

# ARAPAHOE COUNTY SERVICE FIRST

2015 Annual Performance Report to the Citizens of Arapahoe County



ARAPAHOE COUNTY  
COLORADO'S FIRST



[www.arapahoegov.com](http://www.arapahoegov.com)

# TO OUR CITIZENS

Dear Citizens of Arapahoe County,

We are pleased to present our 2015 Annual Performance Report, which highlights our successes with Align Arapahoe – our path to continuous improvement, enhanced accountability and greater transparency.

With our Align Arapahoe strategy, we are using data, performance measures and feedback to provide the best, most efficient county government in Colorado.

Every year, we produce our annual performance report to keep you informed about your county government. Throughout the next several pages, you will see a summary of the Align Arapahoe goals, objectives, initiatives and measures that we've outlined in 2015 and beyond.

Why is Align Arapahoe important to us? 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.

In fact, our 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* – because for just pennies on the dollar – it is the most efficient and affordable manner in which to get this information to you.

We know you have a choice in where you live, where you work and where you raise your family. *Arapahoe County: First in Colorado, First in Service, Your County of Choice* is our vision to be the place you want to call home.

We pride ourselves in 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. As citizens and taxpayers of Arapahoe County you deserve nothing less, and it is why we are proud to present our 2015 Annual Performance Report and Scorecard to you.

Sincerely,

*Arapahoe County Board of County Commissioners and Elected Officials*



Arapahoe County Fair circa 1920.

## A LITTLE HISTORY



Did you know that Arapahoe County is Colorado's first county?

That's right. Arapahoe County was formed in 1855 when it was a territory of Kansas and when our borders stretched far and wide, encompassing almost half of Colorado. The original Arapahoe County extended from Sheridan Boulevard on the west 168 miles east to the Kansas border.

There are many firsts in Arapahoe County history.

The Leavenworth and Pikes Peak Express, the first stagecoaches arriving in Denver in May 1859, supplied early transportation for gold seekers and other pioneers. The Kansas Pacific Railroad later blazed the same trail.

In 1869, the Town of Deer Trail staged the first organized rodeo. Many of the ranches homesteaded during the 1870s through the 1900s are still in the ownership and operation of the descendants of the early pioneers. In our modern day history, Centennial's incorporation in 2001 was the largest in the country at that time.

Today, more than 631,000 people call Arapahoe County home, making us the third largest county in Colorado behind Denver and El Paso counties.

As Colorado's first county, it's our rich history and the people who live here that make this the great county it is today. Check out our History page on our website to learn more about Arapahoe County.

## ARAPAHOE COUNTY ELECTED OFFICIALS

Learn more about your Elected Officials at [www.arapahoegov.com](http://www.arapahoegov.com)



Corbin A. Sakdol  
Assessor



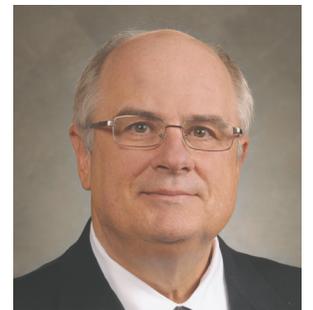
Matt Crane  
Clerk and Recorder



Nancy A. Doty  
Commissioner District 1



Nancy Sharpe  
Commissioner District 2



Rod Bockenfeld  
Commissioner District 3

# ALIGN ARAPAHOE



Align Arapahoe is Arapahoe County's path to continuous improvement, enhanced accountability and greater transparency. Through ongoing efforts of planning, implementing and evaluating our programs and services, we improve how we work so we can provide the best county government at minimal cost to you, both today and in the future.

It starts with our **Mission, Vision and Values**

**Our Mission:** 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 Values:** Service First, Excellent Quality, Responsive Government, Visionary Thinking, Innovation, Caring Leadership, Effective Communication, Fiscal Responsibility, Integrity, Respect for Others, Safety and Teamwork.

