

ARAPAHOE COUNTY

2013

Annual Performance Report



ARAPAHOE COUNTY
COLORADO'S FIRST

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To Our Citizens

Dear Citizens of Arapahoe County,

Every year we produce an Annual Performance Report to update you on our accomplishments and performance for the past year. This year is no exception.

Throughout the next 20 pages of our 2013 Annual Performance Report, you will see the many facets of Arapahoe County – first and foremost – our commitment to provide exceptional services, while at the same time using your tax dollars wisely.

Our Annual Performance Report is printed on newsprint and distributed in the *Denver Post* and Arapahoe County community newspapers (*Aurora Sentinel*, *Englewood Herald*, *Centennial Citizen*, *Glendale Cherry Creek Chronicle*, *I-70 Scout*, *Littleton Independent* and the *Villager*) to ensure we are reaching as many citizens as possible, in an affordable, cost-effective manner. In fact, our report costs roughly 20 cents a copy to print and distribute, which is less than half the cost of a postage stamp.

In this report, you'll learn more about Align Arapahoe and how we are using performance management to provide the best, most efficient county government in the State of Colorado.

In 2013, Arapahoe County refined our performance management strategy to focus on three key areas: **Service First**, **Fiscal Responsibility** and **Quality of Life** – all with an emphasis on creating a Performance Based Culture to benefit our citizens, employees and the business community.

In an era of tighter budgets, reduced revenues and increased costs, finding ways for government to work better and smarter not only makes sense, it is necessary to ensure we are being efficient and effective with your tax dollars.

At Arapahoe County, we pride ourselves on being the best and finding new and better ways to provide services. We don't just want to meet your expectations, we want to exceed them. It's the *Service First* way. As citizens and taxpayers of this great county, you deserve nothing less, and it is why we are proud to present our 2013 Annual Report to you.

Sincerely,

Arapahoe County Board of County Commissioners



2014 Board of County Commissioners

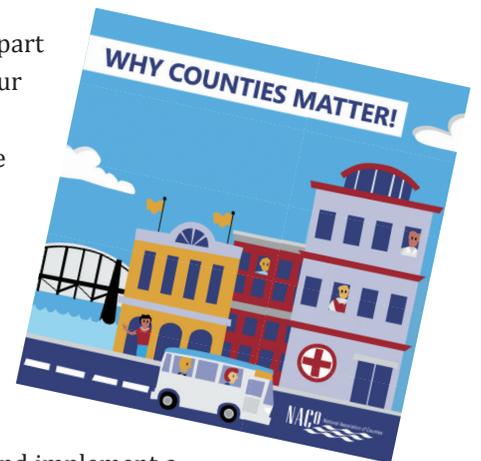
Bill L. Holen, District 5; Nancy N. Sharpe, District 2; Nancy Jackson, District 4; Rod Bockenfeld, District 3 and Nancy A. Doty, District 1

Why Counties Matter!

Did you know that Arapahoe County is part of a network of 3,609 counties across our nation dedicated to providing essential services to create healthy, vibrant and safe communities? Why do counties matter?

Counties support and maintain public infrastructure, transportation and economic development assets; keep residents healthy; ensure public safety to protect our citizens; maintain public information and coordinate elections; and implement a broad array of federal, state and local programs.

Visit our website at www.arapahoegov.com to download a copy of *Why Counties Matter!*, a brochure produced by the National Association of Counties, an organization that represents county governments in the United States.



History of Arapahoe County

Colorado's first county has a rich, vibrant history

The date is Aug. 25, 1855 and Governor Daniel Woodson of the Territory of Kansas has signed an act that creates Arapahoe County as part of the Territory of Kansas. With the stroke of a pen, Arapahoe County's rich and vibrant history began. The original size of Arapahoe County consisted of almost half the State of Colorado.

Arapahoe County then was 30 miles wide and extended from Sheridan Boulevard, the present western boundary, to the Kansas border. As *Colorado's first county*, here is a look at what has made Arapahoe County – and the people who live here – the great county it is today.

1858 E.W. Wynkoop is appointed Arapahoe County Sheriff by Governor James W. Denver of the Kansas Territory.



1861 President James Buchanan creates the Colorado Territory and appoints William Gilpin as Governor. Gilpin's first act is to divide Arapahoe County into 17 new counties, which included: Arapahoe, Boulder, Clear Creek, Costilla, Douglas, El Paso, Fremont, Gilpin, Guadalupe, Huerfano, Jefferson, Lake, Larimer, Park, Pueblo, Summit and Weld.

1866 The Town of Bijou is founded and in 1870 it is renamed the Town of Byers in honor of William N. Byers, the editor and owner of the now-defunct *Rocky Mountain News*.

1869 The Town of Deer Trail holds the nation's first organized rodeo.

1882 The infamous Doc Holliday is arrested in downtown Denver on May 14 by Arapahoe County Deputy Sheriffs Charles T. Linton and Barney Cutler.



1896 William Barclay Masterson, better known as "Bat," serves as a deputy sheriff.

1902 Arapahoe County is divided yet again into five counties: Yuma, Washington, Denver, Adams and the new South Arapahoe. A short time later, "south" was dropped from the name.

New leaders meet in the home of Commissioner Charles B. Patterson. Their charge is to secure office space, which they rent for \$50 a month.



1904 The Clerk and Recorder pays \$7 for a ballot box from Thos. E. McNulty Ballot Box Company. The ballot box is one of 24 boxes purchased for the election to determine the new County seat, in which voters select the City of Littleton.

1906 Arapahoe County holds its first County Fair.

1907 Arapahoe County builds a grand courthouse at Littleton Boulevard and Court Place for \$51,845.



1933 Elizabeth A. Mackin becomes the first woman to serve as Arapahoe County Coroner.

1945 Undersheriff Ben Gorman is the first deputy sheriff to die in the line of duty. His name is later listed on the National Law Enforcement Memorial in Washington, D.C.

1968 Centennial Airport, known then as Arapahoe County Airport, officially opens and is billed as the finest general aviation airport in the west.



1977 Arapahoe County builds a new Administration Building at 5334 S. Prince St., Littleton and County Planner Tom Stamm creates the County's logo, seal and flag.

1987 Arapahoe County Justice Center and Jail are built.

1997 Voters approve expanding the Board of County Commissioners to five members.



1998 Arapahoe County sells its historic courthouse to the City of Littleton and the City restores it to its grand luster.

2000 The Assessor's Office is the first in Colorado to offer online property protests.

2001 The 17 Mile House on Parker Road is saved from development. Centennial becomes the 13th incorporated city in Arapahoe County.



2002 Arapahoe County opens CentrePoint Plaza in Aurora and the new Sheriff's Administration/Coroner's building in Centennial.

2003 Arapahoe County voters approve a quarter-of-a-cent sales tax to preserve open space, enhance parks, build trail connections and protect heritage areas. The Open Space tax was reapproved in 2011. Since the program's inception, your tax dollars have conserved more than 31,000 acres of open space, built more than 51 miles of new trails and created and enhanced 157 neighborhood and regional parks.

2006 The Arapahoe County Fairgrounds opens to celebrate the 100th anniversary of the County Fair.

2007 The Eastern Service Center opens.

2012 Arapahoe County opens the Lima Plaza campus in Centennial, consolidating several county services into one convenient location.



2013 Arapahoe County's population reaches 607,070 making it the third-largest county in Colorado behind Denver and El Paso counties.

Align Arapahoe

Align Arapahoe is Arapahoe County's path to continuous improvement and accountability through strategic planning and performance management. It's our way to improve how we work so we can provide the best county government at minimal cost to you.

To further our commitment to *Service First*, in 2013 Arapahoe County created the Office of Performance Management. The Office of Performance Management has been working with County departments and elected offices to customize and refine our strategy to address the needs, priorities and culture of Arapahoe County.

In addition, the Office of Performance Management develops meaningful measures to monitor the County's performance that address areas such as efficiency, quality, timeliness and cost benefit.

Align Arapahoe is defined by three top goals: **Service First, Fiscal Responsibility** and **Quality of Life** – all with an emphasis on developing a **Performance Based Culture**.

These goals are the pillars of our performance management strategy and it is what drives us to provide quality services while being effective and efficient with your tax dollars.

Why Align Arapahoe?

Align Arapahoe is necessary because in an era of tighter budgets, reduced revenues and increased costs, finding ways for government to work better and smarter makes sense. It's also our way to help ensure we are being efficient with your tax dollars while keeping County property taxes low.

Performance Measurement

Measurement is an important part of how we do business at Arapahoe County and it provides an objective means for making budget and program decisions. Through the Align Arapahoe Scorecard, Arapahoe County evaluates our core services and programs to ensure we are providing optimal performance at minimal cost. By establishing measures and targets, we are using data to effectively manage and execute County activities. In 2014, Arapahoe County will continue to communicate our performance as we strive to be *Your County of Choice*.

