



# ADAMS COUNTY

**COLORADO**  
BOARD OF COUNTY COMMISSIONERS

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STUDY SESSION AGENDA  
TUESDAY  
November 14, 2017

*ALL TIMES LISTED ON THIS AGENDA ARE SUBJECT TO CHANGE.*

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<b>2:30 P.M.</b>	<b>ATTENDEE(S):</b>	<b>Sheriff McIntosh</b>
	<b>ITEM:</b>	<b>JMI Presentation of the Alternative Sanctions Strategic Plan</b>
<b>3:30 P.M.</b>	<b>ATTENDEE(S):</b>	<b>Kristin Sullivan</b>
	<b>ITEM:</b>	<b>Regional Transportation Priorities</b>
<b>4:00 P.M.</b>	<b>ATTENDEE(S):</b>	<b>Kristin Sullivan / Jen Rutter / Chris LaMere</b>
	<b>ITEM:</b>	<b>Traffic Impact Fee Update</b>
<b>5:00 P.M.</b>	<b>ATTENDEE(S):</b>	<b>Kristin Sullivan / Jen Rutter / Chris LaMere</b>
	<b>ITEM:</b>	<b>Oil and Gas Monthly Update</b>
<b>5:30 P.M.</b>	<b>ATTENDEE(S):</b>	<b>Raymond Gonzales</b>
	<b>ITEM:</b>	<b>Administrative Item Review / Commissioner Communications</b>

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

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



## STUDY SESSION AGENDA ITEM

<b>DATE:</b> November 14, 2017
<b>SUBJECT:</b> Presentation of the Adams County Criminal Justice Coordinating Council, Alternative Sanctions Subcommittee Strategic Plan
<b>FROM:</b> Debbie Allen, Chief Justice Planning Officer
<b>AGENCY/DEPARTMENT:</b> Adams County Criminal Justice Coordinating Council
<b>ATTENDEES:</b> Sheriff McIntosh, Scott Came, Tom Eberly, Debbie Allen, CJCC and Subcommittee Members
<b>PURPOSE OF ITEM:</b> To brief the BoCC on the Alternative Sanctions Strategic Plan and the goals, priorities and strategies contain within the plan. Additionally, and specifically, to request approval to work with the Adams County Facilities Department to conduct a feasibility study on the provisioning of justice campus settings in the County.
<b>STAFF RECOMMENDATION:</b>

### **BACKGROUND:**

The Adams County Criminal Justice Coordinating Council established the Alternative Sanctions Subcommittee to identify opportunities to strengthen and diversify alternative sanctions and diversion options in all the key points within the criminal justice system.

The Subcommittee set an ambitious goal of developing an achievable plan, shaped by data and evidence-based practices that enhances public safety and heightens offender accountability in Adams County.

To assist with this goal, the Adams County Board of County Commissioners provided funding to contractually engage strategic planning technical assistance and to develop a designated dashboard to measure specific targets that emerged from the strategic planning effort.

### **AGENCIES, DEPARTMENTS OR OTHER OFFICES INVOLVED:**

The Alternative Sanctions Subcommittee is comprised of the following representatives, each of whom contributed to the creation of this Strategic Plan.

- Brian Bowen, Adams County Court Judge (Chair)
- Emily Fleischmann, State of Colorado, Public Defender (Vice-Chair)

- Debbie Allen, Criminal Justice Coordinating Council, Chief Justice Planning Officer (Staff)
- Linda Angell, 17<sup>th</sup> Judicial District, Community Corrections Administrator
- Susan Argo, Adams County Sheriff's Office, Support Services Manager
- Shawn Day, City of Aurora, Municipal Court Judge
- Adam Gollin, City of Brighton and City of Commerce City, Municipal Prosecutor
- Simone Jones, 17<sup>th</sup> Judicial District, Court Programs Coordinator
- Kimberly Kaufman, At- Large Member of the CJCC
- Michael McIntosh, Adams County Sheriff
- Jeanette Hensel, 17<sup>th</sup> Judicial District, Deputy Chief Probation Officer
- Steve O'Dorisio, Adams County Commissioner
- Michelle Ramos, City of Brighton, Municipal Court Administrator
- Jess Redman, 17<sup>th</sup> Judicial District, Assistant District Attorney
- Catherine Rodriguez, 17<sup>th</sup> Judicial District, Advocacy Services Manager
- Dave Young, 17<sup>th</sup> Judicial District, District Attorney

**ATTACHED DOCUMENTS:**

PowerPoint Presentation  
2017 Strategic 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:**

	Object Account	Subledger	Amount
Current Budgeted Revenue:			
Additional Revenue not included in Current Budget:			
<b>Total Revenues:</b>			<hr/>

	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:			
<b>Total Expenditures:</b>			<hr/>

New FTEs requested:  YES  NO

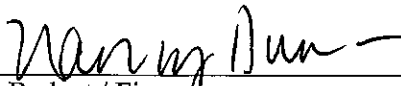
Future Amendment Needed:  YES  NO

**Additional Note:**

**APPROVAL SIGNATURES:**

**APPROVAL OF FISCAL IMPACT:**

  
\_\_\_\_\_  
Raymond H. Gonzales, County Manager

  
\_\_\_\_\_  
Nancy Dun, Budget / Finance

\_\_\_\_\_  
Bryan Ostler, Deputy County Manager

\_\_\_\_\_  
Patti Duncan, Deputy County Manager



# AGENDA

## Adams County Criminal Justice Coordinating Council Alternative Sanctions Strategic Plan

1

### Introductions

by Sheriff Michael McIntosh, CJCC Chair

2

### Action Plan

by Sheriff Michael McIntosh

3

### The Adams County Criminal Justice Coordinating Council: How Far We've Come

by Sheriff Michael McIntosh

4

### The Alternative Sanctions Strategic Plan Priorities, Goals & Strategies

by Tom Eberly, Program Director, Justice Management Institute &  
Scott Came, Senior Evangelist, Open Justice Broker Consortium

5

### Discussion



# ACTION PLAN

Our Success is  
Your Success




- 1** Execute the low/no budget low hanging fruit now, and holistically work on the long-term capital and infrastructure improvements
- 2** Seek approval from the Adams County BoCC to collaborate with Adams County Facilities Department to conduct a feasibility study on justice campus settings
- 3** Follow-up in the Fall of 2018 with the Adams County BoCC, city councils, community partners and the public on our progress



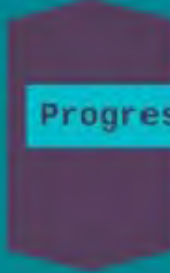


**HOW FAR  
WE'VE COME**

The Adams County  
Criminal Justice Coordinating Council



Key Win



Progress



## Key Win: Jurisdiction-wide Cooperative Management of the Criminal Justice System

### Which is inclusive of

- A dedicated staff position to give vision and direction, connect the dots, observe important trends and patterns at a systems-level, build and sustain networks and staying connected to the outside world at the local, state and national levels
- Dedicated CJCC Members to identify issues and their solutions, proposing actions, dedicating resources, facilitating cooperation that will improve public safety and the criminal justice system of the County for its residents, visitors, victims and offenders.

### And which resulted in these wins

- Received training and technical assistance from the National Criminal Justice Association and SEARCH (funding by Federal Bureau of Justice Assistance) to establish CJCC goals and strategic priorities
- Established Committees representative of a diverse membership to effectively and holistically advance the CJCC's goals and priorities

Additional Wins

## Key Wins, continued

- Selected to develop the nation's first jail and behavioral health dashboard and analytic toolset  
Project funded by the Laura and John Arnold Foundation; the national foundation develops, incubates and spreads innovating solutions to criminal justice challenges.
- Received grant awards from the state of Colorado to develop the first federated query portal in the state for local criminal justice data
- One of only twenty sites nationally by the John D. and Catherine T. MacArthur Foundation to participate in the safety justice challenge innovation fund. With a \$100 million investment by the Foundation, jurisdictions selected through a competitive process receive financial and technical support in their efforts to rethink justice systems and implement data-driven strategies to safely reduce jail populations.

...

# We continue to move forward . . .

- Request and administer financial and dedicated resources from the Adams County Board of County Commissioners, City Councils, Government Agencies, and Community Partners
- Educate and engage elected officials, government leaders, community partners to create safer communities by working collaboratively to employ data-driven decision-making practices across the criminal justice system to improve the quality of services and achieve more successful outcomes for all.



## Progress

**Achieving our Goals & Priorities through our Committees**

### Behavioral Health Committee

Chairs: Abigail Tucker, Psy.D., & Patrick Costigan, J.D.

### Information Sharing Governance Committee

Chairs: Sharon Dunlap & Kimberly Kaufmann, J.D.

### Alternative Sanctions Committee

Chairs: Judge Brian Bowen, J.D., & Emily Fleischmann, J.D.

## Recent and Current Projects for the Behavioral Health Committee

- 1** Develop a SAMHSA GAINS Center **Sequential Intercept Model (SIM)** for the jurisdictions that identifies five key points for intercepting individuals with behavioral health issues, linking them to services, and preventing further penetration into the criminal justice system.
- 2** Develop a **jail and behavioral health dashboard and analytics toolset** to support tactical and strategic decision-making in SIM Intercept II.
- 3** Develop an **additional dashboard** and **analytics toolset** to support tactical and strategic decision-making in SIM Intercept I.
- 4** **2017 CJCC Winter Public Forum.** This Forum will serve as an opportunity to hear first-hand from leaders on the extent of the synthetic opiate threat, and an open forum for the community to engage in a frank discussion on the County's prevention, treatment, and law enforcement responses moving forward. **Monday, December 4, 2017**

## Recent and Current Projects for the Information Sharing Governance Committee

- 1** Develop a **federated query portal** to provide a comprehensive view of an offender's criminal information in a single web-based application.
- 2** Develop a jurisdiction-wide **Justice Information Sharing Intergovernmental Agreement** for the portal, dashboards and analytics toolsets.
- 3** Convene a **data workgroup** comprised of representatives from participating to implement and enforce the IGA at a more detailed/day to day/ongoing level.

# Current Project for the Alternative Sanctions Committee

Develop an achievable **alternative sanctions strategic plan**, shaped by data and evidence-based practices, that enhances public safety and heightens offender accountability in Adams County.

The plan serves to identify short- and long-term opportunities to strengthen and diversity alternative sanctions and diversion options in all the key points within the criminal justice system.



# What are Alternative Programs and Services?

Alternative programs and services can be found throughout the criminal justice continuum from pre-arrest to community reentry after incarceration

- Prevention Diversion Programs (Pre-Arrest)
- Pretrial Supervised Release (Pre-Conviction)
- Community Corrections (Post-Conviction)
- Probation (Post-Conviction)
- Specialty Courts (Veterans, Drug) (Post-Conviction)
- and Deferred Prosecution Diversion Programs (Post-Conviction)

Alternative Sanctions Committee

# Strategic Plan



Emerging Priorities  
& Goals

Strategies

System Impacts

Picture the  
Possibilities

The Alternative Sanctions Committee was established to identify opportunities to **strengthen** and **diversify** alternative sanctions and diversion options in all the key points within the criminal justice system.

Things that  
can be  
improved in  
the short-term  
and long-term

## Emerging Alternative Sanctions Strategic Plan Priorities & Goals

Justice  
Information  
Sharing

Justice System  
Infrastructure

Pretrial  
Justice  
Services

Assessment  
Resources &  
Resource  
Matching

# Justice Information Sharing

**GOAL:** To improve justice system operations requiring interagency collaboration and information sharing so that criminal justice stakeholders have the information they need to make decisions regarding defendants and offenders at the right times in the affected processes.

# Justice System Infrastructure

**GOAL:** To heighten the provision of resources, programs, services, and treatment in Adams County to meet the growing needs of a justice-involved population through both single purpose and justice campus settings.



# Pretrial Justice Services

**GOAL:** To enhance pretrial justice services in Adams County by advancing the acceptance and use of pretrial legal and evidence-based standards.

## Assessment Resources & Resource Matching

**GOAL:** To ensure stakeholders are well-educated on referral sources, standardized assessments and services and are able to maximize impact of such resources at key decision points.



## Strategies for the Plan's Priorities

Justice  
Information  
Sharing

Justice System  
Infrastructure

Pretrial Justice  
Services

Assessment of  
Resources &  
Resource Matching

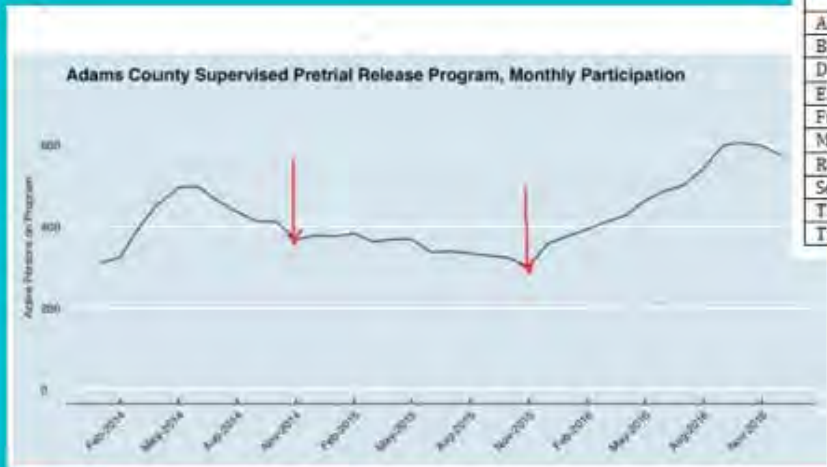
## Building a Justice Information Sharing Environment. Different Consumers, Different Needs, Different Tools.

The Federated Query Portal - securely view all of a defendant's records from various Adams County agencies, in one place, to assist with sentencing and other decision making

The Dashboards - an at-a-glance view of key performance indicators

The Analytics Tools - to examine key performance indicators in more detail, across various characteristics, and over time

# Leveraging the Data to Support the Development of the Strategic Plan



Most Common Case Types Filed in District Court Criminal Filings by Fiscal Year				
	FY2014	FY2015	FY2016	Change
Assault	263	288	270	2.7%
Burglary	255	221	228	-10.6%
Drugs	1,000	1,086	1,275	27.5%
Escape	177	210	118	-33.3%
Fugitive	128	153	152	18.8%
Menacing	187	165	197	5.3%
Robbery	89	106	112	25.8%
Sex Offenses	177	159	145	-18.1%
Theft	470	471	600	27.7%
Trespass	145	161	130	-10.3%

Year	MuniAverageLengthOfStay	MuniBookings	DualAverageLengthOfStay	DualBookings
2014	22.54605	2302	41.18135	579
2015	20.98708	2709	36.34745	685
2016	25.27459	2633	37.87433	748

# Justice Information Sharing Corresponding Strategies

## Strategy #1.1

Encourage continued participation of the municipal courts in the CJCC federated query portal, dashboards, and the ad-hoc statistical analytics tools.

