ADAMS COUNTY
COLORADO
BOARD OF COUNTY COMMISSIONERS

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STUDY SESSION AGENDA
TUESDAY
January 15, 2019

ALL TIMES LISTED ON THIS AGENDA ARE SUBJECT TO CHANGE

12:30 P.M.	**ATTENDEE(S):**	**Ben Dahlman / Kim Higgins, Eide Bailly Representative / Brent Millspaugh, Eide Bailly Representative**
	ITEM:	**Internal Audit 2018 Review and 2019 Work Plan**
1:30 P.M.	**ATTENDEE(S):**	**Chris Kline / Thaddeus Gourd**
	ITEM:	**2018 Adams County CSU Extension Update**
2:30 P.M.	**ATTENDEE(S):**	**Kristin Sullivan / Brian Staley / Doug Clark**
	ITEM:	**ADCOG Subregional Forum Update**
3:00 P.M.	**ATTENDEE(S):**	**Raymond Gonzales**
	ITEM:	**2019 BOCC Committee Appointments**
3:30 P.M.	**ATTENDEE(S):**	**Raymond Gonzales**
	ITEM:	**Administrative Item Review / Commissioners Communication**

(AND SUCH OTHER MATTERS OF PUBLIC BUSINESS WHICH MAY ARISE)

*****AGENDA IS SUBJECT TO CHANGE*****

ADAMS COUNTY
COLORADO

STUDY SESSION AGENDA ITEM

DATE:	**January 15, 2019**
SUBJECT:	**Internal Audit 2018 Review and 2019 Work Plan**
FROM:	**Benjamin Dahlman**
AGENCY/DEPARTMENT:	**County Manager's Office**
ATTENDEES:	**Eide Bailly Representatives: Kim Higgins, Brent Millspaugh Adams County Representative: Benjamin Dahlman**
PURPOSE OF ITEM:	**2018 Internal Audit Review and 2019 Work Plan**
STAFF RECOMMENDATION:	**Review 2018 Activity and Direct work for 2019**

BACKGROUND:

On October 26, 2011, the Adams County Board of County Commisioners established an internal audit function for Adams County Government for the purpose of enhancing public accountability and adhering to best practices in government.

The Internal Audit Charter was updated on January 6th, 2015, and Eide Bailly, LLP, has been the County's Internal Auditor since February 3, 2015.

The Internal Audit Charter requires that the Internal Auditor provide; among other tasks, the following:

- Participate in the development of a flexible annual audit plan in partnership with County Management using an appropriate risk-based methodology and submit that plan to the Board of County Commissioners for review and approval.
- Implement the annual audit plan as approved, including; as appropriate, special tasks or projects requested by County Management and the Board of County Commissioners.

The Internal Auditors will present the 2018 year and present the strategy for the 2019 Risk Assessment and Audit Work Plan.

AGENCIES, DEPARTMENTS OR OTHER OFFICES INVOLVED:

Finance Department
County Manager's Office

ATTACHED DOCUMENTS:

2018 Internal Audit Reports

- Assessor Follow Up Report
- Clerk & Recorder's Office Follow Up Report
- Agreed-Upon Procedures Report Related to Purchasing Policy 1071

2019 Executive Summary Report and Work Plan

FISCAL IMPACT:

Please check if there is no fiscal impact ☐. If there is fiscal impact, please fully complete the section below.

Fund:

Cost Center: 9252

	Object Account	Subledger	Amount
Current Budgeted Revenue:			
Additional Revenue not included in Current Budget:			
Total Revenues:			

	Object Account	Subledger	Amount
Current Budgeted Operating Expenditure:	7685		$100,000
Add'l Operating Expenditure not included in Current Budget:			
Current Budgeted Capital Expenditure:			
Add'l Capital Expenditure not included in Current Budget:			
Total Expenditures:			**$100,000**

New FTEs requested: ☐ **YES** ☐ **NO**

Future Amendment Needed: ☐ **YES** ☐ **NO**

Additional Note:

APPROVAL SIGNATURES:

Raymond H. Gonzales, County Manager

Alisha Reis, Deputy County Manager

Bryan Ostler, Deputy County Manager

Patti Duncan, Deputy County Manager

APPROVAL OF FISCAL IMPACT:

Budget

Assessor's Office Follow-up Report
July 16, 2018

Adams County, Colorado

EXECUTIVE SUMMARY

BACKGROUND

The Adams County Assessor's Office role within the County is to administer the Office in a manner that assures public confidence in accuracy, productivity, and fairness to provide just and equalized valuations of all real and personal property. The Office consists of several departments which include the following: Administration, Commercial, GIS, Land, Mobile Home, Personal Property and Residential. All departments are located in one location in Brighton, Colorado. Each department is responsible for different aspects of the Office operations.

We previously performed internal audit procedures surrounding compliance with State Statutes and general operational efficiencies and effectiveness of the Adams County Assessor's Office (the "Office") based upon risks the Assessor requested be addressed as part of the 2017 internal audit risk assessment process. Our report on these procedures was issued on November 29, 2017 identifying recommendations that would improve the Office's controls over information technology and physical security procedures surrounding the Office which are discussed in detail in the Results and recommendation section below. This engagement is being performed to determine if recommendations from our internal audit procedures were implemented.

OBJECTIVES AND SCOPE

The scope of our procedures includes:

- Interviewing the Assessor and her staff, to determine if our previous recommendations were addressed and corrected.
- Observation of implementation of prior recommendations and review of any supporting documentation

RECOMMENDATIONS, ACTION PLANS AND FOLLOW-UP RESULTS

Following is a table detailing the original observations and recommendations, management's action plans and results from our follow-up procedures

Observation #1

During our discussions with the Assessor and other office personnel, as well as observations during our internal audit procedures, we determined that the overall security measures presently in place for protection of the office personnel appear inefficient and may lack effectiveness, if tested.

Recommendation

Protection through security measures such as armed guards, bullet proof glass, locking doors, cameras and immediate access to protection/first responders should be of utmost importance in eliminating this heightened risk to below maximum in the Assessor's Office.

We understand that a security risk occurred recently at the County's Administrative offices and that heightened security measures will be considered. We suggest that further discussions with those elected officials and department heads that have the responsibility of valuation, collecting, adjudicating and reporting to the public in precarious situations be further investigated, within the County Administrative offices to further protect the most important assets of the County, its people.

Action Plan

Person Responsible	Patsy Melonakis	**Estimated Completion Date**	Ongoing

Discussions with the County's top management, Board of County Commissioners and other elected officials will continue. Discussions surrounding improved security measures will be ongoing and incorporated into existing procedures. Leadership and managers will review, update, and train, as necessary, but not less than once per calendar year on each assigned new security process.

Results from Follow-up Procedures

Through discussions with the Assessor, the County has instituted certain trainings at each location within the County. These trainings involve live simulations of active shooters or other violent acts. The first training was performed in early June at the County's Health and Human Services building. The County's Administration building has not received this training as of the date of this follow-up, however such training is scheduled for later in 2018.

We also observed through touring of the administration building, the Sheriff's Office has established a physical substation on the first level of the administration building. We inquired of the Assessor and other County staff who indicated this office was not manned full-time due to budgetary constraints. We observed, inquired and confirmed that this office was not manned during our on-site visit.

We recommend that security measures continue to be actively discussed by those in charge of security at the County's various building sites to protect and secure the county's most precious assets, its people. Continuous improvement efforts in securing government buildings and assets should be actively pursued by County management and governance to continue to draw and attract a protected workforce.

Observation #2

It was noted through our various walkthroughs of the procedures in place surrounding the Office's RealWare software that one person had access to all roles assigned within the software. This access includes administrative functions, appeals, list, and other functions within the program.

Recommendation

We recommend that added or secondary authority be assigned to ITi instead of only one person within the Assessor's Office.

Action Plan

Person Responsible	Patsy Melonakis	**Estimated Completion Date**	Ongoing

The Assessor's DBA in ITi will be requested to support the authority within RealWare to provide a secondary check on personnel roles within the Assessor's Office software by January 1, 2018. The specific risk is elevated with terminated employees' removal from the system to protect the Office, the personnel managing the Office and the terminated individual.

Results from Follow-up Procedures

Through observation and inquiries of the Assessor and her staff, the Assessor's Office has implemented certain procedures surrounding removal of terminated employees from the County's information technology system, specifically those systems directly related to Assessor's Office. Based upon various discussions between the Assessor's Office and ITi, a memorandum (termination form) was developed that documents the following: the terminated employee, the date of termination, the outgoing email message for that terminated employee and the location of the employee's specific folder on the County's H-drive. This form provides further segregation of duties and internal controls surrounding the process used in securing the Assessor's office data when employees leave.

During our follow-up procedures, we tested the design of the new procedures and their adequacy as well as the implementation of these adopted internal control procedures as the Office had one voluntary termination in early July 2018. Based on the supporting documentation obtained from the County for this termination, the County has adequately implemented the recommendations above.

This report is intended solely for the information and use of the Assessor, Board of County Commissioners and management of Adams County, Colorado and is not intended to be used by anyone other than these specified parties.

Clerk and Recorder's Office
Internal Audit Follow-up Report
September 14, 2018

Adams County, Colorado

EXECUTIVE SUMMARY 1

OBJECTIVES AND SCOPE 1

EVALUATION OF CONTROLS 2

RECOMMENDATIONS, ACTION PLANS AND FOLLOW-UP RESULTS 5

EXECUTIVE SUMMARY

BACKGROUND

The role of the Adams County Clerk and Recorder's Office is to serve the public by filing maps, handling elections, issuing marriage and civil union licenses, preparing and issuing motor vehicle titles and plates, recording documents, and registering voters. The Adams County Clerk and Recorder's Office (the Office) consists of three divisions that include the following: Motor Vehicle, Elections, and Recording. The Motor Vehicle (MV) Office has six sites: Brighton, Commerce City, Bennett and Aurora, and two in Westminster, Colorado. The Elections and Recording divisions are both located in Brighton, Colorado. Each division is responsible for different aspects of the Office operations.

We previously performed internal audit procedures surrounding processes and controls related to cash management, cash handling, and inventory controls and general operational efficiencies and effectiveness of the Office based upon risks the Clerk and Recorder requested be addressed as part of the 2017 internal audit risk assessment process. Our report on these procedures was issued on February 24, 2017 identifying recommendations that would improve the Office's controls over cash, inventory and operations which are discussed in detail in the results and recommendation section below. This engagement is being performed to determine if recommendations from our internal audit procedures were implemented.

It should be noted that the Clerk and Recorder's Office experienced a complete motor vehicle system replacement between the initial audit and the audit follow up. The new system, DRIVES, went online August 6, 2018, just four weeks before our follow up. DRIVES is hosted by the Colorado Department of Revenue and required to be used by all Clerk and Recorder Offices around the State. The Clerk has little or no ability to modify the system and must rely completely on the Department of Revenue. Because of the new system, the Office was required to update its policies and procedures relating to inventory, refunds, reporting, and balancing, all of which affect the findings in this report. Many of these policies and procedures differed from those observed and recommended during our original audit visit. Additionally, as of the date of this report, the Colorado Department of Revenue is still actively developing and modifying the system's code to correct errors and streamline processes. The Office is yet to be able to finalize any new procedures until coding is complete, which is expected sometime in 2019. As a result, the motor vehicle items considered partially complete are largely the result of the new DRIVES system and not because of lack of effort on behalf of the Clerk and Recorder's office. The Clerk's office has supplied draft policies and procedures related to DRIVES and has committed to continuing the further development and modification of those processes.

