements along the US Highway 85 Corridor, extending from north of County Line Road to Daniels Park Road. Douglas County funding is being used to leverage other developer, state and federal funds to improve this increasingly congested corridor.

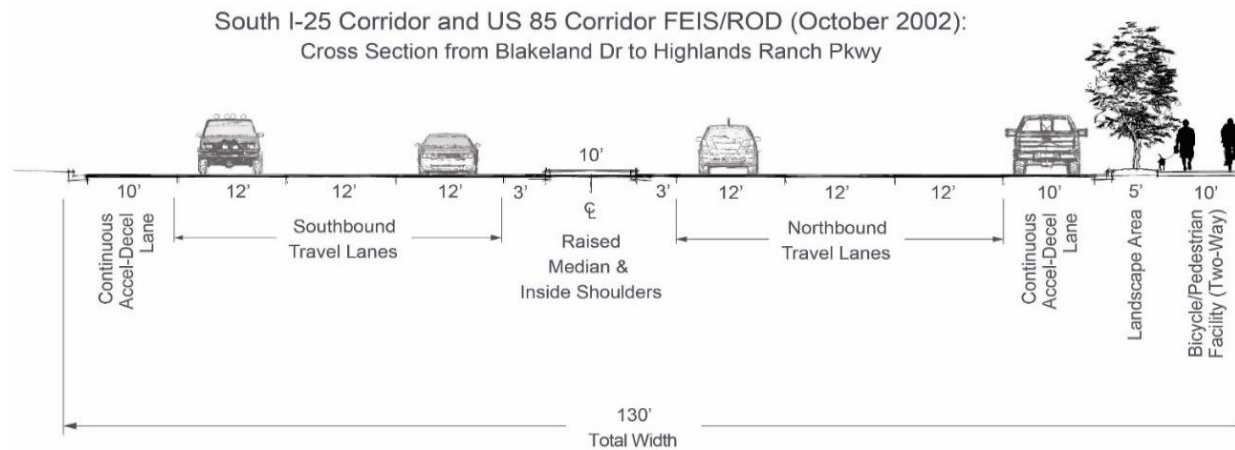
Regional Significance

The County recognizes the importance of completing the proposed widening of the US Highway 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 Highway 85 for their daily commuting needs. This arterial roadway is part of the National Highway System (NHS). US Highway 85 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. The State has limited resources for building new capacity improvements and CDOT does not have enough funds to complete the US 85 corridor improvements that were identified in the Final Environmental Impact Statement Record of Decision document signed in 2002. Therefore, the County has made funding these corridor improvements a priority for several years.

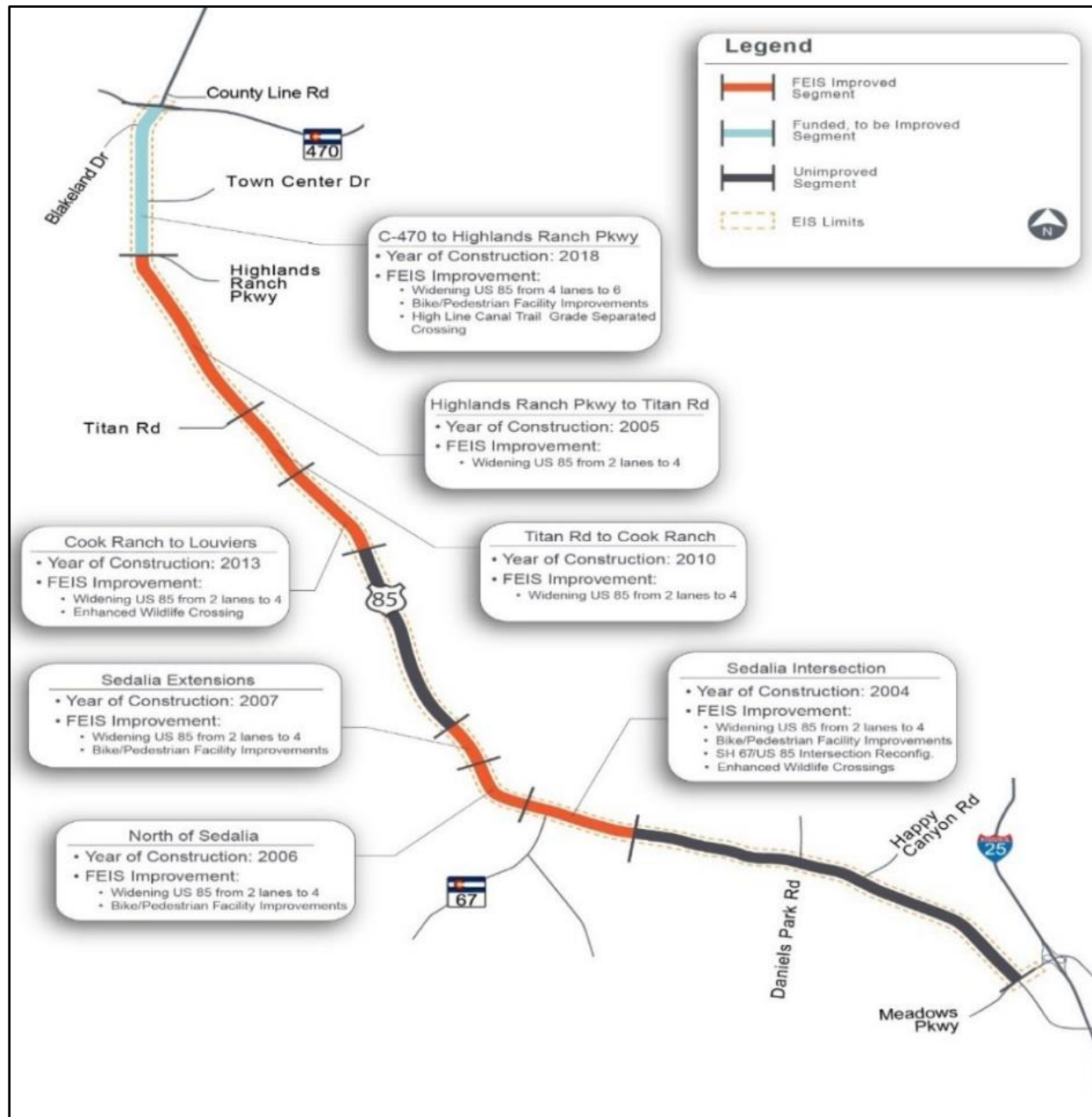
Douglas County has been partnering with CDOT to improve the US Highway 85 corridor since the early 2000s and one of the first projects was to construct the Titan Parkway Interchange, which included eliminating two at-grade railroad crossing on Titan Road, and this was followed by widening US 85 between Highlands Ranch Parkway and Titan Parkway. In 2002, CDOT and FHWA approved the South I-25/US Highway 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 Highway 85 corridors. For more information visit our project website at us85douglascounty.com

As additional residential and commercial growth continues to occur 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 US 85 corridor. In 2015, Douglas County was selected to receive some federal funding via the Denver Regional Council of Governments (DRCOG) Transportation Improvement Program (TIP) project selection process in order to help reconstruct and widen the segment of US 85 from Highlands Ranch Parkway to approximately 1,200-feet north of County Line Road. In order to advance this project an environmental re-evaluation was required by CDOT and FHWA. As part of that process an updated traffic analysis was conducted that identified how to improve capacity, operational performance and safety for anticipated traffic volumes in 2040 (the original 2002 EIS considered traffic volumes projections only thru 2020; and the projected volumes were exceeded by 2019). In the July 2017, CDOT and FHWA approved the Record of Decision regarding the re-evaluation of the section of US Highway 85 between Highlands Ranch Parkway and C-470, which was paid for entirely by the County. Below is the typical roadway cross section of the proposed widening of US Highway 85 north of Highlands Ranch Parkway.

In addition to this re-evaluation, the County conducted a Planning and Environmental Linkage (PEL) Study for the segment of US 85 from Sedalia to County Line Road, which included evaluating the need for additional improvements based projected traffic thru 2050, which included considering



additional development in the Chatfield Basin and in the Castle Rock area. This PEL Study was completed and approved in December 2016. Below is a map taken from the 2016 PEL Study that illustrates when various segments of US 85 were improved and which segments still need to be improved, showing both those funded (light blue) and those unfunded (dark gray). However, since this map was prepared in 2016, some good news is that the County partnered with CDOT (providing \$8 million) to advance design, right-of-way and reconstruct and widen the segment of US 85 between Louviers and Sedalia. Construction began summer 2020 and is estimated to cost \$30 million to construct.



Additionally, the County is working with CDOT to accelerate right-of-way acquisition from Sedalia to Daniels Park Road as well as working with IREA and the adjacent property owners to obtain new utility easements in order to underground IREA electric lines which is necessary to accommodate installing a traffic signal at the Daniels Park Road intersection and the future widening of US 85. In the fall of 2020, IREA began their undergrounding project which will allow the signal to be installed in 2021. In the fall of 2019, Douglas County was notified by DRCOG that this segment of US 85 was selected to receive partial funding to assist with design and ROW acquisition associated with widening US 85 from 2 to 4 through lanes. However, CDOT currently doesn't show any funding for construction in their current 4-year budget.

Major Widening and Reconstruction on US 85 from Highlands Ranch Parkway through the C-470 Interchange to Dad Clark Gulch)

One of the objectives of this project was to update the 2002 Record of Decision (ROD) to address changes to conditions that have occurred since it was originally issued by the Federal Highway Administration (FHWA) and to reanalyze impacts of the recommended improvements for the segment of US 85 from Highlands Ranch Parkway through the C-470 Interchange and extending approximately 1,200-feet north of County Line Road to Dad Clark Gulch.

Leveraging and Funding Partnerships

The widening of US Highway 85 would not be possible without the ability of Douglas County to partner with other agencies. County funds are being used to leverage funds from other project financial partners including DRCOG via their Transportation Improvement Program (TIP), FHWA, CDOT and new development that will directly benefit from the US Highway 85 improvements. The total cost for this project is estimated to cost over \$100 million, which includes costs for survey, pot holing, environmental studies, design, utility relocation costs, right of way acquisition and construction costs. Of the total project costs, the construction costs, (including material testing and construction management services), is estimated to be \$75 million. Currently, the County anticipates receiving approximately \$40 million for from the following financial partners:

- \$26.3 million in federal funds via the DRCOG TIP project selection process
- \$7.6 million from CDOT
- \$5.6 million from developers in the Chatfield Basin

Douglas County is responsible for providing the remaining project costs which are estimated to be \$60 million. This amount may decrease as developer contributions for the US Highway 85 improvements will continue to increase with approval of each filing. In total, it is estimated that developers in the Chatfield basin will contribute approximately \$35 million at full build out of their proposed developments.

Over time, developers' contributions will be used to reimburse Douglas County for a significant portion the County's initial project contribution. For example, Sterling Ranch's contribution is directly related to the projected percentage of traffic their development will impact US 85, which is estimated to be 28.0 percent of the total traffic projected in the future.

US Highway 85 / C-470 Intersection Reconstruction

Another component of this project is the reconstruction of the US Highway 85 and C-470 Interchange, including traffic operational improvements near C-470 (Blakeland Drive to 1,200-foot north of County Line Road) which is needed in order to reduce congestion and provide more reliable travel time through the closing spaced signalized intersections. The proposed interchange reconstruction and widening of US Highway 85 is shown below;



and illustrates utilizing a continuous flow intersection (CFI) concept to address the heavy northbound to westbound turning movement to compliment the southbound to eastbound flyover ramp that was built 9 years ago, which Douglas County initiated and found the majority of the funding to design

and construct it. Other project improvements including adding 10-foot wide multi-use path on the east side of US 85 between Highlands Parkway and the C-470 Trail as well as grade separations to carry both the C-470 Trail under US 85 and to carry the High Line Canal Trail under US 85.

Recent Project Milestone and Timeline

Currently, the final design is mostly completed, and all the additional fee right-of-way (ROW) and easements have been acquired e now under contract (except 2 properties with 1 owner). This project is complex and requires the design team to avoid or relocated hundreds of utilities in order to successfully complete the widening of US Highway 85. Several utility relocations have commenced but some were delayed due to COVID-19, and comprehensive utility coordination meetings continue to occur. Major utility that still need to be relocated include the City of Englewood's water transition line (aka City Ditch) and various portion of Centennial Water and Sanitation District's waterline. The project has been delayed over 18 months mainly due to utility relocations; and Construction is currently anticipated to begin in spring 2021 and the project will take approximately 30 months to complete.

SAFER MAIN STREETS PROJECTS

This 2021 budget request includes \$4,000,000 to advance safety and operational improvements for our major transportation corridors. In addition to construction, funds set aside in this business unit will be used for traffic studies, design, utility relocation costs and right-of-way acquisition on our major highways throughout Douglas County. These funds may be used to partner with other municipalities and leverage other local, state and federal funds for our projects that are determined eligible by FHWA, CDOT or DRCOG programs. In the summer of 2020, Douglas County submitted several applications to CDOT/DRCOG as part of their Safer Main Streets Initiative, which plans to allocate up to \$77 million for projects that are selected throughout DRCOG region. Approximately \$51 million of grants funds are to be allocated for safety projects that are located on the State Highway System, and a major focus of the project scoring criteria focused on projects that will improve safety for bicyclist, pedestrians and transit users.