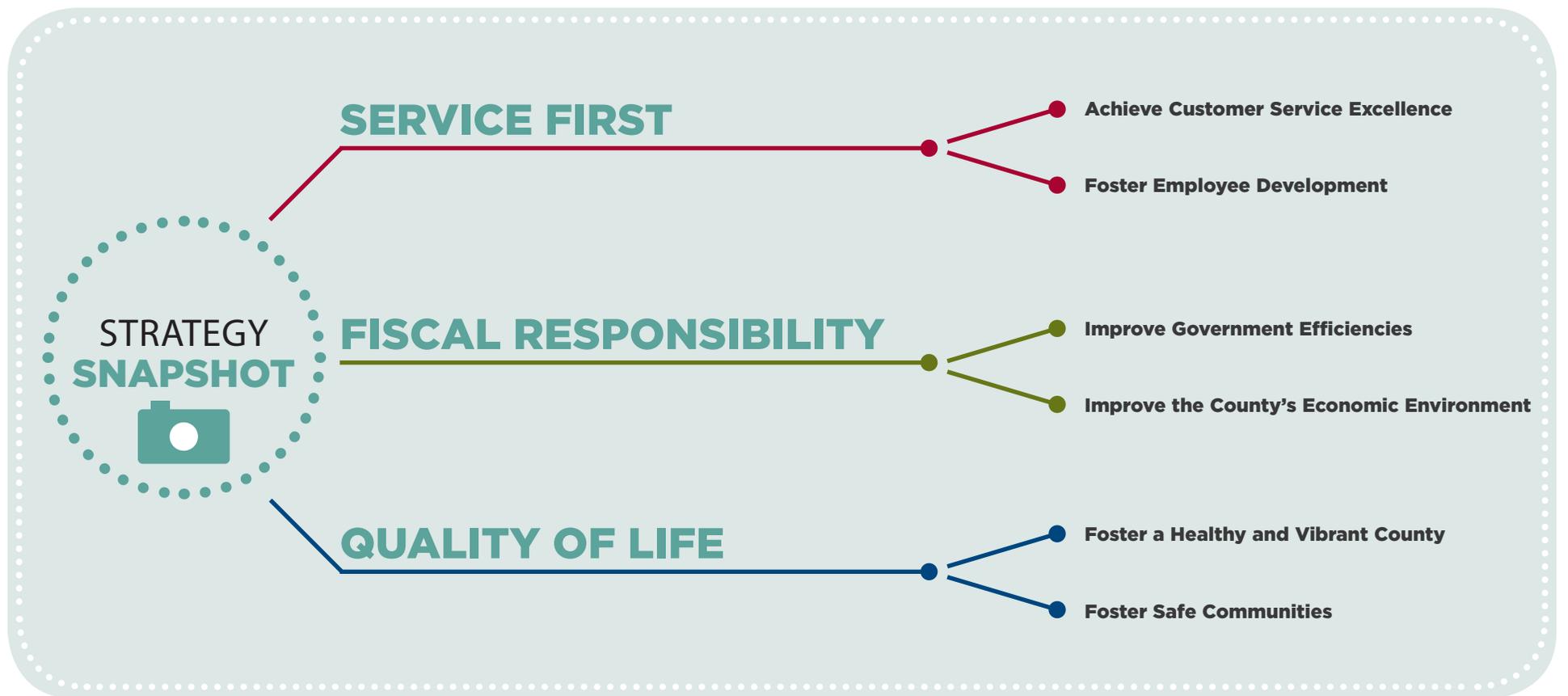
**Our goals, outcomes and priorities**

Align Arapahoe is achieved by pursuing three goals: **Service First, Fiscal Responsibility** and **Quality of Life** – all with an emphasis on developing a performance-based culture. For each goal, our outcomes describe the expected results and our priorities to help us achieve them.

These goals are the pillars of our strategy and scorecard and it is what drives us to provide quality services while being good stewards of your tax dollars.

**Reporting on our Progress**

You can monitor our progress throughout the year by visiting the Align Arapahoe section of our website at [www.arapahoe.gov](http://www.arapahoe.gov) under the 'About' tab. If you have questions about Align Arapahoe, contact the Department of Strategy and Performance at 303-795-4630 or [performance@arapahoe.gov](mailto:performance@arapahoe.gov).