OBJECTIVES AND SCOPE

The scope of our procedures includes:

- Interviewing the Clerk and Recorder and his staff, to determine if our previous recommendations were addressed and corrected.
- Observation of implementation of prior recommendations and review of any supporting documentation

EVALUATION OF CONTROLS

The following are the business objectives and related control assessments (Satisfactory, Needs Improvement, Unsatisfactory) from our original internal audit report dated February 24, 2017 that needed improvement. Our follow-up procedures performed September 5, 2018 to September 7, 2018 are documented within these areas.

Business Objective	Control Assessment
Cash Management/Cash Handling/Inventory/Operational Efficiency and Effectiveness	
1. All transactions are properly authorized	**Needs Improvement**
2. Assets are safeguarded from loss or theft	**Needs Improvement**
3. Business activities are performed efficiently and effectively	**Needs Improvement**
4. Billings and cash receipts are recorded correctly as to account, amount and period	**Needs Improvement**
5. Inventory reflected in the system physically exists	**Needs Improvement**
6. Movement of inventory is properly recorded	**Needs Improvement**
7. Obsolete inventory is monitored	**Needs Improvement**
8. Inventory is safeguarded	**Needs Improvement**
9. Policies, procedures, and controls exist to determine an accurate count of inventory on hand	**Needs Improvement**

MOTOR VEHICLE OPERATIONS	
Original Weak Controls	**Follow-up on Weak Controls**
• Minimal formal/written procedures exist surrounding the handling of cash for daily balancing and preparation of deposits. Those that do exist primarily relate to processing of transactions and basic close-out procedures of technician cash drawers (Obj. 1, 2 and 3)	• See Original Best Practices Recommendation #1 for mitigation of risk and corrections of original weak control.
• Managers at one branch who were operating cash drawers did not have any other person verify the funds collected (Obj. 2, 3)	• See Original Observations #1, #2, and #7 for mitigation of risk and corrections of original weak control.
• Bank accounts are reconciled by accounting manager without appropriate segregation of duties (Obj. 1)	• See Original Best Practices Recommendation #2 for mitigation of risk and corrections of original weak control.
• Physical safeguards, including security cameras, did not provide adequate coverage, or were not present in areas in which daily cash balancing and deposit preparations are performed (Obj. 5)	• See Original Observation #8 for mitigation of risk and corrections of original weak control.
• Cash and deposits were not properly secured due to non-functioning vault locking mechanism. One lock at one branch was noted as being broken for an extended period of time (Obj. 2)	• See Original Observation #3 for mitigation of risk and corrections of original weak control.
• End User Developed Applications (Excel Spreadsheets) used for end-of-day cash balancing were not write protected to prevent users from over-writing embedded formulas (Obj. 1)	• See Original Best Practices Recommendation #3 for mitigation of risk and corrections of original weak control.
• No documentation exists to evidence the final approval to issue a refund check to the customer (Obj. 1)	• See Original Observation #6 for mitigation of risk and corrections of original weak control.

MOTOR VEHICLE OPERATIONS	
Original Weak Controls	**Follow-up on Weak Controls**
• Counterfeit pens were not consistently used by all locations (Obj. 4)	• See Original Observations #1, #2, and #7 for mitigation of risk and corrections of original weak control.
• No formal/written or documented procedures exist surrounding inventory (Obj. 9)	• See Original Observations #4 and #5 for mitigation of risk and corrections of original weak control.
• Each motor vehicle location receives and processes inventory from the County's warehouse. Not all the inventory is input into the State system (Available Inventory Report) upon delivery from the warehouse or distribution to the tech stations, which does not allow for a full inventory reconciliation to be performed, on a timely basis. (Obj. 5, 6, 8)	• See Original Observations #4 and #5 for mitigation of risk and corrections of original weak control.
• No verification of delivery (receiving report) is provided by the location to the warehouse upon delivery of inventory (Obj. 6)	• See Original Observations #4 and #5 for mitigation of risk and corrections of original weak control.
• Motor vehicle locations are not properly reviewing inventory reports for stale dated and/or previously issued items each week prior to sending reports to bookkeeping (Obj. 7)	• See Original Observations #4 and #5 for mitigation of risk and corrections of original weak control.

ELECTIONS OPERATIONS	
Original Weak Controls	**Follow-up on Weak Controls**
• No review was performed over prepared election expense allocation/reimbursement report (Obj. 1)	• See Original Observation #9 for mitigation of risk and corrections of original weak control.
• No reconciliation was performed between amounts billed to amounts collected for each jurisdiction (Obj. 4)	• See Original Observation #9 for mitigation of risk and corrections of original weak control.
• End User Developed Application (Excel Spreadsheet) used for the election expense allocation/reimbursement report was not write protected to prevent users from over-writing embedded formulas (Obj. 1)	• See Original Best Practices Recommendation #3 and Original Observation #9 for mitigation of risk and corrections of original weak control.

RECORDING OPERATIONS	
Original Weak Controls	**Follow-up**
• None noted	• See Original Best Practices Recommendation #4 for the follow-up on the digitization procedures.

RECOMMENDATIONS, ACTION PLANS AND FOLLOW-UP RESULTS

Following is a table detailing the original observations and recommendations, results from our follow-up procedures, related risks, and management's action plans.

Original Best Practices Recommendation #1

During our discussions with all division directors and staff visited during our internal audit procedures performed on February 6, 2017 to February 25, 2017, and reviewing and observing transactions within each division, we determined that written policies and procedures either don't exist, haven't been updated recently or haven't been effectively distributed to staff or communicated.

Follow-up Procedures and Results

Through discussions with the Clerk and Recorder and his staff, numerous policies and procedures have been documented, instituted, and distributed by management to its employees and branch offices. This implementation and documentation process is still ongoing as the Motor Vehicle division continues to work through its system conversion to DRIVES, which occurred on August 6, 2018.

We obtained and observed the newly documented DRIVES policies and procedures and inquired of the Motor Vehicle External Services manager regarding trainings related to the implementation of the new policies and procedures. We observed training logs for computer-based training on DRIVES that was viewed and attended by all Motor Vehicle employees by April 2018. Additionally, branch employees received hands-on training in July 2018 prior to the system conversion as they practiced the new cash handling/reconciliation process under DRIVES using testing environment software.

We also observed the implementation of the new cash handling and reconciliation procedures at three of the six Motor Vehicle branch offices (Brighton, North Pecos, and Westminster). The three locations selected for testing were based on original recommendations. We noted the new policies and procedures were being appropriately followed at all three locations that were observed.

Risk

With the improvements noted above in our follow-up procedures, risks should be updated for controls over cash collection or handling, cash management, efficient and effective operations or reconciliation processes.

Recommendation – Partially Complete

We recommend that the Office continue to update, write, distribute and train to policies and procedures as the conversion to DRIVES continues.

Office Response and Responsible Party

Person Responsible	Christi Coburn	**Estimated Completion Date**	Ongoing

Agree with recommendation. The Office will continue to assess during the on-going implementation of DRIVES.

Original Best Practices Recommendation #2

Reconciliation processes between Divisions of the Clerk and Recorder's Office, Bookkeeping in the Clerk and Recorder's Office and overall financial reporting processes and reconciliations maintained in the Treasurer's office and the Finance Department, need to be better understood and coordinated so that the offices truly work together to determine that best practices in reconciliations of cash/revenue and financial reporting can be streamlined and reported accurately and effectively.

Follow-up Procedures and Results

Through discussions with County staff, a liaison was appointed to facilitate communication between the Clerk and Recorder and Treasurer's Offices as well as facilitate segregation of duties surrounding reconciliation procedures. With the implementation of DRIVES, obtaining proper segregation of duties between the offices is still ongoing as procedures are still being developed.

Risk

The Treasurer's Office (bank of the County) is aware and knowledgeable of the reconciliation processes within the Clerk and Recorder's Office bank accounts, however aren't involved in reviewing the bank accounts and reconciliations leaving a lack of segregation of duties. Reconciliation of those Clerk and Recorder bank accounts are commonly reconciled within the Treasurer's office as a separate segregation of duties and control within the offices.

Recommendation – Partially Complete

We recommend that the Office continue to communicate with the Treasurer's Office and Finance Department regarding best practices and ultimate responsibility of the bank accounts of the Clerk and Recorder. The Clerk and Recorder's Office should also continue to develop policies and procedures over these reconciliations as the conversion to DRIVES is ongoing.

Office Response and Responsible Party

Person Responsible	Christi Coburn	**Estimated Completion Date**	Ongoing

Agree with recommendation. The Office will continue to assess based upon the continued implementation of DRIVES.

Original Best Practices Recommendation #3

As the Divisions of the Clerk and Recorder's Office use multiple End User Developed Applications (EUDA) to complete processes; including, but not limited to, expense allocations, reconciliations, balancing, and inventory. These applications, which are primarily Excel spreadsheets, should be write and copy protected.

Follow-up Procedures and Results

Through observation and inquiries of the Clerk and Recorder and his staff, the Office identified the EUDAs used throughout its three divisions. With the conversion to DRIVES, there were several EUDAs that have been eliminated and are no longer being used by the Office. For the remaining EUDAs that are still being used, we obtained the EUDAs and verified they were appropriately protected.

Risk

With the improvements noted above in our follow-up procedures, risks to adequately protect End User Development Applications (spreadsheets) needs to be updated within the risk analysis.

Recommendation – Complete

As DRIVES is fully understood and implemented, other EUDAs may be developed. We recommend that the Office continue to identify any newly developed EUDAs and review them for appropriate protection and access limitations.

Office Response and Responsible Party

Person Responsible	Christi Coburn	**Estimated Completion Date**	Continuous monitoring

Agree with continuous monitoring.

Original Best Practices Recommendation #4

During our discussions with the recording manager and the understanding that the recording division is being restructured, the Clerk and Recorder and Recording Manager, may want us to perform operational processes in this office in the future, as more of the new processes and software comes on line. We noted that all index books are currently backed up; the electronic digitizing process of records is continuing with the expectation of going public in March 2017 with 5.4 million records digitized, monthly indexing and going live as the process continues from that date. New recording software is also expected to go live in July 2017.

Follow-up Procedures and Results

Through observation and inquiries of the Clerk and Recorder and his staff, all records have been digitized. While the majority of records are now available for public viewing on the Office's website, indexing continues to be performed for records prior to 1954. Indexing is anticipated to be complete by end of 2019.

We observed one index book maintained at the office and verified that the record had been digitized within the Office's system.

Risk

As the digitization process has been completed, efficiencies have improved and released the burden to the department on researching records. Risks still exist related to the indexing of all records prior to 1954 as the same temporary staff are being maintained.

Recommendation – Complete

We recommend that the Office continue its indexing process to ease the Office's burden and provide easier access of information to the public. Temporary staff will eventually be eliminated and therefore reduce the cost to the County as a result. If indexing is not completed by the end of 2019, as anticipated, we recommend a new goal be determined until complete.

Office Response and Responsible Party

Person Responsible	Erin Brim	**Estimated Completion Date**	December 31, 2019

Agree with continuous monitoring.

Original Observations #1, #2, #7

During our observations of the cash balancing at the Pecos location, we noted a lack of segregation of duties in the preparation of deposits and verification of cash for manager cash funds. It was noted that cash funds and deposits for managers are not verified by a secondary party prior to being deposited to the bank.

During our observations of the daily cash balancing at the Brighton location, we noted techs were not consistently applying the usage of counterfeit pens. We noted two tech drawers with denominations of $20 and above which were not marked with a counterfeit pen at the time of balancing.

