

TUESDAY STAFF BRIEFINGS

October 4, 2016

****Please Note Briefings Will Begin Immediately Following Hearings****

All items on this agenda are scheduled for immediately following Hearings and will normally be considered in the order the item appears on the agenda. The Board, at their discretion, may choose to alter the order in which items are considered, may break, or may continue any item to be considered on a future date.

Convene immediately following Hearings; BCC Conference Room, 5th Floor

Briefing Items

- | | |
|--|------------------------------------|
| 1. 2017 Proposed Budget
(30 minutes) | Mary O'Neil |
| 2. Airport Semi-Annual Update
(30 minutes) | Jeanie Rossillon,
Bryan Johnson |
| 3. Flood Recovery Grant Update
(30 minutes) | Kate Newman |
| 4. Contract Project
(45 minutes) | Ellen Wakeman |

County Commissioners' Report

- Ratification of Center for the Arts Evergreen Letter of Support (5 minutes)
- Grant Partnership Opportunity with Teller County (10 minutes)

County Manager's Report

County Attorney's Report

Executive Session

- Litigation Update - Legal Advice C.R.S. 24-6-402(4)(b) (15 minutes)

Jefferson County does not discriminate on the basis of race, color, national origin, sex, religion, age or disability in the provision of services. Disabled persons requiring reasonable accommodation to attend or participate in a County service, program or activity should call 271-5000 or TDD 271-8071. We appreciate a minimum of 24 hours advance notice so arrangements can be made to provide the requested auxiliary aid.

TUESDAY STAFF BRIEFINGS

October 4, 2016

Briefing Items			Total Estimated Time: 2 hours 15 minutes
Begin	End	Agenda No.	Title
8:20	8:50	1.	2017 Proposed Budget
8:50	9:20	2.	Airport Semi-Annual Update
9:20	9:50	3.	Flood Recovery Grant Update
9:50	10:35	4.	Contract Project
		5.	
Commissioners Report			Total Estimated Time: 15 minutes
Begin	End	Agenda No.	Title
10:35	10:50	6.	Ratification of Center for the Arts Evergreen Letter of Support Grant Partnership Opportunity with Teller County
County Manager Report			Total Estimated Time: 5 minutes
Begin	End		Title
10:50	10:55		
County Attorney Report			Total Estimated Time: 5 minutes
Begin	End	Agenda No.	Title
10:55	11:00		
Executive Session			Total Estimated Time: 15 minutes
Begin	End		Title
11:00	11:15		Litigation Update - Legal Advice C.R.S. 24-6-402(4)(b)

BOARD OF COUNTY COMMISSIONERS' (BCC) SCHEDULE

Time*

Topic*

Monday, October 3, 2016

1:00 p.m.

Customer Service Champion Awards
Jefferson County Courts & Administration Building
100 Jefferson County Parkway, Hearing Room One

Tuesday, October 4, 2016

8:00 a.m.

Public Comment and Public Hearings
Jefferson County Courts & Administration Building
100 Jefferson County Parkway, Hearing Room One

Immediately following
Public Hearings

Staff Briefings
Jefferson County Courts & Administration Building
100 Jefferson County Parkway, BCC Board Room

Immediately following
Staff Briefings

Ralph Schell
Jefferson County Courts & Administration Building
100 Jefferson County Parkway, BCC Board Room

2:00 p.m.

Annual Jail Inspection
200 Jefferson County Parkway, Golden

6:00 p.m.

4-H Annual Achievement Night
Jeffco Fairgrounds, Exhibit Hall 1

Wednesday, October 5, 2016

11:30 a.m.

Jefferson County Economic Development Corporation Executive Meeting
City of Lakewood Offices
480 S. Allison Parkway, Cabinet Room

4:00 p.m.

Planning Commission Joint Meeting
Jefferson County Courts & Administration Building
100 Jefferson County Parkway, BCC Board Room

Thursday, October 6, 2016

NO TOPICS SCHEDULED TO DATE

Friday, October 7, 2016

NO TOPICS SCHEDULED TO DATE

*Emergency Items Or Other County Business For Which Prior Notice Was Not Possible May Be Considered.

BOARD OF COUNTY COMMISSIONERS BRIEFING PAPER**2017 Proposed Budget****October 4, 2016** For Information For Discussion/Approval
Prior to Future Hearing For Action

ISSUE: Submission to the Board of County Commissioners of the 2017 Proposed Budget for review prior to Public Hearing.

BACKGROUND/DISCUSSION: This briefing is intended to give the Board of County Commissioners a high level review of the County Manager's Proposed 2016 budget. If accepted the 2017 Proposed Budget will then be presented in the Public Hearing on October 11, 2016. The Proposed Budget is required to be presented before October 15th per C.R.S. 29-1-105. Publication notice and public copies of the 2017 Proposed Budget are provided as required by state statute.

The 2017 Proposed Budget will be available on Jeffco.us as soon as possible, and prior to the hearing on October 11, 2016

FISCAL IMPACT: The proposed budget is \$541.3 million and is a balanced budget. Revenue amounts to \$541.3M and assumes \$29.3M in use of fund balance. Expenditures include \$62.2M for interdepartmental costs, \$37.4 million for capital projects and equipment and \$441.7 million for operating expenditures.

RECOMMENDATIONS: That the Board of County Commissioners accepts the 2017 Proposed Budget as submitted for review and proceeds with the Public Hearing of the 2017 Proposed Budget on October 11, 2016.

ORIGINATOR: Mary O'Neil, Director, Budget & Risk Management
Dan Conway, Budget Manager

CONTACTS FOR ADDITIONAL INFORMATION: Holly Bjorklund, Director, Finance & IT
Ralph Schell, County Manager



2017 Proposed Budget Presentation

Board of County Commissioners
Staff Presentation
October 4, 2016



Introduction



- This is the County Manager's 2017 Proposed Budget presented to the Board of County Commissioners



- Public Hearing on the 2017 Proposed Budget will be held on October 11th





2017 Pre-Budget Process

The pre-budget process consisted of analyzing:

- Operating Expenditures
- Revenue Forecasts
 - Property tax assessments
 - TABOR/Annual Levy Law
 - Consumer Price Index
- Capital Requirements
- Road & Bridge Projects



Budget Realities

- TABOR/Annual Levy Law Limitations and Property Assessments
- Employee Recruitment and Retention
- Increases in Demand for Services
- Continuing decline in State & Federal funding and unfunded Mandates
- Infrastructure and Facility Needs
 - IT and Facilities Maintenance Plans
 - Facilities Master Plan
 - Road & Bridge – Increase for road construction and maintenance
- Use of Fund Balances
 - Projects/Capital
 - One-time expenses



Financial Climate Changes

- Updated Property Tax assessment for 2016 & beyond
 - 2017 – 1% increase
 - 2017 through 2020 – 3.5% increase annually
- More closely aligned budgets to actuals
 - Revenues \$2M increase per year
 - Expenditure reduction of \$6M per year
- Requests
 - Capital plan of \$59.0M
 - Business cases of \$10.8M



Proposed Budget Highlights

Revenue

- Revenues \$2.3M increase for 2017

Operating Expense

- An average 2.6% increase in salaries
- A 1.63% increase in benefits
- Proposed increase of 14.7 FTEs and 47.0 LTEs
- Business cases \$10.8 million



Proposed Budget Highlights

Capital

- Total Amount Requested \$64.8M
- Total Amount Approved \$59.0M
- Amount in 2016 Capital Plan for 2017 \$32.6M

Business Cases

- Total Amount Requested \$13.4M
- Total Amount Approved \$10.8M



2017 Proposed Mill Levy Allocation

Fund	2016 Adopted Mill Levy	2017 Official Mill Levy	2017 Proposed Mill Levy	Proposed Temporary Reduction
General	15.595	15.595	15.545	0.969
Road & Bridge	1.248	3.280	1.348	-1.932
Social Services	1.306	1.710	1.326	-0.384
Capital Expenditure	0.942	1.912	0.990	-0.922
Developmentally Disabled	1.000	1.000	1.000	0.000
Library	4.121	4.500	4.500	0.000
Law Enforcement Authority	2.928	3.223	2.923	-0.300
Meadow Ranch	8.687	10.937	8.687	-2.250
Mill Levy Total	35.827	41.138	36.318	-4.820

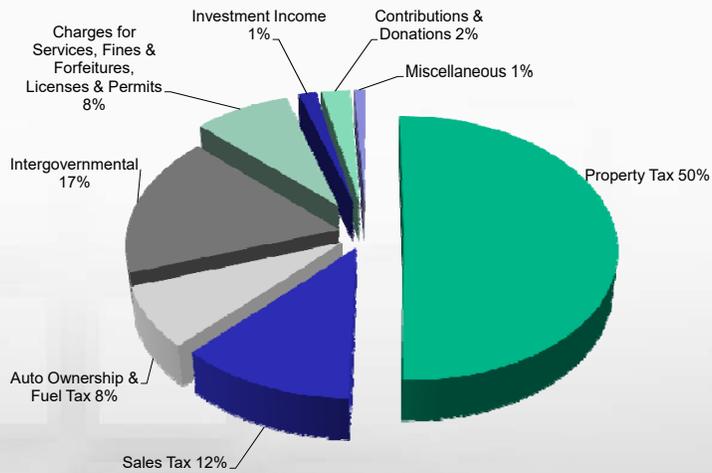


2017 Proposed Budget Summary

<i>In Millions of Dollars</i>	2016 Adopted	2016 Amended	2017 Proposed	Variance 2017 to 2016 Adopted
Revenues				
• Revenues	\$401.1	\$402.6	\$415.3	\$14.2
• Transfers	\$93.6	\$93.9	\$96.8	\$3.2
• Use of Fund Balance	\$21.2	\$39.9	\$29.2	\$8.0
Expenditures				
• Operating	\$416.7	\$426.0	\$441.7	\$25.0
• Capital	\$34.5	\$45.5	\$37.4	\$2.9
• Interdepartmental	\$64.7	\$64.9	\$62.2	-\$2.5
Total Budget	\$515.9	\$536.4	\$541.3	\$25.4



2017 Revenues by Category



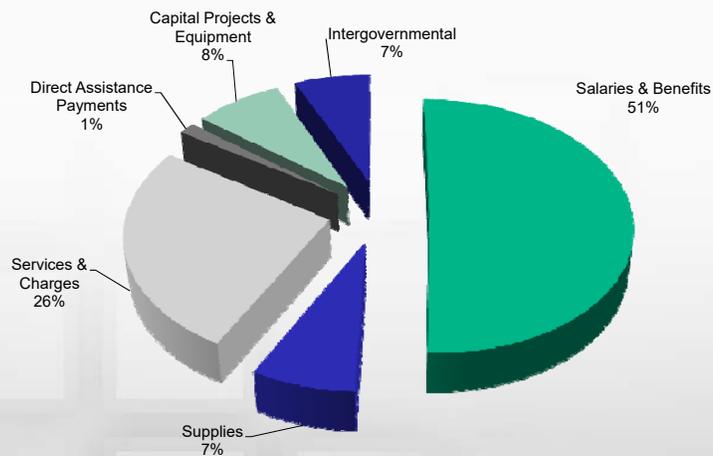


Revenue Highlights

2016 Adopted Revenues	\$515.9M
2017 Revenues	
• Taxes	\$290.0M
• Intergovernmental	\$ 71.6M
• Charges for Services	\$ 28.0M
• Investment Income	\$ 6.0M
• Miscellaneous	<u>\$ 19.6M</u>
Subtotal	\$415.2M
Intra-County Transfers	\$ 96.8M
Use of Fund Balance	\$ 29.3M
Total Revenues	\$541.3M



2017 Expenditures by Category





Expenditure Highlights

2016 Adopted Expenditures	\$515.9M
2017 Expenditures	
• Salaries & Benefits	\$242.3M
• Supplies	\$ 34.9M
• Services & Charges	\$125.3M
• Direct Assistance Payments	\$ 6.8M
• Intergovernmental	\$ 32.4M
• Interdepartmental	<u>\$ 62.2M</u>
Subtotal	\$503.9M
Capital Projects	\$ 37.4M
Total Expenditures	\$541.3M



Personnel

- 2016 Adopted Positions - 3,000.45 FTE/GFP
- Position changes in 2016 – net reduction of 4.00 FTE/GFP

Department	2016 Adopted	2016 Inc / (Dec)	2017 Business Cases	2017 Proposed
Assessor	56.00	2.00		58.00
Board of County Commissioners	6.00			6.00
Clerk & Recorder	112.50			112.50
Coroner	14.00			14.00
County Attorney	36.00			36.00
County Manager	114.00			114.00
Development & Transportation	310.40		8.00	318.40
District Attorney	177.35		2.00	179.35
Finance & Information Technology	116.00			116.00
Human Services	713.75	(7.00)	5.50	712.25
Library	215.00			215.00
Parks	124.10		1.20	125.30
Public Health	158.35	1.00	2.00	161.35
Sheriff	824.00			824.00
Surveyor	1.00			1.00
Treasurer	13.00			13.00
Public Trustee	9.00			9.00
TOTAL	3,000.45	(4.00)	18.70	3,015.15



Personnel

Proposed additions for 2017 – 18.70 FTE/GFP

- Development & Transportation – Road & Bridge
 - 8.00 FTE – Construction Crew and Interns
- District Attorney
 - 2.00 GFP – Victim Services personnel
- Human Services – Community & Workforce Development
 - 0.50 FTE – Veterans Services Officer
- Human Services – Head Start
 - 5.00 GFP – Head Start Teachers
- Parks – Open Space
 - 1.20 FTE – Research and Planning Assistants
- Public Health
 - 2.00 FTE – Environmental Health Specialists

2017 Proposed Total – 3,015.15 FTE



Personnel

- 2017 Proposed Positions
 - Regular/Grant Funded – 18.70 FTE/GFP
 - Limited Term – 43.00 LTE

Department	FTE	GFP	LTE
Airport			1.00
Community & Workforce Development	0.50		
County Attorney			1.00
District Attorney		2.00	
Head Start		5.00	
Open Space	1.20		20.00
Public Health	2.00		
Road & Bridge	8.00		19.00
Transportation & Engineering			2.00
Total	11.70	7.00	43.00



Capital Improvement Plan Highlights

2016 Adopted Capital Projects \$44.0M

2017 Proposed Capital Project Highlights

- Roadway & bridges \$23.7M
- Open Space \$ 9.8M
- Facilities \$ 4.2M
- Fleet vehicles \$ 6.3M
- Information Technology \$ 2.1M
- Airport \$ 3.9M
- Library \$ 6.4M
- Sheriff's Office \$ 2.6M

Total 2017 Proposed Capital Projects \$59.0M

2017 – 2021 Capital Improvements total \$172.1 million

- General Fund projects total \$37.0 million



Budget Realities

- TABOR/Annual Levy Law Limitations and Property Assessments
- Employee Recruitment and Retention
- Increases in Demand for Services
- Continuing decline in State & Federal funding and unfunded Mandates
- Infrastructure and Facility Needs
 - IT and Facilities Maintenance Plans
 - Facilities Master Plan
 - Road & Bridge – Increase for road construction and maintenance
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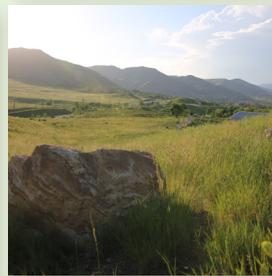
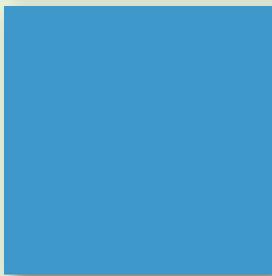
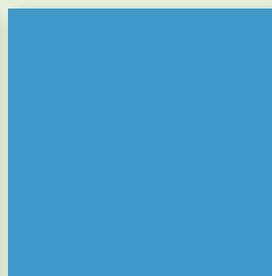
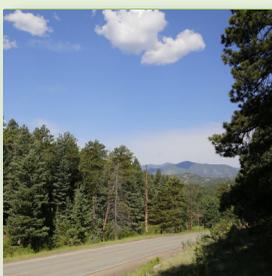
2017 Budget

Public Hearing on the Budget Adoption December 6, 2016

www.jeffco.us/budget

Jefferson County

— Colorado —



2017 Proposed Budget — October 4, 2016

2017 Proposed Budget

October 4, 2016

Board of County Commissioners

Libby Szabo – District One – Chairman
Casey Tighe – District Two
Donald Rosier – District Three – Chair Pro Tem

Elected & Appointed Officials

Ron Sandstrom – Assessor
Faye Griffin – Clerk & Recorder
John Graham – Coroner
Peter A. Weir – District Attorney
Margaret T. Chapman – Public Trustee (Appointed by Governor)
Jeff Shrader – Sheriff
Robert Hennessy – Surveyor
Tim Kauffman – Treasurer

County Manager

Ralph Schell – County Manager
Kate Newman – Deputy County Manager

County Attorney

Ellen Wakeman

Department Directors

Jeanie Rossillon – Development & Transportation
Holly Björklund – Finance and IT
Jennifer Fairweather – Human Resources
Lynn Johnson – Human Services
Tom Hoby – Parks
Dr. Mark Johnson – Public Health
Kate McIntire – Public Engagement
Pam Nissler – Public Library

Budget & Management Analysis Staff

Mary O’Neil – Director
Daniel Conway – Budget Manager
Erin Collard – Budget Analyst
Krystle Alirez – Budget Analyst
Marlin McDaniel – Budget Analyst
Kenneth Earl – Budget Analyst
Becky Gehrig – Administrative Coordinator

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Date: October 4, 2017

To: Jefferson County Board of Commissioners

Please accept for your review and consideration for adoption the 2017 Proposed Budget for Jefferson County, Colorado. The 2017 Proposed Budget represents the county's overall financial plan for the upcoming fiscal year beginning January 1, 2017, and serves as a guide for allocating available resources based on the stated objectives and goals of the Jefferson County Board of Commissioners. The county follows the modified accrual basis of accounting to prepare its annual budget, which is the same basis as used in the county's audited financial statements. The budget is prepared in accordance with all applicable Colorado Revised Statutes, Generally Accepted Accounting Principles, and Jefferson County budget and financial policies.

This message will provide an overview of the economic forecast assumptions used, a brief description of the major issues, initiatives, and projects surrounding this upcoming year's budget, and the overall financial condition of Jefferson County. This document reflects Jefferson County's continued focus on achieving the desired outcomes stated in its strategic vision, values, and goals as follows:

Mission

To promote the health, safety, quality of life, and economic opportunities of the residents and businesses of Jefferson County through well-managed government.

Vision

Providing quality services for residents and businesses to thrive.

Values

We believe in:

- Honesty and integrity
- Fiscal responsibility and accountability
- Quality workforce
- Safety
- Excellence in customer service
- Open and effective communications
- Collaborative environment

Goals/Core Functions

- Align people and financial assets to ensure measurably efficient, effective, and equitable service delivery
- Provide staff with information and necessary resources to support the county goals
- Use data as a base for decisions, considering program and organizational perspectives
- Consider all resources before proposing new additions
- Recruit, develop, and maintain a workforce that is engaged and mission focused
 - Motivate and engage employees through building a positive work environment
 - Promote work/life balance, a culture of wellness, and opportunities for professional development
 - Build a workforce that is representative of the community we serve

- Promote economic vitality and opportunity
 - Create an economic environment that streamlines regulations and partners with county businesses and organizations
- Encourage self-sufficiency for all our residents through education, information, and involvement
- Foster safe and healthy communities
 - Support crime prevention and law enforcement
 - Protect children, seniors, and persons with disabilities and collaborate with community organizations serving these populations
 - Enhance public health, infrastructure safety, and the environment
- Foster responsible land use, development, and redevelopment
 - Balance competing private property rights
 - Operate with long-term master planning in mind
- Maintain and enhance multi-modal transportation
 - Execute the county's transportation plan
 - Collaborate with community stakeholders, government agencies and local municipalities on the county's transportation plan
 - Continually evaluate the county's roadway, bridge, and culvert maintenance priorities
- Demonstrate wise use and stewardship of our natural resources
 - Implement the Open Space Master Plan
 - Promote strategies for responsible use and recycling of resources
- Continuously improve county operations
 - Increase efficiency through innovation and technology
 - Enhance community engagement and relationships
 - Thoughtfully streamline, enhance and right-size operations

Economic Climate

The 2017 Proposed Budget takes the economic climate, employment, inflation, and the real estate market into consideration when estimating expenditures and revenues, specifically property taxes and the demand for county services. Jefferson County's unemployment rate sits at 3.2% while Colorado's seasonally adjusted unemployment rate is 3.8% and the national unemployment rate is 4.9% (Bureau of Labor Statistics, August 2016). The first quarter 2016 unemployment rate, 3.0% in Jefferson County was the lowest first quarter unemployment rate since 2001, 2.8% (Jefferson County Economic Development Corporation).

The average single-family detached home in Jefferson County appreciated 11% between first quarter 2015 and first quarter 2016 to \$410,310, while foreclosure rates continue to be among the lowest on record. Residential building permits in the county increased 84.3% between first quarter of 2015 and first quarter of 2016 (Jefferson County Economic Development Corporation). Inflation remains low; inflation in 2015 sat at 1.176% with projections for 2016 ranging from 2.0% to 2.4% (Colorado Department of Local Affairs). The Denver-Boulder-Greeley Consumer Price Index increased 3% from the first half of 2015 to the first half of 2016, primarily driven by the higher cost of shelter (7.6%) (Bureau of Labor Statistics). The Colorado State Demography Office estimated the population in Jefferson County grew 1.1% from 2014 to 2015, and anticipates growth will remain at 1.1% for 2016 and 2017.

Economic Assumptions

Jefferson County is dependent upon property tax revenues which have rebounded from the economic downturn. Property taxes account for approximately half of Jefferson County's overall revenues, and 67.4% of revenues in the General Fund. The Jefferson County Assessor is estimating that the overall property valuation for 2017 will increase 1% from 2016. Revenue limitations, as defined under the Taxpayer Bill of Rights (TABOR), limit the amount of additional revenue to total allowable growth (Consumer Price Index plus local growth) times the allowable revenue of the prior year for property tax funds. The 2017 Proposed Budget assumes a Consumer Price Index (CPI) rate of 2.2% for 2016. The final CPI number is not published until after the county submits its budget to the state.

Strategic Financial Directives

In 2016, the Board of County Commissioners reviewed and updated financial philosophies used as a guideline to identify funds available for expenditures and to maintain county operations without a disruption in services for the 2017 Proposed Budget:

- Maintain the GFOA recommendation on unrestricted reserves, and the TABOR required reserve;
- Spending of fund balance shall not be used for ongoing operating expenditures;
- Fund balance in the Capital Expenditures Fund shall be used for major county projects;
- Fee-based programs shall be assessed for community need, cost, and benefit;
- Strive to maintain competitive salaries and benefits and an appropriately-sized workforce;
- Assets should be maintained at recommended service levels;
- Grants shall not have unintended fiscal impact to the county during the grant or after its expiration.

To achieve these philosophies, the 2017 Proposed Budget was created with the following guidelines:

- In order to maintain reasonable spending levels:
 - FTE requests with offsetting revenues or FTE exchange recommended;
 - Business cases and projects/capital are recommended if the fund can support the request (excluding general fund) or if there is offsetting revenue;
 - General fund business cases are evaluated and recommended. Categories that are reviewed include:
 - One time business cases;
 - Business cases that address special circumstances, such as on-going commitment, county-wide impact, statutory requirement;
 - Business case has been requested in the past;
 - Department priority 1 requests, not meeting other criteria;
 - Department priority 2 requests, not meeting other criteria;
- The county will cover the cost of the 1.6% employee benefits increase;
- Authorize an average 2.6% merit increase;
- Maintain workforce;
- Maintain infrastructure;
- Continue funding a major maintenance plan for facilities;
- Continue funding information technology;
- Accelerate road and bridge projects.