## ARAPAHOE COUNTY ELECTED OFFICIALS



Nancy Jackson  
Commissioner District 4



Bill L. Holen  
Commissioner District 5



Dr. Kelly Lear-Kaul  
Coroner



George H. Brauchler  
District Attorney



David C. Walcher  
Sheriff

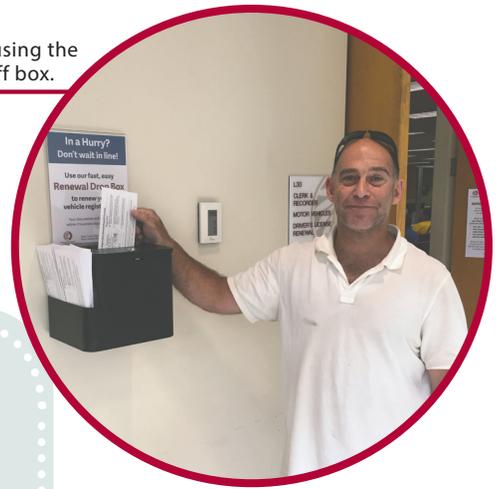


Sue Sandstrom  
Treasurer

# COUNTY SERVICES

County Services: A citizen avoids a wait by using the Motor Vehicle renewal and payment drop-off box.

Service First isn't just a strategic goal for Arapahoe County; it's the foundation of how we do business. We are committed to delivering programs and services that are reliable, timely and accessible, and to providing a positive customer experience. Our employees live by our Service First principles, focusing on excellent quality of service, respect for others, integrity in all that we do, and efficient use of public funds.



## Scorecard

### Achieve Customer Service Excellence

- Community Awareness**
  - Increase Accessibility of Elected Officials
  - Create Outlet for Citizens to Express Views
  - Inform Residents
- Citizen Participation**
  - Recruit for Boards and Committees
  - Invite Volunteerism
  - Welcome Citizen Involvement
- County Services**
  - Offer Services Online
  - Measure Use of Online Services
  - Improve Overall Quality of Services

### Foster Employee Development

- Training**
  - Measure Training Participation, Cost Efficiency and Use
- Employee Engagement**
  - Receive and Respond to Suggestions
  - Seek Employees' Opinions
- Employee Wellness**
  - Increase Wellness Program Participation
  - Monitor Prevention Index

Learn More

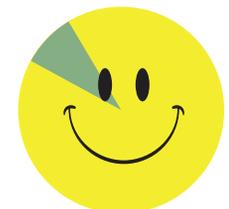


SERVICE  
FIRST

**County Services:** Arapahoe County was the busiest county in the state for Motor Vehicle transactions. More than half of all customers renewed their license plates in-person at the County's four Motor Vehicle offices – a total of 226,000 transactions they could easily have done from the convenience of home. In an effort to reduce wait times, the Clerk and Recorder's Office encouraged citizens to "skip the trip" and renew their vehicle registration online, by mail, or using new drop-off boxes at every branch.

**Community Awareness:** Arapahoe County expanded our social media tools to better engage with citizens. The Sheriff's Office launched a new Facebook page in 2016; the County and Sheriff's Office joined NextDoor and the County, Sheriff's Office and Clerk and Recorder's Office increased social media followers 13 percent to 242 percent in 2015.

**Citizen Participation:** Arapahoe County is the first local government in Colorado to offer Customer Thermometer – a fast, easy-to-use method to collect employee and citizen feedback. Since June 2015, we've collected nearly 2,000 responses earning a 90 percent happiness factor.



## Service First 2015-2016 Initiatives and Accomplishments

Here are a few highlights of some of the initiatives and accomplishments achieved in 2015 and continuing into 2016.

**Citizen Participation:** On average, more than two citizens per vacancy applied to serve on a citizen board or committee – a 52 percent increase from 2014.