## Strategy #1.2

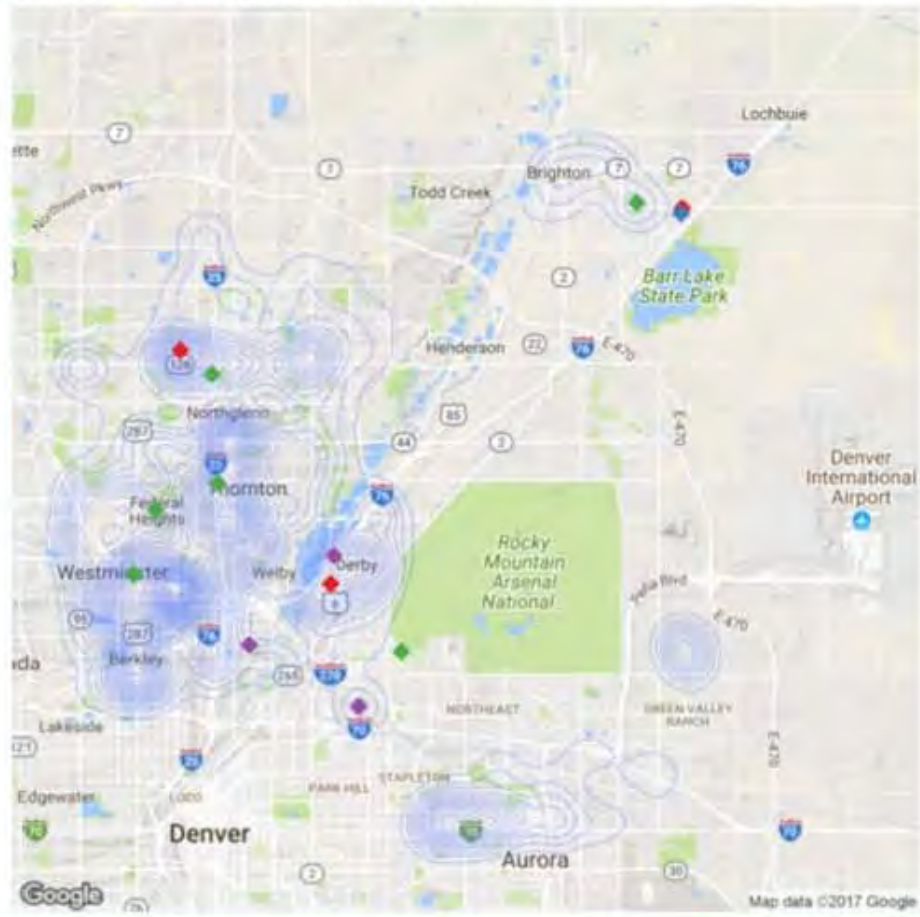
Establish an interagency workgroup to improve practices and processes for individuals with municipal and county/district court charges.

## Provisioning a Needs-Based Justice System Infrastructure through Single Purpose & Justice Campus Settings

The criminal justice population is diverse; hence, the provisioning of programs, services and treatment ought to take into account how best to leverage these to economize on use of time and effort to address the range of needs.



Density of Arrests in western Adams County  
Jail Booking Arrests, January 1, 2014 - September 15, 2017



Red=Probation  
Blue=County Courthouse  
Green=Municipal Courthouse  
Purple=Community Corrections

# Justice System Infrastructure Corresponding Strategies

## Strategy #1.1

Develop recommendations to strategically align existing justice system programs and services within Adams County Government for the purpose of collaboration and efficiency of resources.

## Strategy #1.2

Collaborate with the Adams County Facilities Department to conduct a feasibility study to determine the nature and scale of justice campus settings around the county where justice-involved individuals can access co-located criminal justice programs, services and treatment as part of a comprehensive approach.



# Provisioning Effective Organizational Resourcing

Creating system-based approaches to criminal justice issues and reducing duplication of effort and conflicting practices

# Justice System Infrastructure Corresponding Strategies

## Strategy #1.3

Ensure that Adams County Government includes representation from CJCC staff during their annual strategic planning meeting.

## Strategy #1.4

Engage in existing jurisdictional-level workgroups or committees who are specifically addressing behavioral health, public health, transportation, homelessness, housing, and crime victim issues to strengthen efforts and achieve shared success.

# Pretrial Justice Services: An Essential Building Block of an Effective Local Criminal Justice System

# The Framework for Pretrial Justice Services

Effective pretrial justice systems honor the presumption of innocence, the right to bail that is not excessive, and all other legal and constitutional rights afforded to accused person awaiting trial while balancing these individual rights with the need to protect the community, maintain the integrity of the judicial system, and assure court appearance.

# Pretrial Justice Services Corresponding Strategies

## Strategy #3.1

Evaluate the CPAT and compare results with national assessment instruments to determine the best tool for the jurisdiction.

## Strategy #3.2

Align the bail schedule with the pretrial risk assessment instrument and legal and evidence-based practices.

## Strategy #3.3

Train stakeholders on pretrial legal and evidence-based practices and the pretrial risk assessment tool for stakeholders.

## Strategy #3.4

Heighten the role and responsibilities of public defenders at court/district bond advisements.

## Strategy #3.5

Produce pretrial risk assessments for municipal court advisement hearings.



## Assessment of Resources & Resource Matching: A Justice System that Closes the Gap between *What Is and What Should Be*

Developing strategies for identifying resources, assessments and services can help changemakers understand how to maximize impact in the most logical and efficient ways possible.

# Assessment of Resources & Resource Matching Corresponding Strategies

## Strategy #4.1

Conduct annual CLE and CPE training seminars for criminal justice officials and agencies on resource options, availability, standardized assessments, treatment and matching.

## Strategy #4.2

Produce a guide that will be listed on the CJCC website for use by criminal justice officials and agencies to reference resource information and criteria, if applicable.

## Strategy #4.3

Engage in existing efforts to develop an electronic information bank that provides valuable descriptions and information on existing resources/services that is accessible by justice involved individuals, community-based service providers and criminal justice officials and agencies.



## System Impacts

**\*A clear direction that makes effective use of budgets to facilitate access to programs, services and treatment and promote alternatives to incarceration**

**\*Innovating the delivery of programs, services and treatment to reduce the barriers that deter individuals from staying in compliance and from receiving services & treatment**

**\*Maximizing impact of referral sources, standardized assessments and services**

**\*Advancing the use of data-driven decision-making as well as evidence-based standards**

## **Picture the possibilities**

**A local criminal justice system that improves public safety and offender accountability by limiting use of incarceration by:**

- **Assessing offender's risks/needs in order to help guide decision-makers match appropriate alternative sentencing to treatment;**
- **Working in partnership with the community to provide evidence-based prevention and intervention services;**
- **Ensuring offender accountability through proven, innovative and timely sanctions and intervention;**
- **Connecting offenders with support services and treatment; and,**
- **Providing training to enhance our professional skill and build leadership.**



AGENDA

ACTION  
PLAN

HOW FAR  
WE'VE COME

Strategic Planning

Strategic  
Plan  
PRIORITIES  
GOALS &  
STRATEGIES



November 14, 2017



# 2017-19 Strategic Plan

Adams County Criminal Justice Coordinating Council  
Alternative Sanctions Subcommittee

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*This Strategic Plan is the result of the vision and leadership of **Sheriff Michael McIntosh**, Chairperson of the Adams County Criminal Justice Coordinating Council; **County Court Judge Brian Bowen**, Chair of the Alternative Sanctions Subcommittee; **Public Defender Emily Fleischmann**, Vice-Chair of the Alternative Sanctions Subcommittee; **Debbie Allen**, Chief Justice Planning Officer for the Adams County Criminal Justice Coordinating Council, and the dedication and commitment of the Alternative Sanctions Subcommittee members.*



## Overview: The Adams County Criminal Justice Coordinating Council

The criminal justice system is comprised of elected and appointed officials, county and state agencies, local governments, advocate groups and citizens that have specialized responsibilities and interests. This promotes diversity and independence while focusing tasks within respective areas of expertise. These entities have autonomous decision making authority yet are interdependent upon each other.

As key decision-makers align efforts internally and externally, they become more knowledgeable, effective and efficient.

Members of the Adams County Criminal Justice Coordinating Council (CJCC) commit themselves to identifying issues and their solutions, proposing and recommending actions, and facilitating cooperation to improve public safety and justice services. Members recognize that by working together they can accomplish larger goals for community safety and offender accountability than any one agency can do alone.

Their work is enhanced by an Evidence-Based Decision-Making Framework, conceptualizing a justice system guided by goals defined and shared by policy makers, decisions informed by research evidence, a collaborative policy development process, and ongoing data collection and analysis.

In 2014, CJCC members were surveyed to learn of issues impacting the justice system to gauge areas of consensus and inform future committee efforts. Two primary goals emerged from the survey results: 1) improve informed justice decision-making by increasing effective collaboration and planning, and 2) improve justice system operations requiring interagency collaboration and information sharing. The survey also showed that CJCC members consistently selected three top priorities: 1) behavioral health services, 2) Information sharing across justice system partners, and 3) diversion/ alternatives to incarceration. The latter led to the formation of the Alternative Sanctions Subcommittee.

The Alternative Sanctions Subcommittee was established to identify opportunities to strengthen and diversify alternative sanctions and diversion options in all the key points within the criminal justice system.

Alternative programs and services can be found throughout the criminal justice continuum from pre-arrest to community reentry after incarceration. Programs and services include Prevention Diversion Programs, Community Corrections, Pretrial Services, Probation, Specialty Courts (Veterans, Drug) and Deferred Prosecution Diversion Programs, to mention a few. Some of these programs like probation and parole are statutorily authorized sentencing options, whereas others are adopted or undertaken by key decision-makers in the county. For example, Veterans Court, CEASE, Drug Court, Community Corrections, Pretrial Services, Supervised Pretrial Release, and the Deferred Prosecution Diversion Program found in Adams County and the 17th Judicial District, are offered because of a shared vision and commitment by

the Chief Judge, the District Attorney, the Sheriff, City Councils, Board of County Commissioners and other principle decision-makers.

In 2016, the Alternative Sanction Subcommittee conducted a criminal justice system's analysis (See *Sequential Intercepts Maps* on the CJCC website at [www.adcocjcc.org](http://www.adcocjcc.org)) and found that alternative sanctions and diversion options in Adams County were well developed for the post-conviction offender population (Intercepts IV and V), but there were opportunities to enhance diversion options for the pre-conviction offender population (Intercepts I, II, and III).

## The Adams County Criminal Alternative Sanctions Subcommittee

**Vision:** Adams County is a safe, healthy, restorative community where policymakers, community leaders, and service providers collaborate to develop alternative-to-detention strategies that work.

**Mission:**

- To ensure a local criminal justice system that improves public safety and offender accountability by limiting use of incarceration by:
- Assessing offender's risks/needs in order to help guide decision-makers match appropriate alternative sentencing to treatment;
- Addressing criminogenic patterns and tendencies;
- Working in partnership with the community to provide evidence-based prevention and intervention services;
- Ensuring offender accountability through proven, innovative and timely sanctions and intervention;
- Connecting offenders with support services; and,
- Providing training to enhance our professional skill and build leadership.

**Guiding Principles:**

- Encourage the spirit of teamwork.
- Collaborate to solve problems; maintain openness and flexibility.
- Respect the independence and interrelationships with like purposes.
- Act with integrity.
- Continually challenging ourselves to enhance our knowledge and expertise.
- Promote a culture that values diversity, fairness and equality.
- Employ evidence-based practices and decision-making.

**Goals:**

- Evaluate collaboration opportunities in all of the alternative sanctions and reentry functions within the jurisdiction.

- Eliminate the confusion caused by the lack of coordination between governments, community partners presently providing some form of services to the offender population.
- Promote service coordination to effectively connect those persons transitioning from incarceration or community supervision to needed services and supports.
- Develop recommendations for remedies to eliminate or reduce barriers confronting offenders once they leave incarceration or community supervision.
- Identify gaps and additional programs or alternatives that would address the needs of the justice population and improve outcomes.
- Increase utilization of evidence-based practices.
- Consult and collaborate with individuals and representatives from service providers, housing associations, community partners and other relevant stakeholders engaged in offender transition and community stabilization issues.
- Continually seek to expand partnerships to build the capacity with organizations whose efforts advance the Subcommittee's mission.

The Alternative Sanctions Subcommittee is comprised of the following representatives, each of whom contributed to the creation of this Strategic Plan.

- Brian Bowen, Adams County Court Judge (Chair)
- Emily Fleischmann, State of Colorado, Public Defender (Vice-Chair)
- Debbie Allen, Criminal Justice Coordinating Council, Chief Justice Planning Officer (Staff)
- Linda Angell, 17<sup>th</sup> Judicial District, Community Corrections Administrator
- Susan Argo, Adams County Sheriff's Office, Support Services Manager
- Shawn Day, City of Aurora, Municipal Court Judge
- Adam Gollin, City of Brighton and City of Commerce City, Municipal Prosecutor
- Simone Jones, 17<sup>th</sup> Judicial District, Court Programs Coordinator
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- Steve O'Dorisio, Adams County Commissioner
- Michelle Ramos, City of Brighton, Municipal Court Administrator
- Jess Redman, 17<sup>th</sup> Judicial District, Assistant District Attorney
- Catherine Rodriguez, 17<sup>th</sup> Judicial District, Advocacy Services Manager
- Dave Young, 17<sup>th</sup> Judicial District, District Attorney

## Creation of the Alternative Sanctions Subcommittee Strategic Plan

In 2016, the CJCC Alternative Sanctions Subcommittee set an ambitious goal of developing an achievable alternative sanctions strategic plan, shaped by data and evidence-based practices, that enhances public safety and heightens offender accountability in Adams County.

To assist with this goal, the Adams County Board of County Commissioners provided funding to contractually engage strategic planning technical assistance. Through a competitive bid process, the Justice Management Institute (JMI) was selected as the technical assistance provider. JMI is a non-profit research and planning organization based in Arlington, Virginia that specializes in supporting Criminal Justice Coordinating Councils in developing collaborative solutions to justice system challenges. The Commissioners also provided additional funding for the Open Justice Broker Consortium (OJBC) Membership specifically to develop a designated dashboard to measure performance targets that emerged from the strategic planning effort.

Efforts to create the strategic plan began in November 2016 with a kick-off meeting between the Alternative Sanctions Subcommittee and JMI. Shortly thereafter, JMI conducted an extensive, weeklong site visit (December 4-9, 2016) and met with many of the Alternative Sanction Subcommittee members one-on-one and directly observed operations at the jail, district/county courthouse, municipal courts, probation, community corrections, public defense, and other various key agencies. Over the next few months, JMI and OJBC worked with County staff and State officials to acquire information and data on the criminal justice system, and this served as a foundation for a daylong planning retreat of the Alternative Sanctions Subcommittee in April 2017. During the retreat, JMI assisted the subcommittee in identifying priority areas and pinpointing strategies.

During the months that followed the retreat, several meetings were held with small planning groups to further develop the ideas that were formed at the retreat. The initial strategies evolved slightly during each conversation as subcommittee members thoughtfully weighed new information and carefully contemplated desired outcomes. Leveraging the CJCC's existing analytic tools and their membership with the Open Justice Broker Consortium, a range of tables, maps and graphs were developed to guide the group's work in identifying the strategic priorities outlined in this report.

