



Administration Building  
West Hearing Room  
5334 S. Prince St.  
Littleton, CO 80120  
303-795-4630  
303-738-7915 TTY

Nancy A. Doty, Chair, District 1  
Nancy Sharpe, District 2  
Rod Bockenfeld, District 3  
Nancy Jackson, Chair Pro-Tem, District 4  
Bill Holen, District 5

## **Study Session**

### **February 16, 2016**

The Arapahoe County Board of County Commissioners typically holds weekly Study Sessions on Monday and Tuesday. Study Sessions (except for Executive Sessions) are open to the public and items for discussion are included on this agenda. Agendas (except for Executive Sessions agendas) are available through the Commissioners' Office or through the County's web site at [www.arapahoegov.com](http://www.arapahoegov.com). Please note that the Board may discuss any topic relevant to County business, whether or not the topic has been specifically noticed on this agenda. In particular, the Board typically schedules time each Monday under "Committee Updates" to discuss a wide range of topics. In addition, the Board may alter the times of the meetings throughout the day, or cancel or reschedule noticed meetings. Questions about this agenda? Contact the Commissioners' Office at 303-795-4630 or by e-mail at [commissioners@arapahoegov.com](mailto:commissioners@arapahoegov.com)

### **Study Session Topics**

**10:00 A.M. Calendar Updates (WHR)**

*Diana Maes*  
*BoCC Administration Manager*

**10:30 A.M. BOCC Updates (WHR)**

*Board of County Commissioners*

### **Break**

**1:00 P.M. \*Align Arapahoe: Fiscal Responsibility (WHR)**

*Chandra DeSimone, Performance Management Analyst*  
*Matthew Nii, Performance Management Analyst*  
*Department of Strategy and Performance*

**2:00 P.M. \*4th Quarter Budget Review (WHR)**

Review the 4th Quarter Budget from 2015

*Request: Information/Direction*

*Todd Weaver, Budget Manager, Finance*  
*Janet Kennedy, Director, Finance*  
*John Christofferson, Deputy County Attorney*

Documents: [2015 Q4 SS BSR.PDF](#)

**2:30 P.M. \*Land Development Code Update (WHR)**

Discussion of the Land Development Code Assessment findings and recommendations, and to seek further input on how to proceed with the top priorities identified

*Request: Information/Direction*

*Jason Reynolds, Current Planning Manager, Public Works and Development*

*Jan Yeckes, Planning Division Manager, Public Works and Development*

*David M. Schmit, Director, Public Works and Development*

*Robert Hill, Senior Assistant County Attorney*

Documents: [BSR LAND DEVELOPMENT CODE RECOMMENDATIONS STUDY 02 16 2016.PDF](#)

**3:00 P.M. \* Executive Session (WHR)**

Executive Study Session and County Attorney Administrative Meeting [Section 24-6-402 (4)(b)C.R.S.](As required by law, specific agenda topics will be announced in open meeting prior to the commencement of the closed and confidential portion of this session) (WHR)

*Ron Carl, County Attorney*

**\* To Be Recorded As Required By Law**

WHR - West Hearing Room

*Arapahoe County is committed to making its public meetings accessible to persons with disabilities.*

*Assisted listening devices are available. Ask any staff member and we will provide one for you.*

*If you need special accommodations, contact the Commissioners' Office at 303-795-4630 or 303-738-7915 TTY.*

*Please contact our office at least 3 days in advance to make arrangements.*



**ARAPAHOE COUNTY**  
COLORADO'S FIRST

## Board Summary Report

**Date:** February 5, 2016  
**To:** Board of County Commissioners  
**From:** Todd Weaver, Budget Manager  
**Subject:** 2015 Fourth Quarter Budget Review

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### Purpose and Recommendation

The purpose of this study session is to update the Board of County Commissioners (BOCC) on the status of the 2015 County budget, to review the fiscal status of Arapahoe County, and identify issues that may arise in the near future. Various supplemental appropriation requests will be reviewed by the Executive Budget Committee and recommended for approval by the Board. These supplemental appropriation requests will be presented and the Board will be asked to review these proposals and decide which should go forward to a public hearing on March 1, 2016.

### Background

Attached to this report is background information on the economy, major fund projections, and the list of requested supplemental appropriations as of the end of the 4<sup>th</sup> Quarter, 2015. The first section of the supplemental request materials identifies supplemental appropriation requests that would have an impact on the 2015 budget that require a Board discussion and decision to move forward. The second section shows supplemental appropriation requests that have a neutral impact on the 2015 budget from an expenditure standpoint and generally involve grant funds or additional revenue. The third section shows supplemental appropriation requests that would have an impact on the 2016 budget, while the final section includes supplemental appropriation requests that have a neutral impact on the 2016 budget.

The 2015 budget was balanced and adopted on December 9, 2014. Since that date, supplemental appropriations, transfers and reappropriations have been added to the original adopted 2015 budget. This amended budget is the basis for department and elected office projections and supplemental appropriation requests. During the fourth quarter of 2015, some departments and offices have identified areas or issues requiring modifications to their budgets and have submitted these needs as supplemental appropriation requests. For the 4<sup>th</sup> Quarter of 2015, there are a number of supplemental requests for both the 2015 and 2016 budgets that require a discussion and decision by the BOCC as well as a number that are budget neutral and have corresponding revenues to offset expenditures. A full list of all supplemental appropriation requests is included in the attached documentation.

The Executive Budget Committee (EBC) will meet to discuss these requests prior to the February 16<sup>th</sup> study session. The Finance Department will present the Committee's recommendations to the Board for their review and approval at the study session. Before making decisions on these amendments, the Board of County Commissioners may wish to consider the attached background information on the status of the economy and the current financial status of the County.

Departments and elected offices were asked to provide revenue and expenditure projections based on what they have seen through the end of the 4<sup>th</sup> Quarter of the 2015 budget year. The projections will provide a look at where the County may be financially by the end of fiscal year 2015 and in future budget years based on certain assumptions. From this information, we have projected the fiscal status and have identified potential revenue and expenditure issues for five major County funds: the General Fund, Social Services Fund, Arapahoe Law Enforcement Authority Fund, Road and Bridge Fund, and the Capital Expenditure Fund.

**Link to Align Arapahoe**

The review of the County's fiscal status and financial projections for the future including adopting a balanced budget are in keeping with the County's objective of Fiscal Responsibility related to maximizing the County's financial sustainability and the responsible use of taxpayer funds.

**Discussion**

This presentation will cover a brief overview of revenue and expenditure forecast assumptions along with the financial forecasts for the five major funds. Supplemental requests as recommended by the Executive Budget Committee will also be discussed.

**Alternatives**

The Board of County Commissioners can give staff direction to advance the supplemental appropriation requests for formal adoption during a public hearing on March 1<sup>st</sup> or decide to not supplement the budget at this time.

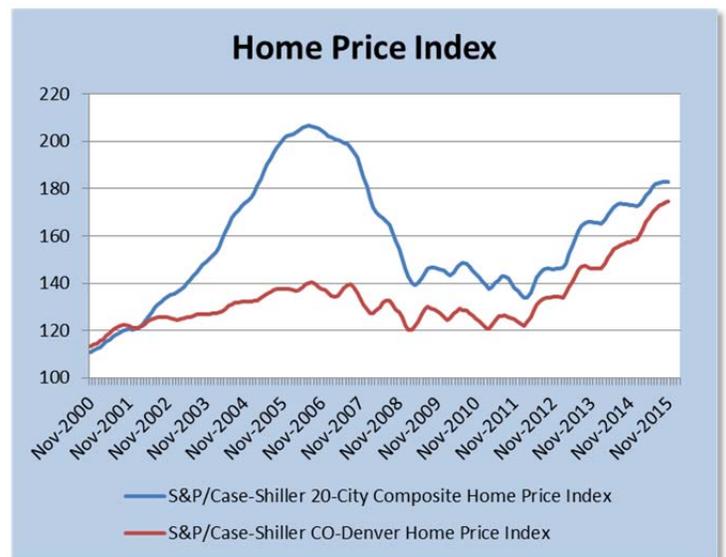
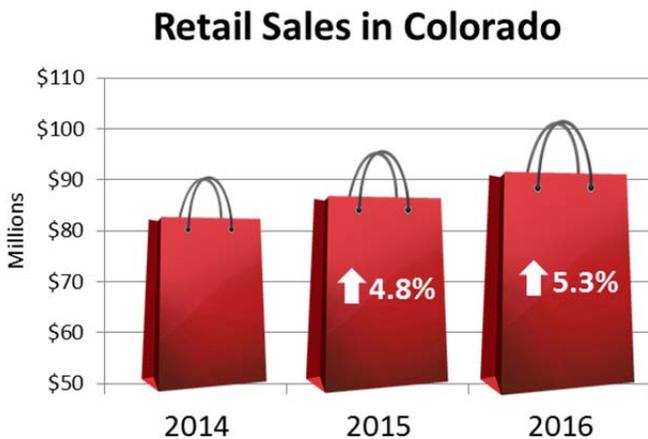
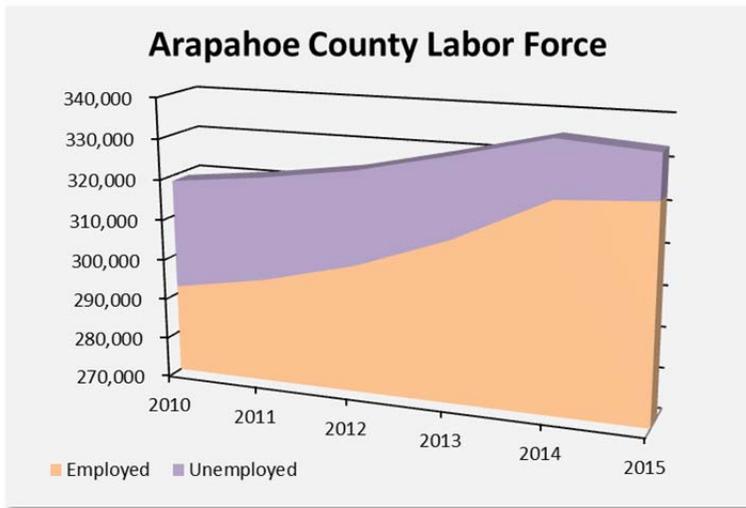
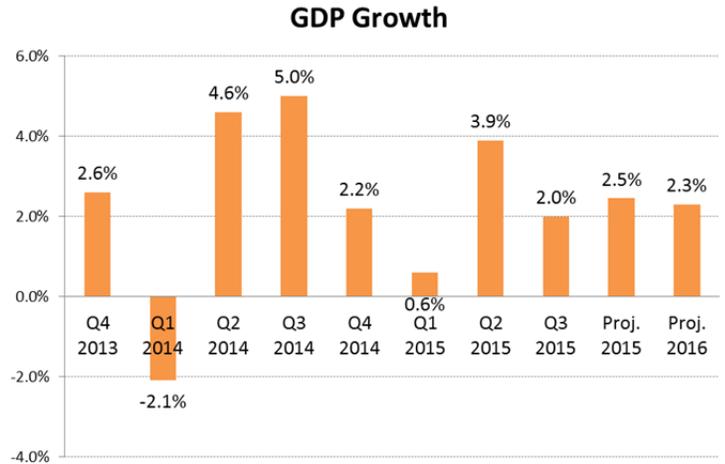
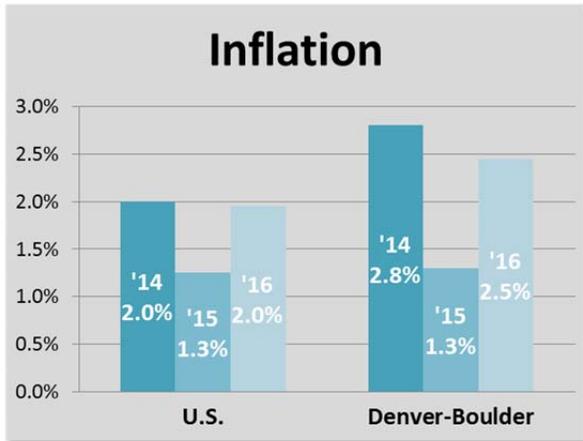
**Fiscal Impact**