**Community Awareness:** Arapahoe County conducted its first Telephone Town Hall Meeting in January 2016 when more than 4,600 residents were able to hear directly from their County officials on a variety of issues.

**Community Awareness:** By Summer 2016, Arapahoe County will live-stream Commissioner and Planning Commission public meetings and post links to video recordings on our website to view at your convenience. Links also will be time-stamped on agendas for easy viewing.



**Citizen Participation:** Volunteers donated 32,249 hours of their time supporting Arapahoe County, which equated to \$743,993.66 in budget relief.

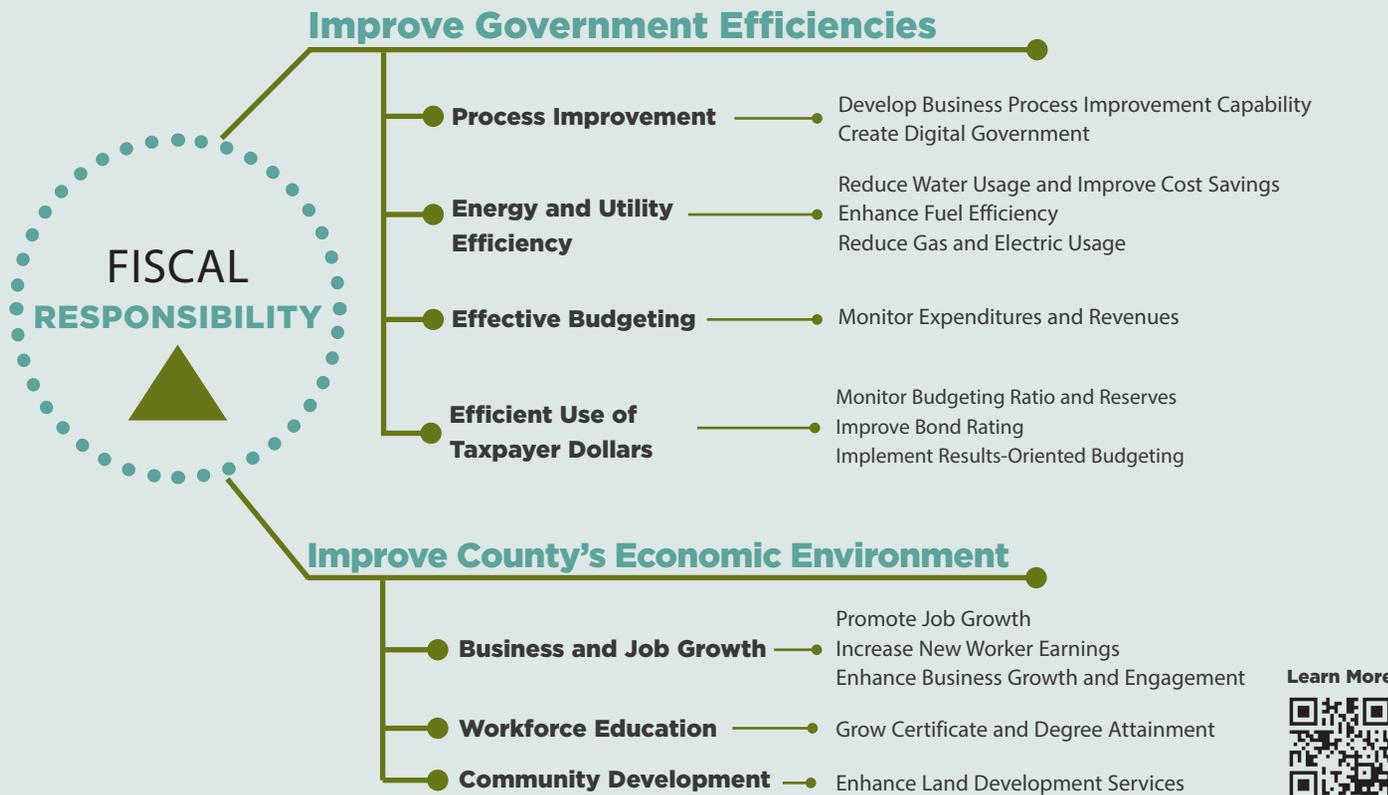
# FISCAL RESPONSIBILITY

Business and Job Growth: Each year, the nationally-recognized Arapahoe/Douglas Works! Workforce Center hosts job fairs to match teens and adults with employers looking to hire.