The culmination of hard work, and generous time commitments, is captured in this Strategic Plan, which will serve as a roadmap for the Alternative Sanctions Subcommittee in the months and years to come.

## Strategic Priorities of the Alternative Sanctions Subcommittee

The Alternative Sanctions Subcommittee identified four priority areas through the strategic planning process:

- Justice Information Sharing
- Justice System Infrastructure
- Pretrial Justice Services
- Assessments of Resources and Resource Matching

### 1. Justice Information Sharing

*Problem Statement:* Jurisdictions' and agencies' case management and communication systems are not similarly automated and standardized and, therefore, interagency communication and information sharing is not optimal to assist informed decision-making, to help ensure that offenders are processed timely and fairly, to best identify appropriate diversion from the criminal justice system, to assist in providing continuity of care for persons in custody, to coordinate effective community supervision of defendants and offenders, and to support practices that jail space and other justice resources are used efficiently.

*Goal:* To improve justice system operations requiring interagency collaboration and information sharing so that criminal justice stakeholders have the information they need to make decisions regarding defendants and offenders at the right times in the affected processes.

*Rationale:* The level of offense generally determines if the defendant's charge will be filed with a municipality, county or district court. Most municipal level cases are handled through a citation or summons and complaint. Defendants arrested on new municipal charges have a bond amount assigned as determined by the offense and bond schedule for the jurisdiction; at the first hearing, if the judge determines that the defendant is to remain in custody, that bond amount/type may be reconsidered. Defendants arrested on failure to appear warrants have a bond assigned based on the individualized circumstances of the case/defendant; similarly, bond may be reconsidered following arrest. (See Attachment A for Profile of Adams County Municipal Inmates)



In custody defendants with multiple holds within a single county present unique justice system challenges and this is compounded when defendants have cross-county/cross-jurisdictional holds. Multiple jurisdictions attempt to writ the defendant simultaneously, but the defendant is fundamentally limited to being able to attend only one jurisdiction's hearings at any given time. Timely hearings and appearances before a judge, as proscribed by law as the defendant is available, a jurisdiction may conduct their hearing independent of the status of any other cases.

Information sharing between criminal justice agencies in the jurisdiction has the potential to enhance both public safety and offender outcomes by increasing knowledge, facilitating continuity of care, improving compliance with state statutes (including HB17-1338), and generating efficiencies across the criminal justice system.

*Importance:* High

*Timetable:* 6-12 months

*Strategies:* Strategy #1.1

Encourage continued participation of the municipal courts in the CJCC federated query portal, dashboards, and the ad-hoc statistical analytics tools.

Strategy #1.2

Establish an interagency workgroup to improve practices and processes for individuals with municipal and county/district court charges.

## 2. Justice System Infrastructure

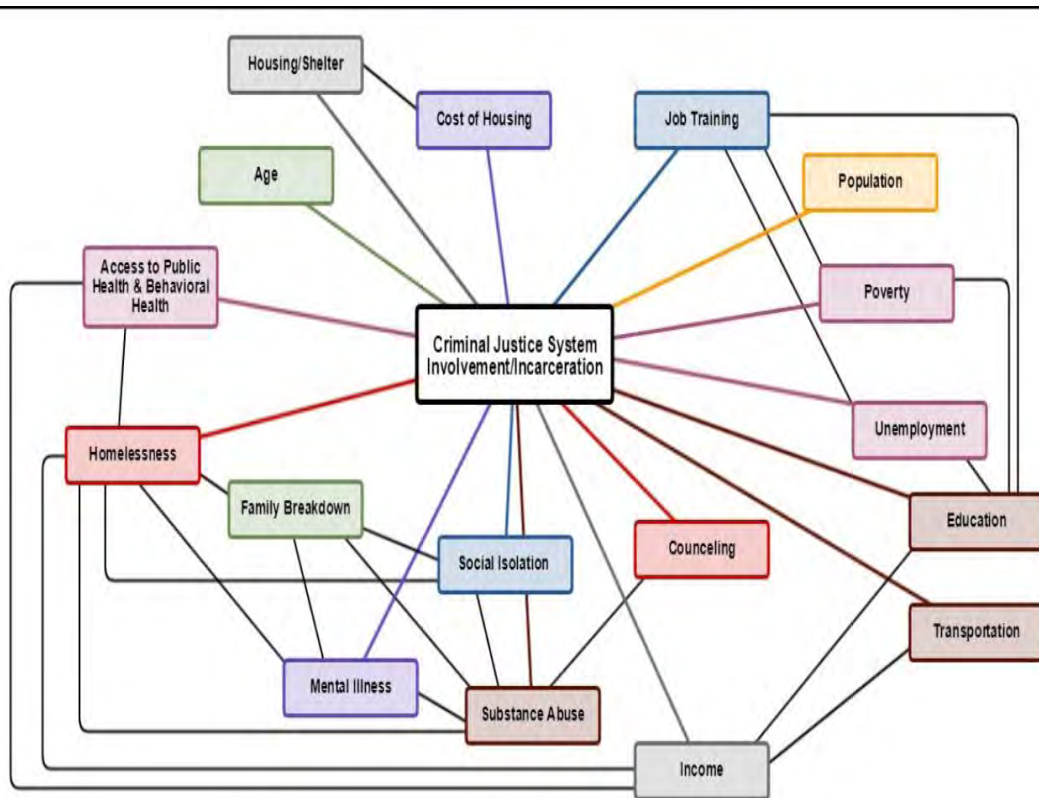
*Problem Statement:* For a portion of the Adams County justice-involved population, there are resource accessibility challenges and continuity of care issues that make it difficult for them to successfully complete their rehabilitation.

*Goal:* To heighten the provision of resources, programs, services, and treatment in Adams County to meet the growing needs of the justice-involved population through both single purpose and justice campus settings.

*Rationale:* Over the course of many years, the county has invested in single purpose criminal justice programming (i.e., probation, community corrections) and/or services (i.e., supervised pretrial release) and treatment (behavioral health services, detox) in various locations throughout the county. For many individuals in the justice-involved population this approach is well suited. However, for others, single purpose locations create logistical concerns. Social and economic challenges such as poverty, unemployment, lack of transportation, lower literacy rates, and homelessness result in under-treated and/or untreated care. These individuals are not able to manage the wider geographical area to access the variety of resources they need.

Furthermore, because resources are scattered, it hinders seamless coordination of service delivery for persons engaged in multiple services or transitioning from one service to another.

Co-locating criminal justice programs, services and treatment in one setting, often referred to locally as a “justice campus”, in various locations in the county is important because this approach can lead to compliance and successful completion of supervision and ultimately change in behavior. Ideally, these settings should vary depending on the specific programming, service and treatment needs of the target population located in the area.



As the *Jail Booking Arrest Density and Criminal Justice Program Map* shows (See Attachment B), the jail arrest population is over-represented in several pockets in the western part of the county. The proximity of these pockets to existing single purpose facilities requires an individual to make multiple trips to different parts of the county. The goal is to economize on use of time and effort to address a range of service needs for the justice-involved population at strategically placed locations.

Ideally, justice campus settings will minimize travel time for the target population across the county and enhance delivery of wraparound services. Being able to take care of probation check-ins, behavioral health treatment, job training, and benefits questions all in a single visit will allow people to avoid missing work/school, having to arrange for child care, and just dealing with the challenges of cost and navigation of public transportation. It would also be advantageous if the justice campus settings varied depending on the specific programming, service and treatment needs of the target population located in the service area.

Developing a needs-based justice infrastructure also involves improving organizational resourcing and innovating delivery of a full range of

services. Creating system-based approaches to criminal justice issues and reducing duplication of effort and conflicting practices will reduce barriers that often deter individuals from receiving services, thus getting them the help they need and making funded resources more useful and effective.

*Importance:* High

*Timetable:* 12-36 months

*Strategies:* Strategy #2.1

Develop recommendations to strategically align existing justice system programs within Adams County Government for the purpose of collaboration and efficiency of resources.

Strategy #2.2

Collaborate with Adams County Facilities Department to conduct a feasibility study to determine the nature and scale of justice campus settings around the county where justice-involved individuals can access co-located criminal justice programs, services and treatment as part of a comprehensive approach.

Strategy #2.3

Ensure that Adams County Government includes representation from CJCC staff during their annual Strategic Planning Meeting.

Strategy #2.4

Engage in existing jurisdictional-level workgroups or committees who are specifically addressing behavioral health, public health, transportation, homelessness, housing, and crime victim issues to strengthen efforts and achieve shared success.

### 3. Pretrial Justice Services

*Problem Statement:* Adams County has made advances in pretrial reform but desires to heighten justice system goals and resource management outcomes.

*Goal:* To enhance pretrial justice services in Adams County by advancing the acceptance and use of pretrial legal and evidence-based standards.

*Rationale:* Multiple criminal justice and government decision-makers have a role in the decision to release or detain defendants on pretrial status, either at the policy level or on a case-by case basis. Jail administrators are commonly granted authority by the court to release many defendants on their own recognizance or through the use of a money bond schedule, and those administrators are responsible for housing defendants who are not released. Pretrial services staff members perform risk assessment and information gathering, and provide the results and any release-condition recommendations to the court. Prosecutors and defense attorneys at pretrial hearings often request certain release conditions, including substance testing, electronic monitoring, or changes to a previously set monetary bond amount, based on their perception of the defendant's pretrial risk to court appearance or public safety. Judges make the final decisions about the types of bond and conditions of bond, including financial and non-financial release conditions.

The 2014 Colorado Bail Law and the introduction of the Colorado Pretrial Assessment Tool (CPAT) sought to reform bail statute to decrease the over-reliance on monetary bail and promote pretrial services programs in an attempt to prevent unnecessary pretrial detention of low-income defendants who present low risks for flight and threat to community safety.

As the *Number and Status of Adams County Inmates Received by Year* table estimates, (See Attachment C) the vast majority of inmates in the Adams County Jail, regardless of offense level, were received on a pretrial status. This is an indicator that the CPAT is being administered to the vast majority of individuals who are booked into the jail.

As the *Supervised Pretrial Release (SPR)* graph estimates, (See Attachment D) utilization of this program has increased dramatically



since October 2014 when the county adopted the CPAT. This is an indicator that using the CPAT has increased the use of SPR as a pre-sentence alternative to incarceration.

Adams County would benefit from a review of this program to determine if justice system goals and resource management outcomes are being achieved: 1. Maximize public safety, 2. Maximize court appearances, and 3. Maximizing release from custody.

*Importance:*

High

*Timetable:*

12-18 months

*Strategies:*

Strategy #3.1

Evaluate the CPAT and compare results with national assessment instruments to determine the best tool for the jurisdiction.

Strategy #3.2

Align the bail schedule with the pretrial risk assessment instrument and legal and evidence-based practices.

Strategy #3.3

Train stakeholders on pretrial legal and evidence-based practices and the pretrial risk assessment tool for stakeholders.

Strategy #3.4

Heighten the role and responsibilities of public defenders at court/district bond advisements.

Strategy #3.5

Produce pretrial risk assessments for municipal court advisement hearings.

#### 4. Assessment of Resources and Resource Matching

*Problem Statement:* Services for justice-involved individuals are at times delayed in identification or application at key decision points in the criminal justice process; available resources are sometimes misunderstood by key stakeholders.

*Goal:* To ensure stakeholders are well-educated on referral sources, standardized assessments and services and are able to maximize impact of such resources at key decision points.

*Rationale:* Assessment of resources and resource matching are important first steps in the treatment and recovery process, and successful completion of probation, community corrections, and the alike. No single treatment has been shown to be effective for all offenders; therefore, effective matching to individual needs such as vocational or employment skills, family counseling, and mental health services support an offender in treatment and recovery, and successful integration into the community.

Matching to specific treatment interventions is cost-effective, improves the quality of services within existing programs, and decreases recidivism. For example, offenders appropriately matched to either a high-structure, behaviorally oriented program or a low-structure counseling program consistently have significantly less severe problems and lower rates of substance abuse than those not appropriately matched to treatment programs.

With only a limited number of available intensive treatment slots (e.g., residential services) in many criminal justice settings, offenders placed in these programs who do not need or desire intensive treatment may be disruptive or drop out of treatment prematurely, preventing others from benefiting from them.

Assessment of resources and resource matching creates a justice system that closes the gap between *what is and what should be*. Developing strategies for identifying resources, assessments and services can help changemakers understand how to maximize impact in the most logical and efficient ways possible.

*Importance:* Moderate

*Timetable:* 6-18 months

*Strategies:* Strategy #4.1

Conduct annual CLE and CPE training seminars for criminal justice officials and agencies on resource options, availability, standardized assessments, treatment and matching.

Strategy #4.2

Produce a guide that will be listed on the CJCC website for use by criminal justice officials and agencies to reference resource information and criteria, if applicable.

Strategy #4.3

Engage in existing efforts to develop an electronic information bank that provides valuable descriptions and information on existing resources/services that is accessible by justice involved individuals, community-based service providers and criminal justice officials and agencies.

## Implementation Plan

The Implementation Plan is an operational roadmap for achieving the strategies outlined in the Strategic Plan. On the pages that follow, each priority area and their related strategies are addressed individually in tables and they encapsulate actionable objectives along with timeframes, person or persons responsible, resource needed, and benchmarks. The benchmarks serve as indicators that the objectives are moving to fruition, as envisioned by the Alternative Sanctions Subcommittee.