Reporting on our Progress

Throughout our 2013 Annual Report, you will see an overview of Arapahoe County's Align Arapahoe Performance Management Strategy, our accomplishments and a list of performance indicators which are used to measure our work. Arapahoe County will update our progress throughout the year via the Align Arapahoe section of our website at www.arapahoegov.com. If you would like more information or have questions about Align Arapahoe, please contact the Office of Performance Management at 303-795-4630.



Your Feedback is Important

Learning more about your priorities for Arapahoe County is important to us. In June – July 2014, Arapahoe County will conduct a random Citizen Survey by mail of 3,000 households to learn more about what you want from your county government, as well as your experience doing business with us. Your feedback will help shape our priorities for 2015 and beyond. Results of our survey will be posted on our website in September 2014.

Reach Us

We offer a number of ways to contact Arapahoe County. Visit our website at www.arapahoegov.com, contact us by phone at 303-795-4400, email us at info@arapahoegov.com or connect via Facebook or Twitter to let us know how we are doing.



Service First

Arapahoe County will provide reliable, timely and accessible delivery of county services that provide as positive a customer experience as possible.

Outcome

Achieve Customer Service Excellence



Priorities:

- Increase Public Awareness and Participation
- Improve Online County Service Accessibility
- Increase Citizen Satisfaction in Arapahoe County

Outcome

Foster Employee Development



Priorities:

- Increase Employee Engagement
- Optimize Employee Training



Fiscal Responsibility

Arapahoe County will use sound financial practices to enhance our economic environment for the citizens and businesses of the County while being good stewards of taxpayers' dollars through ongoing efficiency efforts.

Outcome

Improve the County's Economic Environment



Priorities:

- Responsible Use of Taxpayers' Money
- Promote Economic Environment

Outcome

Improve Process Efficiencies



Priorities:

- Build Process Improvement Capability to Improve County Efficiencies



Quality of Life

Arapahoe County will foster a safe and vibrant county for residents, businesses and employees to live happy, healthy lives.

Outcome

Foster Safe Communities



Priorities:

- Improve Public Safety and Prevention
- Ensure Emergency and Disaster Preparedness

Outcome

Foster a Healthy and Vibrant County



Priorities:

- Ensure Quality Environment (water conservation, fuel consumption, open spaces)
- Address Services for Vulnerable Populations (seniors, youth and disabled)

Our Mission

Our mission is to enhance your quality of life through exceptional delivery of services and efficient use of public funds.

Our Vision

First in Colorado, First in Service. Your County of Choice.

Our Service First Values

To achieve our vision, we dedicate ourselves to:

- Service First
- Excellent Quality
- Responsive Government
- Visionary Thinking
- Innovation
- Caring Leadership
- Effective Communication
- Fiscal Responsibility
- Integrity
- Respect for Others
- Safety
- Teamwork



MEET YOUR ASSESSOR

CORBIN SAKDOL

Corbin Sakdol was first elected County Assessor in November 2006. He has more than 33 years of real estate, business and technology experience, including working in the Assessor's Office since 1990.

The County Assessor discovers, lists, classifies and appraises more than 200,000 Arapahoe County properties in accordance with Colorado state statutes, certifying values to approximately 350 taxing districts. These districts set the property taxes to fund public schools, law enforcement, fire protection, parks and recreation and other necessary services.

Corbin's goal is to provide citizens with the most accurate values possible at the lowest cost to the taxpayer.

The Assessor's Office also provides damage assessment of privately-owned structures. Corbin organized and developed a response plan and procedures, and helped develop a damage assessment computer program using geographic information and global positioning systems technology.

Corbin is a licensed Certified General Appraiser, the highest level of licensing issued in Colorado, and a Colorado Real Estate Commission-approved instructor. In 2013, he was elected President of the Colorado Assessors' Association.

CONTACT

303-795-4600 | 303-795-4645 (TDD)
assessor@arapahoegov.com

Service First

 Service First means delivering programs and services that are cost-effective and improve your quality of life. It's about living up to your expectations, as well as our own. Every day, our employees live by our *Service First* principles to provide the best customer experience every time you do business with us. We know that to be *First in Service*, we must continue to improve the way we do business.

New Civil Union Licenses

In May 2013, the Clerk and Recorder's Office began issuing civil union licenses, which were established by the Colorado State Legislature for citizens age 18 years or older. The Clerk and Recorder's Office issued 3,890 marriage licenses and 166 civil union licenses in 2013.

2013 Coordinated Election

The 2013 Coordinated Election was the first election conducted in Arapahoe County under the new provisions required by HB 13-1303, which mandated mail ballots for all active voters, while still providing in-person voting options. Voters decided municipal and school board elections, city and special district ballot measures and two statewide measures: Proposition AA and Amendment 66. Election turnout was 37.13 percent of the 378,175 registered voters in Arapahoe County.



Public Works and Development staff meet with citizens during an open house to highlight the programs and services offered by the department.

Oil and Gas Regulations Approved

After a two-year process involving County staff, fire protection districts, citizens' groups, oil and gas company representatives and state regulatory agencies, the Board of County Commissioners approved an oil and gas permitting process that holds oil and gas operators to a more stringent and rigorous standard than required by state regulations.

The process includes a Memorandum of Understanding – a negotiated agreement between Arapahoe County and the three primary oil and gas producers, which increases commitments to help protect roadways, reduce noise and lighting impacts and help safeguard water supplies.

The County's MOU process has been recognized as a model by the Colorado Oil and Gas Commission and received accolades in 2013 by the South Metro Denver Chamber of Commerce.

Clerk's Office Cross-Training Initiative

Registering more than 917,000 vehicles annually, the Clerk and Recorder's Office provides crucial services for many of life's most important occasions, including recording deeds, issuing marriage and civil union licenses, titling and registering motor vehicles, issuing passports and renewing driver's licenses.

Employees are now cross-trained in the Clerk's Office to reduce overtime and to ensure the best customer service and the most efficient use of tax dollars.

Clerk Extends Hours

The Clerk and Recorder extended hours – 7 a.m. to 5 p.m. – giving residents an additional 30 minutes in the late afternoon to conduct services provided by the Office, such as renewing a driver's license, registering a vehicle, acquiring a passport, registering to vote or recording a document. The Byers location hours are 8 a.m. to 5 p.m., closed 1 – 2 p.m. for lunch. In addition, the Clerk's Office added marriage and civil union licenses to the Byers office, making it easier for citizens in eastern Arapahoe County to access these services.



The 2013 Soap Box Derby was one of many community and private events held at the Arapahoe County Fairgrounds.

Fairgrounds Rental

The Arapahoe County Fairgrounds features a horse show arena, rodeo arena and a 35,000-square-foot event center that are available year-round for rental at 25690 E. Quincy Ave., Aurora. In 2013, the facility hosted dog shows, trade shows, family celebrations and community events, such as Punkin' Chunkin' and the Arapahoe County Fair. Plans are currently under development to expand the Event Center with a west wing and to create park and recreational opportunities on 126 acres of open space. For rental information, visit www.arapahoegov.com or call 303-795-4955.

Land Development Services

Improving customer service is the focus of the Arapahoe County Land Development Services Coordinating Committee, which is engaging customers to find ways to improve coordination, communication and services for residents with land development projects. The Public Works and Development committee meets monthly and is focusing on four key areas: codes/processes, technology, customer service and fees.

New Website Launched

The County launched a new www.arapahoegov.com designed to improve online services to citizens, residents and visitors. Identified as an Align Arapahoe priority, the new site features improved navigation, fresh content and an array of innovative tools to help visitors quickly locate information and services.

Returning Foreclosure Funds

Since 2011, the Treasurer's Office has returned more than \$438,000 in excess foreclosure funds to their rightful owners. In certain circumstances, excess funds are available to a property owner whose property has been sold through the foreclosure process.

If the Public Trustee is unable to locate the owner of the funds, the money is transferred to the Treasurer's Office and held in escrow until claimed by the owner or their heirs. A list of available funds is posted on the Treasurer's page on our website.

Judicial Services

The Judicial Services Division provides alternative sentencing programs to the 18th Judicial District. In 2012, the division oversaw 8,000 offenders as they completed 155,452 hours of court-ordered community service. The Community Corrections Board screened 784 offenders requesting to be housed and monitored in three local community corrections facilities. The Pretrial Release program interviewed 4,232 defendants and made recommendations to the courts on conditions of bond, and supervised 2,027 defendants who were released on bond.



MEET YOUR CLERK AND RECORDER MATT CRANE

Matt Crane was appointed Clerk and Recorder to fill a vacancy when former Clerk and Recorder Nancy A. Doty was elected County Commissioner. He is serving a term that expires Jan. 15, 2015.

As Clerk and Recorder, Matt is committed to providing outstanding customer service to citizens. He leads the office responsible for titling and registering vehicles, renewing driver's licenses, recording deeds, registering voters, administering elections, maintaining records for the Board of County Commissioners, issuing marriage and civil union licenses and processing passports. These services are provided by 120 employees at five locations.