The fiscal impact will be the net amount of supplemental requests approved during this study session to be formally adopted by resolution at a public hearing on March 1, 2016.

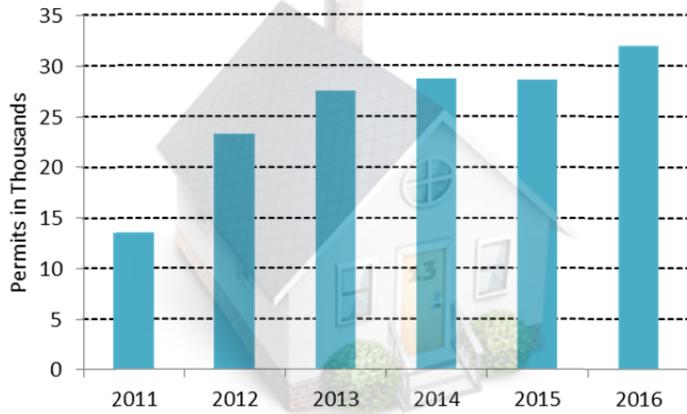
**Approved By:**

Janet J. Kennedy, Finance Director  
John Christofferson, Deputy County Attorney

# Economic Indicators – Q4 2015



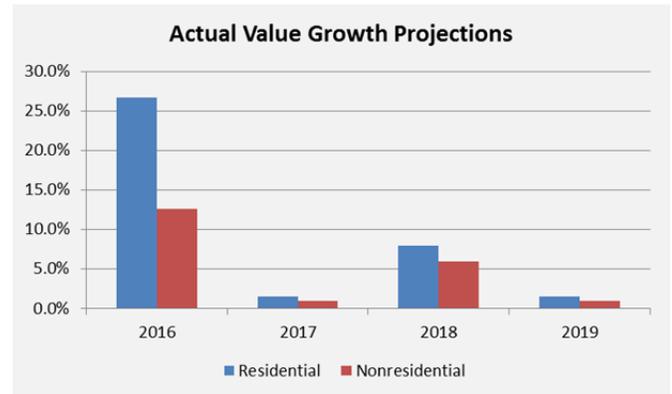
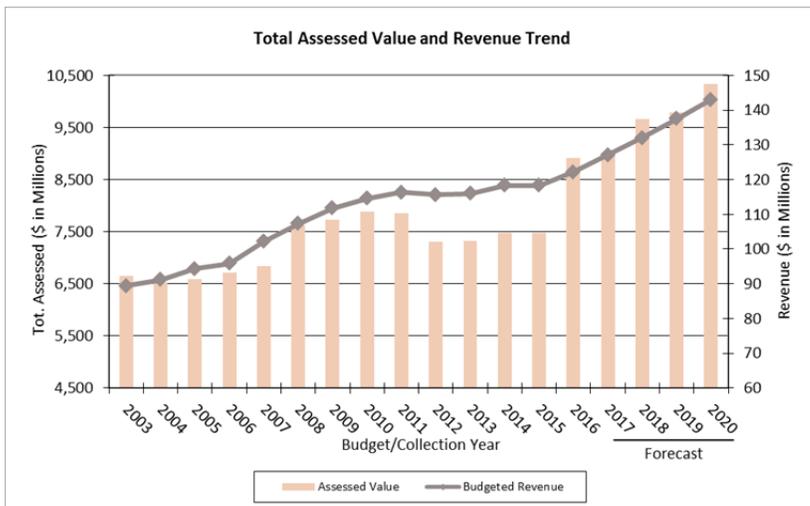
### Colorado Residential Permits



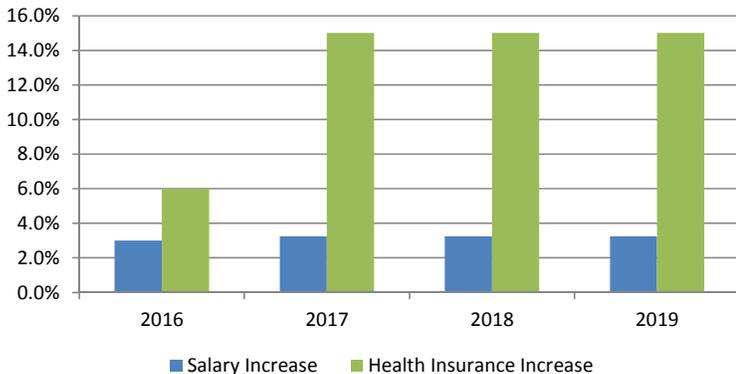
### Colorado Nonresidential Construction



## Projection Assumptions – Q4 2015



### Key Expenditure Growth Assumptions



### Projection Assumptions

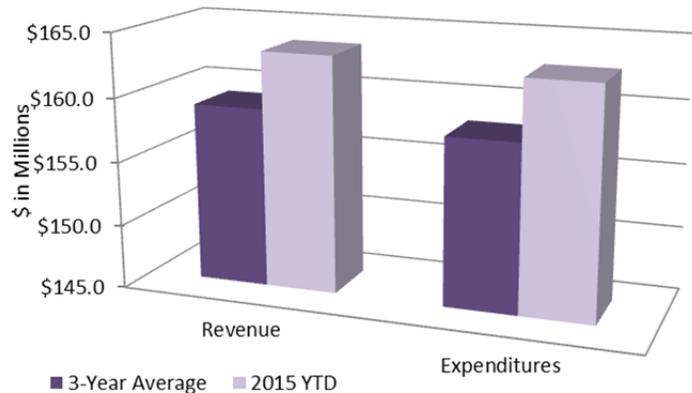
- Reviewed and adjusted growth in revenue accounts where appropriate
- Property tax projections based on 2015 data and forecast from Legislative Council
- Assumed continuation of baseline budgeting philosophy
- Did not forecast any amount for budget packages beyond 2016
- Small increases in some line items such as utilities, materials, and internal charges

# General Fund – Q4 2015

## Fast Facts

- 64% of the General Fund budget is for salary and benefit costs and 65% of revenues are from taxes
- General Fund operating budget represents 47% of the County's budget
- Funds 1,216.9 of the County's 1,996.65 full-time equivalent (FTE) positions

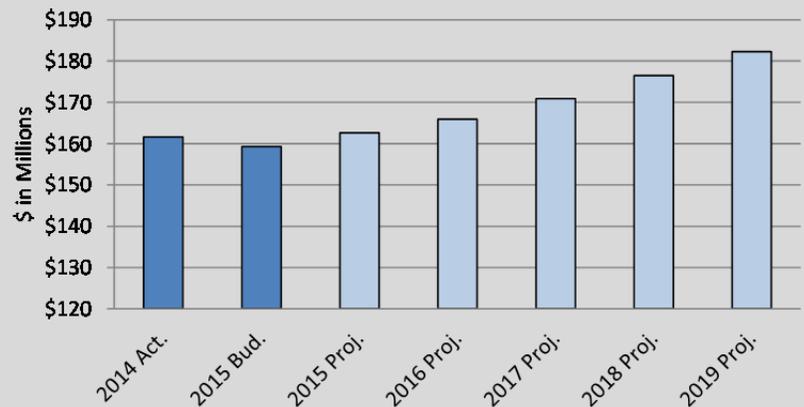
## 4th Quarter YTD Revenue and Expenditure Trend



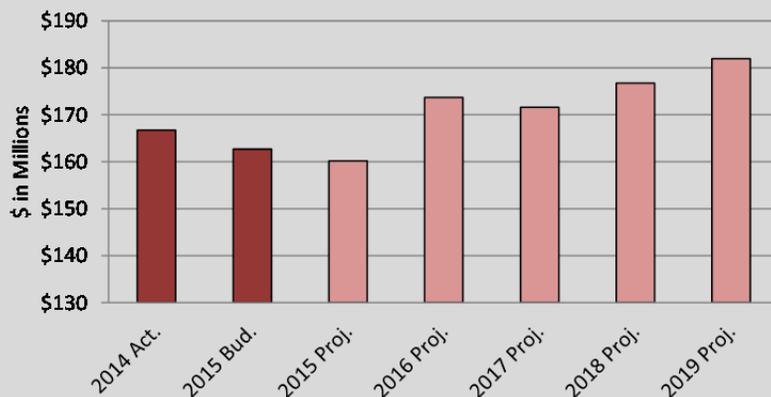
## Key Points – Revenue

- Property tax revenue decrease in 2015 budget due to flat growth and lower refund and abatement levy
- 2016 property tax revenue projected to have a \$3.8 million increase over 2015
- Building permit revenue projected nearly \$300,000 higher in 2015 versus 2014
- Land Recording Fees projected to be \$900,000 higher than 2014 in 2015
- Revenue projected at \$3.4 million more than budgeted for 2015 year-end