<b>Priority Area:</b>	Justice Information Sharing					
<b>Problem Statement:</b>	Jurisdictions' and agencies' case management and communication systems are not similarly automated and standardized and, therefore, interagency communication and information sharing is not optimal to assist informed decision-making, to help ensure that offenders are processed timely and fairly, to best identify appropriate diversion from the criminal justice system, to assist in providing continuity of care for persons in custody, to coordinate effective community supervision of defendants and offenders, and to support practices that jail space and other justice resources are used efficiently.					
<b>Goal:</b>	To improve justice system operations requiring interagency collaboration and information sharing so that criminal justice stakeholders have the information they need to make decisions regarding defendants and offenders at the right times in the affected processes.					
<b>Lead Agency/Agencies:</b>	Information Sharing/Alternative Sanctions Subcommittees/Courts/Judicial Branch ITS/CJCC					
<b>Strategies and Objectives</b>	<b>Start Date</b>	<b>Target End Date</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Benchmarks</b>	<b>Current Status</b>
<b>Strategy #1.1:</b> Encourage continued participation of the municipal courts in the CJCC federated query portal, dashboard, and ad-hoc statistical analytics tools.						
<b>Objective 1.1.1:</b> Collaborate with municipal IT and court staff to develop data exchange between municipal court management systems and the CJCC broker	Current	Ongoing	D. Allen and Information Sharing Subcommittee	Staff time; funding for CJCC broker	<ul style="list-style-type: none"> <li>- Team formed to conceptualize data exchange model</li> <li>-Funding for platform development secured</li> <li>- Broker services secured</li> <li>- Model design finalized</li> <li>-Data exchanges developed to support the portal, dashboard and analytics tool</li> </ul>	
<b>Objective 1.1.2:</b> Develop and execute a Project Charter to outline the initial technical development scope	February 2018	March 2018	D. Allen and Information Sharing Subcommittee	Staff time	<ul style="list-style-type: none"> <li>-Project charter drafted and reviewed by parties</li> <li>- Project charter executed by parties</li> </ul>	

<i>Objective 1.1.3:</i> Participate in the development of the intergovernmental agreement that designates the rules and guidelines regarding the actual usage of date	April 2018	June 2018	D. Allen and Information Sharing Subcommittee	Staff time	- Agreement for data exchange drafted - Agreement signed by parties - Agreement adhered to by parties	
<i>Strategy #1.2:</i> Establish an interagency workgroup to improve practices and processes for individuals with municipal and county/district court charges.						
<i>Objective 1.2.1:</i> Conduct an assessment to determine when municipal and county/district court jail advisements should be held	October 2017	January 2018	E. Fleishmann and workgroup	Staff time; staff funding for hearings	- Workgroup to study advisements process formed - Advisement schedule proposed by workgroups - Funding secured to conduct hearings - Schedule adopted by municipal and county/district court - Advisements conducted per schedule	
<i>Objective 1.2.2:</i> Expand video advisement hearings to include more municipalities	October 2017	January 2018	E. Fleishmann and workgroup	Staff time; funding for equipment	- Partnering courts identified - Funding secured to expand video capabilities - Equipment installed and operable - Video advisements conducted	



<b>Priority Area:</b>	Justice System Infrastructure					
<b>Problem Statement:</b>	For a portion of the Adams County justice-involved population, there are resource accessibility challenges and continuity of care issues that make it difficult for them to successfully complete their rehabilitation.					
<b>Goal:</b>	To increase the provision of resources, programs, services, and treatment in Adams County to meet the growing needs of the justice-involved population though both single purpose and justice campus settings.					
<b>Lead Agency/Agencies:</b>	Alternative Sanctions Subcommittee/CJCC					
<b>Strategies and Objectives</b>	<b>Start Date</b>	<b>Target End Date</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Benchmarks</b>	<b>Current Status</b>
<b>Strategy #2.1:</b> Develop recommendations to strategically align existing justice system programs within Adams County Government for the purpose of collaboration and efficiency of resources.						
<i>Objective 2.1.2:</i> Gather and analyze information on existing criminal justice programs	February 2018	July 2018	L. Angell, C. Rodriguez, and workgroup	Staff time	<ul style="list-style-type: none"> <li>- Complete list of programs identified</li> <li>- Information obtained from programs</li> <li>- Information summarized into report provided to subcommittee</li> </ul>	
<i>Objective 2.1.3:</i> Produce recommendations that improve collaboration and efficiencies among existing criminal justice programs	August 2018	October 2018	L. Angell, C. Rodriguez, and workgroup	Staff time	<ul style="list-style-type: none"> <li>- Recommendations for existing criminal justice programs finalized</li> <li>- Draft report containing recommendations presented to subcommittee and CJCC</li> <li>- Final report provided to county management and commissioners</li> </ul>	
<b>Strategy #2.2:</b> Collaborate with Adams County Facilities Department to conduct a feasibility study to determine the nature and scale of justice campus settings around the county where justice-involved individuals can access co-located criminal justice programs, services and treatment as part of a comprehensive approach.						
<i>Objective 2.2.1:</i> Establish planning team to develop justice campus concept	November 2018	June 2019	Judge B. Bowen	Staff time	<ul style="list-style-type: none"> <li>- Planning team formed by subcommittee</li> <li>- Planning team members selected</li> <li>- Planning team meetings held monthly or as needed</li> <li>- Justice campus concept model drafted by planning team</li> <li>- Concept presented to subcommittee, CJCC and county</li> </ul>	

<i>Objective 2.2.2:</i> Engage county facility planning to program campus as conceptualized and estimate project cost	August 2019	February 2020	TBD and planning team	Staff time	<ul style="list-style-type: none"> <li>- County facility planning assigned to work on project</li> <li>- RFP for consultant or architectural services created</li> <li>- Consultant or architect selected for programming (i.e., space needs determined) and cost estimate (based on square footage for space)</li> <li>- Programming and cost estimate presented to subcommittee, CJCC and county</li> </ul>	
<i>Objective 2.2.3:</i> Approach county management and commissioners about capital improvement project	March 2020	April 2020	TBD and planning team	Staff time	<ul style="list-style-type: none"> <li>- Submit formal request to fund justice campus concept to capital improvement project list</li> <li>- Request approved by county</li> <li>- Project advanced to development phase</li> </ul>	
<i>Strategy #2.3:</i> Ensure that Adams County Government includes representation from CJCC staff during their annual Strategic Planning Meeting.						
<i>Objective 2.3.1:</i> Submit request to county for inclusion during Strategic Planning Meeting	December 2017	January 2018	CJCC Chair	Staff time	<ul style="list-style-type: none"> <li>- Formal request to participate made to county</li> <li>- Staff Representative participated in Strategic Planning Meeting</li> </ul>	
<i>Strategy #2.4:</i> Engage in existing jurisdictional-level workgroups or committees who are specifically addressing behavioral health, public health, transportation, homelessness, housing, and crime victim issues to strengthen efforts and achieve shared success.						
<i>Objective 2.4.1:</i> Assign joint members to subcommittee and various workgroup	November 2017	December 2017	Judge B. Bowen	Staff time	<ul style="list-style-type: none"> <li>- Subcommittee members identified for workgroups</li> <li>- Workgroup meetings attended by subcommittee members</li> </ul>	
<i>Objective 2.4.2:</i> Deliver workgroup updates during subcommittee meetings	January 2018	On-going	Subcommittee members	Staff time	<ul style="list-style-type: none"> <li>- Workgroup updates added to subcommittee agenda</li> <li>- Updates provided by subcommittee members</li> <li>- Opportunities to collaborate and assist identified monthly</li> </ul>	

<b>Priority Area:</b>	Pretrial Justice Services					
<b>Problem Statement:</b>	Adams County has made advances in pretrial reform but desires to heighten justice system goals and resource management outcomes.					
<b>Goal:</b>	To enhance pretrial justice in Adams County by advancing the acceptance and use of pretrial legal and evidence-based standards.					
<b>Lead Agency/Agencies:</b>	Adams County Sheriff's Office/Courts/Alternative Sanctions Subcommittee/CJCC					
<b>Strategies and Objectives</b>	<b>Start Date</b>	<b>Target End Date</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Benchmarks</b>	<b>Current Status</b>
<b>Strategy #3.1:</b> Evaluate the CPAT and compare results with national assessment instruments to determine the best tool for the jurisdiction.						
<i>Objective 3.1.1:</i> Participate in CPAT validation study conducted by the state	TBD (2018)	TBD (2018)	S. Argo	Staff time; state partnership	<ul style="list-style-type: none"> <li>- Data provided by county for validation study</li> <li>- CPAT validation study completed by state</li> <li>- Validation results shared with local stakeholders</li> </ul>	
<i>Objective 3.1.2:</i> Conduct comparative analysis of CPAT with other risk assessment tools	TBD (2018)	TBD (2018)	S. Argo and workgroup	Staff time	<ul style="list-style-type: none"> <li>- Workgroup formed</li> <li>- National tools compared and contrasted with CPAT</li> <li>- Recommendation of workgroup made</li> <li>- Risk assessment tool selected by stakeholders</li> </ul>	
<b>Strategy #3.2:</b> Align the bail schedule with the pretrial risk assessment instrument and legal and evidence-based practices.						
<i>Objective 3.2.1:</i> Form committee to review and revise bail schedule to incorporate legal and evidence based practices	March 2018	June 2018	S. Argo and workgroup	Staff time	<ul style="list-style-type: none"> <li>- Bail schedule workgroup formed</li> <li>- Best practices incorporated into bail schedule</li> <li>- Bail schedule drafted</li> </ul>	
<i>Objective 3.2.2:</i> Adopt and implement revised bail schedule	June 2018	August 2018	TBD	Staff time	<ul style="list-style-type: none"> <li>- Revised bail schedule presented to courts and other stakeholders</li> <li>- Revised bail schedule adopted by court and stakeholders</li> <li>- Revised bail scheduled followed by courts and stakeholders</li> </ul>	

<i>Objective 3.2.3:</i> Monitor outcomes of revised bail schedule to ensure public safety and court appearance	September 2018	September 2019	D. Allen and CJCC	Staff time	<ul style="list-style-type: none"> <li>- Judicial agreement with risk assessment score monitored</li> <li>- Public safety rate and failure to appear rate tracked</li> <li>- Pretrial process data produced and shared with CJCC</li> <li>- Risk assessment tool adjusted, if necessary</li> </ul>	
<i>Strategy #3.3:</i> Train stakeholders on pretrial legal and evidence based practices and the pretrial risk assessment tool for stakeholders.						
<i>Objective 3.3.1:</i> Produce an informational guide to instruct users on risk assessment tool and revised bail schedule	June 2018	August 2018	S. Argo and Consultant	Staff time	<ul style="list-style-type: none"> <li>- User's guide on selected risk assessment tool and bail schedule created and finalized</li> <li>- User's guide disseminated to stakeholders</li> </ul>	
<i>Objective 3.3.2:</i> Educate key stakeholders on legal and evidence based bail practices, the new risk assessment tool, and the revised bail schedule	August 2018	September 2018	S. Argo and Consultant	Staff time	<ul style="list-style-type: none"> <li>- Training sessions on pretrial legal and evidence based practices, risk assessment and bail schedule with judges, assistant district attorneys, defense attorneys, law enforcement, etc. conducted</li> <li>- Training follow-up provided</li> </ul>	
<i>Objective 3.3.3:</i> Inform the community on legal and evidence based bail practices	September 2018	September 2018	S. Argo and CJCC	Staff time	<ul style="list-style-type: none"> <li>- Media updated on bail practices</li> <li>- Community forums held on bail practices</li> </ul>	
<i>Strategy #3.4:</i> Heighten the role and responsibilities of public defenders at county/district bond advisements.						
<i>Objective 3.4.1:</i> Evaluate the feasibility of procuring/cost sharing a municipal public defender for municipal cases, including bond hearings	November 2017	February 2018	E. Fleishmann/TBD	Staff time; funding	<ul style="list-style-type: none"> <li>- Analysis on municipal public defender options performed</li> <li>- Agreement for providing public defenders at municipal court, including bond hearings, completed</li> <li>- Eligible defendants represented by public defenders at municipal courts</li> </ul>	
<i>Objective 3.4.2:</i> Assess the feasibility of moving state/county jail advisements to the afternoon, and municipal advisements to the morning	November 2017	February 2018	E. Fleishmann/TBD	Staff time; funding	<ul style="list-style-type: none"> <li>- Proposal to calendar advisements at county jail developed</li> <li>- Agreement between courts, jail and court attorneys to advisement</li> </ul>	

					<ul style="list-style-type: none"> <li>schedule reached</li> <li>- Advisement hearings for state and municipal cases conducted per agreement</li> </ul>	
<p><i>Objective 3.4.2:</i> Request the chief judge allow public defenders to argue bond on cases involving probation revocations, failures to appear, and out of county warrants</p>	November 2017	February 2018	E. Fleishmann/TBD	Staff time; additional staffing	<ul style="list-style-type: none"> <li>- Formal request to expand public defender representation made to Chief Judge</li> <li>- Decision made on proposal by Chief Judge</li> <li>- Eligible defendants represented by public defenders at probation revocations, failures to appear, and out of county warrants</li> </ul>	
<p><i>Strategy #3.5:</i> Produce pretrial risk assessments for municipal court advisement hearings.</p>						
<p><i>Objective 3.5.1:</i> Provide the CPAT risk assessment prepared on county cases to the municipal courts when available</p>	November 2017	December 2017	S. Argo/Judge Day	Staff time	<ul style="list-style-type: none"> <li>- CPAT provided to municipal court judges when available</li> <li>- CPAT factored into municipal court bail decisions</li> </ul>	
<p><i>Objective 3.5.2:</i> Perform a CPAT risk assessment on municipal inmates to improve compliance with new legislation</p>	January 2018	March 2018	S. Argo/Judge Day	Additional staff; agreement with municipal courts	<ul style="list-style-type: none"> <li>- Process to conduct CPAT for municipal cases agreed upon</li> <li>- Additional staff hired to complete CPATs on municipal cases</li> <li>- CPATs provided to municipal court judges</li> <li>- CPAT factored into municipal court bail decisions</li> <li>- New law complied with by municipal courts</li> </ul>	



<b>Priority Area:</b>	Assessments of Resources and Resouce Matching					
<b>Problem Statement:</b>	Services for justice-involved individuals are at times delayed in identification or application at key decision points in the criminal justice process; available resources are sometimes misunderstood by key stakeholders.					
<b>Goal:</b>	To ensure stakeholders are well-educated on referral sources, standardized assessments and services and are able to maximize impact of such resources at key decision points.					
<b>Lead Agency/Agencies:</b>	Alternative Sanctions Subcommittee					
<b>Strategies and Objectives</b>	<b>Start Date</b>	<b>Target End Date</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Benchmarks</b>	<b>Current Status</b>
<b>Strategy #4.1:</b> Conduct annual CLE and CPE training seminars for criminal justice officials and agencies on resource options, availability, standardized assessments, treatment and matching.						
<i>Objective 4.1.1:</i> Develop curriculum for seminars	February 2018	July 2018	TBD	Staff time; agency collaboration	<ul style="list-style-type: none"> <li>- Cross-sectional team consisting of agencies and programs formed</li> <li>- Training areas identified</li> <li>- Training materials developed</li> <li>- Training instructors selected</li> </ul>	
<i>Objective 4.1.2:</i> Organize training sessions	September 2018	December 2019	TBD	Staff time; agency collaboration	<ul style="list-style-type: none"> <li>- Location for training secured</li> <li>- Dates for training set</li> <li>- Target participants notified</li> <li>- Training sessions conducted</li> </ul>	
<i>Objective 4.1.3:</i> Evaluate training outcomes	August 2018	February 2019	TBD	Staff time; agency collaboration	<ul style="list-style-type: none"> <li>- Participant feedback survey created</li> <li>- Participants surveyed at sessions</li> <li>- Participants surveyed 90 days after training</li> <li>- Participant satisfaction determined</li> <li>- Post-training needs identified</li> </ul>	
<b>Strategy #4.2:</b> Produce a guide that will be listed on the CJCC website for use by criminal justice officials and agencies to reference resource information and criteria, if applicable.						
<i>Objective 4.2.1:</i> Survey agencies and programs for guide content	March 2018	August 2018	TBD	Staff time; agency collaboration	<ul style="list-style-type: none"> <li>- Survey tool created to capture information from agencies</li> <li>- Agencies and programs surveyed</li> <li>- Reponses from target agencies received</li> </ul>	
<i>Objective 4.2.2:</i> Assemble guide content and disseminate to stakeholders	September 2018	October 2018	TBD	Staff time; agency collaboration	<ul style="list-style-type: none"> <li>- Survey content captured in formal guide</li> <li>- Content verified for accuracy</li> </ul>	