As the County's chief election official, Matt is dedicated to fair, accurate, secure and transparent elections. He brings both state and county elections experience to the role, and was certified in 2013 as a Certified Elections/Registration Administrator by the Election Center through the National Association of Election Officials. He is working to decrease wait times at voting locations, improve the provisional ballot process and establish a continuing education program for election judges.

Matt extended branch office hours in 2013, and is working to expand services, decrease wait times and improve communication with citizens regarding Clerk and Recorder services, especially via social media.

CONTACT

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mcrane@arapahoegov.com



MEET YOUR COMMISSIONER

NANCY A. DOTY, DISTRICT 1

Nancy A. Doty is serving her first term as Commissioner representing District 1 and is Board Chair for 2014.

Nancy is promoting economic development and job growth by working with chambers of commerce and municipalities, also ensuring that taxpayer dollars are used wisely. She is focusing on South Platte River and Open Space enhancement projects, as well as Align Arapahoe performance measures.

Nancy oversees the County Attorney's Office, Communication Services and the Board of County Commissioners Administration departments. She serves on the Arapahoe County Executive Budget and Audit committees and the Arapahoe County Foundation Board of Directors.

Nancy represents Arapahoe County on numerous boards, including the South Metro Denver Chamber of Commerce Economic Development Group and Executive Committee, the Colorado Counties Inc. Tourism, Resorts and Economic Development Committee and Legislative subcommittees, and the Southeast Metro Stormwater Authority.

Nancy served as Arapahoe County's Clerk and Recorder from 2004-2013. She is a Certified Public Accountant who served as Chief Financial Officer for the Colorado Governor's Office and Vice President and CFO for the Trust Division of Bank One Colorado. She has been a Colorado small business owner.

CONTACT

303-795-4630 | 303-795-4644 (TDD)
ndoty@arapahoegov.com

Service First

Sheriff's Office Analyzes Communications Center and Investigation Services Workload to Ensure Quality Service

In 2013, the Sheriff's Office completed a comprehensive workload analysis of its Communications Center and Investigation Services section to ensure both areas were staffed to provide the utmost service to citizens.

The Sheriff's Office analyzed the work load and call volume for its Communications Center, which handles approximately 335,000 incoming and outgoing non-emergency, 911 and dispatch calls annually. The purpose of the evaluation was to look at the Communications Center workload by time of day and day of week so staffing could be adjusted to ensure quality customer service to the community and public safety personnel.

Based on the analysis, the Sheriff's Office developed a new shift schedule that better reflects the Communications Center workload.

The Investigation Services Management Team reviewed its staffing and calculated workload based on the number of cases, as well as the average time

spent on investigations based on case type. The study also compared caseloads to similarly-sized agencies.

Between 2010 and 2012, investigators were assigned 20,176 cases, of which 10,632 or 52.7 percent, were from unincorporated Arapahoe County. The study determined roughly five hours was the average time spent per case, with crimes against people taking 6.18 hours and property crimes 4.54 hours.

The study determined the average caseload for the Sheriff's Office is higher compared to other agencies; and concluded additional investigators, as well as implementing changes to the assignment process for deactivated cases, is necessary to provide the best service to the community.



Older County laptops and computers are not discarded. Instead, they are recycled or donated to school districts, such as the Bennett School District in 2013.



The Veterans Service Office raised more than \$2,000 at its annual bake sale to benefit Freedom Service Dogs of America, an organization that provides trained rescue dogs to disabled veterans.

RISE for Jail Safety

The Sheriff's Office joined the Colorado Office of Behavioral Health and GEO Care to open the Restoring Individuals Safely and Effectively program, or RISE, in the Arapahoe County Detention Facility. RISE was developed as a result of a significant number of defendants who were determined to be incompetent to proceed with the judicial process, as well as a lack of bed space for these individuals.

RISE provides individual therapy sessions, group sessions, wellness programming and medication management assistance – all aimed at shortening the length of time until a defendant is able to participate in their legal case. The Sheriff's Office has dedicated 22 jail beds, meeting space, an office area and six dedicated Deputy Sheriffs to maintain the safety and security of program participants and staff members.

September Flood Response

When record rain fell in September 2013, Arapahoe County responded to assist residents impacted by historic flooding, including those living in nearby counties.

The Sheriff's Office coordinated services and response through its Emergency Operations Center; Road and Bridge crews were sent to Boulder County to help clear roads; and several County departments staffed the FEMA Assistance Center in Aurora to provide vital services to citizens.

Veterans Service Office

As troops return from overseas, Arapahoe County increased staffing in its Veterans Service Office to assist veterans seeking federal benefits.

Tim Westphal joined Veterans Service Officer Rick Stewart to assist veterans and their dependents with filing for benefits from the U.S. Department of Veterans Affairs. Benefits available to veterans include: service-connected disability, pension, burial benefits and VA healthcare and education benefits.

The Office assisted veterans in recovering \$3.37 million in claims, an increase of \$980,617 from 2012. The Veterans Service Office has helped veterans and dependents to recover nearly \$9 million in award claims since 2009. Need assistance? Contact the Veterans Service Office at 303-738-8045.

Performance Indicators

Performance indicators are used in Align Arapahoe to measure our progress and to determine if program or budget decisions are necessary. Here are few highlights of how we are measuring our work. For a more comprehensive list, visit the Align Arapahoe section at www.arapahoegov.com.

- Increase our social media presence.
- Increase number of applicants for boards and committees.
- Increase number of volunteer service hours.
- Increase the number of County services online.
- Increase percentage of citizens satisfied with Arapahoe County government services.
- Increase the percentage of citizens who recommend Arapahoe County as a great place to live.
- Improve the County's overall employee engagement score.



MEET YOUR COMMISSIONER

NANCY N. SHARPE, DISTRICT 2

Nancy Sharpe is serving her first term as Commissioner representing District 2.

As Commissioner, her focus is on economic development in cooperation with local cities, economic development organizations and Chambers of Commerce to create effective working relationships with other counties, cities and public entities. Nancy also is working to reduce traffic congestion through roadway improvements with public and private partnerships.

Nancy oversees the Human Services and Open Spaces and Intergovernmental Relations departments.

She represents the County's interests on a variety of boards and committees. She chairs the Metro Area County Commissioners and the Colorado Counties Inc. Health and Human Services Committee. She also chairs the National Association of Counties Social Services, Welfare and Immigration subcommittee of the Human Services and Education Steering Committee.

She is a member of the C-470 Policy Committee, Denver South Economic Development Partnership, the Highline Canal Trail and Cherry Creek Basin Working Groups, and serves on the Public Airport Authority, Transportation Management Association and Urban Drainage and Flood Control District.

Nancy previously served as mayor and council-member of Greenwood Village.

CONTACT

303-795-4630 | 303-795-4644 (TDD)
nsharpe@arapahoegov.com



MEET YOUR COMMISSIONER
ROD BOCKENFELD, DISTRICT 3

Rod Bockenfeld is serving his third term as Commissioner representing District 3.

Prior to becoming Commissioner, Rod used his professional background in banking, finance and criminal justice to serve in leadership positions on the County’s Community Corrections Board and Citizen’s Budget Committee.

Rod’s goals are directed toward the effective and efficient management of Arapahoe County Government. Rod oversees the Human Resources, Finance and Community Resources departments. He also serves on the Executive Budget Committee.

He serves on a variety of boards and committees including the Arapahoe County Water and Wastewater Authority, Regional Economic Advancement Partnership, Southeast Metro Stormwater Authority, Colorado Counties Inc. Agriculture, Wildlife and Rural Affairs, and Taxation and Finance committees, Aurora Economic Development Council, Metro Area County Commissioners, I-70 Chamber of Commerce and the Arapahoe County Board of Social Services.

Nationally, Rod is Chairman of the National Association of Counties Finance and Inter-Governmental Affairs Steering Committee, and is a Governor’s appointee to the Colorado Coroner Standards and Training Board.

CONTACT
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rbockenfeld@arapahogov.com

Fiscal Responsibility

▲ Arapahoe County is committed to providing affordable, quality services and we use sound financial practices to enhance the economic environment while also being good stewards of your tax dollars. We also focus on ways to become more efficient and hold the line on expenses, all while protecting core county services.

2014 Budget

Each December, the Board of County Commissioners adopts an annual budget for the upcoming year, which funds the programs, services and projects that help make a difference in your quality of life.

Similar to how you must balance your personal finances, Arapahoe County must balance its budget by ensuring revenues cover expenses. The County’s 2014 budget is \$338 million and includes a structurally balanced general fund operating budget of \$162.2 million.

What is the difference between a balanced budget and a structurally balanced budget?

In a structurally balanced budget, ongoing operations and expenses are funded by ongoing revenues, with any fund balances or budget left over at the end of the year to fund one-time projects.