Issues/Initiatives

Jefferson County has experienced a number of challenges and has made efforts to address these challenges through several budget and operational initiatives.

Invest in Road and Bridge Initiatives and Facilities/Infrastructure

The Board of County Commissioners identified a need to place additional resources on maintaining the county's roads. Maintenance and reconstruction of the county's road and bridge assets are essential to ensuring that all Jefferson County residents have access to meet their daily needs, via car, walking, or bikes. To further this effort, additional road and bridge projects were submitted and recommended during the 2017 Proposed Budget development process.

To address facilities use and space needs, now and in the future, development of a county-wide space and facilities master plan has been recommended for 2017.

Staffing – Compensation and Development

With unemployment rates remaining low, the job market continues to be competitive. The county competes with other counties, local municipalities and for some positions, the private sector for employees. Cities have bounced back from the economic downturn much more quickly than Jefferson County. This is due to the fact that cities are generally funded by sales tax, which has rebounded faster than property tax. With the higher salaries offered by cities, counties with fewer revenue restrictions and private companies, attracting and retaining employees becomes more challenging. To address compensation issues, a 2.6% merit increase is included in the 2017 Proposed Budget. In addition, specific departmental compensation issues are addressed in the 2017 Proposed Budget related to Sheriff's Office salaries and County Attorney's Office salaries.

Jefferson County's Human Resources division reviews position classifications and salary ranges annually. An additional \$17,045 is set aside to address changes in ranges and classifications and bringing employees to the new salary range minimum.

The Department of Labor recently established new guidelines under the Fair Labor Standards Act. As a result of this, a number of Jefferson County positions moved from the exempt category to nonexempt. As this change took place late in the year, we will be monitoring the additional overtime expenses needed and the Commissioners will consider adjusting the budget in the 1st quarter of 2017.

Jefferson County Human Resources data indicates that between 2017 and 2021, 688 county employees will become eligible for retirement. This represents 23% of the county's workforce. It is important for Jefferson County to plan ahead to meet the challenges the county may face due to a potential large turnover of staff and loss of institutional knowledge and leadership. To address this, the 2017 Proposed Budget incorporates additional emphasis on staff training and development. Specifically, additional funds are allocated for tuition reimbursement, a leadership academy and targeted development and leadership training within the county.

Community Stewardship

Jefferson County is addressing the following community impact areas in the 2017 Proposed Budget.

Veterans Services

According to the National Center for Veterans Analysis & Statistics, in FY 2015, Jefferson County had the third largest veteran population in Colorado. The primary responsibility of the Veteran Service Officer is to assist veterans in filing claims for insurance, pensions, disability compensation, hospitalization, vocational training, and other benefits. Requests for services have increased steadily since 2012. To address this increased demand for services, additional staffing is included for the Veterans Services program, to further support this important community service. The staffing increase enhances staffing that was approved during 2016.

Head Start Full Day Preschool

Funding is recommended in the 2017 Proposed Budget to expand full day preschool classes from a total of four to a total of nine full day classrooms. Currently, Jefferson County Head Start has four full day classrooms, with a wait list that remains full on a yearly basis. Providing full day services to children and families will provide the opportunity for an increase in school readiness and social/emotional skill development of the children in a safe, high quality preschool setting.

Budget Overview

The 2017 Proposed Budget for Jefferson County recommends a combined operating and capital expenditure budget of \$541.3 million, including interdepartmental and interfund transfers. This represents a 4.9% increase in expenditures, compared to the 2016 Adopted Budget, which totaled \$515.9 million, including transfers. The 2017 Proposed Budget includes \$62.2 million in appropriations for interdepartmental and interfund transfers that allow for funds to be moved between funds segregated for accounting purposes, but do not represent an actual cash outflow from the county. The county anticipates utilizing \$29.3 million in fund balance for one-time capital expenditures.

Revenues

Forecasted revenues for the 2017 fiscal year are estimated to be \$415.3 million, excluding inter-fund transfers of \$96.8 million. This represents an increase of 3.5% when compared to the \$401.1 million in revenues projected to be received in 2016. To balance the budget, Jefferson County anticipates the net use of available and unrestricted fund balance in the amount of \$29.3 million across all funds. This use of fund balance does not impact any restrictions or designations of fund balance related to bond covenants, grant requirements, or the county's reserve policy. Generally, the philosophy has been that fund balance represents a one-time funding source to be appropriated only for one-time or cyclical operating costs, the purchase or replacement of equipment, and projects requested in the county's Five-Year Capital Improvement Plan.

Property Taxes represent the largest single source of revenue for Jefferson County. Estimated collections will be approximately \$209.2 million for 2017. This represents an increase of 2.6% over the prior fiscal year estimated revenue. The 2017 Proposed Budget projects that revenues from other tax sources will increase in 2017. The county anticipates \$49.2 million in **Sales Tax** revenues, an increase of 6.8% over 2016. These revenues are generated from a dedicated 0.5% county-wide sales tax for the preservation of open space, as well as a 0.5% sales tax assessed only in the southeast portion of the county and dedicated for infrastructure improvements. Revenue from **Fuel (Highway User) Tax** is projected at \$15.1 million, an increase of 7.9% over 2016. This dedicated funding source is used to provide for roadway maintenance. **Auto Ownership Tax** for 2017 is estimated at \$16.4 million, 6.3% higher than the previous year's budget.

Revenues from **Charges for Services, Fines & Forfeitures, and Licenses & Permits** are expected to generate \$34.1 million in 2017.

Intergovernmental (grant) revenues are projected to be \$71.6 million in 2017 which is a 1.7% increase from the prior year's adopted budget.

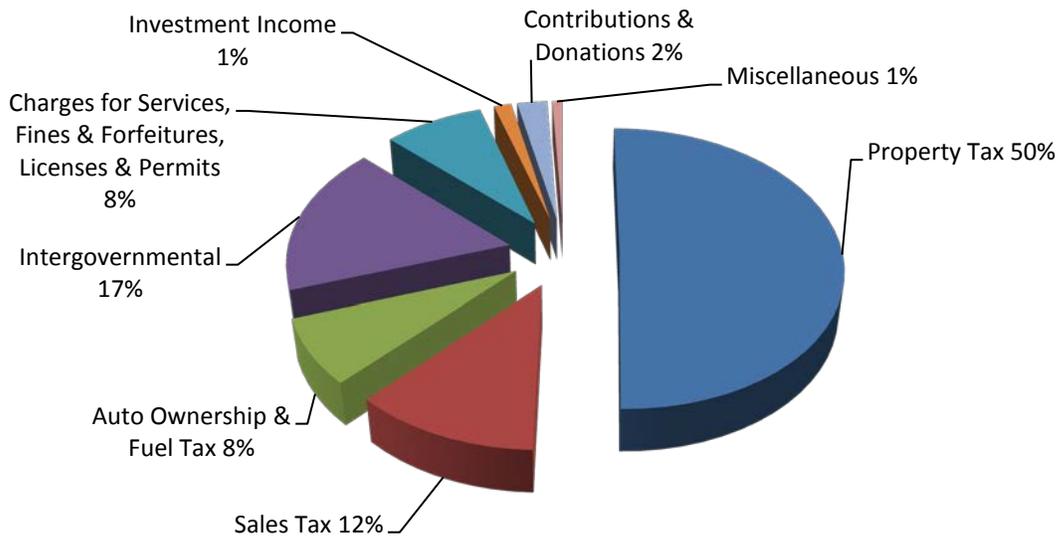
Investment Income and **Rental Income** is forecasted to stay relatively flat at \$6.0 million, with a slight decrease of 1.0% from 2016. These sources of funding are volatile and are considered one-time revenues.

The 2017 Proposed Budget projects **Contributions & Donations** to increase to \$10.2 million, 26.0% higher than the 2016. **Miscellaneous Revenue, Claims and Judgments, and Proceeds from Dispositions** are budgeted at \$3.5 million, an increase of \$0.7 million over prior fiscal year. The 2017

Proposed Budget reflects the Board of County Commissioners desire to not levy any additional debt to fund operations or capital projects at this time.

Figure 1 provides a summary of all county revenue sources by category for the 2017 Proposed Budget. These projections are estimations based on current information and may be impacted during the fiscal year by external factors such as inflation, consumer confidence, interest rates, and changes in housing market or commercial growth. These factors could impact revenue collections either positively or negatively throughout the year. Staff will continue to monitor these factors, update revenue projections as warranted, and keep the Board of County Commissioners apprised of any changes that might require the county to adjust budget appropriations accordingly.

Figure 1: Summary of Revenues by Category



County Mill Levy

For 2017, the Jefferson County property assessments are greater than the allowable growth stated in the Taxpayer Bill of Rights and the 5.5% Property Tax Revenue Limit known as the Annual Levy Law (Colorado Constitutional Amendment Article X §20 and C.R.S. §29-1-301). Voters can exempt government agencies from the Taxpayer Bill of Rights; Jefferson County voters have exempted the Developmentally Disabled Fund mill levy, Open Space sales tax, and, the Library Fund mill levy. In order to stay within the requirements of the amendment and statute, the 2017 Proposed Budget reflects a temporary mill levy reduction for the 2017 fiscal year. Therefore, property tax revenue mills will be modified from 21.478 to 19.209, a temporary reduction of 2.269 mills for 2017. This mill levy reduction includes a proactive reduction of 0.259 to return to the tax payers a property tax over collection that took place in 2015. The 2017 Proposed Budget does not include any mill levy movement between funds.

Table 1: 2017 Mill Levy by Fund for Jefferson County

Fund	2017 Official Mill Levy	Temporary Adjustment	2017 Proposed Mill Levy
General Fund	14.576	0.969	15.545
Road & Bridge Fund	3.280	-1.932	1.348
Social Services Fund	1.710	-0.384	1.326
Capital Expenditures Fund	1.912	-0.922	0.990
Total	21.478	-2.269	19.209

Table 2: 2017 Mill Levy for Jefferson County Law Enforcement Authority

Fund	2017 Official Mill Levy	Temporary Adjustment	2017 Proposed Mill Levy
Law Enforcement Authority	3.223	-0.300	2.923

Table 3: 2017 Mill Levy for Meadow Ranch Public Improvement District

Fund	2017 Official Mill Levy	Temporary Adjustment	2017 Proposed Mill Levy
Meadow Ranch Public Improvement District	10.937	-2.250	8.687

Table 4: 2017 Mill Levy for Jefferson County Library Fund

Fund	2017 Official Mill Levy	Temporary Adjustment	2017 Proposed Mill Levy
Library Fund	4.500	0.000	4.500

Table 5: 2017 Mill Levy for Jefferson County Developmentally Disabled Fund

Fund	2017 Official Mill Levy	Temporary Adjustment	2017 Proposed Mill Levy
Developmentally Disabled Fund	1.000	0.000	1.000

Expenditures

The 2017 Proposed Budget for Jefferson County reflects total expenditures for operations and one-time capital needs of \$479.1 million, excluding inter-fund transfers of \$62.2 million. This is comprised of an operating budget of \$441.7 million, an increase of 6.0% over the 2016 Adopted Budget. The 2017 Proposed Budget also includes a category for **Capital Projects and Equipment** of \$37.4 million, an increase of 8.3% over 2016.

The largest expenditure category for the county, representing 44.8% of total expenditures, is **Salaries & Benefits**. This category amounts to \$242.3 million for the 2017 fiscal year, a 1.7% increase over 2016. The 2017 Proposed Budget includes an average 2.6% merit increase. In addition, the county will fully fund a 1.6% increase in benefits.

Expenditures for **Supplies** and **Services & Charges** are budgeted to be \$160.1 million for 2017, an increase of \$19.7 million from 2016.

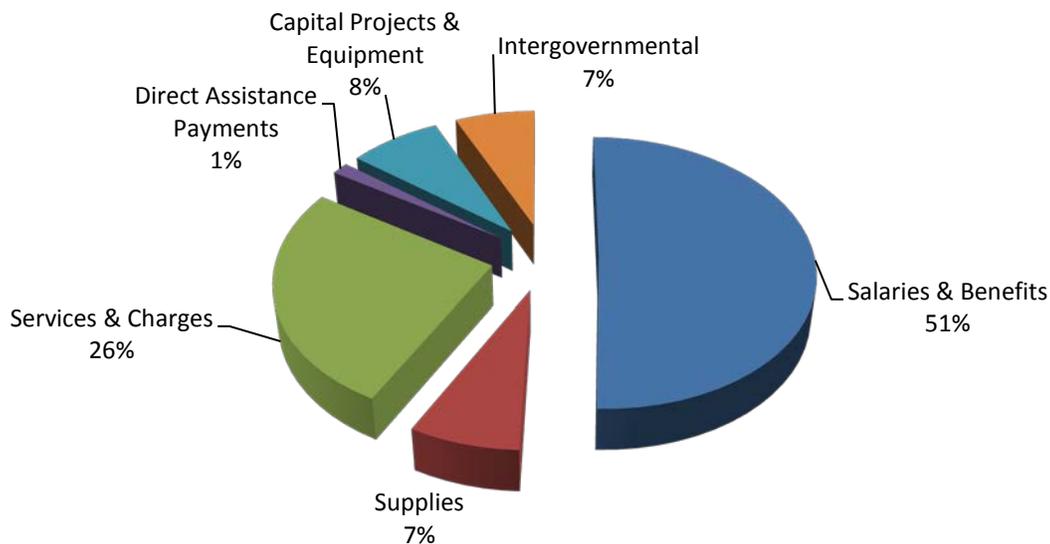
Human Services provides approximately \$6.8 million in **Direct Assistance Payments** directly to Jefferson County citizens. This is a decrease of approximately \$0.7 million, or 9.6% less than 2016.

Intergovernmentals are projected to be \$32.4 million, a 6.6% increase over 2016. This category is used for payment to other governments and any pass through funding such as grants to other entities and non-profit agencies.

Interdepartmental expenditures are projected at \$62.2 million, a 3.8% decrease from 2016.

Figure 2 that follows provides a summary of all county expenditure sources by category for the 2017 Proposed Budget.

Figure 2: 2017 Summary of Expenditures by Category



Personnel

This budget recommends the authorization of **3,015.15** Full Time Equivalents (FTE) for the 2017 fiscal year. There was a net reduction of 4.00 FTE during calendar year 2016, and the 2017 Proposed Budget includes the addition of 18.70 FTE. This represents a net increase of 14.70 authorized FTE for 2017 from the 2016 Adopted Budget.

The Patient Protection and Affordable Care Act of 2010 implemented limitations on benefit levels for temporary employees. In order to accommodate this change, the county established Limited Term Employee (LTE) positions for special projects. The 2017 Proposed Budget includes 47.0 LTE positions.

The 2017 Proposed Budget includes the addition of 18.70 FTE new positions as follows:

- Development & Transportation – Road & Bridge – 8.00 FTE with additional funds – Construction Crew and Interns
- District Attorney – 2.00 FTE without additional funds – Victim Services
- Human Services – Community & Workforce Development – 0.50 FTE with additional funds – Veterans Services Officer.
- Human Services – Head Start – 5.00 FTE with additional funds – Head Start Teachers
- Parks – Open Space – 1.20 FTE with additional funds – Research and Planning Assistants
- Public Health – 2.00 FTE with additional funds – Environmental Health Specialists

Five-Year Project/Capital Improvement Plan (CIP)

The 2017 Five-Year Capital Improvement Plan strives to realistically address the necessary capital needs of the county while being aware of the limited resources available. Included in the 2017 Proposed Budget are appropriations totaling \$59.0 million for various capital projects related to infrastructure improvements, facility improvements, technology enhancements, and fleet acquisitions and replacements. The 2017 Proposed Budget is \$15.0 million more, or an increase of 34%, from 2016 for the Capital Improvement Plan.

Infrastructure improvement projects annually account for the largest portion of the county's capital investments. The 2017 Proposed Budget includes various improvements related to roadways and bridges (\$23.7 million, Road & Bridge and General Funds), Open Space (\$9.8 million, Open Space Fund), facilities (\$4.2 million, Division of Facilities and Construction Management), fleet replacements (\$6.3 million, Fleet Services Fund), information technology (\$2.1 million, Division of IT Services), airport (\$3.9 million, Airport Fund), library (\$6.4 million, Library Fund), and Sheriff's Office (\$2.6 million, General Fund).

Acknowledgements

Finally, I would like to express my sincere appreciation to our dedicated group of current elected officials, department heads, division directors, and members of our budget staff for their cooperative team approach and valuable leadership in the development of this budget. Through the efforts of all of these individuals, we have developed an effective budget that provides a strategic financial framework that helps the Board of County Commissioners make difficult resource allocation decisions. Throughout my tenure as County Administrator and County Manager, I have had the opportunity to present seven proposed budgets to the Board of County Commissioners. During this time, the county has experienced an economic downturn and the beginning of a recovery. There have been a number of challenges, often presented as continuing increased demands for services with shrinking or slow growing revenues. I am pleased to present this 2017 Proposed Budget as our county's financial plan for the 2017 fiscal year. I believe this budget reflects our commitment to ongoing fiscal sustainability, as well as our resolve to continue our focus on the implementation and achievement of the goals set forth by the Board of County Commissioners.

Respectfully,



Ralph Schell
County Manager



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Jefferson County - 2017 Proposed Budget

2017 Budget-Year Calendar

Date	Event
March - June	2017 Budget projection planning meetings
May - June	Update/prepare budget module for departments/divisions
June	Develop revenue projections for all sources
June 13	Budget kickoff
June 13	Distribution of <ul style="list-style-type: none"> • Budget kick-off memo • Budget instructions • Deadlines • Budget directives for departments/divisions
June	Internal service providers meet with departments/divisions to identify projects
June 29	Training for departments/divisions on budget entry into JDE
June 30	Revenue estimates finalized
July 5	Salary projections distributed to departments/divisions
July 5	Departments/divisions can begin budget entry into JDE
June 29	Training for departments/divisions on budget entry into JDE
July 22	Capital requests due
July 22	Operating budgets and business cases due
August 8	Budget presentations due
August 22, 24, 29	Department/division budget meetings on proposed budget
Sept 1 – Sept 9	Proposed budget reviewed and prepared
September 19	High level overview on proposed budget
October 4	Proposed budget submitted to BCC at briefing session
October 11	Public hearing on 2017 Proposed budget
October 17 - 21	Department/division meetings, as needed/requested
October 24 - 28	Review of 2017 Budget
December 6	2017 Budget Adoption and establishment of mill levies

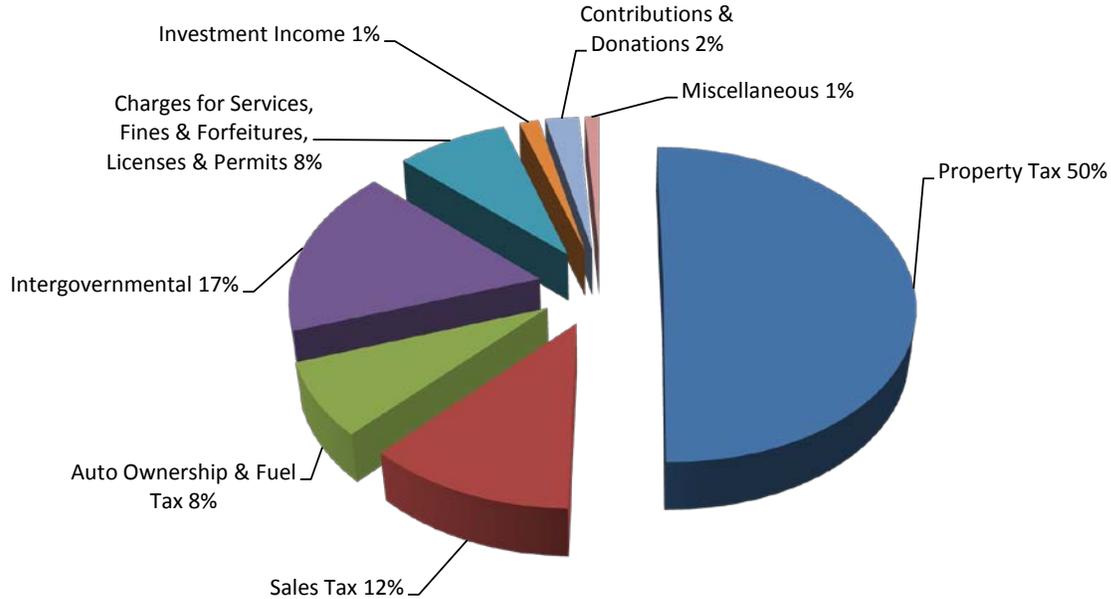
Key	
Departments/Divisions	
Budget office	
Budget Review team	
Budget Prep team	
Budget Review team + Departments/Divisions	

The budget review team is comprised of the Board of County Commissioners (BCC), County Manager, County Attorney, Deputy County Manager, Director of Finance & IT, and the Budget staff.

The budget prep team is comprised of the County Manager, Deputy County Manager, Director of Finance & IT, and the Budget staff.