					<ul style="list-style-type: none"> <li>- Guide published land placed on county website</li> <li>- Guide updated annually</li> </ul>	
<i>Strategy #4.3:</i> Engage in existing workgroups or committees to develop an electronic information bank that provides valuable descriptions and information on existing resources/services that is accessible by justice involved individuals, community-based service providers and criminal justice officials and agencies.						
<i>Objective 4.3.1:</i> Assign members to existing workgroups/committees	January 2018	February 2018	Judge Bowen	Staff time	<ul style="list-style-type: none"> <li>- Subcommittee members identified for workgroups/committees</li> <li>- Workgroup/committee meetings attended by subcommittee members</li> </ul>	
<i>Objective 4.3.2:</i> Deliver workgroup/committee updates during subcommittee meetings	March 2018	On-going	Subcommittee members	Staff time	<ul style="list-style-type: none"> <li>- Committee/workgroup updates added to subcommittee agenda</li> <li>- Updates provided by subcommittee members</li> <li>- Opportunities to educate stakeholders on referral sources, standardized assessments and services</li> <li>- Opportunities to collaborate and assist identified monthly</li> </ul>	
<i>Objective 4.3.3:</i> Assign members to existing workgroups/committees	January 2018	February 2018	Judge Bowen	Staff time	<ul style="list-style-type: none"> <li>- Subcommittee members identified for workgroups/committees</li> <li>- Workgroup/committee meetings attended by subcommittee members</li> </ul>	

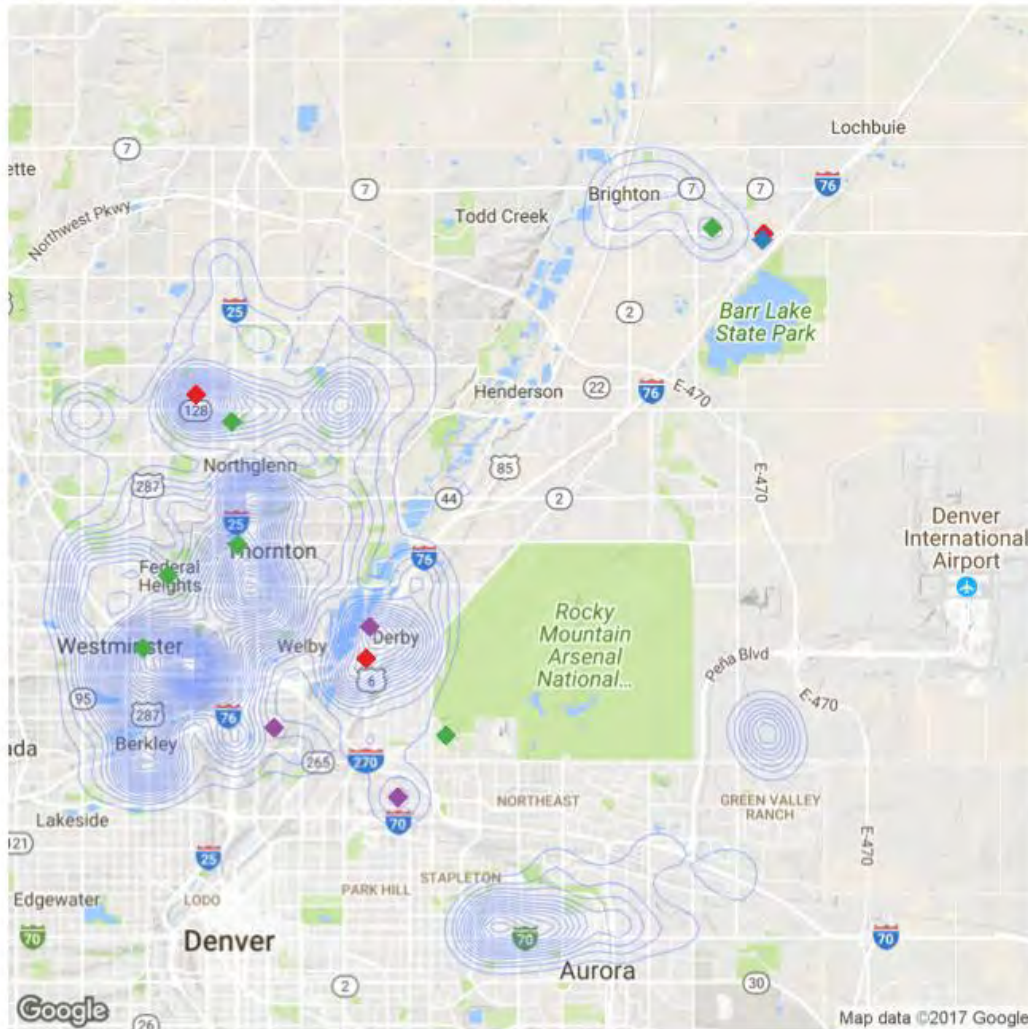
## Attachment A

Year	MuniAverageLengthOfStay	MuniBookings	DualAverageLengthOfStay	DualBookings
2014	22.54605	2302	41.18135	579
2015	20.98708	2709	36.34745	685
2016	25.27459	2633	37.87433	748

1. "Muni Bookings" represent those inmates who are housed in the jail for at least one municipal hold.
2. "Dual Bookings" represent those inmates who are housed in the jail where at least one charge is associated with Adams County Courts, and also at least one municipal hold.

## Attachment B

Density of Arrests in western Adams County  
Jail Booking Arrests, January 1, 2014 - September 15, 2017



Red=Probation  
Blue=County Courthouse  
Green=Municipal Courthouse  
Purple=Community Correction

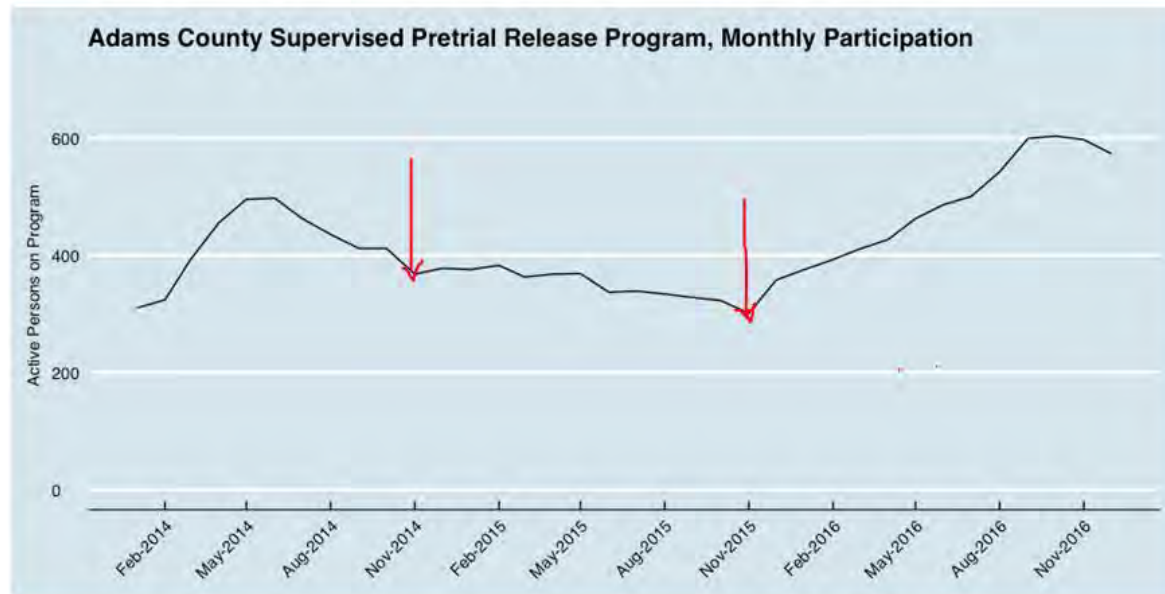
## Attachment C

Number and Status of Adams County Inmates Received by Year									
	Felony Inmates	Felony Pretrial	Felony Sentenced	Misd. Inmates	Misd. Pretrial	Misd. Sentenced	Municipal Inmates	Municipal Pretrial	Municipal Sentenced
2014	2,097	84%	16%	6,524	88%	12%	4,686	93%	7%
2015	4,706	83%	17%	6,492	87%	13%	2,107	94%	6%
2016	2,073	85%	15%	7,718	89%	11%	5,285	95%	5%

- The vast majority of inmates in the Adams County Jail, regardless of offense level, were received on a pretrial status.
- As the severity of the offense increased, the likelihood of being received on a pretrial status increased, and the inverse was true for individuals received as sentenced.
- Over the past three years, the proportion of inmates detained on pretrial or sentenced status remained fairly consistent.



## Attachment D



- In November 2014, Adams County adopts the CPAT
- In November 2015, Public Defenders begin attending in-house jail advisements arguing bond



**STUDY SESSION AGENDA ITEM**

<b>DATE:</b>	<b>November 14, 2017</b>
<b>SUBJECT:</b>	<b>Regional Transportation Priority Process North Metropolitan Industrial Area Connectivity Study (NMIACS) Regional Transportation Update</b>
<b>FROM:</b>	<b>Kristin Sullivan, Director of Community and Economic Development</b>
<b>AGENCY/DEPARTMENT:</b>	<b>Community and Economic Development Department</b>
<b>ATTENDEES:</b>	<b>Kristin Sullivan, Jeffery Maxwell</b>
<b>PURPOSE OF ITEM:</b>	<b>Provide Update on NMIACS process and outcomes and brief board on general ADCOG schedule for regional transportation prioritization</b>
<b>STAFF RECOMMENDATION:</b>	<b>Update and discussion</b>

**BACKGROUND:**

**North Metropolitan Industrial Area Connectivity Study (NMIACS) (approximately 15 mins)**

In September 2014, the Board provided a commitment in principle up to \$100k towards a Commerce City-sponsored DRCOG grant to conduct a study to identify critical travel sheds on the state and interstate highway system and the local and arterial and major collector street system. The study area is generally bounded west-to-east from I-25 to Quebec and then south-to-north from Martin Luther King BLVD/32<sup>nd</sup> to I-270/85, and 85 & 60<sup>th</sup> to SH 2.

Commerce City was awarded \$700k in DRCOG TIP funding with Commerce City, Denver and Adams County contributing \$100k each for the local match requirement.

The Board approved the carryover request for the county’s \$100k local match on April 25, 2017.

The short presentation will provide an overview of the process, including how the study team identified the top 9 projects, as well as next steps.

**ADCOG Priorities (approximately 15 minutes)**

As described in earlier study sessions, the DRCOG TIP Process will be substantially different this year compared to prior years. Staff would like to discuss a general schedule for the next steps in the ADCOG prioritization process, including the county hearing process anticipated for the first quarter of 2018 and an anticipated DRCOG ‘call from regional projects’ towards the end of the first quarter/early second quarter.

**AGENCIES, DEPARTMENTS OR OTHER OFFICES INVOLVED:**

Commerce City, Denver, Public Works, CED

**ATTACHED DOCUMENTS:**

NMIACS presentation

Working Schedule for ADCOG/DRCOG Dual TIP Process

**FISCAL IMPACT:**

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

**Fund:** 13

**Cost Center:** 3056.8910

	<b>Object Account</b>	<b>Subledger</b>	<b>Amount</b>
Current Budgeted Revenue:			
Additional Revenue not included in Current Budget:			
<b>Total Revenues:</b>			

	<b>Object Account</b>	<b>Subledger</b>	<b>Amount</b>
Current Budgeted Operating Expenditure:			
Add'l Operating Expenditure not included in Current Budget:			
Current Budgeted Capital Expenditure:	8910	30561612	\$100,000
Add'l Capital Expenditure not included in Current Budget:			
<b>Total Expenditures:</b>			

New FTEs requested:  YES  NO


Future Amendment Needed:  YES  NO

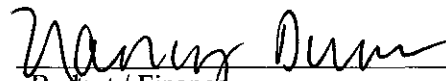
**Additional Note:**

Costs noted above are for the local match in the 2017 budget for the completion of NMIACS.

**APPROVAL SIGNATURES:**

**APPROVAL OF FISCAL IMPACT:**

  
Raymond P. Gonzales, County Manager

  
Nancy Dunn  
Budget / Finance

  
Bryan Ostler, Deputy County Manager

\_\_\_\_\_  
Patti Duncan, Deputy County Manager



## Adams County Commissioners Study Session

November 14, 2017

# Agenda

**Project Goals**

**Travel Shed Mode Priority**

**Project Decision Scoring Process**

**Top Connectivity Projects**



# Project Goals

## Industrial Area Study

- The goal of the project is to **identify and prioritize projects** in the study area; provide **conceptual design and cost estimates** for the top 10 priority projects; and discuss **funding and implementation needs** for the projects. The basis for prioritization will be based on identifying those **projects which will provide connectivity in the industrial area the best, regardless of jurisdictional boundaries.**

## Vasquez PEL

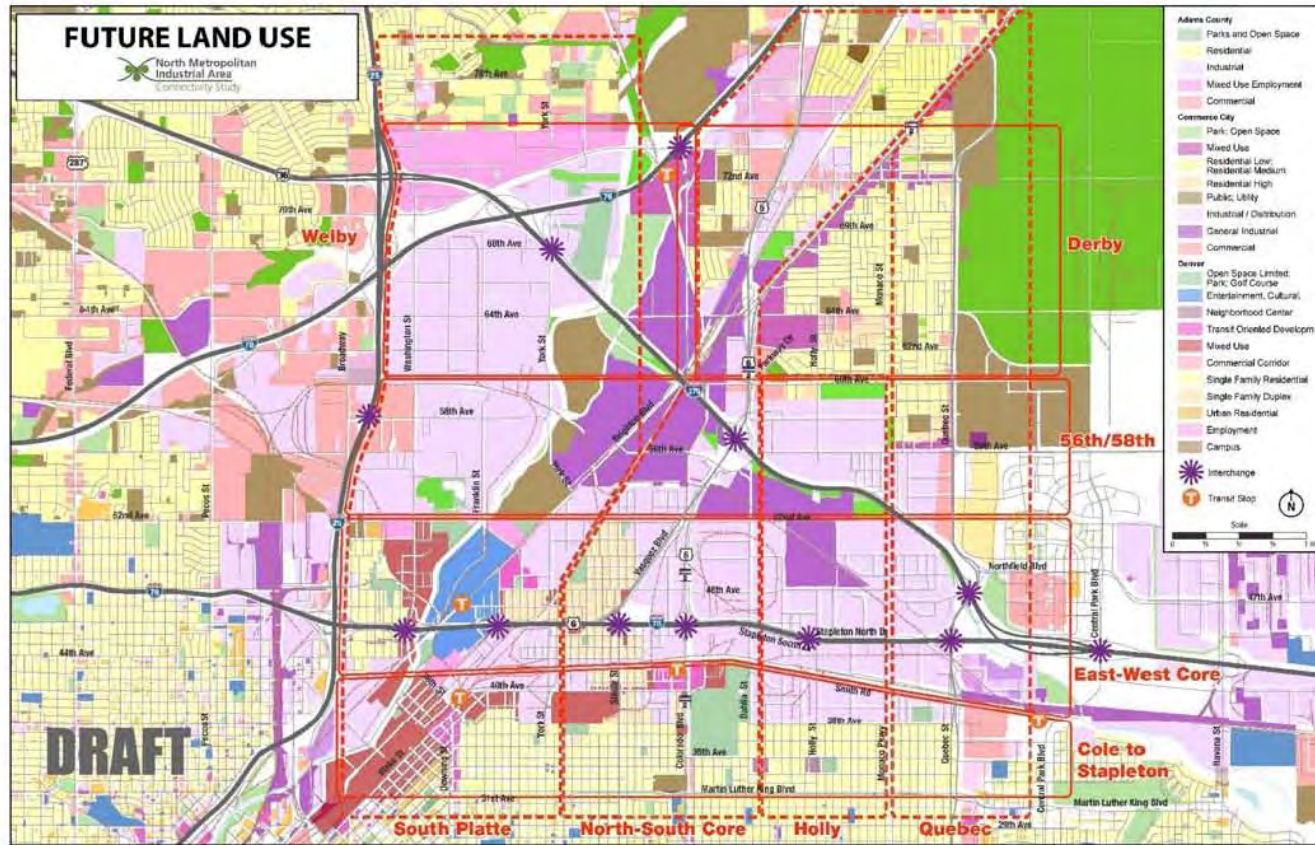
- The purpose of transportation improvements in the vicinity of I-270 and Vasquez Blvd is to improve safety and mobility for vehicles and freight at the I-270/Vasquez Blvd Interchange and the surrounding local road system, and improve transportation connectivity for all modes.