## Revenue Trend



## Expenditure Trend



## Key Points – Expenditures

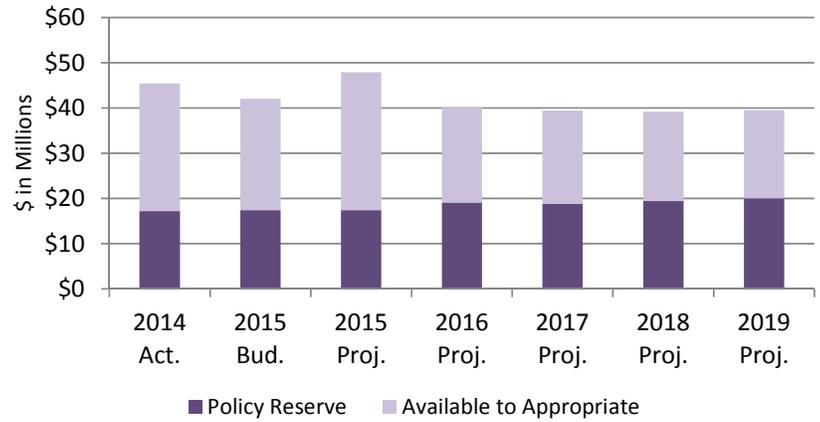
- Amended budget for '15 includes \$2.1 million in reappropriated funds
- Current projections show about \$2.5M in expenditure savings for 2015
- 2015 projections show a \$6.5M decrease in expenditures compared to 2014
- Forecast indicates growing expenditures for salaries, benefits, and other items
- Vacancy savings maintained at 2015 rate for forecast period – needs monitoring
- No provision for budget packages or capital transfers beyond 2016

# General Fund – Q4 2015

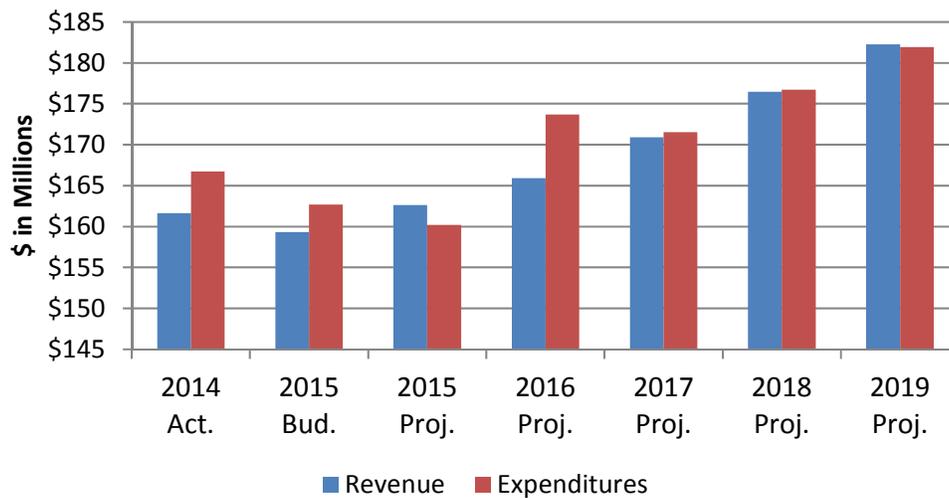
## Key Points – Fund Balance

- Amended budget would result in \$3.4M in fund balance use
- Projections for Q4 2015 show higher revenue and lower expenditures for a \$2.5M addition by year-end
- Current estimate for 2015 year-end fund balance is \$47.9 million
- The 2016 fund balance has a decrease of \$7.8M due to one-time uses
- Long-term projections show fund balance steady between \$39M and \$40M without estimate of capital project transfers

### Fund Balance Trend and Forecast



### Fund Revenues and Expenditures

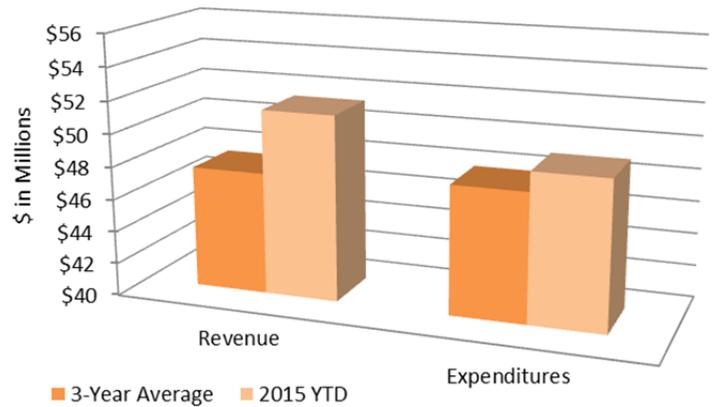


# Social Services Fund – Q4 2015

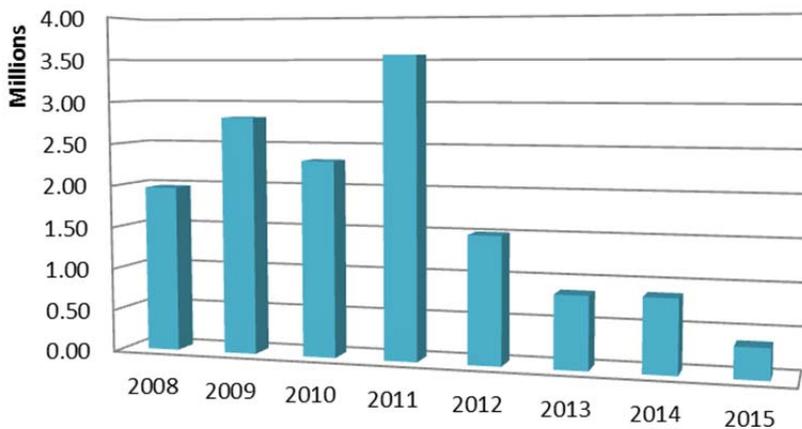
## Fast Facts

- 12-month average caseload of 107,988 cases
- Total State Allocations for SFY 2016 are \$89.8 million, including EBT payments
- Transfer to the General Fund for 2016 will be \$364,000
- Arapahoe County is the only one that receives Managed Care Savings from State

## 4th Quarter YTD Revenue and Expenditure Trend



## Transfer to General Fund Trend



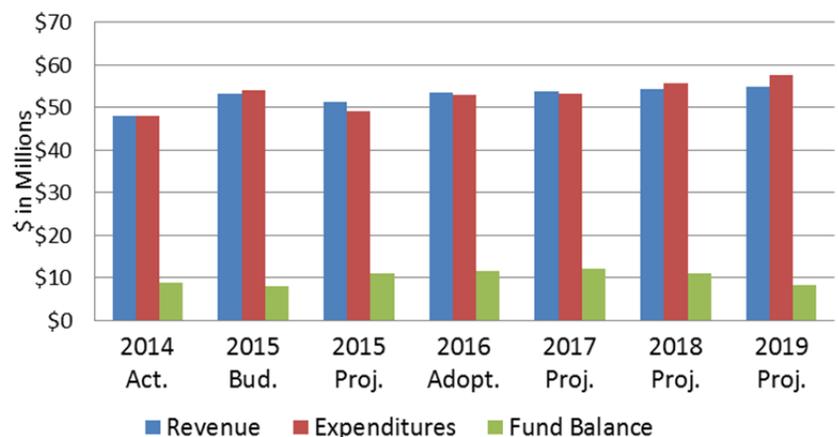
## Key Points – Expenditures

- Average caseloads for Child Care services are up 15.7% compared to this time last year
- Colorado Works/TANF benefit payments remain at high levels
- Child Welfare expenditures continue to decrease
- 24% of the total expenses for the Social Services Fund are in the Community Programs category for benefits and services to citizens

## Key Points – Revenues

- During 2015, the department recognized \$2.1 million in Managed Care Savings for meeting State performance metrics
- Revenues collected in 2015 were 7.3% higher than 2014 actuals
- 36% of the allocations received are for Child Welfare services
- Trends for property tax growth will follow that of the General Fund

## Total Revenue, Expenditures, and Fund Balance

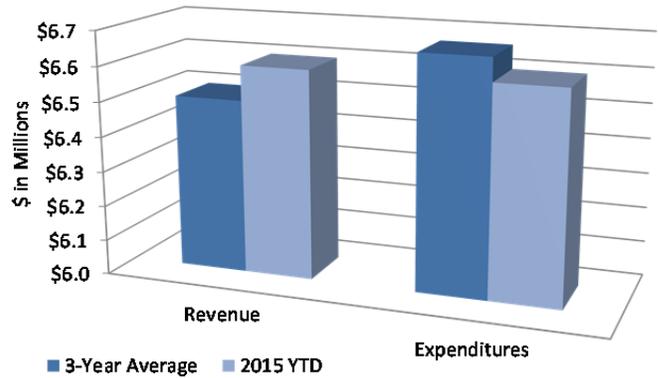


# Law Enforcement Authority Fund – Q4 2015

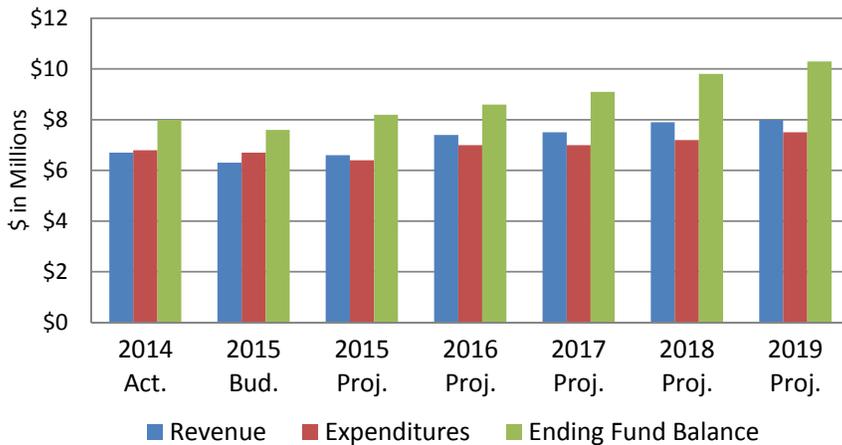
## Fast Facts

- Funds 53.0 Patrol FTE who provide patrol services to unincorporated County
- The unincorporated population is projected to be 92,296 for 2015
- Property tax is the main driver of revenue ; more than 75% of the revenue
- Fund balance projected to increase by \$400,000 to \$700,000 for 2016-2019

