



Administration Building
West Hearing Room
5334 S. Prince St.
Littleton, CO 80120
303-795-4630
Relay Colorado 711
303-795-4630 Audio Agenda Line

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

October 3, 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. 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

Study Session Topics

9:00 A.M. Calendar Updates (WHR)

Diana Maes
BoCC Administration Manager

9:30 A.M. E-Team Update (WHR)

David Bessen,
Chair, E-Team
Director, Information Technologies

10:00 A.M. BOCC Updates (WHR)

Board of County Commissioners

11:00 A.M. *Developmental Pathways Audit (WHR)

Discussion of a request from the Finance Department to pursue the development of a scope of work and a contract with external auditors to perform services to verify that Developmental Pathways is using the property tax revenues as specified in the ballot language

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

Documents:

11:30 A.M. A-Team Meeting (WHR)

Arapahoe County Elected Officials

Break

1:00 P.M. *Land Development Code - Planned Unit Development (WHR)

Discussion of proposed changes to the County's Planned Unit Development (PUD) process, and request for direction

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 9-27-16.DOCX](#)

2:00 P.M. *2017 Aid To Agencies (WHR)

Discuss the 2017 Aid to Agencies grant applications

Request: Information/Direction

Beverly Head, Executive Assistant, BoCC Administration

Diana Maes, BoCC Administration Manager, BoCC Administration

Linda Haley, Senior Resources Division Manager, Community Resources

Don Klemme, Director, Community Resources

Jessica Gapuzan, Performance Management Analyst, Human Services

Cheryl Ternes, Director, Human Services

Janet Kennedy, Director, Finance

John Christofferson, Deputy County Attorney

Documents:

[2017_BSR_10 3 16_RANKED.PDF](#)

[2017 A2A BEST REQUEST SUMMARY.XLSX](#)

3:00 P.M. * Drop In (WHR)

Board of County Commissioners

1. Revision To Proposed Budget Preparation And Control Policy

Discussion of proposed revisions to the Budget Preparation and Control Policy as discussed on September 13, 2016 at a study session

Request: Information/Direction

Todd Weaver, Budget Manager

Janet Kennedy, Director, Finance Department

John Christofferson, Deputy County Attorney

Documents:

[BSR_DI_FINANCIAL POLICY REVISION_SEP26.PDF](#)

2. Waiver Of Purchasing Policy For Detention Facility Scheduling Software
Discussion of a request for a waiver of the Arapahoe County Purchasing Policies for a select source agreement with InTime Solutions for scheduling software for the Detention Facility

Request: Information/Direction

*Olga Fujaros, Budget & Logistics Manager, Sheriff's Office
Jared Rowilson, Detention Operations Captain, Sheriff's Office
Vincent Line, Detentions Bureau Chief, Sheriff's Office
Louie Perea, Undersheriff, Sheriff's Office
David C. Walcher, Sheriff
Marsha Adams, Department Project Manger, Information Technology
David Bessen, Director, Information Technology
Keith Ashby, Purchasing Manager, Finance
Tiffanie Bleau, Senior Assistant County Attorney*

Documents:

[DROP IN BSR - INTIME WAIVER.PDF](#)
[WAIVER OF BID INTIME.PDF](#)

3:20 P.M. * Executive Session (WHR)

Executive Study Session and County Attorney Administrative Meeting [Section 24-6-402 (4)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

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



Board Summary Report

Date: September 29, 2016
To: Board of County Commissioners
From: Janet Kennedy, Finance Director
Subject: Developmental Pathways Mill Levy Accountability

Direction/Information: Arapahoe County sponsored a ballot initiative in 2001 for permission to impose a 1 mill mill levy starting in 2002 to be dedicated toward services to assist the developmentally disabled residents of Arapahoe County. The initiative passed and the County has been collecting and distributing the proceeds to Developmental Pathways to be used towards the purposes defined in the ballot language. Arapahoe County had and still has only 2 options to use these funds, either developing its own program from scratch or building on the economies of scale by partnering with Douglas County to contract with Developmental Pathways, the only Community Centered Board (CCB) authorized by the State of Colorado to serve the developmentally disabled residents in Arapahoe County.

Request and Recommendation

In order to enhance the transparency and accountability of the use of these funds, the Finance Department is requesting approval from the Board of County Commissioners to pursue the development of a scope of work and a contract with external auditors to perform services to verify that Developmental Pathways is using the mill levies as specified in the ballot language. In the pursuit of fiscal responsibility, we may possibly partner with Douglas County since it passed identical ballot language at the same time as Arapahoe County and Developmental Pathways serves the residents of both Counties.

Background

Developmental Pathways (DP) creates a Mill Levy Accountability Report annually describing how the mill levy funds are used to accomplish the purposes set out in the ballot language. DP also makes a presentation annually to the Board of County Commissioners to discuss its programs and use of mill levy funds. In the Agreement for Services with Developmental Pathways, Arapahoe County retained the right to "audit" the use of these funds but has not yet exercised this right.

Links to Align Arapahoe

This auditing contract aligns with the County's Fiscal Responsibility goal in that it seeks to verify that the one mill levy Arapahoe voters approved in 2001 is being used for the purposes specified in the ballot language and also to ensure that the Quality of Life for these residents is improved.

Discussion

The Finance Department is proposing that the County contract with external auditors to conduct an "Agreed Upon Procedures" (AUP) agreement similar to the one used to verify that Open Space sales tax revenues are used according to the ballot language passed by the voters in order to make the accountability for the use of these funds transparent to the Citizens of Arapahoe County.

Alternatives

The Board of County Commissioners could decide not to approve of the Finance Department contracting for such services.

Fiscal Impact

An estimated cost of the services is not yet available. We will need to finalize the scope of work, determine if we can partner with Douglas County on the contract and negotiate with the auditors. The cost is expected to be covered in either Administrative Services' or the Finance Department's budget and is not expected to need any supplemental budget.

Reviewed by

Finance Department
County Attorney's Office



Board Summary Report

Date: September 27, 2016
To: Board of County Commissioners
From: Jason Reynolds, Current Planning Program Manager
Public Works and Development Department
Subject: Land Development Code – PUD Chapter and LDC Rewrite

Request Direction: *Staff seeks direction from the BOCC on project scope for public hearings.*

Request and Recommendation

Based on the recommendations outlined in the 2015 Land Development Code (LDC) Assessment and presented to the BOCC during study sessions on January 25 and February 16, 2016, Clarion Associates drafted a proposed amendment package for the County's Planned Unit Development (PUD) process. In April 2016, the BOCC directed staff to proceed with updates to the PUD process based on Clarion Associates' code outline. Clarion will soon be providing revised base zone districts and a reorganized code. Public Works and Development staff seeks concurrence from the BOCC on schedule and scope.

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.

Clarion provided an internal review version of the PUD regulations in June and a public draft in August. The PUD chapter is currently in the public referral process.

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

The Land Development Code Assessment identified and prioritized a number of problems with our current code and processes. The first three priorities include:

1. Improve the County's PUD Process (provide simpler and quicker process for applicants)
2. Create Modern Zoning Districts (provide alternatives to PUD development)
3. Reorganize the Land Development Code (simplify the code to make it more user-friendly)

We have made substantial progress on the PUD chapter. Staff and Clarion Associates presented an outline and draft to the development community and incorporated comments into code revisions. The draft is published on our website and we're gathering additional comments from review agencies and the public. However, the PUD chapter is only one of the priorities.

Clarion Associates will deliver a revised code that includes new zoning districts and a complete reorganization on September 30. Those changes will also need public outreach and review, which cannot be accomplished by the end of 2016.

Next Steps

With BOCC support, staff will schedule public hearings for the PUD process changes. Given that the entire code will be reorganized as part of the three top priorities, the PUD chapter would then have to be included in the full code adoption in 2017.

Alternatives

1. Direct staff to proceed with the PUD chapter public hearings in 2016 and follow up with other code changes in 2017.
2. Direct staff to include the PUD chapter with the overall code amendments in 2017.

Fiscal Impact

Amending the development code could result in increased economic development activity. Writing the PUD chapter for the current code and then rewriting it for inclusion in the reorganized code will likely increase project costs.