Also, we noted cash funds were not consistently being reconciled under dual control at the branch locations. It was noted during our observations that while dual control exists in the initial balancing process (tech provides totals to manager/lead for verification to system report), this dual control is broken when the cash funds are passed to the manager/lead for a subsequent verification. It was noted the tech in most instances left the room to go gather personal items while the manager recounted cash and checks.

Follow-up Procedures and Results

Through discussions with the Clerk and Recorder and his staff, the updated cash handling and reconciliation policies for Motor Vehicle branch offices have been documented, instituted, and distributed to the branch offices with the system conversion to DRIVES, which occurred on August 6, 2018.

We obtained the newly documented cash handling and reconciliation policies and procedures under DRIVES and observed the training scheduling to ensure the policies had been implemented.

To test procedures in place, we visited three of the six Motor Vehicle branch offices (Brighton, North Pecos, and Westminster) on September 5, 2018 through September 7, 2018, and observed the implementation of the new cash handling and reconciliation procedures. During the observation, we noted that dual control of funds existed as two individuals verified the cash funds to a DRIVES system generated total. Additionally, we observed that the two individuals remained present throughout the entire cash handling/reconciling process until the funds were verified by both individuals before being sealed inside the envelope for deposit. As part of our observation of the nightly change order process, we noted that all locations used a counterfeit pen on all bills over $20 during the counting procedures. All locations appear to be appropriately following the updated cash handling policies and procedures.

Risk

With the improvements in segregation of duties noted above in our follow-up procedures, opportunity risks related to theft and risks of loss need to be updated within the risk analysis.

Recommendation - Complete			
As the understanding of the DRIVES system continues and/or changes, we recommend the Office continues to review and monitor its internal controls to ensure proper segregation of duties is maintained.			
Office Response and Responsible Party			
Person Responsible	Crystal Solano	**Estimated Completion Date**	Continuous monitoring
Agree with continuous monitoring.			

Original Observation #3

During our visit to the Westminster location, it was noted the portion of the cash vault containing the nightly deposits and change orders did not have a functioning locking mechanism. In our discussions with location management, it was determined the locking mechanism had not been properly working for a period of two years. The outer safe door is kept open during the day in the instance it is necessary to make change and to allow access to the individual cash fund boxes.

Follow-up Procedures and Results

Through discussions with the Clerk and Recorder and his staff, a new safe is currently on order for the Westminster location. We observed the purchase order for the new safe and noted that it was approved by the Chief Deputy Clerk & Recorder/Elections in September 2018.

We also observed the cash vault at the Westminster location and noted that no cash is currently being stored in the portion of the vault that is not working properly. All cash has been moved to other portions of the vault that have working locking mechanisms.

Risk

With the security improvements noted above in our follow-up procedures, risks of loss need to be updated within the risk analysis.

Recommendation – Partially Complete

Once the new safe is acquired, we recommend that the old safe at Westminster be replaced to properly secure cash at all times in all compartments. Continuous monitoring of all safes or other security mechanisms should be incorporated into the normal monitoring process of the Office.

Office Response and Responsible Party

Person Responsible	Crystal Solano	**Estimated Completion Date**	December 31, 2018

Agree with continuous monitoring.

Original Observations #4 and #5

During our internal audit procedures, we noted no documented policies and procedures were in place for the handling of inventory within the Clerk and Recorder's Office at both the County level and each motor vehicle location. As a result, each location was handling and processing inventory received from the County in a different manner. More specifically, it was noted in certain locations inventory received was not being placed into inventory upon receipt from the County. At the Aurora and Bennett locations, we noted items still listed in inventory (passenger and dealer plates) which had been previously issued which is indicative of inadequate inventory reconciliation procedures and failure to properly remove inventory upon issuance. The completion and documentation of a physical inventory count could ensure all inventory assigned to the County is accounted for on a periodic basis and allow for the reconciliation of any discrepancies.

Based on our inquiries, it was noted there is no verification of delivery provided by the individual branch locations upon receipt of inventory provided directly by the County. Currently, couriers indicate inventory as being delivered on a weekly delivery sheet which is provided to the County's Warehouse Manager to update master inventory log.

Follow-up Procedures and Results

Through discussions with the Clerk and Recorder and his staff, the state replaced its old inventory system with the conversion to DRIVES on August 6, 2018.

Because of the conversion, the Office has updated its inventory policies and procedures, which have been documented, instituted, and distributed to the branch offices.

We obtained and observed the newly documented inventory policies noting that the policies are over-arching across all branch locations. We also noted that the inventory process was included in the required computer-based training that was viewed and attended by all Motor Vehicle employees by April 2018.

Prior to the system conversion on August 6, 2018, a full inventory count was taken on July 31, 2018, by all locations and warehouses with inventory. Obsolescence was not noted due to the new policies and reconciliation processes newly implemented. We observed one inventory count sheet utilized by the Brighton inventory location showing that the inventory counts matched the initial balances recorded in the DRIVES system.

We also observed the implementation of the new inventory process as we walked through one inventory transaction for inventory that was sent from the Adams County Warehouse to the Brighton location upon request. As part of the walk-through procedures performed, we noted the new DRIVES system requires each location to verify and confirm the receipt of inventory before the inventory is transferred to the new location within the DRIVES system. Additionally, the new inventory policy requires each branch office to audit their inventory weekly. We also performed inventory review procedures at the North Pecos and Westminster branch offices and counted selected physical inventory which reconciled to the DRIVES system.

Risk

With the DRIVES system conversion and related procedural improvements noted above in our follow-up procedures, risks of loss and risks of improper inventory reconciliations need to be updated within the risk analysis.

Recommendation - Complete

We recommend the Office continue to perform periodic audits of the inventory system to verify the DRIVES system and the related inventory procedures are properly reconciling.

Office Response and Responsible Party

Person Responsible	Christi Coburn	**Estimated Completion Date**	Continuous monitoring

Agree with continuous monitoring.

Original Observation #6

Based on our review of issued refund documentation on file in bookkeeping, no documentation exists to evidence the final approval by the Motor Vehicle Manager, or appropriate designee, to issue a refund check to the customer.

Follow-up Procedures and Results

Through discussions with the Clerk and Recorder and his staff, the updated refund policies and procedures under the DRIVES system have been drafted. This implementation and documentation process is still ongoing as the Motor Vehicle division continues to work through its system conversion to DRIVES, which occurred on August 6, 2018.

We obtained and observed the newly drafted refund policy. We also observed the refund documentation for one refund that was processed in August 2018. We viewed the refund letter and noted that it had documented approval by a manager. While the final refund check had not been issued as of the date of our follow-up procedures, all supporting documentation agreed to the DRIVES system.

Risk

With the improvements noted above in our follow-up procedures, risks related to the payment of fraudulent refund requests need to be updated within the risk analysis.

Recommendation – Partially Complete

We recommend that the Office continue to finalize its refund policies and procedures and distribute them accordingly. Continuous monitoring of this process should also be considered.

Office Response and Responsible Party

Person Responsible	Christi Coburn	**Estimated Completion Date**	Ongoing

Agree with recommendation. The Office will continue to assess based upon the continued implementation of DRIVES.

Original Observation #8

During our internal audit procedures, we observed security camera coverage at each location. As part of our observations, we noted locations have camera coverage throughout the building, however the camera placement in many locations does not provide full coverage of tech transaction processing and cash handling. We noted in the rooms where counting was performed, techs were counting with their backs facing the camera with no view of the funds being counted. More specifically, at the Commerce City location, it was noted there was no camera coverage in the count room.

Follow-up Procedures and Results

After performing our follow-up procedures, we understand that the security camera coverage at all branch locations was reassessed, and the Office had cameras moved/added as necessary. Additionally, maintenance on all cameras is currently completed by the Office's ITi department.

We observed the camera coverage for all locations and noted the cash count rooms, inventory rooms, and clerk desks were all adequately covered by the cameras. For Commerce City, we observed that there were fourteen security cameras installed at Commerce City, and the count room is now adequately covered.

Risk

With the improvements noted above in our follow-up procedures, risks related to the safeguarding of assets and security of personnel should be updated within the risk analysis.

Recommendation - Complete

We recommend the Clerk and Recorder continue to review and assess camera coverage across all branch locations in the event of a change in rooms used for counting cash.

Office Response and Responsible Party

Person Responsible	Crystal Solano	**Estimated Completion Date**	Continuous monitoring

Agree with continuous monitoring.

Original Observation #9

During our internal audit procedures over the Elections Division of the Clerk and Recorder's Office, it was noted a general cost and reimbursement report is prepared to calculate amounts to be billed to certain jurisdictions for elections costs spent by the County during an election. We noted, however, this spreadsheet did not indicate who prepared this spreadsheet, nor were the spreadsheet formulas protected. We also noted the amounts billed were not reconciled to amounts collected and compared to budgeted amounts.

Follow-up Procedures and Results

Through discussions with the Clerk and Recorder and his staff, the Office has amended its general cost and reimbursement spreadsheet whereby all formulas within the spreadsheet are protected. As part of amending this spreadsheet, the Office has also included and approved the report prior to billing. It was noted that the amended spreadsheet includes columns to track each jurisdiction's amount billed and its ultimate collection.

As part of our follow-up procedures, we obtained and reviewed the latest completed general cost and reimbursement spreadsheet from the May 2018 primary election. It indicated that it was prepared by Office staff; however, there was no documentation of formal review of this spreadsheet.

Risk

Not having proper review of this election expense allocation can result in improper amounts being charged to various jurisdictions.

Recommendation – Partially Complete

While it was noted that the Office has adequately protected he general election cost and reimbursement report, we recommend the division maintain supporting documentation of approvals for this spreadsheet and ultimate billing amounts by those authorized to do so.

Office Response and Responsible Party

Person Responsible	Christi Coburn	**Estimated Completion Date**	September 30, 2018

Agree with recommendation as the Office is in the process of implementation for the current election cycle.

This report is intended solely for the information and use of the Clerk and Recorder, Board of County Commissioners and management of Adams County, Colorado and is not intended to be used by anyone other than these specified parties.

Agreed-Upon Procedures Report

Adams County Government

EideBailly

CPAs & BUSINESS ADVISORS

Independent Accountant's Report on Applying Agreed-Upon Procedures

Board of County Commissioners (BOCC)
Ms. Alisha Reis, Deputy County Manager, Administrative Services
Adams County Government

We have performed the procedures enumerated below, which were agreed to by the management of Adams County Government (the County), on the County's vendor pre-qualification process and related purchasing policies and procedures. The sufficiency of these procedures is solely the responsibility of the parties specified in this report. Consequently, we make no representation regarding the sufficiency of the procedures enumerated below either for the purpose for which this report has been requested or for any other purpose.

Our procedures were as follows:

1. Interview the manager of planning design and construction (county employee) to understand the construction models for the industry and document the pros and cons and any other metrics used. Through this discussion, and to the extent possible, compare with other similar municipalities.

   We interviewed the Manager of Planning, Design and Construction and the Project Manager in order to understand the construction models used by the County. Through our discussions with management, four construction models have been considered by the County. Those models are described as follows:

   - Design-bid-build: The County uses this model for small (typically less than $1 million) projects which are well defined.
   - Design-build: The County uses this model for small (typically less than $1 million) projects which are often pre-engineered or require little design functions.
   - Contract Manager/General Contractor: The County uses this model for large (typically greater than $1 million) projects which are often complex in nature and require multiple design elements. Therefore, this construction model was selected by the County for the Adams County Animal Shelter project.
   - Integrated Project Delivery: The County has examined this method to the extent necessary to develop an understanding; however, it has been determined that this method works best in the private industry with shareholders. The County has concluded that this method will not be used at this time.