A structurally balanced budget ensures Arapahoe County protects core services (law enforcement, human services, elections, recording, motor vehicle, licensing, property assessments, tax collection and road maintenance and bridge repair in unincorporated Arapahoe County) and continues to provide vital County services, especially those that help seniors, people who are unemployed and families struggling to make ends meet.

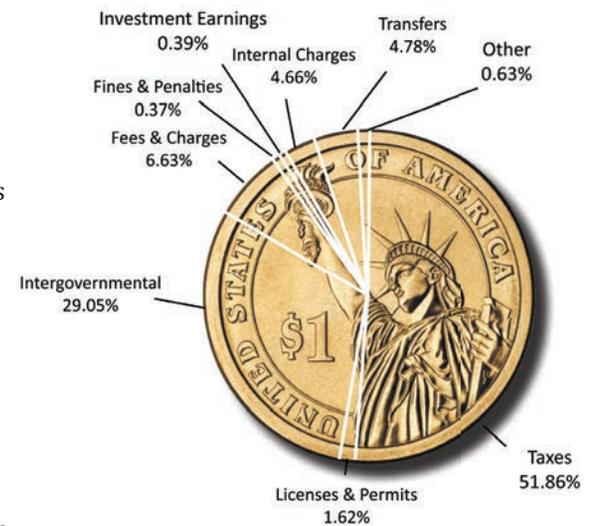
Our budget process is designed to consider financial stability not just this year, but beyond. In Arapahoe County, we look for ways to provide services at the most efficient cost while optimizing resources. We also focus on maintaining a balanced operating budget by limiting growth of the County’s general fund.

As a result, we have been able to control the growth of our operating expenses without impacting services. Looking to the future, we expect property tax revenues – our main source of funding for County services – to begin to rebound as the economy continues to improve.

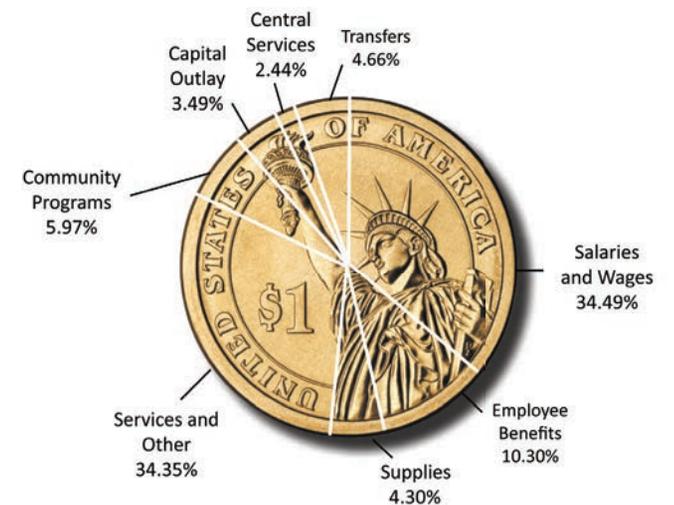
County Revenues and Expenses

Citizens often ask where the County receives its funding and how it is expended. A look at the following infographs provides a quick answer. In 2014, the total budgeted expenditures across all County funds, departments, units and entities is \$338 million and is offset by \$329.5 million in revenues, with the difference accounted for with available fund balances in specific funds.

Revenues by Source



Expenditures by Use:



Your County Mill Levy

We focus on providing citizens with quality services at an affordable price. In fact, Arapahoe County has the lowest mill levy of counties in the Denver metro area, and one of the lowest in the state. Here's how we stack up against other Denver metro counties.

County	Total Mill Levies	County Sales Tax Rate
Adams	26.815	0.75%
Arapahoe	16.130	0.25%
Boulder	24.120	0.80%
Broomfield	28.968	4.15%
Denver	32.098	3.62%
Douglas	18.774	1.0%
Jefferson	24.846	0.5%

Economic Development Partnerships

Arapahoe County is committed to ensuring a strong economic and business climate and supports the economic development efforts of our cities and towns. In lieu of a County economic development department, Arapahoe County spends \$304,810 annually to fund local organizations that specialize in growing our economy. We partner with local chambers of commerce and economic development organizations to ensure that Arapahoe County remains economically strong.

Tax Lien Sale

When taxes become delinquent, the Treasurer conducts an online tax lien sale to ensure all taxes are collected as due. Proceeds are distributed directly to school districts, cities, towns and special districts. During its 2013 sale, the Treasurer's Office sold 1,248 tax liens for \$3.1 million, including \$202,064 in premium bids, which is additional revenue that goes directly into the County's general fund to help pay for ongoing County services.

New Computer System for Taxes

The Assessor and Treasurer's offices, in conjunction with the County's Information Technology Department, completed the replacement of the mainframe-based OASIS system with a new, client-server system, which will generate a net-savings of more than \$800,000 annually to the County. Aumentum Tax system and Custom CAMA appraisal system is an integrated product facilitating Arapahoe County's need to manage valuation and tax administration processes.

Property Valuation

Do you know how Arapahoe County determines the value of your property?

Real property – both commercial and residential – is valued by the Assessor's Office. County assessors are required by law to reappraise all real property, including land and improvements, every two years during odd-numbered years. Personal property is valued annually.

In 2013, the Assessor's Office appraised 217,000 properties with an overall actual value of \$61 billion. As outlined by Colorado law, properties are appraised based on an analysis of market data transactions that occurred within 18 months prior to the appraisal date of June 30, 2012.

Values are most often determined by comparing your property with properties that sold during the time frame that are comparable in location, design, size, age and amenities. Commercial properties are valued based on the traditional three approaches to value.

The goal of the Assessor's Office is to ensure property owners understand the valuation process and the steps you can take if you do not agree with your property value. To access the value for your property, or if you have questions about how your property is assessed, contact the Assessor's Office at 303-795-4600 or visit their web page at www.arapahoegov.com.

Property Tax Collection

The Treasurer's Office collected \$766 million in property taxes, representing 99.9 percent of all taxes due. Although the Treasurer's Office is responsible for collecting property taxes, only 15 percent of your tax bill goes directly to Arapahoe County. The majority of taxes collected – \$651 million – was dispersed by the Treasurer's Office to school districts, cities and towns, parks and recreation districts, and special districts, such as fire, library and water districts.



MEET YOUR COMMISSIONER NANCY JACKSON, DISTRICT 4

Nancy Jackson is serving her first term as Commissioner representing District 4, and is Finance Officer for 2014.

Nancy's chief goal is to represent her district's citizens to ensure they have the appropriate services needed to maintain their quality of life. Her priorities include preserving the environment through the Open Spaces program; encouraging new employment opportunities; and maintaining safe neighborhoods, effective jails and courts.

Nancy oversees the Office of Performance Management and the Facilities and Fleet Management departments.

Nancy represents the County's interests as chair of the Colorado Counties Inc. Public Safety and Justice subcommittee, and serves on the Aurora Chamber of Commerce Board of Directors, Aurora Mental Health Governing Board, Tri-County Board of Health Liaison, Arapahoe County Justice Coordinating Committee, Arapahoe County Foundation Board of Directors, National Association of Counties Health Steering Committee, Capital Improvements Project Team, Courthouse Security Governing Board and Colorado Sex Offender Management Board.

Nancy is a Colorado native and an Aurora resident who taught for 20 years at the Community College of Aurora. She owns a small property management company.

CONTACT

303-795-4630 | 303-795-4644 (TDD)
njackson@arapahoegov.com



MEET YOUR COMMISSIONER **BILL L. HOLEN, DISTRICT 5**

Bill Holen is serving his first term as County Commissioner representing District 5. He is Chair Pro Tem for 2014.

Bill's goals are to ensure the County's budget is managed efficiently and effectively, to make sure taxpayer dollars are being used fairly and to maintain a high level of service for Arapahoe County citizens.

Bill is leading an effort to help veterans suffering from post-traumatic stress and to address prescription drug abuse, Colorado's fastest-growing drug problem.

He oversees the Information Technology and Public Works and Development departments. Bill represents Arapahoe County on numerous boards and committees, including the Arapahoe County Housing Authority, Metro Area County Commissioners, Colorado Counties Inc. Transportation and Telecommunication Committee, Arapahoe/Douglas Mental Health Network, E-470 Public Highway Authority and Arapahoe County Public Airport Authority.

Previously, Bill served as a Constituent Services Representative for Congressman Ed Perlmutter, and as a staff member for former Senator Gary Hart. He has served on the County's Fairgrounds and Regional Park Steering Committee.

Bill is a Vietnam Army veteran and a former member of the Colorado Air National Guard.

CONTACT

303-795-4630 | 303-795-4644 (TDD)
bholen@arapahoegov.com

Fiscal Responsibility

Citizen Budget Committee

Appointed by the Board of County Commissioner, this 15-member panel of dedicated citizens meets monthly to learn about County operations and to review budget issues. Based on its research and discussions, the committee prepares annual written recommendations to the Board of County Commissioners. Citizens also are welcome to provide input and feedback on the County's budget via email at info@arapahoegov.com.