Reviewers

David M. Schmit, P.E., Director of Public Works and Development
Jason Reynolds, Current Planning Program Manager
Robert Hill, Senior Assistant County Attorney
Todd Weaver, Budget Manager, Finance
Keith Ashby, Purchasing Division Manager, Finance



ARAPAHOE COUNTY
COLORADO'S FIRST

BOARD SUMMARY REPORT

Date: October 3, 2016
To: Board of County Commissioners
Through: Diana Maes, Manager, BoCC Administration
From: Beverly Head, Executive Assistant, BoCC Administration
Subject: 2017 Arapahoe County Aid to Agencies Funding Requests

Purpose and Recommendation

The purpose of this BoCC Study Session is to review the 2017 Aid to Agencies grant applications and to finalize grant awards to be included in the proposed 2017 budget.

Discussion

The Board of County Commissioners provides financial aid to non-profit agencies that serve Arapahoe County residents in the areas of mental health, seniors and drug or alcohol addiction rehabilitation. The Aid to Agencies budget in 2016 was \$1,679,500, and remained the same as in 2015. During the 2016 review process, it was recommended that the four agencies identified as having received increased funding either through the Affordable Care Act or from state grants, should receive reductions in funding. Those reductions were approved by the board. This allowed for six Tier II (new) agencies to receive awards and for an \$8,000 increase for Lutheran Family Services. After the Tier II agencies receive their allocations, \$12,050 was left as unspecified funds, in case of possible emergency.

The 2017 grant applications and additional information have been compiled in a 3-ring binder. This year Arapahoe County received applications from 24 agencies previously awarded Aid to Agencies funding. One organization previously awarded last year will wait until the following year to reapply. There were 14 applications from new organizations.

BoCC Administration, Community Resources, and Human Services staff have reviewed all applications to determine if the submissions meet the grant criteria, and to determine if any applicant is currently receiving funding from another County program or entity.

- Tier I includes agencies which have previously received Aid to Agencies funding, meet the grant criteria, and serve at-risk and underserved populations in one of three core focus areas: human services, health and wellness and crisis intervention.
- Tier II includes agencies which have not received funding through this program, but meet the grant program criteria and serve at-risk and underserved populations in one of the core focus areas.

The applications, along with a funding spreadsheet, a summary overview, and additional documentation, are as follows:

TIER ONE – PREVIOUSLY FUNDED

1. DOCTORS CARE

- 2016 allocation \$13,000
- 2017 request \$15,000
- Primarily provides accessible medical services to improve the health of low-income children and young adults up to age 35 living in Douglas, Arapahoe and Elbert counties who do not qualify for health care plans or Medicaid. Doctors Care also helps individuals apply for subsidized health insurance and/or Medicaid and provides mental health services and case management. Arapahoe County residents make up nearly 70 percent of Doctors Care patients.

2. COMITIS CRISIS CENTER/MILE HIGH BEHAVIORAL HEALTHCARE

- 2016 allocation \$68,000
- 2017 request \$70,000
- Provides crisis intervention, emergency housing, short-term treatment, follow-up, outreach and problem prevention education to at-risk or homeless youth, veterans, adults and families. Comitit works primarily out of Aurora, but serves the Denver Metro area. In 2015, 90 percent of all clients that Comitit served were Arapahoe County residents. Overall, 45,057 shelter nights and 111,962 homemade meals were provided.

3. ADVOCATES FOR CHILDREN

- 2016 allocation \$15,000
- 2017 request \$15,000
- Court Appointed Special Advocates provide volunteer advocates to children involved in child abuse cases so that the children have a dedicated and attentive voice in court. In 2015, this program served 620 abused and neglected children in Arapahoe County representing 81 percent of the 765 total children served.

4. ARAPAHOE COUNTY COUNCIL ON AGING

- 2016 allocation \$3,000
- 2017 request \$3,000
- Provides advocacy and educational services for older persons in Arapahoe County.
- Last year 127 individuals were provided assistance via phone or email and 279 attended various Speakers Bureau programs. Arapahoe County Council on Aging has an active email list of over 400 individuals who receive updates and information.

5. INTEGRATED FAMILY COMMUNITY SERVICES

- 2016 allocation \$80,000
- 2017 request \$80,000
- Provides basic services, emergency assistance and case management to the poor in order to help children and adults who are struggling to attain a lifestyle that is self-sufficient and free of public and private support. In 2014-15, Integrated Family Community Services assisted 14,403 low income Arapahoe County residents. 98.7 percent of their clients live in Arapahoe County.

6. TLC MEALS ON WHEELS

- 2016 allocation \$28,000
- 2017 request \$28,000
- Provides hot meals to the homebound, frail, elderly, and disabled five days a week. TLC Meals on Wheels' area is from west of I-25, south of 285, north of C-470, encompassing parts of Denver, Jefferson and Douglas counties. They served 457 Arapahoe County residents 11 months into this fiscal year, or 74 percent of total clients.

7. 18TH JUDICIAL DISTRICT WELLNESS COURT - MHBH

- 2016 allocation \$39,150
- 2017 request \$53,963
- Mile High Behavioral Healthcare became the agency for the Wellness Court in April last year. It helps to improve the judicial response for offenders with co-occurring substance abuse and mental health disorders, who are charged with a non-violent, non-sex based crime. The case manager also provides programs for substance abuse, mental health, job skills, life skills and family functioning, thereby reducing recidivism. It is noted that 100% of the clients are Arapahoe County residents.

8. AURORA INTERFAITH COMMUNITY SERVICES

- 2016 allocation \$50,000
- 2017 request \$50,000
- Provides substantive emergency assistance to needy residents of Aurora including emergency food, clothing, transportation, pharmacy assistance, housing and utility assistance. In 2015, 70.2 percent of the persons (3,071 persons) served in the food pantry were from Arapahoe County. The total number served was 4,376.

9. ALLHEALTH NETWORK

- 2016 allocation \$276,300
- 2017 request \$276,300
- Provides professional, confidential, quality mental health and substance abuse treatment services for all ages in Arapahoe and Douglas Counties, except for Aurora residents. In 2015, AllHealth Network served 7,187 Arapahoe County citizens which is about 55 percent of the total clients served.

10. TRI-VALLEY SENIOR CITIZENS ASSOCIATION

- 2016 allocation \$12,000
- 2017 request \$12,000
- Enables rural senior citizens to be more self-sufficient in the areas of nutrition, medical and fellowship. Last year, Tri-Valley Senior Citizens Association served over 120 Arapahoe County seniors and had 145 group trips.

11. GATEWAY DOMESTIC VIOLENCE SERVICES

- 2016 allocation \$345,000
- 2017 request \$355,000
- Provides confidential housing and non-residential services including group sessions, a 24-hour crisis line, community development programs and court advocacy programs to women and their children who are victims of domestic violence. Gateway serves all of the county with five locations within its boundaries. In 2015, 95 percent of the women and children utilizing the Residential Programs, 80 percent using the Crisis Line and 98 percent in their Nonresidential Counseling Program were Arapahoe County citizens. Community Development education presentations are targeted for groups in Arapahoe County and 97% of the victims receiving assistance through their Court Advocacy Program are Arapahoe County residents.

12. HOMELESSNESS AWARENESS/ACTION TASK FORCE

- 2016 allocation \$7,500
- 2017 request \$10,000
- Homelessness Awareness/Action Task Force primarily provides motel vouchers for the homeless on severe weather nights in the South Metro area, which includes some of Douglas County, but functions mostly out of Englewood, Littleton and Sheridan. They also work to increase public awareness and to find other resources for the homeless.
- It is estimated that 90 percent of the people served in the 2015/2016 winter season were Arapahoe County citizens, which included 111 men, 134 women and 245 children.

13. JUVENILE ASSESSMENT CENTER

- 2016 allocation \$18,000
- 2017 request \$50,560
- The Juvenile Assessment Center provides early intervention services for identified at-risk, high need, truant and delinquent youth, ages 10-17, through screening, assessment and referral to supportive services. Their programming promotes the social, emotional and behavioral well-being of youth and families.
- In 2015, 92 percent of parent referred assessments and 93 percent of truancy court referred assessments were from Arapahoe County. Parent calls to the support line were from Arapahoe County 75 percent or more of the time.

14. AURORA MENTAL HEALTH CENTER

- 2016 allocation \$234,000
- 2017 request \$260,000
- Provides mental health services including outpatient, day treatment and inpatient care via individual and group counseling, education and wellness classes; specialized programs for children ages 0-5, 6-13 and 14-17; children and adults with development disabilities and co-occurring mental illness; people with serious and persistent mental illness; couples and families; older adults; and multiple residential programs that provide alternatives to hospitalization and a step-down approach toward independent living. During the 2015 calendar year, 20,091 people were served. Of that number, 67 percent or 13,523 were Arapahoe County residents.