## 4th Quarter YTD Revenue and Expenditure Trend



## Total Revenue, Expenditures, and Fund Balance



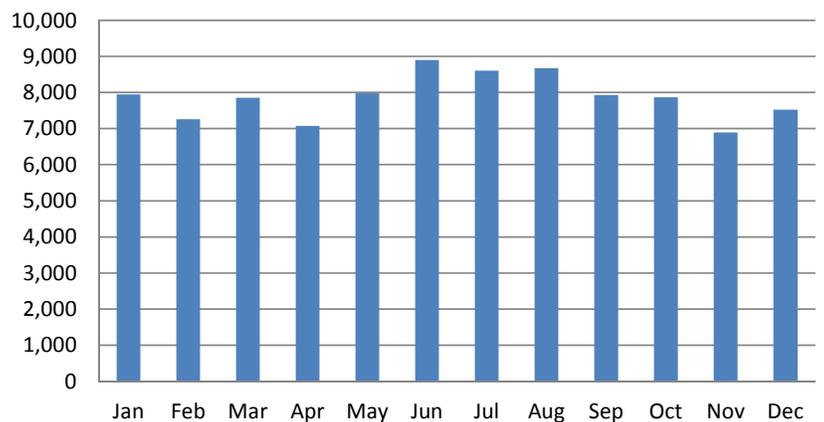
## Key Points – Revenue

- Property tax is projected to increase approximately \$1.1 million, or 23% for 2016 due to assessment increase
- Outlook for tax revenues is positive for 2016-2019 as assessed value increases
- Extra Duty Revenue is expected to be lower in 2015 than prior years
- Traffic Fines are estimated to be \$595,000 for 2015; down \$32,000 from 2014

## Key Points – Expenditures

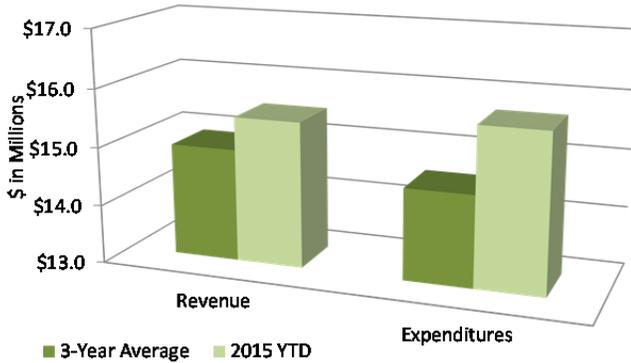
- Projected increase in fund balance of \$100,000 for 2015 and as high as \$700,000 for forecast period
- 2015 projected expenditures at \$6.4 million vs. \$6.7 million budget
- FTE count will increase by 1.0 for 2016 with the addition of a Body Worn Camera Technician
- There has been a decrease in Gas & Oil costs by approximately \$15,000 each year since 2013

## # of 911 Calls for 2015



# Road & Bridge Fund – Q4 2015

## 4th Quarter YTD Revenue and Expenditure Trend



## Fast Facts

- Primary fund for the maintenance of County roads and transportation infrastructure
- The fund shares back about 50% of the property tax revenue generated by cities and towns
- The County owns \$18.8 million in Road & Bridge equipment

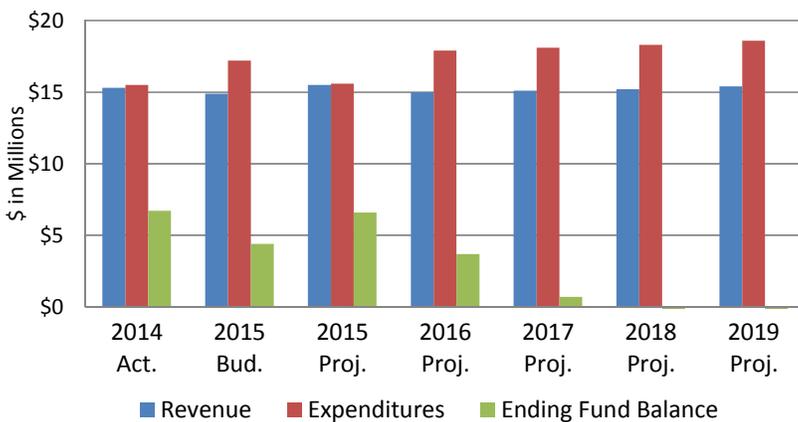
## Key Points – Revenue

- Property taxes are held constant in this fund resulting in no growth for the forecast period from this source
- Motor Vehicle Registration revenue has been increasing by an average of 2.2% since 2010
- Highway Users Tax Fund (HUTF) is projected to be \$8.7 million for 2015
- Specific Ownership Tax has been increasing since 2011 and totaled over \$440,00 for 2015

## Motor Vehicle Registration Revenue



## Total Revenue, Expenditures, and Fund Balance



## Key Points – Expenditures

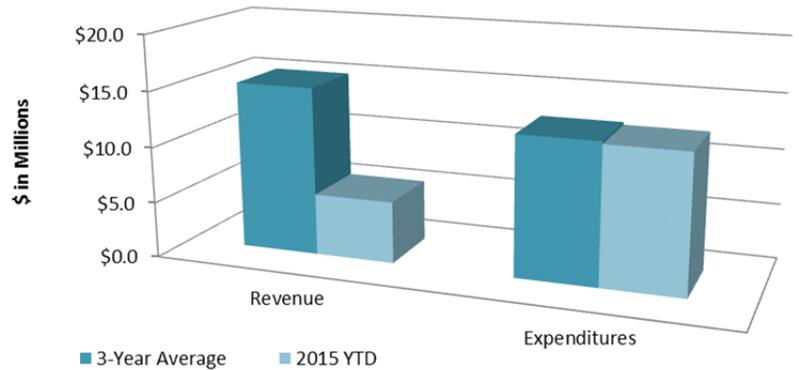
- Material costs have fluctuated between \$1.4 M and \$2.0M for last few years
- Of the \$5.8 million in property tax budgeted, \$2.5 million is distributed back to cities and towns as share back
- Forecast period shows a structural deficit with annual reductions to fund balance ranging from \$2.9M to \$3.5M primarily related to additional road maintenance
- Fund projected to go below reserve requirement in 2017 and fund balance depleted in 2018 due to increased costs

# Capital Expenditure Fund – Q4 2015

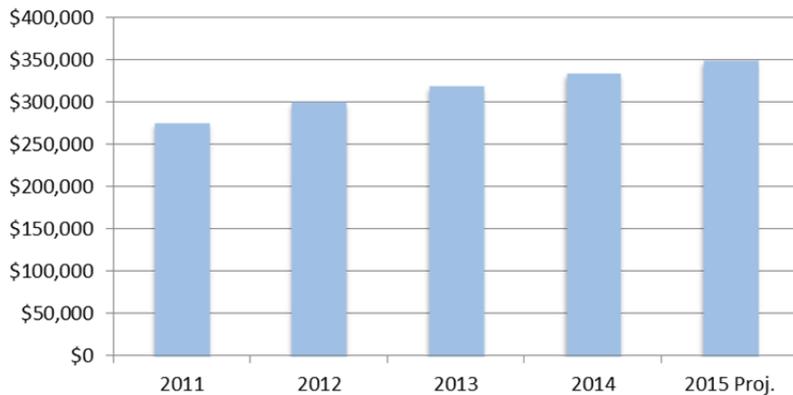
## Fast Facts

- The Fairgrounds expansion that began in late-2014 is 82.5% expended
- An estimated 12 projects are expected to be completed in 2015
- There are 22 projects that will be reappropriated for completion in 2016
- The 2016 budget is funded at \$9.7 million

## 4th Quarter YTD Revenue and Expenditure Trend



## Specific Ownership Tax Revenue Trend



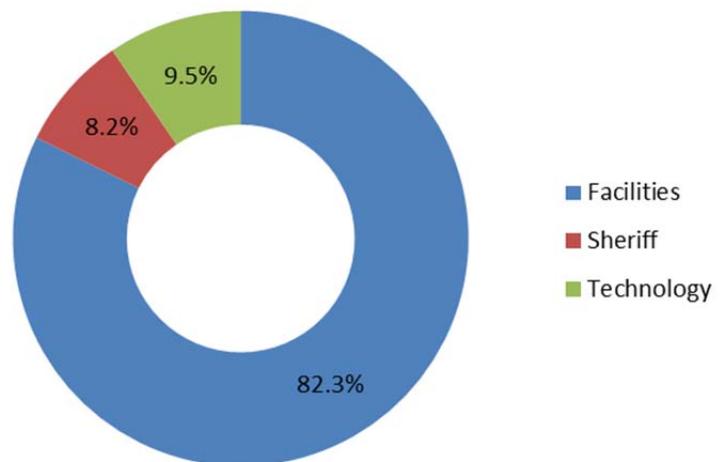
## Key Points – Revenue

- Specific ownership tax is budgeted at an average of \$300,000
- About \$315,000, on average, has actually been collected over the past five years
- This trend matches that seen in other funds
- The other source of recurring revenue for this fund is property tax at \$4.5 million
- A transfer of \$4.9 million from the General Fund is budgeted for 2016

## Key Points – Expenditures

- Facility projects throughout the County are projected to be \$14.3 million for 2015
- \$1.4 million in Sheriff's Office related capital projects
- \$1.7 million expended on Information Technology capital projects
- Unfinished projects are reappropriated to the following year.
- An annual average of \$11.3 million is reappropriated in the Capital Expenditure Fund each year