   Through this discussion and our own research, we identified other Colorado governments that used similar construction models. We contacted two of these governments and through these discussions we noted:

   - CU Boulder uses the CMGC contracting method which complies with the State of Colorado Office of the State Architect (OSA) State Building Program. Noted advantages of using the CMGC contracting method were:
     - Early construction start dates and
     - Ease in finding solutions when there are difficult site constraints.

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- Additionally, the City & County of Denver finds the CMGC contracting method to also be the best approach as it allows the city to
    - Fast track the project to construction stage and
    - Efficiently use their procurement processes which reduces the procurement cycle time.

Recommendation A.: In order to provide continuous improvement processes surrounding adequate and monitoring of vendors' compliance with the County's requirements and expectations for multi-year projects and contracts, we recommend the County add to its purchasing policies and procedures the following annual compliance to County requirements and expectations:

- Obtain vendor information 'updates' related to SOQ, only on:
    - Human Resource Employment compensation including benefits and wages,
    - Wage rates,
    - Subcontractor selection, and
    - Other areas as deemed necessary
    - Document in the project file as to these annual updates

- Additionally, we recommend that the County add to its policies and procedures document an annual verification that vendors are not suspended or debarred as part of the annual ongoing monitoring process and for new vendor selection and approval processes.

Recommendation B.: The County may consider reexamining its purchasing approval authority limits in order to align the stringency of approval requirements with the magnitude of the project. Efficiency and effectiveness of County staff and the BOCC may be inhibited if authority limits are too low. Consideration could be given to budget line items to extend these limits or a range of limits to seek a reduced burden of approval when construction projects are in process.

Recommendation C.: In order to allow management to more efficiently perform its duties, we recommend that change orders require approval at the department-level, instead of a mandatory BOCC approval, as long as the project stays within the Board approved project budget requirements. Weekly or monthly reporting of any changes could be provided to the Board for monitoring purposes to insure the BOCC is kept informed of project changes.

2. Obtain copies of Purchasing Policy #1071, #1060 and #1070 and document an understanding of policies in place. Compare purchasing policies to best practices and suggest improvements.

We obtained copies of Purchasing Policies #1071, #1060 and #1070 as well as best practices related to purchasing policies obtained from other municipalities and Government Finance Officers Association (GFOA).

Recommendation A.: Per comparison with other municipalities' and GFOA's policies, we would suggest the County consider requiring vendors to submit audited or reviewed financial statements, depending on the size and nature of the project. This provides a level of financial proof to County management and governance, as well as the public, that the County's vendors are subjected to a level of scrutiny to be able to afford, perform and complete County projects as expected.

Recommendation B.: We noted that the County did not email a copy of the agenda item and resolution with all supporting documents to all submitting companies informing them as to the date and time when the resolution will be presented in public hearing (Policy #1071-Step 6.2). We recommend that, despite the date and time of the meetings being publicly available, the County email all submitting companies in order to be in compliance with its policies.

3. Obtain documentation regarding the approved capital construction projects for the new Animal Shelter, the applicable Board Study Session agenda items for the project, the project solicitation for proposals for pre-qualified vendors, the pre-qualification vendor submissions, evaluation materials, and pre-approved vendor lists, Board of County Commissioners (BOCC) Meeting Minutes (for pre-qualification vendor recommendations), and documentation for the Animal Shelter construction IFB/RFP evaluations, selection support and final contracts.

   We obtained and reviewed documentation regarding the Adams County Animal Shelter project, including the applicable Board Study Session items, the project solicitation for pre-qualified vendors, the pre-qualification submissions, evaluation materials, pre-approved vendor lists, relevant BOCC minutes, and documentation for the proposal evaluations, selection, and final contracts.

   Recommendation: We noted that the sign in sheets for the mandatory pre-qualification meeting and the pre-proposal meeting did not list the date of the meeting. We recommend that the County add the date of the meeting to the sign-in sheets to provide support that the meetings took place when they were scheduled.

4. Review the pre-qualification solicitation for construction services, related to the pre-qualification process and perform the following procedures:
   a. Evaluate and comment on whether the criteria are in compliance with policies obtained in step two for procurement for major construction projects.
   b. Verify the draft pre-qualification solicitation (Policy #1071, page 2 paragraph 1) was presented to and approved by, the Board of County Commissioners (BOCC).
   c. Review pre-qualification solicitation and compare to the evaluation criteria for the new Animal Shelter project.
   d. Verify the pre-qualification solicitation document was signed off by the Facilities Planning and Operations Director. If not, inquire and determine how Facilities Planning and Operations Director documented approval of solicitation document.

   As a result of this review, we noted the following items:
   a. We evaluated whether the criteria contained in the pre-qualification solicitation were consistent with those in the purchasing policies. See steps b. and d. below for recommendations.
   b. We noted that while the general pre-qualification criteria were presented at previous BOCC study sessions, the County has since treated this as a standard practice to be applied to future pre-qualification solicitations.
      Recommendation: We recommend that the County evaluate these criteria and tailor them as needed for each new project.
   c. We reviewed the pre-qualification solicitation and compared it to the evaluation criteria for the animal shelter.

d. During our review of the pre-qualification solicitation document, we noted no sign-off of the Facilities Planning and Operations Director (#1071-Step3). **Recommendation**: We recommend that that the pre-qualification solicitation document be signed or initialed by the Facilities Planning and Operations Director prior to it being sent to the Purchasing Division for submission to ensure compliance with the County's policies and procedures.

5. Perform the following procedures related to posting of solicitation packages and tracking and evaluating responses received:
    a. Verify the solicitation package exists and was posted to Rocky Mountain E-Purchasing and newspapers, as applicable, and the package included the approved scope.
    b. Verify the pre-qualification responses were date stamped or otherwise marked on the outside of the envelope, showing the date received. If envelopes were not retained, inquire and document internal procedures. Determine if procedures would reasonably ensure only vendor responses received before the deadline were accepted.
    c. Verify any package received after the deadline time was not retained and documentation exists to show package was returned to submitting vendor.

    We verified that the pre-qualification solicitation package exists and was posted to Rocky Mountain E-Purchasing. We noted that the opening sheet that tracks the responses to the pre-qualification solicitation did not include the date and time that the responses were received. Additionally, per discussion with the County's staff, we noted that the County has no policy for the tracking of submissions after the opening deadline.

    Recommendation: We recommend that the County implement procedures to ensure the proper handling of all submissions, including documentation of a date stamp and time of receipt and documentation of notification of vendors for those submissions submitted after the deadline.

6. Obtain list of Review Team members, the evaluation criteria and evaluations. Confirm Review Team Members include the required representatives, per policy #1071 (page 2 paragraph 2). Request the combining spreadsheet which lists the results of the evaluation and the individual evaluation documentation and the additional support. Confirm all members evaluated all pre-qualification packets received by the deadline, against the evaluation criteria (Policy #1071, procedures 2 and 5.3).

    We obtained the list of evaluators, the criteria used during the evaluation, and evidence of the evaluations. During this review, we noted that the evaluation spreadsheet only listed an evaluator number and not the names of the evaluators.

    Recommendation: While we recognize the need for confidentiality of evaluations, we also recommend that the evaluator numbers are tracked internally so that they can be mapped to the evaluator names. This will ensure that the required representatives from each department participated in the evaluation and can be proved, internally to governance, if requested.

7. Read and ensure the proper evaluation criteria were utilized on the Review Team member's evaluation documentation and the vendor submissions. Obtain the relevant Study Session documentation and the Public Agenda Items recommendation and support related to the Animal Shelter project. Analyze the documentation as it relates to the general evaluation criteria and the specific evaluation criteria (as presented to the BOCC). Determine if the appropriate decisions appear to be made based upon compliance with the evaluation criteria (Policy #1071, procedures 2 and 5.3).

   We reviewed the evaluations, noting that all pre-qualification packets received by the deadline were included and evaluated. The criteria used to evaluate the submissions were consistent with those described in Policy #1071. The recommended pre-qualified vendors appear appropriate in relation to the criteria and were presented to the BOCC during the public agenda on May 9, 2017.

8. Related to vendor submissions, perform the following procedures:
   a. Obtain the vendor submissions and analyze the submissions as compared to industry standard and industry best practices, for each vendor who received rating of 'within normal and acceptable range within the industry and the local community in each of the evaluation areas', per policy. Comment as deemed necessary.
   b. From these vendor submissions note any vendors who were not added to the pre-qualification list.

   We obtained all vendor submissions as listed on the opening sheet and compared them to industry standard and industry best practices. See responses to steps 1 and 11 for recommendations of best practices. The evaluation team's determination of recommended vendors appears appropriate. We noted four vendors that were not recommended as a pre-qualified vendor. For these vendors we reviewed documentation indicating they were notified they were not selected for inclusion on the list of pre-qualified vendors (as required by Policy #1071, step 7.1)

9. Obtain list of recommended vendors presented at BOCC Public Hearing and agree that list created per the Review Team member's evaluation results were presented to the BOCC for approval (no vendors were added or deleted).

   We obtained the list of recommended vendors as presented to the BOCC at the meeting on May 9, 2017 and it agreed to the evaluation of the pre-qualification submissions. We noted that all vendors recommended for pre-qualification were included on the list presented to the BOCC.

10. Review Request for Proposal (RFP)/Invitation for Bid (IFB) scope, evaluations and selection for construction work and identify any changes in scope. If there were changes, determine if changes were communicated to pre-qualified vendors. Verify the awarded vendor was on the approved pre-qualified vendor list. Determine and document whether all the pre-approved vendors bid on the project. Was the proposal submitted to all the vendors; and how was that documented?

    We reviewed the RFP documents, including the scope, evaluations and vendor selection for the project. We noted one addendum to the RFP, which consisted of clarifications to questions submitted related the RFP. This addendum was communicated to all pre-qualified vendors, except for the one pre-qualified vendor which notified the County that it pulled out of the process. We consider it reasonable that this vendor, although pre-qualified, was not notified as there were no changes to the scope of the RFP as part of the addendum. We noted that the vendor to whom the contract was awarded was on the pre-qualified vendor list.

11. Regarding Procurement Policy #1060 and #1070:
    a. Obtain the IFB/RFP document for the project and determine if the Elected Official or Department Director or designee signed off on the completed document before it was sent to the pre-qualified vendors. Document how the solicitation was sent to all, and only the pre-qualified vendors.
    b. For IFB, document compliance with section 5.3 (bid opening and recording submissions on a tally sheet, and pricing). Document if bids were sent to the Elected Official/Department, or delegate for their review.
    c. For RFP, document compliance with section 5.3 (proposal opening). Document if the proposals and attachments were forwarded to the requesting Department for review. Note if a review committee evaluated the proposals.
    d. For IFB, document compliance with section 5.6 regarding the award was given to the lowest responsive and responsible bidder.
    e. For RFP, document determination that the award was given to the vendor providing the best solution at the best price.
    f. Document the employees who were involved with the evaluation and determination.

During our review of the RFP document, we noted no sign-off of the Elected Official or Department Director (#1070-Step 3).

Recommendation A.: We recommend that the RFP document be signed or initialed by the Elected Official or Department Director prior to it being sent to the Purchasing Division for submission.

We noted that the RFP was sent to non-pre-qualified vendors. Although this was remediated through a timely follow-up email, indicating that the RFP was sent in error, EB notes that the non-pre-qualified vendors should have never received the RFP.

Recommendation B.: We recommend that the email with the attached RFP documents be reviewed prior to sending out the email communication.