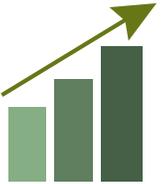
Arapahoe County uses public resources wisely through ongoing efficiency efforts, effective budgeting and encouraging responsible economic development. We focus on ways to become more efficient and hold the line on expenses, all while protecting core County services.

## Scorecard



**Business and Job Growth:** Our Arapahoe/Douglas Works! Workforce Center helped 23,848 people find employment July 1, 2014 - June 30, 2015. Of those, 18,009 individuals were still working six months later, and they earned an average \$51,726 per year – nearly \$16,000 more than those who did not use a workforce center in their job search.

**Business and Job Growth:** Arapahoe County invests more than \$350,000 to support job and economic growth through our partnerships with chambers of commerce and economic development organizations. In 2015, these partnerships brought nearly 3,600 new jobs with more than \$365 million in new earnings added to the economy of Arapahoe County.



**Efficient Use of Taxpayer Dollars:** Standard & Poor's raised our bond rating to AA from AA- after we refinanced \$25.2 million in certificates of obligation – saving \$1.55 million in debt service.

**Efficient Use of Taxpayer Dollars:** We focus on providing 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.

**County Mill Levy:** 13.856 mills  
**Open Space sales tax:** .25 percent

## Fiscal Responsibility 2015-2016 Initiatives and Accomplishments

Here are a few highlights of some of the initiatives and accomplishments achieved in 2015 and continuing into 2016.

**Effective Budgeting:** Every year, the Board of County Commissioners adopts a budget to fund the programs, services and projects that make a difference in your quality of life. The County's 2016 budget is \$361.7 million.

Key to the County's financial sustainability is its structurally-balanced General Fund Operating Budget. Arapahoe County balances its operating budget by not budgeting beyond means to pay for ongoing expenses, and by not relying on fund balances to operate County programs and services. Instead, fund balances are used to pay for one-time items, such as capital projects, equipment and other capital assets or needs.

### Key highlights include:

- Funding for 2,034.65 employees.
- \$9.7 million for capital needs, including \$1.7 million to improve the Yale and Holly intersection, \$500,000 for Iliff Avenue enhancements and \$1.5 million for miscellaneous road, street and drainage projects.

- \$66,000 to expand and remodel the Aurora Motor Vehicle office; and \$50,000 for the Clerk and Recorder to use to review business processes to determine if there are ways in which to reduce wait times.

### New positions in 2016 include:

- A permit technician to keep up with building demand.
- Two detention operation technicians, three booking clerks and a body worn camera specialist for the Sheriff's Office.
- A prosecutor and investigator in the District Attorney's Office to address increased human trafficking activity in Arapahoe County.
- Three new positions, along with the redeployment of four driver's license employees, for a total of seven positions, to assist with increased Motor Vehicle transactions.

A copy of the County's budget is available for review under County News and under the Finance Department page at [www.arapahoe.gov](http://www.arapahoe.gov).

# QUALITY OF LIFE

Community Policing: The Sheriff's Office is the law enforcement provider for the City of Centennial, which was named one of the safest cities in Colorado and the nation.

In Arapahoe County, we strive to foster a safe and vibrant community for residents, businesses and employees to live safe, happy and healthy lives. During good times and 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.