Arapahoe and I-25 Interchange

Arapahoe County and the Colorado Department of Transportation wrapped up an Environmental Assessment in 2013 for improvements to the I-25 and Arapahoe Road interchange. This project will involve replacing the bridge and making other improvements to reduce congestion and improve traffic operations and safety.

Arapahoe County Commissioners led efforts to secure \$50.4 million in competitive state funding for the \$74 million project. Additional funding will come from the County, the Cities of Centennial and Greenwood Village, and the Southeast Public Improvement Metropolitan District. Final design work is underway and initial stages of construction will start in 2015. For information, visit www.coloradodot.info and click on 'Projects' and then 'Denver Metro Region 1.'

Volunteer Service

Arapahoe County values the contributions of volunteers and the positive difference they make. Volunteers also offer a financial savings to taxpayers. In 2013, more than 400 citizens contributed 25,038 service hours, which translates to roughly \$554,000 in budget relief for the County, as determined by national average wage statistics.

Foreclosures Decreased

Arapahoe County foreclosures decreased 53 percent to 1,705 filings in 2013, down from 3,587 in 2012, pointing to the continued recovery in the housing market. While there was a decrease in the number of foreclosures, this was partially offset by an increase in the number of releases of deeds of trust filed.

Total program expenditures decreased to \$728,461 from \$1,022,140 in 2012, resulting in a mandatory drop in reserves allowed to be held by the Public Trustee and therefore, a payment to the county of \$293,679. Foreclosures are processed through the Public Trustee's Office, a position that is appointed by the Governor to oversee foreclosure filings, deeds of trust and tax escrow accounts for land purchased within Arapahoe County. Cynthia D. Mares is the Public Trustee for Arapahoe County.



Commissioners were presented with a symbolic check representing the value of service hours by volunteers.



Visitors to the Arapahoe County Justice Center no longer have to wait outside to pass through security thanks to the new centralized entrance that connects Courthouse I and II.

Meeting Space Needs for the Courts without Increasing Taxes

Earlier this year, Arapahoe County celebrated the grand opening of a new centralized security entrance connecting the lobbies of Courthouses I and II at the Justice Center, 7325 S. Potomac St., Centennial.

Completion of the centralized entrance was part of a multi-phase project that began in 2005 to meet the space needs of the courts without increasing taxes.

The most recent improvements connect the lobbies of Courthouse I and II and expands the interior security screening areas at each courthouse. Arapahoe County also added a four-stop elevator and sally port on the east side of Courthouse II.

Since 2005, Arapahoe County has been addressing ways to best meet the space needs of the courts by taking a phased-approach to improvements and without burdening taxpayers. Faced with the addition of new judges, a shortage of courtrooms and an overcrowded jail, the Board of County Commissioners appointed the Judicial Facilities Review Committee – a 30-member group that spent two years researching the space needs for the courts and jail.

The Committee wrapped up its work in 2007 and presented the Commissioners with recommendations, including projections it would cost Arapahoe County more than \$500 million over 20 years to address court and jail space needs, including \$193 million to build a new justice center.

Instead of spending \$193 million, Arapahoe County invested \$26.8 million to meet the space needs for the 18th Judicial District.

Here is what Arapahoe County has accomplished with your tax dollars since 2007:

- Built 16 new courtrooms, expanded one courtroom.
- Built a new Jury Room and Court Clerk offices.
- Purchased and renovated a 45,000-square-foot building for the District Attorney's Office.
- Built a centralized entrance connecting the lobbies of Courthouse I and II.
- Installed security screening equipment.
- Added a four-stop elevator for Courthouse II.
- Added a sally port for Courthouse II.
- Expanded and reconstructed the visitor parking lot.
- Improved the wetland water quality pond.
- Added sidewalks to improve pedestrian access.

In 2014, Arapahoe County will begin work on building a small courtroom in Courthouse II.

Performance Indicators

Performance indicators are used in Align Arapahoe to measure our progress and to determine if program or budget decisions are necessary. Here are few highlights of how we are measuring our work. For a more comprehensive list, visit the Align Arapahoe section at www.arapahoegov.com.

- Increase number of new businesses.
- Increase number of new jobs.
- Maintain a strong, structurally-balanced budget.
- Maintain a strong, fiscal strategy.
- Improve internal process efficiencies.



MEET YOUR CORONER DR. MICHAEL DOBERSEN

Michael J. Doberesen, M.D., Ph.D., is the Coroner/Medical Examiner for Arapahoe County, a position he has held since being elected in 1993. The Coroner's Office guards the health, safety and welfare of our community by investigating sudden and unexpected Arapahoe County deaths, and providing information to families, public health agencies, the criminal justice community and the media.

Michael has earned national recognition and respect for his forensic pathology consultations and contributions to high-profile cases such as the JonBenet Ramsey murder, the Columbine High School shootings and the 1994 Steamboat Springs "Black Widow" case. He also assisted with the World Trade Center terrorist attack and the aftermath of Hurricane Katrina.

In 2013, the Coroner's Office investigated 2,664 deaths and performed 450 autopsies.

While investigating deaths is the primary responsibility of the Coroner's Office, the staff works in close partnership with law enforcement, paramedics and medical students to host educational outreach seminars on the role of the County Coroner.

Dr. Doberesen has authored approximately 60 publications on various subjects and lectures extensively on forensic science.

CONTACT

720-874-3625 | 303-738-7915 (TDD)
[mdobersen@arapahoegov.com](mailto:m Dobersen@arapahoegov.com)



MEET YOUR DISTRICT ATTORNEY **GEORGE H. BRAUCHLER**

George H. Brauchler was elected District Attorney in 2012 for the 18th Judicial District, which includes Arapahoe, Douglas, Elbert and Lincoln counties. Each of Colorado's 22 judicial districts elects a district attorney who serves as the chief law enforcement officer for that district. George's experience includes working as a former Deputy District Attorney, Special Assistant U.S. Attorney, military prosecutor, and just prior to his election, the Chief of Military Justice — the chief prosecutor for Fort Carson, the 4th Infantry Division, and the U.S. Division North in Iraq.

George continues to serve in the U.S. Army Reserve as a Lieutenant Colonel. An adjunct professor at the University of Colorado and Denver University Law Schools, he has trained state and military prosecutors across the United States and worldwide. George also serves as Cub Master for his local Cub Scout Pack.

The Office of the District Attorney seeks justice, promotes the Rule of Law, prosecutes criminals under Colorado's laws, strives to protect the rights and interests of crime victims, and works to prevent crime before it occurs.

The Office supports preventive programs and initiatives that aim to reduce crime, protect victims, and enhance the lives of those in our community. The DA's Office advocates for victim's rights and promotes public safety by fostering strong partnerships with other law enforcement agencies and our community.

CONTACT

720-874-8500 | 720-874-8501 (fax)
gbrauchler@da18.state.co.us

Quality of Life

 In Arapahoe County, we strive to foster a safe and vibrant community for residents, businesses and employees to live happy, healthy lives. During the good times and the bad, you can rely on Arapahoe County to deliver core programs and services that improve your quality of life. We do this with a commitment to excellence and to stand by our *Service First* mission, vision and values. Here are some of the ways that Arapahoe County touched your lives in 2013.

School Resource Officers

Seven Sheriff's deputies work as School Resource Officers, serving 44 schools in the Littleton, Cherry Creek, Byers and Deer Trail School Districts. These uniformed officers provide a visible law enforcement presence and support schools with emergency planning, risk assessments and incident training and exercises. They also conduct presentations on safety and security awareness and crime prevention. The award-winning unit is certified by the National Association of School Resource Officers and has been recognized twice in five years as the Association's Model Agency of the Year.



Sheriff's deputies serve as School Resource Officers in 44 schools in the Littleton, Cherry Creek, Byers and Deer Trail school districts.

Coffee with a Cop

The Sheriff's Office partnered with local businesses in Centennial and unincorporated Arapahoe County to provide a relaxing venue where citizens could meet their local deputies, ask questions and raise concerns about crime and other quality of life issues. More than 100 citizens enjoyed coffee and conversation with deputies at nine events throughout 2013. Find a list of 2014 dates at www.arapahoesherriff.org.

Prescription Drug Take-Back Day

The Sheriff's Office joined law enforcement agencies across the nation for events in April and October where the public could bring unused, unwanted, or expired prescription drugs for safe disposal at no cost. These efforts help to ensure that drugs do not end up in the wrong hands, in a landfill or in our water supply. Citizens delivered 647 pounds of drugs to two locations sponsored by the Sheriff's Office. More than 21,000 pounds of drugs were collected in Colorado, enough to fill a full-sized garbage truck.