15. ARAPAHOE HOUSE

- 2016 allocation \$280,000
- 2017 request \$280,000
- Provides accessible, affordable and effective services to individuals and families affected by substance abuse and other behavioral health problems. During the last fiscal year throughout all Arapahoe House programs, including residential, outpatient and detox, there were 4,941 admissions by 3,131 unique individuals Arapahoe County residents or 22 percent of total population served.

16. METRO COMMUNITY PROVIDER NETWORK

- 2016 allocation \$63,000
- 2017 request \$80,000
- Provides routine medical, dental, behavioral and community services on a sliding fee discount to medically indigent individuals in suburban Denver and throughout Arapahoe County through a network of clinics. In fiscal year 2015, Metro Community Provider Network served 12,861 unduplicated Arapahoe County residents, nearly 30 percent of the entire population served.

17. THE KEMPE FOUNDATION

- 2016 allocation \$10,000
- 2017 request \$10,000
- Provides multidisciplinary consultation assessment, treatment, and referral services for children and adolescents who may have been physically or sexually abused or neglected. Last year Kempe served 30 children and 30 adults from Arapahoe County. So far this year, Kempe provided assistance through their Improving Mental Health OF Families Clinic to 20 county citizens, or 22 percent of the total population served.

18. LUTHERAN SOCIAL SERVICES OF COLORADO

- 2016 allocation \$33,000
- 2017 request \$33,000
- The Older Adult and Caregiver Services program educates older adults and their families on options for care and helps them access high-quality health and community services, so that they can continue to live independently for as long as possible. This program served 56 clients from Arapahoe County, 10 percent of the total served in 2015.

19. FAMILIES FIRST

- 2016 allocation \$10,000
- 2017 request \$20,000
- Works towards child abuse and neglect prevention by providing education, family support and residential treatment services. In the last year, Families First provided services to 6,077 individuals, of those 550 were residents of Arapahoe County or nine percent.

20. FOOD BANK OF THE ROCKIES

- 2016 allocation \$20,000
- 2017 request \$20,000
- Distributes food to children, families, persons with disabilities and elderly persons in need. Food Bank of the Rockies serves most of Arapahoe County with agencies in the following locations: Aurora, Centennial, Denver, Englewood, Foxfield, Greenwood Village, Highlands Ranch and Littleton. Arapahoe County residents received 3.8 million meals, or nine percent of their total 44 million meals to 30 Colorado counties.

21. VIA MOBILITY (FORMERLY SPECIAL TRANSIT)

- 2016 allocation \$10,000
- 2017 request \$10,000
- Via Mobility operates in five counties, with an emphasis on Boulder County.
- Provided caring, customer-focused transportation options to people with limited mobility round trip service into Denver one day per week in the very rural Tri-Valley area of Arapahoe County, including Bennett, Byers, Deer Trail, Strasburg, and Watkins. There no numbers given for the previous year, but they hope to increase both the number of people served and the number of trips by 10% in 2017.

22. ROCKY MOUNTAIN CHILDREN’S LAW CENTER

- 2016 allocation \$10,000
- 2017 request \$20,000
- Provides legal advocacy, education and public policy reform to abused, neglected and at-risk children. The Children’s Law Center, a state-wide organization, provided services to 100-150+ Arapahoe County children and approximately 200 family members in 2015. This comprised three percent of children represented and 13 percent of those served through the Helpline.

23. ROCKY MOUNTAIN CRISIS PARTNERS

- 2016 allocation \$20,000
- 2017 request \$40,000
- Provides assistance for mental health and substance abuse emergencies through a 24/7/365 Crisis Line, Resource Directory and Hospital Follow Up. In the past year, Rocky Mountain Crisis Partners assisted 2,060 individuals from Arapahoe County through their crisis line.

24. AMERICAN LUNG ASSOCIATION IN COLORADO

- 2016 allocation \$7,500
- 2017 request \$7,500
- The American Lung Association in Colorado sought funding for their *Not on Tobacco* (N-O-T) program, the only voluntary teen smoking cessation program in Colorado. That program went to 50 sites with 400 students participating.
- Their request for this year is for their CHAMP Camp program for children with asthma, which does not align as well with the Aid to Agencies goals, nor with the tobacco cessation objective.

TIER TWO – NEW APPLICATIONS FOR CONSIDERATION

1. JUSTICE & MERCY LEGAL AID CLINIC (NEW APPLICANT)

- Request \$30,000
- The Justice and Mercy Legal Aid and Clinic seeks to provide civic legal aid to indigent families, especially victims of domestic violence, sexual assault or other crimes.
- Last fiscal year, 22 percent of their clients were from the 18th Judicial District, the majority of that group were from Arapahoe County.

2. FAMILY TREE (NEW APPLICANT)

- Request \$20,000
- Family Tree provides services to end child abuse and neglect, domestic violence and homelessness with a 24-hour residential emergency facility for women and children, an on-site health clinic, support groups, education, counseling and employment assistance.
- During the last fiscal year, 17 percent of Family Tree's program services went to Arapahoe County residents and 58 percent of those sheltered at House of Hope were from Arapahoe County.

3. THE BLUE BENCH (NEW APPLICANT)

- Request \$32,042
- The Blue Bench, formerly Rape Assistance and Awareness Program, seeks to prevent sexual assault and to support victims through a hotline, a referral manual, along with low or no cost group and individual therapy sessions.
- Within the 18th Judicial District, they estimate that 80 percent of those clients are Arapahoe County residents.

4. ENERGY OUTREACH COLORADO (NEW APPLICANT)

- Request \$200,000
- By providing utility assistance, Energy Outreach Colorado enables people to either maintain permanent housing or obtain it.
- In the 2014-15 fiscal year they assisted 2,583 low-income Arapahoe County households with \$1,261,329 in funding out of a statewide total of 104,000 households with \$9.29 million funding. The percentage of Arapahoe County unique individuals served last year or expected to be served next year is stated as 11.4.

5. ROCKY MOUNTAIN MULTIPLE SCLEROSIS CENTER (NEW APPLICANT)

- Request \$20,000
- The King Adult Day Enrichment Program (KADEP) of the Rocky Mountain Multiple Sclerosis Center provides weekly classes to enhance physical, emotional, cognitive and social well-being of those with severe neurological challenges from having MS. Their clinical services facilitate specialty, clinical and holistic services.
- In 2015, 10 percent of KADEP participants and 11 percent of the clinical patients were from Arapahoe County.

6. SALVATION ARMY (NEW APPLICANT)

- Request \$107,810
- The Salvation Army requests funding to assist with rent, security deposits, emergency funding and food distribution. Their Aurora Corps program has largely focused on Colfax Avenue.
- They estimate that this program has served at least 22,000 unique individuals from Arapahoe County each year with rent assistance, feeding programs, afterschool programs, summer camps and more.

7. LOVE INC OF LITTLETON (NEW APPLICANT)

- Request \$6,000
- Love INC of Littleton provides rent, utility, food and transportation assistance to those in need. They also provide mentoring to equip people to become self-sufficient.
- They function in Arapahoe, Douglas and Jefferson Counties with 47 percent of their clients being residents of Arapahoe County in 2015.

8. COLORADO UPLIFT (NEW APPLICANT)

- Request \$25,000
- Beginning as a summer jobs program for urban, at-risk youth, Colorado Uplift now includes year-round comprehensive mentoring/training.
- Last year's pilot reached 70 Arapahoe County youth or 1.3 percent of total students. As they expand into Aurora schools, they expect that to rise to 580 youth or 11 percent of total students served.

9. KIDS MOBILITY (NEW APPLICANT)

- Request \$40,000
- The Kids Mobility Network provides children with disabilities and their families to obtain Durable Medical Equipment such as wheelchairs, walkers and similar equipment
- Last year they served 23 Arapahoe County families with more than \$100,000 of medical equipment.

10. KIDS IN NEED OF DENTISTRY (NEW APPLICANT)

- Request \$50,000
- A school based program provides dental screenings, oral health education and sealants.
- Kids in Need of Dentistry provided some form of dental care to 2,817 children in Arapahoe County in the 2015-2016 school year.