## Scorecard

QUALITY OF LIFE

### Foster a Healthy and Vibrant County

- Vulnerable Populations**
  - Reduce Unemployment Rate
  - Increase Recently Employed Earnings
  - Promote Children Remaining Safely at Home
  - Implement Aging Strategic Plan
- Health**
  - Lower Suicide Rate
  - Promote Youth Tobacco and Substance Abuse Awareness
- Parks, Trails and Open Space**
  - Continue Investment into Open Spaces
  - Design Open Spaces Projects and Initiatives
- Alternative Transportation**
  - Monitor Usage on Major Trail Routes
  - Develop Bicycle and Pedestrian Master Plan
- Transportation Network Operations**
  - Improve Safety
  - Improve Congestion and Mobility
  - Improve Infrastructure Condition

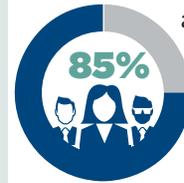
### Foster Safe Communities

- Community Policing**
  - Expand Community Policing Programs
  - Champion Community Interaction
  - Lower City of Centennial Crime Rate
  - Lower Precinct 5 Crime Rate
- Offender Mental Health and Reintegration**
  - Provide Treatment and Reintegration Services
- County Government Readiness and Responsiveness**
  - Strengthen ERP Assessments and Training
  - Complete NIMS Training for Employees
  - Strengthen Continuity of Operations Planning
- Community Readiness and Responsiveness**
  - Increase Community Outreach
  - Strengthen Recovery Capability

Learn More



**County Government Readiness and Responsiveness:** In 2015, Arapahoe County set out to become the first county in Colorado, and most likely the nation, to require all employees to complete National Incident Management Systems training through FEMA. By December, roughly 85 percent of the County's 2,034 employees, including managers, directors



and elected officials, completed the basic NIMS courses. In the event of a disaster, you can be assured that Arapahoe

County is prepared to respond and help the community recover using the NIMS protocol.

**Transportation Network Operations:** Public Works and Development monitors pavement, bridge and traffic signal conditions, as well as traffic mobility and congestion within unincorporated Arapahoe County to ensure a safe, convenient and efficient transportation system. In 2015, we continued to work on meeting our targets.



Lt. Nate Fogg, Emergency Management Coordinator for the Arapahoe County Sheriff's Office

## Quality of Life 2015-2016 Initiatives and Accomplishments

Here are a few highlights of some of the initiatives and accomplishments achieved in 2015 and continuing into 2016.

**Vulnerable Populations:** By 2035, one in four residents of the Denver Metro Area – approximately one million people – will be age 60 or older. To prepare, Arapahoe County began developing an aging strategic plan to anticipate future needs and services supporting independence for an aging population.

**County Government Readiness and Responsiveness:** Unfortunately, we live in a world where anything can happen. Whether it is a tornado, fire or criminal act, Arapahoe County updated its building emergency

response plans and conducted drills with employees. The Sheriff's Office conducted similar drills with employers in Arapahoe County.

**Parks, Trails and Open Space:** In 2015, Arapahoe County invested more than \$21.5 million for parks, trails and open space projects throughout our beautiful county. Your continued support for the .25 percent sales tax is changing Arapahoe County's landscape by improving trail connections, preserving open space and providing new parks for citizens to enjoy for years to come.



# 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](http://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  
[info@arapahoegov.com](mailto:info@arapahoegov.com)

## Arapahoe/Douglas Works!

Employment Services, Job Workshops, Resumé Assistance, One-On-One Career Guidance, Labor Market Information, Unemployment Insurance Benefits, FutureU, Generations @ Work!, Access to Computers, Printers, Copiers, Fax Machines and Internet  
303-636-1160  
[info@adworks.org](mailto:info@adworks.org) • [www.adworks.org](http://www.adworks.org)

## Assessor's Office

Valuation of Real and Business Personal Property, Mobile Home Authentications, Real Estate Information, Proof of Sales Tax, Senior Citizen and Disabled Veterans Exemption, Certification of Values to Taxing Districts  
303-795-4600  
[assessor@arapahoegov.com](mailto: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  
[commissioners@arapahoegov.com](mailto: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  
[clerk@arapahoegov.com](mailto:clerk@arapahoegov.com)  
[www.arapahoevotes.com](http://www.arapahoevotes.com)

## Communication Services

Media and Citizen Inquiries, Website, Print Materials, Events  
303-795-5467  
[communicationservices@arapahoegov.com](mailto: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  
[communityresources@arapahoegov.com](mailto:communityresources@arapahoegov.com)