Below is a rendering of one of the projects that the County submitted, which will provide a grade separation of the C-470 Multi-use trail over mainline University (aka State Highway 177) and both the westbound to northbound ramp and the southbound to westbound ramps. The rendering was prepared by Wilson & Company and shows a three span truss bridge being constructed along the north side of C-470 and within existing CDOT right-of-way. Once completed, the bridge and other trail improvements will be owned and operated by CDOT. In addition to eliminating trail user conflicts at University, traffic operations and signal progression will be improved at this interchange and along University approaching C-470, helping reduce delays and congestion.



Road and Bridge Fund	
Project Title	Proposed Budget
Contracted Maintenance of Road Condition Program	\$ 19,000,000
Stormwater Priority Projects	3,500,000
Emergency Storm Drainage Projects	300,000
School and Pedestrian Safety Projects	300,000
Radio Replacements	700,000
Equipment Rental Increase	200,000
Total Road & Bridge Fund Project	<u>\$ 24,000,000</u>

Road Sales and Use Tax Fund	
Project Title	Proposed Budget
US Highway 85 Improvements	\$ 9,000,000
Traffic Installations and Systems	1,750,000
Pine Lane (Lincoln to Inspiration)	1,600,000
Hilltop Road	1,000,000
Highway 83 Safety Improvements	1,000,000
Highway 83 Parker North Operational Improvements	500,000
Trumbull Bridge Reconstruction	500,000
C-470 Trail Over Yosemite	500,000
Lincoln Avenue	350,000
C-470 Over Acres Green	200,000
County Line (University to Broadway)	100,000
Total Road Sales and Use Tax Fund Project	<u>\$ 16,500,000</u>

Transportation Infrastructure Sales and Use Tax Fund	
Project Title	Proposed Budget
US 85 Highway Improvements	\$ 8,000,000
Safer Main Streets Project	4,000,000
Dransfeldt Road Extension	250,000
Lincoln Avenue Improvements	250,000
Total Infrastructure Fund Project	<u>\$ 12,500,000</u>

Open Space Sales and Use Tax Fund

Project Title	Proposed Budget
Additional Trailhead for Spruce Mountain Trail	\$ 350,000
Glendale Dog Park and Parking Lot Repair	150,000
Sandstone Rance Structure Maintenance	125,000
Iron Horse Bridge Reconstruction and Slope Repair	95,000
Colorado Front Range Trail Mitigation	93,000
Non-historic Building and Fence Maintenance	75,000
Portable Restroom Shelters	30,000
Sandstone Ranch Trail Overlooks	30,000
Monument Signs	25,000
Total Open Space Sales and Use Tax Fund	<u>\$ 973,000</u>

Parks Sales and Use Tax Fund

Project Title	Proposed Budget
Parking Lot Maintenance, General Maintenance and Repair	\$ 337,500
Concrete Replacement, Electrical, Professional Services	250,000
Rueter-Hess Master Plan	250,000
Bluffs Regional Park Parking Extension at Crooked Stick Road	150,000
High Line e Canal Conservance and Tree Pruning	15,000
Total Parks Sales & Use Tax Fund	<u>\$ 1,002,500</u>

Conservation Trust Fund


Project Title	Proposed Budget
Lone Tree Entertainment District	\$ 500,000
Total Conservation Trust Fund	<u>\$ 500,000</u>

Capital Expenditures Fund

Project Title	Proposed Budget
Furniture and Equipment Replacement	\$ 166,000
Parking Lot Maintenance	113,000
Wilcox Building 2nd Floor Furniture Replacement	110,000
Wilcox Building Universal Power Source Batteries	62,000
Fairgrounds Building Automation System Upgrades	56,000
Vehicle Lift Replacement	50,000
Elections Building Roof and Gutter Repairs	32,000
Exterior Building and Roof Maintenance	35,000
Human Services Universal Power Source Batteries	23,000
Highlands Heritage Park Fuel Dispenser Replacements	20,000
Miller Building Universal Power Source Batteries	20,000
Fairgrounds Parking Lot Maintenance	20,000
Security Component Replacement	18,500
Fairgrounds Exterior Building Maintenance	15,000
Fairgrounds Floor Covering Replacement	15,000
Floor Covering Replacement	14,900
Park Meadows Center Universal Power Source Batteries	8,000
Colorado State University Extension Cabling Upgrade	6,000
Traffic Services Cabling Upgrade	5,000
Total Capital Expenditures Fund	<u>\$ 789,400</u>

Justice Center Sales and Use Tax Fund

Project Title	Proposed Budget
Justice Center Fund Operating Transfer	\$ 898,875
Detentions Dayroom Improvements	450,000
Security Equipment and Software Upgrades	359,300
Courtroom Audio Visual Equipment Upgrades	200,000
Roof Replacement	110,000
Building Security Control Updates	85,000
Carpet Replacement	84,000
Courtroom Judge Bench Tops	66,000
Courtroom Sound Panel Repairs	65,000
Total Justice Center Sales and Use Tax Fund	<u>\$ 2,318,175</u>

The background image shows a construction site in a rural area. A tall yellow crane stands in the center. Several cars are parked on the right side of the road. A white truck with 'MONTANA' written on its side is also visible. In the background, there is a green hill under a clear sky. The foreground is filled with tall, dry grass. A semi-transparent green box covers the middle part of the image, containing the title text.

5-Year Capital Improvement Planning Documents

Updated: October 2, 2020

Capital Improvement Program (CIP) Five Year Budget Project Priorities (2021 thru 2025) - Subject to Change and BOCC Final Approval

Project Description & Funding Information			2021	2022	2023	2024	2025
BU	2040 TMP	Fund 200 - Road and Bridge Fund (4.493 Mill Levy)	2021	2022	2023	2024	2025
800100	Ongoing	Contracted Maintenance (Asphalt & Concrete Pavements) - \$1 M allocated for Havana / Meridian in 2021	19,000,000	19,000,000	19,000,000	19,000,000	19,000,000
800503	Ongoing	Emergency Storm Drainage (In 2019 / 2020 use existing balance available except reserve \$250,000)	300,000	0	0	0	0
800506	Ongoing	Stormwater Priority Projects	3,500,000	4,000,000	4,000,000	4,000,000	4,000,000
800853	Ongoing	School & Pedestrian Safety Projects	300,000	100,000	100,000	100,000	100,000
Fund 200 - Subtotal for CIP (doesn't include Public Works Operations Requests or Salaries)			23,100,000	23,100,000	23,100,000	23,100,000	23,100,000
31660	Ongoing	Traffic Signal Asset Management Program (Ongoing)	400,000	400,000	400,000	400,000	400,000

BU	2040 TMP	Fund 230 - Road Sales and Use Tax Fund (from 4/10's of one cent sales and use tax for transportation)	2021	2022	2023	2024	2025
800129	2030	Relocate I-25 West Frontage Road (Tomah to Territorial), CI 2020-015, Required for New Interchange (see BU 800979)	0	0	0	0	6,000,000
800132	Ongoing	Best Road Improvements	0	0	1,400,000	0	0
800156	2030	Hilltop Road (Legend HS to Merryvale-\$12.4 M), (Merryvale to Singing Hills - \$12 M w \$4 M to Flintwood), CI 2020-029,	1,000,000	0	4,900,000	18,400,000	0
800202	2030	Bayou Gulch Road Extension - initial 2 lanes (Pradera Parkway to Scott Road), \$3 M from DC	-	3,200,000	0	0	0
800205	2020	C-470 Trail at Yosemite Street, (\$2 M from DRCOG & \$100 K from PMMD not shown here)	500,000	0	0	0	0
800262	2030	Lincoln Avenue Traffic & Mobility Improvements, \$3.75 M Total, \$1.250 M from DC (for EA & 30% design)	350,000	500,000	400,000	0	0
800262	2030	Lincoln / I-25 Interchange Complex (Park Meadows Drive to Oswego) - \$80 M Total, also Fund 235	0	0	0	0	400,000
800308	2020	US 85 (HR Pkwy to C-470) Sterling Ranch Commitment - (estimate shows \$5 M / yr in new revenue - appears as negative value)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
800308	2020	US 85 (Highlands Ranch Parkway to Titan Road), \$4 M total (using Sterling Ranch Revenue)	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
800403	Safety	SH 83 - Parker North Operational Improvements, \$4 M Total, \$500,000 from DC per TIP	500,000	0	0	0	0
800404	Safety	4 Corners Intersection - Castle Rock (SH 86, 5th, Founders & Ridge), \$6.5 M Total, \$1 M from DC per TIP	-	1,000,000	0	0	0
800405	Safety	C-470 Multi-Modal Trail at Acres Green Drive, \$4.2 M total, \$200,000 design & \$1 M for construction from DC per TIP	200,000	1,000,000	0	0	0
800417	Safety	Trumbull Bridge over South Platte River, Joint Project w/ Jefferson County, CI 2019-018	500,000	0	0	0	0
800424	Safety	Jackson Creek Road over West Plum Creek Bridge Replacement	0	200,000	3,800,000	0	0
800425	Safety	Dakan Road over West Plum Creek Bridge Replacement	0	0	400,000	0	3,800,000
800426	Safety	Meridian / Havana / Lincoln (excludes triple left EB to NB) - \$8.55 M (also \$2.65m SPIMD & \$1m PMS BU 800100 & \$0.4m BU 800916 in 2021)	0	3,500,000	0	0	0
800431	Safety	Crystal Valley over Sellers Gulch Bridge Improvements, CI 2020-034	0	-	500,000	0	0
800432	Safety	Inverness Drive South Bridge Improvements, CI 2020-035	0	650,000	0	0	0
800433	Safety	Rampart Range Road Improvements, CI 2020-036	0	600,000	0	0	0
800451	Safety	SH 83 Safety Improvements, (Bayou Gulch Road to Palmer Divide Road), see Fund 235	1,000,000	0	0	0	0
800453	2030	Dransfeldt Road Extension (20 Mile Rd to Motsenbocker), CI 2017-023, \$16 M Total, \$8 M from DC, see Fund 235	0	0	4,000,000	0	0
800461	2030	County Line Road (University to Broadway), \$4.85 M still required from DC of \$20 M total for construction	100,000	4,500,000	0	0	0
800464	2020	Pine Lane Improvements (Dixon Drive to Pine Drive), CI 2017-019	0	800,000	0	0	0
800770	2030	Pine Drive (Lincoln to Inspiration), \$13.2 M Total (includes \$3 M for design, ROW & IREA) - see Fund 235	1,600,000	0	0	0	0
800833	Safety	Traffic Signal and Intelligent Transportation Upgrades	1,750,000	850,000	2,600,000	1,400,000	1,800,000
800855	Safety	Broadway / HR Parkway Intersection (HR TIP Priority Project), Phase 1 selected for HSIP funding	0	200,000	1,400,000	0	0
800979	2030	Crystal Valley Interchange w/ Relocated Frontage Rd (also see Fund 230, BU 800129), \$80 M Total Required	0	0	0	0	8,000,000
800998	2020	US 85 (HR Pkwy to CLR), need \$94 M after Aug 2020 \$13 M transfer to BU 800267 (\$26.273 M-DRCOG & \$7.6 M-CDOT - not shown here)	9,000,000	0	0	0	0
Fund 230 - Subtotal for CIP:			16,500,000	17,000,000	19,400,000	19,800,000	20,000,000
Amount available for Capital Improvement Priorities:			\$16.5 M	\$17.0 M	\$19.4 M	\$19.8 M	\$20.0 M

Updated: October 2, 2020

Capital Improvement Program (CIP) Five Year Budget Project Priorities (2021 thru 2025) - Subject to Change and BOCC Final Approval

Project Description & Funding Information			2021	2022	2023	2024	2025
BU	2040 TMP	FUND 235 - Transportation Infrastructure - 0.18 Sales & Tax	2021	2022	2023	2024	2025
801501	2020	I-25 Corridor Improvements, (includes \$700,000 INFRA Commitment for I-25 Gap Wildlife Overpass in 2022)	0	0	700,000	0	0
801502	2020	US 85 (HR Pkwy to CLR), augments Fund 230 BU 800998	8,000,000	0	0	0	0
801502	2030	US 85 (SH 67 to Meadows), \$60 M total, \$12 M from DC, augments Fund 230, BU 800998	0	0	0	0	6,000,000
801503	Safety	SH 83 Safety Improvements, (Bayou Gulch Road to Palmer Divide Road), augments Fund 230, BU 800451 (\$3 M min. match per DRCOG TIP grant)	0	1,000,000	5,300,000	0	0
801504	2030	Pine Drive Widening (Lincoln Avenue to Inspiration Drive), augments Fund 230, BU 800770	0	10,000,000		0	0
801505	2030	Lincoln Avenue (Jordan to Parker Road) - augments Fund 230, BU 800262	250,000	0	0	7,500,000	0
801506	2030	Dransfeldt Road Extension (20 Mile Rd to Motsenbocker), CI 2017-023, augments Fund 230, BU 800453	250,000	0	4,000,000	0	0
801507	2030	Safer Main Streets Projects (throughout the County)	4,000,000	900,000	0	0	0
801508	2030	I-25 / Lincoln Interchange (Park Meadows to Oswego w/ grade separation at Havana), see Fund 230, BU 800262	0	0	0		2,000,000
801509	Transit	Bustang Mobility Hubs in Douglas County	0	100,000	0	0	0
801510	2030	Crowfoot Valley Road Widening (Founders Parkway to Canyonside Blvd), \$1 M from DC	0	1,000,000	0	0	0
801510	2030	Crowfoot Valley Road Widening (Tower Road to Canyonside Blvd to 2nd Access into Canyons South), \$12 M Total, \$7.5 M from DC	0	0	3,500,000	0	4,000,000
2	2030	Crystal Valley Interchange w/ Relocated Frontage Rd to Tomah, augments Fund 230 BU 800979 & 800129	0	0	0	4,000,000	-
4	2030	Wolfensberger Widening (Prairie Hawk to Coachline / Plum Creek Pkwy), \$12 M Total, \$2 M from DC	0	0	0	2,000,000	
6	2030	5th Street Widening (Gilbert to Woodlands to Founders), \$8 M Total, \$2 M from DC	0	0	0	0	2,000,000
Fund 235 - Subtotal:			12,500,000	13,000,000	13,500,000	13,500,000	14,000,000
Amount available for Capital Improvement Priorities:			\$12.5 M	\$13.0 M	\$13.5 M	\$13.5 M	\$14.0 M