We noted that the opening sheet that tracks the responses to the RFP did not include the date and time which the responses were received. Additionally, per discussion with the County's staff, we noted that the County has no policy for the tracking of submissions after the opening deadline. We noted that the signature of the purchasing representative was missing from this form; however, it was signed by a witness. Additionally, we noted that while this form tracks the acknowledgement of addendums, it was not properly documented for one vendor.

Recommendation C.: We recommend that the County implement procedures to ensure the proper handling of all submissions and notification of those submissions submitted after the deadline are documented.

We noted the employees that were involved with the evaluation and determination of vendor to whom the contract was awarded. Based on review of the proposal evaluation score sheet and interview evaluations, it appears that the appropriate vendor was selected based upon the procedures outlined in Policy #1070.

Recommendation D.: From our review of the Excel spreadsheet which contains the evaluators' scoring of each vendor, we recommend that the County create a spreadsheet that has certain key formulas locked, to ensure no modification of these formulas, which could have an effect on the weighted score totals.

Recommendation E.: We recommend that the County include in its pre-qualification and RFP procedures the timeframe for which the evaluation meetings must occur. This will help to ensure an efficient and speedy process.

12. Obtain a list of vendors on the pre-approved list who did not submit a bid/proposal and any vendors who submitted a bid/proposal but were not included on the pre-approved list.

    We noted one vendor on the pre-qualified list that did not submit a proposal. We obtained email correspondence from this vendor, noting that it dropped out of the proposal process due to being scheduled on other projects during this time. We noted no vendors that submitted proposals that were not included on the pre-qualified list.

13. Obtain any modifications to the original contract. Document the reason(s) for the modifications (scope, pricing, etc.) given.

    We obtained the first amendment to the construction agreement with the selected contractor. The purpose of this amendment was to modify the agreement to add additional work to the scope of the project.

14. Obtain all payment invoices and compare budget and construction categories (as invoiced) to the executed contract. Comment on any inconsistencies, variances, or changes. Document subledgers used on payments, if any.

    We obtained a copy of the application and certificate for payment that the County received from the selected contractor for construction services through August 31, 2018. We noted that the amounts stated in this document were consistent with the contract.

15. Evaluate whether the best proposal was selected based upon the specific criteria listed in the purchasing policy.
    a. Obtain the evaluation spreadsheet.
    b. Determine if calculation of points was accurate and appear determined in an objective manner.
    c. Determine if existing contracts fall within the models as discussed with manager of planning design and construction and report any observations.

    We obtained the evaluation spreadsheet for the proposals and through review of these evaluations determined that the scores were accurately calculated, and vendors were assessed in an objective manner.

    We reviewed three contracts related to the Adams County Animal Shelter: the CMGC agreement, the architect and design services agreement, and the materials testing and inspection agreement. All of these existing contracts appear to fall within the models as discussed with the Manager of Planning, Design and Construction.

Recommendation: Based on comparison to contract structures at other governmental entities, we also recommend that the County consider a best practice to establish construction-model-specific customizable contracts for all delivery methods. The Contract Manager/General Contractor types of projects, appear to be the most complex and should be the top priority of customization as a best practice, as opposed to the more generic template that it currently uses. Customization would ensure that appropriate language is included in each contract and provide specific expectations for construction projects.

This agreed-upon procedures engagement was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. We were not engaged to and did not conduct an examination or review, the objective of which would be the expression of an opinion or conclusion, respectively, on the County's vendor pre-qualification process and related purchasing policies and procedures. Accordingly, we do not express such an opinion or conclusion. Had we performed additional procedures, other matters might have come to our attention that would have been reported to you.

This report is intended solely for the information and use of the Board of County Commissioners and management of the County and is not intended to be and should not be used by anyone other than these specified parties.

Denver, Colorado
September 30, 2018

2019 Executive Summary

Adams County, Colorado

January 15, 2019

Adams County, Colorado
2019 Executive Summary
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Executive Summary

Internal Audit departments operate using guidance provided by the International Professional Practices Framework (IPPF) published by the Institute of Internal Auditors. Standards of the IPPF address planning and indicate that risk-based plans should determine the priorities of the internal audit activity, consistent with the organization's goals. The internal audit activity's plan of engagements must be based on a documented risk assessment, undertaken at least annually. The input of senior management and the board must be considered in this process.

With the issuance of RFP 2014.403, Proposal for Internal Auditor Services, our proposal dated October 21, 2014 and the Purchase of Service Agreement signed February 3, 2015, Adams County changed its internal auditor services agreement and vendor to Eide Bailly, LLP. We were hired as part of the Adams County team to provide consulting/special projects as well as risk assessments/internal audits for top management with final reporting and approvals by the Board of County Commissioners.

We have included our 2018 internal audit and special/consulting reports which included a report on the County's vendor pre-qualification process and related policies for the Finance Department, a follow up report on operations within the Clerk and Recorder's Office, and a follow up report on the Assessor's Office overall operations. This report outlines those procedures as well as any other reports issued prior to 2018 (*Figure 4: Page 6*). We also included the proposed audit plan for 2019, which may include follow up projects from our risk assessment updates (*Figure 3: page 5*). Certain department directors and elected officials provided input as part of the current and updated risk assessment process to and will be included in the interview process/risk assessments updates as the audit plans are refined and approved during 2019.

The risk assessment process is not an exact science but should occur on an annual basis. The majority of risks are self-reported by the director/elected official and staff of the respective function. While every risk and its associated ranking are thoroughly discussed with the risk's owner, no audit procedures are performed to validate the rankings (thorough audit procedures will be developed and performed as part of the individual audits proposed as a result of this report). The audit team applies professional judgment and experience to determine the final risk rankings.

It is very important to note that risks are written as if they are occurring. Readers should not assume the noted risk actually exists or that the function is deficient in any way. The purpose of the risk assessment is to develop an audit plan, not to report problems with current operations. In contrast, the purpose of an internal audit is to evaluate and conclude on the adequacy and effectiveness of operations and internal controls through interviews, review of documentation, testing, and other detailed procedures. A countywide risk assessment does not validate data or go into the same level of detail as an internal audit and should not be viewed as such.

Individuals Contacted

Department directors and elected/appointed officials were contacted for input into the updated risk assessment process. *Figure 1: Adams County Contacts* lists each function contacted, along with the function's respective leader. Internal Audit contacted each of these individuals as part of the risk assessment process. Additionally, the majority of functions included key members of their staff when providing input and feedback.

Figure 1: Adams County Contacts: Department Director/Elected Official Contact

Assessor's Office – Patsy Melonakis
Clerk & Recorder – Stan Martin
Commissioner's Office – Ray Gonzales
Deputy County Manager – Administrative Services – Alisha Reis
Finance Director – Benjamin Dahlman
Manager of Planning, Design & Construction – Seán Braden

Objective

A risk assessment is performed as part of any internal audit function, the objective of which is to determine the risks to the organization and develop an appropriate risk-based audit plan.

Scope

The scope of our risk assessment included all departments and elected offices within Adams County.

Procedures Performed

We performed the following procedures to complete our risk assessment:

1. Presentation of methodology to directors/elected officials interviewed – For the internal audit function in 2018, our risk assessment methodology and procedures were presented to the department directors and elected/appointed officials that we met with to promote consistency within the process across all operating entities. For the 2019 and subsequent risk assessments, we will present our methodology to any newly interviewed and/or elected officials or newly hired department directors.

2. Solicitation of risks – Each interviewed director/official was asked to review the goals/responsibilities of their function and risks to accomplishing these goals/responsibilities. For each risk, respondents were instructed to rank the magnitude of impact and likelihood of occurrence.

   Magnitude of impact assesses the severity of the risk, assuming it were to occur, using rankings of high, medium, and low.

   Likelihood of occurrence assesses the chance the risk will come to fruition, regardless of the severity of the risk, using rankings of probable, potential, and remote.

3. Evaluation of risks – Internal Audit reviewed all completed risk assessments in conjunction with the function's goals/responsibilities, information available on the function's internet/intranet sites, and Internal Audit's experience with government operations. Additional risks or changes to risk rankings were proposed when deemed appropriate.

4. Departmental/Elected Office interviews – Internal Audit held individualized risk assessment sessions with each elected official and/or department director, listed above (*Figure 1, above*). Internal Audit also met with top management and several elected officials to obtain their input regarding updates to the 2018 risk assessment. The purpose of these meetings and contacts was to clarify responses submitted in the self-assessment, review and revise risk rankings as necessary, and discuss additional risks proposed by Internal Audit.

5. Validation of risks – To ensure risks and associated rankings were appropriately captured, top management was provided copies of the final risks/rankings and given the opportunity to propose additional changes.

6. Consolidation of risks – Upon completion of the risk validation process, risks from each function were consolidated into a master risk assessment covering the entire county. We assigned risk rankings numerical weights as presented in *Figure 2: Risk Rankings*:

   Figure 2: Risk Rankings

Magnitude Rankings		Likelihood Rankings	
High	3	Probable	3
Medium	2	Potential	2
Low	1	Remote	1

   Financial magnitude was multiplied by the likelihood ranking to arrive at an overall raw risk score.

   As discussed in the preceding scope section, some county officials and departments requested an expanded risk assessment scope to evaluate aspects of their operations with legal/regulatory, operational, and reputational risks. When all four categories of risk were considered, we multiplied the mathematical average of rankings in all four of the magnitude categories by the likelihood ranking to arrive at an overall raw risk score.

   In addition to individualized risk rankings, we used budgeted expenditures as another factor in the risk assessment process. Risks associated with departments/elected official offices with larger budgets were given additional weight. Departmental budgets were summarized and given a "percent rank" in relation to other departments. This percent rank was added to the overall raw risk score as a "budgetary factor" to produce a final risk score.

   Since Internal Audits were conducted at some Adams County departments/elected official offices during the years 2012 through 2018, we developed a "prior audit" factor which when applied, reduced the final risk score for the audited departments.

   As the Internal Audit function continues to mature, overall risk scores in future years will likely include additional factors influencing risk such as the number of agreed upon management actions not completed. Such additional factors will help ensure that all functions receive adequate audit coverage, regardless of initial risk rankings.

7. Development of audit plan – We translated the final risk scores into relative rankings and sorted the scores in descending order. It is important to note that individual risk factors do not necessarily translate one for one into proposed audits. In some cases, the noted risk may be an inherent risk for which the County has no control over. In these cases, the County should be aware that the risk exists despite the fact that the risk cannot be addressed in an audit. In other cases, individual risks may not warrant a discrete internal audit and rather, are combined with other risks to produce a more comprehensive audit of the function. Further detail on the proposed audit plan is included in the "Proposed Audit Plan" section below.

8. Presentation of draft risk assessment and audit plan – This report, in draft format, was presented to top management for review and comment prior to formal adoption of the annual audit plan by the Board of County Commissioners in public hearing. While all comments were considered, Internal Audit, as an independent function reporting directly to the Board of County Commissioners, made the final decisions on risks, rankings, and proposed audits presented to the Board.

9. Approval of annual audit plan – As a final step in the risk assessment and audit planning process, the audits outlined in this report are presented to the Board of County Commissioners for final approval.

Proposed Audit Plan

Internal audit was set up with an annual budget affording approximately 800 annual audit hours. We have structured our internal audit plan to fit within close proximity to this budget. The internal audit budget also includes audit hours to administer the audit function, update the risk assessment annually, and conduct follow up audits to determine if agreed upon management actions have been satisfactorily completed.