## 2015 Projected Expenditures



# Detailed Fund Projections – Q4 2015

## Schedule 1

### General Fund Projection

(Dollars in Millions)	Actual 2014	Adopted 2015	Amend. 2015	Project. 2015	Adopted 2016	Forecast			
						2017	2018	2019	2020
<b>Sources</b>									
Taxes	104.4	103.1	103.1	103.7	107.3	111.4	116.0	120.9	126.1
Licenses & Permits	6.3	5.7	5.7	6.7	6.1	6.2	6.2	6.3	6.3
Intergovernmental	22.5	23.9	23.9	23.9	24.9	25.4	25.8	26.3	26.8
Charges for Services	19.5	18.7	18.8	20.9	20.5	20.8	21.2	21.6	22.0
Fines & Forfeits	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7
Investment Earnings & Contrib.	1.3	1.2	1.2	2.0	1.2	1.2	1.2	1.2	1.2
Interfund Revenues & Rent	3.8	4.4	4.4	3.8	4.2	4.2	4.3	4.3	4.3
Transfers In	1.2	-	0.1	0.1	0.0	0.0	0.0	0.0	0.0
Other Financing Sources	1.9	1.3	1.4	0.8	0.9	0.9	0.9	0.9	0.9
<b>Total Sources</b>	<b>161.6</b>	<b>159.0</b>	<b>159.3</b>	<b>162.7</b>	<b>165.9</b>	<b>170.9</b>	<b>176.5</b>	<b>182.3</b>	<b>188.4</b>
<b>Uses</b>									
Salaries	77.7	79.5	79.7	79.9	82.5	85.2	87.9	90.7	93.6
Employee Benefits	22.2	23.6	23.6	22.6	24.2	25.9	28.0	30.3	32.9
Supplies	6.7	6.5	6.5	6.2	7.2	6.6	6.7	6.7	6.9
Services & Other	37.9	38.3	40.5	39.3	43.0	42.2	42.4	42.5	42.6
Community Programs	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
Capital Outlay	0.0	0.0	0.0	0.1	0.0	0.0	0.0	0.0	0.0
Central Services	2.2	2.5	2.5	2.2	2.8	2.6	2.7	2.7	2.8
Transfers Out	19.6	8.9	9.5	9.5	13.5	8.7	8.7	8.7	8.7
Other Uses/Miscellaneous	-	-	-	0.0	-	-	-	-	-
<b>Total Uses</b>	<b>166.7</b>	<b>159.6</b>	<b>162.7</b>	<b>160.2</b>	<b>173.7</b>	<b>171.5</b>	<b>176.7</b>	<b>181.9</b>	<b>187.9</b>
<b>Net of Sources/Uses</b>	<b>(5.1)</b>	<b>(0.6)</b>	<b>(3.4)</b>	<b>2.5</b>	<b>(7.8)</b>	<b>(0.6)</b>	<b>(0.3)</b>	<b>0.3</b>	<b>0.6</b>
<b>Adjustments to Sources</b>	-	-	-	-	-	-	-	-	-
<b>Adjustments to Uses</b>	-	-	-	-	-	-	-	-	-
Budget Packages/Supplementals	-	-	-	-	-	-	-	-	-
Reappropriations	-	-	-	-	-	-	-	-	-
TABOR Refund	-	-	-	-	-	-	-	-	-
Other Adjustments	-	-	-	-	-	-	-	-	-
<b>Total Adjustments to Uses</b>	-	-	-	-	-	-	-	-	-
<b>Total Net Sources/Uses</b>	<b>(5.1)</b>	<b>(0.6)</b>	<b>(3.4)</b>	<b>2.5</b>	<b>(7.8)</b>	<b>(0.6)</b>	<b>(0.3)</b>	<b>0.3</b>	<b>0.6</b>
<b>Cumulative Balance</b>									
<b>Beginning Funds Available</b>	<b>50.5</b>	<b>45.4</b>	<b>45.4</b>	<b>45.4</b>	<b>47.9</b>	<b>40.1</b>	<b>39.5</b>	<b>39.2</b>	<b>39.6</b>
Change in Fund Balance	(5.1)	(0.6)	(3.4)	2.5	(7.8)	(0.6)	(0.3)	0.3	0.6
<b>Ending Funds Available</b>	<b>45.4</b>	<b>44.8</b>	<b>42.1</b>	<b>47.9</b>	<b>40.1</b>	<b>39.5</b>	<b>39.2</b>	<b>39.6</b>	<b>40.1</b>
<b>Board Designated Reserve</b>	<b>17.2</b>	<b>17.4</b>	<b>17.4</b>	<b>17.4</b>	<b>18.1</b>	<b>18.9</b>	<b>19.4</b>	<b>20.0</b>	<b>20.7</b>

# Detailed Fund Projections – Q4 2015

Social Services Fund Projection									
(Dollars in Millions)	Actual	Adopted	Amend.	Project.	Adopted	Forecast			
	2014	2015	2015	2015	2016	2017	2018	2019	2020
<b>Sources</b>									
Taxes	12.7	12.5	12.5	12.7	13.0	13.5	14.0	14.6	15.2
Licenses & Permits	-	-	-	(0.0)	-	-	-	-	-
Intergovernmental	34.5	39.4	39.9	37.5	39.5	39.9	39.7	39.9	40.1
Charges for Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Fines & Forfeits	-	-	-	-	-	-	-	-	-
Investment Earnings & Contrib.	-	-	-	-	-	-	-	-	-
Interfund Revenues & Rent	-	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-	-
Other Financing Sources	0.7	0.6	0.6	1.2	1.0	0.5	0.5	0.5	0.5
<b>Total Sources</b>	<b>47.9</b>	<b>52.6</b>	<b>53.1</b>	<b>51.4</b>	<b>53.5</b>	<b>53.9</b>	<b>54.3</b>	<b>55.0</b>	<b>55.8</b>
<b>Uses</b>									
Salaries	24.2	25.1	25.2	25.3	26.0	26.8	27.7	28.6	29.5
Employee Benefits	7.3	7.6	7.6	7.4	8.0	8.5	9.9	10.8	11.8
Supplies	0.4	0.5	0.5	0.4	0.4	0.4	0.4	0.4	0.4
Services & Other	2.2	3.9	4.1	2.9	3.3	3.0	3.0	3.0	3.0
Community Programs	11.4	14.8	15.1	11.9	13.7	12.9	12.9	13.0	13.1
Capital Outlay	-	-	-	-	-	-	-	-	-
Central Services	1.5	1.6	1.6	1.4	1.6	1.6	1.6	1.6	1.6
Transfers Out	0.9	0.0	0.0	-	0.1	0.1	0.1	0.1	0.1
Other Uses/Miscellaneous	-	-	-	-	-	-	-	-	-
<b>Total Uses</b>	<b>47.9</b>	<b>53.6</b>	<b>54.1</b>	<b>49.3</b>	<b>53.0</b>	<b>53.3</b>	<b>55.6</b>	<b>57.5</b>	<b>59.4</b>
<b>Net of Sources/Uses</b>	<b>0.0</b>	<b>(1.0)</b>	<b>(1.0)</b>	<b>2.1</b>	<b>0.5</b>	<b>0.6</b>	<b>(1.4)</b>	<b>(2.4)</b>	<b>(3.6)</b>
<b>Adjustments to Sources</b>	-	-	-	-	-	-	-	-	-
<b>Adjustments to Uses</b>									
Budget Packages/Supplementals	-	-	-	-	-	-	-	-	-
Reappropriations	-	-	-	-	-	-	-	-	-
Other Adjustments	-	-	-	-	-	-	-	-	-
<b>Total Adjustments to Uses</b>	-	-	-	-	-	-	-	-	-
<b>Total Net Sources/Uses</b>	<b>0.0</b>	<b>(1.0)</b>	<b>(1.0)</b>	<b>2.1</b>	<b>0.5</b>	<b>0.6</b>	<b>(1.4)</b>	<b>(2.4)</b>	<b>(3.6)</b>
<b>Cumulative Balance</b>									
<b>Beginning Funds Available</b>	<b>8.8</b>	<b>8.9</b>	<b>8.9</b>	<b>8.9</b>	<b>11.0</b>	<b>11.3</b>	<b>11.9</b>	<b>10.5</b>	<b>8.0</b>
Change in Fund Balance	0.0	(1.0)	(1.0)	2.1	0.5	0.6	(1.4)	(2.4)	(3.6)
<b>Ending Funds Available</b>	<b>8.9</b>	<b>7.9</b>	<b>7.9</b>	<b>11.0</b>	<b>11.5</b>	<b>11.9</b>	<b>10.5</b>	<b>8.0</b>	<b>4.4</b>
Restrict/Commit/Assigned	(1.6)	(1.6)	(1.6)	(1.7)	(1.6)	(1.6)	(1.6)	(1.6)	(1.6)
<b>Funds Available for Appropriation</b>	<b>7.3</b>	<b>6.3</b>	<b>6.3</b>	<b>9.3</b>	<b>9.9</b>	<b>10.3</b>	<b>8.9</b>	<b>6.4</b>	<b>2.8</b>