11. METRO VOLUNTEERS (NEW APPLICANT)

- Request \$35,000
- Metro Volunteers Pro Bono Host Site Counseling Program promotes mental health and substance abuse disorders through education, advocacy and outreach.
- This is the Denver Metro arm of the Mental Health Colorado organization, and affiliate of Mental Health America. They hope to serve at least 40 Arapahoe County residents with 10 volunteers next year.

12. ACT ON DRUGS (NEW APPLICANT)

- Request \$15,000
- ACT on Drugs provides educational presentations in upper elementary, middle and high schools related to alcohol, marijuana and prescription drug use.
- Last year they addressed 1,389 students in four Arapahoe County schools, or eight percent of the total 16,427 students reached. With increased funding they would like to increase that to 20 percent.

13. COLORADO PROCUREMENT TECHNICAL ASSISTANCE CENTER (NEW APPLICANT)

- Request \$10,000
- The Colorado Procurement Technical Assistance Center assists businesses in participating in the Government Marketplace, thereby creating more jobs.
- Last year's program served 319 Arapahoe County businesses or 11 percent of total businesses served.

14. SHILOH HOUSE (NEW APPLICANT)

- Request \$67,525
- Shiloh House provides safe, quality respite care for youth in crisis and/or at risk of removal from their homes, along with preventative and therapeutic services for youth and families.
- Last year 25 percent of the youth served with respite care, preventative actions, and therapeutic services were from Arapahoe County.

Fiscal Impact

The 2017 Total Tier I requests add up to \$1,804,413 or an increase for the previously awarded agencies of \$136,963. The Tier II, or new applicants, requests total \$658,377. The combined tier requests add up to \$2,462,790, for an increase of \$795,340.

The 2017 Review Team recommends the following:

- Award the Tier I agencies with the same amounts as awarded in 2016, with the exception of the following:

- a. Discontinue the award to the American Lung Association because the program that funds are being requested for is no longer associated with smoking cessation, and the proposed program is not a good fit with Aid to Agency Funding Criteria.
 - b. As in 2016, recommend a decrease in awards by another 10 percent to agencies receiving large amounts of funding due to the Affordable Care Act or State Grants, as indicated in their applications:
 - (i) AllHealth Network
 - (ii) Aurora Mental Health
 - (iii) Metro Community Provider Network
 - (iv) Rocky Mountain Crisis Partners
- The Broadway Assistance Center (Tier I) did not submit their application this year, but had been awarded \$15,000 in 2015. The Review Team would like to award \$15,000 to the Tier II agency, Justice and Mercy Legal Aid.

The recommendation will leave \$78,880 in unspecified funds for 2017. In 2016, that amount was \$12,050. This is an increase of \$66,830. The Review Team would like direction on how to allocate the unspecified funds from the Board, based upon their consideration of the additional 10 percent reduction for agencies who receive increased funding from the Affordable Care Act or State Grants. The Review Team would also like to recommend possibly having each of the organizations who are affected by this decrease to present to the BoCC an update on how the increased funding has impacted the programs they provide to Arapahoe County.

Reviewed by:

Beverly Head, Executive Assistant, BoCC Administration

Diana Maes, Administration Manager, BoCC Administration

Katie C. Curtis, Grants Fiscal Specialist, Community Resources

Linda Haley, Senior Resources Division Manager, Community Resources

Don Klemme, Director, Community Resources

Suzanna Dobbins, Accounting Supervisor, Human Services

Jessica Gapuzan, Performance Management Analyst, Human Services

Cheryl Ternes, Director, Human Services

Janet Kennedy, Director, Finance

John Christofferson, Deputy County Attorney

	Population Served	Primary Issue	Area Served	Review Team Ranking	Received in 2015	Awarded in 2016	Variance from 2015	Request for 2017	Variance from 2016	% of Increase Requested	AC Funding % of Total Revenue	% of Revenue Used for Admin Costs	% of Revenue from Fund-Raising	CDBG Awards	HS Awards Contract Date	HS Program	Services Provided via Human Services Contract	Review Team Proposed Award	Variance from 2016	2017 BOCC Awarded
Doctors Care	low-income, uninsured children to adults up to 33 yrs old	health & dental	Arapahoe, Douglas & Elbert Counties	1	13,000	13,000	0	15,000	2,000	13.3%	0.8%	3.0%	32.0%	(\$22,500)				13,000	0	
Comitis Crisis Center - MHBH	at risk youth & homelessness of all ages	housing	Denver Metro & Arapahoe County	2	68,000	68,000	0	70,000	2,000	2.9%	5.0%	14.0%	5.0%		(\$250,000) 7/1/2016 - 6/30/2017	Colorado Works/CSS	Homeless Services & Short-Term shelter. Provide TANF eligible services.	68,000	0	
Advocates for Children	abused & neglected children	judicial	18th Judicial District	3	15,000	15,000	0	15,000	0	0.0%	1.5%	10.0%	32.0%					15,000	0	
Arapahoe County Council on Aging	elderly 60+	advocacy & education	Arapahoe County	4	0	3,000	3,000	3,000	0	0.0%	86.0%	0.0%	0.0%					3,000	0	
Integrated Family Community Services	general low-income	emergency aid, food & housing	Arapahoe County	5	80,000	80,000	0	85,000	5,000	5.9%	3.3%	1.2%	8.5%	(\$28,000 CDBG) Homeless prevention rent assistance & (\$36,000 CSBG) Eastern Plains Emergency Assistance				80,000	0	
TLC Meals on Wheels	seniors & the disabled	food assistance	W Arapahoe County & SE Jeffco	6	28,000	28,000	0	28,000	0	0.0%	5.0%	15.0%	15.0%	(\$34,000) Centennial CDBG				28,000	0	
18th Jud Dist Wellness Court - MHBH	offenders w/non-violent mental health issues	judicial & mental health	18th Judicial District	7	43,500	39,150	-4,350	53,963	14,813	27.5%	2.0%	20.0%	8.0%					39,150	0	
Aurora Interfaith Community Services	general low-income	emergency aid & food assistance	Aurora	8	50,000	50,000	0	50,000	0	0.0%	6.1%	14.7%	2.5%	(\$15,000) Building renovations				50,000	0	
AllHealth Network	general	mental health	Arapahoe & Douglas Counties not Aurora	9	307,000	276,300	-30,700	276,300	0	0.0%	0.7%	11.1%	0.9%		(\$55,000) 6/1/2016-5/31/2017	Child Welfare Srvs + Core	Mental Health Services, Therapy & Assessments.	248,670	27,630	
Tri-Valley Senior Citizens Association	seniors & the disabled	transportation & food assistance	rural Tri-Valley	10	12,000	12,000	0	12,000	0	0.0%	97.0%	15.0%	3.0%					12,000	0	
Gateway Battered Women's Services	women, children involved w/domestic	emergency aid, housing, judicial	Arapahoe County	11	345,000	345,000	0	355,000	10,000	2.8%	22.0%	14.0%	6.0%					345,000	0	
Homelessness Awareness ATF	homeless families, disabled & seniors	emergency housing	SO Metro Denver & Arapahoe County	12	0	7,500	7,500	10,000	2,500	25.0%	20.0%	7.0%	100.0%					7,500	0	
Juvenile Assessment Center	youths age 10-17	behavioral health & juvenile justice	Arapahoe, Douglas, Elbert & Lincoln Counties	13	0	18,000	18,000	50,650	32,650	64.5%	4.0%	22.0%	2.0%					18,000	0	
Aurora Mental Health Center	general	mental health	Aurora	14	260,000	234,000	-26,000	260,000	26,000	10.0%	0.6%	14.0%	0.2%		(\$24,000) 6/1/2016-5/31/2017	Child Welfare Srvs + Core	Mental Health Services, Therapy & Evaluations	210,600	23,400	
Arapahoe House	adults 18+	mental health	Denver Metro & Arapahoe County	15	280,000	280,000	0	280,000	0	0.0%	1.1%	19.0%	9.0%		(\$144,000) 6/1/2016-5/31/2017	Child Welfare Srvs + Core	Family oriented services for New Direction For Families (NDFF). Focus is on self sufficiency, increasing vocational skills, job readiness & goals towards decreasing dependency on the welfare system.	280,000	0	
Metro Community Provider Network	all ages of medically indigent	health	Adams, Arapahoe, Jefferson & Park	16	70,000	63,000	-7,000	80,000	17,000	21.3%	0.1%	13.0%	1.0%					56,700	6,300	
Kempe Foundation	children & youth, & their family members	child abuse & judicial	Colorado & Arapahoe County	17	10,000	10,000	0	10,000	0	0.0%	0.5%	36.8%	61.0%					10,000	0	