Based on the results of our 2018 risk assessments and pending 2019 risk assessment updates, we propose the 2019 internal audit plan presented below, in *Figure 3: Proposed Internal Audit Plan*. Our proposed audit plan was based on the risk assessment results and our knowledge of county government operations. This plan may be modified as necessary during the year to address immediate concerns or changing conditions. Specific timing of each audit engagement will be determined upon approval of the audit plan and coordination with auditees.

Figure 3: Proposed 2019 Internal Audit Plan

2019 *Proposed Internal Audit Plan*	Dates	Hours
2019 Risk Assessment – Continue to meet with department directors and elected officials to update the risks/rankings identified in the 2018 risk assessment to refine the 2019 audit plan.	On-going	100
2019 – Coroner – Internal controls surrounding inventory collection, safeguarding, reporting and releases to appropriate persons. We expect to schedule the internal audit in September 2019	TBS	100
2019 – Finance – Review processes and controls surrounding payments to vendors using automated clearing house (ACH) and other electronic methods	TBS	100
2019 – Finance – Review processes and controls over procurement card transactions	TBS	100
2019 – Parks and Open Space – Review processes and controls surrounding the sale of alcoholic beverages at the fairgrounds.	TBS	100
2019 – Human Resources – Review processes and controls within the Human Resources Department and its compliance with laws and regulations.	TBS	100
2019 – Public Works – Review of construction process and controls	TBS	100
Administration- Time required to manage the internal audit function, and perform other procedures, not otherwise associated with specific audits.	Ongoing	100
Total budgeted hours- 2019		**800**

Figure 4: 2015-2018 Internal Audit Reports and Special/Consulting Projects Performed to Date

2018 Internal Audit and Special Projects	**Status**
2018 Risk Assessment – Interviews with certain department directors/elected officials to update the risk assessment to evaluate risks to the County and develop the 2018 internal audit plan.	Complete
2018 – Assessor's Office – Follow up review of operations and recommendations from 2017 internal audit procedures.	Complete
2018 – Clerk & Recorder – Follow up of operations, internal controls, segregation of duties and recommendations/findings from 2017 internal audit.	Complete
2018 – Finance – Report on the County's vendor pre-qualification process and related purchasing policies and procedures	Complete

2017 Internal Audit and Special Projects	**Status**
2017 Risk Assessment – Interviews with department directors/elected officials to update the risk assessment to evaluate risks to the County and develop the 2017 internal audit plan.	Complete
2017 – Assessor's Office – Review of operations and compliance with laws and regulations, specifically the process to assess mobile home parks and resulting Board of Equalization hearings and appeals process that have been denied the Office.	Complete
2017 – Clerk & Recorder – Review of operations, internal controls, segregation of duties and off-site cash collection sites.	Complete
2017 – Finance – Review and provide comment on the County's purchasing card draft policy	Complete
2017 – Finance – Review the County's procurement procedures specifically surrounding the bid process.	Complete

2016 Internal Audit and Special Projects	**Status**
2016 Risk Assessment – Interviews with department directors/elected officials to update risk assessment to evaluate risks to the County and develop the 2016 internal audit plan.	Complete
2016 – Finance – Payroll analysis/strategy to determine best practices, efficiencies and effectiveness in changing payment cycles and processes and potential vulnerabilities with current planned timing.	Complete
2016 – County Treasurer's Office – Follow up review of adequacy of internal controls over financial operations, including receipt and disbursement of funds and roll out of new treasury management system.	Complete
2016 – Sheriff – Operational audits of the office, internal controls, segregation of duties, search and seizure funds, commissary funds based upon risks the Sheriff would like addressed.	Complete

2015 Internal Audit and Special Projects	Status
2015 Risk Assessment – Interviews with department directors/elected officials to update risk assessment to evaluate risks to the County and develop the 2015/2016 internal audit plan.	Complete
2015 Marijuana Lot Drawing – We assisted with the conduction of the Marijuana Lot Drawing held on January 27, 2015 for selection of applications for marijuana establishments as outlined in the Adams County Board of County Commissioner Resolution 2014-358 Approving Marijuana Regulation Amendments in Unincorporated Adams County	Complete
2015 Stormwater Utility Fees – We reviewed the internal controls surrounding the billing process and tested the billing process and calculations before bills were mailed to constituents of unincorporated Adams County related to the 2015 Stormwater Utility Fee billed in accordance with the Adams County Resolution Establishing Rates, Fees and Addressing Credit and Appeal Policies and Additional Details	Complete

ADAMS COUNTY
COLORADO

STUDY SESSION AGENDA ITEM

DATE:	**January 15, 2019**
SUBJECT:	**2018 Adams County CSU Extension Update**
FROM:	**Thaddeus Gourd**
AGENCY/DEPARTMENT:	**Parks and Open Space Department**
ATTENDEES:	**Thaddeus Gourd, Julia Hurdelbrink, Kenzie Kimmel, Lacey Mann, Chris Uhing, Eric Hammond, Cassey Anderson, Jennifer Tucker, Diana Juarez Sanchez, Chris Kline**
PURPOSE OF ITEM:	**To update the BoCC on the youth development and educational outreach programming performed by CSU Extension staff.**
STAFF RECOMMENDATION:	**Informational session only**

BACKGROUND:

The CSU Extension office would like to provide the Adams County Board of County Commissioners (BoCC) with an update on the activities that the office has worked on during 2018. The programming provided by CSU Extension staff in Adams County positively impacts the residents we serve and supports the BoCC goals of "Education and Economic Prosperity" and "Quality of Life".

AGENCIES, DEPARTMENTS OR OTHER OFFICES INVOLVED:

Adams County Parks and Open Space
CSU Extension Office

ATTACHED DOCUMENTS:

2018 Program Highlights PowerPoint presentation

FISCAL IMPACT:

Please check if there is no fiscal impact ☒. If there is fiscal impact, please fully complete the section below.

Fund:

Cost Center:

	Object Account	Subledger	Amount
Current Budgeted Revenue:			
Additional Revenue not included in Current Budget:			
Total Revenues:			

	Object Account	Subledger	Amount
Current Budgeted Operating Expenditure:			
Add'l Operating Expenditure not included in Current Budget:			
Current Budgeted Capital Expenditure:			
Add'l Capital Expenditure not included in Current Budget:			
Total Expenditures:			

New FTEs requested: ☐ **YES** ☒ **NO**

Future Amendment Needed: ☐ **YES** ☒ **NO**

Additional Note:

APPROVAL SIGNATURES:

Raymond H. Gonzales, County Manager

Alisha Reis, Deputy County Manager

Bryan Ostler, Deputy County Manager

Patti Duncan, Deputy County Manager

APPROVAL OF FISCAL IMPACT:

Budget

County Commissioner Meeting

Extension Budget for 2018

- Adams County - $658,239
- Colorado State University – $261,321
- Total Budget – $919,560

A Year at a Glance

Adams County Extension Office Highlights for 2018

	Agriculture	Horticulture	Small Acreage	Family & Consumer Science	4-H Youth	Total
Telephone Requests	387	1278	898	49	935	3547
Email Requests	388	3,370	3,245	157	4,767	11927
Participants in Meetings,Workshops, Events	1079	4,300	337	35	10,749	16500
Walk in Clients	8	132	57	33	291	521
Field/Site Clients	11	67	40	0	17	135
Total Number of Clients Served	1873	9147	4577	274	16759	32630
How Clients are Served						
Extension Meetings, Events, Workshops	39	131	89	59	348	666
Programs Offered	15	105	17	13	110	260
Field/Offsite Visits	11	51	32	0	16	110
Total Number of Volunteers	71	67	43	2	114	297
Total Number of Volunteer Hours Donated	2899	1,912	489	8	2,246	7554
Research Project Hours	138	40	NA	NA	NA	178
Website Hits	185,798	185,798	185,798	185,798	185,798	928990

Extension Programming Talking Points

ADAMS COUNTY
COLORADO STATE UNIVERSITY
EXTENSION

Through Quizizz: https://quizizz.com/
(Participants will take quiz on their phones. All in attendance are welcome to play)

Everyone has a Credit Score

1. Myth
2. Fact

Having a lot of Credit Cards is Bad for Your Score

1. Myth
2. Fact

Do Bees Hibernate in the Winter?

1. Yes
2. No

Q. Fill in the blanks: _____ trees have been planted by Colorado counties and municipalities to replace ash trees and _____ dollars have been spent managing the issue.

1. 500 Trees $10,000
2. 1,000 Trees, $100,000
3. 5,000 Tree, 1.2 million dollars
4. 17,000 Trees, 9 million dollars

At What Age Can You Join 4-H in Adams County?

1. 5 to 18
2. 8 to 18
3. 2 to 20
4. 10 to 18

What is the Average Number of Acres Required to Graze One Cow for One Year in Adams County?

1. 1
2. 37.5
3. 4.5
4. 80

Agriculture Programs & Research in 2018

Sampling Adams County Onion Fields In Search of Bacteriophages to help combat drug resistant human diseases

Working with Farmers on Crop Production Issues

Ethiopian Engagement

Wheat Field Day June 13

Chinese Delegation of Two Agriculture Universities


Adams County Extension Bee Yard Located on Open Space Property Showing Six Different Hive Designs

Work with a wide variety of Landowners and residents of Adams County

Provide on site education of landowners

Collaborate with a variety of entities within Adams County Government
Livestock Emergency Management
Invasive Weed Issues
Improvements on Adams County Open Space lands

Work with residents in Adams County to increase their education of Small Acreage issues,
Which in turn, increase the income from their property

Work with Associations and groups to build strong partnerships and relationships

Photo by Lisa Eldringhoff of Deer Trail, CO

Small Acreage Program - 2018

Workshops:
Homesteading
Beekeeping
Livestock
Realtor Education
Grasses and Weeds

Traditional outreach

Phone Calls
Email
“Walk-ins”
Site Visits
HOA revisions

Cooperate with Local Conservation Districts- Tree Sale -12,000+ Trees sold in Adams County

Conservation Projects

Small Ruminant Programs

4-H & Youth Programs

Our Programs Include:

- Cloverbuds (ages 5-7)
- Horticulture, Plants & Natural Resources
- Leadership & Life Skills
- Mechanical Science & Photography
- Consumer Science
- Livestock
- Small Animal
- Equine

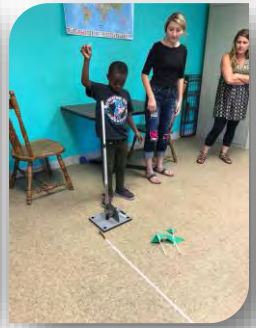
This Year's Highlights:

- Member Officer Retreat
- Industry Insights
- Equestrian Helmet Safety

ADAMS COUNTY
COLORADO STATE UNIVERSITY
EXTENSION

4-H School Programs - 2018






Adams County offers a variety of school programs that combine 4-H Curriculum with CDOE standards.