## Coroner's Office

Death Investigations  
720-874-3625  
[coroner@arapahoegov.com](mailto:coroner@arapahoegov.com)

## County and District Courts

County Court A (Littleton):  
303-798-4591  
District Court: 303-649-6355  
[www.courts.state.co.us](http://www.courts.state.co.us)

Jury Information: 303-649-6318  
[arapahoejury@judicial.state.co.us](mailto:arapahoejury@judicial.state.co.us)  
<http://arapahoe.cojury.org>

## District Attorney's Office

Intake And Charging, Investigations, County Court, Juvenile Court, Juvenile Diversion Counseling Program, Victim Compensation, General Felony, Special Victims, Economic Crime, Cold Case, Victim Witness, Appeals, Domestic Violence Units, Wellness, Veterans Treatment and Recovery Courts, Consumer Protection 720-874-8500  
[da18@da18.state.co.us](mailto:da18@da18.state.co.us)  
[www.da18.org](http://www.da18.org)

## Fairgrounds and Park

Facility Rental, County Fair  
303-795-4955  
[fairgrounds@arapahoegov.com](mailto:fairgrounds@arapahoegov.com)  
[www.arapahoecountyfair.com](http://www.arapahoecountyfair.com)

## Finance

Accounts Payable, Budget, Purchasing  
303-795-4620  
[finance@arapahoegov.com](mailto:finance@arapahoegov.com)

## Human Resources

Career Opportunities, Training, Benefits and Compensation  
303-795-4482  
[humanresources@arapahoegov.com](mailto: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  
To volunteer or to donate: 303-738-8051  
[humanservices@arapahoegov.com](mailto:humanservices@arapahoegov.com)

## Open Spaces

Open Space Grant and Shareback Program, Arapahoe County Recreation District, Fairgrounds and Park, County Fair  
720-874-6540  
[openspace@arapahoegov.com](mailto:openspace@arapahoegov.com)

## Strategy and Performance

Align Arapahoe, Strategic Planning  
303-795-4630  
[performance@arapahoegov.com](mailto:performance@arapahoegov.com)

## Public Trustee

Foreclosures, Deeds of Trust, Releases of Deeds of Trust, Tax Escrow Accounts for Land Purchase Contracts: 303-730-0071  
[eforeclosures@arapahoegov.com](mailto:eforeclosures@arapahoegov.com)

## Public Works and Development

Animal Control, Building, Road and Bridge, Engineering, Mapping, Oil and Gas, Planning and Zoning Weed Control  
Animal Control: 720-874-6750 • Building Permits: 720-874-6600 • Road and Bridge: 720-874-7623 • Engineering, Mapping, Oil and Gas, Planning, Zoning, Weed Control: 720-874-6500  
[publicworks@arapahoegov.com](mailto: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](mailto:sheriff@arapahoegov.com)

## Treasurer's Office

Property Taxes, Tax Deeds, Tax Lien Sale, Senior/Disabled Veteran Exemption  
303-795-4550  
[treasurer@arapahoegov.com](mailto:treasurer@arapahoegov.com)

## Tri-County Health Department

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

## Please Note:

The County is using Relay Colorado. Citizens who are hearing or speech impaired can now call 711 from their home TDD device.

# CREDITS & ACKNOWLEDGEMENTS

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# CONNECT WITH US

We want to hear from you. Share your feedback on our website and connect with us on social media.

## Facebook

Arapahoe County Government  
ArapahoeSO  
Arapahoe County Fair  
Arapahoe Votes

## Twitter

@ArapahoeCounty  
@ArapahoeSO  
@ArapahoeClerk  
@ArapahoeCOFair  
@Adworks303

## LinkedIn

Arapahoe County  
ADW Connections

## YouTube

Arapahoe County  
ArapahoeSO

## NextDoor

Arapahoe County  
Arapahoe County Sheriff



ARAPAHOE COUNTY  
COLORADO'S FIRST

# YOUR DISTRICT

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](http://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](mailto:commissioners@arapahoegov.com).