	Population Served	Primary Issue	Area Served	Review Team Ranking	Received in 2015	Awarded in 2016	Variance from 2015	Request for 2017	Variance from 2016	% of Increase Requested	AC Funding % of Total Revenue	% of Revenue Used for Admin Costs	% of Revenue from Fund-Raising	CDBG Awards	HS Awards Contract Date	HS Program	Services Provided via Human Services Contract	Review Team Proposed Award	Variance from 2016	2017 BOCC Awarded
Lutheran Social Services	elderly	health, housing & mental health	Colorado & Arapahoe County	18	25,000	33,000	8,000	33,000	0	0.0%	7.0%	3.0%	1.0%					33,000	0	
Families First	children & youth, & their family members	child abuse & housing	Colorado & Arapahoe County	19	0	10,000	10,000	20,000	10,000	50.0%	1.5%	7.0%	34.0%					10,000	0	
Food Bank of the Rockies	general low-income	food assistance	Colorado & Arapahoe County	20	20,000	20,000	0	20,000	0	0.0%	0.02%	1.1%	13.0%					20,000	0	
Via Mobility	seniors & the disabled	transportation	five counties, rural Tri-Valley	21	10,000	10,000	0	10,000	0	0.2%	0.0%	13.6%	2.4%					10,000	0	
Rocky Mountain Children's Law Center	children, youth, & family members	child abuse & judicial	Colorado & Arapahoe County	22	0	10,000	10,000	20,000	10,000	50.0%	0.7%	3.0%	11.0%					10,000	0	
Rocky Mountain Crisis Partners	youth & adults	mental health & emergency aid	Colorado & Arapahoe County	23	40,000	20,000	-20,000	40,000	20,000	50.0%	1.1%	15.0%	11.0%					18,000	2,000	
American Lung Association	adolescents	asthma camp not an A2A goal	Colorado & Arapahoe County	24	0	7,500	7,500	7,500	0	0.0%	0.6%	3.0%	81.0%					0	7,500	
Broadway Assistance Center	general low-income	food, rent, utility aid & education	Arapahoe County	no app	0	15,000	15,000	0	-15,000									0	0	
TIER I TOTALS:					1,676,500	1,667,450	-9,050	1,804,413	136,963								TIER I TOTAL:	1,585,620	66,830	0
Justice & Mercy Legal Aid	indigent families	legal aid	Denver Metro & Arapahoe County	1	0	0	0	30,000	30,000	100.0%	3.3%	9.7%	45.0%					15,000		
Family Tree	homeless women & children	domestic violence, child abuse & housing	Denver Metro & Arapahoe County	2	0	0	0	20,000	20,000	100.0%	0.3%	12.0%	65.0%		(\$254,150) 7/1/2016-6/30/2017	Colorado Works/CSS	Homeless Services & Short-Term shelter. Provide TANF eligible services.			
The Blue Bench	general public from 13 years & older	sexual assault victim assistance	Denver Metro & Arapahoe County	3	0	0	0	32,042	32,042	100.0%	1.6%	7.0%	68.0%							
Energy Outreach Colorado	general low-income	home energy assistance	Colorado & Arapahoe County	4	0	0	0	200,000	200,000	100.0%	1.4%	5.0%	50.0%							
Rocky Mountain MS Center	general low-income	multiple sclerosis support	Rocky Mtn Area & Arapahoe County	5	0	0	0	20,000	20,000	100.0%	1.0%	10.0%	54.0%							
Salvation Army	homeless individuals & families	rent & utilities assistance	Intermountain & Arapahoe County	6	0	0	0	107,810	107,810	100.0%	8.0%	10.7%	41.0%							
Love INC	general low-income	housing, food, transportation	Arapahoe, Douglas & Jeffco	7	0	0	0	6,000	6,000	100.0%	1.6%	21.1%	18.9%							
Colorado Uplift	at-risk youth	academic & life skills mentoring	Aurora	8	0	0	0	25,000	25,000	100.0%	0.4%	8.0%	9.0%							
Kids Mobility	low-income disabled children	durable medical equipment	Colorado & Arapahoe County	9	0	0	0	40,000	40,000	100.0%	13.0%	9.0%	23.0%							
Kids in Need of Dentistry	low-income children	dentistry needs	Denver Metro & Arapahoe County	10	0	0	0	50,000	50,000	100.0%	4.0%	6.0%	12.0%							
Metro Volunteers	general low-income	mental health & volunteerism	Colorado & Arapahoe County	11	0	0	0	35,000	35,000	100.0%	1.4%	9.5%	8.0%							
ACT on Drugs	youth	drug use prevention	Colorado & Arapahoe County	12	0	0	0	15,000	15,000	100.0%	6.0%	3.0%	5.0%							
CO Procurement Tech Assist Cntr	non-profits & businesses	help w/government contracts	Colorado & Arapahoe County	13	0	0	0	10,000	10,000	100.0%	1.0%	63.0%	50.0%							
Shiloh House	young adults & their families	housing & mental health	Adams, Arapahoe, Boulder, Jefferson & Weld Counties	14	0	0	0	67,525	67,525	100.0%	0.8%	6.0%	2.0%		(\$287,000) 7/1/2016 - 6/30/2017	Child Welfare Srvs + Core	Shiloh House Respite program-reserved beds for short term use			
			TIER II Total:					658,377	658,377								TIER II Total:	15,000	0	0
			TIER I Total:		1,676,500	1,667,450	-9,050	1,804,413	136,963								TIER I Total:	1,585,620	66,830	0

	Population Served	Primary Issue	Area Served	Review Team Ranking	Received in 2015	Awarded in 2016	Variance from 2015	Request for 2017	Variance from 2016	% of Increase Requested	AC Funding % of Total Revenue	% of Revenue Used for Admin Costs	% of Revenue from Fund-Raising	CDBG Awards	HS Awards Contract Date	HS Program	Services Provided via Human Services Contract	Review Team Proposed Award	Variance from 2016	2017 BOCC Awarded
			TIERS I & II	Subtotal:	1,676,500	1,667,450	-9,050	2,462,790	795,340								TIERS I & II Subtotal:	1,600,620	66,830	0
			Unspecified funds:		3,000	12,050	9,050										Unspecified Funds:	78,880	66,830	0
			TOTAL:		1,679,500	1,679,500	0	2,462,790	795,340								2017 TOTAL:	1,679,500		0
																	2016 Budget:	1,679,500		1,679,500
																	Difference:	0		-1,679,500

*Each agency highlighted in blue was given a 10 percent reduction due to increased funding from the Affordable Care Act or a State Grant.



ARAPAHOE COUNTY
COLORADO'S FIRST

Board Summary Report

Date: September 16, 2016
To: Board of County Commissioners
From: Todd Weaver, Budget Manager
Subject: Revision to Budget Preparation and Control Policy

Request and Recommendation

The purpose of this study session is to review and discuss the proposed revisions to the Budget Preparation and Control policy regarding adopting a structurally balanced budget.

Background

At the study session to review the revised budgetary financial policies, the Board reviewed and discussed the proposed policies. The Board had a comment and discussion about the Budget Preparation and Control Policy with respect to adding additional language regarding adopting a structurally balanced General Fund operating budget. The concerns centered on how the Board would be notified and proceed in the event the County was proposing and considering adopting a budget for the General Fund that is not structurally balanced. The attached revisions to the policy address the need to disclose whether or not the budget is structurally balanced and adds a provision that if a budget that is not structurally balanced is being considered for adoption, the full Board should be notified of that fact prior to voting on adopting such a budget. The revisions are highlighted and can be found on pages 7 (Section F, 3, (c) was added) and 8 (Section F, 4, (c) was added) of the attached Budget Preparation and Control policy.

Links to Align Arapahoe

Having current and well written financial policies are important for the County as they help institutionalize and clarify the intent of good financial management practices, manage risks to financial sustainability, define the boundaries and limits for budgetary actions, and support several of the County's Align Arapahoe result measures for Fiscal Responsibility of maintaining a structurally balanced budget and maintaining or improving the County's bond rating in pursuit of the efficient use of taxpayers' dollars.

Discussion

The Finance Department and the Budget Division will be in attendance at the drop-in session on September 26th to address any questions or concerns that you may have regarding the attached proposed revisions.

Alternatives

The Board could choose to remain with the originally drafted Budget Preparation and Control policy without adopting these revisions.

Fiscal Impact

These policies guide how the County develops, reviews, and modifies its budget but does not have a direct financial impact.

Reviewed By:

Janet Kennedy, Finance Director
John Christofferson, Deputy County Attorney



I. Authority:

The Board of County Commissioners has exclusive power to adopt the annual budget for the operation of county government, including all offices, departments, boards, commissions or other spending agencies of the county government, and other agencies which are funded in whole or part by county appropriations, per statute. This includes the approval of financial policies which establish and direct the budget process of Arapahoe County. The Finance Department is responsible for carrying out the policy directives of the Board of County Commissioners and establishing the necessary procedures to do so.

II. Purpose and Scope:

This policy guides the requirements for the annual budget development process for all funds, departments, and elected offices of the County. Colorado statute requires local governments to prepare and adopt an annual budget, and it also specifies the information that the budget is required to include (29-1-101 through 115, C.R.S.). The Board of County Commissioners is responsible for the annual adoption and appropriation of the budget in accordance with these statutory requirements. The scope of this policy extends to all funds, elected offices, and departments for the County and to the related districts and authorities under the purview of the Board of County Commissioners to include the Law Enforcement Authority, Recreation District, and the Arapahoe County Water and Wastewater Public Improvement District.

III. Definitions:

- A. Adopted Budget Resolutions: The set of resolutions approved by the Board of County Commissioners that adopts the revenues and expenditures and appropriates funds for the budget year including resolutions certifying applicable mill levies.
- B. Appropriation: The authorization by ordinance or resolution of a spending limit for expenditures and obligations for specific purposes.
- C. Balanced Budget: Per statute, a budget cannot provide for expenditures in excess of available revenues and beginning fund balances.
- D. Budget: The complete, estimated financial plan of the County.
- E. Capital Improvement Program: The proposed plan for capital projects that is developed and updated to reflect the estimated amount of capital expenditures to be incurred each year over a five-year period as well as the anticipated revenues to finance those capital projects.
- F. Executive Budget Committee: A committee that is appointed and tasked with the detailed review of the annual requested budget, supplemental budget requests, the annual reappropriation of funds, and other financial matters as identified by the Board of County Commissioners.

- G. Expenditure: Any use of financial resources for the provision or acquisition of goods and services for operations, debt service, capital outlay, transfers, or other financial uses.
- H. Fiscal Year: For the County, the period commencing January 1st and ending December 31st.
- I. Full Accrual Basis of Accounting: The basis of accounting under which revenues are recorded when earned and expenses are recorded at the time liabilities are incurred, notwithstanding that the receipt of revenue or the payment of the expense may take place in whole or in part, in another accounting period.
- J. Fund: A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities, or balances, and changes therein are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions, or limitations.
- K. Fund Balance: The balance of total resources available for subsequent years' budgets consistent with the basis of accounting elected for budget purposes.
- L. Level of Control: The lowest level of budgetary detail at which a department or elected office may reassign resources without the approval of the Board of County Commissioners through a supplemental appropriation resolution.
- M. Local Government Budget Law: The Colorado Revised Statutes (Section 29-1-101 through 29-1-115, C.R.S.) that provide the budgetary requirements for local governments.
- N. Modified Accrual Basis of Accounting: Basis of accounting that recognizes revenues when they become available and measurable and, with a few exceptions, recognizes expenditures when liabilities are incurred.
- O. Operating Expenditure: Expenditures for the routine day-to-day operations that provide basic services such as personnel, supplies, contract services and other recurring items but that excludes capital costs and expenditures made for a one-time purpose.
- P. Operating Revenue: Revenues from regular, recurring sources such as taxes, fees, fines, permits, charges for services and similar sources that are reasonably expected to continue and excludes proceeds from long-term debt and other one-time non-recurring financial sources.
- Q. Reappropriation: The re-appropriation of funds through a supplemental appropriation in the current fiscal year to allow for further expenditures when planned expenditures of an existing appropriation cannot be completed by the end of the prior fiscal year for that same purpose.
- R. Recommended Budget: The proposed preliminary budget for the ensuing fiscal year that is presented to the Board of County Commissioners prior to October 15th each year.
- S. Revenue: A resource available to finance expenditures.
- T. Structurally Balanced Budget: A budget where ongoing operating revenues meet or exceed ongoing operating expenditures.
- U. Supplemental Appropriation: An appropriation when there is a need to transfer budgeted and appropriated monies from one or more spending agencies in a fund to one or more spending agencies in another fund, or to transfer budgeted and appropriated monies between spending agencies within a fund, or if, during the fiscal

year, the governing body or any spending agency of such local government received unanticipated revenue or revenues not assured at the time of the adoption of the budget.

IV. Policy:

The following sections provide the policies for the preparation, review, and adoption of the County's annual budget along with policies regarding the basis of accounting for budget purposes, budgetary control and monitoring, and the responsibilities of the key parties involved in the budget process.

A. Basis of Budgeting

1. The basis of accounting refers to the specific time at which revenues and expenditures are recognized in accounts and reported in financial statements.
2. Basis of Accounting
 - a) Governmental Funds: Use the modified accrual basis of accounting
 - b) Proprietary Funds: Use the full accrual basis of accounting
3. Budgetary Basis of Accounting
 - a) The main difference between the basis of accounting used for accounting purposes and the basis of accounting for budget purposes is that the budgets for the proprietary funds (the Central Services Fund, the Flexible Benefit Fund, the Self Insurance Dental Fund, and the Worker's Compensation Fund) are prepared on a cash basis.
 - b) According to the cash basis of accounting, capital expenditures and the redemption of bonds and leases are recorded as expenditures and depreciation and amortization costs are not budgeted since these costs are non-cash transactions.
 - c) The budget for all other funds is prepared on a modified accrual basis.

B. Budgetary Control

1. Statutory Requirements
 - a) Pursuant to Section 29-1-110, C.R.S., a department or elected office may not expend, or contract to expend, monies in excess of the amount appropriated. This restriction applies to both the expenditures of monies by fund and by department or elected office depending upon how the Board appropriates funds in the annual adoption resolutions.
2. Level of Control
 - a) The budgetary level of control will correspond to the appropriations made by the Board of County Commissioners by fund and department/elected office within the annual adopted budget resolutions.
 - b) Within the General Fund:
 - (1) At the appropriation amount for the department/elected office.
 - c) Funds other than the General Fund:
 - (1) At the appropriation amount for the fund.
 - d) Responsibility for budget and appropriations:

- (1) Pursuant to statute, the Board of County Commissioners is responsible for ensuring that the annual appropriation is not exceeded.
- (2) The Board of County Commissioners delegates to department directors and elected officials the authority to be responsible for their budgets and appropriations as defined by the above limits on the level of control and appropriations.
- (3) As the budget is not appropriated by line item, departments and elected offices are permitted to make adjustments and modifications to their budget within these levels of control to the extent that it does not violate any other policy or procedure or require a supplemental appropriation per the Budget Amendment policy.

3. Monitoring of County Budgetary and Fiscal Condition

- a) It shall be the policy of the County to continuously monitor the budget and fiscal status in order to assess financial condition and demonstrate fiscal responsibility.
- b) The Budget Division shall be responsible for and coordinate periodic reviews of the budget, actual revenue collections and expenditures, and identification of possible budget amendments per the Budget Amendment policy with specific regard to the quarterly budget reviews.
- c) It is the responsibility of the departments and elected offices to review and analyze revenue and expenditure data to identify trends and variables that might affect their operations or the ability to remain within their appropriation limit.

C. Balanced Budget

1. Statutory Definition

- a) Per Section 29-1-103, C.R.S., no local government budget shall provide for expenditures in excess of available revenues and beginning fund balances.

2. Structurally Balanced Budget

- a) It is the desire of the Board of County Commissioners to ensure that the General Fund operating budget is structurally balanced on adoption.
- b) A structurally balanced budget is a budget where ongoing operating revenues meet or exceed ongoing operating expenditures.

D. Budget Calendar

1. Fiscal Year - The County operates on an annual fiscal year of January 1st through December 31st.
2. Deadline for the Recommended Budget:
 - a) The Recommended Budget shall be submitted to the Board of County Commissioners no later than October 15 each year.
 - b) The Recommended Budget submitted shall meet or exceed the statutory requirements for the budget estimates in Section 29-1-105, C.R.S.
3. Deadline for the Adopted Budget:

- a) The budget for the ensuing fiscal year shall be adopted and appropriated no later than December 15 each year per the requirements of Section 29-1-108, C.R.S. and Section 39-5-128, C.R.S.
- 4. Detailed Calendar for Budget Development Process and Procedures
 - a) At the direction of the Board of County Commissioners, the Budget Division of the Finance Department will prepare and distribute a detailed calendar, guidance, and instructions for the development of the upcoming fiscal year's budget.
 - b) The specific processes and dates for the submission and review of the budget will follow applicable Board approved policies and the procedures developed by the Budget Division.

E. Development of the Budget

1. Statutory and Constitutional Requirements

- a) Colorado statute requires local governments to prepare and adopt an annual budget, and it also specifies the information that the budget is required to include (see Sections 29-1-101 through 115, C.R.S. also known as the Local Government Budget Law of Colorado).
- b) The Local Government Budget Law also requires that counties annually prepare and submit a balanced budget. Pursuant to Section 29-1-103 (2), C.R.S., a balanced budget is one in which the expenditures do not exceed the combination of available revenue and beginning fund balances.
- c) The Local Government Budget Law requires local governments to prepare and adopt an annual budget that includes:
 - (1) A written budget message that describes the important features of the proposed budget and a description of the services to be delivered during the budget year;
 - (2) All proposed expenditures for administration, operations, maintenance, debt service, and capital projects for the budget year;
 - (3) Anticipated revenues, including the revenue source;
 - (4) Estimated beginning and ending fund balances;
 - (5) Actual expenditures for the prior fiscal year and estimates projected through the end of the current fiscal year;
 - (6) Expenditures classified by object and the revenues by source; and
 - (7) The amount to be expended during the upcoming fiscal year for all capital leases, including real property and non-property, as well as the total maximum payment liability for such leases.
- d) The budget is a fiscal plan for the coming year, and an appropriation is the legal authority to spend the funds.
- e) The Board of County Commissioners appropriates money either by fund source or by the department or elected office within a fund (Section 29-1-108 (2), C.R.S.).
- f) The Local Government Budget Law requires the proposed budget to be submitted to the Board by October 15th of each year.

- g) Taxpayer's Bill of Rights:
 - (1) The Taxpayer's Bill of Rights (TABOR), which is included in Article X, Section 20 of the Colorado Constitution, has a significant impact on a local government's budgeting process and requirements.
 - (2) It limits the amount of property tax revenue that the County may collect, and also requires that a certain percentage of fund balance must be dedicated for an emergency reserve.
 - (3) TABOR also prohibits the Board of County Commissioners from increasing the mill levy or imposing any other form of tax without voter approval.
 - (4) A local government may obtain voter approval to exempt itself from certain TABOR restrictions.
 - (5) Arapahoe County is exempt from TABOR for all non-tax revenues per a 1995 voter approved ballot measure.
 - (6) Arapahoe County voters also exempted the Open Space Sales and Use Tax as well as the Arapahoe Law Enforcement Authority from the limitations of TABOR as well.
- h) The contents of the budget and budget format shall be in accordance with applicable Constitutional and statutory requirements.

2. Budget Guidance

- a) The Board of County Commissioners, with the assistance of the Executive Budget Committee, shall develop the budget and policy priorities for the upcoming fiscal year and include them in the budget guidance.
- b) The budget guidance will include the County goals, policy and performance objectives of the Board, and may also include specific requests or requirements that are to be incorporated in all budget submissions.
- c) This information is compiled in a memorandum that is distributed to all departments and elected offices prior to the budget submission period.
- d) The memo shall serve as direction and guidance for how a department or elected office should modify its forecasting and planning and prepare their budget request.

3. Budget Process and Procedures

- a) The Board of County Commissioners, with the assistance of the Executive Budget Committee, shall determine the specific process for the development of the annual budget each year.
- b) Communication of the specific budget process to all of the departments and elected offices involved in the budget process is delegated by the Board of County Commissioners to the Executive Budget Committee and/or the Budget Division of the Finance Department.
- c) It shall be the responsibility of the Executive Budget Committee and the Budget Division to develop and communicate relevant procedures for the development of the annual budget.

- d) Elected offices and departments shall develop and submit their budget requests and information in accordance with the applicable budget development process and procedures set forth for that budget year.

F. Review and Adoption of the Budget

1. Following the submission of department and elected office budget requests, the Budget Division will review and consolidate all submissions and prepare materials for the Executive Budget Committee for their review.
2. Executive Budget Committee Review
 - a) Reviews all budget requests per the Executive Budget Committee policy.
 - b) Meet with departments and elected offices to discuss their budget requests prior to developing the recommended budget.
 - c) Develop the annual recommended budget for review by the Board of County Commissioners.
3. Recommended Budget
 - a) Shall be presented to the Board of County Commissioners no later than October 15th.
 - b) Shall include the following information, per Section 29-1-105, C.R.S.:
 - (1) Budget estimates of expenditure requirements and estimated revenues for the budget year,
 - (2) Actual figures for the last completed fiscal year,
 - (3) Estimated figures through the end of the current fiscal year,
 - (4) Explanatory schedule or statement classifying the expenditures by object and the revenues by source, and
 - (5) The amount to be expended during the upcoming fiscal year for all capital leases, including real property and non-property, as well as the total maximum payment liability for such leases.
 - c) The recommended budget shall include information on whether the General Fund operating budget is structurally balanced and, if it is not, provide an explanation and the reasoning for why it is not.
 - d) The recommended budget should also include the recommendations of the Executive Budget Committee for the budget year with information regarding the budget requests that were recommended for adoption and those that were not.
4. Adoption and Appropriation of the Budget
 - a) Following the submission of the recommended budget, the Board of County Commissioners shall cause to be published a notice of when the budget will be considered for adoption, where a copy of the budget will be available for inspection, and other requirements pursuant to Section 29-1-106, C.R.S.
 - b) The Board of County Commissioners may review and direct the modification of the recommended budget prior to consideration for adoption.
 - c) In the event that the Board of County Commissioners is considering the adoption of a budget that will include a General Fund budget that is not structurally balanced per this policy, this fact shall be communicated to

the Board prior to the date of the adoption of the budget and an explanation of the reasoning provided prior to any vote on adoption.

- d) The adoption of the budget shall be guided by the requirements of Section 29-1-108, C.R.S. and occur no later than December 15th each year if a mill levy is to be certified.
 - e) The adoption of the budget, the appropriation of funds, and certification of mill levy shall be effective upon adoption by the Board of County Commissioners and available for department and elected office spending on January 1st of that budget year.
 - f) All unexpended appropriations expire at the end of the fiscal year.
5. Amendments to the Budget
- a) If, following the adoption of the budget, there is a need to amend the adopted budget, such an amendment shall follow the approved Budget Amendment policy and procedures set forth by the Budget Division.

G. Responsibilities

- 1. Board of County Commissioners
 - a) Develop, with the assistance of the Executive Budget Committee, the budget and policy priorities for the upcoming fiscal year and include them in the budget guidance.
 - b) Determine, with the assistance of the Executive Budget Committee, the specific process for the development of the annual budget each year and delegate the authority to the Executive Budget Committee and Budget Division to implement procedures to carry out such a process.
 - c) Publish notice of when the budget will be considered for adoption at a public hearing, where a copy of the budget will be available for inspection, and other requirements pursuant to Section 29-1-106, C.R.S.
 - d) Review and modify the recommended budget in preparation for adoption and appropriation.
 - e) Adopt and appropriate the annual operating and capital budget for the County and applicable district and authorities prior to December 15th that is in compliance with all relevant budgetary statutory and Constitutional requirements.
- 2. Executive Budget Committee
 - a) Assist the Board of County Commissioners with the development and distribution of the annual budget guidance.
 - b) Review and recommend to the Board of County Commissioners the proposed operating and capital budget for the ensuing fiscal year per the responsibilities outlined in the Executive Budget Committee policy.
- 3. Departments and Elected Offices
 - a) Consider prior trends in revenue collections and expenditures and forecast the revenue collections and expenditure needs for the upcoming budget year,
 - b) Comply with the approved policies and established guidelines, instructions, and procedures to prepare and submit their annual budget requests,

- c) Following budget adoption, to review and analyze revenue and expenditure data to identify trends and variables that might affect their operations or the ability to remain within their appropriation limit.
 - d) Make necessary adjustments to their budget within the applicable level of budgetary control and/or request budget amendments or supplemental appropriations through the appropriate policy and process.
4. Budget Division
- a) Per Board of County Commissioner direction, lead the process and develop procedures for the development of the County's annual budget,
 - b) Assisting departments and elected offices in the preparation and submission of their budget requests,
 - c) Compile, review, and analyze all budget requests into the necessary format, materials, and documents for review by the Executive Budget Committee, Board of County Commissioners, and others,
 - d) Assist the Executive Budget Committee and the Board of County Commissioners with review and analysis of the County's fiscal condition and budget requests,
 - e) Publish and present the recommended and adopted budgets for required public meetings as well as prepare adoption and appropriation resolutions,
 - f) Ensure the contents of the budget and budget format are in accordance with applicable Constitutional and statutory requirements,
 - g) Upon adoption and appropriation of the budget, notify and submit the budget to the Division of Local Government in the Department of Local Affairs, and
 - h) Provide any other assistance or analysis regarding the County's annual budget as directed by the Board of County Commissioners and/or Executive Budget Committee.
 - i) Continuously monitor the budget and fiscal status in order to assess financial condition and demonstrate fiscal responsibility.
 - j) Coordinate periodic reviews of the budget, actual revenue collections and expenditures, and identification of possible budget amendments per the Budget Amendment policy with specific regard to the quarterly budget reviews.

V. Related Documents and Procedures:

- A. Budget Development Procedures
- B. Colorado Revised Statutes
 - 1. Local Government Budget Law: Section 29-1-101 to 29-1-115, C.R.S.
 - 2. Changes to Budget: Section 29-1-109, C.R.S.
 - 3. Expenditures not to Exceed Appropriations: Section 29-1-110 C.R.S.
 - 4. Powers of the Board: Section 30-11-107, C.R.S.
- C. Executive Budget Committee Policy
- D. Budget Amendment Policy

- E. Financial Reserves Policy
- F. Capital Improvement Program Policy

This policy supersedes and replaces the Budget Preparation and Planning Policy 3.1, Budgetary Fiscal Controls Policy 3.2, and Budgetary Fiscal Implementation Policy 3.3, all dated 10/98.



Board Summary Report

Date: October 3, 2016
To: Board of County Commissioners
Through: David C. Walcher, Sheriff
From: Olga Fajaros, Budget & Logistics Manager
Subject: Request for Waiver of RFP for Detentions Shift Scheduling System

Request and Recommendation

The Arapahoe County Sheriff's Office requests and recommends the Board of County Commissioners authorize a Waiver of Solicitation to change scheduling software vendors. Funds that have already been allocated to pay the yearly maintenance of the current scheduling system will be used to purchase a replacement system.

Background

The Detention Facility's current shift scheduling software, Telestaff, was implemented in 2009 and has become out of date and difficult to manage and support. The system has begun to fail and requires numerous staff hours to maintain and funding to fix configuration issues to return it to a fully functional state. The lack of functionality causes significant amounts of time spent by supervisors coordinating schedules and ensuring staffing is adequate rather than directly supervising staff. The Telestaff system no longer meets the needs of the Sheriff's Office and the ongoing maintenance agreement has been terminated rather than spend the money on a product that does not work properly and would cost additional money to upgrade to a useable state.

Links to Align Arapahoe

Improve Government Efficiencies. Moving from Telestaff to the recommended product will reduce the significant amounts of time supervisors spend scheduling people, provide a product that functions as expected, and provide needed information in a quick and useful format.

Discussion

As a part of a Telestaff system replacement project, staff contacted several law enforcement agencies to find out what systems they use for shift scheduling. One of the recommended solutions was InTime Solutions. The system was evaluated and it would not only meet our requirements but also provides a unique landing page display that is in a spreadsheet style format. This makes this system significantly easier to navigate and to manage than other products that were evaluated. All other systems reviewed and even the current system's main page is a calendar view or drill down format, making it difficult to quickly see a daily roster of staff who are on duty. The InTime Solutions application also provides a daily activity sheet that quickly and easily displays who is scheduled to work and where they are assigned. This is critical information to the Detention Facility. All other systems that were evaluated would require customization at an added cost to provide this functionality.

IT Project Manager Marsha Adams has drafted a Waiver of Solicitation and met with Purchasing Manager Keith Ashby. Mr. Ashby has provided his approval of the waiver since the InTime application has unique required functionality components that no other known product can currently provide without additional funding.

Alternatives

Some of the other systems reviewed had improved functionality over Telestaff but either had no corrections facility functionality features or were very complicated to use and support.

Systems evaluated:

InTime Solutions

- Recommended product

Visual Computing Solutions

- Very complicated and would require a dedicated staff member to manage. Also, it is expensive and focused on many industries so the system can be confusing.

Plant

- A new company that has future potential. The product is not a fully developed nor includes all the features needed for shift schedule processing.

Schedule AnyWhere

- Not law enforcement focused. This system works well for the Arvada Police Department Patrol section since they are small and they do not have a correctional facility.

ABI MasterMind

- This system is solely focused on event planning (i.e. concerts and large entertainment venues) and they have no law enforcement customers.

Other systems were reviewed briefly and it was quickly clear they did not meet the needs of the Sheriff's Office.

Should no action be taken, the Detention Facility would still need to replace the Telestaff system and would therefore have to work with Purchasing to complete a formal RFP thereby delaying the implementation of a much needed scheduling system that functions as expected. The work and evaluation of available systems has been completed and a thorough evaluation has identified InTime as the one product that meets the needs of the Sheriff's Office.

Fiscal Impact

There will be no financial impact to Arapahoe County. Funds already dedicated to the current Telestaff system yearly maintenance will be redirected to the purchase and subsequent ongoing support of the InTime Solutions recommendation.

Concurrence

The Sheriff's Office Detention Services Bureau and the Information Technology Department are in full support of the use of funds and purchase of the InTime application. Further, Purchasing Manager Keith Ashby supports the Waiver of Solicitation that is being requested.

Attorney Comments

If appropriate, include this section.

Reviewed By:

Olga Fajaros, Budget & Logistics Manager

Jared Rowilson, Detention Operations Captain

Vincent Line, Detentions Bureau Chief

Louie Perea, Undersheriff

David C. Walcher, Sheriff

Marsha Adams, Information Technology Department Project Manger

David Bessen, Information Technology Department Director

Finance Department

County Attorney



ARAPAHOE COUNTY
COLORADO'S FIRST

WAIVER OF PURCHASING POLICIES

WAIVER OF SOLICITATION <input checked="" type="checkbox"/>	WAIVER OF QUOTE <input type="checkbox"/>
PROPRIETARY <input type="checkbox"/>	SELECT SOURCE <input type="checkbox"/>
FOR INFORMATION ONLY <input type="checkbox"/>	

DESCRIPTION OF PROJECT: Replace the current Shift Scheduling and call out system for the Detentions facility.

PRICE: \$31,000 ANNUAL MAINTENANCE: \$ \$26,400

FIXED ASSET Yes No FIXED ASSET # 301744

COST CENTER # 106520400 G/L # 54409 IO #

JUSTIFICATION (Provide Vendor name, How were they selected, Why requesting to waive purchasing policy process): As a part of the Telestaff system replacement project we contacted several Law Enforcement agencies to find out what systems they use for shift scheduling. One of the recommended solutions from Lakewood PD was InTime Solutions. We reviewed the system and found that it would not only meet our requirements but, also provides a unique landing page display that is in a spreadsheet style format. This is what makes this system easier to navigate and to manage than others. All other systems we reviewed and even our current system's main page is in calendar view, making is difficult to quickly see our daily roster. The InTime Solutions application also provides a daily activity sheet that shows us who is scheduled to work and where they are assigned. This is critical information to our agency. All other systems would require customization at an added cost to provide this functionality.

 Jared Rowlison 720-874-4074
Requestor Name, Signature & Telephone Number

Date

Elected Official/Department Head

Date

Purchasing Manager

Date

Comments: _____

Waiver approved, BoCC Reso #140221. Requestor to proceed with PO Yes No

Requestor to schedule BoCC Drop In & Create Board Summary Report Yes No

Janet Kennedy, Director of Finance (not to exceed \$100,000)

Date

BOCC, Chair

Date

Requestor to schedule BoCC Consent Agenda & Board Summary Report

Yes No

Resolution # _____

Per BoCC Resolution #140221 of 4/8/14, Purchasing Manager has authorization for sole approval up to \$25,000 plus exemptions to Policy