* Note for line 20 above - Eligible Rural Highways include: Best, Jones, Furrow, Spruce Mountain, DC 105, Greenland, Noe, Ridge, Dahlberg, East Cherry Creek, Spring Valley, Sugar Creek, Palmer Divide (east of SH 83)

**OPEN SPACE & NATURAL RESOURCES
CAPITAL IMPROVEMENT PLAN
2021-2025**

2021

Spruce Mtn parking lot on Hwy 105	\$ 350,000
Iron Horse office conversion	50,000
Iron Horse bridge demo	95,000
Total	\$ 495,000

2022

Hidden Mesa trail connection to Cobblestone	\$ 30,000
Historic Structure Stabilization – Sandstone	150,000
Phase 2 trail construction at Sandstone-4.3 mi	150,000
Martinez/Snortland riparian restoration	200,000
Accel/Decel lane on Hwy 83 @ Prairie Canyon	750,000
Total	\$ 1,280,000

2023

Historic Structure Stabilization – Sandstone	\$ 150,000
Colorado Front Range Trail-Columbine to Castle Rock	250,000
Iron Horse bridge replacement	2,200,000
Henry trail and trailhead (joint with Cherokee Ranch)	1,500,000
Accel/Decel lane on Hwy 83 at Hidden Mesa	650,000
Total	\$ 4,750,000

Sales & Use Tax Sunsets in January 1, 2024 unless extended by voters

2024

Phase 3 trail construction at Sandstone-2 miles	\$ 75,000
Phase 3 parking lot at Sandstone-5 acres	400,000
Phase 3 driveway extension at Sandstone	1,000,000
Accel/Decel lane on Hwy 105 @ Sandstone	550,000
Total	\$ 2,025,000

2025

Trail connection to Road 327 in Pike National Forest	\$ 2,000,000
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**PARKS, TRAILS AND BUILDING GROUNDS
CAPITAL IMPROVEMENT PLAN
2021-2025**

2021

Rueter-Hess Recreation Authority	\$ 250,000
Professional Services	87,500
High Line Canal Conservancy	10,000
Electrical Services	50,000
Town of Parker High Plains Trail Pedestrian Bridge	750,000
High Line Canal Tree Pruning	5,000
City of Lone Tree – Crooked Stick Parking Improvements	150,000
Operations and Maintenance Supplies	100,000
Arborist Services	100,000
Concrete Replacement	100,000
Total	\$ 1,602,500

2022

Rueter-Hess Recreation Authority	\$ 250,000
O&M Maintenance	100,000
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 Conservancy	10,000
High Line Canal Tree Pruning	5,000
Playground Replacement (2 @ CRP)	350,000
Total	\$ 2,715,000

**PARKS, TRAILS AND BUILDING GROUNDS
CAPITAL IMPROVEMENT PLAN
2021-2025**

2023

Rueter-Hess Recreation Authority	\$ 250,000
Bayou Gulch Shelter	200,000
Parking Lot Maintenance	200,000
Professional Services	350,000
Cherry Creek Regional Trail	1,500,000
CRP Field #3 Synthetic Replacement	750,000
High Line Canal Conservancy	10,000
O&M Maintenance	100,000
Equipment Replacement	100,000
Total	\$ 3,460,000

Sales & Use Tax Sunsets in January 1, 2024 unless extended by voters

2024

HHRP Restrooms and Concession Bldg.	\$ 250,000
HHRP Field a Synthetic Replacement	600,000
O&M Maintenance	100,000
Rueter-Hess Recreation Authority	250,000
Macanta Regional Park Phase I	1,500,000
Parking Lot Maintenance	200,000
Professional Services	350,000
High Line Canal Conservancy	10,000
Equipment	100,000
Total	\$ 3,360,000

**PARKS, TRAILS AND BUILDING GROUNDS
CAPITAL IMPROVEMENT PLAN
2021-2025**

2025

Professional Services	\$ 350,000
O&M Maintenance	100,000
High Line Canal Conservancy	10,000
Playground Replacement FRP	250,000
Rueter-Hess Recreation Authority	250,000
Macanta Regional Park	1,500,000
Equipment Replacement	100,000
Dog Park Shelters	100,000
Grand Golf Road	1,000,000
Total	\$ 3,660,000

**HISTORIC STRUCTURE
CAPITAL IMPROVEMENT PLAN
2021-2025**

2021

Columbine Open Space - Barn Restoration and maintenance	\$ 75,000
Crull-Hammond Cabin - Windows and Security Upgrade	2,000
Evans Homestead – Plan to apply for SHF grant	50,000
Greenland Townsite	35,000
Miksch-Helmer Cabin - will utilize State Historical Fund grants	40,000
Spring Valley School – School house, structure-stabilization	25,000
Williams Converse Ranch - Maintenance on Outbuildings	119,360
Total	\$ 346,360

2022

Columbine Open Space	\$ 5,000
Crull-Hammond Cabin	2,000
Evans Homestead	60,000
Greenland Townsite	60,000
Miksch-Helmer Cabin – Cash match and restoration	50,000
Spring Valley School Site - School House, structure stabilization	30,000
William Converse Ranch – Large house	30,000
Total	\$ 237,000

2023

Crull-Hammond Cabin	\$ 2,000
Evans Homestead	60,000
Greenland Townsite	60,000
Miksch-Helmer Cabin	30,000
Rock Ridge Cemetery	1,200
Spring Valley School Site	25,000
William Converse Ranch	30,000
Total	\$ 208,200

**HISTORIC STRUCTURE
CAPITAL IMPROVEMENT PLAN
2021-2025**

2024

Crull-Hammond Cabin	\$ 2,000
Evans Homestead	60,000
Greenland Townsite	60,000
Miksch-Helmer Cabin	5,000
Spring Valley School Site	25,000
William Converse Ranch - Main House	10,000
Total	\$ 162,000

2025

Columbine Open Space	\$ 2,000
Crull-Hammond Cabin	2,000
Evans Homestead	30,000
Greenland Townsite	25,000
Miksch-Helmer Cabin	5,000
Spring Valley School Site	25,000
William Converse Ranch	50,000
Total	\$ 139,000

Douglas County Facilities Management
2020 - 2025 Capital Outlay Projections (Working Copy)
Updated: 7/10/20

	Business Unit	FUND 330 CAPITAL PROJECTIONS				
		2021	2022	2023	2024	2025
Fund 330 - Capital Improvement Schedule for Facilities						
33100 - PS Miller Building						
Roof Replacement - PS Miller	33100			\$ 100,000		
UPS Battery Replacement (new 2015 unit) - 3rd Floor (Every 4 Years) - (A Unit)	33100			\$ 17,300		
UPS Battery Replacement (new 2017 Unit) - 3rd Floor (Every 4 Years) - (B Unit)	33100	\$ 10,000				\$ 11,500
UPS Battery Replacement (new 2017 unit) - 2nd Floor (Every 4 Years)	33100	\$ 10,000				\$ 11,500
UPS Battery Replacements (new 2016 unit) - 1st Floor (Every 4 Years)	33100				\$ 17,300	
TOTAL - 33100 PS Miller Building		\$ 20,000		\$ 117,300	\$ 17,300	\$ 23,000
33110 - Wilcox Building						
Cat6a Cabling (1st Floor)	33110		\$ 32,000			
Furniture Replacement (2nd Floor Southside, Northside and NE Suite - 2 Phases)	33110	\$ 110,000				
Roof Replacement - Wilcox	33110		\$ 60,000			
Skylight Replacement	33110		\$ 15,000			
UPS Battery Replacements (new 2021 unit) - Every 4 years	33110					\$ 8,000
UPS Unit Replacement (Entire Facility)	33110	\$ 62,000				
TOTAL - 33110 Wilcox Building		\$ 172,000	\$ 107,000			\$ 8,000
33190 - Other General Government Buildings						
Access Control Card Printer	33190					\$ 14,400
Avigilon Server SOFTWARE Upgrade - County Wide - Every 5 Years	33190				\$ 40,300	
County Floor Covering Replacement (rotating)	33190	\$ 14,900	\$ 15,600	\$ 16,400	\$ 17,200	\$ 18,100
County Furniture/Equipment/Ergonomic Replacements	33190	\$ 116,000	\$ 121,800	\$ 127,900	\$ 134,300	\$ 141,000
County WIDE Chair Replacements (5 Years)	33190	\$ 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
Guardian Air Cell Replacements (Every 2 years)	33190		\$ 7,000		\$ 7,700	
Highland Heritage Regional Park - Fuel Dispenser Replacements	33190	\$ 20,000				
Parking Lot Maintenance - All Facilities	33190	\$ 113,000	\$ 65,000	\$ 8,500	\$ 164,000	\$ 124,300
Roof Patching/Repair - Maintenance	33190	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Security System Component Replacement	33190	\$ 18,500	\$ 19,400	\$ 20,400	\$ 21,400	\$ 22,500
UPS Battery Replacement - Elections (Every 3 Years)	33190		\$ 8,300			\$ 8,700
Wildcat MV - Ccure Access Control Upgrades	33190			\$14,000		
Parking Maintenance Schedule - SUBMIT UNDER 33190.473600						
<i>Parking Lot Maintenance (pot holes, crack seal, pmm sealer) - Every 4 Yrs - 10% Escalator</i>						
<i>Facilities Management</i>					\$ 45,000	
<i>Health & Human Services</i>		\$ 48,000				\$ 52,800
<i>Louviers Village Clubhouse</i>				\$ 8,500		
<i>Operations</i>		\$ 65,000				\$ 71,500
<i>Park Meadows Center</i>					\$ 25,000	
<i>Parker Yard</i>			\$ 65,000			
<i>PS Miller (Garage & Lots)</i>					\$ 40,000	
<i>Traffic Services</i>					\$ 40,000	
<i>Wilcox</i>					\$ 14,000	
TOTAL - 33190 Other General Government Buildings		\$ 399,400	\$ 322,100	\$ 272,200	\$ 419,900	\$ 364,000
33300 - Facilities/Public Works Complex						
CR Fleet Services - Above Ground Lift Replacements	33300	\$ 50,000				
El Tech/Traffic Cat6a Cabling	33300	\$ 5,000				
OpTech/PW Operations/Fleet Services Roof Coating	33300					
TOTAL - 33300 Facilities/Public Works Complex		\$ 55,000	\$ -	\$ -	\$ -	\$ -
33400 - Human Services						
BAS Upgrade (Software w/5 Year Software License Agreement)	33400	\$ 23,000				
Cat 6a Cabling (1st and 2nd Floor)	33400		\$ 140,000			
Parking Lot Expansion	33400		\$ 300,000			
UPS Battery Replacement - Human Services (Every Four Years)	33400			\$ 16,900		
TOTAL - 33400 Human Services		\$ 23,000	\$ 440,000	\$ 16,900	\$ -	\$ -

Douglas County Facilities Management
2020 - 2025 Capital Outlay Projections (Working Copy)
Updated: 7/10/20

	Business Unit	FUND 330 CAPITAL PROJECTIONS				
		2021	2022	2023	2024	2025
33550 - Fairgrounds						
BAS Upgrade (Software w/5 Year Software License Agreement)	33550	\$ 56,000				
CSU CAT6A Cable Upgrade	33550	\$ 6,000				
CSU Lower Level Workspace Additions and Furnishings	33550		\$ 30,000			
CSU Roof Replacement	33550			\$ 60,000		
East Grounds Improvements - Design	33550		\$ 125,000			
Event Center Main Chair Replacements - V Phases	33550		\$300,000			
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 Floor)	33550		\$ 20,000		\$ 20,000	
Furniture/Equipment Replacements	33550	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Kitchen Floor Repair/Maintenance	33550		\$ 25,000			
Large Animal Barn Concrete	33550		\$ 150,000			
Livestock Panel Repairs/Powder - Every 5 Year	33550		\$ 50,000			
Lowell Whitman Pavilion Replacement	33550		\$ 310,000	\$ 3,000,000		
Multi Purpose North Improvement Restroom Addition	33550		\$ 229,000			
Parking Lot LED Conversion (Phase I through Phase V)	33550		\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000
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
Performance Platform Improvements - Weather Screens	33550		\$ 75,000			
VMS Board	33550		\$ 18,000			
TOTAL - 33550 Fairgrounds		\$ 127,000	\$ 1,447,000	\$ 3,190,000	\$ 135,000	\$ 380,000
33600 - Park Meadows Center						
UPS Battery Replacement (new 2017 unit) - Every 4 Years	33600	\$ 8,000				\$ 9,200
TOTAL - 33600 Park Meadows Center		\$ 8,000	\$ -	\$ -	\$ -	\$ 9,200
TOTAL FACILITIES MANAGEMENT PROJECTIONS		\$ 804,400	\$ 2,316,100	\$ 3,596,400	\$ 572,200	\$ 784,200