Shred-a-Thon

The Sheriff's Office partnered with 9News and Shred-it for the annual Shred-a-thon to help prevent identity theft crimes. Citizens brought file boxes and bags of sensitive documents for secure shredding, in exchange for a charitable donation to Metro Denver Crime Stoppers. The event raised \$14,700 in donations at the Sheriff's Office, and more than \$70,000 at all metro-area locations for the non-profit.

Assistance Benefits

The Community Support Services Division helps to connect citizens to federal and state assistance programs, such as Food Assistance, Medicaid, Temporary Assistance to Needy Families, Child Care Assistance, Low-Income Energy Assistance and Old Age Pension. The Division processed more than 63,000 applications for benefits in 2013 and administered an average of 64,585 open cases per month. Arapahoe County processed more than 99 percent of all applications within the required time frames, ensuring that our citizens had their critical needs met in a timely manner.



A partnership with the Tri-County Health Department helps County caseworkers to understand and address medical issues related to abuse or neglect. A Public Health Nurse liaison is co-located at the Human Services building and also visits the homes of vulnerable families and adults to offer care and resources.

Child and Adult Protection

Citizens can report concerns of abuse and neglect of children, seniors and at-risk adults in Arapahoe County by calling 303-636-1750. The hotline received more than 8,700 reports of child abuse or neglect, and 700 calls regarding at-risk adults in 2013. Every referral was evaluated by a team of highly-trained staff in the Children, Youth and Family Services Division. Nearly 3,700 child protection referrals met the legal criteria to be assessed or investigated. The County provided permanency services to 1,084 children and protection services to 656 at-risk adults during the year.

Child Support Services

Thousands of single parents reached out to the Child Support Division for assistance with establishing, modifying or enforcing a child support order. Child support caseloads reached a record-high 14,739 cases and collections increased to more than \$35.5 million in 2013. Arapahoe County helped hundreds of parents overcome barriers to supporting their children through free mediation, relationship classes, job search assistance and a new fatherhood program.

The Child Support Division was one of two large counties to meet every required measure in 2013, and was recognized as the best program of its kind in the nation by the National Child Support Enforcement Association.

Foster Care and Adoption

Arapahoe, Douglas and Jefferson Counties worked together in a Collaborative Foster Care Program to recruit, train and support foster families who provide temporary care for children who cannot remain safely in their homes due to abuse and neglect. More than 160 foster families care for children from all three counties, while the children's parents work to resolve serious safety concerns.

While the County makes every effort to reunify children with their parents or relatives, sometimes concerns for their well-being go unresolved, and a small percentage become legally-free for adoption. The Department of Human Services found adoptive homes for 83 children in 2013. Information nights are held monthly for anyone interested in learning more about foster care and adoption. Visit www.collaborativefostercare.com or call 303-636-1KID for information.

Adopt a Family

The Adopt a Family Holiday Giving Program helped to provide 1,215 foster children, at-risk seniors and families with a very special holiday. The employee-run charity partnered with 174 community members who donated new, wrapped gifts from the needs and wish list of citizens in-need.



MEET YOUR SHERIFF DAVID C. WALCHER

Sheriff David C. Walcher, who has 33 years of law enforcement experience, was appointed by the Board of County Commissioners in 2014 to fill the remaining term of former Sheriff J. Grayson Robinson, who retired in January.

Prior to his appointment as Sheriff, David served as Chief of the Detentions and Administrative Services Bureau and most recently as Undersheriff where he was responsible for the day-to-day administrative operations of the Sheriff's Office, including a \$75 million budget and oversight of nearly 700 employees. Before joining Arapahoe County in 2009, he spent 22 years with the Jefferson County Sheriff's Office and seven years with the Federal Bureau of Investigation.

As the chief law enforcement officer, the Sheriff is required by law to keep and preserve the peace, serve and execute all processes, writs, precepts and orders issued by lawful authorities, provide security for the courts, oversee the County Detention Facility and serve as fire warden in the event of prairie and forest fires.

David is active in the community where serves on the Aurora Mental Health Center Board of Directors, is the co-chair of Colorado's Correctional Treatment Board and serves as the chair of the Highlands Ranch Law Enforcement Training Foundation. He also is a part-time faculty member at the University of Colorado Denver School of Public Affairs

CONTACT

720-874-3600 | 303-795-4711 (TDD)
dwalcher@arapahoe.gov



MEET YOUR TREASURER **SUE SANDSTROM, CPA**

Sue Sandstrom is serving her first term as Arapahoe County Treasurer. Prior to her election as Treasurer, Sue served seven years as a member of the Aurora City Council.

The Treasurer's responsibilities include collecting property taxes, distributing the revenue to the County and other local governments and public entities, including school districts, and investing the County's reserve funds.

Since taking office in 2011, Sue has worked to expand the transparency of the Treasurer's Office, maximize the availability of customer-friendly online services and provide citizens with exceptional service delivery, while efficiently managing the Office's resources.

She has been a Certified Public Accountant since 1975 and has owned and operated a small CPA firm since 1990. She serves as a board member of several large pension plans and on the board of directors of the Colorado Public Plan Coalition, an organization dedicated to the education of public pension plan trustees.

Our Treasurer's Office employees are available by phone and email to answer your questions about your property tax account, tax payments, tax liens or the property tax exemption for senior citizens and disabled veterans.

CONTACT

303-795-4550 | 303-795-4646 (TDD)
treasurer@arapahoegov.com

Quality of Life

Arapahoe/Douglas Works!

More than 35,000 metro-area job-seekers turned to the workforce center for assistance with their job search and more than 15,861 customers found employment after receiving no-cost services, such as workshops, assessments, résumé critiques and training opportunities. People who used the workforce center in their job search earned an average of \$47,667 per year, approximately \$12,321 more per year than those who did not. For every one public dollar spent, Arapahoe/Douglas Works! returned \$13.68 to the community in value-added earnings.



Arapahoe/Douglas Works! facilitated 211 customized hiring events attended by nearly 8,800 candidates to help local employers recruit qualified talent. The workforce center also held reverse hiring events for three downsizing companies, creating new job opportunities for workers who faced a layoff.

Arapahoe Road Widening

Arapahoe County contributed \$4 million to a \$15 million joint project to improve Arapahoe Road between Waco and Himalaya streets. Led by the City of Centennial, the project will widen Arapahoe Road from two to four lanes in Centennial, and from two to six lanes in unincorporated Arapahoe County, to accommodate existing and future traffic. Additional funding partners include the City of Aurora and Southeast Metro Stormwater Authority. Construction will begin in 2015. For updates, visit www.arapahoeroad.com.

Community Development

Arapahoe County administers federal Community Development Block Grants that promote the health, safety and self-sufficiency of low to moderate-income persons and neighborhoods. The Housing and Community Development Services Division allocated \$1.54 million to 22 local agencies to fund affordable housing projects, public facilities and public services, ranging from housing rehabilitation and homeless shelters to mental health services and meals-on-wheels.



Carson Park in Aurora underwent a renovation thanks to an Arapahoe County Open Space grant.

Belleview/I-25 Study

Belleview Avenue carries 50,000 vehicles per day through Greenwood Village, Denver and Arapahoe County, and this volume is expected to increase 20 percent by 2035. Arapahoe County led a transportation study to develop recommendations for automobile, mass transit, pedestrian and bicycle traffic along this arterial, between Monaco Street and DTC Boulevard, including the I-25 interchange. Study partners gathered feedback from the traveling public and business leaders at stakeholder meetings. A set of recommended improvements will be presented to local leaders in 2014 for possible adoption and funding consideration.

Investing in our Open Spaces

Communities in Arapahoe County regularly preserve open space, enhance parks, build trails connections and protect our heritage areas, thanks to a voter-approved Open Space Sales and Use Tax. For every \$100 spent on products or services, 25 cents is returned to our open space and recreational areas. Arapahoe County Open Spaces distributed more than \$10 million in shareback funds in 2013 to cities and towns based on population, and awarded \$2 million in grants to fund 15 projects for outdoor preservation and play, using these funds.

Cherry Creek Pedestrian Bridge

Pedestrians and cyclists traveling can now cross more safely at the intersection of Kentucky Avenue and Cherry Creek Drive South, thanks to a new pedestrian bridge funded in part by Arapahoe County Open Space funds. The bridge crosses Cherry Creek and provides connectivity to the Cherry Creek Regional Trail. Funding partners included the City of Glendale, Tri-County Health Department, Greenway Foundation, Great Outdoors Colorado and the City and County of Denver.

South Platte Working Group

The South Platte Working Group – a collaboration of city, county, state and special district elected leaders and staff – released a report outlining a future vision plan for recreation, accessibility and economic development opportunities for the South Platte river corridor in Arapahoe County. The report provides a comprehensive picture of the South Platte River corridor and is available for review on the Open Spaces page at www.arapahoegov.com.