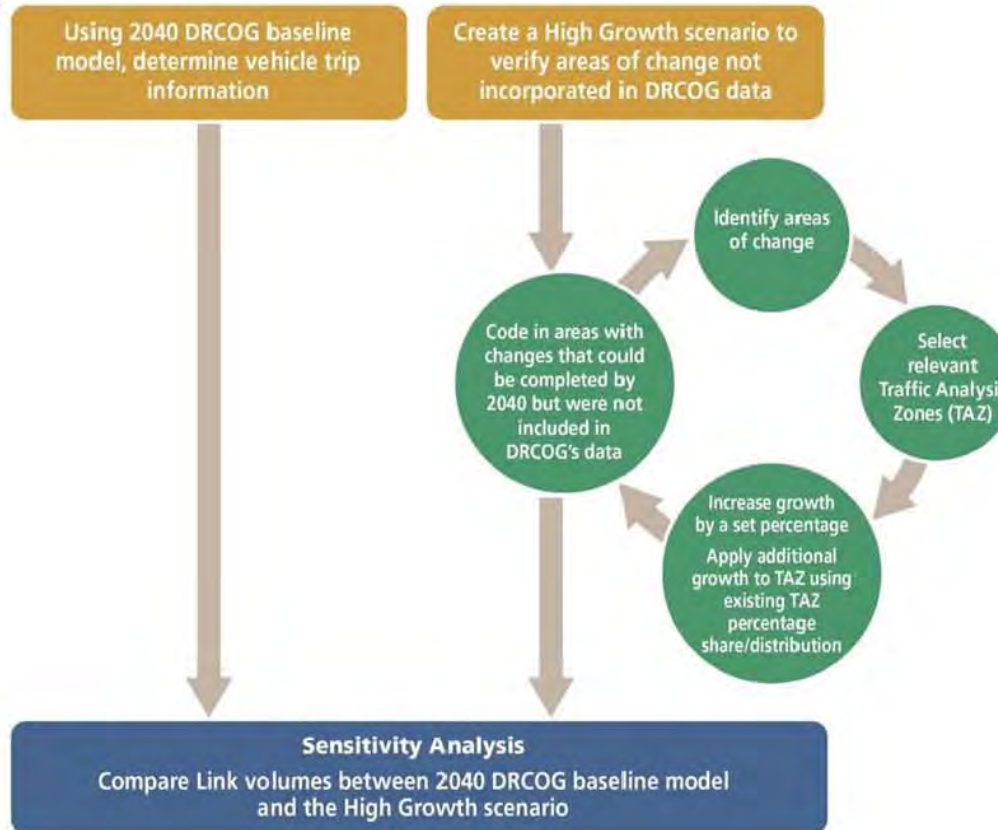
**North Metropolitan  
Industrial Area**  
Connectivity Study

## Travel Shed Mode Priority

# Travel Sheds (New version)



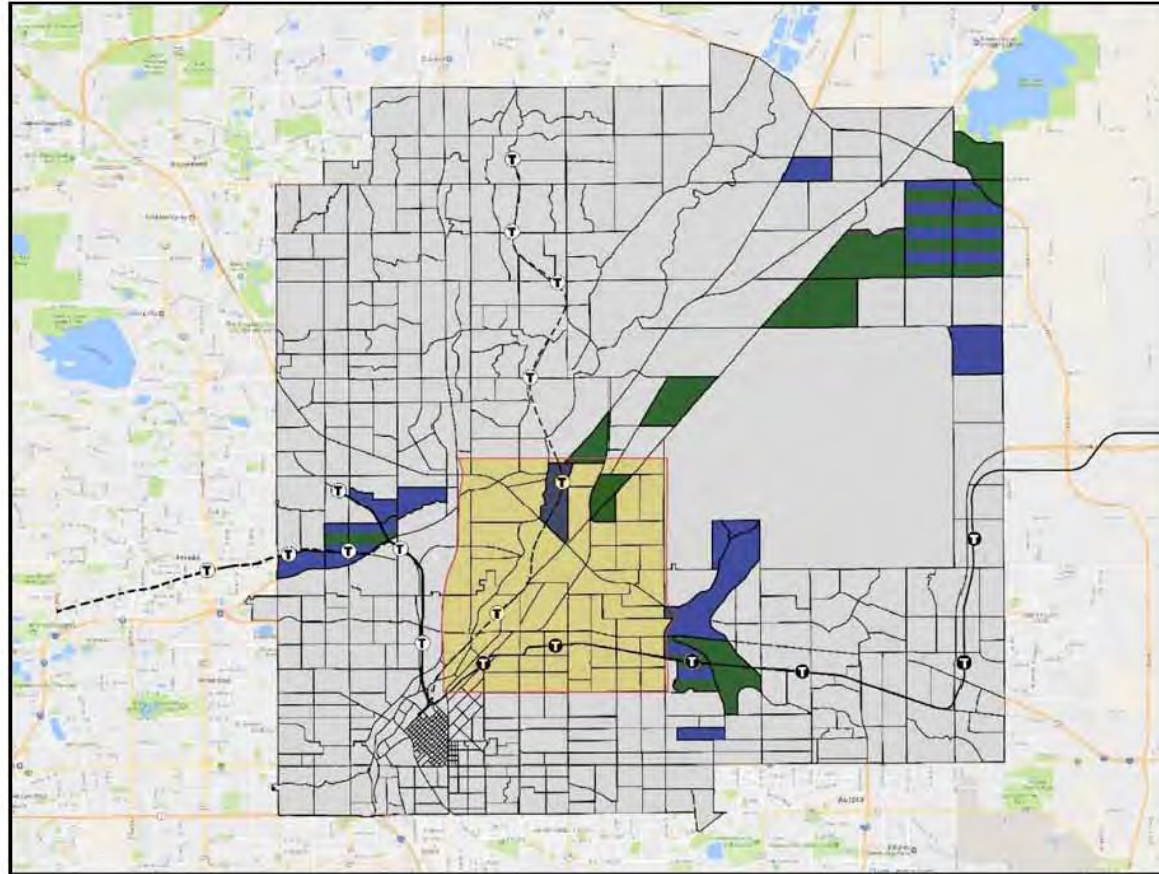
# High Growth Scenario Development Process



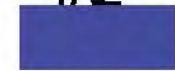


# NMIACS Model Area

## Population & Employment



SIGNIFICANT  
T  
GROWTH  
TAZ



POPULATION



EMPLOYMENT



EMPLOYMENT  
&  
POPULATION

# Mode Priorities

Priority		Secondary
Freight	-	Vehicles
Bicycle/Pedestrian	-	Transit

## Freight

- Highest priority in four travel sheds: South Platte, Holly, 58th/56th and East-West Core.
- Freight has been prioritized based on existing and future land use, and because several proposed improvements within the study area offer significant enhancement to freight mobility.
- Commerce City believes freight should be a higher priority throughout the study area.

## Vehicles

- Highest priority in Welby and second highest in four other travel sheds: North-South Core, Holly, 58th/56th and East-West Core.
- Focus on providing employment access for industrial areas and providing access to interstate/highway network for commuters in residential areas.

## Bicycle/Pedestrian

- Need to improve permeability of barriers with more bike/pedestrian connections.
- Highest priority in two travel sheds, Derby and Cole to Stapleton, and second highest priority in three travel sheds; South Platte, Quebec and Welby.
- Part of the reason of prioritizing bicycle and pedestrian facilities is to improve connectivity to transit—this benefit is twofold, expanding the bicycle and pedestrian network and providing access to transit.
- Bike/pedestrian improvements aim to offer people a viable alternative to the automobile.

## Transit

- Transit is ranked #1 in North-South Core and Quebec and #2 in Cole to Stapleton and Derby.
- Much of the focus is on improving connections to existing or new transit, which will mostly be accommodated through bicycle and pedestrian improvements; thus, they are a higher priority than transit.
- Increase number of bus stops.
- Transit improvements aim to offer people a viable alternative to the automobile—common theme to many plans.





**North Metropolitan  
Industrial Area**  
Connectivity Study

**Project Decision Scoring  
Process**

# Project Scoring

## Variables Grouped by Project Goals

### Improves mobility for all modes

- 1 = Alternative provides benefit at a local scale
- 2 = Alternative provides benefit at a regional scale
- 3 = Alternative provides significant benefit at a study area scale

### Alternative benefits multiple jurisdictions

- 0 = Alternative primarily benefits one jurisdiction
- 1 = Alternative benefits two jurisdictions
- 2 = Alternative benefits three jurisdictions

### Improves transit connections in underserved areas

- 0 = Alternative does not improve transit connections in underserved areas
- 1 = Alternative does improve transit connections in underserved areas
- 2 = Alternative significantly improves transit connections in the underserved areas

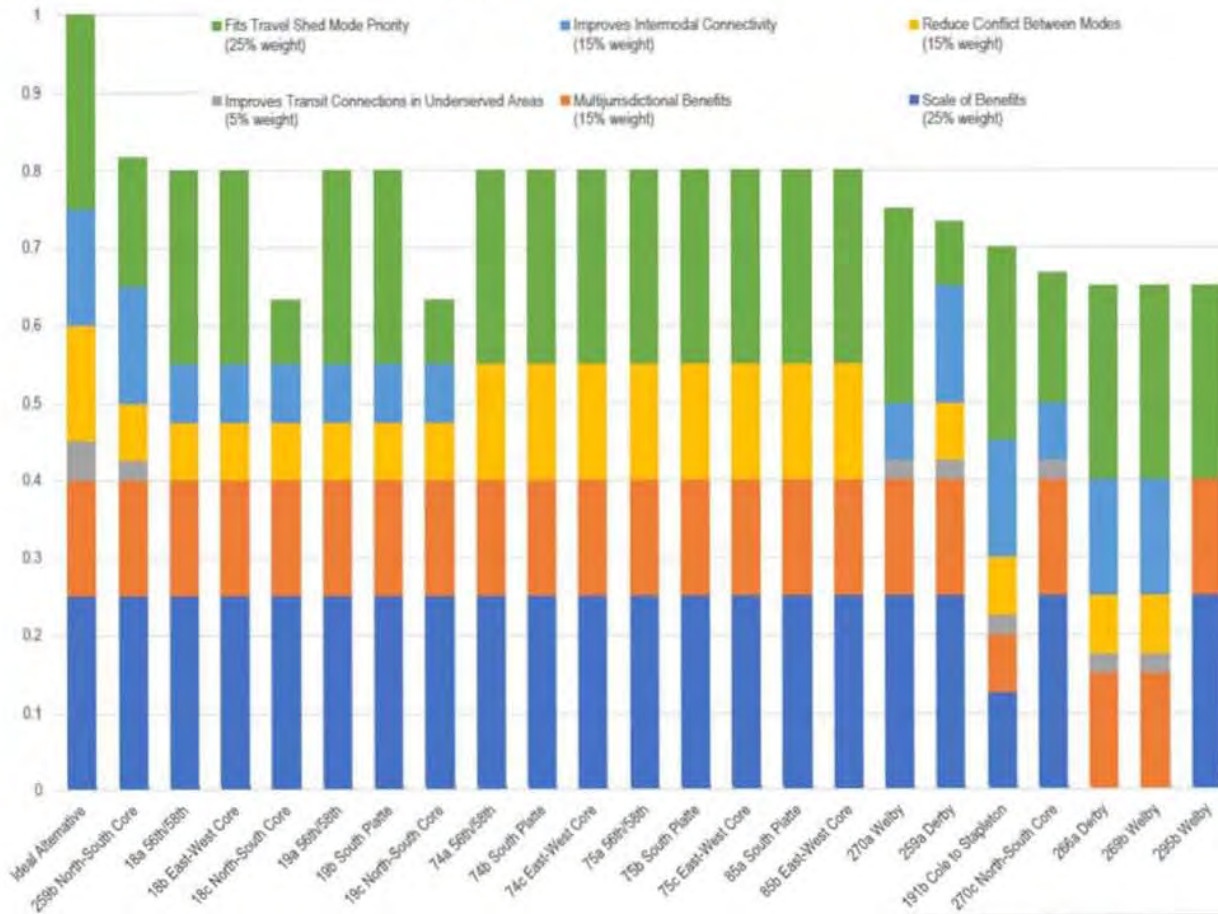
### Reduces conflict between modes

- 0 = Alternative does not reduce conflict between modes
- 1 = Alternative does reduce conflict between modes
- 2 = Alternative significantly reduces conflict between modes

### Fits travel shed mode prioritization

- 0 = Alternative's primary benefit matches travel shed's 4th priority
- 1 = Alternative's primary benefit matches travel shed's 3rd priority
- 2 = Alternative's primary benefit matches travel shed's 2nd priority
- 3 = Alternative's primary benefit matches travel shed's 1st priority