Douglas County Justice Center Fund
2020 - 2025 Capital Outlay Projections
Updated: 7/10/20

	Business Unit	JC PROJECTIONS				
		2021	2022	2023	2024	2025
<i>CAPITAL OUTLAY (47XXXX):</i>						
Design/Soft Costs (472200)						
Improvements (472300)						
Crime Lab	870058					
Remodel of JC 3rd EOC/Dispatch	TBD		\$ 1,000,000	\$ 10,000,000	\$ 500,000	
Other Improvements (473600)						
Cars, Vans, Pickups (474300)						
Communications Equipment (474350)						
Message Switch Replacement (2 switches)	33220		\$ 12,500			
Radio Replacement Program/Other Radios - Portable Radios (Lease Payments - Year 5)	33220	\$ -	\$ -	\$ -	\$ -	\$ 400,000
Radio Replacements	33220	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Computer Equipment/Software (474500/474600)						
Jail Management/CAD System Enhancements	870033			\$ 3,000,000		
UPS Unit Replacement - Evidence Storage (Every 15 Years)	33215					
Video Arraignment/Conferencing Replacement/Expansion (Every 5 years)	33210	\$ 78,800		\$ 78,800		
Furniture & Office Equipment (474400)						
Other Machinery & Equipment (474800)						
Access Card Printer	33215					
Courtroom A/V Retrofit (4 phases)	33215	\$ 200,000				
Detentions Security Equipment Refresh (Existing Workstations/Servers) - Every 4 years	33215	\$ 250,000				\$ 287,500
Muffin Monster Replacement - Every 3 Years	33215		\$ 18,400			\$ 19,300
Tenprinter/Mug Photo System Replacements	33210		\$ 85,900			\$ 65,200
Detention Facility Body Scanner Replacement (Net of Trade-In/Credit)	33210					\$ 178,300
Major Maintenance of Assets (478200)						
Courtroom Judges Bench Tops-Phased 2 year Project	33215	\$ 66,000				
Detentions Kitchen Reseal Epoxy floor	33215					
Major Repair and Maintenance/Replacement (478300)						
Carpet Replacement - Sheriff's 2nd & 3rd Floors (3 Phases)	33215	\$ 84,000				
Courtroom Sound Panel Replacements (8 Courtrooms)	33215	\$ 65,000				
Detention Dayroom Security Mesh Upgrades (Phases = IV)	33215	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	
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	\$ 110,000	\$ 121,000	\$ 133,100	\$ 146,400	\$ 161,000
Total Capital Outlay		\$ 1,503,800	\$ 1,887,800	\$ 14,089,400	\$ 1,556,400	\$ 1,411,300
<i>CONTROLLABLE ASSETS (438XXX):</i>						
Access Control (Ccure panels, readers) - HRSSS - Every 8 Years	33215					
Access Control (Ccure panels, readers) - Justice Center - Every 8 Years	33215					\$ 144,000
Air Handler Units Secondary Filters - Every 3 Years	33215			\$ 53,200		
Building Automation System (BAS) Hardware Upgrades - Every 10 Years	33215	\$ 85,000	\$ 89,300	\$ 93,800	\$ 98,500	\$ 103,400
MDT Refresh Program	33210	\$ 165,000	\$ 165,000	\$ 165,000	\$ 165,000	\$ 165,000
Detentions Security Software Upgrade (touch screen video software) - Every Five Years	33215	\$ 109,300				
UPS Battery Replacement - Dispatch (Replace Every Three Years)	33215		\$ 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			\$ 21,000		
UPS Battery Replacement - HRSSS End User (Replace Every Four Years)	33215		\$ 17,500			
UPS Battery Replacement - Radio Towers (Replace Every Two Years) - 4 Towers	33215		\$ 20,000		\$ 23,000	
UPS Battery Replacement - UMFLC (Replace Every Four Years)	33215		\$ 20,000			
UPS MGE Component Replacement - Dispatch (Replace every five years)	33215				\$19,800	
Total Controllable		\$ 359,300	\$ 356,500	\$ 333,000	\$ 306,300	\$ 442,900
Total - Facilities-Related Projects		\$ 1,419,300	\$ 1,589,400	\$ 10,810,600	\$ 1,356,400	\$ 567,800
Total - Sheriff-Related Projects		\$ 443,800	\$ 298,400	\$ 3,278,800	\$ 200,000	\$ 843,500
GRAND TOTAL - JUSTICE CENTER FUND PROJECTS		\$ 1,863,100	\$ 2,244,300	\$ 14,422,400	\$ 1,862,700	\$ 1,854,200

Justification Details Provided by Facilities

Justification Details Provided by Sheriff's Office



Fund Balance Detail

2021 Proposed Budget - Fund Balance Detail

Fund Balance Categories	County Total	General Fund	Road and Bridge Fund	Human Services Fund	Developmental Disabilities Fund	LEA Fund	Safety and Mental Health Fund	Infrastructure	Road Sales and Use Tax Fund	Transportation Fund
Total Fund Balance	\$ 147,902,359	\$ 40,661,083	\$ 9,414,792	\$ 1,940,242	\$ 274,620	\$ 9,458,475	\$ 1,388,637	\$ -	\$ 13,282,060	\$ 3,296,774
Non-Spendable:	\$ 4,110,068	\$ 1,346,472	\$ 2,068,596	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
1 Inventory	3,415,068	1,346,472	2,068,596							
2 Accounts Receivable	695,000									
3 Prepaids										
Restricted:	\$ 20,751,125	\$ 8,701,813	\$ 0	\$ 431,621	\$ 100,000	\$ 652,000	\$ 0	\$ 0	\$ 0	\$ 0
4 Emergencies (TABOR)	8,820,000	8,168,000				652,000				
5 Grant/Programs	11,428,292	533,813		431,621	100,000					
6 Debt Service	502,833									
Committed:	\$ 89,066	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
7 Miller Grant	0									
8 Specific Needs (see Fund Summary)	89,066									
Assigned:	\$ 112,391,726	\$ 20,052,424	\$ 7,346,196	\$ 1,508,621	\$ 174,620	\$ 8,806,475	\$ 1,388,637	\$ 0	\$ 13,282,060	\$ 3,296,774
9 Working Capital	2,789,284			1,767,853						
10 Subsequent Year's Expenditures	3,874,610	-		1,586,269		2,288,341				
11 Risk Reserve (85% Confidence)		12,852,424	5,461,277			1,727,766				
12 Revenue Shortfall	5,372,180								3,242,880	
13 Required Per Policy	2,745,059	200,000	200,000	100,000		100,000	50,000		200,000	200,000
14 Fleet Replacement	2,803,755									
15 County Emergency/Disaster	-									
16 Accounts Receivable	-									
17 Cash-in-Lieu	956,500									
18 Specific Needs (see Fund Summary)	10,000,000	7,000,000	1,000,000							
19 Residual Fund Balance	63,808,871		684,919	(1,945,501)	174,620	4,690,368	1,338,637		9,839,180	3,096,774
Unassigned:	\$ 10,560,374	\$ 10,560,374								
20 Residual Fund Balance	10,560,374	10,560,374								

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	Employee Benefits Fund	Liability and Property Self- Insurance Fund	Medical Self-Insurance Fund	
\$ 28,235,719	\$ 15,049,062	\$ 4,105,593	\$ 1,544,422	\$ 117,357	\$ 6,255,176	\$ 454,644	\$ 3,498,755	\$ 91,197	\$ 3,897,241	\$ 3,935,181	\$ 1,001,329	
\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 695,000	\$ 0	\$ 0	\$ 0	\$ 0	Non-Spendable:
							695,000					Inventory
												Accounts Receivable
												Prepays
\$ 0	\$ 9,321,269	\$ 0	\$ 1,544,422	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	Restricted:
	8,818,436		1,544,422									Emergencies (TABOR)
	502,833											Grant/Programs
												Debt Service
\$ 89,066	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	Committed:
89,066												Miller Grant
												Specific Needs
\$ 28,146,653	\$ 5,727,793	\$ 4,105,593	\$ 0	\$ 117,357	\$ 6,255,176	\$ 454,644	\$ 2,803,755	\$ 91,197	\$ 3,897,241	\$ 3,935,181	\$ 1,001,329	Assigned:
	1,021,431											Working Capital
												Subsequent Year's Expenditures
												Risk Reserve (85% Confidence)
2,029,300		100,000										Revenue Shortfall
50,000	100,000	50,000		10,000	50,000	10,000			250,000	250,000	925,059	Required Per Policy
							2,803,755					Fleet Replacement
												County Emergency/Disaster
												Accounts Receivable
		956,500										Cash-in-Lieu
					2,000,000							Specific Needs
26,067,353	4,606,362	2,999,093		107,357	4,205,176	444,644		91,197	3,647,241	3,685,181	76,270	Residual Fund Balance
												Unassigned:
												Residual Fund Balance



DOUGLAS COUNTY
ADMINISTRATIVE POLICIES AND PROCEDURES

TITLE Commitment of Fund Balance	Approval Date 7/11/06
POLICY CUSTODIAN Finance	Revision Date 7/30/19

PURPOSE:

To formalize the County's practice of maintaining adequate fund balance levels for mitigating current and future risks.

**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 (BOCC), 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

- 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 reserves equal to 3% of fiscal year operating expenditures 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, i.e. – purchase orders approved by the BOCC.
- Re-appropriated Projects – Unspent/unencumbered project dollars re-appropriated in the subsequent year's adopted budget.

Assigned

- Emergency Operating Reserve – An analytical model is used to determine the amount of reserve to assign and will be maintained in the General, Road & Bridge and LEA Funds.
- 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.
- Purchases on Order – Outstanding purchase orders less than \$100K which the County intends to roll over to the subsequent year.
- 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 Sheriff's Forfeiture Fund which is exempt from the budget and appropriation process, Douglas County Deputy Sheriff's Association which has its own appointed Board and the High Intensity Drug Trafficking Area (HITDA) Fund for 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	Safety and Mental Health Fund	Road & Bridge Fund	Human Services Fund	Developmental Disabilities Fund	LEA Fund	Road Sales & Use Tax Fund	Infrastructure 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
Debt Service Reserves							X	
Committed								
Contractual Obligations	X	X	X	X	X	X	X	X
Re-appropriated Projects			X					
Assigned								
Emergency Operating Funding	X		X			X		
Subsequent Years Expenditures	X	X	X	X	X	X	X	X
Designated Projects	X	X	X	X		X	X	X
Purchases on Order	X	X	X	X	X	X	X	X
Residual Fund Balance		Not Less Than \$50,000	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 \$100,000
Unassigned (Only General Fund)								
Residual Fund Balance	Not Less Than \$200,000							

Fund Balance Categories:

Fund Balance Categories:	Justice Center Sales & Use Tax Fund	Open Space Sales & Use Tax Fund	Parks Sales & Use Tax Fund	Conservation Trust Fund	DC Lincoln Station LID Fund	Solid Waste Disposal Fund	Woodmoor Mountain GID Fund	Capital Expenditures Fund
Non-Spendable								
Accounts Receivable								
Inventory								
Prepaid Items								
Restricted								
TABOR Reserves							X	
Grant Funding		X	X	X				
Debt Service Reserves		X						
Committed								
Contractual Obligations	X	X	X	X		X	X	X
Re-appropriated Projects								
Assigned								
Emergency Operating Funding								
Subsequent Years Expenditures	X	X	X	X		X	X	X
Designated Projects	X	X	X	X				X
Purchases on Order	X	X	X	X		X	X	X
Residual Fund Balance	Not Less Than \$50,000	Not Less Than \$100,000	Not Less Than \$50,000	Not Less Than \$50,000	Not Required	Not Less Than \$10,000	Not Required	Not Less Than \$50,000
Unassigned (Only General Fund)								
Residual Fund Balance								

Fund Balance Categories:

Fund Balance Categories:	LID Construction Fund	Capital Replacement Fund	Debt Service Fund	Compensation / Unemployment Self-Insurance Fund	Property & Liability Self- Insurance Fund	Medical Self- Insurance Fund
Non-Spendable						
Accounts Receivable						
Inventory						
Prepaid Items						
Restricted						
TABOR Reserves						
Grant Funding						
Debt Service Reserves						
Committed						
Contractual Obligations				X	X	
Re-appropriated Projects						
Assigned						
Emergency Operating Funding						
Subsequent Years Expenditures	X	X		X	X	X
Designated Projects				X		
Purchases on Order	X					
Residual Fund Balance	Not Less Than \$10,000	Not Required	Not Required	Not Less Than \$250,000	Not Less Than \$250,000	Minimum 5% of Claims
Unassigned (Only General Fund)						
Residual Fund Balance						



DOUGLAS COUNTY
ADMINISTRATIVE POLICIES AND PROCEDURES

TITLE Emergency Reserve Policy	Approval Date 9/9/19
POLICY CUSTODIAN Finance	Revision Date

PURPOSE: This policy establishes the amounts the County will strive to maintain in governmental fund emergency reserves, how the reserves will be funded, and the conditions under which the reserves may be spent.