Senior Services

Arapahoe County is home to more than 87,000 residents age 60 and older, and this population is projected to more than double in the next 15 years. The Senior Resources Division helps older adults to stay independent, healthy and active with the support of state and federal funds. The Homemakers Program provided monthly, light housekeeping services to 369 seniors, while Chore Services assisted 338 seniors with heavy-duty household chores and seasonal yard work. Through a partnership with First Ride Transportation Services, 376 seniors enjoyed more than 10,000 rides on wheelchair-accessible buses.



Seniors can get to and from medical appointments, senior dining centers, grocery stores and food banks on First Ride buses. To request a ride, call 720-540-5566 three days in advance.



It was fun for the whole herd at the 107th Arapahoe County Fair, which drew more than 20,000 metro-area residents. The 2014 Fair promises high-flying fun over four days July 24-27, with admission, entertainment and unlimited carnival rides all included for just \$15 per person.

Prescription Drug Task Force

Prescription drug abuse affects us all and is Colorado's fastest-growing drug problem. It destroys families and leads to economic problems, job loss and death. To address this problem, Commissioner Bill Holen, Coroner Mike Dobersen, former Sheriff Grayson Robinson and new Sheriff David Walcher organized a task force that includes medical professionals, political leaders and community organizations. The task force is focused on enforcing existing laws, education, training and better adherence to prescription drug monitoring programs.

Weatherization Services

Arapahoe County's Weatherization Division weatherized 675 low-income households in Adams and Arapahoe counties using federal, state and utility funding. Weatherization helps eligible residents reduce household energy usage and save money by installing free energy efficiency measures.

Coroner's Office Suicide Prevention

Aiming for Zero is the commitment by the Douglas Arapahoe Suicide Prevention Alliance, a coalition of organizations representing mental health providers, law enforcement agencies, schools, youth initiatives, fire rescue departments, hospitals and faith communities who seek to prevent suicides through awareness efforts and training.

The Coroner's Office participates in the Alliance by providing statistical information about suicide-related deaths, so that mental health and community professionals can help to prevent suicides.

4-H for Youth

Colorado State University Extension's 4-H program brought together more than 300 youth, ages 5 to 18, in 25 traditional 4-H clubs, where they explored their interests in general, home economics and animal-related projects. Members exhibit their projects at the Arapahoe County Fair and champions go on to compete at the Colorado State Fair. 4-H also reached nearly 5,500 youth in community and after-school settings with fun lessons on life skills, including hosting programs at the Youth Center at Buckley Air Force Base.

Performance Indicators

Performance indicators are used in Align Arapahoe to measure our progress and to determine if program or budget decisions are necessary. Here are few highlights of how we are measuring our work. For a more comprehensive list, visit the Align Arapahoe section at www.arapahoegov.com.

- Optimize services to support an aging population.
- Improve County's readiness to address emergencies and disasters.
- Increase problem-solving policing efforts.
- Reduce suicide rate.
- Increase miles of new trails through Open Space efforts.
- Reduce overall water and fuel use by the County.

Awards and Accomplishments

At Arapahoe County, providing exceptional delivery of services, improving the quality of life for residents and being fiscally responsible defines the work we do. We also get recognized for it. We are proud to share the awards, recognitions and special appointments our employees, Commissioners and Elected Officials receive throughout the year.

National Security Forum

Commissioner Bill Holen was invited to participate in the 60th Annual National Security Forum at Maxwell Air Force Base in Montgomery, Alabama.

Assessor's Office Audit

The 2013 Property Assessment Study, conducted by Wildrose Appraisal Inc., found the Assessor's Office is meeting or exceeding all standards set by the State Board of Equalization. The study determines whether or not the assessor of each county has complied with the property tax provisions of the Colorado Constitution and State Statutes in valuing each class of taxable real and personal property.

National Committee Chair

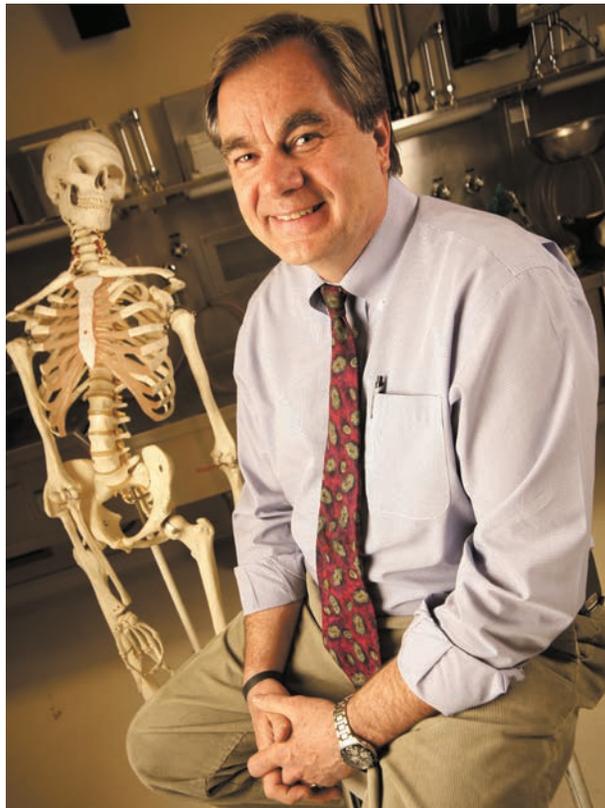
Commissioner Rod Bockenfeld was named chairman of the 2013 - 2014 National Association of Counties Finance and Intergovernmental Affairs Steering Committee, which is responsible for NACo policy development on matters pertaining to the financial resources of counties, fiscal management, federal assistance, municipal borrowing, county revenues, federal budget, federal tax reform, elections and Native American issues.



Assessor Corbin Sakdol was elected president of the Colorado Assessors' Association at the organization's 71st Annual Winter Conference in Colorado Springs. He is the second Arapahoe County Assessor to lead the organization since 1976.

Sheriff's Office Reaccreditation

The Sheriff's Office Communications Center again earned international accreditation through the Commission on Accreditation for Law Enforcement Agencies Inc. and received the Gold Standard Accreditation with Excellence Award. In order to achieve CALEA accreditation, the Communications Center demonstrated full compliance with 218 state-of-the-art performance standards.



Dr. Michael Dobersen

Coroner's Office Accreditation

For the first time, the Coroner's Office was accredited by the National Association of Medical Examiners. The accreditation certifies the Coroner's Office has complied with rigorous national standards and procedures governing the operation of a medical examiner's office. Arapahoe County is one of four counties in the state and one of 77 offices in the nation to earn accreditation.

This recognition by the medicolegal community demonstrates that the services provided by the Coroner's Office are compliant with best practice standards set at a national level by the National Association of Medical Examiners.

Detention Center earns reaccreditation

The Arapahoe County Detention Center was re-accredited for the third time by meeting 100 percent of national standards. Accreditation ensures commissioned and non-commissioned Sheriff's Office employees work together to ensure the Detention Facility is operated at a high standard, which also helps defend against liability claims.

Economic Development Award

Arapahoe County employee Joseph Barela was named 'Partner of the Year' by the Economic Development Council of Colorado at its 2013 annual conference. Barela serves as Division Manager for the Arapahoe/Douglas Works! Workforce Center. He was recognized for his role in helping Colorado's economic development organizations to strategically retain, expand and attract primary employers.

Outstanding Project Manager

Thomson Reuters, a leading multinational media and information firm, recognized Information Technology Business Relationship Manager Julie Rich with its Outstanding Project Manager Award for her strong leadership, innovative project management and superior communication skills in managing the migration to the new Aumentum Tax software system.



Arapahoe County's Child Support Enforcement Division was recognized as the best program of its kind in the nation. The Division received the 2013 Outstanding Program of the Year Award from the National Child Support Enforcement Association.

Contact Us

As Colorado's first county, our vision is to be *Your County of Choice*. We want to exceed your expectations every time you do business with us. We believe in providing citizens with exceptional services, keeping taxes low and being as efficient as possible with your tax dollars. If you need to reach us, visit our website at www.arapahoegov.com, connect with us on social media or contact us at the following phone numbers and email addresses.

Main Information

303-795-4400 • 303-738-7915 TDD
info@arapahoegov.com

Arapahoe/Douglas Works!