# Detailed Fund Projections – Q4 2015

ALEA Fund Projection									
(Dollars in Millions)	Actual	Adopted	Amend.	Project.	Adotped	Forecast			
	2014	2015	2015	2015	2016	2017	2018	2019	2020
<b>Sources</b>									
Taxes	5.5	5.5	5.5	5.6	6.6	6.7	7.2	7.3	7.7
Licenses & Permits	(0.0)	-	-	(0.0)	-	-	-	-	-
Intergovernmental	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Charges for Services	0.3	0.1	0.1	0.2	0.1	0.1	0.1	0.1	0.1
Fines & Forfeits	0.8	0.6	0.6	0.7	0.6	0.6	0.6	0.6	0.6
Investment Earnings & Contrib.	0.1	-	-	-	-	-	-	-	-
Interfund Revenues & Rent	-	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-	-
Other Financing Sources	0.0	-	-	0.0	-	-	-	-	-
<b>Total Sources</b>	<b>6.7</b>	<b>6.3</b>	<b>6.3</b>	<b>6.6</b>	<b>7.4</b>	<b>7.5</b>	<b>7.9</b>	<b>8.0</b>	<b>8.4</b>
<b>Uses</b>									
Salaries	4.3	4.2	4.2	4.1	4.2	4.4	4.5	4.6	4.8
Employee Benefits	1.3	1.2	1.2	1.2	1.2	1.3	1.4	1.5	1.7
Supplies	0.3	0.3	0.3	0.2	0.3	0.3	0.3	0.3	0.3
Services & Other	0.3	0.4	0.4	0.4	0.6	0.4	0.4	0.4	0.4
Community Programs	-	-	-	-	0.0	-	-	-	-
Capital Outlay	-	-	0.0	-	-	-	-	-	-
Central Services	0.6	0.6	0.6	0.6	0.5	0.5	0.5	0.5	0.5
Transfers Out	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Other Uses/Miscellaneous	-	-	-	-	-	-	-	-	-
<b>Total Uses</b>	<b>6.8</b>	<b>6.7</b>	<b>6.7</b>	<b>6.4</b>	<b>7.0</b>	<b>7.0</b>	<b>7.2</b>	<b>7.5</b>	<b>7.8</b>
<b>Net of Sources/Uses</b>	<b>(0.1)</b>	<b>(0.4)</b>	<b>(0.4)</b>	<b>0.1</b>	<b>0.4</b>	<b>0.5</b>	<b>0.7</b>	<b>0.6</b>	<b>0.7</b>
<b>Adjustments to Sources</b>	-	-	-	-	-	-	-	-	-
<b>Adjustments to Uses</b>	-	-	-	-	-	-	-	-	-
Budget Packages/Supplementals	-	-	-	-	-	-	-	-	-
Reappropriations	-	-	-	-	-	-	-	-	-
Other Adjustments	-	-	-	-	-	-	-	-	-
<b>Total Adjustments to Uses</b>	-	-	-	-	-	-	-	-	-
<b>Total Net Sources/Uses</b>	<b>(0.1)</b>	<b>(0.4)</b>	<b>(0.4)</b>	<b>0.1</b>	<b>0.4</b>	<b>0.5</b>	<b>0.7</b>	<b>0.6</b>	<b>0.7</b>
<b>Cumulative Balance</b>									
<b>Beginning Funds Available</b>	<b>8.1</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.1</b>	<b>8.5</b>	<b>9.0</b>	<b>9.8</b>	<b>10.3</b>
Change in Fund Balance	(0.1)	(0.4)	(0.4)	0.1	0.4	0.5	0.7	0.6	0.7
<b>Ending Funds Available</b>	<b>8.0</b>	<b>7.6</b>	<b>7.6</b>	<b>8.1</b>	<b>8.5</b>	<b>9.0</b>	<b>9.8</b>	<b>10.3</b>	<b>11.0</b>
Policy Reserve	(1.1)	(1.1)	(1.1)	(1.1)	(1.2)	(1.2)	(1.2)	(1.2)	(1.3)
<b>Funds Available for Appropriation</b>	<b>6.9</b>	<b>6.5</b>	<b>6.5</b>	<b>7.0</b>	<b>7.4</b>	<b>7.9</b>	<b>8.5</b>	<b>9.1</b>	<b>9.7</b>

# Detailed Fund Projections – Q4 2015

Road & Bridge Fund Projection									
(Dollars in Millions)	Actual	Adopted	Amend.	Project.	Adopted	Forecast			
	2014	2015	2015	2015	2016	2017	2018	2019	2020
<b>Sources</b>									
Taxes	6.2	6.2	6.2	6.2	6.2	6.2	6.2	6.2	6.2
Licenses & Permits	0.4	0.3	0.3	0.3	0.3	0.3	0.4	0.4	0.4
Intergovernmental	8.5	8.3	8.3	8.9	8.4	8.6	8.7	8.8	8.9
Charges for Services	-	-	-	-	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-	-	-	-	-
Investment Earnings & Contrib.	-	-	-	-	-	-	-	-	-
Interfund Revenues & Rent	-	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-	-
Other Financing Sources	0.2	0.1	0.1	0.0	0.1	0.1	0.1	0.1	0.1
<b>Total Sources</b>	<b>15.3</b>	<b>14.8</b>	<b>14.9</b>	<b>15.5</b>	<b>15.0</b>	<b>15.1</b>	<b>15.2</b>	<b>15.4</b>	<b>15.5</b>
<b>Uses</b>									
Salaries	2.9	3.1	3.1	3.0	3.2	3.3	3.4	3.5	3.6
Employee Benefits	1.0	1.1	1.1	1.0	1.1	1.1	1.2	1.3	1.4
Supplies	2.6	2.2	2.2	2.0	2.4	2.5	2.5	2.6	2.7
Services & Other	6.5	6.5	7.8	6.7	8.2	8.2	8.2	8.2	8.2
Community Programs	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
Central Services	2.1	2.4	2.4	2.4	2.6	2.6	2.6	2.6	2.6
Transfers Out	0.5	0.5	0.6	0.6	0.4	0.4	0.4	0.4	0.4
Other Uses/Miscellaneous	-	-	-	-	-	-	-	-	-
<b>Total Uses</b>	<b>15.5</b>	<b>15.8</b>	<b>17.2</b>	<b>15.6</b>	<b>17.9</b>	<b>18.1</b>	<b>18.3</b>	<b>18.6</b>	<b>18.9</b>
<b>Net of Sources/Uses</b>	<b>(0.2)</b>	<b>(1.0)</b>	<b>(2.2)</b>	<b>(0.1)</b>	<b>(2.9)</b>	<b>(2.9)</b>	<b>(3.1)</b>	<b>(3.3)</b>	<b>(3.5)</b>
<b>Adjustments to Sources</b>	-	-	-	-	-	-	-	-	-
<b>Adjustments to Uses</b>									
Budget Packages/Supplementals	-	-	-	-	-	-	-	-	-
Reappropriations	-	-	-	-	-	-	-	-	-
Other Adjustments	-	-	-	-	-	-	-	-	-
<b>Total Adjustments to Uses</b>	-	-	-	-	-	-	-	-	-
<b>Total Net Sources/Uses</b>	<b>(0.2)</b>	<b>(1.0)</b>	<b>(2.2)</b>	<b>(0.1)</b>	<b>(2.9)</b>	<b>(2.9)</b>	<b>(3.1)</b>	<b>(3.3)</b>	<b>(3.5)</b>
<b>Cumulative Balance</b>									
<b>Beginning Funds Available</b>	<b>6.9</b>	<b>6.7</b>	<b>6.7</b>	<b>6.7</b>	<b>6.6</b>	<b>3.7</b>	<b>0.8</b>	<b>(2.3)</b>	<b>(5.6)</b>
Change in Fund Balance	(0.2)	(1.0)	(2.2)	(0.1)	(2.9)	(2.9)	(3.1)	(3.3)	(3.5)
<b>Ending Funds Available</b>	<b>6.7</b>	<b>5.7</b>	<b>4.5</b>	<b>6.6</b>	<b>3.7</b>	<b>0.8</b>	<b>(2.3)</b>	<b>(5.6)</b>	<b>(9.0)</b>
Restrict/Commit/Assigned	(2.6)	(2.6)	(2.9)	(2.9)	(3.0)	(3.0)	(3.1)	(3.1)	(3.2)
<b>Funds Available for Appropriation</b>	<b>4.1</b>	<b>3.1</b>	<b>1.6</b>	<b>3.7</b>	<b>0.7</b>	<b>(2.2)</b>	<b>(5.4)</b>	<b>(8.7)</b>	<b>(12.2)</b>

# Detailed Fund Projections – Q4 2015

Capital Expenditure Fund Projection									
(Dollars in Millions)	Actual	Adopted	Amend.	Project.	Adopted	Forecast			
	2014	2015	2015	2015	2016	2017	2018	2019	2020
<b>Sources</b>									
Taxes	4.9	4.8	4.8	4.9	4.9	5.0	5.0	5.0	5.0
Licenses & Permits	-	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-	-	-	-	-
Investment Earnings & Contrib.	0.0	-	-	0.0	-	-	-	-	-
Interfund Revenues & Rent	-	-	-	-	-	-	-	-	-
Transfers In	11.0	-	0.0	0.1	4.9	4.0	4.0	4.0	4.0
Other Financing Sources	6.7	0.6	0.6	1.5	-	-	-	-	-
<b>Total Sources</b>	<b>22.6</b>	<b>5.4</b>	<b>5.5</b>	<b>6.5</b>	<b>9.7</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>
<b>Uses</b>									
Salaries	-	-	-	-	-	-	-	-	-
Employee Benefits	-	-	-	-	-	-	-	-	-
Supplies	0.0	-	-	-	-	-	-	-	-
Services & Other	0.2	0.1	0.1	0.1	0.4	0.4	0.4	0.4	0.4
Community Programs	-	-	-	-	-	-	-	-	-
Capital Outlay	7.6	4.1	26.9	17.4	5.4	5.6	12.6	3.9	5.7
Central Services	-	-	-	-	-	-	-	-	-
Transfers Out	3.1	1.3	1.3	1.3	4.0	8.3	7.5	13.9	7.2
Other Uses/Miscellaneous	-	-	-	-	-	-	-	-	-
<b>Total Uses</b>	<b>10.9</b>	<b>5.4</b>	<b>28.2</b>	<b>18.8</b>	<b>9.7</b>	<b>14.4</b>	<b>20.5</b>	<b>18.1</b>	<b>13.2</b>
<b>Net of Sources/Uses</b>	<b>11.8</b>	<b>-</b>	<b>(22.7)</b>	<b>(12.3)</b>	<b>-</b>	<b>(5.3)</b>	<b>(11.4)</b>	<b>(9.1)</b>	<b>(4.2)</b>
<b>Adjustments to Sources</b>	-	-	-	-	-	-	-	-	-
<b>Adjustments to Uses</b>									
Budget Packages/Supplementals	-	-	-	-	-	-	-	-	-
Reappropriations	-	-	-	-	0.0	-	-	-	-
Other Adjustments	-	-	-	-	-	-	-	-	-
<b>Total Adjustments to Uses</b>	-	-	-	-	<b>0.0</b>	-	-	-	-
<b>Total Net Sources/Uses</b>	<b>11.8</b>	<b>-</b>	<b>(22.7)</b>	<b>(12.3)</b>	<b>(0.0)</b>	<b>(5.3)</b>	<b>(11.4)</b>	<b>(9.1)</b>	<b>(4.2)</b>
<b>Cumulative Balance</b>									
<b>Beginning Funds Available</b>	<b>19.8</b>	<b>31.6</b>	<b>31.6</b>	<b>31.6</b>	<b>19.3</b>	<b>19.3</b>	<b>14.0</b>	<b>2.6</b>	<b>(6.6)</b>
Change in Fund Balance	11.8	-	(22.7)	(12.3)	(0.0)	(5.3)	(11.4)	(9.1)	(4.2)
<b>Ending Funds Available</b>	<b>31.6</b>	<b>31.6</b>	<b>8.9</b>	<b>19.3</b>	<b>19.3</b>	<b>14.0</b>	<b>2.6</b>	<b>(6.6)</b>	<b>(10.8)</b>
Restrict/Commit/Assigned	-	-	-	-	-	-	-	-	-
<b>Funds Available for Appropriation</b>	<b>31.6</b>	<b>31.6</b>	<b>8.9</b>	<b>19.3</b>	<b>19.3</b>	<b>14.0</b>	<b>2.6</b>	<b>(6.6)</b>	<b>(10.8)</b>