Jefferson County - 2017 Proposed Budget

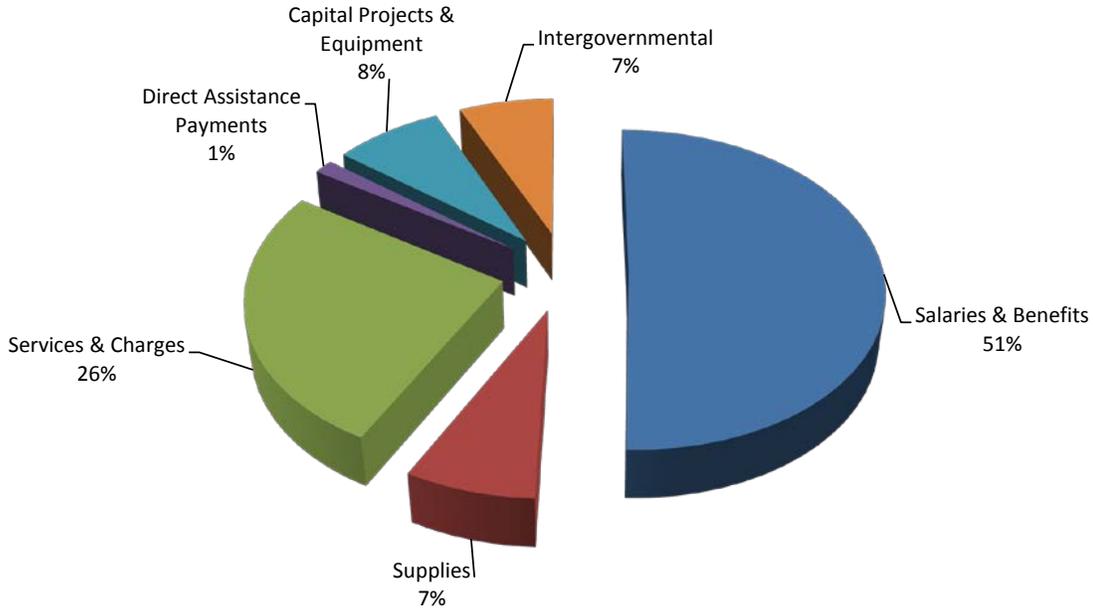
Revenues by Category



Revenues	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed	Variance 2016 to 2017	% Inc / (Dec)
Taxes & Special Assessments						
Property Tax	\$ 185,988,087	\$ 186,731,173	\$ 204,002,194	\$ 209,212,012	\$ 5,209,818	2.6%
Sales Tax	44,320,364	47,229,018	46,117,307	49,237,985	3,120,678	6.8%
Fuel Tax	13,782,839	14,316,015	14,030,072	15,142,593	1,112,521	7.9%
Auto Ownership Tax	14,934,464	15,964,471	15,400,001	16,368,691	968,690	6.3%
Subtotal	259,025,754	264,240,677	279,549,574	289,961,281	10,411,707	3.7%
Licenses & Permits	5,937,912	6,100,432	5,154,318	4,722,500	(431,818)	-8.4%
Intergovernmental	77,309,217	69,960,477	70,387,379	71,566,387	1,179,008	1.7%
Charges for Services	28,543,988	30,522,141	27,725,101	28,044,077	318,976	1.2%
Fines & Forfeitures	1,468,379	1,422,256	1,360,650	1,334,012	(26,638)	-2.0%
Investment & Rental Income	6,779,132	6,223,149	6,014,886	5,955,862	(59,024)	-1.0%
Contributions & Donations	8,161,636	8,528,641	8,105,549	10,215,224	2,109,675	26.0%
Miscellaneous	2,421,246	3,869,360	2,808,102	3,477,566	669,464	23.8%
Proceeds from Debt	-	-	-	759,186	759,186	0.0%
Subtotal	130,621,512	126,626,456	121,555,985	126,074,814	4,518,829	3.7%
Subtotal	\$ 389,647,266	\$ 390,867,133	\$ 401,105,559	\$ 416,036,095	\$ 14,930,536	3.7%
Intra-County Transactions	84,627,831	84,646,745	93,637,696	96,745,335	3,107,639	3.3%
Subtotal	\$ 474,275,097	\$ 475,513,879	\$ 494,743,255	\$ 512,781,430	\$ 18,038,175	3.6%
Use of Fund Balance	(1,362,325)	2,200,699	21,113,556	28,496,831	7,383,275	35.0%
Total Revenues & Transfers	\$ 472,912,771	\$ 477,714,578	\$ 515,856,811	\$ 541,278,261	\$ 25,421,450	

Jefferson County - 2017 Proposed Budget

Expenditures by Category



Expenditures	2014 Actual	2015 Actual	2016 Adopted	2017 Proposed	Variance from 2015 to 2016	% Inc / (Dec)
Salaries & Benefits						
Salaries	\$163,432,965	\$171,064,308	\$185,438,985	\$189,178,925	\$3,739,940	2.0%
Benefits	48,107,279	50,183,476	52,781,762	53,100,005	318,243	0.6%
Subtotal	211,540,244	221,247,784	238,220,747	242,278,930	4,058,183	1.7%
Supplies	\$23,377,952	\$21,969,657	\$30,084,040	\$34,908,119	4,824,079	16.0%
Other Services & Charges	\$103,302,443	\$106,544,972	\$110,376,373	\$125,216,909	14,840,536	13.4%
Direct Assistance Payments	\$7,209,509	\$6,228,149	\$7,564,941	\$6,836,932	(728,009)	-9.6%
Intergovernmental	\$27,024,728	\$30,185,675	\$30,403,354	\$32,410,617	2,007,263	6.6%
Subtotal	160,914,632	164,928,453	178,428,708	199,372,577	20,943,869	11.7%
Subtotal Operating	372,454,876	386,176,237	416,649,455	441,651,507	25,002,052	6.0%
Capital Projects & Equipment	\$41,948,991	\$34,767,441	\$34,514,171	\$37,393,788	2,879,617	8.3%
Subtotal	414,403,866	420,943,678	451,163,626	479,045,295	27,881,669	6.2%
Interdepartmental	\$58,508,905	\$56,770,900	\$64,693,185	\$62,232,966	(2,460,219)	-3.8%
Total Expenditures	\$ 472,912,771	\$ 477,714,578	\$ 515,856,811	\$ 541,278,261	\$ 25,421,450	4.9%

Jefferson County - 2017 Proposed Budget

Business Case Summary

Department - Division	Business Case Description	FTE	LTE	One-Time	Ongoing	Total
Development & Transportation - Airport Administration	Airport 2017 LTE	0.00	1.00	30,000		30,000
Total - Airport Fund		0.00	1.00	\$ 30,000	\$ -	\$ 30,000
Parks - Boettcher Mansion	CTF - Boettcher Enhancements	0.00	0.00	110,000	-	110,000
Parks - Boettcher Mansion	Network Printer Replacement	0.00	0.00	1,000	-	1,000
Total- Boettcher Mansion Subfund		0.00	0.00	\$ 111,000	\$ -	\$ 111,000
Assessor	Aumentum Maintenance	0.00	0.00		20,000	20,000
Assessor	Temp/Overtime Increase	0.00	0.00	85,000	-	85,000
Board of County Commissioners	Fed/State Lobbyist Contracts	0.00	0.00	-	152,500	152,500
Board of County Commissioners	SB 15-288 Salary Increase	0.00	0.00	-	61,054	61,054
Coroner - Coroner	Autopsy Services	0.00	0.00	-	163,864	163,864
County Attorney - Administration	Additional 2% Salary Increase	0.00	0.00	-	64,204	64,204
County Attorney - Administration	Limited Status Business Asst.	0.00	1.00	50,000	-	50,000
County Attorney - Board of Equalization	BOE Business Case	0.00	0.00	58,775	-	58,775
County Manager - County Manager	Security Resources	0.00	0.00	150,000	-	150,000
County Manager - Facilities	Conference Center Furniture Replacement	0.00	0.00	-	10,000	10,000
County Manager - Facilities	Fitness Center Equip. Replace	0.00	0.00	-	17,000	17,000
County Manager - Human Resources	Leadership Academy	0.00	0.00	-	67,000	67,000
County Manager - Public Engagement Office	Public Engagement Updates	0.00	0.00	-	20,000	20,000
County Manager - Public Engagement Office	Swearing-In Ceremonies	0.00	0.00	10,000	-	10,000
County Manager - Public Engagement Office	Telephone Town Halls	0.00	0.00	-	22,000	22,000
D&T - Transportation & Engineering	2 T&E Limited Term Employees	0.00	2.00	-	-	-
D&T - Transportation & Engineering	T&E Inspector Field Tablets	0.00	0.00	-	18,740	18,740
District Attorney - Administration	DA Victim Services Team 2 GFPs	2.00	0.00	198,838	-	198,838
Finance & IT - Accounting	New Check Printers	0.00	0.00	25,000	-	25,000
Finance & IT - Budget Management Analysis	OpenGov Financial Transparency	0.00	0.00	-	40,000	40,000
Finance & IT - Budget Management Analysis	10-County Budget Conference	0.00	0.00	4,000	-	4,000
Finance & IT - Finance & IT	Staff & Leadership Development	0.00	0.00	-	10,000	10,000
Others - Employee Relations	Service Awards	0.00	0.00	-	10,000	10,000
Others - Employee Relations	Tuition	0.00	0.00	-	132,000	132,000
Parks - CSU Extension	CSU Garden Improvements	0.00	0.00	2,000	16,000	18,000
Parks - Fairgrounds	Capital Supplies & Equipment	0.00	0.00	50,000	-	50,000
Parks - Fairgrounds	CTF Exhibit Hall & Conf. Rooms	0.00	0.00	1,000,000	-	1,000,000
Parks - Fairgrounds	Outsource Grounds Maintenance	0.00	0.00	-	50,000	50,000
Sheriff - JCSO Detentions	JCSO Overtime Increase	0.00	0.00	-	1,664,000	1,664,000
Sheriff - JCSO Detentions	JCSO Sworn Salary Increase	0.00	0.00	-	315,000	315,000
Treasurer	Office Increases	0.00	0.00	-	9,200	9,200
Total - General Fund		2.00	3.00	\$ 1,633,613	\$ 2,862,562	\$ 4,496,175
Human Services - Head Start	Head Start Increased Services	5.00	0.00	447,781	316,055	763,836
Total - Head Start Fund		5.00	0.00	\$ 447,781	\$ 316,055	\$ 763,836
Finance & IT - Insurance	County Building Appraisals	0.00	0.00	-	12,000	12,000
Finance & IT - Insurance	Training & Education	0.00	0.00	-	4,000	4,000
Finance & IT - Insurance	Actuarial Report	0.00	0.00	7,000	-	7,000
Finance & IT - Insurance	Risk Management Software	0.00	0.00	75,000	-	75,000
Total - Insurance Fund		0.00	0.00	\$ 82,000	\$ 16,000	\$ 98,000
Library	Audio Visual Equipment	0.00	0.00	41,200	-	41,200
Library	Books & Materials	0.00	0.00	-	2,346,717	2,346,717
Library	Communications Process Implementation	0.00	0.00	-	50,000	50,000
Library	DIY Lap Materials	0.00	0.00	-	19,270	19,270
Library	Maintenance Technician	0.00	0.00	-	102,484	102,484
Library	New Program & Events Model	0.00	0.00	-	15,000	15,000
Library	Software Maint. Agreements	0.00	0.00	-	112,837	112,837
Library	Temporary Staff	0.00	0.00	65,480	-	65,480
Total - Library Fund		0.00	0.00	\$ 106,680	\$ 2,646,308	\$ 2,752,988
Parks - Open Space	JCOS It Improvements	0.00	0.00	17,000	72,407	89,407
Parks - Open Space	JCOS Operations	0.00	0.00	293,000	625,000	918,000
Parks - Open Space	JCOS Personnel	1.20	0.00	25,000	388,128	413,128

Jefferson County - 2017 Proposed Budget

Business Case Summary

Department - Division	Business Case Description	FTE	LTE	One-Time	Ongoing	Total
Parks - Open Space	OS Limited Status Employees	0.00	20.00	-	-	-
Parks - Open Space	OS New Fleet Vehicles	0.00	0.00	117,900	22,600	140,500
Parks - Open Space	Parks Central Reservation & Support	0.00	0.00	85,000	22,000	107,000
Total - Open Space Fund		1.20	20.00	\$ 537,900	\$ 1,130,135	\$ 1,668,035
Public Health	Environmental Health FTE & Vehicle	2.00	0.00	30,000	131,513	161,513
Total - Public Health Fund		2.00	0.00	\$ 30,000	\$ 131,513	\$ 161,513
D&T - Road & Bridge	R&B 4 FTEs Construction Crew	4.00	0.00	-	225,000	225,000
D&T - Road & Bridge	R&B College Interns	4.00	0.00	-	57,500	57,500
D&T - Road & Bridge	R&B LTEs	0.00	19.00	-	-	-
D&T - Road & Bridge	R&B Road Inspection	0.00	0.00	350,000	-	350,000
Total - Road & Bridge Fund		8.00	19.00	\$ 350,000	\$ 282,500	\$ 632,500
Human Services - Community & Workforce Development Div.	Veteran Services Admin Assistant	0.50	0.00	-	32,343	32,343
Total- Social Services Fund		0.50	0.00	\$ -	\$ 32,343	\$ 32,343
Total Countywide		18.70	43.00	\$ 3,328,974	\$ 7,417,416	\$ 10,746,390

Jefferson County - 2017 Proposed Budget

Capital Projects Summary

Department - Division	Description	2017
D&T - Airport FAA Operations	AIP-58/59	1,700,000
D&T - Airport Grounds	Pilatus Public Improvements	650,000
D&T - Airport Operations	NE-Development/15-Acre Grounds	300,000
D&T - Airport Operations	Snow Removal Equip. Bldg	150,000
D&T - Airport Vehicle Equipment	Airport Fire Fighting Equip.	800,000
D&T - Airport Vehicle Equipment	Airport Loader	275,000
Total - Airport Fund		\$ 3,875,000
Others - County Manager	Jeffco Parkway Five Year Plan	1,000,000
Total - Capital Expenditures Fund		\$ 1,000,000
Traffic Impact & SE SalesTax - Transportation & Engineering	JC73 Brook Forest-Thimbleberry	370,000
Total - Evergreen/Conifer Fund		\$ 370,000
County Manager - Fleet Services	Vehicle Replacement	6,318,969
Total - Fleet Services Fund		\$ 6,318,969
Clerk & Recorder - Clerk Recorder Elections	Election Voting System	1,167,500
County Manager - Facilities	01CAB – Facility Condition As	75,000
County Manager - Facilities	01CAB Kitchen Refrigerators	17,800
County Manager - Facilities	01CAB Parking Structure Epoxy	750,000
County Manager - Facilities	01CAB Parking Structure Main.	200,000
County Manager - Facilities	01CAB Replace Liebert Units	60,000
County Manager - Facilities	01CAB Terrazzo Repair Design	10,000
County Manager - Facilities	01CAB UPS Bttry Rplcmnt-1st Fl	8,000
County Manager - Facilities	01CAB UPS Bttry Rplcmnt-2nd Fl	11,500
County Manager - Facilities	01CAB UPS Bttry Rplcmnt-Post 1	2,700
County Manager - Facilities	01DAB - Replace Fire System	264,000
County Manager - Facilities	01DAK Hardscape Caulking	10,200
County Manager - Facilities	01DAK UPS Battery Replacement	15,500
County Manager - Facilities	01GCC Overflow Parking Lot Rep	26,000
County Manager - Facilities	01LAB Sidewalk/Curb Caulking	11,100
County Manager - Facilities	01LAB UPS Battery Replacement	59,500
County Manager - Facilities	01SDC Asphalt Concrete Repairs	12,500
County Manager - Facilities	01SDC Sheriff Exhaust Fan Conc	18,700
County Manager - Facilities	01SDC Water Intrusion Correct	24,000
County Manager - Facilities	03RGF Central Fleet Shop Roof	203,600
County Manager - Facilities	04RSS Salt Building Crack	90,865
County Manager - Facilities	19MVE Hardscape Repairs	36,500
County Manager - Facilities	C/W - R&B South Fence Repair	30,000
County Manager - Facilities	C/W ADA Compliance	30,000
County Manager - Facilities	C/W Carpet/Flooring	150,000
County Manager - Facilities	C/W Hardscape Repairs	45,000
County Manager - Facilities	C/W Measurement & Verification	9,200

Jefferson County - 2017 Proposed Budget

Capital Projects Summary

<i>Department - Division</i>	<i>Description</i>	<i>2017</i>
County Manager - Facilities	C/W Replace FACM Software	350,000
County Manager - Facilities	C/W Replace Key Locks	45,000
County Manager - Facilities	C/W Roof Audit	62,700
County Manager - Facilities	C/W Space Master Plan	500,000
County Manager - Facilities	C/W Surveillance Camera Repair	30,000
County Manager - Facilities	C/W Tree Replacement Program	30,000
County Manager - Facilities	C/W TVSS Supression	25,000
County Manager - Facilities	C/W Window Replacement	79,500
County Manager - Facilities	Foundation Wall Crack Repairs	95,000
D&T - Transportation & Engineering	Beers Sisters Reservoir	400,000
D&T - Transportation & Engineering	Drainageway H Detention Pond	275,000
D&T - Transportation & Engineering	Massey Draw Drainage Repair	300,000
D&T - Transportation & Engineering	Van Bibber Culvert Replacement	550,000
Finance & IT - IT Services	Campus Fiber Replacement	150,000
Finance & IT - IT Services	Electronic Document Upgrade	195,000
Finance & IT - IT Services	GIS Upgrade	120,000
Finance & IT - IT Services	Kronos 8 Upgrade	150,000
Finance & IT - IT Services	Network Capacity Upgrade	146,000
Finance & IT - IT Services	Phone H&set Replacement	150,000
Finance & IT - IT Services	Virtual Server Upgrades	120,000
Sheriff - JCSO Support Services	JCSO Major Maintenance	359,650
Sheriff - JCSO Support Services	JCSO Mezzanine Meshing	230,000
Sheriff - JCSO Support Services	JCSO PC Replacement	396,400
Sheriff - JCSO Support Services	JCSO Vehicle Replacement	1,271,000
Sheriff - JCSO Support Services	JCSO Waterproofing & Repairs	300,000
Total General Fund		\$ 9,669,415

Human Services - Head Start	54HSA Asbestos Abatement	76,500
Human Services - Head Start	54HSA Building Hardscape	38,900
Human Services - Head Start	54HSA Replace Water line	10,000
Human Services - Head Start	54HSA Roof Repair Replacement	95,000
Total Head Start Fund		\$ 220,400

Library	Annual - Book Sorter Sinking F	200,000
Library	Annual - Capital Maintenance	250,000
Library	Annual - Computer Replacement	250,000
Library	Annual - IT Infrastructure Rep	462,000
Library	Annual - Other FFE Capital Rep	56,000
Library	Columbine Library Remodel	4,250,000
Library	Current Year Facility Exp/upda	80,000
Library	Edgewater Library	80,000
Library	Encore Server	37,000
Library	Entry Door Replacement	36,800
Library	Evergreen AHU Rebuild	135,000
Library	Implement RFID/Self Check	250,000

Jefferson County - 2017 Proposed Budget

Capital Projects Summary

<i>Department - Division</i>	<i>Description</i>	<i>2017</i>
Library	JCPL Mobile Experience	15,700
Library	Large Format Printer	10,000
Library	Long Range Facility Master Pla	75,000
Library	Mobility Solution	25,000
Library	Records Management Software	50,000
Library	REplace DC/DVD Disk Washer	8,000
Library	Virtual Server Upgrade	91,000
Total - Library Fund		\$ 6,361,500

Parks - Open Space	Clear Creek Cyn Trail-GOCO	5,500,000
Parks - Open Space	OS Deer Creek Canyon Park	100,000
Parks - Open Space	OS Elk Meadow Park	500,000
Parks - Open Space	OS L& Acquisitions	2,000,000
Parks - Open Space	OS Mt. Galbraith Park	100,000
Parks - Open Space	OS Park Design Development	220,000
Parks - Open Space	OS Park Upgrades	100,000
Parks - Open Space	OS Pine Valley Lake Drainage	1,000,000
Parks - Open Space	OS Van Bibber Park	180,000
Parks - Open Space	OS Windy Saddle Park	80,000
Total - Open Space Fund		\$ 9,780,000

Public Health	49PMB East Roof & Duct Work	290,000
Total Public Health Fund		\$ 290,000

D&T - Road & Bridge	R&B Faster Funds Asphalt Cont	1,750,000
D&T - Road & Bridge	R&B Asphalt Supplies	1,200,000
D&T - Road & Bridge	R&B Culvert Replacement	600,000
D&T - Road & Bridge	R&B Faster Funds Concrete Cont	3,000,000
D&T - Road & Bridge	R&B Reconstruction CIP	340,000
D&T - Transportation & Engineering	Colfax/6th Ave Multi-Use Trail	1,000,000
D&T - Transportation & Engineering	Faster Misc Safety Projects	1,300,000
D&T - Transportation & Engineering	Golden Parkway - SH3	1,860,335
D&T - Transportation & Engineering	Jefferson Public Parkway	4,350
D&T - Transportation & Engineering	McIntyre - 32nd to Hwy 58	160,000
D&T - Transportation & Engineering	McIntyre-52nd Ave to 64th Ave	300,000
Total - Road & Bridge Fund		\$ 11,514,685

D&T - Transportation & Engineering	Chatfield (Pierce to Kendall)	4,275,000
D&T - Transportation & Engineering	Quincy (Eldridge -Youngfield)	250,000
D&T - Transportation & Engineering	Quincy (Kipling to Wadsworth)	20,000
Total SE Sales Tax - Capital Project Fund		\$ 4,545,000

Human Services - HS Business Finance & Admin	01HSB Carpet/Flooring	100,400
Human Services - HS Business Finance & Admin	01HSB – Loading Dock Repair	20,200
Human Services - HS Business Finance & Admin	01HSB - UPS Battery Replacement	25,600

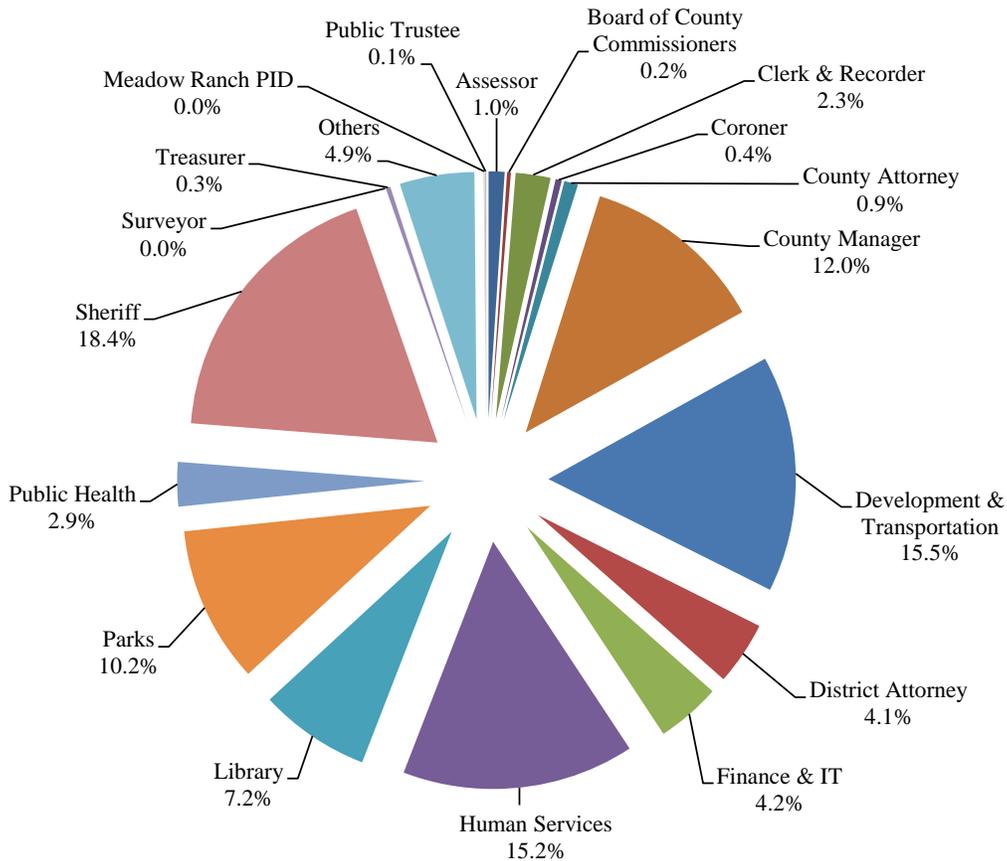
Jefferson County - 2017 Proposed Budget

Capital Projects Summary

<i>Department - Division</i>	<i>Description</i>	<i>2017</i>
Human Services - HS Business Finance & Admin	01HSB - Window Replacement	30,000
Human Services - HS Business Finance & Admin	01HSB HVAC - DDC Upgrade	80,000
Total - Social Services Fund		\$ 256,200
D&T - Transportation & Engineering	Waterton/Wadsworth Intersecti	4,300,000
D&T - Transportation & Engineering	Bowles Avenue Right Turn Lane	220,000
D&T - Transportation & Engineering	Quincy (Eldridge - Youngfield)	250,000
Total - South Traffic Impact Fund		\$ 4,770,000
Total - Countywide		\$ 58,971,169