Career Development, Generations @Work!
 Business Development, Youth Services
 303-636-1160 • 303-636-1207 TDD
info@adworks.org • www.adworks.org

Assessor's Office

Valuation of Real and Business Personal Property, Mobile Home Title Transfer, Real Estate Information, Proof of Sales Tax, Senior Citizen and Disabled Veterans Exemption, Certification of Values to Taxing Districts
 303-795-4600 • 303-795-4645 TDD
assessor@arapahoegov.com

Board of County Commissioners and BOCC Administration

Public Hearings, Study Sessions, Legislative Issues, Boards and Committees, Mayors and Commissioners Youth Awards, Aid to Agencies, Citizen Inquiries
 303-795-4630 • 303-795-4644 TDD
commissioners@arapahoegov.com

Clerk and Recorder's Office

Clerk to the Board, Elections, Recording Real Estate Documents, Motor Vehicle Title and Registration, Driver's License, Marriage License, Passports, Voter Registration
 303-795-4200 • 303-738-7890 TDD
clerk@arapahoegov.com
www.arapahoevotes.com

Communication Services

Media and Citizen Inquiries
 303-795-5467 • 303-795-4644 TDD
communicationservices@arapahoegov.com

Community Resources

Arapahoe/Douglas Works!, Community Corrections, CSU Extension, 4-H, Housing and Community Development, Judicial Services, Senior Resources, Veterans Services, Volunteer Connections, Weatherization
 303-738-8040 • 303-738-8033 TDD
communityresources@arapahoegov.com

Coroner's Office

Death Investigations
 720-874-3625 • 303-738-7915 TDD
coroner@arapahoegov.com

County and District Courts

County Court A (Littleton):
 303-798-4591
 District Court: 303-649-6355
www.courts.state.co.us
 Jury Information: 303-649-6318
arapahoejury@judicial.state.co.us
<http://arapahoe.cojury.org>

District Attorney's Office

Bad Check Restitution Program, Communities Against Senior Exploitation Partnership, Consumer Fraud and Complaints, Essentials for Life, Juvenile Assessment Center, Juvenile Diversion, Victim and Witness Advocates
 720-874-8500
DA18@da18.state.co.us
www.arapahoeda.org

Fairgrounds and Park

Facility Rental, County Fair
 303-795-4955 • 720-874-6574 TDD
fairgrounds@arapahoegov.com
www.arapahoecountyfair.com

Finance

Accounts Payable, Budget, Purchasing
 303-795-4620
finance@arapahoegov.com

Human Resources

Career Opportunities, Training, Benefits and Compensation
 303-795-4482 • 303-795-4634 TDD
humanresources@arapahoegov.com

Human Services

Child Support Services: 303-752-8900
 Food, Financial and Medical Assistance: 303-636-1170 • Child, Youth and Adult Protection/Services, Foster Care and Adoption: 303-636-1589 • Child, Youth and Adult Abuse/Neglect Reporting: 303-636-1750 • 303-636-1522 TDD
humanservices@arapahoegov.com

Open Spaces

Open Space Grant and Shareback Program, Arapahoe County Recreation District, Fairgrounds and Park, County Fair
 720-874-6540 • 720-874-6574 TDD
openspace@arapahoegov.com

Performance Management

Align Arapahoe, Strategic Planning
 303-795-4630 • 303-795-4644 TDD
sgodlewski@arapahoegov.com

Public Trustee

Foreclosures, Deeds of Trust, Releases of Deeds of Trust, Tax Escrow Accounts for Land Purchase Contracts: 303-730-0071
publictrustee@arapahoegov.com

Public Works and Development

Animal Control, Building, Engineering, Mapping, Oil and Gas, Planning and Zoning, Road and Bridge, Weed Control, Animal Control: 720-874-6750 • Building Permits: 720-874-6600 • Road and Bridge: 720-874-6729 • Engineering, Mapping, Oil & Gas, Planning, Zoning, Weed Control: 720-874-6500 • 720-874-6574 TDD
publicworks@arapahoegov.com

Sheriff's Office

Concealed Weapons Permits, Emergency Management, Patrol, Detentions, Investigations, Warrants
 9-1-1 Emergency
 303-795-4711 Non-Emergency
 303-795-4711 TDD
sheriff@arapahoegov.com

Treasurer's Office

Property Taxes, Tax Deeds, Tax Lien Sale, Senior/Disabled Veteran Exemption
 303-795-4550 • 303-795-4646 TDD
treasurer@arapahoegov.com

Tri-County Health Department

Birth & Death Certificates, Dental Services, Disease Prevention & Control, Environmental Health, Family Planning & Prenatal Care, Immunizations, Nutrition, Restaurant Inspections, Emergency Preparedness & Response: 303-220-9200 • www.tchd.org

Credits & Acknowledgements

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 Arapahoe County Clerk and Recorder
 ADW Connections



Commissioner Districts

Arapahoe County is our home. When people ask, "Where do you work?" we are proud to say Arapahoe County. It is rewarding to represent this wonderful community and we are happy to serve you.

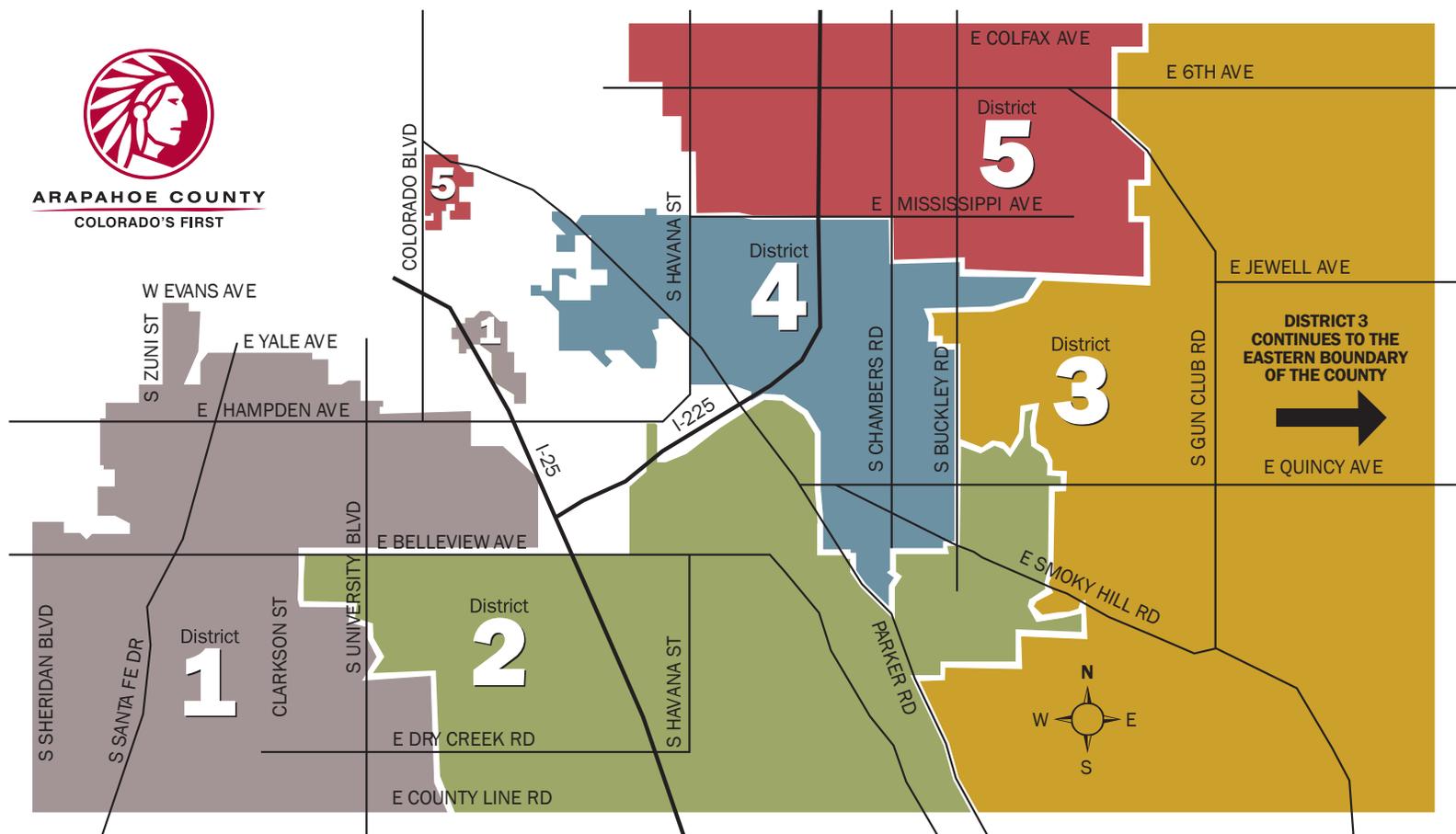
On this page you will find a Commissioner District map, which has been condensed for space so you can easily find the commissioner who represents you.

Your input and ideas are essential to making Arapahoe County a great place to live. We welcome the expertise and advice of our civic-minded citizens to help shape Arapahoe County into a great place to live, to work and to enjoy life.

If you would like to serve on a board or committee, or if you simply want to let us know about your recent

experience at Arapahoe County, please visit our web site at www.arapahoegov.com where you can apply to serve on a board or committee, or take our customer service survey.

If you have a question, concern or just want to find out more about Arapahoe County, contact the Commissioners' Office at 303-795-4630 or by email at commissioners@arapahoegov.com.



Nancy A. Doty, District 1



Nancy N. Sharpe, District 2



Rod Bockenfeld, District 3



Nancy Jackson, District 4



Bill L. Holen, District 5