# Top Project Scoring, Final Version



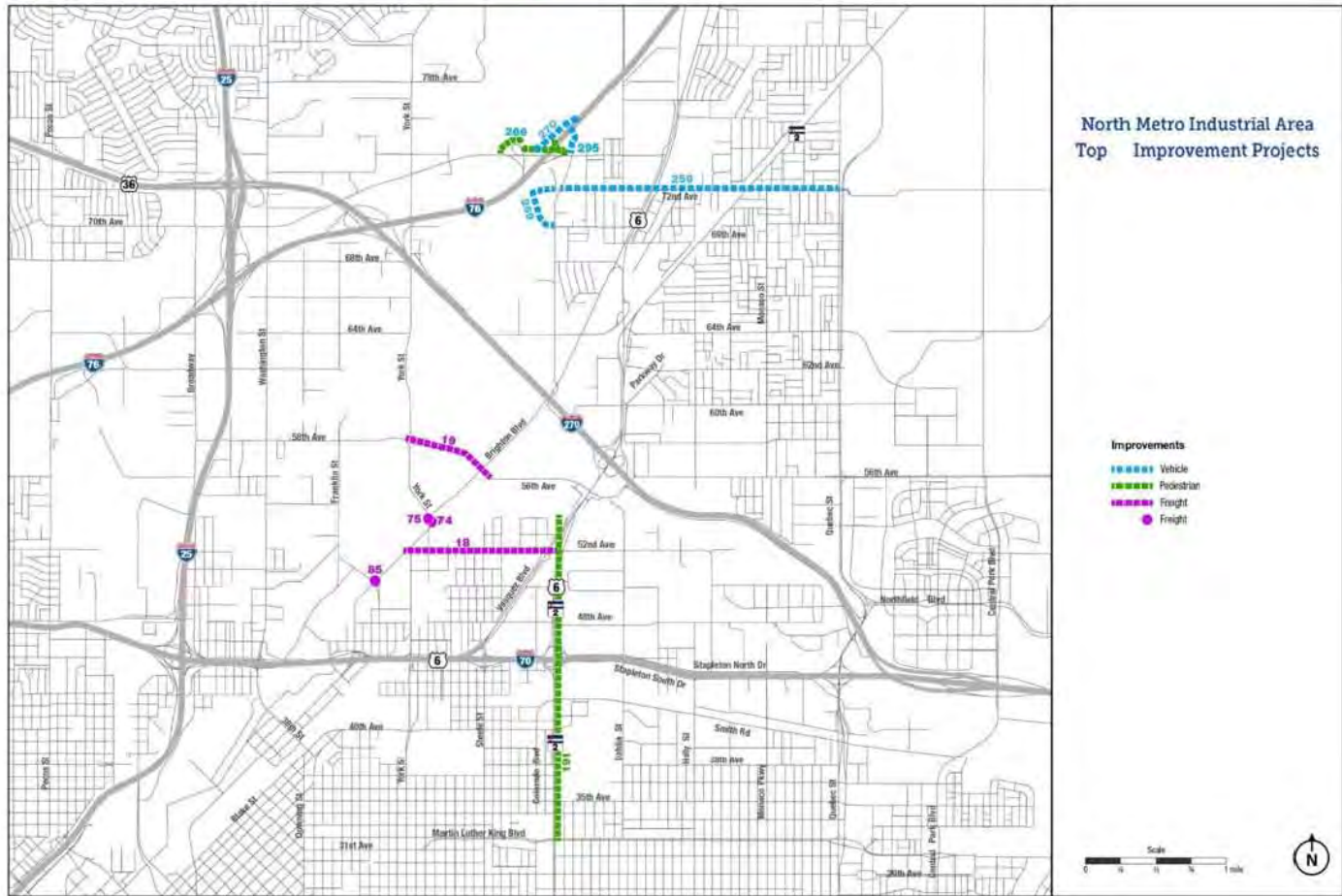
Project number/Travel Shed



**North Metropolitan  
Industrial Area**  
Connectivity Study

## Top Connectivity Projects

# Top Improvement Projects



## Top Improvement Projects

Alternative ID and Travel Shed		Description	Primary mode
18 (a,b,c)	56th/58th	52nd Avenue, Brighton Blvd to Colorado Blvd, extend over UP	Freight
191	Cole to Stapleton	Colorado Blvd: MLK Blvd to 54th, Improve Colorado Blvd with enhanced bike/ped crossings, improved transit service, streetscaping, and sidewalks	Pedestrian
19 (a,b,c)	56th/58th	56th Ave to 58th Ave connection over the South Platte River	Freight
259 (a,b)	Derby	73rd Avenue multimodal corridor	Vehicle
266	Derby	O'Brian Canal loop, connect to South Platte River Trail	Pedestrian
270 (295)	Welby	New I-76 interchange ramps, including ramp from WB SH 224 to EB I-76	Vehicle
74 (a,b,c)	56th/58th	Brighton Blvd and BNSF improve clearance, turning angle	Freight
75 (a,b,c)	56th/58th	Brighton Blvd and York St. intersection angle improvements to support large truck turns	Freight
85 (a,b)	South Platte	Race Ct and BNSF and Brighton, increase height clearance at underpass	Freight



# Transit Projects

## NMIACS Transit Projects

Score ID	Location	Description	Travel Shed	Score	
28a	Brighton Boulevard	enhanced bus transit corridor - higher	South Platte	0.233	
28b	north of downtown	frequency, BRT, priorities for ITS investments	Cole to Stapleton	0.317	
28c			North-South Core	0.4	
33a	I-25; Denver to I-270	BRT improvement beyond managed lanes	South Platte	0.358	
41a	Monaco Street	enhanced bus transit corridor - higher	Quebec	0.4	
41b		frequency, BRT, priorities for ITS investments	Holly	0.15	
41c			Cole to Stapleton	0.317	
46a	Smith Road/ 40th Avenue	enhanced bus transit corridor - higher	Cole to Stapleton	0.317	
46b		frequency, BRT, priorities for ITS investments	East-West Core	0.15	
95a	56th Avenue bus routes	new bus routes in and around North Metro corridor	56th/58th	0.433	
95b			Quebec	0.6	
95c			North-South Core	0.6	
101a	Holly Street	new bus routes in and around North Metro corridor	Derby	0.442	
101b			Holly	0.275	
101c			56th/58th	0.358	
109a	Welby bus stops	no bus stops within the Welby neighborhood, rendering most residents dependent on automobiles for traveling needs	Welby	0.283	
109b			South Platte	0.283	
136a	Colorado Blvd: 40th to 64th	exclusive bus lane	North-South Core	0.6	
136b			East-West Core	0.35	NATE II
136c			56th/58th	0.433	
137a	Quebec: 64th to SH 2	exclusive bus lane	Quebec	0.6	
137b			Derby	0.517	NATE II
138a	SH 2: 72nd to I-76	BRT - center or shoulder	North-South Core	0.6	
138b			Derby	0.517	NATE II
139a	72nd and SH 2 stations	Proposed stations	Derby	0.367	
139b			North-South Core	0.45	NATE II
233a	Quebec Street	enhanced bus transit corridor - higher	Quebec	0.55	
233b		frequency, BRT, priorities for ITS investments	Cole to Stapleton	0.467	NATE II
233c			East-West Core	0.3	
271a	70th/72nd/Colorado	bus routes	Derby	0.517	
271b			Welby	0.433	
271c			North-South Core	0.6	

Note: highlighted in red indicates "selected to the top projects list"

# Project Goals

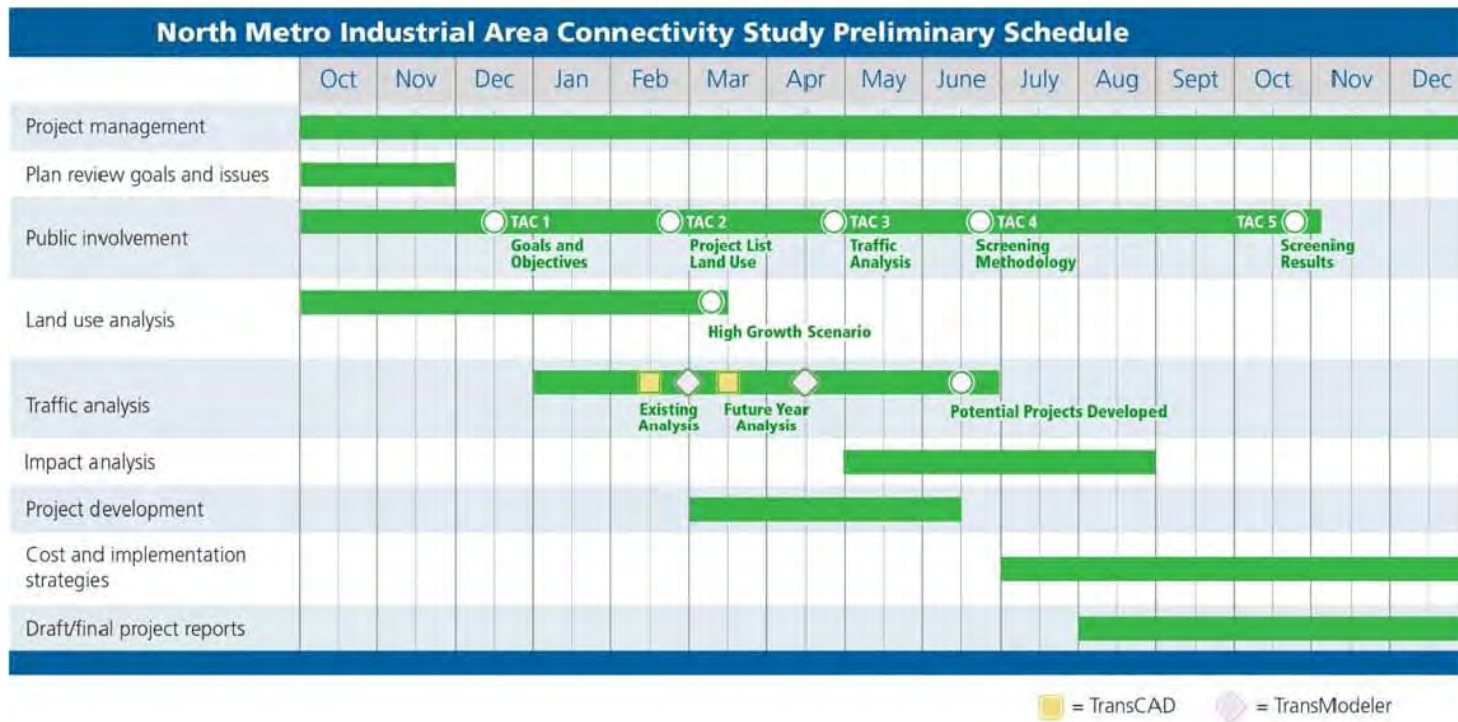
## Industrial Area Study

- The goal of the project is to identify and prioritize projects in the study area; provide conceptual design and cost estimates for the top 10 priority projects; and discuss funding and implementation needs for the projects. The basis for prioritization will be based on identifying those projects which will provide connectivity in the industrial area the best, regardless of jurisdictional boundaries.

## Vasquez PEL

- The purpose of transportation improvements in the vicinity of I-270 and Vasquez Blvd is to improve safety and mobility for vehicles and freight at the I-270/Vasquez Blvd Interchange and the surrounding local road system, and improve transportation connectivity for all modes.

# Updated Schedule



## Next Steps

- Design of Top 9 Projects
  - Preliminary design
  - Preliminary cost estimates
- Final Report
  - Summaries of:
    - Land use and growth scenario planning
    - Travel shed identification and mode prioritization
    - Traffic analysis
    - Environmental and social resource scan
    - Project screening and evaluation
  - Implementation packages for top 9 projects



**North Metropolitan  
Industrial Area**  
Connectivity Study

## Questions

## \*Working Schedule for Dual TIP Process

ACTIVITY/DECISION NEEDED	NOVEMBER	DECEMBER	1Q2018	2Q2018	3Q2018	4Q2018
ADAMS COUNTY EFFORTS						
ADCOG						
CDOT COUNTY HEARING PROCESS			DATE TBD			
DRCOG -- CALL FOR REGIONAL PROJECTS			END OF FIRST QUARTER			
DRCOG – CALL FOR SUB-REGIONAL PROJECTS					~AUGUST	
DRCOG – MINOR AMENDMENTS TO RTP	15 <sup>TH</sup> – DEADLINE FOR SUBMITTALS			APRIL - APPROVAL BY BOARD		
DRCOG – MAJOR AMENDMENTS TO RTP -- 18-24 MONTHS OUT						

\*Timeframes subject to change





## STUDY SESSION AGENDA ITEM

<b>DATE:</b> November 14, 2017
<b>SUBJECT:</b> Oil and Gas Traffic Impact Fee Study Update
<b>FROM:</b> Kristin Sullivan, Director of Community and Economic Development
<b>AGENCY/DEPARTMENT:</b> Community and Economic Development
<b>ATTENDEES:</b> Kristin Sullivan, Jeff Maxwell, Nana Appiah, Jen Rutter, Rene Veldez, Christopher LaMere, Christine Francescani, Consultant (Felsburg, Holt & Ullevig)
<b>PURPOSE OF ITEM:</b> To provide a status update of the Oil and Gas traffic impact fee study
<b>STAFF RECOMMENDATION:</b> Provide direction on preliminary results and allow staff to post the report on the County's website for 60 days to solicit public comments and schedule adoption of the fees in the first quarter of 2018

### **BACKGROUND:**

The Community and Economic Development department has been working with TischlerBise and its associated subconsultant of Felsburg, Holt & Ullevig, to develop and recommend a traffic impact fee for oil and gas development, as well as to update the general traffic impact fees that the county currently imposes on new development. At this time the general traffic impact fee project is still ongoing, but staff has an update on the status of the oil and gas traffic impact fee.

The County staff and the consultant have been collecting data, reviewing various data relating to oil and gas traffic impact information in the County, as well as current and anticipated drilling activity. On August 9, 16, and 21 of this year, staff organized three public meetings to solicit input from the oil and gas industry and County residents. The attendees provided feedback on the process for conducting the study, as well as type of data being used for the study. After the public meetings, staff continued to meet with the consultant to evaluate methodology for the study, including incorporation of the public input. After carefully analyzing all available data, both staff and the consultant agreed to review some of the existing data, including specifically obtaining real traffic counts on certain County roads. This additional assessment extended the consultant's ability to generate results of the full impact of oil and gas activity on county roads and producing preliminary result.

On September 12, 2017, staff, at a study session, informed the BoCC of the status of the oil and gas impact fee study and requested additional time to continue refining and reviewing the

projected data with the consultant. Since the BoCC meeting, staff and the consultant met on several occasions and now have completed preliminary results of the study.

The purpose of this study session is to discuss the preliminary results with the BoCC and make recommendations on sharing the results with various stakeholders for comments. Staff will also be recommending that we post the preliminary results on the County's website for 60 days to solicit public input prior to considering adoption. The preliminary results are attached to this report as a PowerPoint presentation.