Jefferson County - 2017 Proposed Budget

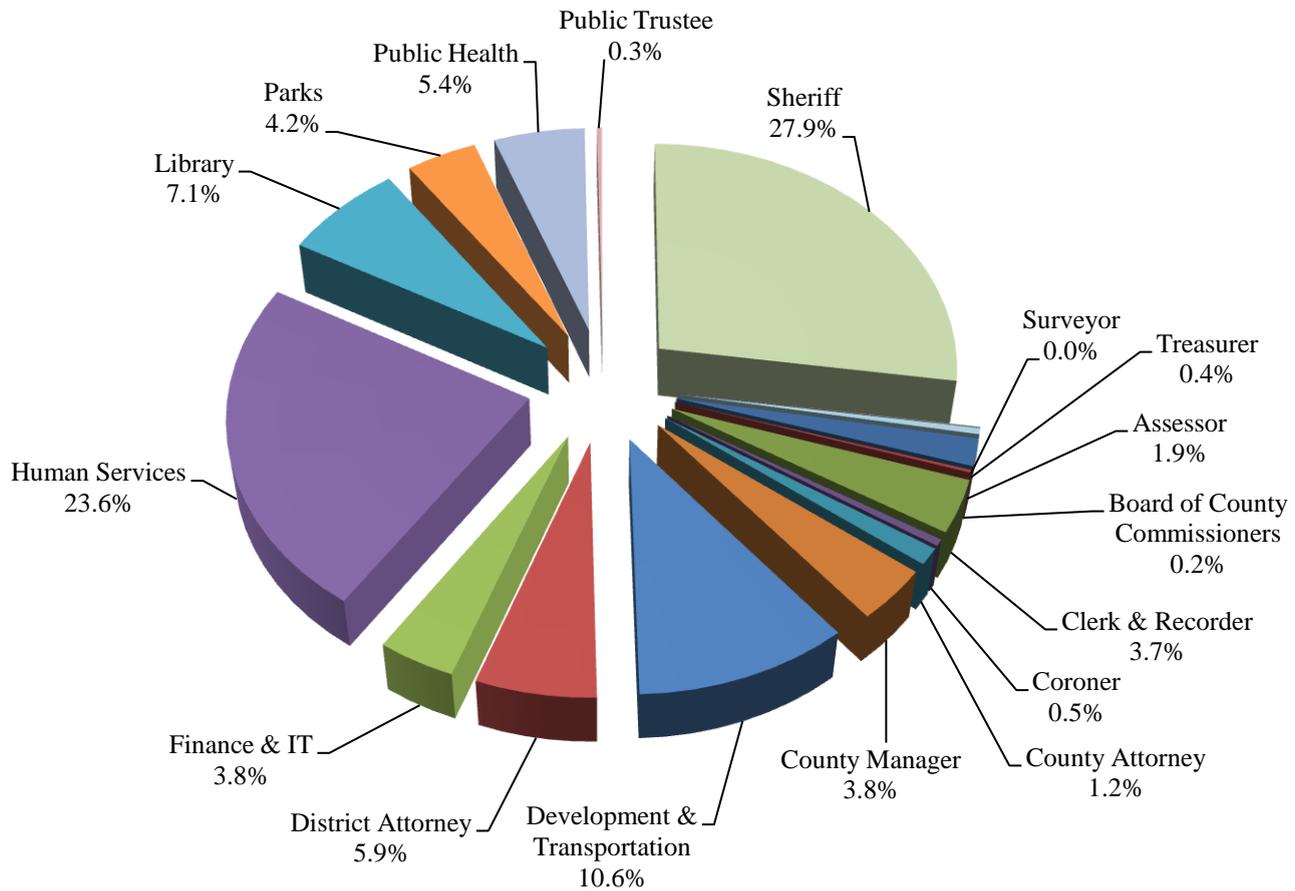
Expenditure Budget by Department



Department	2017 Base Budget	Business Cases	Capital Projects	Interfund Transfers	2017 Proposed Budget
Assessor	4,896,519	105,000	-	577,612	5,579,131
Board of County Commissioners	748,824	213,554	-	377,075	1,339,453
Clerk & Recorder	9,465,169	-	1,167,500	1,652,632	12,285,301
Coroner	1,764,560	163,864	-	268,198	2,196,622
County Attorney	4,112,994	172,979	-	555,061	4,841,034
County Manager	52,849,138	296,000	9,707,834	2,444,140	65,297,112
Development & Transportation	37,426,881	681,240	26,599,685	19,082,288	83,790,094
District Attorney	20,027,227	198,838	-	2,212,292	22,438,357
Finance & IT	19,738,175	177,000	1,031,000	1,711,881	22,658,056
Human Services	72,695,303	796,179	476,600	8,118,649	82,086,731
Library	26,984,754	2,752,988	6,361,500	3,119,954	39,219,196
Parks	39,432,566	2,897,035	9,780,000	3,166,265	55,275,866
Public Health	13,844,749	161,513	290,000	1,447,866	15,744,128
Sheriff	90,126,505	1,979,000	2,557,050	5,067,614	99,730,169
Surveyor	3,022	-	-	2,531	5,553
Treasurer	1,428,577	9,200	-	211,711	1,649,488
Others	13,082,864	142,000	1,000,000	12,105,135	26,329,999
Separate Funds					
Meadow Ranch PID	231,748	-	-	2,400	234,148
Public Trustee	468,161	-	-	109,662	577,823
Total Proposed Budget	\$ 409,327,736	\$ 10,746,390	\$ 58,971,169	\$ 62,232,966	\$ 541,278,261

Jefferson County - 2017 Proposed Budget

Summary of FTEs by Department



Department	2014 FTE Adopted	2015 FTE Adopted	2016 FTE Adopted	2017 FTE Proposed
Assessor	53.00	53.00	56.00	58.00
Board of County Commissioners	4.00	4.00	6.00	6.00
Clerk & Recorder	109.50	109.50	112.50	112.50
Coroner	12.00	12.00	14.00	14.00
County Attorney	35.00	35.00	36.00	36.00
County Manager	112.00	112.00	114.00	114.00
Development & Transportation	308.40	309.40	310.40	318.40
District Attorney	174.35	177.35	177.35	179.35
Finance & IT	117.40	115.90	116.00	116.00
Human Services	677.69	692.75	713.75	712.25
Library	215.00	215.00	215.00	215.00
Parks	116.10	121.10	124.10	125.30
Public Health	153.35	153.35	158.35	161.35
Sheriff	822.50	824.50	824.00	824.00
Surveyor	1.00	1.00	1.00	1.00
Treasurer	13.00	13.00	13.00	13.00
Separate Funds				
Public Trustee	9.00	9.00	9.00	9.00
Total Authorized Positions	2,933.29	2,957.85	3,000.45	3,015.15



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Jefferson County - 2017 Proposed Budget

Fund Balance Summary

Fund	Fund Name	Estimated Beginning Fund Balance	2017 Revenues	2017 Expenditures	Net Interfund Transfers	Ending Fund Balance	Reservations Designations	Funds Available for use in 2017	% Change in Fund Balance
General Fund									
030	General	59,141,505	165,076,434	171,940,255	(5,911,718)	46,365,966	25,000,000	21,365,966	-21.6%
Speical Revenue Funds									
410	Community Development	39,456	2,032,978	1,862,957	(168,021)	41,456	0	41,456	5.1%
060	Conservation Trust	1,196,384	1,169,700	975,000	(1,228,000)	163,084	0	163,084	-86.4%
140	Contingent	2,795,710	24,000	0	(2,572)	2,817,138	2,817,138	0	0.8%
080	Developmentally Disabled	378,892	8,097,426	7,971,017	(126,409)	378,892	242,923	135,969	0.0%
210	Forfeiture	447,867	0	0	0	447,867	0	447,867	0.0%
123	Head Start	0	3,875,957	5,404,045	1,556,442	28,354	0	28,354	0.0%
200	Inmate Welfare	887,784	677,500	820,874	(39,611)	704,799	67,750	637,049	-20.6%
050	Open Space	18,472,932	18,750,291	21,968,868	(2,392,347)	12,862,008	1,883,629	10,978,379	-30.4%
051	Open Space Cities Share	877,726	13,578,303	13,569,003	0	887,026	0	887,026	1.1%
190	Law Enforcement (Patrol)	0	11,417,907	27,071,198	15,653,291	0	0	0	0.0%
110	Road & Bridge	5,874,834	40,171,720	34,032,239	(10,772,656)	1,241,659	1,234,702	6,957	-78.9%
120	Social Services	5,095,578	50,129,107	46,608,880	(3,520,227)	5,095,578	3,758,330	1,337,248	0.0%
400	Solid Waste	438,570	407,100	225,333	(63,398)	556,939	40,710	516,229	27.0%
104	Traffic Impact - Evrgn/Cnfr	161,119	149,700	455,000	(43,419)	(187,600)	0	(187,600)	-216.4%
101	Traffic Impact - North	634,552	318,200	0	(83,372)	869,380	0	869,380	37.0%
100	Traffic Impact - South	2,057,218	2,425,800	4,770,000	(53,908)	(340,890)	0	(340,890)	-116.6%
310	Wildland Fire	142,621	16,200	10,000	(2,259)	146,562	1,620	144,942	2.8%
121	Workforce Development	5,083	4,320,106	3,930,983	(439,692)	(45,486)	0	(45,486)	-994.9%
Enterprise Funds & Component Units									
280	Airport	(48,597)	6,585,340	5,207,116	(330,886)	998,741	658,534	340,207	-2155.1%
160	Library	15,166,149	37,862,157	36,099,242	(3,119,954)	13,809,110	3,786,216	10,022,894	-8.9%
220	Public Health	1,732,551	8,867,263	14,296,262	5,477,560	1,781,112	473,781	1,307,331	2.8%
Debt Service Funds									
053	Open Space - 2009 Bond	2,816,928	8,450,400	8,442,400	0	2,824,928	2,824,928	0	0.3%
055	Open Space - 2010 Bond	758,943	2,284,300	2,282,700	0	760,543	760,543	0	0.2%
057	Open Space - 2013 Bond	712,639	2,146,408	2,144,908	0	714,139	714,139	0	0.2%
380	South East Sales Tax - Debt	11,620,359	4,826,900	1,354,724	(3,525,000)	11,567,535	2,032,086	9,535,449	-0.5%
Capital Project Funds									
130	Capital Expenditures	11,423,195	9,461,533	10,250,650	3,274,885	13,908,963	1,289,856	12,619,107	21.8%
056	Open Space Land Acquisition	8,577	0	0	0	8,577	8,577	0	0.0%
381	South East Sales Tax - Capital	2,973,191	17,400	4,545,000	2,960,682	1,406,273	0	1,406,273	-52.7%
Internal Service Funds									
170	Benefit Plan	4,081,978	10,393,056	34,842,833	25,682,933	5,315,134	5,315,134	0	30.2%
150	Fleet Services	12,037,874	884,180	11,914,432	8,851,515	9,859,137	9,859,137	0	-18.1%
040	Insurance	2,304,060	23,300	1,462,856	1,136,309	2,000,813	1,000,000	1,000,813	-13.2%
041	Worker's Compensation	889,953	18,600	1,788,278	1,854,263	974,538	450,000	524,538	9.5%
Separate Funds									
340	Meadow Ranch	234,404	171,315	231,748	(2,400)	171,571	171,571	0	-26.8%
230	Public Trustee	(34,659)	646,328	468,161	(109,662)	33,846	0	33,846	-197.7%
Total Jefferson County		165,325,376	415,276,908	476,946,962	34,512,369	138,167,692	64,391,302	73,776,389	-16.4%



Jefferson County - 2017 Proposed Budget

Detail of Expenditures by Department / Division

Department / Division	2016 Adopted Budget	2017 Proposed Budget				
		2017 Base	Business Cases	Capital Projects	Interfund Transfers	2017 Proposed Budget
Assessor	\$5,298,643	\$ 4,896,519	\$ 105,000	\$ -	\$ 577,612	\$ 5,579,131
Board of County Commissioners	\$1,002,093	748,824	213,554	-	377,075	1,339,453
Clerk & Recorder						
Clerk Recorder Administration	1,197,378	1,014,099	-	-	161,330	1,175,429
Clerk Recorder Clerk to the Board	295,614	232,113	-	-	101,037	333,150
Clerk Recorder Elections	4,862,757	2,388,041	-	1,167,500	427,082	3,982,623
Clerk Recorder Motor Vehicle	5,353,643	4,741,539	-	-	792,756	5,534,295
Clerk Recorder Recording	1,270,637	1,089,377	-	-	170,427	1,259,804
Subtotal	\$ 12,980,029	\$ 9,465,169	\$ -	\$ 1,167,500	\$ 1,652,632	\$ 12,285,301
Coroner	\$ 1,972,183	\$ 1,764,560	\$ 163,864	\$ -	\$ 268,198	\$ 2,196,622
County Attorney						
Administration	4,332,047	3,927,153	114,204	-	459,885	4,501,242
Board of Equalization	275,858	185,841	58,775	-	95,176	339,792
Subtotal	\$ 4,607,905	\$ 4,112,994	\$ 172,979	\$ -	\$ 555,061	\$ 4,841,034
County Manager						
County Manager	1,091,866	823,031	150,000	-	112,318	1,085,349
Fleet Services	12,751,365	9,353,733	27,000	3,388,865	1,218,291	13,987,889
Human Resources	9,773,156	5,595,463	-	6,318,969	393,327	12,307,759
Facilities	35,994,089	36,439,484	67,000	-	632,837	37,139,321
Public Engagement Office	1,128,861	637,427	52,000	-	87,367	776,794
Subtotal	\$ 60,739,337	\$ 52,849,138	\$ 296,000	\$ 9,707,834	\$ 2,444,140	\$ 65,297,112
Development & Transportation						
Airport Administration	2,194,633	1,927,525	30,000	-	330,886	2,288,411
Airport Airfield	154,850	154,850	-	-	-	154,850
Airport Airshow	31,000	31,000	-	-	-	31,000
Airport Building 4	31,000	31,000	-	-	-	31,000
Airport Building B1	5,750	5,750	-	-	-	5,750
Airport Building B2	98,376	98,376	-	-	-	98,376
Airport Customs Services	138,600	138,600	-	-	-	138,600
Airport Environmental	10,500	10,500	-	-	-	10,500
Airport FAA Operations	5,716,665	383,333	-	1,700,000	-	2,083,333
Airport Grounds	1,042,925	42,925	-	650,000	-	692,925
Airport Operations	291,340	291,340	-	450,000	-	741,340
Airport Operations Building	33,500	33,500	-	-	-	33,500
Airport T Hangars	13,000	13,000	-	-	-	13,000
Airport Terminal Building	110,250	110,250	-	-	-	110,250
Airport Vehicle Equipment	203,500	128,500	-	1,075,000	-	1,203,500
Building	3,602,308	2,862,381	-	-	801,167	3,663,548
Development Transportation	276,379	225,831	-	-	43,404	269,235
Planning Zoning	4,707,788	3,796,405	-	-	1,107,008	4,903,413
Road and Bridge	36,179,020	21,885,054	632,500	6,890,000	11,757,656	41,165,210
Transportation and Engineering	6,991,363	3,817,037	18,740	5,849,685	772,150	10,457,612
Subtotal	\$ 61,832,747	\$ 35,987,157	\$ 681,240	\$ 16,614,685	\$ 14,812,271	\$ 68,095,353
District Attorney						
District Attorney Administration	375,000	375,000	-	-	-	375,000
DA Bank Accounts	21,722,590	19,652,227	198,838	-	2,212,292	22,063,357
Subtotal	\$ 22,097,590	\$ 20,027,227	\$ 198,838	\$ -	\$ 2,212,292	\$ 22,438,357
Finance & IT						

Jefferson County - 2017 Proposed Budget

Detail of Expenditures by Department / Division

Department / Division	2016 Adopted Budget	2017 Proposed Budget				
		2017 Base	Business Cases	Capital Projects	Interfund Transfers	2017 Proposed Budget
Accounting	3,008,524	2,682,346	25,000	-	476,571	3,183,917
Finance & IT	774,867	701,141	44,000	-	111,145	856,286
Budget Management Analysis	286,662	232,310	10,000	-	35,931	278,241
Insurance	1,422,920	1,364,856	98,000	-	183,917	1,646,773
IT Services	14,881,084	12,969,244	-	1,031,000	870,068	14,870,312
Workers Comp	1,750,790	1,788,278	-	-	34,249	1,822,527
Subtotal	\$ 22,124,847	\$ 19,738,175	\$ 177,000	\$ 1,031,000	\$ 1,711,881	\$ 22,658,056
Human Services						
Aging Adult & Child Supprt Division	4,904,548	4,048,517	-	-	951,655	5,000,172
Developmentally Disabled	24,949,345	22,053,668	-	-	5,019,183	27,072,851
Head Start	6,660,160	5,903,083	32,343	-	722,456	6,657,882
Justice Services	19,635,112	16,253,145	-	-	1,267,729	17,520,874
Community Assistance Division	6,945,005	7,971,017	-	-	126,409	8,097,426
HS Business Finance & Admin	4,647,696	4,419,809	763,836	220,400	331,157	5,735,202
Children Youth Families	5,528,003	3,855,864	-	256,200	(872,617)	3,239,447
Community & Workforce Development Division	9,028,212	8,190,200	-	-	572,677	8,762,877
Subtotal	\$ 82,298,081	\$ 72,695,303	\$ 796,179	\$ 476,600	\$ 8,118,649	\$ 82,086,731
Library	\$32,396,129	\$26,984,754	\$2,752,988	\$6,361,500	\$3,119,954	\$39,219,196
Others						
Capital Expenditure	9,322,515	9,050,650	-	-	162,138	9,212,788
Conservation Trust	1,885,300	975,000	-	-	1,228,000	2,203,000
Contingent	2,506	-	-	-	2,572	2,572
County Manager	1,000,000	200,000	-	1,000,000	-	1,200,000
Historical Commission	148,000	-	142,000	-	-	142,000
Intergovernmental Projects	10,775	10,775	-	-	-	10,775
Non - Departmental	30,379,806	1,028,998	-	-	25,581,444	26,610,442
Non - Profits	(10,542,260)	335,700	-	-	(14,934,676)	(14,598,976)
Employee Relations	-	1,246,408	-	-	-	1,246,408
Solid Waste	326,504	225,333	-	-	63,398	288,731
Solid Waste Management	-	-	-	-	-	-
Wildland Fire	12,489	10,000	-	-	2,259	12,259
Subtotal	\$ 32,545,635	\$ 13,082,864	\$ 142,000	\$ 1,000,000	\$ 12,105,135	\$ 26,329,999
Meadow Ranch Improvement District	\$ 136,787.00	\$ 231,748.00	\$ -	\$ -	\$ 2,400.00	\$ 234,148.00
Parks						
Boettcher Mansion	655,013	502,335	111,000	-	81,634	694,969
CSU Extension	858,480	739,913	18,000	-	108,148	866,061
Fairgrounds	2,095,189	1,230,474	1,100,000	-	498,136	2,828,610
Open Space	46,792,801	36,959,844	1,668,035	9,780,000	2,478,347	50,886,226
Subtotal	\$ 50,401,483	\$ 39,432,566	\$ 2,897,035	\$ 9,780,000	\$ 3,166,265	\$ 55,275,866
Public Health	\$ 16,095,519	\$ 13,844,749	\$ 161,513	\$ 290,000	\$ 1,447,866	\$ 15,744,128
Public Trustee	\$ 680,601	\$ 468,161	\$ -	\$ -	\$ 109,662	\$ 577,823
Sheriff						
Emergency Management	571,237	916,834	-	-	-	916,834
Inmate Welfare	1,067,251	820,874	-	-	39,611	860,485
JCSO Criminal Investigations	8,533,561	8,620,976	-	-	-	8,620,976
JCSO Detentions	39,205,211	41,382,333	1,979,000	-	-	43,361,333
JCSO Law Enforcement	3,370,192	2,973,566	-	-	-	2,973,566
JCSO Executive	19,940,029	19,534,703	-	-	141,489	19,676,192
JCSO Support Services	22,845,242	15,877,219	-	2,557,050	4,886,514	23,320,783
Subtotal	\$ 95,532,723	\$ 90,126,505	\$ 1,979,000	\$ 2,557,050	\$ 5,067,614	\$ 99,730,169

Jefferson County - 2017 Proposed Budget

Detail of Expenditures by Department / Division

Department / Division	2016 Adopted Budget	2017 Proposed Budget				
		2017 Base	Business Cases	Capital Projects	Interfund Transfers	2017 Proposed Budget
Surveyor	\$ 36,303	\$ 3,022	\$ -	\$ -	\$ 2,531	\$ 5,553
D&T Traffic Impact & SE Sales Tax Fund						
Transportation & Engineering	2,156,240	1,354,724	-	-	3,525,000	4,879,724
Southeast Jeffco Sales Tax LID	9,267,313	85,000	-	9,985,000	745,017	10,815,017
Subtotal	\$ 11,423,553	\$ 1,439,724	\$ -	\$ 9,985,000	\$ 4,270,017	\$ 15,694,741
Treasurer	\$ 1,654,623	\$ 1,428,577	\$ 9,200	\$ -	\$ 211,711	\$ 1,649,488
TOTAL	\$515,856,811	\$409,327,736	\$10,746,390	\$58,971,169	\$62,232,966	\$541,278,261

Jefferson County - 2017 Proposed Budget

Detail of FTEs by Department / Division

Department	2014 Adopted	2015 Adopted	2016 Adopted	2016 Inc / (Dec)	2017 Business Cases	2017 Proposed
Assessor	53.00	53.00	56.00	2.00	0.00	58.00
Board of County Commissioners	4.00	4.00	6.00	0.00	0.00	6.00
Clerk & Recorder						
Administration	8.00	9.00	9.00	0.00	0.00	9.00
Clerk to the Board	3.00	3.00	3.00	0.00	0.00	3.00
Elections	16.00	15.00	15.00	0.00	0.00	15.00
Motor Vehicle	65.50	65.50	69.50	0.00	0.00	69.50
Recording	17.00	17.00	16.00	0.00	0.00	16.00
<i>Subtotal</i>	109.50	109.50	112.50	0.00	0.00	112.50
Coroner	12.00	12.00	14.00	0.00	0.00	14.00
County Attorney	35.00	35.00	36.00	0.00	0.00	36.00
County Manager						
County Manager	5.00	5.00	7.00	0.00	0.00	7.00
Facilities & Construction Mgmt.	56.00	56.00	58.00	0.00	0.00	58.00
Fleet Services	24.00	24.00	24.00	0.00	0.00	24.00
Human Resources	19.00	19.00	20.00	0.00	0.00	20.00
Public Information Office	8.00	8.00	5.00	0.00	0.00	5.00
<i>Subtotal</i>	112.00	112.00	114.00	0.00	0.00	114.00
Development & Transportation						
Administration	2.00	2.00	2.00	0.00	0.00	2.00
Airport	21.80	21.80	21.80	0.00	0.00	21.80
Building Safety	27.00	28.00	28.00	0.00	0.00	28.00
Planning & Zoning	41.00	41.00	41.00	0.00	0.00	41.00
Road & Bridge	181.60	181.60	182.60	0.00	8.00	190.60
Transportation & Engineering	35.00	35.00	35.00	0.00	0.00	35.00
<i>Subtotal</i>	308.40	309.40	310.40	0.00	8.00	318.40
District Attorney	174.35	177.35	177.35	0.00	2.00	179.35
Finance and IT						
Accounting	27.40	27.90	28.00	0.00	0.00	28.00
Budget & Risk Management	11.00	11.00	11.00	0.00	0.00	11.00
Finance & IT Administration	1.00	1.00	1.00	0.00	0.00	1.00
IT Services	78.00	76.00	76.00	0.00	0.00	76.00
<i>Subtotal</i>	117.40	115.90	116.00	0.00	0.00	116.00
Human Services						
Aging Adult & Child Support	80.00	120.00	120.00	3.00	0.00	123.00
Business, Finance & Admin	120.00	54.00	54.00	0.00	0.00	54.00
Children, Youth & Families	192.43	192.45	207.45	(4.00)	0.00	203.45
Community Assistance	137.00	171.00	177.00	(6.00)	0.00	171.00
Community & Workforce Development	44.00	45.00	45.00	0.00	0.50	45.50
Head Start	61.26	61.30	61.30	0.00	5.00	66.30
Justice Services	43.00	49.00	49.00	0.00	0.00	49.00
<i>Subtotal</i>	677.69	692.75	713.75	(7.00)	5.50	712.25
Library	215.00	215.00	215.00	0.00	0.00	215.00
Parks						
Boettcher Mansion	6.00	6.00	6.00	0.00	0.00	6.00
CSU Extension	5.00	5.00	5.00	0.00	0.00	5.00

Jefferson County - 2017 Proposed Budget

Detail of FTEs by Department / Division

Department	2014 Adopted	2015 Adopted	2016 Adopted	2016 Inc / (Dec)	2017 Business Cases	2017 Proposed
Fairgrounds	9.00	9.00	10.00	0.00	0.00	10.00
Open Space	96.10	101.10	103.10	0.00	1.20	104.30
<i>Subtotal</i>	116.10	121.10	124.10	0.00	1.20	125.30
Public Health	153.35	153.35	158.35	1.00	2.00	161.35
Sheriff						
Criminal Investigations	77.00	77.00	77.00	0.00	0.00	77.00
Detentions	370.00	370.00	370.00	0.00	0.00	370.00
Emergency Management	4.00	6.00	6.00	0.00	0.00	6.00
Executive	18.00	18.00	18.00	0.00	0.00	18.00
Inmate Welfare	10.00	10.00	10.00	0.00	0.00	10.00
Patrol	209.00	209.00	209.00	0.00	0.00	209.00
Support Services	134.50	134.50	134.00	0.00	0.00	134.00
<i>Subtotal</i>	822.50	824.50	824.00	0.00	0.00	824.00
Surveyor	1.00	1.00	1.00	0.00	0.00	1.00
Treasurer	13.00	13.00	13.00	0.00	0.00	13.00
Separate Funds						
Public Trustee	9.00	9.00	9.00	0.00	0.00	9.00
Total Authorized Positions	2,933.29	2,957.85	3,000.45	(4.00)	18.70	3,015.15
Limited Term Employees						
Airport	0.00	0.0	1.00	(1.00)	1.00	1.00
County Attorney	0.00	0.0	0.00	0.00	1.00	1.00
Human Services	0.00	4.00	0.00	4.00	0.00	4.00
Open Space	0.00	12.00	0.00	0.00	20.00	20.00
Road & Bridge	0.00	13.00	4.00	(4.00)	19.00	19.00
Transportation & Engineering	0.00	2.00	1.00	(1.00)	2.00	2.00
Limited Term Employees	0.00	32.00	8.00	(4.00)	43.00	47.00
Total Authorized & Limited Term Positions	2,933.29	2,989.85	3,008.45	(8.00)	61.70	3,062.15



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Jefferson County - 2017 Proposed Budget

Five-Year Capital Improvement Plan

Department - Division	Description	2017	2018	2019	2020	2021	Total
D&T - Airport FAA Operations	AIP-58/59	1,700,000	-	-	-	-	1,700,000
D&T - Airport Grounds	Pilatus Public Improvements	650,000	350,000	-	-	-	1,000,000
D&T - Airport Operations	NE-Development/15-Acre Grounds	300,000	-	-	-	-	300,000
D&T - Airport Operations	Snow Removal Equip. Bldg	150,000	-	-	-	-	150,000
D&T - Airport Vehicle Equipment	Airport Fire Fighting Equip.	800,000	-	-	-	-	800,000
D&T - Airport Vehicle Equipment	Airport Loader	275,000	-	-	-	300,000	575,000
Total - Airport Fund		\$ 3,875,000	\$ 350,000	\$ -	\$ -	\$ 300,000	\$ 4,525,000
Others - County Manager	Jeffco Parkway Five Year Plan	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Total - Capital Expenditures Fund		\$ 1,000,000	\$ 5,000,000				
D&T - Transportation & Engineering	JC73 Brook Forest-Thimbleberry	370,000	470,000	370,000	-	-	1,210,000
Total - Evergreen/Conifer Fund		\$ 370,000	\$ 470,000	\$ 370,000	\$ -	\$ -	\$ 1,210,000
County Manager - Fleet Services	Vehicle Replacement	6,318,969	-	-	-	-	6,318,969
Total - Fleet Services Fund		\$ 6,318,969	\$ -	\$ -	\$ -	\$ -	\$ 6,318,969
Clerk & Recorder - Elections	Election Voting System	1,167,500	130,500	130,500	130,500	130,500	1,689,500
County Manager - Facilities	01CAB - Entry Jamb Repair	-	11,100	-	-	-	11,100
County Manager - Facilities	01CAB - Facility Condition As	75,000	-	-	-	-	75,000
County Manager - Facilities	01CAB Parking Structure Epoxy	750,000	-	-	-	-	750,000
County Manager - Facilities	01CAB Parking Structure Main.	200,000	550,000	85,000	335,000	-	1,170,000
County Manager - Facilities	01DAB - HVAC DDC Upgrade	-	113,800	-	-	-	113,800
County Manager - Facilities	01DAB - Replace Fire System	264,000	-	-	-	-	264,000
County Manager - Facilities	01OSB - North 40 Parking Lot	-	112,500	114,500	26,000	-	253,000
County Manager - Facilities	01SDC Design Detention Ponds	-	-	45,000	-	-	45,000
County Manager - Facilities	49RMB Boiler Replacement	-	73,000	-	-	-	73,000
County Manager - Facilities	53SSC Flag Poles	-	5,500	-	-	-	5,500
County Manager - Facilities	C/W Replace FACM Software	350,000	-	-	-	-	350,000
County Manager - Facilities	C/W Space Master Plan	500,000	-	-	-	-	500,000
County Manager - Facilities	County Wide Asphalt Assessmen	-	-	70,000	-	-	70,000
County Manager - Facilities	01CAB Kitchen Refrigerators	17,800	-	-	-	-	17,800
County Manager - Facilities	01CAB Replace Liebert Units	60,000	-	-	-	-	60,000
County Manager - Facilities	01CAB Terrazzo Repair Design	10,000	-	-	-	-	10,000
County Manager - Facilities	01CAB UPS Btry Rplcmnt-1st Fl	8,000	-	-	8,000	-	16,000
County Manager - Facilities	01CAB UPS Btry Rplcmnt-2nd Fl	11,500	-	-	11,500	-	23,000
County Manager - Facilities	01CAB UPS Btry Rplcmnt-Post 1	2,700	-	-	2,700	-	5,400
County Manager - Facilities	01-Caulking Parking Structure	-	-	100,000	-	-	100,000
County Manager - Facilities	01DAB Asphalt Concrete Repairs	-	-	32,000	-	-	32,000
County Manager - Facilities	01DAK Asphalt Concrete Repairs	-	23,050	-	-	-	23,050
County Manager - Facilities	01DAK Hardscape Caulking	10,200	-	-	-	-	10,200
County Manager - Facilities	01DAK UPS Battery Replacement	15,500	-	-	15,500	-	31,000
County Manager - Facilities	01GCC Overflow Parking Lot Rep	26,000	-	-	-	-	26,000
County Manager - Facilities	01LAB Asphalt Concrete Repairs	-	-	-	62,440	-	62,440
County Manager - Facilities	01LAB Replace Phone Closet AC	-	26,000	26,000	-	-	52,000
County Manager - Facilities	01LAB Sidewalk/Curb Caulking	11,100	-	-	-	-	11,100
County Manager - Facilities	01LAB UPS Battery Replacement	59,500	-	-	59,500	-	119,000
County Manager - Facilities	01OSB Asphalt Concrete Rprs-GF	-	13,500	-	-	15,000	28,500
County Manager - Facilities	01OSB Asphalt Concrete Rprs-OS	-	23,500	-	-	26,300	49,800
County Manager - Facilities	01OSB HVAC Upgrade - Gen Fund	-	109,500	101,100	169,300	329,000	708,900
County Manager - Facilities	01OSB HVAC Upgrade-Open Space	-	192,500	177,700	297,800	578,500	1,246,500
County Manager - Facilities	01OSB North 40 Parking Lot	-	64,000	65,000	14,500	-	143,500
County Manager - Facilities	01SDC Asphalt Concrete Repairs	12,500	-	-	60,000	56,800	129,300
County Manager - Facilities	01SDC Sheriff Exhaust Fan Conc	18,700	-	-	-	-	18,700
County Manager - Facilities	01SDC Water Intrusion Correct	24,000	-	-	-	-	24,000
County Manager - Facilities	03RGD Salt Dome Roof Replace	-	-	84,000	-	-	84,000
County Manager - Facilities	03RGF Central Fleet Shop Roof	203,600	-	-	-	-	203,600
County Manager - Facilities	03RGS Central Storage Roof	-	150,000	-	-	-	150,000
County Manager - Facilities	04RSS Roof Replacement	-	-	185,000	-	-	185,000

Jefferson County - 2017 Proposed Budget

Five-Year Capital Improvement Plan

Department - Division	Description	2017	2018	2019	2020	2021	Total
County Manager - Facilities	04RSS Salt Building Crack	90,865	-	-	-	-	90,865
County Manager - Facilities	19MVE Hardscape Repairs	36,500	-	4,000	-	-	40,500
County Manager - Facilities	38MRC-Demo McCormick Ranch	-	-	187,500	-	-	187,500
County Manager - Facilities	42misc Mine remediation	-	-	-	-	67,000	67,000
County Manager - Facilities	49RMB - Heat Pump Replacement	-	113,500	-	-	-	113,500
County Manager - Facilities	49RMB Asphalt/Concrete Repairs	-	-	24,000	-	-	24,000
County Manager - Facilities	49RMB Cooling Towers Replace	-	112,000	-	-	-	112,000
County Manager - Facilities	53SSC Asphalt Concrete Repairs	-	-	-	14,000	-	14,000
County Manager - Facilities	C/W - R&B South Fence Repair	30,000	30,000	30,000	30,000	30,000	150,000
County Manager - Facilities	C/W ADA Compliance	30,000	30,000	30,000	30,000	30,000	150,000
County Manager - Facilities	C/W Carpet/Flooring	150,000	100,000	100,000	100,000	150,000	600,000
County Manager - Facilities	C/W Hardscape Repairs	45,000	30,000	30,000	30,000	30,000	165,000
County Manager - Facilities	C/W Measurement & Verification	9,200	9,445	9,725	-	-	28,370
County Manager - Facilities	C/W Replace Key Locks	45,000	35,000	35,000	50,000	50,000	215,000
County Manager - Facilities	C/W Roof Audit	62,700	-	-	-	-	62,700
County Manager - Facilities	C/W Surveillance Camera Repair	30,000	30,000	30,000	30,000	100,000	220,000
County Manager - Facilities	C/W Transformer Replacement	-	50,000	50,000	50,000	50,000	200,000
County Manager - Facilities	C/W Tree Replacement Program	30,000	30,000	30,000	50,000	50,000	190,000
County Manager - Facilities	C/W TVSS Suplestion	25,000	15,000	15,000	15,000	15,000	85,000
County Manager - Facilities	C/W Window Replacement	79,500	35,000	35,000	50,000	100,000	299,500
County Manager - Facilities	Foundation Wall Crack Repairs	95,000	45,000	-	-	-	140,000
D&T - Transportation & Engineering	Massey Draw Drainage Repair	300,000	-	-	-	-	300,000
D&T - Transportation & Engineering	Beers Sisters Reservoir	400,000	-	-	-	-	400,000
D&T - Transportation & Engineering	Drainageway H Detention Pond	275,000	-	-	-	-	275,000
D&T - Transportation & Engineering	Van Bibber Culvert Replacement	550,000	2,700,000	1,500,000	-	-	4,750,000
D&T - Transportation & Engineering	Dutch Crk Culvert Replacement	-	-	100,000	30,000	750,000	880,000
Finance & IT - IT Services	Campus Fiber Replacement	150,000	175,000	-	-	-	325,000
Finance & IT - IT Services	Electronic Document Upgrade	195,000	31,000	32,550	34,178	35,886	328,614
Finance & IT - IT Services	GIS Upgrade	120,000	4,200	4,410	4,631	4,862	138,103
Finance & IT - IT Services	Kronos 8 Upgrade	150,000	-	-	-	-	150,000
Finance & IT - IT Services	Network Capacity Upgrade	146,000	29,200	30,660	32,193	33,803	271,856
Finance & IT - IT Services	Phone H&set Replacement	150,000	-	-	-	-	150,000
Finance & IT - IT Services	Virtual Server Upgrades	120,000	24,000	25,200	26,460	27,783	223,443
Finance & IT - IT Services	Enterprise Services Upgrades	-	510,000	350,000	500,000	400,000	1,760,000
Finance & IT - IT Services	Information Security and Mgmt	-	250,000	275,000	75,000	150,000	750,000
Finance & IT - IT Services	Network Infrastructure Growth	-	50,000	300,000	275,000	250,000	875,000
Finance & IT - IT Services	Periodic Core Infrastructure	-	500,000	400,000	500,000	-	1,400,000
Finance & IT - IT Services	Service Infrastructure Growth	-	100,000	100,000	200,000	275,000	675,000
Sheriff - JCSO Support Services	JCSO Major Maintenance	359,650	359,650	359,650	359,650	359,650	1,798,250
Sheriff - JCSO Support Services	JCSO Mezzanine Meshing	230,000	-	-	-	-	230,000
Sheriff - JCSO Support Services	JCSO PC Replacement	396,400	396,400	396,400	396,400	396,400	1,982,000
Sheriff - JCSO Support Services	JCSO Vehicle Replacement	1,271,000	1,271,000	1,271,000	1,271,000	1,271,000	6,355,000
Sheriff - JCSO Support Services	JCSO Waterproofing & Repairs	300,000	300,000	200,000	150,000	-	950,000
Total General Fund		\$ 9,669,415	\$ 8,963,845	\$ 7,170,895	\$ 5,496,252	\$ 5,762,484	\$ 37,062,891
Human Services - Head Start	54HSA Asbestos Abatement	76,500	62,100	76,500	45,100	31,000	291,200
Human Services - Head Start	54HSA Building Hardscape	38,900	-	10,700	-	-	49,600
Human Services - Head Start	54HSA Replace Water line	10,000	-	-	-	-	10,000
Human Services - Head Start	54HSA Roof Repair Replacement	95,000	-	190,000	-	-	285,000
Total Head Start Fund		\$ 220,400.00	\$ 62,100.00	\$ 277,200.00	\$ 45,100.00	\$ 31,000.00	\$ 635,800.00
Library	Annual - Book Sorter Sinking F	200,000	200,000	200,000	200,000	200,000	1,000,000
Library	Annual - Capital Maintenance	250,000	250,000	250,000	250,000	250,000	1,250,000
Library	Annual - Computer Replacement	250,000	250,000	250,000	250,000	250,000	1,250,000
Library	Annual - IT Infrastructure Rep	462,000	130,000	130,000	130,000	330,000	1,182,000
Library	Annual - Other FFE Capital Rep	56,000	36,000	36,000	36,000	36,000	200,000
Library	Arvada Remodel	-	-	-	30,000	2,000,000	2,030,000
Library	Belmar AHU Replacement	-	-	-	165,000	-	165,000
Library	Belmar Chiller Replacement	-	-	-	145,000	-	145,000
Library	Belmar Library Remodel	-	4,000,000	-	-	-	4,000,000

Jefferson County - 2017 Proposed Budget

Five-Year Capital Improvement Plan

Department - Division	Description	2017	2018	2019	2020	2021	Total
Library	Columbine Library Remodel	4,250,000	-	-	-	-	4,250,000
Library	Current Year Facility Exp/upda	80,000	-	-	-	-	80,000
Library	Edgewater Library	80,000	1,000,000	-	-	-	1,080,000
Library	Encore Server	37,000	-	-	-	-	37,000
Library	Entry Door Replacement	36,800	18,525	-	-	-	55,325
Library	Evergreen AHU Rebuild	135,000	-	-	-	-	135,000
Library	Evergreen Library Remodel	-	30,000	2,000,000	-	-	2,030,000
Library	Golden Parking Lot Replacement	-	125,000	-	-	-	125,000
Library	High Availability Internet Red	-	36,000	36,000	36,000	-	108,000
Library	Implement RFID/Self Check	250,000	-	-	-	-	250,000
Library	JCPL Mobile Experience	15,700	35,000	25,000	25,000	25,000	125,700
Library	Lakewood Admin Restroom Remode	-	48,000	-	-	-	48,000
Library	Lakewood Fence Replacement	-	55,000	-	-	-	55,000
Library	Lakewood Public Restroom Expan	-	120,000	-	-	-	120,000
Library	Lakewood Remodel	-	-	30,000	2,000,000	-	2,030,000
Library	Large Format Printer	10,000	-	-	-	-	10,000
Library	Long Range Facility Master Pla	75,000	-	-	-	-	75,000
Library	Mobility Solution	25,000	-	-	-	-	25,000
Library	Papaerless Office Project	-	-	20,000	-	-	20,000
Library	Records Management Software	50,000	-	-	-	-	50,000
Library	REplace DC/DVD Disk Washer	8,000	8,000	-	10,000	10,000	36,000
Library	Standley Lake Clerestory Roof	-	-	70,000	-	-	70,000
Library	Virtual Server Upgrade	91,000	-	-	-	91,000	182,000
Library	Westminster Express Service	-	-	100,000	30,000	-	130,000
Total - Library Fund		\$ 6,361,500	\$ 6,341,525	\$ 3,147,000	\$ 3,307,000	\$ 3,192,000	\$ 22,349,025
D&T - Transportation & Engineering	S. Golden Rd (Moss to Iris)	-	-	330,000	200,000	1,100,000	1,630,000
Total - North Impact Fund		\$ -	\$ -	\$ 330,000.00	\$ 200,000.00	\$ 1,100,000.00	\$ 1,630,000.00
Parks - Open Space	Clear Creek Cyn Trail-GOCO	5,500,000	2,100,000	3,000,000	-	-	10,600,000
Parks - Open Space	OS Capital Renovations	-	-	-	145,000	-	145,000
Parks - Open Space	OS Clear Creek Canyon Park	-	250,000	750,000	500,000	-	1,500,000
Parks - Open Space	OS Coal Creek Canyon	-	-	-	300,000	-	300,000
Parks - Open Space	OS Deer Creek Canyon Park	100,000	-	-	-	-	100,000
Parks - Open Space	OS Elk Meadow Park	500,000	1,000,000	-	-	-	1,500,000
Parks - Open Space	OS FACM Major Maintenance	-	192,500	313,700	412,300	604,500	1,523,000
Parks - Open Space	OS Hildebrand Ranch Park	-	-	60,000	600,000	-	660,000
Parks - Open Space	OS L& Acquisitions	2,000,000	500,000	500,000	500,000	500,000	4,000,000
Parks - Open Space	OS Mt. Falcon Park	-	-	-	600,000	600,000	1,200,000
Parks - Open Space	OS Mt. Galbraith Park	100,000	-	-	-	-	100,000
Parks - Open Space	OS North Table Mountain Park	-	-	-	800,000	100,000	900,000
Parks - Open Space	OS Park Design Development	220,000	250,000	900,000	330,000	-	1,700,000
Parks - Open Space	OS Park Upgrades	100,000	100,000	100,000	100,000	100,000	500,000
Parks - Open Space	OS Pine Valley Lake Drainage	1,000,000	-	-	-	-	1,000,000
Parks - Open Space	OS South Table Mountain Park	-	50,000	150,000	-	-	200,000
Parks - Open Space	OS Van Bibber Park	180,000	-	-	-	-	180,000
Parks - Open Space	OS Windy Saddle Park	80,000	-	-	-	-	80,000
Total - Open Space Fund		\$ 9,780,000	\$ 4,442,500	\$ 5,773,700	\$ 4,287,300	\$ 1,904,500	\$ 26,188,000
Public Health	49PMB HVAC DDC Controls	-	125,000	-	-	-	125,000
Public Health	49PMB East Roof & Duct Work	290,000	-	-	-	-	290,000
Public Health	49PMB Parfet Hardscape	-	-	40,000	-	-	40,000
Public Health	49PMB Window Replacement	-	-	-	1,004,000	-	1,004,000
Total Public Health Fund		\$ 290,000	\$ 125,000	\$ 40,000	\$ 1,004,000	\$ -	\$ 1,459,000
D&T - Road & Bridge	R&B Faster Funds Asphalt Cont	1,750,000	500,000	-	-	2,000,000	4,250,000
D&T - Road & Bridge	R&B Asphalt Supplies	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	6,000,000
D&T - Road & Bridge	R&B Culvert Replacement	600,000	600,000	600,000	600,000	600,000	3,000,000
D&T - Road & Bridge	R&B Faster Funds Concrete Cont	3,000,000	2,322,000	675,000	1,075,000	2,275,000	9,347,000
D&T - Road & Bridge	R&B Reconstruction CIP	340,000	340,000	340,000	340,000	340,000	1,700,000

Jefferson County - 2017 Proposed Budget

Five-Year Capital Improvement Plan

Department - Division	Description	2017	2018	2019	2020	2021	Total
D&T - Transportation & Engineering	JC73 - SH74 to Brook Forest	-	-	335,000	150,000	475,000	960,000
D&T - Transportation & Engineering	Colfax/6th Ave Multi-Use Trail	1,000,000	70,000	-	-	-	1,070,000
D&T - Transportation & Engineering	Faster Misc Safety Projects	1,300,000	750,000	750,000	750,000	750,000	4,300,000
D&T - Transportation & Engineering	Golden Parkway - SH3	1,860,335	-	-	-	-	1,860,335
D&T - Transportation & Engineering	Jefferson Public Parkway	4,350	-	-	-	-	4,350
D&T - Transportation & Engineering	McIntyre - 32nd to Hwy 58	160,000	35,000	75,000	150,000	525,000	945,000
D&T - Transportation & Engineering	McIntyre-52nd Ave to 64th Ave	300,000	600,000	2,600,000	3,150,000	55,000	6,705,000
Total - Road & Bridge Fund		\$ 11,514,685	\$ 6,417,000	\$ 6,575,000	\$ 7,415,000	\$ 8,220,000	\$ 40,141,685
D&T - Transportation & Engineering	Chatfield (Pierce to Kendall)	4,275,000	580,000	25,000	25,000	-	4,905,000
D&T - Transportation & Engineering	Dutch Creek at Coal Mine Ave	-	-	240,000	925,000	-	1,165,000
D&T - Transportation & Engineering	Kipling Corridor Study	-	-	375,000	-	-	375,000
D&T - Transportation & Engineering	Quincy (Eldridge -Youngfield)	250,000	175,000	1,845,000	25,000	25,000	2,320,000
D&T - Transportation & Engineering	Quincy (Kipling to Wadsworth)	20,000	-	-	-	-	20,000
D&T - Transportation & Engineering	Quincy (Youngfield to Simms)	-	425,000	315,000	4,150,000	-	4,890,000
Total SE Sales Tax - Capital Project Fund		\$ 4,545,000	\$ 1,180,000	\$ 2,800,000	\$ 5,125,000	\$ 25,000	\$ 13,675,000
Human Services - BFA	01HSB Carpet/Flooring	100,400	100,400	100,400	100,400	100,400	502,000
Human Services - BFA	01HSB - Loading Dock Repair	20,200	-	-	-	-	20,200
Human Services - BFA	01HSB - UPS Battery Replacemen	25,600	-	-	-	-	25,600
Human Services - BFA	01HSB - Window Replacement	30,000	30,000	30,000	30,000	30,000	150,000
Human Services - BFA	01HSB Asphalt Concrete Repair	-	22,500	30,000	41,500	37,800	131,800
Human Services - BFA	01HSB- Elevator Modernization	-	188,800	-	-	-	188,800
Human Services - BFA	01HSB HVAC - DDC Upgrade	80,000	80,000	-	-	-	160,000
Total - Social Services Fund		\$ 256,200	\$ 421,700	\$ 160,400	\$ 171,900	\$ 168,200	\$ 1,178,400
D&T - Transportation & Engineering	Waterton/Wadsworth Intersecti	4,300,000	-	-	-	-	4,300,000
D&T - Transportation & Engineering	Alkire St (Bellevue - Bowles)	-	-	250,000	70,000	1,075,000	1,395,000
D&T - Transportation & Engineering	Bowles Avenue Right Turn Lane	220,000	650,000	-	-	-	870,000
D&T - Transportation & Engineering	Quincy (Eldridge - Youngfield)	250,000	75,000	1,845,000	-	-	2,170,000
D&T - Transportation & Engineering	Waterton (Wads to County Line)	-	-	-	2,020,000	-	2,020,000
Total - South Traffic Impact Fund		\$ 4,770,000	\$ 725,000	\$ 2,095,000	\$ 2,090,000	\$ 1,075,000	\$ 10,755,000
Total - Countywide		\$ 58,971,169	\$ 30,498,670	\$ 29,739,195	\$ 30,141,552	\$ 22,778,184	\$ 172,128,770



Jefferson County, Colorado

www.jeffco.us/budget

BOARD OF COUNTY COMMISSIONERS BRIEFING PAPER

Airport Semi-Annual Briefing October 4, 2016

For Information

For Discussion/Approval
Prior to Future Hearing

For Action

ISSUE: The Airport Division is providing information to the Board of County Commissioners regarding 2016 and 2017 activities.

DISCUSSION:

- Fuel Flowage
- Aircraft Operations
- Non-Aviation Development
 - Verve Innovation Park
 - Metro Airport East (15 acres)
 - Terminal Building
- Aviation Development
 - Pilatus
 - Signature Flight Support
- Runway Improvement Project
- Sustainability Program
- Events
- Community Engagement
 - FAA Denver Metroplex
 - Outreach
 - Advisory Board

ORIGINATOR:

Bryan Johnson, Airport Director

CONTACT FOR ADDITIONAL INFORMATION:

Jeanie Rossillon, Development and Transportation Director

10/4/16

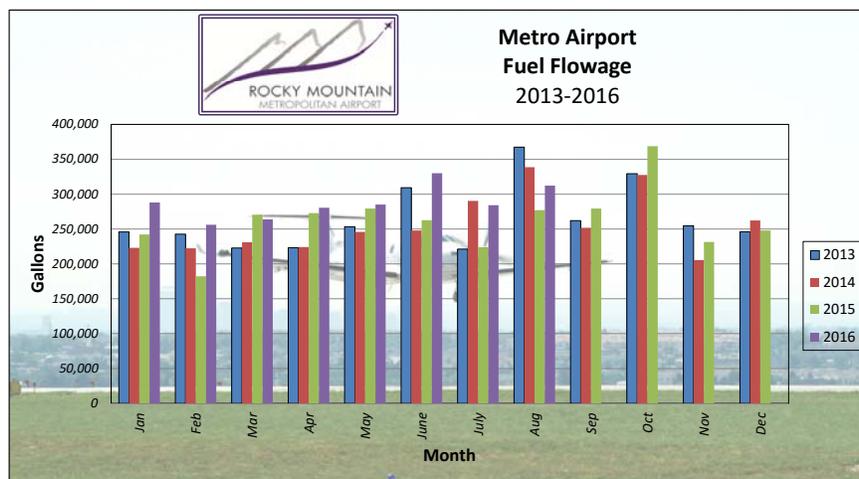
Jefferson County Colorado

Semi-Annual Commissioners Briefing



RMMA – Airport Watch

Aircraft Fuel Flowage



10/04/2016 BEJ

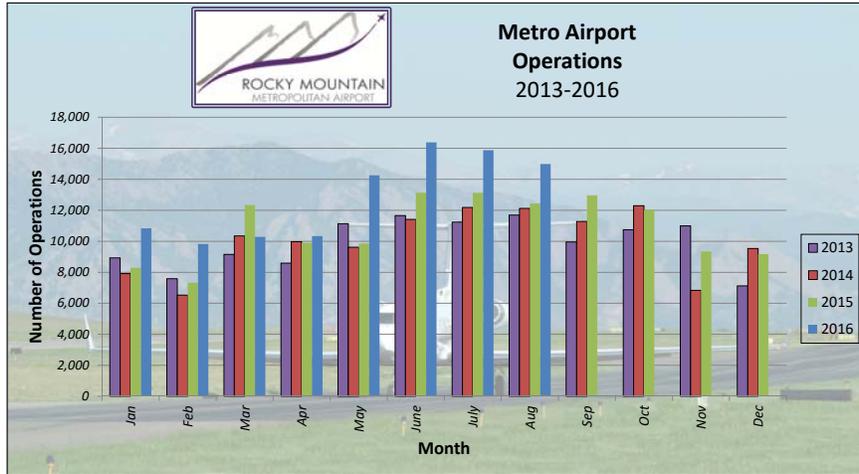
Rocky Mountain Metropolitan Airport



2

RMMA – Airport Watch

Aircraft Operations



10/04/2016 BEJ

Rocky Mountain Metropolitan Airport



3

RMMA – Airport Watch

AIRPORT DEVELOPMENT (non-aviation)

- Verve Innovation Park
 - FedEx Ground – Operational!
 - Aviation Ground Lease - (170 acres)
 - UF working with several prospects
- Metro Airport East (15-Acre)
 - 7-Eleven
 - Construction
 - November Opening
 - Arby's
 - March 2017 - construction
- Terminal Building
 - Go Rental
 - National/Enterprise
 - Blue Sky Bistro
 - New refrigeration
 - 2018 Expansion plans



10/04/2016 BEJ

Rocky Mountain Metropolitan Airport



4

RMMA – Airport Watch

- **AIRPORT DEVELOPMENT (Aviation)**

- Pilatus
 - July ground breaking
 - 2018 completion
- Signature Flight Support
 - Building and ramp improvements (\$600,000)
 - “E’s” Restaurant
 - National/Enterprise



RMMA – Airport Watch

- **AIP 58/59**

- RWY 12R/30L
- RWY 3/21
- TWY D
- TWYs G, H, & E
- Total Project Costs
 - \$7,000,000
 - FAA – 90%
 - CDOT – 3.58%
 - RMMA – 6.42%



RMMA – Airport Watch

- **AIRPORT SUSTAINABILITY PROGRAM**

- CDOT - Sustainability Program
- CNG - City of Westminster 
- Solar – RWY 30R Approach Area
 - LOI with Sunshare
- EV-Charging Stations
- LED lighting upgrades (airside and landside)



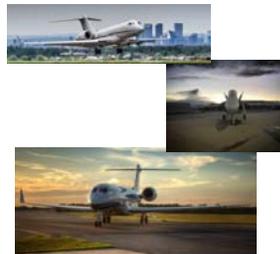
“The Airport seeks to provide safe and efficient operations while enhancing its financial, social, and environmental sustainability.”



RMMA – Airport Watch

- **AIRPORT EVENTS**

- Quarterly Tenant UPDATES
- Aviation Day – 2016
- 5K Run - June 2017
- AOPA Fly-In 2018
- Tenant Appreciation
 - January 19, 2017
 - NEW Honda-Jet
 - NEW Cirrus-Jet (tentative)
 - Pilatus Aircraft



RMMA – Airport Watch

- **AIRPORT COMMUNITY ENGAGEMENT**
 - FAA Denver Metroplex
 - Airport Outreach/Presentations
 - Service clubs
 - Airport tenant ad hoc user groups
 - Airport/Jurisdictional Outreach
 - Planning & Zoning
 - Implement the Airport's Environs Plan, i.e. aviation easements, FAA noise guidelines
 - Airport Advisory Board



BROOMFIELD Colorado

Questions?



BOARD OF COUNTY COMMISSIONERS BRIEFING PAPER

**Flood Recovery Grant Update
October 4, 2016**

For Information

For Discussion/Approval
Prior to Future Hearing

For Action

ISSUE: Status report on the flood recovery grant funding and process.

BACKGROUND:

The Total Maximum Grant Amount is an estimate of the costs to repair the damage caused by the floods in 2013. FEMA compiled the cost estimates used to calculate the total Maximum Grant Amount. The Total maximum Grant Amount includes the county's cost share, which is 12.5% for most, but not all, projects.

	Total Maximum Grant Amount	Received To Date
Small Projects	\$196,686	\$170,712
Large Projects in Close Out	\$589,802	\$442,634
Large Projects Complete, Not in Close Out	\$1,782,559	\$1,050,100
Large Projects In Progress	\$4,021,388	\$765,046
	\$6,590,435	\$2,428,492

DISCUSSION:

Jefferson County has 7 Small Projects. Small projects are those projects that are less than \$67,500. For Small Projects, FEMA awards Total Grant Amount. If the Final Project Cost comes in over, the County must absorb the extra costs. If the Final Projects Cost comes in under, the County nets the difference.

Small Projects	Total Grant Amount	Final Project Cost	Received To Date	County Share
PW113 Fuel and Tires	\$2,363	\$2,363	\$2,068	\$295
PW114 Tires and Rollover	\$41,740	\$40,736	\$36,523	\$5,217
PW188 Facilities	\$18,674	\$18,645	\$16,340	\$2,334
PW736 White Ranch Ranger	\$5,737	\$5,737	\$5,020	\$717
PW751 Three Sisters	\$37,185	\$37,185	\$32,537	\$4,648
PW828 South Table	\$14,887	\$14,887	\$13,026	\$1,861
PW344 Volunteer Hours	\$11,111	\$11,111	\$8,333	\$2,778
PW271 Emergency Protective Measures	\$64,989	\$62,734	\$56,865	\$8,124
	\$196,686	\$193,398	\$170,712	\$25,974

There are two Large Projects in the Close Out process. For large projects, if an expense was included in a cost estimate used to calculate the Total Maximum Grant Amount, it may or may not be found eligible in the review process.

Large Projects in Close Out	Total Maximum Grant Amount	Final Project Cost	Total Not Eligible	Received To Date	County Costs
PW454 Emergency Protective Measures SO	\$396,558	\$397,367	\$809	\$281,134	\$50,379
PW320 Debris RB	\$193,244	\$193,244	0	\$161,500	\$15,407
	\$589,802	\$590,611	\$809	\$442,634	\$65,786

There are 5 large projects that are 100% complete. The close out process cannot be requested until all expenses have gone through the 6 step review process. Four of the five projects below are pending review of expenses entered last December and January. To increase the Total Maximum Grant Amount, a Scope Change must be requested. If the total Scope Change amount is less than 40% of the Total Maximum Grant Amount, the Scope Change request must be submitted at Close Out.

Large Projects Complete, Not in Close Out	Total Maximum Grant Amount	Final Project Cost	Total Not Eligible as of today	Received To Date	County Cost
PW858 Crescent Park	\$562,040	\$450,552	\$20,116	\$386,284	\$73,921
PW649 Lair of the Bear	\$109,138	\$144,719	\$101,766	\$84,959	\$107,135
PW957 Crawford Gulch	\$238,098	\$138,512	\$4,293	\$109,183	\$21,071
PW1065 Coal Creek	\$527,866	\$271,564	\$287	\$246,502	\$34,197
PW923 Apex	\$345,417	\$392,755	\$2,244	\$223,172	\$51,058
	\$1,782,559	\$1,398,102	\$128,706	\$1,050,100	\$287,382

The four Large Projects with retaining walls are still under construction. All expenses have not yet been submitted.

Large Projects	Total Maximum Grant Amount	Estimated Final Project Cost	Received To Date
PW983 Crawford Gulch Retaining Wall	\$1,380,821	\$1,380,821	\$128,469
PW979 Forest Hill Road	\$289,733	\$347,682	\$23,122
PW905 Twin Spruce	\$1,891,986	\$1,891,986	\$492,282
PW859 Blue Mountain	\$458,848	\$458,848	\$121,173
	\$4,021,388	\$4,079,337	\$765,046

RECOMMENDATIONS: N/A

ORIGINATORS: Kate Newman x8567, Elaine Fears x8554

FEMA/ State Grant Update

October 4,
2016



19 Projects

8 Small Projects

2 Closed Large Projects

5 Complete, But Not Closed Large
Projects

4 Project Under Construction

8 Small Projects

Small Projects	Total Grant Amount	Final Project Cost	Received To Date	County Share
PW113 Fuel and Tires	\$2,363	\$2,363	\$2,068	\$295
PW114 Tires and Rollover	\$41,740	\$40,736	\$36,523	\$5,217
PW188 Facilities	\$18,674	\$18,645	\$16,340	\$2,334
PW736 White Ranch Ranger	\$5,737	\$5,737	\$5,020	\$717
PW751 Three Sisters	\$37,185	\$37,185	\$32,537	\$4,648
PW828 South Table	\$14,887	\$14,887	\$13,026	\$1,861
PW344 Volunteer Hours	\$11,111	\$11,111	\$8,333	\$2,778
PW271 Emergency Protective Measures	\$64,989	\$62,734	\$56,865	\$8,124
	\$196,686	\$193,398	\$170,712	\$25,974

Net: \$3,289

6 Step Review Process

- 1 Submitted / Unsubmitted
- 2 Cursory Review
- 3 Detailed Review
- 4 Supervisor Approval
- 5 Final Approval
- 6 Complete

6 Step Review Process

- 1 Submitted / Unsubmitted
 - 2 Cursory Review
 - 3 Detailed Review → Payout
 - 4 Supervisor Approval
 - 5 Final Approval
 - 6 Complete
- Expenses become
"Uneligible"**
-

6 Step Review Process

- 1 Submitted / Unsubmitted
 - 2 Cursory Review
 - 3 Detailed Review → Payout
 - 4 Supervisor Approval
 - 5 Final Approval
 - 6 Complete
- Expenses become
"Uneligible"
9 to 10 months**
-

6 Step Review Process

1 Submitted / Unsubmitted

2 Cursory Review

3 Detailed Review → Payout

4 Supervisor Approval

5 Final Approval

6 Complete

444 Expenses

**Expenses become
"Uneligible"
9 to 10 months**

2 Large Projects in Close Out

Large Projects In Close Out	Total Maximum Grant Amount	Final Project Cost	Total Not Eligible	Received To Date	County Costs
PW454 Emergency Protective Measures SO	\$396,558	\$397,367	\$809	\$281,134	\$50,379
PW320 Debris RB	\$193,244	\$193,244	0	\$161,500	\$15,407
	\$589,802	\$590,611	\$809	\$442,634	\$65,786

Not all expenses included in the total maximum grant estimate are deemed eligible in review process

5 Complete Large Projects Not in Close Out

Large Projects Complete, not in Close Out	Total Maximum Grant Amount	Final Project Cost	Total Not Eligible as of today	Received To Date	County Cost
PW858 Crescent Park	\$562,040	\$450,552	\$20,116	\$386,284	\$73,921
PW649 Lair of the Bear	\$109,138	\$144,719	\$101,766	\$84,959	\$107,135
PW957 Crawford Gulch	\$238,098	\$138,512	\$4,293	\$109,183	\$21,071
PW1065 Coal Creek	\$527,866	\$271,564	\$287	\$246,502	\$34,197
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	\$1,782,559	\$1,398,102	\$128,706	\$1,050,100	\$287,382

5 Complete Large Projects Not in Close Out

Large Projects Complete, not in Close Out	Total Maximum Grant Amount	Final Project Cost	Total Not Eligible as of today	Received To Date	County Cost
PW858 Crescent Park	\$562,040	\$450,552	\$20,116	\$386,284	\$73,921

Rental Equipment
-Loader
-Provide Names and Hours of Operators

RENTAL INVOICE

DESCRIPTION: 818748 For Contract #: 89468
 Billing #: 3 Covering From 12/16/2013 to 12/17/2013

Customer to Fill Up at Deere's Booth
 Hours 12/16/2013
 Hours of Use 23
 Rate \$32.04 per Hour of Use

CHARGE FOR USAGE OF
 Item # 007429 Serial # 12176
 Date Out: 12/16/2013 08:00 Expected Return Date: 12/16/2013 08:00

CHARGE FOR USAGE OF
 Item # 007428 Serial # 410192057
 Date Out: 12/16/2013 08:00 Expected Return Date: 12/16/2013 08:00

Miscellaneous Charges/Checks
 WORLD IN CHARGE Qty: 23 Price: 736.83
 TOTAL CHRG: 736.83

5 Complete Large Projects Not in Close Out

Large Projects Complete, not in Close Out	Total Maximum Grant Amount	Final Project Cost	Total Not Eligible as of today	Received To Date	County Cost
PW649 Lair of the Bear	\$109,138	\$144,719	\$101,766	\$84,959	\$107,135

- Design and Construction Contracts**
- Cleared Step 3
 - Returned to Unsubmitted in Step 4
 - No reasoning provided

5 Complete Large Projects Not in Close Out

Large Projects Complete, not in Close Out	Total Maximum Grant Amount	Final Project Cost	Total Not Eligible as of today	Received To Date	County Cost
PW957 Crawford Gulch	\$238,098	\$138,512	\$4,293	\$109,183	\$21,071

- Time Cards**
- Error in the Sum formula used by the FEMA Specialist
 - Scope Change required when all expenses clear step 6 and in Close Out Process

5 Complete Large Projects Not in Close Out

Large Projects Complete, not in Close Out	Total Maximum Grant Amount	Final Project Cost	Total Not Eligible as of today	Received To Date	County Cost
PW1065 Coal Creek	\$527,866	\$271,564	\$287	\$246,502	\$34,197
PW923 Apex	\$345,417	\$392,755	\$2,244	\$223,172	\$51,058

Scope Change for any additional staff costs not included in Project Worksheet

The total costs for the work completed is as follows:
 Force Account Labor: \$102,535.23
 Force Account Equipment: \$84,407.75
 Materials: \$59,943.96
 Rental: \$6,771.85
 Contract: \$781.69
 DAC: \$2,060.07

4 Projects Under Construction

Large Projects	Total Maximum Grant Amount	Estimated Final Project Cost	Received To Date
PW983 Crawford Gulch Retaining Wall	\$1,380,821	\$1,380,821	\$128,469
PW979 Forest Hill Road	\$289,733	\$347,682	\$23,122
PW905 Twin Spruce	\$1,891,986	\$1,891,986	\$492,282
PW859 Blue Mountain	\$458,848	\$458,848	\$121,173
	\$4,021,388	\$4,079,337	\$765,046

Scope Change

Expenses are matched to a Site in the Project Worksheet

Example
Twin Spruce
1 Road
3.5 Miles
19 Sites Worksheet



Scope Change

WORK COMPLETED:

The Applicant utilized force account labor, equipemnt, and materials to make the following site repairs as identified below by site:

Site 2:

The Applicant utilized force account labor, equipment and material to repair the west side lateral drainage ditch. In order to repair the ditch, 250 FT L x 3 FT W x 2.5 FT D = 1,875 CF/27 = 69.44 CY's of materials were utilized. The cost to repair site # 2 is \$3,051.56.

Site 3:

The Applicant utilized force account labor, equipment and material to repair road surface millings erosion that measured 1,060 FT L x 24 FT W x 0.25 FT D = 6,360 CF/27 = 235.55 CY's*1.5 Ton/CY = 353.33 Ton of asphalt millings surface material was utilized. The total cost to repair site # 3 is \$9,404.66.

Site 4:

The Applicant utilized force account labor, equipment and material to repair the 30 FT L x 8 FT W x 4 FT D = 960 CF/27 = 35.55 CY's*1.5 Ton/CY = 53.33 Ton of displaced rip rap. The total cost to repair site # 4 is \$308.55.

The total costs for the work completed is as follows:

Force Account Labor: \$102,535.23
Force Account Equipment: \$84,407.75
Materials: \$59,943.96
Rental: \$6,771.85
Contract: \$781.69
DAC: \$2,060.07

Scope Change

Work Completed Site 2 Burland Road @ Twin Spruce		invoice	unit	total quantity	unit price	total cost	total quantity	unit price	total cost	difference from obligated cost
FA Labor						\$462.94			\$2,973.6	2 -\$2,510.68
FA Equipment						\$1,006.00			\$1,069.0	3 -\$63.03
Rental Equipment						\$0.00			\$152.05	-\$152.05
	power motive 18503								\$52.28	
	power motive 18611								\$11.57	
	power motive 18768								\$33.61	
	power motive 18852					\$240.22			\$54.60	
	Arvada Rent-alls 393772					\$67.59				
Materials						\$1,042.32			0	\$1,042.32
	class 6		ton	71	\$13.00	\$923.00				
	class 6		ton	19	\$6.00	\$114.00				
	water		gallon	532	\$0.01	\$5.32				
Contract				10	\$12.31	\$123.10			\$0.00	\$123.10
Administration Costs						\$417.20			0	\$417.20
Total						\$3,051.56			\$4,194.7	0 -\$1,143.14

Per Project Worksheet

Actual

Summary

	Total Maximum Grant Amount	Received To Date
Small Projects	\$196,686	\$170,712
Large Projects in Close Out	\$589,802	\$442,634
Large Projects Complete, Not in Close Out	\$1,782,559	\$1,050,100
Large Projects In Progress	\$4,021,388	\$765,046
	\$6,590,435	\$2,428,492

Contract Project

Status: October 4, 2016

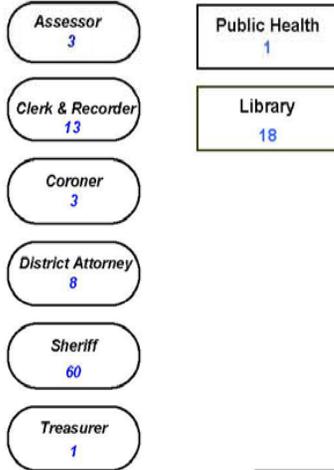
Ellen Wakeman

Why did the County Attorneys Office take over the project?

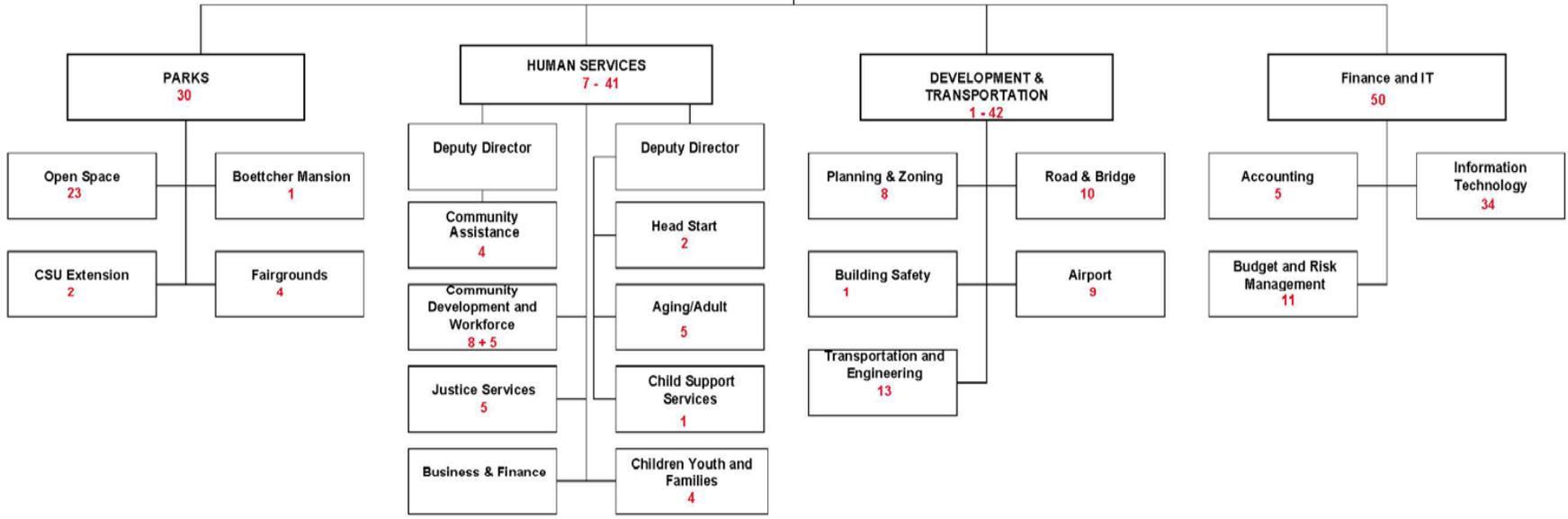
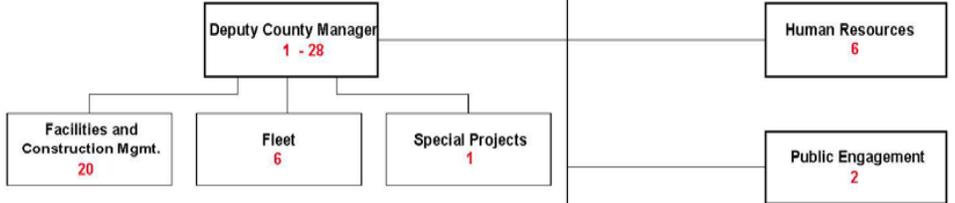
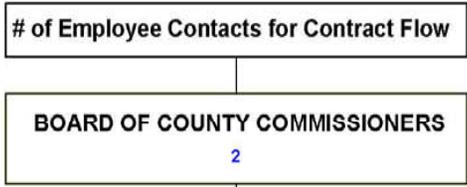
326 county employees/officials participate in the contracting process

CAO has the data

Elected/Appointed Officials - 109



Appointed Official



Project Status

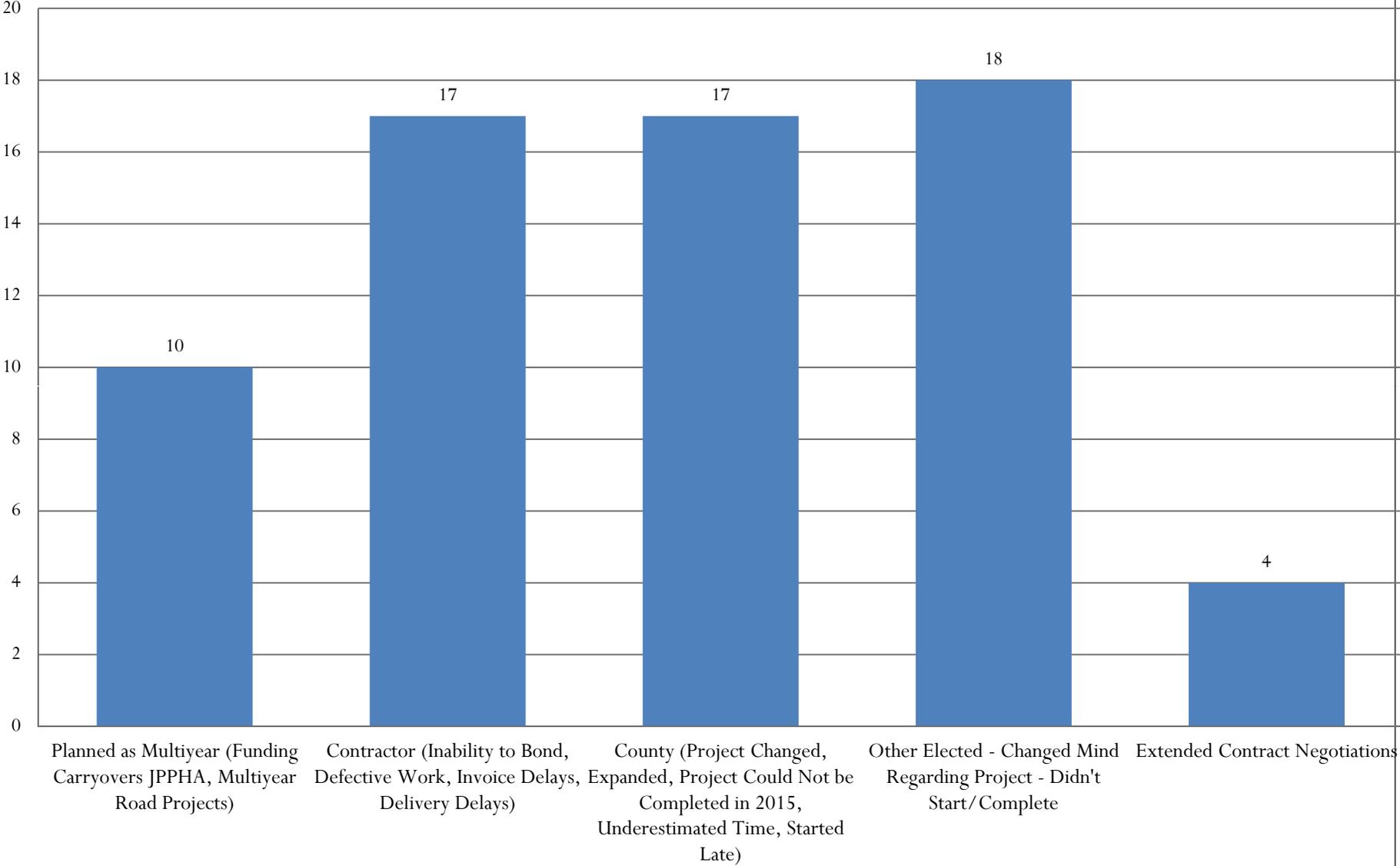
- 2016 Carry Forward Analysis
- Current Contract Processes
- Contract Data
- Process Improvements Currently Under Way
- Contract and Purchasing data to be Gathered

2016 Carry Forwards

Supplemental Appropriation - 2016 Carryforwards
Resolution No. CC16-134
Briefing: April 12, 2016

DEPARTMENT (Division)	Project Description	First Year of Project	2015 Amended Budget	2015 Actuals	Available Budget	Requested Carryforward Amount	Reason for the Carryforward	Estimated Completion Date
GENERAL FUND								
Coroner	Coroner Vehicle	2015	\$ 37,000	\$ -	\$ 37,000	\$ 37,000	No vehicles could be purchased in 2015 when the 2nd quarter supplemental was approved. The state bid process had closed.	5/31/2016
Deputy County Manager - (Facilities)	Parking Structure Repair	2014	\$ 75,000	\$ 70,047	\$ 4,953	\$ 5,620	Final payment was made in February 2016.	Complete
Deputy County Manager - (Facilities)	Foundation Wall Crack Repairs	2015	\$ 34,800	\$ -	\$ 34,800	\$ 34,800	Contractor reached substantial completion on February 19, 2016.	Complete
Deputy County Manager - (Facilities)	Main Entry Soffit Repairs	2015	\$ 31,000	\$ -	\$ 31,000	\$ 31,000	An assessment of the structure and determination of an appropriate, long-term repair was required prior to issuing a purchase order.	4/30/2016
Deputy County Manager - (Facilities)	Windows Replacement (Exterior Windows)	2015	\$ 30,000	\$ 24,880	\$ 5,120	\$ 4,050	Project was completed in January 2016 because three windows had to be reordered.	Complete
Deputy County Manager - (Facilities)	Countywide Buildings - Carpet/Flooring	2015	\$ 75,000	\$ 51,533	\$ 23,467	\$ 17,626	Project was completed in December 2015 but contractor did not get the invoices to the County until March 2016.	Complete
Deputy County Manager - (Facilities)	Measurement and Verification (M&V)	2015	\$ 12,100	\$ -	\$ 12,100	\$ 14,465	The Colorado Energy Office contracts with a consultant, Trident Energy, to monitor, review, and approve work related to Performance Contracts. FACM received a draft M&V report on February 8, 2016, which included responses to Trident's comments and questions on the draft report. A meeting will be held to discuss these and finalize the report.	5/15/2016
Deputy County Manager - (Facilities)	Health Department Arvada (WIC Move)	2015	\$ 750,000	\$ 12,581	\$ 737,419	\$ 737,419	The project was approved by the BCC to move forward on February 17, 2015. FACM then put a civil engineer under contract to design drainage improvements and an expanded parking lot, and began working on an RFP for the modular. Five RFP responses were received on November 5, 2015. After negotiations with the highest rated firm, the recommendation to award the Contract was made on February 16th. The BCC approved the modular Contract on March 8, 2016.	8/30/2016
District Attorney	CMS Upgrade Project	2010	\$ 128,000	\$ 22,300	\$ 105,700	\$ 105,700	This project was approved to enhance and upgrade our current Case Management System (CMS) in order to provide additional functionality for our users, as well as to better support our law enforcement agencies. The original request is nearly complete. Early in 2015, the office began exploring the option of converting our data to a statewide CMS administered by the Colorado District Attorney's Council (CDAC), so most enhancements were put on hold. Therefore, we did not spend the rest of the money to enhance the current CMS. A decision regarding the migration will be made this year. If the DA's Office chooses to remain with CMS, we will utilize the funds within one year.	2016-2017

Number of Carryforwards



Extended Contract Negotiations

- **POST 5/Tunnel Roof Replacement.**

- Roofing consultant did specs for roof. CAO provided documents same day as request. Low bidder bid job based on consultant's specs, which turned out to be incorrect. CAO had to negotiate revised project and provide different doc's.

- **Parks Volunteer Management System.**

- City of Fort Collins and private partner designed software to track volunteers, which OS which to acquire. FC and its partner did not know who owned product or had authority to license it, and had not drafted their agreements between themselves or for purchase and sale.

- **SO RMS JIM systems upgrade.**

- SO wanted system upgrade on a PO, but it exceeded their authority. A contract amendment on the 2006 contract was req'd. Contractor was acquired by new corp. and didn't know 2006 contract.

- **Sheriff's Software Code.**

- SO changed scope of work to add data conversion. Contract had to be re-drafted and re-negotiated as a services contract rather than purchase contract.

How do contracts come about?



Contract Procedure - Renewal

- Approx. 3 months prior to contract expiration date, paralegals send email to client to discuss renewal.
- Upon response, paralegal prepares renewal documents (or prepares to close file) and gathers related documents for attorney review/approval.
- After attorney approval, send to client for routing.
- Set new call up date for next renewal.

Contract Procedure – Straightforward Preapproved by BCC/not needing BCC signature

- Request for contract received in CAO
- Paralegal gathers necessary info
- Paralegal gives attorney draft contract for review
- Within 2 weeks, Attorney contacts clients for additional information if necessary
- Within one week after issues resolved, contract finalized, and delivered to client for routing
- Within 2 weeks, client usually can get contract routed and signed by other party
- Within one month, can get fully executed contract that does not need BCC approval, or that was pre-approved

Timeline of Sample HS Contract

2016											
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
		Request for mentoring services contract	Receipt of fully executed contract								

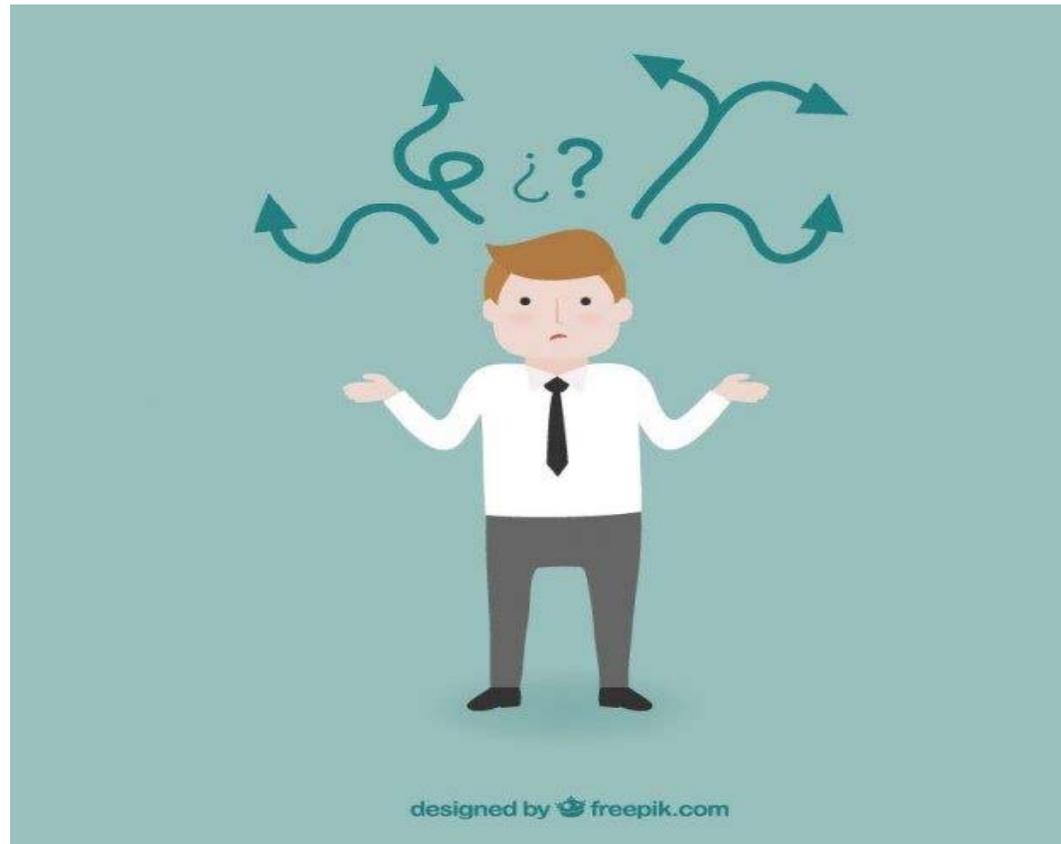
Contract Procedure – Purchasing

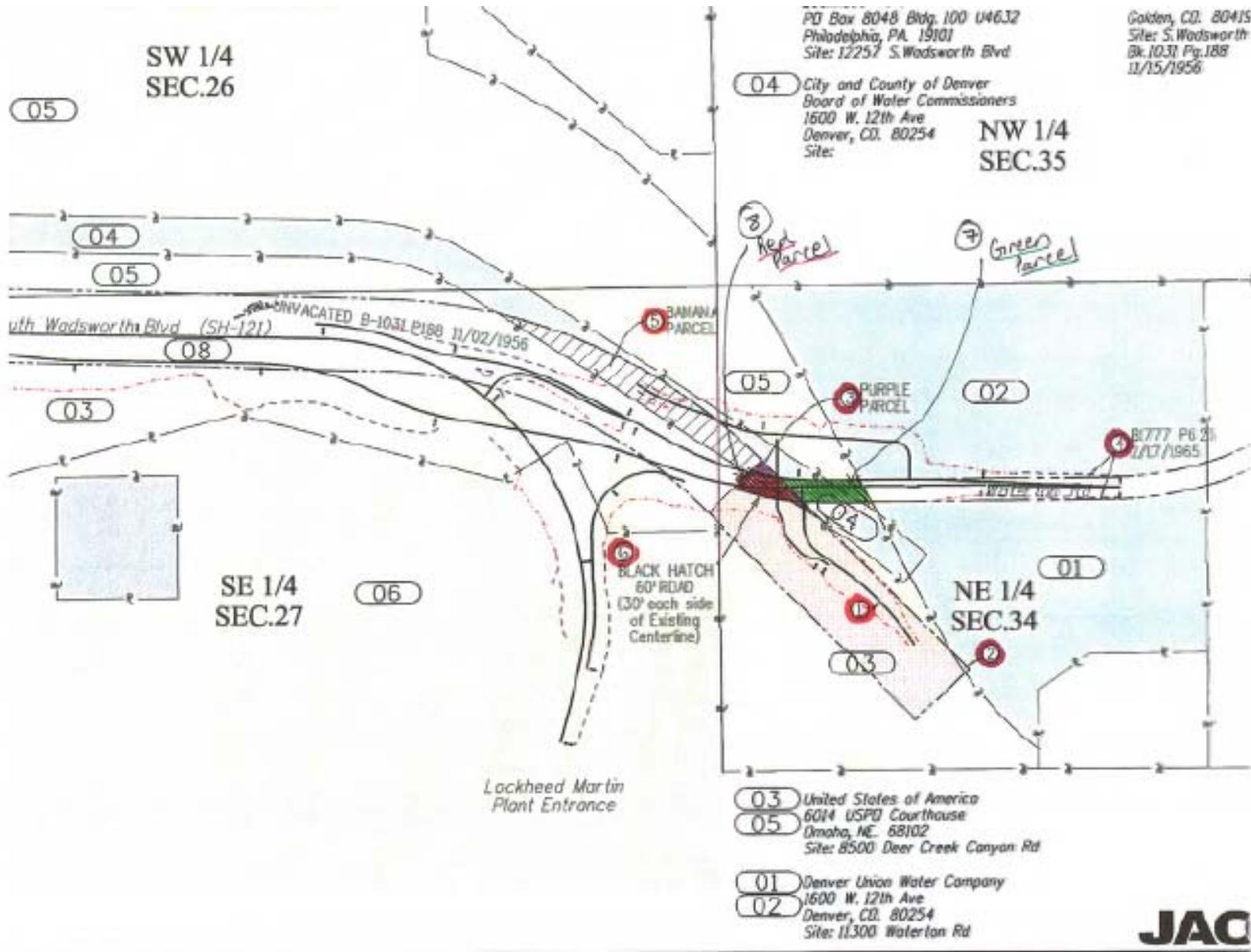
- Client requests product/service from Purchasing
- Purchasing requests CAO prepare sample contract
- Sample returned to Purchasing to be included in solicitation documents
- Project goes out to bid
- Contractor selected
- If no exceptions taken to contract, County Attorney finalizes contract and returns to Purchasing
- If exceptions are taken or contract requires negotiation, County Attorney and/or Purchasing negotiate
- Once agreement is achieved, Purchasing processes contract for signatures and approvals

Sample Timeline for Contract through Purchasing

2016											
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
		3/31 – First Contact (Request for Contract)	4/8 – Attorney Questions to Client 4/12 – Issues Resolved 4/13 – Sample Contract Sent to Client 4/25 – Client Revisions & Attorney Review and Approved	5/4 – Final Sample Sent to Bid 5/19 – Purchasing Contacts Attorney for Advice & Issues Resolved	6/20 – Request for Final Contract 6/23 – Final Contract to Purchasing 6/30 – Approved as to Form	7/12 – BCC Approval	8/1 - Bond Received, Reviewed and Approved				

Contract Procedure – Complex BCC preliminary approval, then...





Time of Waterton/ Wadsworth Intersection Project

2013											
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
						Initiate CDOT Grant		Acceptance of CDOT Grant	Request Sample Design Contract		Finalized Design Contract - FHU

ROW Negotiations 

2014											
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec

ROW Negotiations 

2015											
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
								Request for Additional Funding CDOT			Draft Sample Contract Construction Provided to Client

ROW Negotiations 

2016											
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
		Amendment to Increase Funding CDOT		ROW Completed Lockheed & Denver Water	Sample Construction Contract Finalized - Out for Bid for Construction	ROW Completed US Army Corps of Engineers		Proposed Start of Construction			

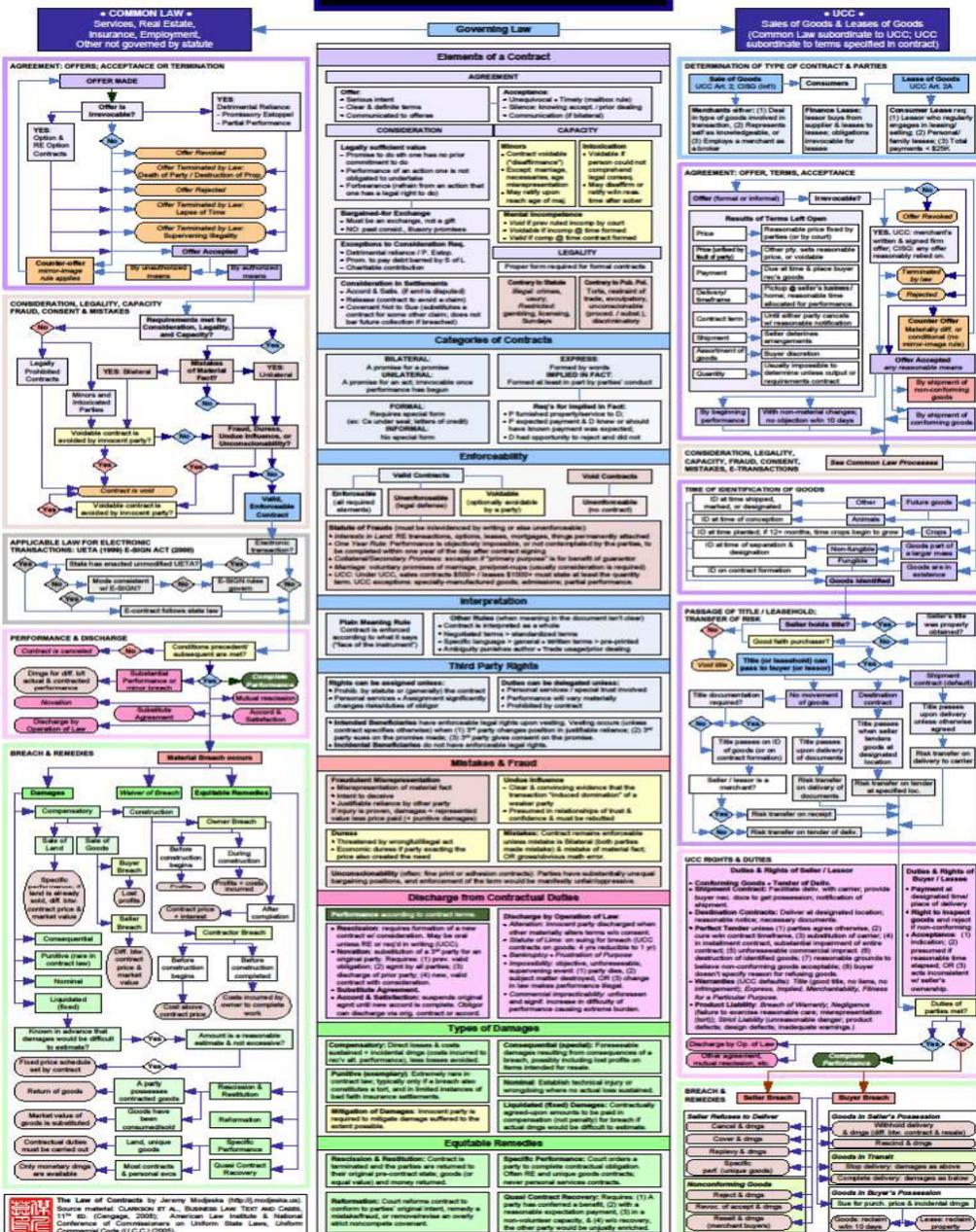
ROW Negotiations 

- -----Original Message-----
- From: Rios, Alfredo A NWO [<mailto:Alfredo.A.Rios@usace.army.mil>]
- Sent: Tuesday, September 13, 2011 9:00 AM
- To: Brad Bauer; Turney, Amy S.; Michele.Frushman@denverwater.org; Gary.Booth@denverwater.org; Chipman, David V NWO; Jessie.E.Otterson@usace.army.mil; Smith, Shirley J MVK; Annette.M.
- Cc: VanDeWege, Dean A.; McOمبر, Marla M.; Kourtney Hartmann; Kevin French; Jeanie Rossillon; Robert Taylor
- Subject: RE: Wadsworth/Waterton Intersection Project - RESOLUTION TO TITLE ISSUES (UNCLASSIFIED)