- Ag Day / Ag in the Classroom
- Embryology
- Foods & Nutrition
- Mini Greenhouse
- National Western School Visits
- Respect & Manners
- STEM / STEAM

Over 13,800 Youth have participated in 4-H School Programs this year

ADAMS COUNTY
COLORADO STATE UNIVERSITY
EXTENSION

Horticulture Programs - 2018

Colorado Master Garden Program

- Tree team
- Xeric Garden Docent Tours
- Night Class- Volunteer Diversity
- CMG's Giving Talks

Traditional outreach

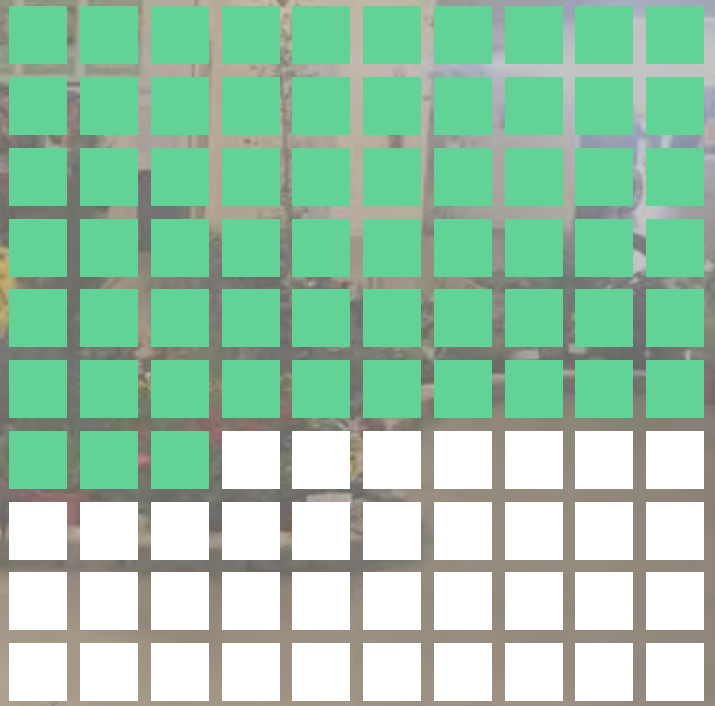
- Phones- Focused Marketing
- Email/Ask an Expert
- "Walk-ins"
- Site Visits

- Emerald ash borer and Japanese beetle.
- Multi-site trial of woody plants
- Green Industry Career Day
- Classes for backyard gardeners

- Social media
- Educational videos
- Hort. "Intern"
- Park and Public Works Consulting

Horticulture- 2018 Year to Date

- 9,000+ clients served
- 67 Colorado Master Gardener
- 2100+ hours of community service
- Service valued at over $50,000
- Continued growth of social media presence
- Improved industry outreach



Horticulture- 2019 The Year to Come

ADAMS COUNTY
COLORADO STATE UNIVERSITY
EXTENSION

2019 Focus:

- Green Industry Outreach
- Extension “Expo”
- Front Range Gardening Symposium
- Vegetable Gardening Series
- Garden Tours
- CMG Seasonal Talks for public
- CMG Fall Class- reaching working people
- Growing volunteer base

Family & Consumer Science - 2018

15 programs offered

- Using credit wisely
- Managing debt
- Basic budgeting
- Managing risk with insurance
- Powerful Tools for Caregivers
- Understanding and reading nutrition labels (youth program)
- Food safety (youth program)

FAMILY AND FINANCIAL STABILITY

COLORADO STATE UNIVERSITY EXTENSION

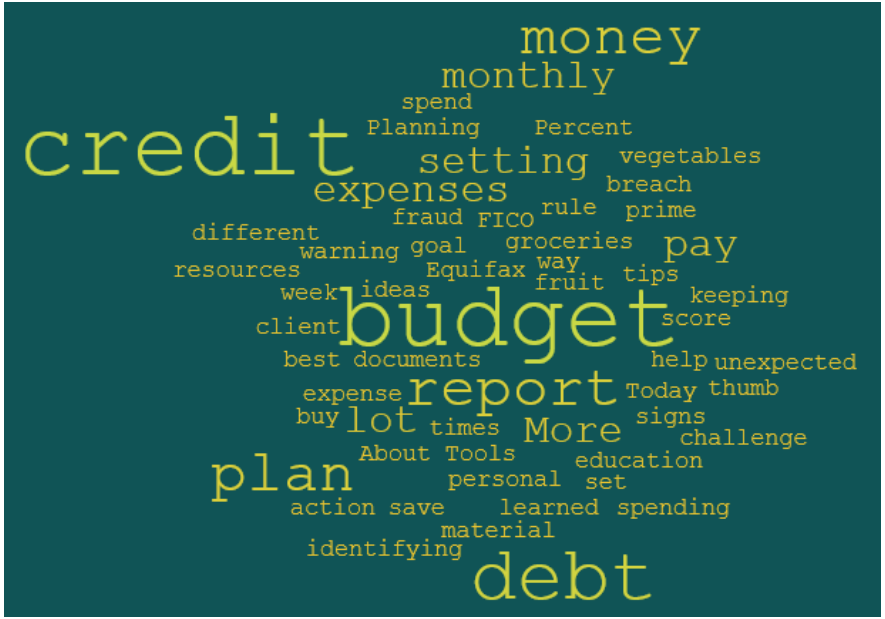
Participants' Feedback: Financial Program

95% of participants rated the programs as 'good or excellent'

"Thank you very helpful, interactive"

"Instructor knowledgeable & friendly"

"Thank you all very much. I have learned a lot and I certainly feel more informed. I am grateful!"



Word cloud from evaluation responses' to the question: 'Today, I learned..' Size of each word indicates its frequency.

2019 Program Goals

Financial literacy programs

- Adults
- Youth

Expand outreach for aging population

Expand online outreach

ADAMS COUNTY
COLORADO STATE UNIVERSITY
EXTENSION


Questions

ADAMS COUNTY
COLORADO

STUDY SESSION AGENDA ITEM

DATE:	**January 15, 2019**
SUBJECT:	**ADCOG Subregional Forum Update**
FROM:	**Kristin Sullivan, Director of Community and Economic Development** **Doug Clark, Deputy Director of Community and Economic Development** **Brian Staley, Deputy Director of Public Works**
AGENCY/DEPARTMENT:	**Community and Economic Development**
ATTENDEES:	**Kristin Sullivan, Brian Staley, Doug Clark**
PURPOSE OF ITEM:	**Provide update on Subregional Forum; obtain direction on subregional applications**
STAFF RECOMMENDATION:	**Information update; requesting direction on subregional applications**

BACKGROUND:

The 2020-2023 Transportation Improvement Program (TIP) cycle is following a new dual model, whereby funding will be allocated both at the regional level and at the subregional level.

To adminster this process at the subregional level, the ADCOG Subregional Forum was formed, consisting of representatives from each of the members of the collaborative transportation planning IGA – the City of Arvada, the City of Aurora, the Town of Bennett, the City of Brighton, the City of Commerce City, and the City of Federal Heights, the Town of Lochbuie, the City of Northglenn, the City of Thornton, the City of Westminster, and Adams County.

The regional process concluded in late 2018. After making one modification to the waiting list projects, the DRCOG Board approved the list of projects that will received regional TIP funding (see attached). This list must be reapproved by the Regional Transportation Committee in January due to the change made by the DRCOG Board. The ADCOG subregional forum submitted three projects in the regional process, but they were not recommended for funding from the regional pot and are in positions 2, 9, and 11 on the waiting list. Adams County supported the State Highway 7 Preliminary and Environmental application submitted by the Broomfield Subregional Forum. This project was awarded $4,000,000 in the regional process.

The subregional call for projects opens on January 2, 2019 and closes on February 27, 2019. Staff would like direction on the projects the County should submit for subregional funding. Staff is in coordination with the staff from the cities within Adams County to coordinate applications for projects that are supported by more than one jurisdiction. Staff recommends the County take the lead on submitting applications for I-270 and for the 120th Ave. and U.S. 85

interchange, as these were not funded in the regional process. Staff will present a number of the County's transportation priorities to explain the recommendation to move forward preparing applications for I-270 and the first phase of the U.S. 85 and 120th interchange project.

AGENCIES, DEPARTMENTS OR OTHER OFFICES INVOLVED:

Local Adams County cities and towns, adjacent subregions (counties), Colorado Department of Transportation, the Regional Transportation District, Denver Regional Council of Goverments, Public Works, Finance

ATTACHED DOCUMENTS:

2020-2023 Subregional Share Process
Regional Funding Recommendations
PowerPoint presentation

FISCAL IMPACT:

Please check if there is no fiscal impact ☒. If there is fiscal impact, please fully complete the section below.

Fund:

Cost Center:

	Object Account	Subledger	Amount
Current Budgeted Revenue:			
Additional Revenue not included in Current Budget:			
Total Revenues:			

	Object Account	Subledger	Amount
Current Budgeted Operating Expenditure:			
Add'l Operating Expenditure not included in Current Budget:			
Current Budgeted Capital Expenditure:			
Add'l Capital Expenditure not included in Current Budget:			
Total Expenditures:			

New FTEs requested: ☐ **YES** ☒ **NO**

Future Amendment Needed: ☐ **YES** ☒ **NO**

Additional Note:

Local match commitments are only required if applications are selected for funding. The local match commitments would not be needed until 2020 at the earliest and will be incorporated into future budget years if necessary.

APPROVAL SIGNATURES:

Raymond H. Gonzales, County Manager

Alisha Reis, Deputy County Manager

Bryan Ostler, Deputy County Manager

Patti Duncan, Deputy County Manager

APPROVAL OF FISCAL IMPACT:

Budget

2020-2023 Subregional Share Process

1. Preparation (October - December 2018) – Subregional forums prepare for subregional allocation process.
   - Subregional application: Subregions can use the regional application as is or may change the weighting and/or add additional questions. If the application is adjusted, it must be reviewed by DRCOG staff.
     - During this time, DRCOG will release a subregional application template.

2. Applications (January – February 2019)
   - The Subregional Share Call for Projects opens for 8 weeks after the regional projects have been selected.
   - DRCOG assigns funding targets to each subregion by funding type and year.
   - Develop project lists: Subregional applications are submitted to the subregional forums. Goal is that total projects submitted equal at least 200% of funding target.
   - CDOT/RTD concurrence will be due soon after call opens. Applicants are responsible for requesting required concurrence.

3. Scoring (March 2019)
   - Staff from each forum will score projects.
   - Each forum prioritizes and prepares a funding recommendation within their funding target.

4. Recommendation (April 2019)
   - Each forum's funding recommendation is due to DRCOG in early April.
   - Subregions present their recommendations to the Board of Directors.
   - DRCOG works with sponsors on project scopes and funding types to begin development of the draft TIP document.

5. Approval (April - May 2019)
   - TAC and RTC recommendation on the subregional projects.
   - Board action on the subregional projects.

6. Final TIP Adoption (June – August 2019)
   - TIP public hearing document is released.
   - TIP public hearing.
   - TAC and RTC recommendation on TIP document.
   - Board action on TIP document.