# Supplemental Requests – Q4 2015

## Significant Supplemental Requests for 2015:

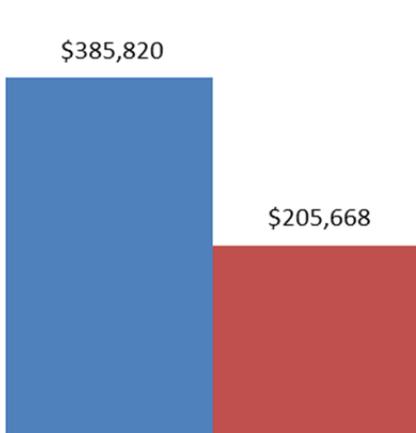
### General Fund

- Appropriate \$107,630 for Public Works & Development to cover vacancy savings related overage in budget
- Appropriate \$66,000 for Public Works & Development to cover the budget overage due to digital conversion
- Recognize \$364,000 in revenue transferred from the Social Services Fund from excess fund balance
- Recognize and appropriate \$14,930 in the Sheriff's Office for ambulance license revenue received above budget
- Recognize and appropriate \$6,890 in the Sheriff's Office for drive track revenue received
- Correct Resolution from 3<sup>rd</sup> Quarter to read recognize \$400,000 in Self-Insurance Fund instead of appropriate as it was previously submitted.

### Other Funds

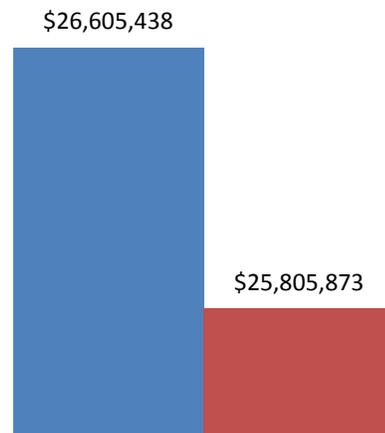
- Recognize and appropriate \$25,205,489 in the Equipment Purchase fund for refunding COPs for CentrePoint Plaza and the Sheriff/Coroner Building in December 2015
- Recognize and appropriate \$37,201 in the Developmental Disability fund to true up the 2015 budget
- Recognize and appropriate \$40,000 in the Capital Expenditure Fund for the Judicial Tracker project from IT
- Recognize \$1,163,565 in the Infrastructure Fund for revenue received from developer contributions
- Recognize and appropriate \$90,225 in the Grant fund for the 2015 SCAAP Grant Award
- Recognize and appropriate \$68,958 in the ALEA Fund for extra duty revenue received

2015 Supplemental Requests  
General Fund



■ Revenue ■ Expenditures

2015 Supplemental Requests  
Other Funds



■ Revenue ■ Expenditures

# Supplemental Requests – Q4 2015

## Significant Supplemental Requests for 2016:

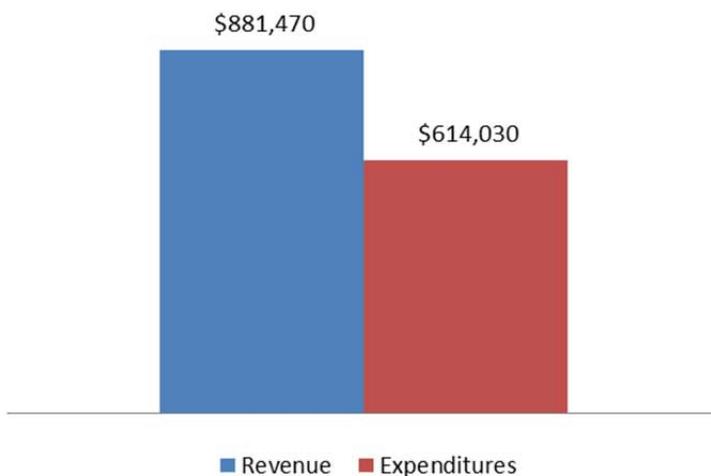
### General Fund

- Recognize and appropriate \$548,529 and increase the FTE count by 5.00 in the Sheriff's Office for the expansion of the RISE program
- Recognize and appropriate \$97,500 and increase the FTE count by 2.00 in the Sheriff's Office for two additional civil clerks to run NCIC background checks for Human Services
- Recognize \$170,441 in the Sheriff's Office for the Centennial contract revenue adjustment to 2016 budget
- Decrease the Public Works & Development by \$66,000 to offset the increases made to supplement the 2015 budget for digital conversion
- Transfer \$36,000 from Office of Performance Management to Communications to cover the cost of the Tele-town Hall services
- Recognize and Appropriate \$65,000 in Community Resources for the CSU Extension funds being transferred from the Treasurer's Agency Fund

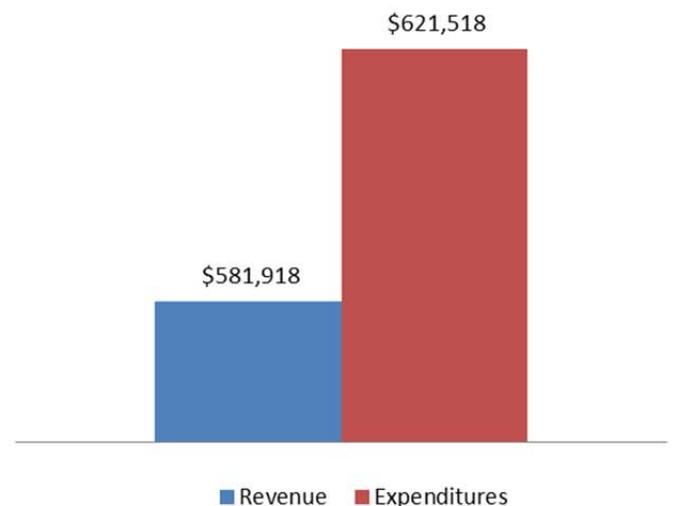
### Other Funds

- Transfer \$150,000 from the Building Finance Corp fund to the Equipment Purchase Fund for the COP Debt service
- Transfer \$300,000 from the Infrastructure fund to the Capital Expenditure fund for the ADA Transition Plan
- Recognize \$78,000 and appropriate \$97,500 to cover the cost of services provided by the Sheriff's Office for NCIC Background checks
- Recognize \$53,918 and appropriate \$67,168 to increase the staff authorization by 0.50 FTE for a full time CSE Assistant Attorney. This position will be shared with Douglas County and will receive payment from them for half of the costs for the FTE
- Appropriate \$6,850 in Central Services fund for a replacement scanner in the Clerk & Recorder's Office

2016 Supplemental Requests  
General Fund



2016 Supplemental Requests  
Other Funds



Supplemental Appropriation Requests - Q4 2015

Fund Name	Department	Revenue	Expense	FTEs	Description
<b>2015</b>					
<b>Discussion Needed</b>					
General Fund	Administrative Services	364,000	-	-	Transfer of excess fund balance from Social Services Fund
General Fund	Administrative Services	-	10,218	-	Transfer to cover the shortage in the vending machine fund
General Fund	Public Works & Development	-	107,630	-	Increase budget to cover overage in salaries due to vacancy savings
General Fund	Public Works & Development	-	66,000	-	Increase budget to cover overages due to digital conversion
General Fund	Information Technology	-	-	-	Transfer \$40,000 to CIP Judicial Tracker Project
<i>SUBTOTAL General Fund</i>		<u>\$ 364,000</u>	<u>\$ 183,848</u>	<u>-</u>	
Social Services	Human Services	-	364,000	-	Transfer of excess fund balance to General Fund
Developmental Disability	Administrative Services	37,201	37,201	-	Additional budget to true up 2015 to match revenue received
Equipment Purchase	Administrative Services	25,205,489	25,205,489	-	Refunding COPs for Centre Point & Sheriff/Coroner Building
<b>TOTAL Discussion Needed</b>		<u><b>\$ 25,606,690</b></u>	<u><b>\$ 25,790,538</b></u>	<u><b>-</b></u>	
<b>New Revenue/Budget Cleanup</b>					
General Fund	Sheriff's Office	6,890	6,890	-	Additional driving track revenue
General Fund	Sheriff's Office	14,930	14,930	-	Actual revenue from ambulance licensing
<i>SUBTOTAL General Fund</i>		<u>\$ 21,820</u>	<u>\$ 21,820</u>	<u>-</u>	
Capital Expenditure Fund	Information Technology	40,000	40,000	-	Transfer from GF to CIP for Judicial Tracker increased project cost
Infrastructure Fund	Public Works & Development	1,163,565	-	-	Revenue received from developer contributions
Grant Fund	Sheriff's Office	90,225	90,225	-	2015 SCAAP Grant Award
ALEA Fund	Sheriff's Office	68,958	68,958	-	Extra duty revenue in the Law Enforcement Authority
<b>TOTAL New Revenue/Budget Cleanup</b>		<u><b>\$ 1,384,568</b></u>	<u><b>\$ 221,003</b></u>	<u><b>-</b></u>	
<i>Fix wording on Reso from 3rd Quarter Review to read recognize \$400,000 in Self-Insurance Fund instead of appropriate</i>					
<b>2016</b>					
<b>Discussion Needed</b>					
General Fund	Communication Services	-	36,000	-	Transfer from OPM to Communications for Tele-Town Hall services
General Fund	Community Resources	65,000	65,000	-	Transfer CSU Extension funds from Treasurer's Agency Fund
General Fund	Office of Performance Management	-	(36,000)	-	Transfer from OPM to Communications for Teletown Hall services
General Fund	Public Works & Development	-	(66,000)	-	Decrease budget to offset funding requested in 2015
General Fund	Sheriff's Office	548,529	517,500	5.00	Expansion of RISE program per study session with BOCC in 11/15
General Fund	Sheriff's Office	97,500	97,500	2.00	2 Civil Clerk FTE to assist w/NCIC background checks for Human Services
<i>SUBTOTAL General Fund</i>		<u>\$ 711,029</u>	<u>\$ 614,000</u>	<u>7.00</u>	
Central Services	Clerk & Recorder	-	6,850	-	Replace scanner FA#301255 for clerk to the Board
Social Services Fund	Human Services	53,918	67,168	0.50	Increase position #20000441 to full time for a CSE Assitant Attorney
Social Services Fund	Human Services	78,000	97,500	-	for NCIC Background checks
<b>TOTAL Discussion Needed</b>		<u><b>\$ 842,947</b></u>	<u><b>\$ 785,518</b></u>	<u><b>7.50</b></u>	
<b>New Revenue/Budget Cleanup</b>					
General Fund	TriCounty Health	\$ -	\$ 30	-	Increase due to rounding
General Fund	Sheriff's Office	170,441	-	-	Centennial contract increase
<i>SUBTOTAL General Fund</i>		<u>\$ 170,441</u>	<u>\$ 30</u>	<u>-</u>	
Equipment Purchase Fund	Administrative Services	150,000	150,000	-	Transfer from Fund 67 for COP Debt Service
Building Finance Fund	Administrative Services	-	-	-	Transfer \$150,000 to Fund 62 for COP Debt Service
Capital Expenditure Fund	Public Works & Development	300,000	300,000	-	Transfer from 42 for ADA Transition Plan
Infrastructure Fund	Public Works & Development	-	-	-	Transfer \$300,000 to 41 for ADA Transition Plan
<b>TOTAL New Revenue/Budget Cleanup</b>		<u><b>\$ 620,441</b></u>	<u><b>\$ 450,030</b></u>	<u><b>-</b></u>	