DEPARTMENT RESPONSIBLE: Finance

DEPARTMENT(S) AFFECTED: All

POLICY:

Reserves are one of Douglas County's most important hedges against risk. It helps ensure that the County can provide consistent, uninterrupted services in the event of economic disruption or an extreme event. For example, one of the County's most important revenue sources is the sales tax, which can be sensitive to economic downturns. Further, Douglas County could be affected by extreme events, like wildfires or floods. Holding sufficient reserves also helps Douglas County maintain a high level of creditworthiness and allows it to meet fiscal obligations as described in the adopted budget, despite normal cash flow fluctuations.

I. Amounts Held in Reserve

- The County will strive to hold 10% - 20% of annual budgeted operating expenditures in **total** emergency reserves (includes TABOR, emergency operating reserves, unassigned/residual assigned) for the governmental funds indicated below:

- General Fund
- Road and Bridge
- Law Enforcement Authority

These reserve amounts are expressed as a range, recognizing that fund balance levels can fluctuate from year to year in the normal course of operations for any local government.

If, based on the County's staff's analysis and forecasting, the target balance is not being met or is likely not going to be met at some point within a five-year time horizon, then a plan to meet the target balance will be developed. This plan will be presented to the County Board for consideration.

In addition to the amounts above, the County may choose to reserve additional amounts for purposes other than those described above. For example, the County may wish to set aside monies for a one-time investment in a special project or program. Any such reserve will be accounted for separately from the reserves described above. This separation is to prevent the funds the County needs to respond quickly and decisively to emergency situations from being tied up by other potential uses.

Periodically, the County will reassess the reserve targets described above in order to ensure they are appropriate given the risks that the County faces.

II. Funding Reserve Targets

Funding of unrestricted fund balance targets will come generally from one-time revenues, and revenues in excess of expenditures.

In emergency situations, the County may also temporarily move reserves between funds if a fund is short of resources. Any such transaction between funds must be paid back as expeditiously as possible. An inter-fund payable that can be repaid within one year can be approved by the County Manager. Any long-term inter-fund payable must be approved by the County Board. Any inter-fund transactions must not adversely impact the County's long-term financial condition, and the specific source and terms of repayment must be identified. The sales tax funds are excluded from this arrangement and all transactions must be legally allowable per Colorado State Statute.

III. Conditions for Use of Reserves

A. Use of Emergency Operating Reserves

It is the intent of the County to limit use of the emergency operating reserves to address unanticipated, non-recurring needs. Reserves shall not normally be applied to recurring annual operating expenditures. The reserves may, however, be used to allow time for the County to restructure its operations in a deliberate manner, such as might be required in the case of a severe economic downturn. However, such use will only take place in the context of a long-term plan to reach a sustainable budget structure.

B. Authority to Use Reserves

The County Board authorizes the use of reserves through the supplemental appropriations of the budget and the actual budget itself both of which are heard at a Public Hearing. In all cases, the County Board and management shall only use reserves for purposes consistent with the purposes described in this policy.

C. Replenishment of Reserves

In the event reserves are used in an amount that takes the reserves below the County's target amounts, County staff shall propose a plan to the County Board for the replenishment of the reserves. The County will strive to replenish the reserves within one year of use but will fully replenish it within five years of use.

An aerial photograph of a dry, hilly landscape under a blue sky with scattered clouds. A paved road with a yellow center line runs diagonally across the lower right portion of the image. A large, semi-transparent green rectangular overlay covers the middle-left portion of the image, containing white text. The background shows rolling hills with sparse, dry vegetation and distant mountain ranges.

Alignment to Douglas County Board Priorities

2021 Proposed Budget Aligned to Board Core Priorities

Department	Total All Funds	FTEs	Linkage to Ownership		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	Budget	FTEs
	1,304.65		\$ -	-	\$ 124,944,226	707.31	\$ 207,601,464	219.81	\$ 14,116,976	98.28	\$ 16,901,207	32.69	\$ 42,935,086	87.93	\$ 18,619,226	158.63
					29%		49%		3%		4%		10%		4%	
Direct Budget	985.80		\$ -	-	\$ 113,240,624	656.15	\$ 188,155,308	134.80	\$ 12,794,631	92.50	\$ 12,583,484	27.00	\$ 38,913,330	70.35	\$ 2,054,673	5.00
Operational Support Budget	172.00		\$ -	-	\$ 11,703,602	51.16	\$ 19,446,156	85.01	\$ 1,322,346	5.78	\$ 4,317,723	5.69	\$ 4,021,756	17.58	\$ 1,551,612	6.78
Direct Budgets Detail:																
Board of County Commissioners	1,050,588	3.00													1,050,588	3.00
Sheriff	52,412,387	387.50			52,412,387	387.50										
Public Safety Grants & Projects	1,466,941	3.00			1,466,941	3.00										
Law Enforcement Authority	24,047,657	160.00			24,047,657	160.00										
District Attorney	8,601,313	-			8,601,313	-										
Juvenile Accountability Block Grant	105,324				105,324	-										
Tri-County Health	2,550,521				2,550,521	-										
Coroner	1,337,248	9.00			1,337,248	9.00										
Community Justice Services	2,093,962	16.25			2,093,962	16.25										
Contingency - Emergency/Disaster	1,970,034				1,970,034	-										
County Administration - Risk Management	149,686	1.00			149,686	1.00										
County Administration - Mental Health Initiative	1,004,085	2.00													1,004,085	2.00
Other Gov Services-Animal Control	150,000				150,000	-										
Human Services-Child Welfare	11,476,350	55.40			11,476,350	55.40										
Justice Center-Capital Projects	2,202,335				2,202,335											
Facilities-Justice Center - 19150	3,592,448	19.00			3,592,448	19.00										
Facilities-HR Substation - 19175	377,561	1.00			377,561	1.00										
Facilities - Unified Metropolitan Forensic	288,916	1.00			288,916	1.00										
County Adm-Youth Services Programs	282,941	3.00			282,941	3.00										
WCC Funding	135,000				135,000	-										
Roads-Capital Projects	152,061,878						152,061,878	-								
Public Works	26,739,279	81.30					26,739,279	81.30								
CPSD-Traffic / CDOT Grants	6,104,667	34.00					6,104,667	34.00								
CPSD-Stormwater Management/Drainage	304,600						304,600	-								
Other Regional Boards (Transportation)	189,300						189,300	-								
Engineering	5,511,167	39.00					2,755,583.50	19.50	2,755,584	19.50						
CPSD-Planning	4,402,254	37.00							4,402,254	37.00						
Building	3,987,582	35.00							3,987,582	35.00						
CPSD-Economic Development	1,589,211	1.00							1,589,211	1.00						
Other Gov Services-Housing Authority	60,000	-							60,000							
Open Space	6,166,262	7.30									6,166,262	7.30				
Conservation Trust	1,041,371										1,041,371	-				

2021 Proposed Budget Aligned to Board Core Priorities

Department	Total All Funds	FTEs	Linkage to Ownership		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	Budget	FTEs
CD-Parks	3,003,861	18.00									3,003,861	18.00				
Parks-Capital Projects	1,852,500										1,852,500	-				
Other Gov Services-Water Initiatives	100,916										100,916	-				
Natural Resources	362,074	1.70									362,074	1.70				
Soil Conservation	56,500										56,500					
Human Services	28,258,745	59.35											28,258,745	59.35		
Developmental Disabilities	7,369,205												7,369,205	-		
Facilities-Fairgrounds & Fair	2,146,923	10.00											2,146,923	10.00		
CSU Extension	484,100												484,100	-		
Miller Grant	200,000												200,000	-		
CDOT 5310	101,546	1.00											101,546	1.00		
Waste Management	227,409												227,409	-		
CPSD-Historic Preservation Board	125,402												125,402	-		
Total Direct Budgets	985.80		\$ -	-	\$ 113,240,624	656.15	\$ 188,155,308	134.80	\$ 12,794,631	92.50	\$ 12,583,484	27.00	\$ 38,913,330	70.35	\$ 2,054,673	5.00
Operational Support Budgets Detail:																
County Administration	1,198,624	8.25	-	-	356,534.85	2.45	592,401.57	4.08	40,283.53	0.28	39,618.74	0.27	122,517.50	0.84	47,267.81	0.33
County Administration-Central Services	239,878	1.00	-	-	71,352.54	0.30	118,556.03	0.49	8,061.85	0.03	7,928.81	0.03	24,519.16	0.10	9,459.60	0.04
Public Affairs	805,261	4.00	-	-	239,527.67	1.19	397,987.93	1.98	27,063.33	0.13	26,616.71	0.13	82,309.85	0.41	31,755.52	0.16
County Attorney	1,918,165	16.00	-	-	570,564.80	4.76	948,023.71	7.91	64,465.96	0.54	63,402.10	0.53	196,065.47	1.64	75,642.96	0.63
Roads-Debt Service	-		-		-				-				-		-	
Open Space-Debt Service	3,017,200		-		-		-		-		3,017,200.00		-		-	
Parks-Debt Service	-		-		-		-		-		-		-		-	
Facilities-Administration - 19100	3,411,363	6.00	-	-	1,014,721.71	1.78	1,686,013.97	2.97	114,649.57	0.20	112,757.54	0.20	348,692.89	0.61	134,527.31	0.24
Facilities-Management - 19125	2,206,919	18.00	-	-	656,455.68	5.35	1,090,735.95	8.90	74,170.45	0.60	72,946.43	0.59	225,580.50	1.84	87,029.99	0.71
Facilities-Fleet	2,737,549	22.00	-	-	814,293.40	6.54	1,352,991.71	10.87	92,003.94	0.74	90,485.62	0.73	279,818.91	2.25	107,955.42	0.87
Finance	1,424,561	11.75	-	-	423,740.59	3.50	704,067.48	5.81	47,876.85	0.39	47,086.75	0.39	145,611.68	1.20	56,177.65	0.46
Budget	601,558	4.00			178,935.50	1.19	297,310.84	1.98	20,217.25	0.13	19,883.61	0.13	61,488.33	0.41	23,722.48	0.16
Human Resources	1,631,757	10.00	-	-	485,371.75	2.97	806,470.93	4.94	54,840.32	0.34	53,935.31	0.33	166,790.24	1.02	64,348.44	0.39
Information Technology	19,269,911	71.00	-	-	5,731,901.57	21.12	9,523,858.71	35.09	647,625.91	2.39	636,938.31	2.35	1,969,676.34	7.26	759,910.16	2.80
Other Gov Services-General Fund Admin	(223,451)		-	-	(66,466.27)	-	(110,437.24)	-	(7,509.77)	-	(7,385.84)	-	(22,840.07)	-	(8,811.80)	-
GF Vehicle Replacements	3,334,500		-	-	991,858.54	-	1,648,025.61	-	112,066.35	-	110,216.95	-	340,836.33	-	131,496.22	-
Capital Expenditures Fund	789,400		-		234,809.76		390,148.87		26,530.27		26,092.45		80,688.62		31,130.04	
Total Operational Support Budgets	172.00		\$ -	-	\$ 11,703,602	51.16	\$ 19,446,156	85.01	\$ 1,322,346	5.78	\$ 4,317,723	5.69	\$ 4,021,756	17.58	\$ 1,551,612	6.78
Statutory Functions Budgets Detail:																
Assessor	4,740,187	45.00													4,740,187	45.00
Clerk & Recorder-Administration	922,347	7.75													922,347	7.75
Clerk & Recorder-Recording	899,748	11.00													899,748	11.00

2021 Proposed Budget Aligned to Board Core Priorities

Department	Total All Funds	FTEs	Linkage to Ownership		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	Budget	FTEs
Clerk & Recorder-Motor Vehicle	4,264,653	55.25													4,264,653	55.25
Clerk & Recorder-Elections	2,480,696	12.75													2,480,696	12.75
Clerk & Recorder-Driver's License	147,823	2.00													147,823	2.00
Clerk & Recorder-E-Recording	77,500	-													77,500	-
Surveyor	8,184	0.10													8,184	0.10
Treasurer	1,224,452	10.00													1,224,452	10.00
Public Trustee	247,351	3.00													247,351	3.00
Total Statutory Functions Budgets		146.85	\$ -	-	\$ -	-	\$ -	-	\$ -	-	\$ -	-	\$ -	-	\$ 15,012,941	146.9
Total Budgets (Direct/Operational Support/ Statutory Functions)	425,118,185	1,304.65	\$ -	-	\$ 124,944,226	707.31	\$ 207,601,464	219.81	\$ 14,116,976	98.28	\$ 16,901,207	32.69	\$ 42,935,086	87.93	\$ 18,619,226	158.63

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
Policy: Policy 3.3 Financial Planning and Budget
Date: December 15, 2020

I hereby present my monitoring report on your Management Limitations Policy 3.3 *Financial Planning and Budget*. I certify that the information contained in this report is true for the 2021 Proposed Budget.

Signed: _____*Doug DeBord*_____, County Manager

Date: __December 15, 2020__

POLICY 3.3 FINANCIAL PLANNING AND BUDGET MONITORING REPORT COMPLIANCE MATRIX

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		
3.3.2 Deviate from statutory requirements.	X		
3.3.3 Deviate materially from BOCC-stated priorities in its allocation among competing budgetary needs.	X		
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		
3.3.5 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		
3.3.6 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		
3.3.7 Fail to maintain a Budget Contingency Plan capable of responding to significant shortfalls within the County's budget.	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		
3.3.9 Result in new positions or additions to the staffing without specific approval of the Board of County Commissioners.	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		
3.3.11 Provides less for Board activities during the year than is set forth in the Governance Investment Policy (Policy 2.10).	X		
3.3.12 Fails to show reserves and designations subject to the requirements of the law and "Generally Accepted Accounting Principles."	X		
3.3.13 Fails to adequately plan for short and long-term capital or facility needs	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 2021 Proposed Budget are published with the five-year forecast.