**AGENCIES, DEPARTMENTS OR OTHER OFFICES INVOLVED:**

County Manager's Office  
Public Works Department  
County Attorney's Office

**ATTACHED DOCUMENTS:**

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:			
<b>Total Revenues:</b>			

	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:			
<b>Total Expenditures:</b>			

New FTEs requested:  YES  NO


Future Amendment Needed:  YES  NO

**Additional Note:**

**APPROVAL SIGNATURES:**

**APPROVAL OF FISCAL IMPACT:**

  
Raymond H. Gonzales, County Manager

  
Waring Dunn  
Budget / Finance

  
Bryan Ostler, Deputy County Manager

\_\_\_\_\_  
Patti Duncan, Deputy County Manager

# Adams County Oil & Gas Traffic Impact Study Preliminary Findings



Board of County Commissioners  
Work Session  
November 14<sup>th</sup>, 2017



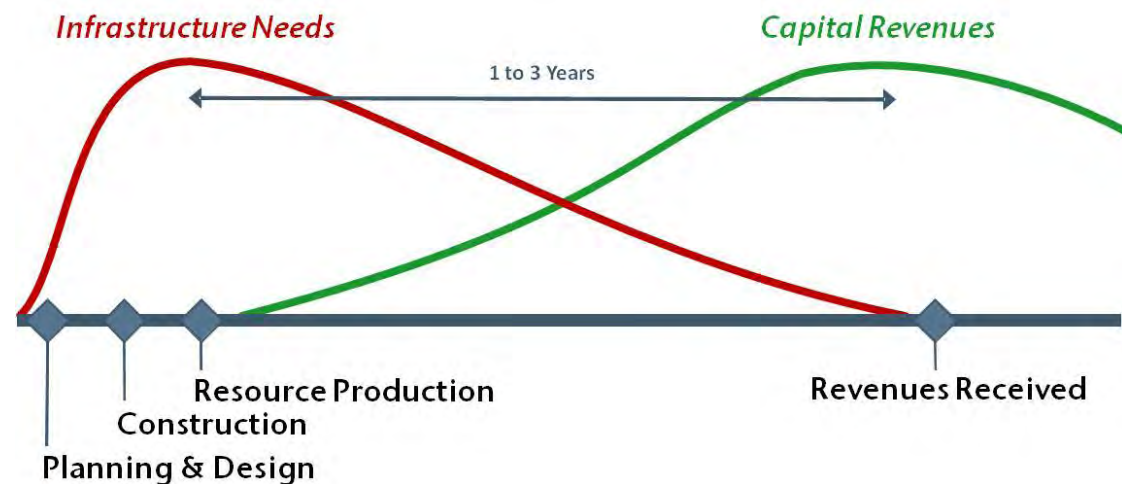
# Presentation Outline

- Study Purpose & Objectives
- Uniqueness of Oil & Gas Activity
- Study Process and Assumptions
- Public & Industry Engagement
- Fee Options



# Study Objectives

- Identify potential impacts of oil and gas industry on Adams County's roads
- Calculate an impact fee to allow the County to offset increased road deterioration and multimodal safety costs
- Account for unique aspects of oil & gas road impacts
  - Major impacts occur up front during development phase
  - Impacts tied to heavy vehicles





# Oil & Gas Activity Overview



- **Development phase** (once lease and exploration complete):
  - Pad construction – **5-7 days total**
    - Preparing the site, including building the access road and the well pad.
  - Drilling – **3-7 days/well**
    - The process of drilling the well to the desired depth and completing the requisite number of horizontal bores.
  - Completion – **2-5 days/well**
    - Converting the well system to a producing well, typically by fracturing the shale and completing the production well requirements. Removing flowback water from the well pad.
- **Production phase** (extracting, storing and distributing the resource)



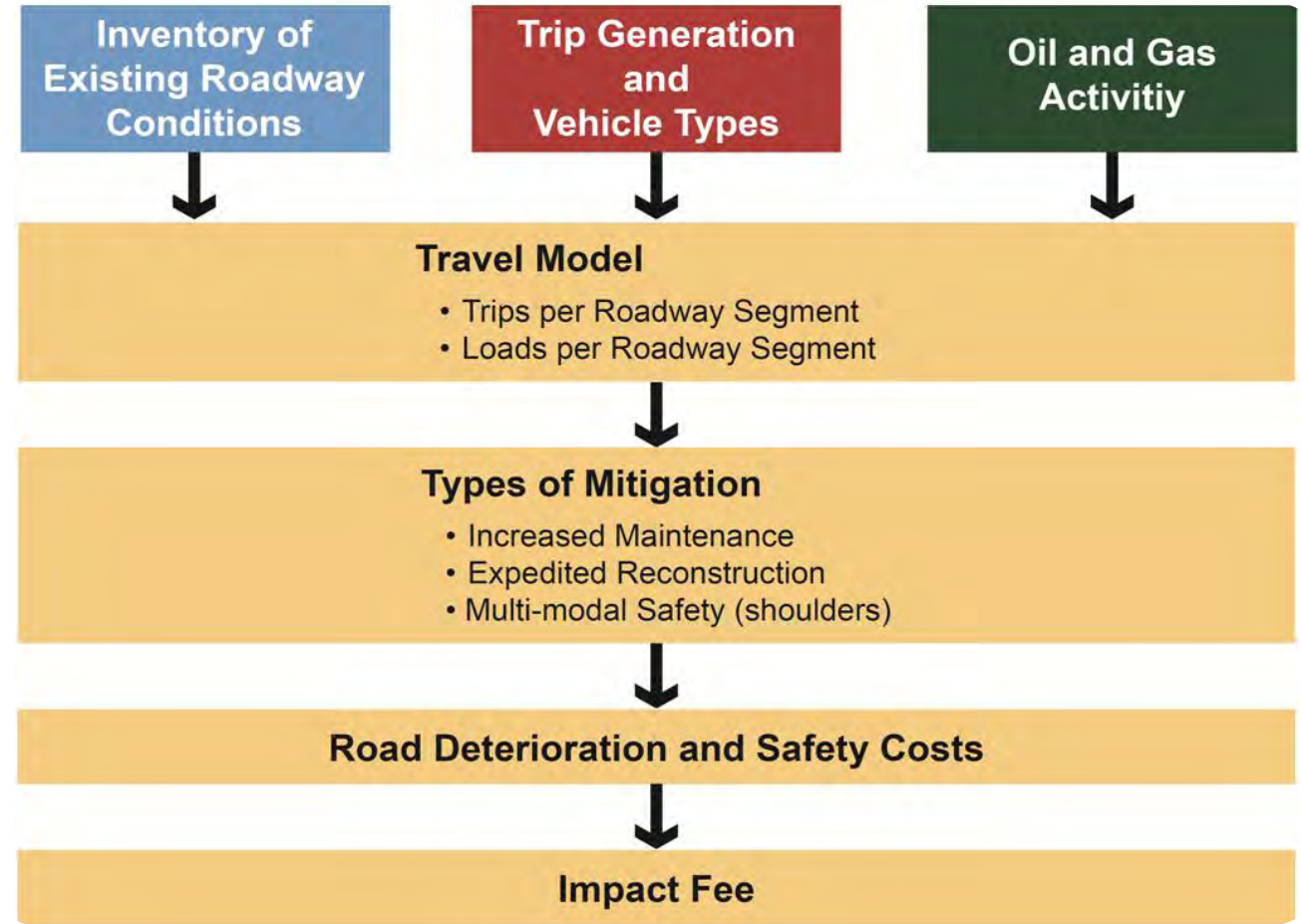
# Elevated Impacts

Vehicle:	Passenger Car	Water Tanker	Specialized Trucks
Unit:	1	1	1
Weight:	1	20 x a car	40 x a car
Impact:	1	2,000-6,000 x a car	15,000-46,000 x a car



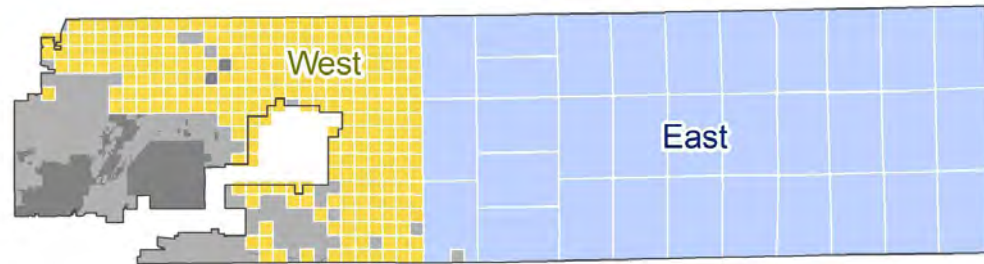
Credit: PACCAR Inc

# Study Process



# Scenarios Tested

- Analyzed development and production phases
- Activity studied only in unincorporated Adams County (excluding the southwest)
- Scenarios testing with and without pipelines
- Split the County into West and East at Schumaker Rd
  - Most density in the West



# Mitigation Activities Included

- Paved roads
  - Additional asphalt overlay to offset impacts
  - Expedited reconstruction due to faster expiration of service life
  - Adding shoulders to offset impacts to multimodal safety
- Gravel roads
  - New gravel
  - Increased dust suppression applications
  - Paving (> 400 ADT)

# Public & Industry Engagement

- Series of three meetings were held to:
  - Explain Purpose of study
  - Describe methodology
  - Answer questions and solicit feedback on oil and gas transportation impacts:
    - Will you include a Hazardous Material Fee?
    - Will you address traffic congestion on major roads?
    - Can the County restrict use of certain roads by some oil and gas vehicles to avoid using bike routes and/or poor condition roads?
    - Will bridges part of the analysis?
    - Would a County fee push development into incorporated areas?
    - Will air quality impacts be considered?

## Involvement Meetings

Date & Time	Participants
8/9/17 from 6-7:30pm	Public
8/16/17 at 6:30pm	Oil & Gas Operators
8/21/17 from 6-7:30pm	Public



# Oil & Gas Impact Fees: Key Considerations

1. Costs to include in the fee
  - a. Multimodal safety costs of adding shoulders
  - b. Production phase
2. Pipelines reduction in truck trips
  - a. Fresh water
  - b. Produced water
  - c. Product
3. Location of costs and how to assess fees
  - a. All of Adams County
  - b. West and East separate



# Consideration #1: Options of Costs to Include

- Costs to include in the fee:
  - Option A – Include all costs for all phases
  - Option B – Exclude multimodal safety costs from Option A
  - Option C – Exclude production phase costs from Option A
  - Option D – Exclude multimodal safety and production phase costs

Fee (No Pipelines)	All of Adams County			
	Option A	Option B	Option C	Option D
Per Pad Fee	\$1,864	\$898	\$1,864	\$898
Per Well Fee	\$47,302	\$32,207	\$15,372	\$7,406

# Consideration #2: Pipeline Reductions

- Fresh water
- Produced water
- Product

Pipeline Reduction			All of Adams County
<i>Fresh Water Pipeline</i>	<i>Produced Water Pipeline</i>	<i>Product Pipeline</i>	Option A
Per Pad Fees			
n/a	n/a	n/a	\$1,864
Per Well Fees			
-	-	-	\$47,302
✓	-	-	\$45,473
-	-	✓	\$31,177
-	✓	-	\$29,980
✓	-	✓	\$29,348
✓	✓	-	\$28,150
-	✓	✓	\$13,855
✓	✓	✓	\$12,026



# Consideration #3: Location

- All of Adams County
- West and East separate

Pipeline Reduction			All of Adams County	West District	East District
<i>Fresh Water Pipeline</i>	<i>Produced Water Pipeline</i>	<i>Product Pipeline</i>	Option A	Option A	Option A
Per Pad Fees					
n/a	n/a	n/a	\$1,864	\$1,603	\$4,047
Per Well Fees					
-	-	-	\$47,302	\$45,175	\$65,119
✓	✓	✓	\$12,026	\$9,345	\$32,087



# Summary of Impact Fee Options & Recommendations

## Preliminary Study Team Recommendations

1. Costs to include:
  - a. Multimodal safety costs? – Yes
  - b. Production phase costs? – Further Discussion
2. Pipeline reductions to incorporate:
  - a. Fresh water? – Yes
  - b. Produced water? – Yes
  - c. Product? – Yes
3. Location costs application:
  - a. Single, County-wide fee? – No
  - b. Separate West & East fees? – Yes

Pipeline Reduction			All of Adams County	West District	East District
Fresh Water Pipeline	Produced Water Pipeline	Product Pipeline			
Per Pad Fees					
n/a	n/a	n/a	A: \$1,864	A: \$1,603	A: \$4,047
			B: \$898	B: \$794	B: \$1,767
			C: \$1,864	C: \$1,603	C: \$4,047
			D: \$898	D: \$794	D: \$1,767
Per Well Fees					
-	-	-	A: \$47,302	A: \$45,175	A: \$65,119
			B: \$32,207	B: \$31,584	B: \$37,430
			C: \$15,372	C: \$13,222	C: \$33,382
			D: \$7,406	D: \$6,550	D: \$14,576
✓	✓	✓	A: \$12,026	A: \$9,345	A: \$32,087
			B: \$4,590	B: \$3,554	B: \$13,268
			C: \$11,713	C: \$9,008	C: \$31,972
			D: \$4,293	D: \$3,233	D: \$13,166

# Production Phase Discussion

- **Reasons to include:**

- Consider full impact
- Incentive for desirable pipelines

- **Reasons not to include:**

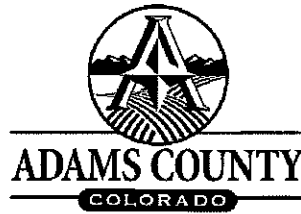
- Available data on production phase
- Trip-based (not load-based) fee may be more consistent with other impact fees



# Next Steps

- Post results on the County's website for 60 days to solicit public comments (Post results and report by December 1<sup>st</sup>)
- Schedule adoption of the fees in the 1<sup>st</sup> quarter of 2018





## STUDY SESSION AGENDA ITEM

<b>DATE:</b>	November 14, 2017
<b>SUBJECT:</b>	Oil and Gas Update
<b>FROM:</b>	Kristin Sullivan, Director of Community and Economic Development Jen Rutter, Senior Environmental Analyst Chris LaMere, Oil & Gas Liaison
<b>AGENCY/DEPARTMENT:</b>	Community and Economic Development
<b>ATTENDEES:</b>	Kristin Sullivan, Jen Rutter, Chris LaMere
<b>PURPOSE OF ITEM:</b>	Update on oil and gas issues
<b>STAFF RECOMMENDATION:</b>	Update

### **BACKGROUND:**

Staff will brief the Board on current oil and gas activity, County regulation amendments, and the state-level rulemaking efforts led by Colorado Department of Public Health & Environment (CDPHE) and the Colorado Oil and Gas Conservation Commission (COGCC), and the October COGCC hearings on spacing units and other related topics.

### **AGENCIES, DEPARTMENTS OR OTHER OFFICES INVOLVED:**

County Attorney  
Jeff Robbins, Outside counsel for oil and gas issues

### **ATTACHED DOCUMENTS:**

N/A

**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:			
<b>Total Revenues:</b>			<hr/>

	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:			
<b>Total Expenditures:</b>			<hr/>


New FTEs requested:                     YES                     NO

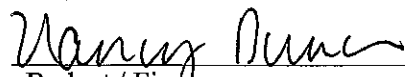
Future Amendment Needed:             YES                     NO

**Additional Note:**

**APPROVAL SIGNATURES:**

**APPROVAL OF FISCAL IMPACT:**

  
Raymond H. Gonzales, County Manager

  
Nancy Duncan  
Budget / Finance

  
Bryan Ostler, Deputy County Manager

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Patti Duncan, Deputy County Manager