## Board Summary Report

**Date:** February 4, 2016  
**To:** Board of County Commissioners  
**From:** Jason Reynolds, Current Planning Program Manager  
Public Works and Development  
**Subject:** Land Development Code Assessment Follow-up

**Direction/Information:** Staff is seeking direction from the Board regarding the general scope of our land development code update.

### Request and Recommendation

At the January 25, 2016 study session, Clarion Associates presented an assessment of the County's land development codes and processes. Clarion team members prioritized their recommended code changes into three general phases. During the study session, staff and the BOCC discussed options for moving forward with portions of both Phase 1 and Phase 2 recommendations.

Staff discussed options with Clarion Associates and recommends proceeding with the revised Phase 1 changes discussed below.

### Background

Based on feedback from our land development customers, we need to make significant changes to both our land development processes and the codes supporting those processes. In recent months, the County has begun implementing some recommended changes, including electronic plan review. We can make some incremental improvements, but to truly respond to our customer feedback, we need to update the code.

### Links to Align Arapahoe Service First

This project will improve the land use process and the service provided to the land development sector of our customers.

### Quality of Life

The update of the land use code will improve the quality of the land uses within the County, thereby providing long term sustainability.

### Fiscal Responsibility

Land Use Code and Process improvements and modifications will make the land use process more efficient, which in turn attracts economic development and long term sustainability of development in the County.

**Discussion**

Our primary intent is to amend our land development code to eliminate unnecessary regulatory barriers that may discourage economic development in Arapahoe County by streamlining development procedures and making the overall code more efficient and user friendly. The draft Land Development Code Assessment/Audit identified top priorities to help accomplish those goals. Those top priorities address the feedback we have received from our customers. The secondary focus of the assessment identified other code improvements that may be contributing to an over-reliance on Planned Unit Developments.

Even though the County's zoning jurisdiction is shrinking with past and future Aurora and Centennial annexations, the county will continue to foster unincorporated development and redevelopment for the foreseeable future. Jurisdictional boundaries prevent many urbanized areas from being attractive subjects for annexations, particularly in the Four Square Mile area. The land development regulations should support property owners who remain unincorporated, whether by choice or circumstance.

A site selection survey of corporate real estate executives identified "ease of permitting and regulatory procedures" as the second most important site location factor, just behind transportation infrastructure; the County's codes and processes influence our ability to attract economic development. Our development customers, including the Arapahoe Development Services Coordinating Committee and the Technical Advisory Committee established for the Land Development Code assessment, vetted and support the recommendations in the assessment.

Based on discussions following the last study session, Clarion Associates and staff propose the following project phases:

**Phase 1 – Top Priorities (complete in 2016)**

- Improve the Planned Unit Development (PUD) system
- Adopt modern base zone districts
- Reorganize the development code (moved to phase 1 to save redundant work with future changes)
- Adopt neighborhood protection standards for improving compatibility, primarily between residential and non-residential development (important to support the proposed changes in the PUD process)
- Revise the Location & Extent regulations for public and quasi-public facilities (staff will prepare these regulations in-house)

**Phase 2 – Medium Priorities (TBD – budget and staff time permitting)**

- Adopt modern mixed-use base zone districts for infill and redevelopment (while some work on this could occur within Phase 1, staff opted to focus on standard zone districts because those represent development trends in the unincorporated areas)
- Update development standards (parking, landscaping, signs, others identified as essential)
- Include more visual aids and flowcharts for clarity and ease of use
- Review and update use-specific standards (legal review of mobile communication facilities/cell towers due to regulatory changes, service station design requirements, etc.)
- Update and streamline non-PUD procedures and subdivision regulations

### Improve the PUD System

Improving the PUD system will make the approval process simpler and quicker for applicants. This will involve a variety of changes, including emphasizing more administratively-approved plans with fewer mandatory public hearings, but with identified triggers for elevating some cases for Planning Commission and/or BOCC review.

This will include improvements to criteria for administrative amendments to currently approved PUDs that need to adjust with changes in markets and newer, compatible land uses that may not have existed at the time the Preliminary and Final Development Plans were approved, or to adjust to physical site conditions identified during review of construction documents.

### Adopt Modern Base Zoning Districts

Many of Arapahoe County's zoning districts are either outdated or fail to offer non-PUD options. The assessment recommends a shift in emphasis away from PUD zoning by providing zoning districts that are flexible and are aligned with current market demands. The goal would be to closely align the districts with our planning goals and market demands so that two thirds of development applications could be processed with administrative/staff review.

### Reorganize the Development Code

Clarion Associates and staff recommend modernizing our code's organization and layout. A more simplified development code would be more user-friendly and business-friendly by minimizing inconsistencies, removing contradictions, making answers easier to find, and grouping requirements and guidelines in a more logical way.

### Adopt Neighborhood Protection Standards

With more of an emphasis on administrative review, it is important to set expectations for transitions between different types of uses – primarily between residential and non-residential land uses. Adopting neighborhood protection standards would help protect residents from the potentially negative impacts of other nearby land uses.

### Revise the Location & Extent Regulations

Arapahoe County's Location & Extent regulations are more extensive and detailed than other comparable jurisdictions and are difficult to manage within statutory time limits. Concurrent with the consultant-led code update, staff would revise our regulations so they are similar to nearby jurisdictions, more reflective of the statutory intent of this process, and more flexible to respond to rural open space projects as well as higher-impact parks district or other service uses.

### Update Development Standards (Phase 2)

The primary focus of this assessment is on land development processes. We also asked the consultant to audit the county's code and identify areas that needed improvement. The assessment recommends updating landscaping, parking, and other standards so that the standards fit the context (as an example, landscaping regulations could be different for the eastern communities or areas with more reliance on non-renewable water sources and individual well permits with limited uses). The assessment also recommended updating the county's sign code to better comply with a recent Supreme Court decision (*Reed v. Gilbert*). Finally, Clarion Associates recommends allowing more administrative flexibility to allow alternative designs for technical standards such as lighting and landscaping.

### Include More Visual Aids and Flowcharts (Phase 2)

Graphics, flowcharts, and tables help convey information more concisely than words and in ways more easily understood for successful plans submitted the first time. The assessment

recommends including more visual aids for standards such as setbacks, parking, and landscaping requirements.

#### Review and Update Use-Specific Standards (Phase 2)

Our use-specific standards such as the Commercial Mobile Radio Service (cellular tower) regulations should be updated to reflect recent federal laws and rulemaking decisions.

#### Update and Streamline Non-PUD Development Procedures (Phase 2)

In addition to the recommended updates to the PUD process, other County procedures should be streamlined and revised. This category includes use by special reviews and subdivisions.

#### Concurrent Clean-Up Amendments

Staff will be bringing forward various clean-up amendments and moderate adjustments identified as necessary to eliminate conflicts or to clarify how certain standards apply. These will be grouped and handled in-house and should not impact the work underway with Clarion.

#### **Next Steps**

The Land Development Code Assessment identifies a number of problems with our current code and processes. Staff has already begun addressing some of the non-code items (primarily process-related) identified in the assessment (implementing electronic plan review, revising application checklists). Staff recommends engaging Clarion Associates to assist with the Phase I recommendations through an addendum to the existing contract. This procedure has been reviewed and approved by the Purchasing Division of the Finance Department. The Public Works and Development Director is authorized to sign the agreement for services under the signature resolution approved by the BOCC.

#### **Alternatives**

Amendments to our code are necessary to help streamline processes and improve customer service. This project directly addresses feedback we have received from our development customers. Alternatives include:

1. Direct staff to proceed with Phase I of the Land Development Code Update with Clarion Associates, as recommended;
2. Provide feedback to staff for changes to the Phase I LDC Update

#### **Fiscal Impact**

The financial impacts will depend on the extent of professional services. With the additions to Phase 1 based on discussions after the January 25 study session, Clarion Associates estimates that the Phase 1 described here would require a budget of approximately \$120,000 compared with \$230,000 required to implement all of the assessment's recommendations. Previously we identified approximately \$150,000 in funding from Fund 42. Those funds were identified for sidewalk construction on Havana Street between Geddes and Inverness Drive East. The City of Centennial annexed that segment and the sidewalk construction is now Centennial's responsibility. We have the funds necessary for Phase 1. Phase 2 changes will be reviewed mid-project and submitted for consideration as a budget package for the 2017 budget year.

#### **Concurrence**

Public Works and Development staff supports the general recommendations presented in the assessment and recommends starting the Phase 1 revisions described here. If implemented, the changes would simplify our land development processes and codes, which would help Arapahoe County's economic development. The County Attorney's Office and Purchasing Division of

Finance have reviewed the process used for the addendum to the professional services agreement.

**Reviewed By:**

David M. Schmit, P.E., PWD Director

Jan Yeckes, Planning Division Manager

Jason Reynolds, Current Planning Program Manager

Todd Weaver, Budget Manager, Finance

Keith Ashby, Purchasing Division Manager, Finance

Robert Hill, Senior Assistant County Attorney