Monitoring Reports:

- Compliance with Administrative Policy III.2.7 (Commitment of Fund Balance)
 - 2021 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 2021 Preliminary Budget was presented to the Board on October 15, 2020 and the Proposed Budget is adopted on December 15, 2020.

Monitoring Reports:

- Per statute, the Preliminary Budget is presented to the Board of County of Commissioners by October 15, 2020
 - Per statute the Budget must be adopted by the Board of County Commissioners by December 15, 2020
-

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 2021 budget is derived using the Board's written goals which were approved on October 27, 2009 and revised March 2013 and 2019.

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)
 - 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)
 - 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 interpretation that I am in 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 interpretation that I am in 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 the Fiscal Management and Controls Policy (Policy 3.4).

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 2021 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.

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 by December 15th for the next calendar 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 documents. The Finance Department maintains an authorized signature log that is used to monitor signing authority. All documents received 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 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 and parks and trails development.

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 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. 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.

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.

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, ACH, or purchasing card.

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 for 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 cost (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 working 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 system designed to capture, store, manipulate, analyze, manage, and present spatial or geographic data. GIS applications are tools that allow users to create interactive queries, analyze spatial information, edit data in maps, and present the results of all these operations.

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 - The acronym for a substance designated as a hazardous material by the Environmental Protection Agency.

HIDTA – Acronym for 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) - A concord 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) - A procurement method that uses formal business documents to solicit competitive sealed bid responses.

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 in 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 or meeting 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 that 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 – The acronym for 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.

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, 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 including: 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 prior to December 15th.

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) - A procurement method that uses formal business documents to solicit competitive sealed pricing for products or services, more conceptual in nature, whereby the vendor is the subject matter expert and is most knowledgeable in

proposing a solution.

REQUEST FOR QUOTE (RFQ) - Informal purchasing process that solicits pricing information from several sources for items of minimal value.

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.

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 employees.

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 percent 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 (1.0 percent) for the privilege of using or consuming of 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 50.0 percent of the building permit value. The Clerk and Recorder collects the motor vehicle use tax.



Resolutions

Douglas County Budget Adoption

Ref #2020124978, Date: 12/17/2020 10:14 AM, Pages: 1 of 4,
Electronically Recorded Douglas County, CO. Merlin Klotz, Clerk and Recorder

DocuSign Envelope ID: C9200067-D6C4-488E-8985-F0C0336FFEC6

Ref # 2020124978, Pages: 2 of 4

DocuSign Envelope ID: C9200067-D6C4-488E-8985-F0C0336FFEC6

RESOLUTION NO. R-020- 117

THE BOARD OF COUNTY COMMISSIONERS OF THE COUNTY OF DOUGLAS, COLORADO

RESOLUTION SUMMARIZING REVENUES AND EXPENDITURES AND ADOPTING A BUDGET FOR THE COUNTY OF DOUGLAS FOR THE FISCAL YEAR BEGINNING ON THE FIRST DAY OF JANUARY 2021 AND ENDING ON THE LAST DAY OF DECEMBER 2021.

WHEREAS, the Board of County Commissioners of the County of Douglas, State of Colorado (the "Board"), has appointed Martha Marshall, Director of Budget, as Budget Officer and has directed the Budget Officer to prepare and submit a proposed budget for the fiscal year 2021 to the Board at the proper time; and

WHEREAS, the proposed budget has been submitted to the Board for its consideration; and

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

WHEREAS, the proposed budget was prepared by October 15th, notice was published in accordance with C.R.S. § 29-1-106 informing the public that and where the proposed budget was available for inspection, that any interested elector could file objections prior to final adoption, and further notifying the public that the Board would consider adopting the 2021 Budget on December 15, 2020, and

WHEREAS, whatever increases may have been made in the expenditures, like increases were added to the revenues or planned to be expended from reserves/carryover funds so that the budget remains in balance, as required by law; now, therefore,

BE IT RESOLVED by the Board of County Commissioners of the County of Douglas, State of Colorado:

Section 1. The Full-Time Equivalent Employees authorized for each fund are as follows:

Fund	2020 Adopted Staffing Level	2020 Additions	2020 Transfers	2020 Reductions	2020 Current Staffing Level	2021 Additions	2021 New Staffing Level	2021 Temporary Staffing Level*
General	881.00	4.50	0	-11.00	874.50	0	874.50	7.0
Road and Bridge	111.00	0	4.00	0	115.00	0	115.00	0
Human Services	104.75	10.00	0	0	114.75	0	114.75	0
Open Space Sales and Use Tax	7.30	0	0	0	7.30	0	7.30	0
Safety and Mental Health	29.00	1.00	0	0	30.00	0	30.00	0
Rocky Mountain HMDTA	3.00	0	0	0	3.00	0	3.00	0
County Total	1,136.15	15.50	4.00	-11.00	1,144.65	0	1,144.65	7.00

Section 3. The estimated revenues, transfers and use of fund balance for each fund are as follows:

Fund Name	Revenues	Transfers from Other Funds	Reduction of Fund Balance	Total
General	\$ 130,295,887	\$ 22,259,936	\$ -	\$ 152,555,823
Road and Bridge	56,356,408	-	11,626,736	67,983,144
Human Services	35,410,760	2,721,421	1,595,714	39,727,895
Developmental Disabilities	7,369,205	-	-	7,369,205
Safety and Mental Health	4,814,144	-	-	4,814,144
Infrastructure	-	-	33,420,616	33,420,616
Road Sales and Use Tax	32,428,800	-	45,792,970	78,221,770
Transportation Infrastructure S&U Tax	14,322,960	-	-	14,322,960
Justice Center Sales and Use Tax	20,293,000	-	3,075,371	23,368,371
Open Space Sales and Use Tax	13,652,240	-	-	13,652,240
Parks Sales and Use Tax	130,000	2,081,552	-	2,211,552
Conservation Trust	1,510,000	-	-	1,510,000
Solid Waste Disposal	90,000	-	40,000	130,000
Rocky Mountain HMDTA	1,491,841	-	-	1,491,841
Capital Expenditures	-	4,530,606	-	4,530,606
LID Capital Construction	10,000	-	-	10,000
Capital Replacement	-	29,700	432,300	462,000
Debt Service	-	3,017,000	200	3,017,200
Internal Service-Employee Benefits	2,244,100	-	-	2,244,100
Internal Service-Liability and Property	1,035,000	-	1,364,000	2,399,000
Internal Service-Medical Insurance	20,830,985	-	-	20,830,985
County Total	\$ 342,285,330	\$ 34,640,215	\$ 97,347,907	\$ 474,273,452

Section 2. That the budget as submitted, amended, and summarized by fund, hereby is approved and adopted as the budget of Douglas County for the year 2021.

Douglas County Budget Adoption

Ref # 2020124978, Pages: 3 of 4

DocuSign Envelope ID: C9200067-D6C4-488E-8985-F0C0336FFEC6

Ref # 2020124978, Pages: 4 of 4

DocuSign Envelope ID: C9200067-D6C4-488E-8985-F0C0336FFEC6

Section 4. That estimated expenditures for each fund for the fiscal year 2021 are as follows:

Fund Name	Expenditures	Transfers to Other Funds	Increase of Fund Balance	Total
General	\$ 146,749,922	\$ 4,472,021	\$ 1,333,880	\$ 152,555,823
Road and Bridge	67,876,144	107,000	-	67,983,144
Human Services	39,727,895	-	-	39,727,895
Developmental Disabilities	7,369,205	-	-	7,369,205
Safety and Mental Health Fund	4,393,923	-	420,221	4,814,144
Infrastructure	29,679,410	3,741,206	-	33,420,616
Road Sales and Use Tax	77,721,770	500,000	-	78,221,770
Transportation Infrastructure S&U Tax Fund	12,500,000	-	1,822,960	14,322,960
Justice Center Sales and Use Tax	2,202,335	21,166,036	-	23,368,371
Open Space Sales and Use Tax	6,166,262	5,098,552	2,387,426	13,652,240
Parks Sales and Use Tax	1,852,500	29,700	329,352	2,211,552
Conservation Trust	1,041,371	-	468,629	1,510,000
Solid Waste Disposal	130,000	-	-	130,000
Rocky Mountain HIDTA	1,466,941	24,900	-	1,491,841
Capital Expenditures	789,400	-	3,741,206	4,530,606
LID Capital Construction	1,000	-	9,000	10,000
Capital Replacement	-	462,000	-	462,000
Debt Service	3,017,200	-	-	3,017,200
Internal Service-Employee Benefits	2,244,100	-	-	2,244,100
Internal Service-Liability and Property	2,399,000	-	-	2,399,000
Internal Service-Medical Insurance	20,830,985	-	-	20,830,985
County Total	\$ 428,159,363	\$ 35,601,415	\$ 10,512,674	\$ 474,273,452

Section 5. That the budget hereby approved and adopted shall be signed by the Chair of the Board of County Commissioners of the County of Douglas and made a part of the public records of Douglas County.

PASSED AND ADOPTED this 15th day of December, 2020, in Castle Rock, Douglas County, Colorado.

THE BOARD OF COUNTY COMMISSIONERS OF THE COUNTY OF DOUGLAS, COLORADO

BY: DocuSigned by:

Roger A. Partridge

ROGER A. PARTRIDGE, Chair

DocuSigned by:

ATTEST:

DocuSigned by:

Kristin Randlett

KRISTIN RANDETT, Clerk to the Board

Douglas County Appropriation

Ref #2020124979, Date: 12/17/2020 10:20 AM, Pages: 1 of 3 ,
Electronically Recorded Douglas County, CO. Merlin Klotz, Clerk and Recorder

Ref # 2020124979, Pages: 2 of 3

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DocuSign Envelope ID: BF7391FF-E92C-4A1A-8C59-5D0612912D26

RESOLUTION NO. R-020- 118

THE BOARD OF COUNTY COMMISSIONERS OF THE COUNTY OF DOUGLAS, COLORADO

RESOLUTION APPROPRIATING FUNDS FOR THE COUNTY OF DOUGLAS, COLORADO FOR THE FISCAL YEAR 2021.

WHEREAS, the Board of County Commissioners of the County of Douglas, State of Colorado (the "Board"), has adopted the annual budget in accordance with the Local Government Budget Law on December 15, 2020; and

WHEREAS, the Board has made provision therein for revenues, transfers, and use of fund balance in an amount equal to or greater than the total proposed expenditures as set forth in said budget; and

WHEREAS, it is required by law but also necessary to appropriate the expenditures provided in the budget to and for the purposes described below, thereby establishing a limitation on expenditures for the operations of the County; now, therefore,

BE IT RESOLVED by the Board of County Commissioners of the County of Douglas, State of Colorado, that:

Section 1. The following appropriations are made for fiscal year 2021:

Fund Name	Total
General	\$ 151,221,943
Road and Bridge	67,983,144
Human Services	39,727,895
Developmental Disabilities	7,369,205
Safety and Mental Health Fund	4,393,923
Infrastructure	33,420,616
Road Sales and Use Tax	78,221,770
Transportation Infrastructure S&U Tax Fund	12,500,000
Justice Center Sales and Use Tax	23,368,371
Open Space Sales and Use Tax	11,264,814
Parks Sales and Use Tax	1,882,200
Conservation Trust	1,041,371
Solid Waste Disposal	130,000
Rocky Mountain HIDTA	1,491,841
Capital Expenditures	789,400
LID Capital Construction	1,000
Capital Replacement	462,000
Debt Service	3,017,200
Internal Service-Employee Benefits	2,244,100
Internal Service-Liability and Property	2,399,000
Internal Service-Medical Insurance	20,830,985
County Total	\$ 463,760,778

Section 2. The total appropriation for the 2021 adopted budget of Douglas County is four hundred sixty-three million, seven hundred sixty thousand, seven hundred seventy-eight dollars (\$463,760,778).

Section 3. The above appropriations are by spending agency and may be expended only in accordance with Douglas County policies on purchasing and budget latitude.

Douglas County Appropriation

Ref # 2020124979, Pages: 3 of 3

DocuSign Envelope ID: BF7391FF-E92C-4A1A-8C59-5D0612912D26

PASSED AND ADOPTED this 15th day of December, 2020, in Castle Rock, Douglas County, Colorado.

**THE BOARD OF COUNTY COMMISSIONERS
OF THE COUNTY OF DOUGLAS, COLORADO**

BY:

DocuSigned by:

Roger A. Partridge

ROGER A. PARTRIDGE, Chair

ATTEST:

DocuSigned by:

Kristin Randlett

KRISTIN RANDLETT, Clerk to the Board

DocuSigned by:



Douglas County Levy Taxes

Ref #2020124980, Date: 12/17/2020 10:24 AM, Pages: 1 of 3,
Electronically Recorded Douglas County, CO. Merlin Klotz, Clerk and Recorder

Ref # 2020124980, Pages: 2 of 3

DocuSign Envelope ID: B48D4BA7-F6BD-4DFC-B5A9-B68735EE7DCD

RESOLUTION NO. R-020-119

THE BOARD OF COUNTY COMMISSIONERS OF THE COUNTY OF DOUGLAS, COLORADO

RESOLUTION LEVYING GENERAL PROPERTY TAXES FOR THE YEAR 2020 TO HELP DEFRAY THE COSTS OF GOVERNMENT FOR THE COUNTY OF DOUGLAS, COLORADO FOR THE 2021 FISCAL YEAR.