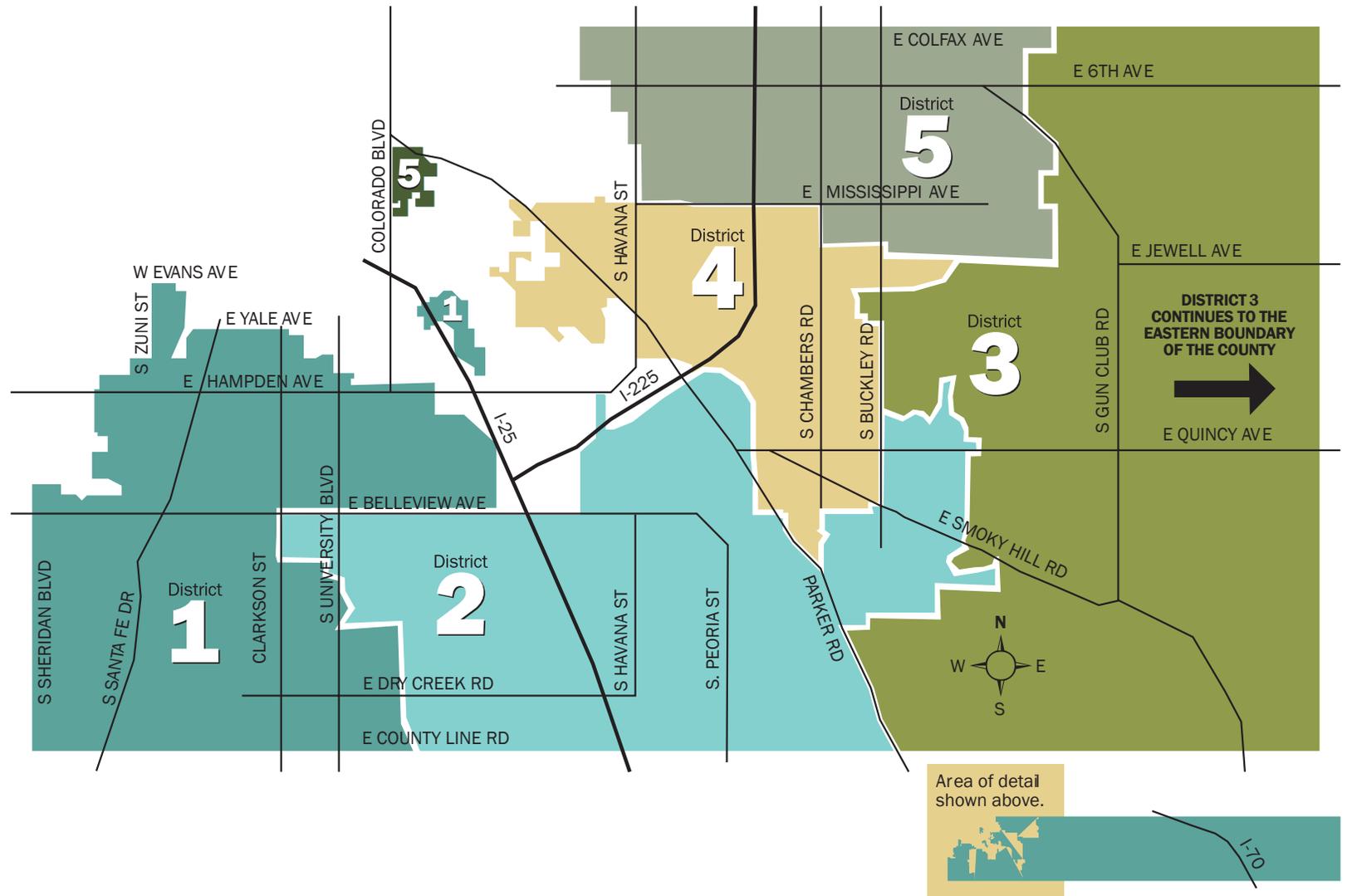
**DISTRICT 1**  
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