-
-
- **Brad, we are currently at the end of our fiscal year (September 30th) and until we get a budget for next year (Fiscal Year 2012), we will not have the funding to work on this request. Budget approval for the last several years has not occurred until March-May timeframe.**

-
- Fred Rios

THE LAW OF CONTRACTS

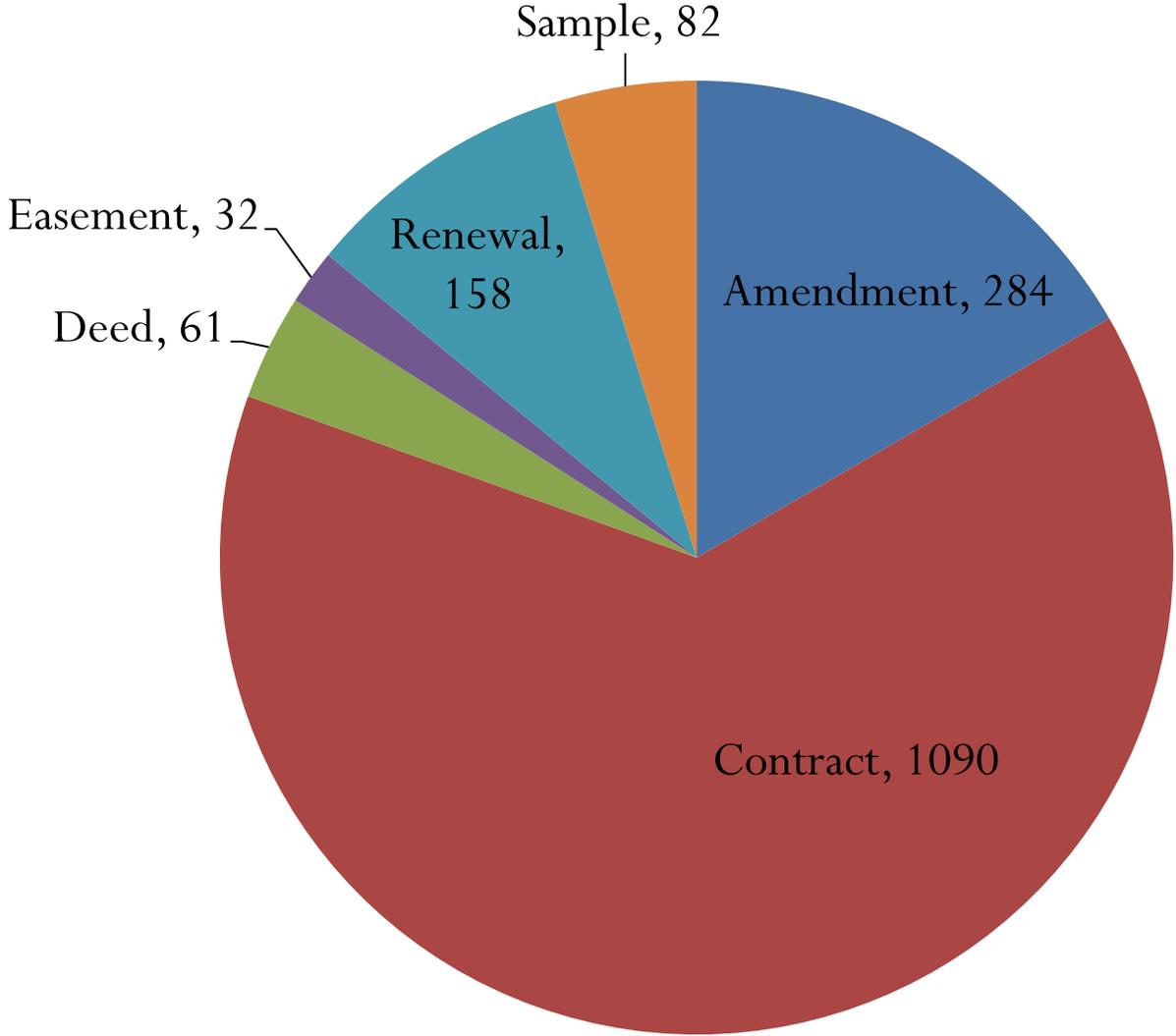


Current Data Being Collected

FACILITIES AND CONSTRUCTION MANAGEM

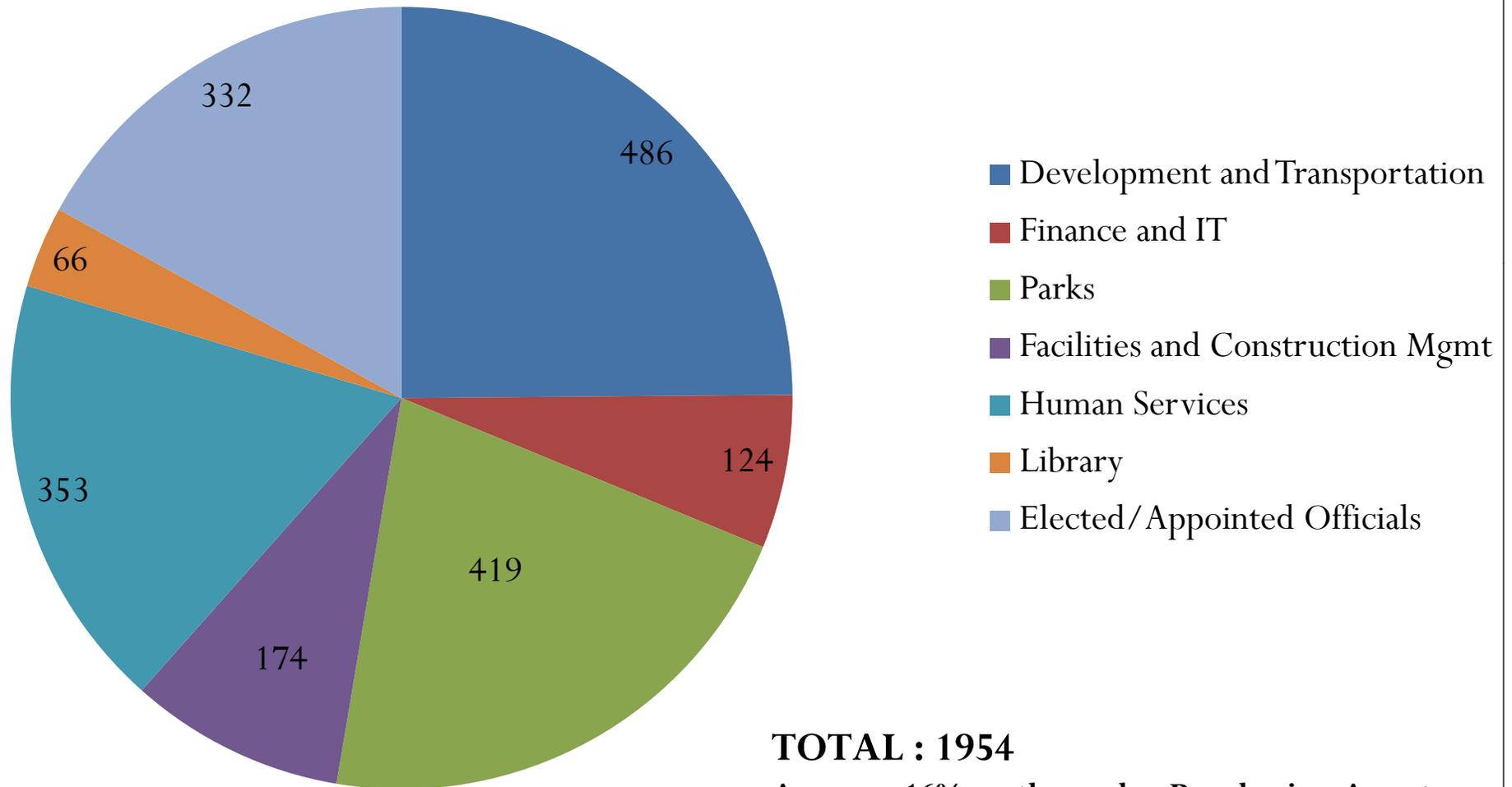
Document Type	Count
<i>AMD - Amendment</i>	30
<i>CLSG - Closing Docs</i>	12
<i>CNT - Contract</i>	387
<i>DEED - Deed</i>	5
<i>EASE - Easement</i>	5
<i>REN - Renewal</i>	66
<i>SAMP - Sample</i>	22
TOTAL DOCS CREATED FOR FACILITIES AND CONSTRUCTION MANAGEM:	527

Different kind of Contract Documents Created in 2015



TOTAL: 1707

Active Contracts per Division Through September 2016



TOTAL : 1954

Approx. 16% go through a Purchasing Agent

Improvements Under Way

Goal to continue to expedite and simplify contracts while keeping quality of work high

Contracts are overhead - clients want to focus on their business



Contracts protect the county, clarify expectations and assure legal compliance

Improvements Under Way

- Maximizing use of paralegals on contracts
- Monthly contract meetings for training and problem solving
- Meeting with clients to improve workflow and train to increase efficiency
- Train and assist new contract clients
- E-signature
- Electronic routing
- Training modules planned on new PEG system

Improvements Under Way

- TM used to produce documents and implement required changes for best practice.
- TM used for Purchasing documents
- TM data base available to clients
- TM tracking attorneys billing time to contract

New Data Being Collected – Attorney time by matter

Staff	Bill Date		SelectOne	Dur/Qty	Client	MatNo	MatRef
JLK	9/21/2016	Wed	Contracts	0.75	Accounting	13-01666	Eide Bailly LLP
JLK	9/16/2016	Fri	Contracts	1.25	Accounting	13-01666	Eide Bailly LLP
JLK	9/2/2016	Fri	Contracts	0.25	Accounting	13-01666	Eide Bailly LLP
JLK	9/5/2016	Mon	Contracts	0.25	Accounting	13-01666	Eide Bailly LLP
JLK	9/6/2016	Tue	Contracts	0.25	Accounting	13-01666	Eide Bailly LLP
JLK	9/2/2016	Fri	Contracts	0.75	Accounting	16-2111	Sample Contract - P-Card Review
JLK	9/14/2016	Wed	Contracts	0.5	Accounting	13-01666	Eide Bailly LLP
JLK	9/6/2016	Tue	Contracts	0.5	Accounting	16-2111	Sample Contract - P-Card Review
JLK	9/13/2016	Tue	Contracts	0.5	Accounting	13-01666	Eide Bailly LLP
JLK	9/1/2016	Thu	Contracts	0.5	Accounting	16-2111	Sample Contract - P-Card Review
JLK	9/19/2016	Mon	Contracts	0.5	Accounting	13-01666	Eide Bailly LLP
DRW	9/7/2016	Wed	Contracts	0.5	Airport	12-00503	Jviation, Inc.
KKH	9/20/2016	Tue	Contracts	0.5	Airport	16-2194	Public Service Company of Colorado - Pilatus Parcel Utility Extension
KKH	9/12/2016	Mon	Contracts	0.5	Airport	16-2194	Public Service Company of Colorado - Pilatus Parcel Utility Extension
KKH	9/12/2016	Mon	Contracts	0.25	Airport	16-2383	Public Service Company of Colorado - Airport 15 Acre Parcel
DRW	9/6/2016	Tue	Contracts	0.5	Airport	14-0552	MountainHawk LLC
DRW	9/7/2016	Wed	Contracts	1	Airport	11-01114	Vaisala Inc.
DRW	9/6/2016	Tue	Contracts	0.5	Airport	14-0621	JETTECH, LLC
DRW	9/14/2016	Wed	Contracts	2	Airport	14-0621	JETTECH, LLC
DRW	9/13/2016	Tue	Contracts	2	Airport	13-02377	Big Dog BBQ dba Blue Sky Bistro
KKH	9/9/2016	Fri	Contracts	0.75	Airport	16-2194	Public Service Company of Colorado - Pilatus Parcel Utility Extension
DRW	9/12/2016	Mon	Contracts	0.5	Airport	14-1148	CDOT State Highway 128 real property transfer
KKH	9/1/2016	Thu	Contracts	0.25	Airport	16-2194	Public Service Company of Colorado - Pilatus Parcel Utility Extension
KKH	9/15/2016	Thu	Contracts	0.5	Airport	16-2383	Public Service Company of Colorado - Airport 15 Acre Parcel

But really, how long does it take
to do a contract?



Add'l Methods Of Collecting Data

Primary Secondary Additional Assoc Matter Documents Notes Email Research Billing Timeline Rolodex

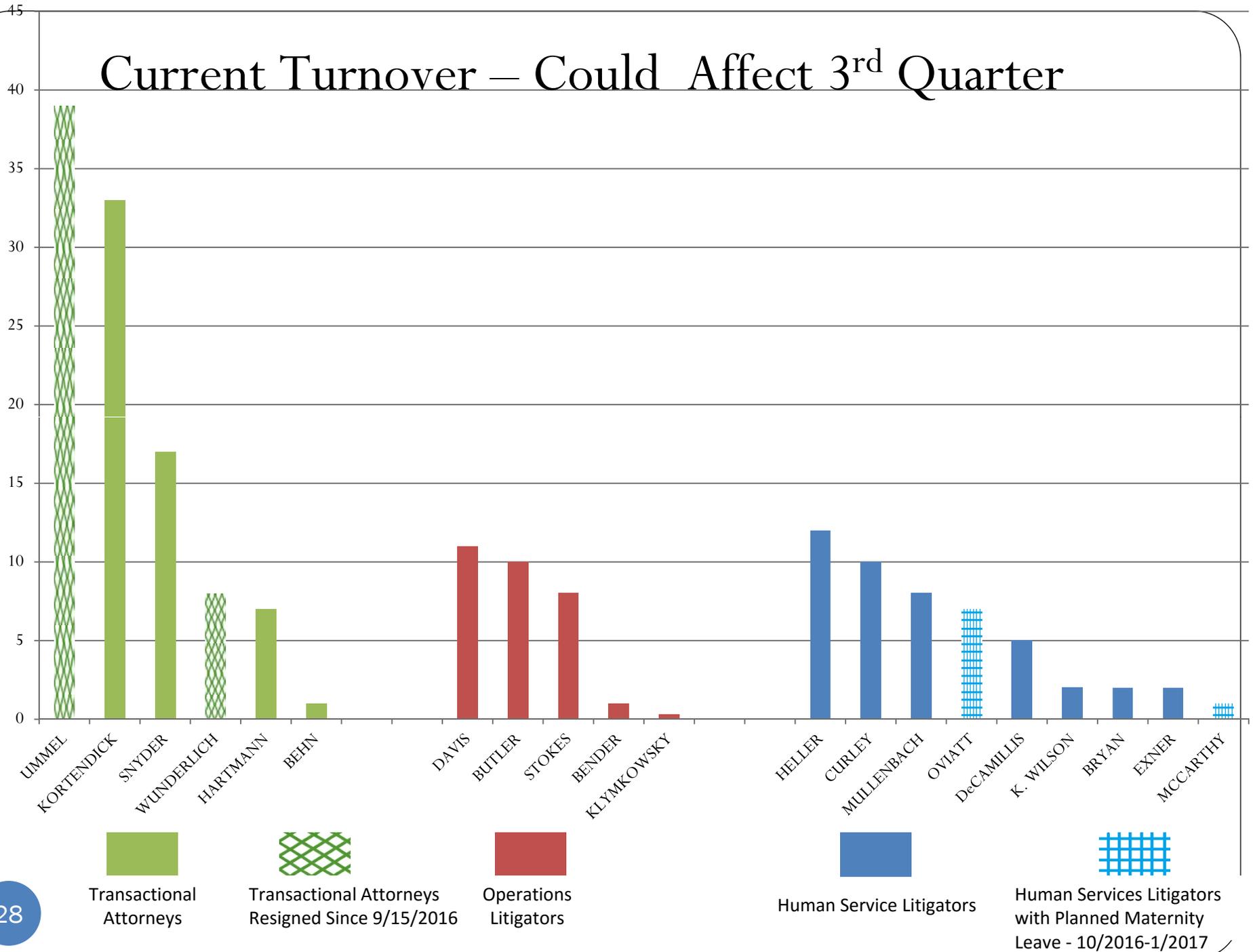
MatRef Concrete Express, Inc. (CEI) Code CNT|Contract
MatterNo 14-1776 Associated? Staff KDB|Kurtis D. Behn
K Type Goods and Services File Type(s) Electronic and Paper Files
Client Road & Bridge 1600 Notify Trigger Review Billable Private Status Active
Bond Information
 Bond Rec'd ?
Bond No. 106432543
Surety Travelers Casualty and Surety Company of America
 Cancel Rec'd ?
Cancel Date

Baseline Process
Initial Req. ...
Draft ...
Final ...
Atty Apprvd ...
Fully Signed ...

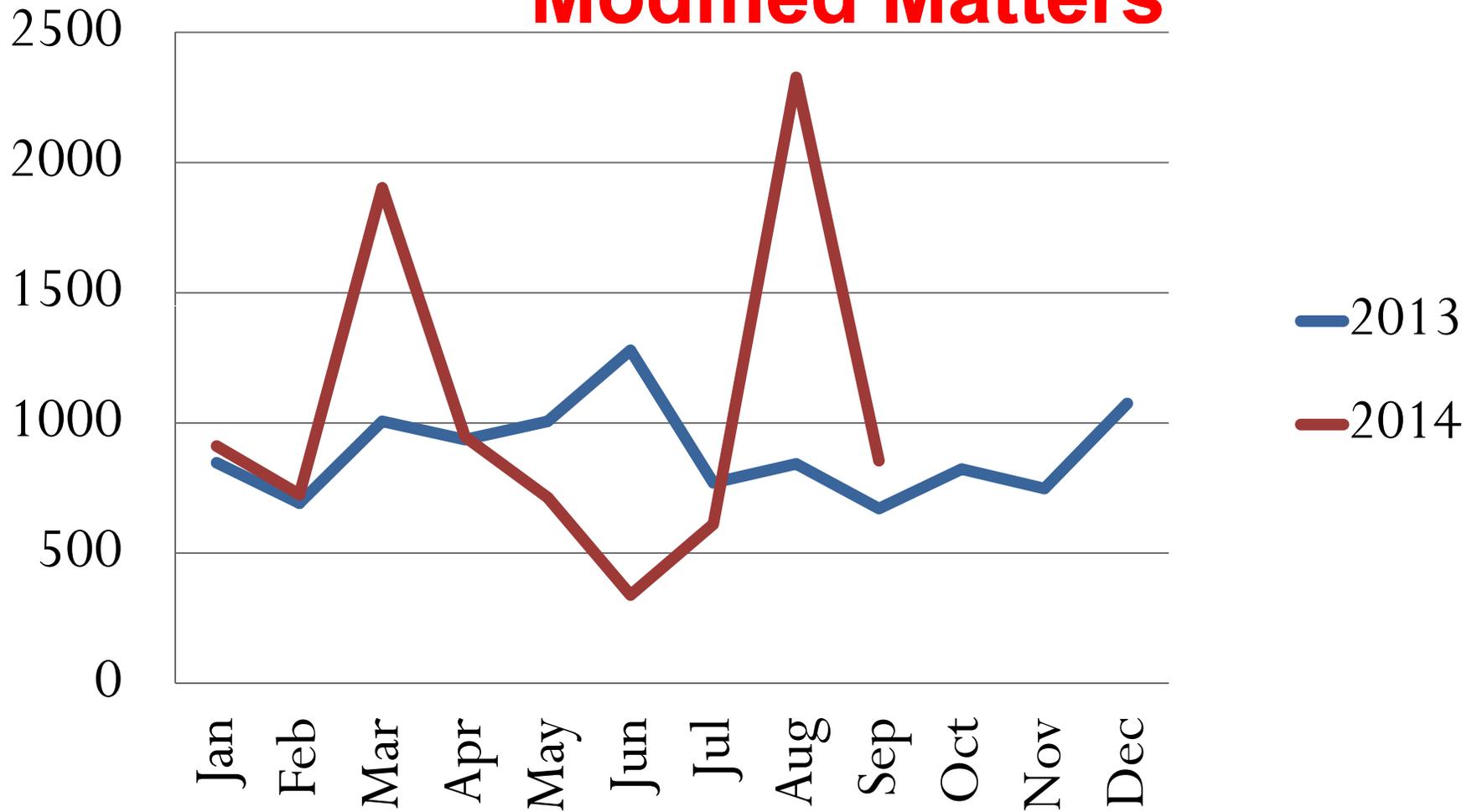
Primary

Date 9/19/2016 Mon Time 4:19pm Code ALDC|Allocations
Description Staff KKH|Kourtney K. Hartmann
Regarding Souder Miller Associates - Pine Gulch Post Closure Monitoring 16-2461 Facilities and Construction Managem 104
Reminders Follow Done Notify Hide Trigger Review Private Status
Billing Details...
Bill Date 9/19/2016 Status Billable Hold Taxable
Bill Type Time Rate/Level Staff 1 Qty 0.50 Rate 155.000 Total \$77.50
Select One Contracts Financing
BAA ONLY
PZ ONLY Bus Unit

Current Turnover – Could Affect 3rd Quarter



Past Vacancy Effects Modified Matters



Purchasing Process Tracking

- Purchasing previously tracked processing timelines until 2011
- Purchasing is currently working with ITS to either update old tracking program or obtain better tool
- Anticipated to begin tracking process timelines in 2017
- Data tracked will only be for projects that are processed through Purchasing office
- Data tracked will include total processing time, time in Purchasing's control , time with vendor, with County Attorney, with End User, etc.

PLAN:

- Determine results of CAO tracking
- Report to BCC with additional data first quarter of 2017
- Include Purchasing data when available
- Continue to propose and implement improvements

Anything else????



Libby Szabo
District No. 1
Casey Tighe
District No. 2
Donald Rosier
District No. 3

September 23, 2016

Our Town Grant Program
National Endowment for the Arts

Dear Our Town Grant Staff and Reviewers:

Jefferson County, Colorado, is proud to partner with Center for the Arts Evergreen in an application to the Our Town Arts Engagement, Cultural Planning, and Design Projects. The County is not partnering with more than one other organization in the current Our Town grant cycle.

Jefferson County is interested in preserving and repurposing historical buildings for the purpose of enriching our communities. The purchase and renovation of the historic Bergen Park Church, a portion of which was originally a one-room schoolhouse, is in accordance with this goal. This property was slated for demolition by the previous owner. Thus, its purchase for use as an art center is in line with the county's goal of preserving its heritage as well as promoting community revitalization and livability.

Center for the Arts Evergreen is working with the Jefferson County Historical Commission to preserve the historical nature of the building. The building has already received historical status through the County Historical Commission. The Commission will continue to oversee renovation of the building to preserve its historical designation.

Evergreen has a rich tradition in the arts. It is home to numerous artists, multiple art organizations, and rustic 'Old Evergreen' houses several art galleries. These varied art organizations present multiple artistic and cultural events throughout the year. However, the Center for the Arts Evergreen is unique even in this culturally rich community, because it provides a physical home for artists to teach, present their work, and meet to exchange ideas. It also provides a place where the community can come together to experience high quality visual art and learn artistic techniques and expression. In addition to its own programs, Center for the Arts Evergreen offers its space to other community organizations for concerts, meetings, and classes and thus is truly an integral part of the Evergreen community. The new, larger center will be more accessible to the community than the prior building and thus will facilitate expansion of these activities resulting in increased creative activity in the community.

The Jefferson County Board of Commissioners supports this project enthusiastically and without reservation.

Sincerely,
BOARD OF COUNTY COMMISSIONERS

Libby Szabo
Chairman

Donald Rosier

Casey Tighe

BCC/dlc