WHEREAS, the Board of County Commissioners of the County of Douglas, State of Colorado (the "Board"), has adopted the annual budget in accordance with the Local Government Budget Law on December 15, 2020; and

WHEREAS, the amount of levied property tax revenue necessary to balance the 2021 budget for general operating expenses is \$142,747,798; and

WHEREAS, the 2020 valuation for assessments for the County of Douglas, Colorado, as certified by the County Assessor on November 19, 2020 is \$7,470,076,990; now, therefore,

WHEREAS, pursuant to the provisions of Section 39-3-119.5, C.R.S., non-exempt personal property parcels shall be exempt from the levy and collection of property tax if the personal property would otherwise be listed on a single personal property schedule and the actual value of such personal property for tax year 2020 is seven thousand nine hundred dollars (\$7,900.00) or less; and

WHEREAS, pursuant to Paragraph 8(b) of Section 20 of Article X of the Colorado Constitution, each taxing district in Colorado may enact cumulative uniform exemptions and credits to reduce or end business personal property taxes; and

WHEREAS, the personal property tax is a tax which is levied annually and is in addition to all applicable sales and use taxes collected when any personal property is first utilized in a business; and

WHEREAS, the Board of County Commissioners of Douglas County believes that increasing the exemption amount for personal property taxes would benefit the businesses in Douglas County, would not significantly impact the County's budgets and would not cause a reduction in services to taxpayers and residents of Douglas County.

BE IT RESOLVED by the Board of County Commissioners of the County of Douglas, Colorado:

Section 1. That for the purpose of meeting general operating expenses of the County of Douglas during the 2021 fiscal year there is hereby levied a tax of 19.774 mills upon each dollar of the total valuation for assessment of all taxable property within the County for the year 2020, to be distributed as follows:

General Fund	13.549
Road and Bridge Fund	4.493
Human Services Fund	0.316
Safety and Mental Health Fund	0.416
Developmental Disabilities Fund	1.000
Total	19.774

Section 2. The Board of County Commissioners of Douglas County, Colorado, enacts a one-time temporary property tax credit, on the General Fund calculated to be equal to (0.500) mills upon each dollar of the total valuation for assessment of all taxable property within the County of Douglas for the taxable year 2020, to be collected in calendar year 2021.

Section 3. The Board of County Commissioners of Douglas County, Colorado, enacts for 2020 taxes a uniform exemption from taxation upon business personal property to cause the first hundred thousand dollars (\$100,000) of actual value in business personal property listed on a single personal property schedule to be exempt from the levy and collection of property tax. This exemption amount shall apply to all parcels located in Douglas County and shall apply to those taxes levied by the Board of County Commissioners of Douglas County for the Douglas County Budget, to include the Douglas County General Fund, the Douglas County Road and Bridge Fund, the Douglas County Human Services Fund, Safety and Mental Health Fund and excludes the Developmental Disabilities Fund, for the for 2020 taxes, to be collected in calendar year 2021.

Section 4. The Board of County Commissioners of Douglas County, Colorado for the purposes of meeting all debt service expenses of the County of Douglas during the 2021 budget year, hereby levied a mill levy of 0.000 mills upon each dollar of the total valuation for assessment of all taxable property within the County of Douglas for the taxable year 2020.

Section 5. The Board of County Commissioners of Douglas County, Colorado for the purposes of recovering all refunds/abateements applicable to the County of Douglas during the 2021 budget year, hereby levied a mill levy of 0.000 mills upon each dollar of the total valuation for assessment of all taxable property within the County of Douglas for the taxable year 2020.

Douglas County Levy Taxes

Ref # 2020124980, Pages: 3 of 3

DocuSign Envelope ID: B48D4BA7-F6BD-4DFC-B5A9-B68735EE7DCD

PASSED AND ADOPTED this 15th day of December, 2020, in Castle Rock, Douglas County, Colorado.

**THE BOARD OF COUNTY COMMISSIONERS
OF THE COUNTY OF DOUGLAS, COLORADO**

BY:

DocuSigned by:

Roger A. Partridge

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ROGER A. PARTRIDGE, Chair

ATTEST:

DocuSigned by:

Kristin Randlett

47CC7DC438E8A7D

KRISTIN RANDETT, Clerk to the Board

DocuSigned by:



Douglas County Law Enforcement Authority Budget Adoptions

Ref #2020124981, Date: 12/17/2020 10:30 AM, Pages: 1 of 2,
Electronically Recorded Douglas County, CO. Merlin Klotz, Clerk and Recorder

DocuSign Envelope ID: D80B89C0-847C-4B45-9C1E-7628EEEBEEDB

Ref # 2020124981, Pages: 2 of 2

DocuSign Envelope ID: D80B89C0-847C-4B45-9C1E-7628EEEBEEDB

RESOLUTION NO. R-020- 120

THE BOARD OF COUNTY COMMISSIONERS OF THE COUNTY OF DOUGLAS, COLORADO

RESOLUTION SUMMARIZING REVENUES AND EXPENDITURES AND ADOPTING A BUDGET FOR THE DOUGLAS COUNTY LAW ENFORCEMENT AUTHORITY FOR THE FISCAL YEAR BEGINNING ON THE FIRST DAY OF JANUARY, 2021 AND ENDING ON THE LAST DAY OF DECEMBER, 2021.

WHEREAS, the Board of County Commissioners of the County of Douglas, State of Colorado (the "Board"), has appointed Martha Marshall, Director of Budget, as Budget Officer and has directed the Budget Officer to prepare and submit a proposed Law Enforcement Authority ("LEA") budget for fiscal year 2021 to the Board at the proper time; and

WHEREAS, the proposed LEA budget has been submitted to the Board for its consideration; and

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

WHEREAS, the proposed budget was prepared by October 15th, notice was published in accordance with C.R.S. § 29-1-106 informing the public that and where the proposed LEA budget was available for inspection, that any interested elector could file objections prior to final adoption, and further notifying the public that the Board would consider adopting the 2021 LEA Budget on December 15, 2020, and

WHEREAS, whatever increases may have been made in the expenditures, like increases were added to the revenues or planned to be expended from reserves/carryover funds so that the LEA budget remains in balance, as required by law; now, therefore,

BE IT RESOLVED by the Board of County Commissioners of the County of Douglas, Colorado:

Section 1. The Full-Time Equivalent Employees authorized for each fund are as follows:

Fund	2020 Adopted Staff Level	2020 Transfers	2020 Additions	2020 Reductions	2020 Current Staffing Level	2021 Additions	2021 New Staffing Level
LEA	163.00	0	0	-3.0	160.0	0	160.0
Totals	163.00	0	0	-3.0	160.0	0	160.0

Section 2. That estimated sources for financing the expenditures for the Douglas County LEA for the fiscal year 2021 are as follows:

Fund	Revenues	Transfers From Other Funds	Reduction of Fund Balance	Total
LEA	\$22,948,552	\$961,200	\$137,905	\$24,047,657
Totals	\$22,948,552	\$961,200	\$137,905	\$24,047,657

Section 3. That the estimated expenditures for the Douglas County LEA for the fiscal year 2021 are as follows:

Fund	Expenditures	Transfers To Other Funds	Increase to Fund Balance	Total
LEA	\$24,047,657	\$ 0	\$ 0	\$24,047,657
Totals	\$24,047,657	\$ 0	\$ 0	\$24,047,657

Section 4. That the LEA budget hereby approved and adopted shall be signed by the Chair of the Douglas County Board of Commissioners and made a part of the public records of the County.

PASSED AND ADOPTED this 15th day of December, 2020, in Castle Rock, Douglas County, Colorado.

THE BOARD OF COUNTY COMMISSIONERS OF THE COUNTY OF DOUGLAS, COLORADO

BY:

DocuSigned by:
Roger A. Partridge
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ROGER A. PARTRIDGE, Chair

ATTEST:

DocuSigned by:
Kristin Randlett
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KRISTIN RANDETT, Clerk to the Board

DocuSigned by:



Douglas County Law Enforcement Authority Appropriations

Ref #2020124984, Date: 12/17/2020 10:37 AM, Pages: 1 of 1 ,
Electronically Recorded Douglas County, CO. Merlin Klotz, Clerk and Recorder

DocuSign Envelope ID: 145FF0D1-1055-439D-B559-C0EAE47D3E5

RESOLUTION NO. R-020- 121

THE BOARD OF COUNTY COMMISSIONERS OF THE COUNTY OF DOUGLAS, COLORADO

RESOLUTION APPROPRIATING FUNDS FOR THE DOUGLAS COUNTY LAW ENFORCEMENT AUTHORITY FOR THE FISCAL YEAR 2021.

WHEREAS, the Board of County Commissioners of the County of Douglas, State of Colorado (the "Board"), on the 15th day of December, 2020, adopted the annual budget of the Douglas County Law Enforcement Authority for fiscal year 2021 in accordance with the Local Government Budget Law; and

WHEREAS, the Board has made provision therein for revenues in an amount equal to or greater than the total proposed expenditures as set forth in said budget and the proposed budget has been submitted to the Board for its consideration; and

WHEREAS, it is required by law but also necessary to appropriate the expenditures provided in the budget to and for the purposes described below, thereby establishing a limitation on expenditures for the operations of the Douglas County Law Enforcement Authority; now, therefore,

BE IT RESOLVED by the Board of County Commissioners of the County of Douglas, State of Colorado:

Section 1. That the following appropriations are made for fiscal year 2021:

Fund	Total
Law Enforcement Authority	\$ 24,047,657
Total	\$ 24,047,657

Section 2. That the total appropriation for the 2021 adopted budget of the Douglas County Law Enforcement Authority is twenty-four million, forty-seven thousand, six hundred fifty-seven dollars (\$24,047,657).

Section 3. That the above appropriations are by spending agency and may be expended only in accordance with County policies on purchasing and budget latitude.

PASSED AND ADOPTED this 15th day of December, 2020 in Castle Rock, Douglas County, Colorado.

THE BOARD OF COUNTY COMMISSIONERS OF THE COUNTY OF DOUGLAS, COLORADO

BY:

DocuSigned by:

Roger A. Partridge

ROGER A. PARTRIDGE, Chair

DocuSigned by:



ATTEST:

DocuSigned by:

Kristin Randlett

KRISTIN RANDETT, Clerk to the Board

Douglas County Law Enforcement Authority Levy Taxes

Ref #2020124985, Date: 12/17/2020 10:40 AM, Pages: 1 of 1 ,
Electronically Recorded Douglas County, CO. Merlin Klotz, Clerk and Recorder

DocuSign Envelope ID: 6015319F-EB02-4B08-B216-D98449C8F14C

RESOLUTION NO. R-020- 122

THE BOARD OF COUNTY COMMISSIONERS OF THE COUNTY OF DOUGLAS, COLORADO

RESOLUTION LEVYING GENERAL PROPERTY TAXES FOR THE YEAR 2020 TO HELP DEFRAY THE COSTS OF GOVERNMENT FOR THE DOUGLAS COUNTY LAW ENFORCEMENT AUTHORITY FOR THE 2021 FISCAL YEAR.

WHEREAS, the Board of County Commissioners of the County of Douglas, State of Colorado (the "Board"), has adopted the annual Douglas County Law Enforcement Authority ("LEA") budget in accordance with the Local Government Budget Law on December 15, 2020; and

WHEREAS, the amount of levied property tax revenue necessary to balance the 2021 LEA budget for LEA general operating expenses is \$18,737,841; and

WHEREAS, the 2020 valuation for assessments for the LEA as certified by the County Assessor on November 19, 2020, is \$4,163,964,690; now, therefore,

BE IT RESOLVED by the Board of County Commissioners of the County of Douglas, Colorado:

That for the purpose of meeting general operating expenses of the LEA during the 2021 fiscal year there is hereby levied a tax of 4.500 mills upon each dollar of the total valuation for assessment of all taxable property within the LEA for the year 2020.

PASSED AND ADOPTED this 15th day of December, 2020, in Castle Rock, Douglas County, Colorado.