ATTACHMENT 1

TIP Regional Share Funding Recommendation

$31,955,000 Available

Subregional Forum	Project Sponsor	Project Name	Regional Share Funding Request	Total DRCOG Weighted Score H=3, M=2, L=1	Tier	Project Activity	Regional Share Funding Level	Project Highlights	Waiting List Ranking
Boulder	Boulder County	SH-119 BRT Enhancements	$ 8,150,000	2.5	1	Construction	$ 8,150,000	1) Center busway in Longmont on Coffman St between 1st and 9th, 2) transit bypass lanes on SH119 at SH52, and 3) Bus Access Transit (BAT) lanes in Boulder on 28th St between Iris and Valmont.	
Denver	Denver	16th St Mall Rehabilitation	$ 20,000,000	2.5	1	Construction	$ 9,071,916	Reconstruct with new granite paver system, install bulb-outs, landscaping, realign transitway and sidewalks.	
Jefferson	Jefferson County	Peaks to Plains Trail - SH-6 Tunnel 1 to Huntsman Gulch	$ 4,000,000	2.5	1	Construction	$ 4,000,000	Build a 3-mile 10-foot ADA path along SH-6, including pedestrian bridges, parking lots, and creek access points.	
Arapahoe	Arapahoe County	High Plains Trail/Cherry Creek Trail Connector	$ 2,000,000	2.4	1	Construction	$ 2,000,000	New trail connecting existing High Plains and Cherry Creek Trails, including a grade separation over Parker Road.	
RTD	RTD	Mobility as a Service: Implementing an Open-Ticketing Platform	$ 1,813,084	2.4	1	Construction	$ 1,813,084	1) Upgrade back-end administration of fare payment system to account-based, and 2) install new fare validators on all RTD revenue vehicles.	
RTD	RTD	RTD Transportation Transformation Comprehensive Plan	$ 1,420,000	2.3	1	Study	$ 1,420,000	Study will provide a vision for base transit system and maximize FasTracks investments.	
Arapahoe	Arapahoe County	US-85 PEL Study	$ 1,500,000	2.2	1	Study	$ 1,500,000	Planning and Environmental Linkages study on US-85, between C-470 and Alameda Ave/I-25	
Broomfield	Broomfield	SH-7 Preliminary and Environmental Engineering	$ 4,000,000	2.2	1	Preconstruction	$ 4,000,000	Develop preliminary and environmental engineering, and identify ROW and utility needs on SH-7 from Folsom St in Boulder to US-85 in Brighton.	
							$ 31,955,000		
Denver	Denver	Broadway Station and I-25 Safety and Access Improvements	$ 20,000,000	2.3	1	Construction			1
Adams	Commerce City	I-270 Corridor EA and Vasquez Blvd Construction	$ 6,000,000	2.2	1	Construction			2
Jefferson	Wheat Ridge	Ward Rd and BNSF Grade Separation	$ 1,000,000	2.0	1	Preconstruction			3
Boulder	Boulder County	US-287 BRT Feasibility and Corridor Safety Study	$ 250,000	1.9	1	Study			4
Douglas	Lone Tree	I-25/Lincoln Interchange Traffic and Mobility Improvements	$ 1,000,000	1.9	1	Preconstruction			5
Arapahoe	Englewood	US-285 Congestion Management and Operations Study	$ 900,000	1.8	1	Study			6
Denver	Denver	I-25 Valley Highway Phase 2.0 (I-25 and Alameda)	$ 15,000,000	2.0	2	Construction			7
Jefferson	Wheat Ridge	Wadsworth Blvd Widening: 48th Ave to I-70	$ 3,300,000	2.0	2	Construction			8
Adams	Commerce City	US-85/120th Ave Interchange: Phase 1	$ 8,819,426	1.9	2	Preconstruction			9
Broomfield	Broomfield	US-36 Bikeway Realignment and Safety Improvements	$ 1,234,000	1.9	2	Construction			10
Adams	Bennett	I-70/SH79 Interchange Operational Improvements	$ 750,000	1.7	2	Construction			11
		Total Requested	***$ 101,136,510***						
CDOT	CDOT	Central 70 (Part 2 of DRCOG's previous commitment)	$ 25,000,000						

Subregional Process Discussion

Board of County Commissioners

January 15, 2019

Background

- 2020-2023 Transportation Improvement Program (TIP)
- Dual Model – Creation of Subregional Forums
- Conclusion of the regional process (20% of funding)
- Start of subregional process (80% of funding)
- General update
- Direction on subregional project submittals

Regional Process Outcome

TIP Regional Share Funding Recommendation

$31,955,000 Available

Subregional Forum	Project Sponsor	Project Name	Regional Share Funding Request	Total DRCOG Weighted Score H=3, M=2, L=1	Tier	Project Activity	Regional Share Funding Level
Boulder	Boulder County	SH-119 BRT Enhancements	$ 8,150,000	2.5	1	Construction	$ 8,150,000
Denver	Denver	16th St Mall Rehabilitation	$ 20,000,000	2.5	1	Construction	$ 9,071,916
Jefferson	Jefferson County	Peaks to Plains Trail - SH-6 Tunnel 1 to Huntsman Gulch	$ 4,000,000	2.5	1	Construction	$ 4,000,000
Arapahoe	Arapahoe County	High Plains Trail/Cherry Creek Trail Connector	$ 2,000,000	2.4	1	Construction	$ 2,000,000
RTD	RTD	Mobility as a Service: Implementing an Open-Ticketing Platform	$ 1,813,084	2.4	1	Construction	$ 1,813,084
RTD	RTD	RTD Transportation Transformation Comprehensive Plan	$ 1,420,000	2.3	1	Study	$ 1,420,000
Arapahoe	Arapahoe County	US-85 PEL Study	$ 1,500,000	2.2	1	Study	$ 1,500,000
Broomfield	Broomfield	SH-7 Preliminary and Environmental Engineering	$ 4,000,000	2.2	1	Preconstruction	$ 4,000,000
							$ 31,955,000

Timeline & Process Overview

- Preparation (End of 2018)
- Finalize Subregional Application (December 7)
- Call for Projects (Jan 2 – February 27, 2019)
- Score Projects (March 2019)
- Recommendation to ADCOG Forum(March 21, 2019)
- Forward to DRCOG (April 2019)
- Approval by TAC, RTC, DRCOG Board(April-May 2019)
- Final TIP Adoption (June-August 2019)

200% of Funding Discussion

- Funding Target is approximately $34.9 mm
- Goal is to score 200% of funding - $69.8 mm
- Ideally project submittal will align with the 200% goal will make for a more efficient process and better use of technical staff resources

Criteria Overview

- Forum adopted the scoring criteria used during the regional process

Criteria	Weight
A. Subregional Significance of Project	40%
B. DRCOG Metro Vision Tip Focus Areas Mobility for vulnerable populations, reliability existing multimodal network, transportation safety and security.	30%
C. Consistency & Contributions to Transportation Focused Metro Vision Contain urban development in designated urban growth areas, increase housing and employment in urban centers, improve multimodal system and connections, improve air quality and reduce greenhouse emissions, connect people to natural resource or recreation areas	20%
D. Project Leveraging	10%

Subregional Application

- Added five special considerations:
  - Does the project benefit small communities?
    - Defined as 50,000 or less
  - Is the project a suburban connector?
  - Does the project address a gap in existing service?
  - Is this the logical next step of a project?
  - Is the project construction ready?
- After scoring of the projects, the special considerations will be applied by the subregional forum to make the final funding recommendations

Adams County Transportation Priorities

Top Three	Project Limits / Scope	Qualifies for Subregional Funding?
U.S. 85 & 120th	New interchange; phase I includes right-of-way and operational improvements	X
I-270	Entire mainline from I-25 to I-70; Vasquez interchange	X
I-25 PEL	88th Ave. to Highway 36	X (Recommend CDOT take lead)
Other Projects		
North Metro Line	Eastlake to SH 7	X (RTD take lead)
SH 79 Realignment	I-70 to Victory Road; roadway realigment	X (Future funding opportunities)
Federal Blvd.	Denver border to 88th Ave	X (Study budgeted in 2019)
SH 7 BRT	Boulder to Brighton; environmental and 30% design	X (Funded in regional process)
I-25 Managed Lanes	E-470 to SH 7	X (CDOT should take lead)

Next Steps

- Concurrence forms completed for subregional projects
- Review and discuss anticipated subregional projects at next ADCOG subregional forum meeting in January
- Submit projects for subregional funding
- Forum will select projects for funding up to 200% of funding

ADAMS COUNTY
COLORADO

STUDY SESSION AGENDA ITEM

DATE: January 15, 2019
SUBJECT: BOCC Committee Appointments
FROM: Raymond H. Gonzales, County Manager
AGENCY/DEPARTMENT: County Manager's Office
ATTENDEES: Raymond H. Gonzales
PURPOSE OF ITEM: Discuss the 2019 Committee Assignments for the Commissioners
STAFF RECOMMENDATION: n/a

BACKGROUND:

Annually, the Board of County Commissioners discuss their board assignments during Study Session and will formally approve them during a Public Hearing.

AGENCIES, DEPARTMENTS OR OTHER OFFICES INVOLVED:

ATTACHED DOCUMENTS:

2018 Commiteee Assignments

FISCAL IMPACT:

Please check if there is no fiscal impact ☐. If there is fiscal impact, please fully complete the section below.

Fund:

Cost Center:

	Object Account	Subledger	Amount
Current Budgeted Revenue:			
Additional Revenue not included in Current Budget:			
Total Revenues:			

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Current Budgeted Operating Expenditure:			
Add'l Operating Expenditure not included in Current Budget:			
Current Budgeted Capital Expenditure:			
Add'l Capital Expenditure not included in Current Budget:			
Total Expenditures:			

New FTEs requested: ☐ **YES** ☐ **NO**

Future Amendment Needed: ☐ **YES** ☐ **NO**

Additional Note:

APPROVAL SIGNATURES:

Raymond H. Gonzales, County Manager

Alisha Reis, Deputy County Manager

Bryan Ostler, Deputy County Manager

Patti Duncan, Deputy County Manager

APPROVAL OF FISCAL IMPACT:

Budget

2018 Committee Assignments

DENVER REGIONAL COUNCIL OF GOVERNMENTS (DRCOG):
Commissioner Eva Henry
Commissioner Steve O'Dorisio (alternate)

URBAN DRAINAGE & FLOOD CONTROL:
Commissioner Chaz Tedesco

BOUNDARY CONTROL COMMISSION:
Commissioner Mary Hodge

ADAMS COUNTY ECONOMIC DEVELOPMENT BOARD (Executive Committee):
Commissioner Eva Henry
Commissioner Steve O'Dorisio
Commissioner Mary Hodge

E-470 AUTHORITY:
Commissioner Chaz Tedesco
Commissioner Mary Hodge (alternate)

HOUSING AUTHORITY:
Commissioner Eva Henry

ADAMS COUNTY WATER QUALITY ASSOCIATION:
Commissioner Mary Hodge

NORTH AREA TRANSPORTATION ALLIANCE (NATA):
Commissioner Chaz Tedesco
Commissioner Steve O'Dorisio (alternate)

AIRPORT COORDINATING COMMITTEE:
Commissioner Eva Henry
Commissioner Chaz Tedesco
Commissioner Steve O'Dorisio
Commissioner Mary Hodge

REGIONAL ECNONOMIC ADVANCEMENT PARTNERSHIP:
Commissioner Mary Hodge

BRIGHTON SCHOOL DISTRICT 27J CAPITAL FEES FOUNDATION:
Commissioner Chaz Tedesco

ADAMS COUNTY YOUTH INITIATIVE:
Commissioner Chaz Tedesco

METRO NORTH CHAMBER OF COMMERCE DEVELOPMENT COUNCIL:
Commissioner Steve O'Dorisio

I-36 CORRIDOR:
Commissioner Chaz Tedesco

CRIMINAL JUSTICE COORDINATING COMMITTEE:
Commissioner Steve O'Dorisio

AURORA ECONOMIC DEVELOPMENT BOARD OF DIRECTORS:
Commissioner Chaz Tedesco
Commissioner Mary Hodge (alternate)

HIGHWAY 7 COALITION:
Commissioner Steve O'Dorisio

PROGRESSIVE 15:
Commissioner Mary Hodge

SMALL BUSINESS DEVELOPMENT CENTER ADVISORY BOARD:
Commissioner Steve O'Dorisio

VETERANS ADVISORY:
Commissioner Chaz Tedesco

AEROTROPOLIS REGIONAL TRANSIT AUTHORITY:
Commissioner Chaz Tedesco
Commissioner Steve O'Dorisio

AURORA MENTAL HEALTH BOARD OF DIRECTORS:
Commissioner Mary Hodge