THE BOARD OF COUNTY COMMISSIONERS OF THE COUNTY OF DOUGLAS, COLORADO

BY:

DocuSigned by:

Roger A. Partridge

ROGER A. PARTRIDGE, Chair

ATTEST:

DocuSigned by:

Kristin Randlett

KRISTIN RANDETT, Clerk to the Board

DocuSigned by:



Lincoln Station Local Improvement District Budget Adoptions

Ref #2020124997, Date: 12/17/2020 11:06 AM, Pages: 1 of 2,
Electronically Recorded Douglas County, CO. Merlin Klotz, Clerk and Recorder

DocuSign Envelope ID: 7F562AFC-BF14-4F41-8E37-90058F6A063E

RESOLUTION NO. R-020- ¹²³

THE BOARD OF COUNTY COMMISSIONERS OF THE COUNTY OF DOUGLAS, COLORADO

**RESOLUTION SUMMARIZING REVENUES AND EXPENDITURES AND ADOPTING
A BUDGET FOR THE DOUGLAS COUNTY LOCAL IMPROVEMENT DISTRICT NO.
07-01 - LINCOLN STATION FOR THE FISCAL YEAR BEGINNING ON THE FIRST
DAY OF JANUARY 2021 AND ENDING THE LAST DAY OF DECEMBER 2021.**

THE BOARD OF DIRECTORS

OF THE DOUGLAS COUNTY LOCAL IMPROVEMENT DISTRICT NO. 07-01 - LINCOLN STATION

WHEREAS, the Board of Directors of the Douglas County Local Improvement District No. 07-01 - Lincoln Station, State of Colorado (the "Board"), has appointed Martha Marshall, Director of Budget, as Budget Officer and has directed the Budget Officer to prepare and submit a proposed Lincoln Station Local Improvement District budget (the "budget") for fiscal year 2021 to the Board at the proper time; and

WHEREAS, the proposed budget has been submitted to the Board for its consideration; and

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

WHEREAS, the proposed budget was prepared by October 15th, notice was published in accordance with C.R.S. § 29-1-106 informing the public that and where the proposed budget was available for inspection, that any interested elector could file objections prior to final adoption, and further notifying the public that the Board would consider adopting the 2021 Budget on December 15, 2020, and

WHEREAS, whatever increases may have been made in the expenditures, like increases were added to the revenues or planned to be expended from reserves/carryover funds so that the budget remains in balance, as required by law; now, therefore,

BE IT RESOLVED by the Board of Directors of the Douglas County Local Improvement District No.07-01 - Lincoln Station, Colorado:

Section 1. The estimated revenues, transfers, and use of fund balance for Douglas County Local Improvement District No.07-01 - Lincoln Station for the fiscal year 2021 are as follows:

Fund	Revenues	Transfers From Other Funds	Reduction of Fund Balance	Total
Lincoln Station Sales Tax Street Improv	\$ 50,000	\$ 0	\$ 0	\$ 50,000
Totals	\$ 50,000	\$ 0	\$ 0	\$ 50,000

Ref # 2020124997, Pages: 2 of 2

DocuSign Envelope ID: 7F562AFC-BF14-4F41-8E37-90058F6A063E

Section 2. That the estimated expenditures for the Douglas County Local Improvement District No.07-01 - Lincoln Station for the fiscal year 2021 are as follows:

Fund	Expenditures	Transfers To Other Funds	Increase to Fund Balance	Total
Lincoln Station Sales Tax Street Improv	\$ 50,000	\$ 0	\$ 0	\$ 50,000
Totals	\$ 50,000	\$ 0	\$ 0	\$ 50,000

Section 3. That the budget hereby approved and adopted shall be signed by the Chair of the Douglas County Local Improvement District No.07-01 - Lincoln Station and made a part of the public records of the County.

PASSED AND ADOPTED this 15th day of December, 2020, in Castle Rock, Douglas County, Colorado.

THE BOARD OF DIRECTORS

OF THE DOUGLAS COUNTY LOCAL IMPROVEMENT DISTRICT NO. 07-01 - LINCOLN STATION

THE BOARD OF COUNTY COMMISSIONERS OF THE COUNTY OF DOUGLAS, COLORADO

BY:

DocuSigned by:

Roger A. Partridge

ROGER A. PARTRIDGE, Chair

DocuSigned by:

ATTEST:

DocuSigned by:

Kristin Randlett

KRISTIN RANDETT, Clerk to the Board

Lincoln Station Local Improvement District Appropriations

Ref #2020124996, Date: 12/17/2020 11:02 AM, Pages: 1 of 1,
Electronically Recorded Douglas County, CO. Merlin Klotz, Clerk and Recorder

DocuSign Envelope ID: D69989AE-D3F5-442F-AA3E-79E0809F576F

RESOLUTION NO. R-020- 124

THE BOARD OF COUNTY COMMISSIONERS OF THE COUNTY OF DOUGLAS, COLORADO

RESOLUTION APPROPRIATING FUNDS FOR THE DOUGLAS COUNTY LOCAL IMPROVEMENT DISTRICT NO. 07-01 - LINCOLN STATION FOR THE FISCAL YEAR 2021.

THE BOARD OF DIRECTORS OF THE DOUGLAS COUNTY LOCAL IMPROVEMENT DISTRICT NO. 07-01 - LINCOLN STATION

WHEREAS, the Board of Directors of the Douglas County Local Improvement District No. 07-01 - Lincoln Station, State of Colorado (the "Board"), on the 15th day of December, 2020, adopted the annual budget of the Douglas County Local Improvement District No. 07-01 - Lincoln Station for fiscal year 2021 in accordance with the Local Government Budget Law; and

WHEREAS, the Board has made provision therein for revenues in an amount equal to or greater than the total proposed expenditures as set forth in said budget and the proposed budget has been submitted to the Board for its consideration; and

WHEREAS, it is required by law but also necessary to appropriate the expenditures provided in the budget to and for the purposes described below, thereby establishing a limitation on expenditures for the operations of the Douglas County Local Improvement District No. 07-01 - Lincoln Station; now, therefore,

BE IT RESOLVED by the Board of Directors of the Douglas County Local Improvement District No. 07-01 - Lincoln Station, State of Colorado:

That an appropriation in the total amount of fifty thousand dollars (\$50,000) for expenditures is hereby made for the Douglas County Local Improvement District No. 07-01 - Lincoln Station for the fiscal year 2021.

PASSED AND ADOPTED this 15th day of December, 2020 in Castle Rock, Douglas County, Colorado.

THE BOARD OF DIRECTORS OF THE DOUGLAS COUNTY LOCAL IMPROVEMENT DISTRICT NO. 07-01 - LINCOLN STATION

THE BOARD OF COUNTY COMMISSIONERS OF THE COUNTY OF DOUGLAS, COLORADO

BY:

DocuSigned by:

Roger A. Partridge

ROGER A. PARTRIDGE, Chair

DocuSigned by:



ATTEST:

DocuSigned by:

Kristin Randlett

KRISTIN RANDETT, Clerk to the Board

Woodmoor Mountain General Improvement District Budget Adoption

Ref #2020124998, Date: 12/17/2020 11:10 AM, Pages: 1 of 2,
Electronically Recorded Douglas County, CO. Merlin Klotz, Clerk and Recorder

DocuSign Envelope ID: AAF508DD-7BCE-49F3-B963-A799F3129410

RESOLUTION NO. R-020- 125

THE BOARD OF COUNTY COMMISSIONERS OF THE COUNTY OF DOUGLAS, COLORADO

RESOLUTION SUMMARIZING REVENUES AND EXPENDITURES AND ADOPTING
A BUDGET FOR THE DOUGLAS COUNTY WOODMOOR MOUNTAIN GENERAL
IMPROVEMENT DISTRICT FOR THE FISCAL YEAR BEGINNING ON THE FIRST
DAY OF JANUARY, 2021 AND ENDING ON THE LAST DAY OF DECEMBER, 2021.

THE BOARD OF DIRECTORS OF THE DOUGLAS COUNTY WOODMOOR MOUNTAIN GENERAL IMPROVEMENT DISTRICT

WHEREAS, 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 following years; and

WHEREAS, this referred measure also enabled the District to spend the full revenue
collected; and

WHEREAS, the proposed budget was prepared by October 15th, notice was published in
accordance with C.R.S. § 29-1-106 informing the public that and where the proposed budget was
available for inspection, that any interested elector could file objections prior to final adoption,
and further notifying the public that the Board would consider adopting the 2021 Budget on
December 15, 2020; now therefore,

BE IT RESOLVED by the Board of Directors of the Douglas County Woodmoor
General Improvement District:

- Section 1. That budgeted revenues for the Douglas County Woodmoor Mountain
General Improvement District for the fiscal year 2021 are \$31,790 and that
the beginning fund balance is \$2,796.
- Section 2. That the budgeted expenditures for the Douglas County Woodmoor
Mountain General Improvement District for the fiscal year 2021 are
\$31,790.
- Section 3. That the budget hereby approved and adopted shall be signed by the Chair
of the Douglas County Woodmoor Mountain General Improvement
District Board of Directors and made a part of the public records of the
District.

Ref # 2020124998, Pages: 2 of 2

DocuSign Envelope ID: AAF508DD-7BCE-49F3-B963-A799F3129410

PASSED AND ADOPTED this 15th day of December, 2020, in Castle Rock, Douglas
County, Colorado.

THE BOARD OF DIRECTORS DOUGLAS COUNTY WOODMOOR GENERAL IMPROVEMENT DISTRICT

THE BOARD OF COUNTY COMMISSIONERS OF THE COUNTY OF DOUGLAS, COLORADO

BY:

DocuSigned by:
Roger A. Partridge

ROGER A. PARTRIDGE, Chair

ATTEST:

DocuSigned by:
Kristin Randlett

KRISTIN RANLETT, Clerk to the Board



Woodmoor Mountain General Improvement District Appropriations

Ref #2020124999, Date: 12/17/2020 11:12 AM, Pages: 1 of 2 ,
Electronically Recorded Douglas County, CO. Merlin Klotz, Clerk and Recorder

DocuSign Envelope ID: 691E5485-1A2A-434E-BB19-815FF5AD133B

RESOLUTION NO. R- 020- 126

THE BOARD OF COUNTY COMMISSIONERS OF THE COUNTY OF DOUGLAS, COLORADO

RESOLUTION APPROPRIATING FUNDS FOR THE DOUGLAS COUNTY WOODMOOR MOUNTAIN GENERAL IMPROVEMENT DISTRICT FOR THE FISCAL YEAR 2021.

THE BOARD OF DIRECTORS OF THE DOUGLAS COUNTY WOODMOOR MOUNTAIN GENERAL IMPROVEMENT DISTRICT.

WHEREAS, on the 15th day of December, 2020, the Board of Directors adopted the annual budget of the Douglas County Woodmoor Mountain General Improvement District for fiscal year 2021 in accordance with the Local Government Budget Law; and

WHEREAS, the Board of Directors has made provision therein for revenues and use of fund balance in an amount equal to or greater than the total proposed expenditures as set forth in said budget and the proposed budget has been submitted to this governing body for its considerations; and

WHEREAS, it is required by law but also necessary to appropriate the expenditures fund balance provided in the budget to and for the purposes described below, thereby establishing a limitation on expenditures for the operations of the Woodmoor Mountain General Improvement District; now therefore,

BE IT RESOLVED by the Board of Directors of the Douglas County Woodmoor Mountain General Improvement District:

That an appropriation in the total amount of thirty-one thousand, seven hundred ninety dollars (\$31,790) for expenditures is hereby made for the Douglas County Woodmoor Mountain General Improvement District for the fiscal year 2021.

Woodmoor Mountain General Improvement District Levy Taxes

Ref #2020125002, Date: 12/17/2020 11:17 AM, Pages: 1 of 2,
Electronically Recorded Douglas County, CO. Merlin Klotz, Clerk and Recorder

DocuSign Envelope ID: 2B185DA3-55B7-41AA-937C-3C4510CB8E0DE

RESOLUTION NO. R-020- 127

THE BOARD OF COUNTY COMMISSIONERS OF THE COUNTY OF DOUGLAS, COLORADO

RESOLUTION LEVYING GENERAL PROPERTY TAXES FOR THE YEAR 2020 TO
HELP DEFRAY THE COSTS OF GOVERNMENT FOR THE DOUGLAS COUNTY
WOODMOOR MOUNTAIN GENERAL IMPROVEMENT DISTRICT FOR THE 2021
FISCAL YEAR.

THE BOARD OF DIRECTORS OF THE DOUGLAS COUNTY WOODMOOR MOUNTAIN GENERAL IMPROVEMENT DISTRICT

WHEREAS, the Board of Directors of the Douglas County Woodmoor Mountain
General Improvement District has adopted the annual budget in accordance with the Local
Government Budget Law on December 15th, 2020; and

WHEREAS, the amount of levied property tax revenue necessary to balance the 2021
budget for general operating expenses is \$29,640; and

WHEREAS, the 2020 valuation for assessments for the Douglas County Woodmoor
Mountain General Improvement District as certified by the County Assessor on November 19,
2020 is \$2,742,410; now therefore

BE IT RESOLVED by the Board of Directors of the Douglas County Woodmoor
Mountain General Improvement District:

Section 1. That for the purpose of meeting general operating expenses of the Douglas
County Woodmoor Mountain General Improvement District during the 2021
fiscal year there is hereby levied a tax of 10.809 mills upon each dollar of the total
valuation for assessment of all taxable property within the County for the year
2020; and

Section 2. That the Chairman is hereby authorized and directed to immediately certify to the
County Commissioners of Douglas County, Colorado, the mill levy for the
Douglas County Woodmoor Mountain General Improvement District as herein
above determined and set.

Ref # 2020125002, Pages: 2 of 2

DocuSign Envelope ID: 2B185DA3-55B7-41AA-937C-3C4510CB8E0DE

PASSED AND ADOPTED this 15th day of December, 2020, in Castle Rock, Douglas
County, Colorado.

THE BOARD OF DIRECTORS DOUGLAS COUNTY WOODMOOR GENERAL IMPROVEMENT DISTRICT

THE BOARD OF COUNTY COMMISSIONERS OF THE COUNTY OF DOUGLAS, COLORADO

BY:

DocuSigned by:
Roger A. Partridge
538A11855C4E9

ROGER A. PARTRIDGE, Chair

ATTEST:

DocuSigned by:
Kristin Randlett
1E0E78F65A9B0420

KRISTIN RANDETT, Clerk to the Board

DocuSigned by:

