



ADAMS COUNTY

COLORADO
BOARD OF COUNTY COMMISSIONERS

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STUDY SESSION AGENDA
TUESDAY
November 10, 2020

ALL TIMES LISTED ON THIS AGENDA ARE SUBJECT TO CHANGE

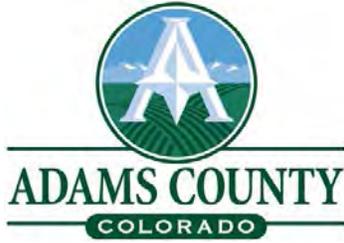
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|------------|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 11:10 A.M. | ATTENDEE(S): | Nancy Duncan |
| | ITEM: | Review of 2021 Proposed Budget |
| 11:50 A.M. | ATTENDEE(S): | Alisha Reis / Sheriff Rick Reigenborn / Matt Rivera |
| | ITEM: | Sheriff's Office Staffing Report |
| 1:00 P.M. | ATTENDEE(S): | Adam Burg / Eliza Schultz / Elisabeth Rosen / Alan Morse |
| | ITEM: | State Lobbyist Update |
| 1:55 P.M. | ATTENDEE(S): | Jill Jennings Golich / Ryan Nalty / Jen Rutter / Greg Barnes / Katie Keefe |
| | ITEM: | Development Regulation & Standards Discussion re: Gas Stations |
| 2:35 P.M. | ATTENDEE(S): | Raymond Gonzales |
| | ITEM: | Administrative Item Review / Commissioners Communication |
| 3:15 P.M. | ATTENDEE(S): | Heidi Miller |
| | ITEM: | Executive Session Pursuant to C.R.S. 24-6-402(4)(b) and (e) for the Purpose of Receiving Legal Advice and Instructing Negotiators Regarding DIA Litigation |

TO WATCH THE MEETING:

- Watch the virtual Zoom Study Session through our [You Tube Channel](#)

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

AGENDA IS SUBJECT TO CHANGE

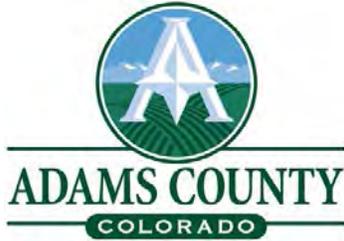


STUDY SESSION ITEM SUMMARY

DATE OF STUDY SESSION: November 10, 2020
SUBJECT: County Manager's 2021 Recommended Adams County Budget
OFFICE/DEPARTMENT: Budget & Finance Department
CONTACT: Nancy Duncan, Budget & Finance Director; Marc Osborne, Deputy Budget Director
FINACIAL IMPACT: Informational Only
SUPPORT/RESOURCES REQUEST: N/A
DIRECTION NEEDED: N/A
RECOMMENDED ACTION: No action required at the time. This is informational only to give the Board of County Commissioners an opportunity to review the County Manager's 2021 Recommended Budget.

DISCUSSION POINTS:

- This presentation will allow the Board of County Commissioners to review, analyze, and ask questions regarding the County Manager's 2021 Recommended Adams County Budget.



STUDY SESSION ITEM SUMMARY

DATE OF STUDY SESSION: Nov. 10, 2020
SUBJECT: Sheriff's Office Staffing Review & Action Plans
OFFICE/DEPARTMENT: Sheriff's Office, County Manager's Office, County Attorney's Office, People & Culture, Community Safety & Wellbeing
CONTACT: Alisha Reis, Deputy County Manager
FINACIAL IMPACT: None at this time
SUPPORT/RESOURCES REQUEST: None at this time
DIRECTION NEEDED: Support for the Sheriff's Office strategy and check-in periods quarterly, with requests for resources as programs develop
RECOMMENDED ACTION: To review the report and presentation and discuss the strategy with the Sheriff, his team and the project team, to provide guidance on implementation going forward.

DISCUSSION POINTS:

- A multidisciplinary team from the County reviewed staffing levels and efficiencies at the request of and in concert with the Adams County Sheriff's Office. A report on this effort is attached and will be presented in overview in Study Session on Nov. 10, 2020.
- The team reviewed two previous studies conducted by outside consultants in 2015 and 2017. This effort validated data and methodologies through that comparison, additional data analysis and in conversation with the Sheriff's Office team.
- The purpose of this project is to assist the Sheriff's Office to determine staffing needs both at a minimum operational level, as well as for performance-based objectives. This work creates the foundation for strategic development going forward. Five action plans resulted and are included in the attached report.

Sheriff's Office Staffing Review and Action Plans

Study Session
November 10, 2020



Overview

- Multi-disciplinary team reviewed staffing levels and efficiencies at the request and in concert with the Sheriff's Office
- Built upon data from two previous studies (2015 and 2017)
- *Purpose: To determine staffing needs at both a minimum operational level and the level to meet performance-based objectives for the strategic alignment of resources for the Office*
- 18- to 24-month time horizon
- Summary of project
 - Data analysis/methodology
 - Strategic Planning Workshop & Goal Setting/Action Plans
- Continuous improvement alignment with Baldrige model



Data Analysis

- Methodology overview
- Began with Patrol, Detention divisions
- Assumptions – minimum staffing, aspirational staffing (closer to that necessary for goal attainment)
- Current conditions – authorized force, vacancies
- Findings



Goals & Action Plans

- Half day workshop to develop key focus areas for the Sheriff's Office in the 24-month horizon
- Based upon data analysis and Sheriff's Office observations, 5 key goals emerged
- Team developed Action Plans to define the goals with timelines, champions and next steps for implementation
- Strategic planning and continuous improvement effort integrates into the County's focus, adoption of the Baldrige model – *first elected office to do so*



Goal: Reduce crime caseload per detective and increase clearance rates

Success:

- Number of case clearances increased
- Reduction in violent and property crimes
- Retention of experienced detectives
- Increase in community confidence
- Decrease in work hours per violent and property crimes (per detective)
- Decrease in number of cases per detective



Goal: Reduce time to respond to 911 calls (from dispatch to deputy on scene)

Success:

- 5-minute response time by geographic area



Goal: Increase cadet recruitment numbers and retention rates

Success:

- Increased employee satisfaction
- Increased cadet retention (70% through 3 years)
- Increased recruitment numbers
- Decreased turnover rates
- Increased number of overhires



Goal: Implement the mandates of Senate Bill 20-217

Success:

- Measurable progress toward completing tasks
- SB 20-2017 mandates are in place and operational
- Full compliance with SB 20-2017
- 100% of staff trained before January 2023



Goal: Increase safety, performance and staffing within the jail

Success:

- Number of staff vs. other similarly sized jails (determine)
- Increased retention rates of jail staff
- Improved inmate-to-staff ratios
- Improved supervisor-to-staff ratios
- Meeting statutory (bond release) timeframe



Timeline/Phasing

- 18- to 24-month timeline
- Dashboard to monitor progress and report quarterly to the Board of County Commissioners
- Tipping points to implement next phase of plan
- Project team regular check-ins to assess progress and assist Sheriff's Office team in developing next steps, considering methods of breaking through logjams



Next Steps

- Dashboard launch by January 2021
- No FTE requests in proposed 2021 Budget
- Plan to make budget amendment requests as programs/goals are well-developed
- Report to inform 2022 Budget requests



Date: October 27, 2020

To: Sheriff Rick Reigenborn and Sheriff's Office Leadership Team

From: Project Team: Alisha Reis, Jamal Ward, Matt Rivera, Max Cercone, Heidi Miller, Chris Kline

RE: Sheriff's Office Staffing Review and Action Plans

PROJECT PURPOSE AND BACKGROUND

A multidisciplinary team from the County reviewed staffing levels and efficiencies at the request of and in concert with the Adams County Sheriff's Office. The team reviewed two previous studies conducted by outside consultants in 2015 and 2017. This effort validated data and methodologies through that comparison, additional data analysis and in conversation with the Sheriff's Office team.

The purpose of this project is to assist the Sheriff's Office to determine staffing needs both at a minimum operational level, as well as for performance-based objectives. On October 15, 2020, the project team worked with the Sheriff's Office leadership, management and support personnel at a half-day workshop to develop several goals and action plans to guide the initial visionary work of the office. This work creates the foundation for strategic development going forward. Five action plans resulted and are included here as exhibits.

They include the goals to:

- 1) Reduce crime caseload per detective and increase clearance rates,
- 2) Reduce time to respond to 911 calls (from dispatch to deputy on scene),
- 3) Increase cadet recruitment numbers/retention rates,
- 4) Implement the mandates of Senate Bill 20-217, and
- 5) Increase safety, performance and staffing within the jail.

The attached action plans include champions, timeframes and resources needed to reach these goals, which are intended to cover the next 18 to 24 months. These efforts will kick off strategies to appropriately deploy resources within the Sheriff's Office to meet the needs of service to the Adams County community.

These goals were developed based upon the findings of the data analysis conducted by the project team, as well as additional data and conditions observed by Sheriff's Office leadership. Several of the goals include needs for additional data to develop specific improvements that may be monitored for progress (e.g. determining average work hours per case to determine weight and distribution of

caseloads in the Detectives Division). These specific performance indicators then will be loaded into a dashboard that allow for dynamic, constant monitoring of the office's operations.

This effort of strategic planning and continuous improvement integrates into the County's focus and adoption of the Baldrige Model of continuous improvement, which was also discussed at the planning workshop. The Sheriff's Office would represent the first elected office to join with this countywide effort toward formalized data-driven decision-making processes and resource deployment based on strategic outcomes.

The goals, strategies and phasing plan for resource requests will be discussed with the Board of County Commissioners during the Board's 2021 Budget study sessions, on Nov. 10, 2020.

DATA ANALYSIS

The project team began its work in analysis of current staffing (authorized force and filled positions), the required posts to operate the patrol and detention divisions, the number of staff required to adequately staff those posts ("minimum staffing") and desired force strength divined in conversations with the Sheriff's Office staff.

The base staffing levels and aspirational staffing levels are both shown here. Given the desired move toward performance-based staffing, based on strategic goals, staffing levels may be adjusted as programs progress. Both of these levels are provided in order to present an order of magnitude need in staffing the office. This analysis determined the Detention Division is staffed at 7.5 FTEs below the minimum needed to staff all posts and to provide adequate shift relief (providing for time out of work, e.g. vacation, military service, etc.) and 19.4 FTEs below the aspirational level identified by the Sheriff's Office. It was also determined the Patrol Division is staffed at 13.9 FTEs below the identified minimum and 65.02 FTEs below the Sheriff's Office aspirational level.

Staffing for the Detectives Division will be best calculated based upon performance indicators, such as case load and desired outcomes, identified as one of the five goals the Sheriff's Office will be pursuing in the next 24 months. One point of interest, in reviewing the shift-relief factors for the division, it was determined that detectives throughout the patrol division utilize 356 hours of annual leave compared with 279 hours of remaining deputies in the patrol division. This may indicate a "burnout" condition among some detectives, an issue identified by the Sheriff's Office for study as part of the goal to reduce caseload per detective.

This analysis anticipates current vacancies of about 20 FTEs among certified and non-certified staff, which are in recruitment.

Methodology

Through a reproduction and refinement of the 2015 staffing study, we developed multiple methods for calculating shift-relief factors (how many FTEs to fully staff one post) for both the detention center and the patrol division. In order to appropriately calculate shift-relief factors (SRF), we first calculated the

net annual work hours for deputies and detention specialists at the detention center, and deputies in the patrol division. Net annual work hours are the actual number of hours that an FTE is available to work during the year. SRFs were then calculated through a comparison of net annual work hours and the total hours needed to cover posts.

The tables and findings below highlight our initial findings (**Tables 1 and 3**) and updated findings (**Tables 2 and 3**) after meetings held with members of the detention center and patrol command staffs.

Detention Center Findings

In our analysis of the Detention Center’s staffing, we categorized mandatory posts into five categories:

- 24/7 deputy only
- 24/7 detention specialist/deputy
- Non-24/7 deputy only
- 5:8 deputy only
- 5:8 detention specialist/deputy

We categorized posts in this fashion to ensure the accuracy of our estimation. Accuracy is improved because we know that:

- Detention specialists cannot be backfilled into certain posts; therefore, they must be analyzed separately.
- Required coverage is affected by shift schedules. 24/7 posts require far more FTE coverage than 5:8 posts and must be analyzed separately.

Our categorization corrects for the differences in coverage resulting from different shift lengths and ensures that only qualified staff can be backfilled in our analysis.

Table 1: Jail calculations per category (initial findings)

Note: These figures were a result of collecting “minimum” staffing requirements for the jail.

	# of Posts	Shift Relief Factor	Total Staff Required	Current FTEs	Variance
Non-24/7 Deputy	7	1.28	8.9	10	-1
24/7 Deputy	25	4.79	119.9	136	-16
24/7 DS/Deputy	9	4.82	43.42	29	14.4
5:8 Deputy	34	1.12	38.16	31	10.16

5:8 DS/Deputy	1	1.12	1.12	1	0.13
Total	76		211.5	204	7.5

According to our calculations and analysis, as currently structured, the Detention Center is **7.5 FTEs understaffed**.

Table 2: Jail calculations per category (updated findings)

Note: These figures were modified following a meeting with the Sheriff's Office leadership team, in which they clarified minimum, desired, and/or intended post assignments.

	# of Posts	Shift Relief Factor	Total Staff Required	Current FTEs	Variance
Non-24/7 Deputy	8	1.28	10.28	10	0.28
24/7 Deputy	29	4.79	139.16	135	4.16
24/7 DS/Deputy	9	4.82	43.42	41	2.4
5:8 Deputy	36	1.12	40.4	28	12.4
5:8 DS/Deputy	1	1.12	1.12	1	0.13
Total	83		234.4	215	19.4

According to our updated calculations and analysis, the Detention Center is **19.4 FTEs understaffed**.

Patrol Division Findings

In our analysis of the patrol division's staffing, we categorized mandatory posts into eight categories:

- Days
- Swings
- Graves
- Traffic
- JSU
- JSU (District 5)
- Special Enforcement
- Patrol East

Table 3: Patrol calculations per category (initial findings)

These figures were a result of collecting “minimum” staffing assignments for the patrol division.

	# of Posts	Shift Relief Factor	Total Staff Required	Current FTEs	Variance
Days	8	2.36	18.9	21	-2.05
Swings	8	2.36	18.9	22	-3.05
Graves	7	2.36	16.5	20	-3.42
Traffic	10	2.36	23.68	5	18.68
JSU	6	1.35	8.12	6	2.12
JSU (District 5)	2	1.35	2.7	2	0.7
Special Enforcement	8	1.35	10.8	8	2.8
Patrol East	3	2.36	7.1	9	-1.89
Total	52		106.9	93	13.9

According to our initial results, the patrol division is **13.9 FTEs understaffed**.

Table 4: Patrol calculations per category (updated findings)

Note: These figures were also modified following a separate meeting with the Sheriff’s Office leadership team, in which they clarified minimum, desired, and/or intended patrol assignments.

	# of Posts	Shift Relief Factor	Total Staff Required	Current FTEs	Variance
Days	14	2.36	33.15	23	10.15
Swings	14	2.36	33.15	21	12.15
Graves	14	2.36	33.15	22	11.15
Traffic	10	2.36	23.68	5	18.68

JSU	6	1.35	8.12	6	2.12
JSU (District 5)	2	1.35	2.7	2	0.7
Special Enforcement	8	1.35	10.8	8	2.8
Patrol East	6	2.36	14.2	7	7.12
Total	74		159.02	94	65.02

Our updated calculations suggest that the patrol division is **65.02 FTEs understaffed**.

EXHIBITS

- 1) Staffing Action Plan Workshop Agenda and Participants
- 2) Action Plans #1 through #5

Staff Review Action Planning Session

Thursday, October 15, 2020

1 to 4 p.m.

Riverdale Regional Park, Waymire Dome Rendezvous Rooms

1. Welcome/Introductions

- a. Project overview and expectations for this session – Alisha Reis

2. Overview of Base Staffing Findings

- a. Review of staffing study and impact of staffing needs – Matt Rivera/Max Cercone

3. Goalsetting

– Jamal Ward, Alisha Reis, Matt Rivera

- a. Discussion: Based on the information from the staffing review, what would you say are your top 4-5 priorities and why?
- b. Create action plan to address priorities

4. Brief overview of Baldrige and how the Sheriff's Office fits in – Jamal Ward

5. Wrap Up/Next Steps – Alisha Reis

Participants:

Sheriff Rick Reigenborn

Project Coordinator Brian Perkins

Undersheriff Tommie McLallen

County Attorney Heidi Miller*

Jail Division Chief Chris Laws

Deputy County Manager Alisha Reis*

Training Div. Chief Mickey Bethel

Deputy County Manager Chris Kline*

Professional Standards Div. Chief Bill Dunning

Performance Excellence Administrator
Jamal Ward*

Detectives Div. Chief Dirk Budd

Director, Community Safety &
Wellbeing Matt Rivera*

Operations Supervisor/Finance
Stephanie Brandt

CSWB Evaluator Max Cercone*

P&C Business Partner Shannon
Dennington

*Project Team

Patrol Commander J.D. Cordova

Adams County Sheriff's Office ACTION PLAN 2020

GOAL-Detective Division Staffing

Goal Statement: Reduce Crime Caseload Per Detective and Increase Clearance Rates.

BENCHMARKS FOR SUCCESS

# of clearances increased	Reduction in violent and property crimes
Decrease in # of man hours for violent and property crimes	Retention of experienced detectives
Decrease in # of cases per detective	Increase in community confidence

EVALUATION PLAN

Monthly check-ins with action plan owners to determine progress

STRATEGIC ACTION DESCRIPTIONS	PARTY / DEPT RESPONSIBLE	DATE TO BEGIN	DATE DUE	RESOURCES REQUIRED	POTENTIAL BARRIERS	DESIRED OUTCOME
Obtain Adco Crime Stats from Sheriff's crime analyst	Chief of Detectives - Dirk Budd, Stephanie Brandt, Under Sheriff Tommie McLallen, Crime Analyst Kassie Borth,	November 1, 2020	November 1, 2020	Access to database info-ITi collaboration	Delay in obtaining data. Precipitous increase in caseload or high-profile cases.	Data analysis to determine the scope of issue. Determine avg. man hours for violent crimes and property crimes. Determine current and desired clearance rates
Compensation Analysis	Chief of Detectives - Dirk Budd, Stephanie Brandt, Under Sheriff, Tommie McLallen	November 1, 2020	November 1, 2020	Collaboration with Shannon Dennington, Compensation/ Analysis Team	Delay in obtaining information.	Compensation analysis to determine equitable pay for detectives.

Increase the number of FTE's within Detective Division	Chief of Detectives - Dirk Budd, Stephanie Brandt, Under Sheriff, Tommie McLallen	January 1, 2021	December 31, 2021	Collaboration with Shannon Dennington and Nancy Duncan, funding	Lack of funding and lack of institutional knowledge of S.O. needs.	By December 31, 2021, the Detective Division will recruit, hire and train # of new FTE's. Determine number with work on caseload analysis and performance desires.
Assess process and scheduling improvement efficiencies with current detectives	Chief of Detectives - Dirk Budd, Stephanie Brandt, Under Sheriff, Tommie Tommy McLallen	December 1, 2020	March 1, 2020	Collaboration with Kirti Padsala, Eric Bettinger, Max Cercone, and current detectives	Delay in launching initiative and/or obtaining information from assessment	Identify and create efficiencies that address the feeling of "burnout" experiences by current detectives.
ADDITIONAL NOTES						

Adams County Sheriff's Office ACTION PLAN 2020

GOAL-Response Times

Goal Statement: Reduce time to respond to 911 calls (from dispatch to deputy on scene).

BENCHMARKS FOR SUCCESS

5-minute response times by geographic area

EVALUATION PLAN

Monthly check-ins with action plan owners to determine progress

Monitor quarterly call response data analysis and actual response times

STRATEGIC ACTION DESCRIPTIONS	PARTY / DEPT RESPONSIBLE	DATE TO BEGIN	DATE DUE	RESOURCES REQUIRED	POTENTIAL BARRIERS	DESIRED OUTCOME
Retrieve data on current call response times	J.D. Cordova, Sheriff Rick Reigenborn	November 1, 2020	November 1, 2020	Access to database info-ITi/Records Division collaboration	Delay in obtaining data.	Data analysis to determine the scope of issue.
Assessment and potential reallocation of admin duties for 5 commanders on patrol	J.D. Cordova, Sheriff Rick Reigenborn	November 1, 2020	November 1, 2020	Job descriptions	Inability to reassign admin responsibilities	Relief from admin duties to provide better oversight and create efficiencies.
Collaborate with People and Culture to include response times in county dashboard	J.D. Cordova, Sheriff Rick Reigenborn, Shannon Dennington	January 1, 2021	December 31, 2021	ClearPoint user access	Delay in obtaining data. Collecting verifiable data	Transparency with the public.
Develop measure (including kpi) to track progress toward benchmark. Note: This is developed once data is reviewed/verified	J.D. Cordova, Sheriff Rick Reigenborn, Shannon Dennington	November 1, 2020	November 1, 2020	Access to data and verification of reliability	Delay in obtaining data. Collecting verifiable data	Develop realistic measures and benchmarks.

ADDITIONAL NOTES

Recommendations: Translate data and information into language that is easily understandable by the BoCC.
Consider marketing strategy around the non-emergency number to reduce actual 911 calls.
The strategy team can assist with developing measures, benchmarks, and kpi's once data is retrieved.

Adams County Sheriff's Office ACTION PLAN 2020

GOAL- Develop Cadet Recruitment, Retention, and Support Plan

Goal Statement: Increase cadet recruitment numbers/retention rates.

BENCHMARKS FOR SUCCESS

Increased employee satisfaction
Increased cadet retention
Increased in recruitment numbers

Decreased turnover rates
Increased number of overhires

EVALUATION PLAN

Monthly check-ins with action plan owners to determine progress
Employee pulse survey satisfaction
Data analysis to support recruitment and retention

STRATEGIC ACTION DESCRIPTIONS	PARTY / DEPT RESPONSIBLE	DATE TO BEGIN	DATE DUE	RESOURCES REQUIRED	POTENTIAL BARRIERS	DESIRED OUTCOME
Develop new recruitment strategy to incl. (military connections, job fairs, reevaluate testing process/ esp. written portion (e.g. address test anxiety/failures).	Chief Mickey Bethel and Shannon Dennington	Dec. 1, 2020	February 1, 2021	Research other agencies, access to job fair info, access to military information/connections with local reserves and National Guard units, and collaboration with P&C	COVID-19 environment, lack of quality candidates, negative media coverage of law enforcement	New plan to measurably recruit/retain cadets and eliminate barriers to onboarding. Plan should include goal/measurement to retain 70% of cadets through 3 years. (see note below)
Develop academy post graduate program to support new cadets and monitor needs.	Chief Mickey Bethel and Shannon Dennington	Dec. 1, 2020	March 1, 2021	Develop survey questions, 1:1 interviews with postgraduates, funding for special programming, recognition and reward	Losing cadets in training process, negative media coverage of law enforcement, COVID-19 environment	Intentional support and integration for cadets.
Evaluate testing process	Chief Mickey Bethel and Shannon Dennington	January 1, 2021	April 1, 2021	Collaborate with P&C, research other agencies,	Policy/legal mandates	Create efficiencies to increase recruitment and eliminate barriers for cadets.

Explore the potential of a FTO mentorship program for new cadets	Chief Mickey Bethel and Shannon Dennington	January 1, 2021	March 1, 2021	Identifying and codifying capacity of mentors to participate, identify specific outcomes, research other agencies	Lack of participation and lack of funding	Retain new cadets and create support systems by focusing on relationships

ADDITIONAL NOTES

People and Culture can assist with developing a measure and KPI associated with desired outcome of strategic action to quantify the number of cadets retained within 3 years.

Adams County Sheriff's Office ACTION PLAN 2020

GOAL-Senate Bill 20-217

Goal Statement: Implement the mandates of Senate Bill 20-217.

BENCHMARKS FOR SUCCESS

Measurable progress toward completing tasks
SB20-217 Mandates are in place and operational
Full compliance with SB20-217

100% of staff trained before January 2023

EVALUATION PLAN

Monthly check-ins with action plan owners to determine progress
Number of staff trained on body camera use

STRATEGIC ACTION DESCRIPTIONS	PARTY / DEPT RESPONSIBLE	DATE TO BEGIN	DATE DUE	RESOURCES REQUIRED	POTENTIAL BARRIERS	DESIRED OUTCOME
Research similarly sized law enforcement agencies to determine implementation successes and pitfalls	Project Coordinator Brian Perkins and Chief Bill Dunning	December 1, 2020	February 1, 2021	Connections to other law enforcement agencies	Workload does not allow enough time to adequately research issues.	Identify potential efficiencies and pitfalls to implementing SB20-217
Finalize decision on which camera manufacturer to chose	Project Coordinator Brian Perkins and Chief Bill Dunning	December 1, 2020	February 1, 2021	Consensus within team, financial latitude	Budget shortfall, competing priorities, political will to purchase materials well ahead of state deadline	Purchase the highest quality body cameras at the most cost-effective price point
Determine ITi infrastructure needs for building and vehicles	Project Coordinator Brian Perkins and Chief Bill Dunning	March 1, 2021	July 1, 2021	ITi assessment and review, potential collaboration with Fleet	Staff and ITi Capacity	Design and implementation of ITi infrastructure to support camera use and info transfer to server

Subcommittee (i.e. Policy, Finance, ITi, Training) development and monitoring	Project Coordinator Brian Perkins and Chief Bill Dunning	Ongoing	Ongoing	Sufficient time	Staff capacity and workload demands	Subdivision of key tasks associated with SB20-217 and implementation/ measurable progress toward completion
Hire necessary staff to implement and administer the camera support program, including those needed to review open records requests and similar data requests.	Project Coordinator Brian Perkins, P&C Business Partner Shannon Dennington, and Chief Bill Dunning	August 1, 2021		Connections to other law enforcement agencies, sufficient time, and availability of qualified labor.	Budget shortfall, competing priorities, lack of qualified labor, and political will to allot FTEs well ahead of state deadline	Staffing level to be determined in research discussions with other agencies and among the Sheriff's Office project team. The initial need is estimated at 8 FTE.

ADDITIONAL NOTES

Note: Beginning July 1, 2023, the act requires the division of criminal justice in the department of public safety (division) to create an annual report of the information that is reported to the division, aggregated and broken down by state or local agency that employs peace officers, along with the underlying data. Each local agency and the Colorado state patrol that employs peace officers shall report to the division:

- All use of force by its peace officers that results in death or serious bodily injury;
- All instances when a peace officer resigned while under investigation for violating department policy;
- All data relating to contacts conducted by its peace officers; and
- All data related to the use of an unannounced entry by a peace officer.

The division of criminal justice shall maintain a statewide database with data collected in a searchable format and publish the database on its website. Any state or local law enforcement agency that fails to meet its reporting requirements is subject to suspension of its funding by its appropriating authority.

Note: It is anticipated that new legislation may emerge to launch citizen oversight in internal affairs processes. The Sheriff's Office has about 36-45 major internal affairs cases per year. This added requirement will trigger reconsideration for staffing and other resources for implementation.

Adams County Sheriff's Office ACTION PLAN 2020

GOAL-Jail Division Staffing

Goal Statement: Increase safety, performance, and staffing within the jail.

BENCHMARKS FOR SUCCESS

# of staff versus other similarly sized jails	Improved supervisor to staff ratios
Increased retention rates of jail staff	Meeting statutory (bond release) timeframe
Improved inmate to staff ratios	

EVALUATION PLAN

Monthly check-ins with action plan owner	Data review and analysis to support increase in FTE count
Quantify progress toward completing action items ratios/	Data review and analysis to support increased retention rates/bond release compliance rate

STRATEGIC ACTION DESCRIPTIONS	PARTY / DEPT RESPONSIBLE	DATE TO BEGIN	DATE DUE	RESOURCES REQUIRED	POTENTIAL BARRIERS	DESIRED OUTCOME
Initiate competitive wage analysis for certified and non-certified staff (focus on records tech positions).	Chief Chris Laws, Shannon Dennington	November 15, 2020	January 1, 2021	Access to and collaboration with P&C compensation team	Funding and a lack of understanding of jail needs and current resources	Obtain current information on compensation for certified and non-certified staff to assess gaps in pay and potentially raise pay levels commensurate with local and national benchmarks (including similar positions outside of jail field).
Explore process improvement tools/methodologies as a means to eliminate re-work and inefficiencies (e.g. writing	Chief Chris Laws, Shannon Dennington, Kirti Padsala	December 1, 2020	June 1, 2021	Collaboration with Kirti Padsala, Process improvement tools, identification of bottlenecks,	Insufficient time	Identification and reduction of re-work and inefficiencies. Creating capacity in certain job categories.

bonds, records tech duties, etc.)				duplicative, and unduly burdensome processes		
Increase the number of FTE's within Jail Division	Chief Chris Laws, Shannon Dennington	December 1, 2020	December 31, 2021	Collaboration with Shannon Dennington and Nancy Duncan (funding)	Lack of funding and lack of institutional knowledge of S.O. needs. Other divisions poaching employees from Jail	By December 31, 2021, the Jail Division will recruit, train and hire 19 new FTE's
Examine the use of non-certified staff assuming duties/responsibilities of certified staff	Chief Chris Laws, Shannon Dennington	November 1, 2020	February 1, 2021	Collaboration with Shannon Dennington, Terri Lekic, Nancy Duncan	Funding for new positions and inability to reassign duties. Institutional desire to keep processes and duties the same. Explore change in culture to increase respect/relationship between certified and non-certified staff and reduce "this is the way we've always done it" reliance.	Reassigning duties/responsibilities to create capacity for certified staff.

ADDITIONAL NOTES

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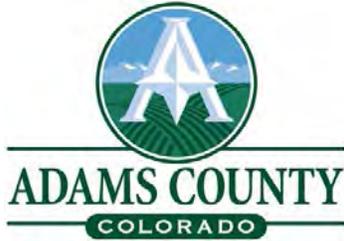


STUDY SESSION ITEM SUMMARY

DATE OF STUDY SESSION: 11/10/20
SUBJECT: State Lobbyist Update Re: Election 2020 & Budget Impact Update
OFFICE/DEPARTMENT: County Manager's Office
CONTACT: Adam Burg
FINACIAL IMPACT: None
SUPPORT/RESOURCES REQUEST: None
DIRECTION NEEDED: Potential direction needed on 2021 legislative item regarding business registration.
RECOMMENDED ACTION: N/A

DISCUSSION POINTS:

- Election 2020 Colorado Results.
- Budget impact of election 2020 items.
- Update on Adams County led business registration legislation.



STUDY SESSION ITEM SUMMARY

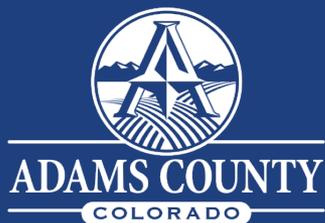
DATE OF STUDY SESSION: 11/10/2020
SUBJECT: Development regulation amendments regarding gas station setbacks
OFFICE/DEPARTMENT: Community & Economic Development
CONTACT: Jill Jennings Golich
FINACIAL IMPACT: none
SUPPORT/RESOURCES REQUEST: Jen Rutter, Ryan Nalty, Katie Keefe and Greg Barnes
DIRECTION NEEDED: Determination on approach for gas station locations and setbacks from residentially zoned or used properties
RECOMMENDED ACTION: That the Board of County Commissioners support the direction provided by staff for inclusion in the Phase 2 development regulation changes to be presented to Planning Commission on 11/12/2020 and the BoCC on 12/8/2020

DISCUSSION POINTS:

- Based on feedback provided at the 10/20/2020 study session, staff has prepared information for proposed changes to gas stations and setbacks from residentially zoned or used properties.
- Attached is a memo prepared by Katie Keefe from earlier this year when we began looking into our regulations that reviews public health impacts and land use setbacks for gasoline dispensing stations.

Gas Stations in Unincorporated Adams County

November 10, 2020



Agenda

- Concerns expressed
- Review of potential impacts
- Current regulations
- Proposed regulations
- Options
- Map Analysis

Concerns Expressed

- 50 ft setback from residentially zoned or used properties is not enough – particularly when we require 1000 ft for oil and gas facilities (state proposing 2000 ft)
- Some convenience stores with fueling stations provide an option for those in a food desert – could there be a requirement for healthy food?
- Desire to analyze impact on a case by case basis – that isn't a CUP
- Need for a good balance on what we allow in our corridors

Review of Potential Impacts

- Emissions of Volatile Organic Compounds (VOC)
 - Ozone precursor
 - Contributes to haze/smog
- Emissions of Hazardous Air Pollutants (HAP)
 - Human health effects – dose, duration, frequency & receptor traits
- Relative Risk to Sensitive Land Use Populations: CARB study

Comparison of Facility Emission Sources

Fueling Station	Oil & Gas Production Facility
Underground storage tanks	Aboveground storage tanks
Tank Truck	Enclosed combustors/flares
Pump nozzle	Production Wells
	Separators
	Condensate tanks
	Compressors
	Process Heater
	Glycolic dehydrators

Regulatory Controls

- Division of Oil and Public Safety Regulation 7 CCR 1101-14
- APCD Regulation 3: Emissions Calculations and Permits
 - ✓ Air Pollutant Emission Notice (APEN); Construction Permit
- APCD Regulation 7
 - ✓ UST Stage I Vapor Recovery System
 - ✓ Tank Truck Vapor Recovery System Certification
- National Emission Standards for Hazardous Air Pollutants
- CAA Title V Operating Permit: Synthetic Minor or Major Source

APEN Calculated VOC Emissions for Facilities in Adams County	
7-Eleven Store #26289	1.371 tons per year (tpy)
7-Eleven Store #39296	3.233 tpy
Circle K Stores	2.268 tpy
Costco fueling station (26,000,000 MG year)	49.50 tpy
Great Western Operating Co B-Farm LD PAD	23.646 tpy

Current Regulations

- Automobile Service Stations (includes car washes; convenience stores with gas pumps where vehicles are serviced with minor repairs, oil changes, etc.; and gas stations)
 - Located on a collector or arterial road or highway unless the sites are part of a shopping center
 - Pump islands may be located a minimum of 40 ft from all exterior property lines, and pump island canopies may project to within 20 ft of property lines.

Proposed Regulations

- Automobile Service Stations (includes car washes; convenience stores with gas pumps where vehicles are serviced with minor repairs, oil changes, etc.; and gas stations)
 - Located on a collector or arterial road or highway unless the sites are part of a shopping center
 - Pump islands shall be located a minimum of 50 ft from residentially zoned or used property lines and a minimum of 40 ft from other exterior property lines. Pump island canopies may project to within 30 ft of property lines.
 - Underground storage tank setbacks (UST) setbacks: UST vent pipes must be located a minimum of 50 ft from residentially zoned or used property lines and a minimum of 40 ft from other exterior property lines.

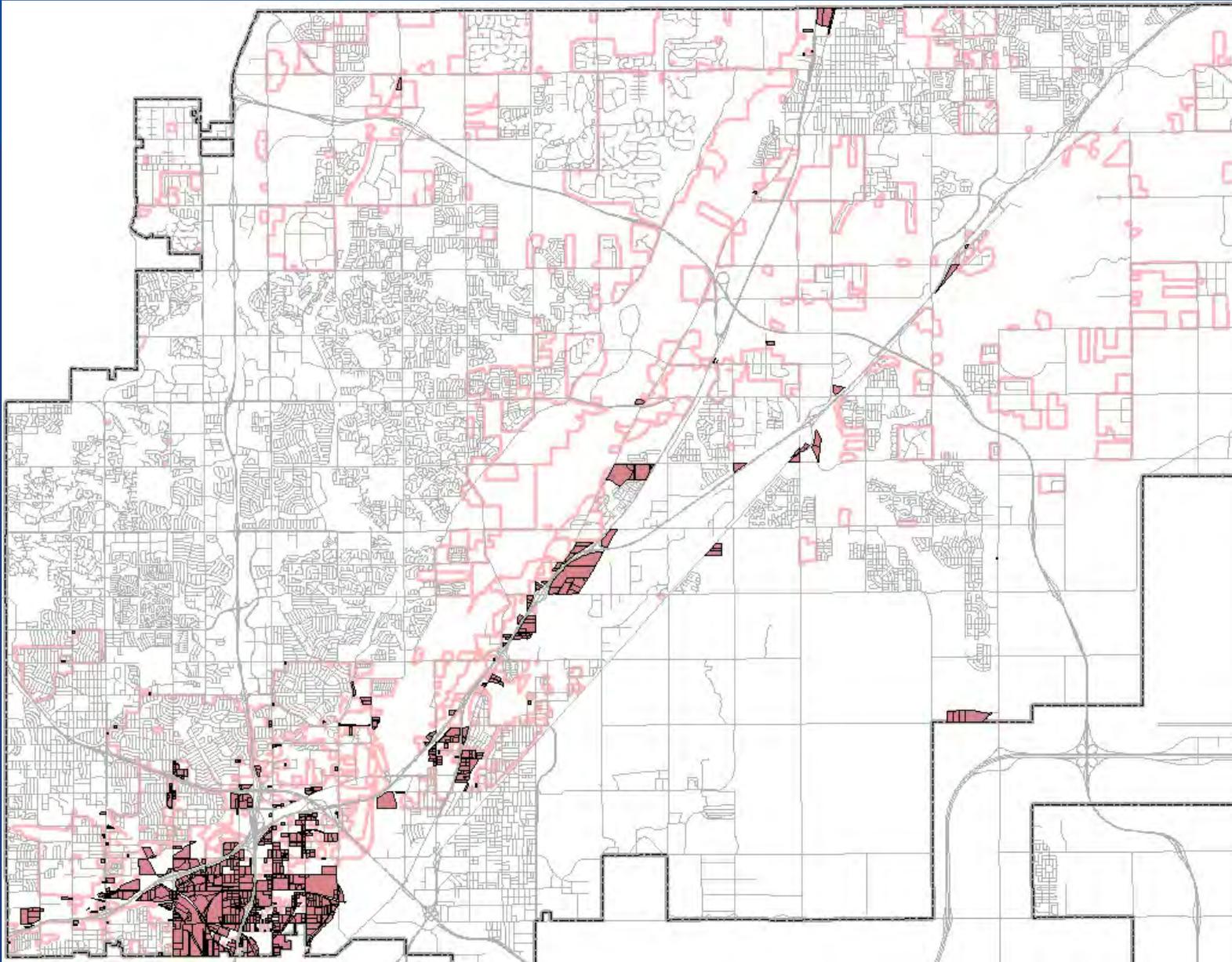
Proposed Regulations

Use Category	A-1	A-2	A-3	RE	R-1-C	R-2	R-3	R-4	MH	C-0	C-1	C-2	C-3	C-4	C-5	I-1	I-2	I-3	CO	PL
Automobile Service Stations	-	-	-	-	-	-	-	-	-	P	P	P	P	P	P	P	P	P	-	-
Car washes	-	-	-	-	-	-	-	-	-	P	P	P	P	P	P	P	P	P	-	-
Convenience stores with fueling stations where vehicles are serviced with minor repairs, oil changes, etc.	-	-	-	-	-	-	-	-	-	P	P	P	P	P	P	P	P	P	-	-
Gas stations	-	-	-	-	-	-	-	-	-	P	P	P	P	P	P	P	P	P	-	-
Comparables:																				
Convenience retail store	-	-	-	-	-	-	-	-	-	P	P	P	P	P	P	P	P	P	-	-
Automotive repair except top, body, upholstery repair, paint and tire retreading shops	-	-	C	-	-	-	-	-	-	-	-	C	C	P	P	P	P	P	-	-
Automotive repair, including top, body, upholstery repair, paint and tire retreading shops	-	-	C	-	-	-	-	-	-	-	-	-	-	P	P	P	P	P	-	-
Fuel, oil, gasoline and petroleum products (bulk storage and/or sale)	-	-	-	-	-	-	-	-	-	€	€	€	€	-	-	-	C	P	-	-

Options

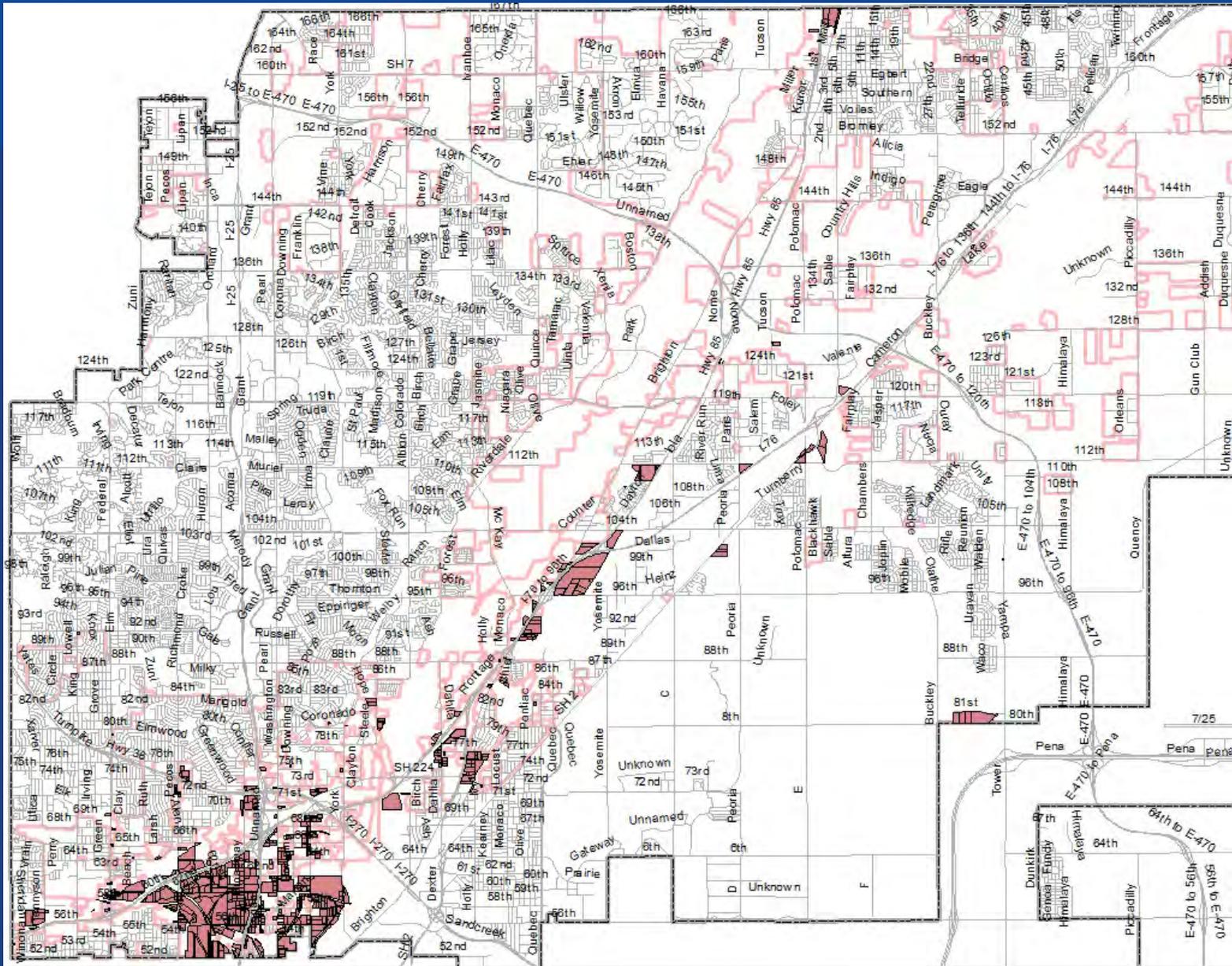
- Increase setback from residentially zoned or used properties
- Performance standards
 - Convenience store with fueling station and Gas stations will require a 300 ft setback from residentially zoned or used properties when they have an annual gasoline throughput of 3.6 million gallons or more per year
 - Only allow convenience store with fueling stations, not stand-alone gas stations within 300 ft of residentially zoned or used property

Map Analysis



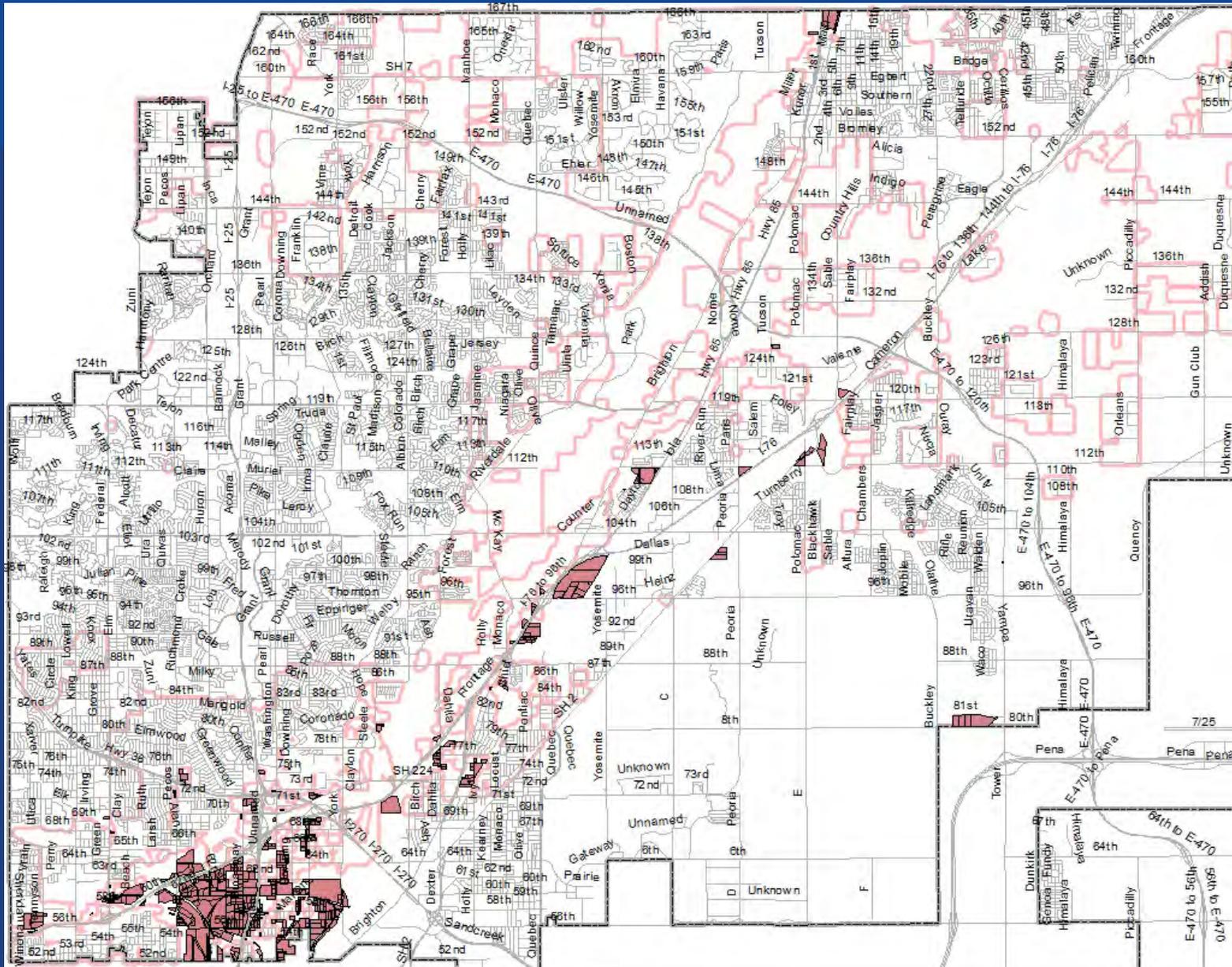
Available
gas station
properties
50 feet
from
residential
uses and
zones

Map Analysis



Available
gas station
properties
100 feet
from
residential
uses and
zones

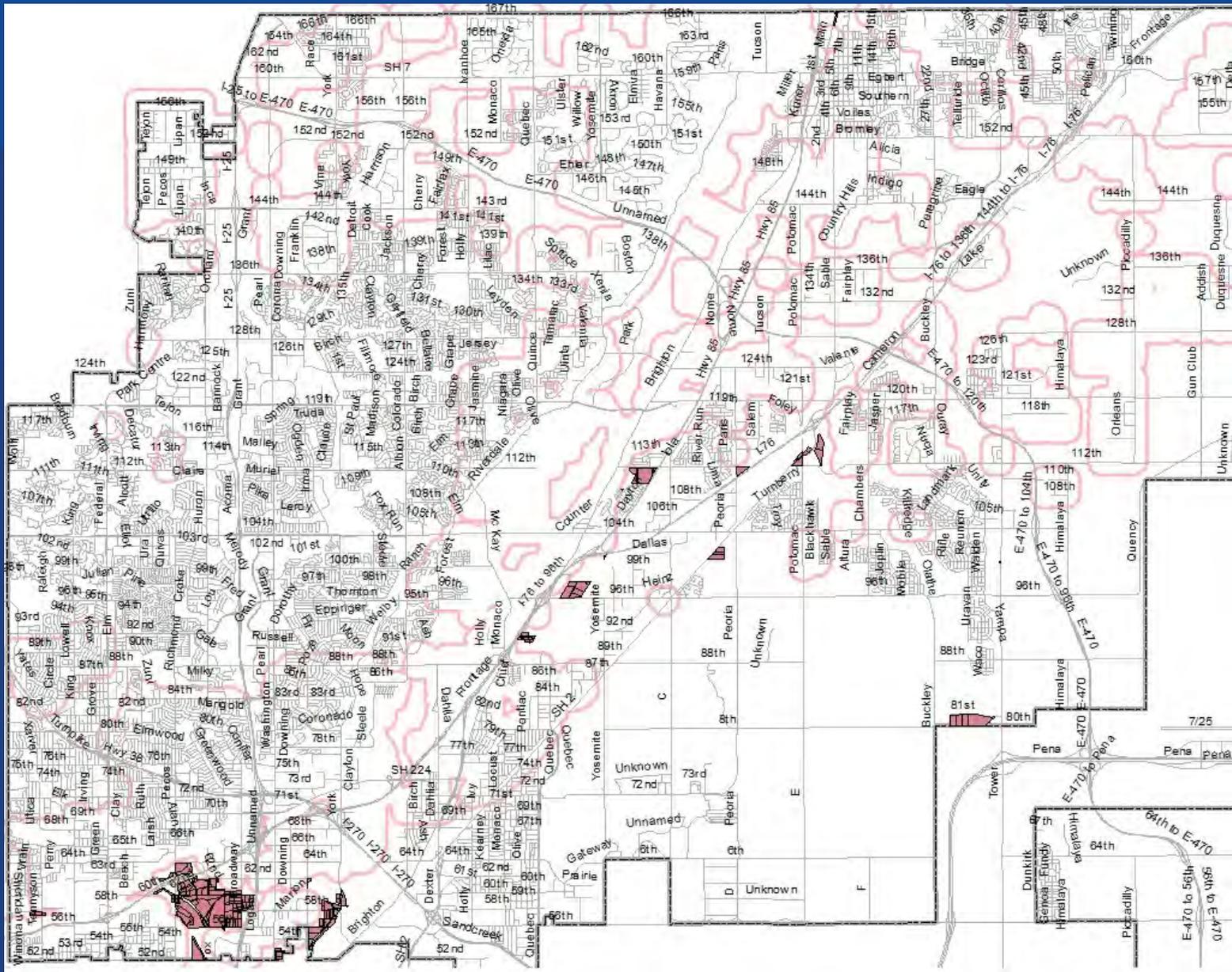
Map Analysis



Available
gas station
properties
250 feet
from
residential
uses and
zones

Map Analysis

Available
gas station
properties
1,000 feet
from
residential
uses and
zones



Recommendation

- Add additional performance standards to already proposed language
 - Convenience store with fueling station and Gas stations will require a 300 ft setback from residentially zoned or used property when they have an annual gasoline throughput of 3.6 million gallons or more per year
 - Only allow convenience store with fueling stations, not stand-alone gas stations within 300 ft of residentially zoned or used property



Community & Economic Development Department

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Brighton, CO 80601-8205
PHONE 720.523.6800 FAX 720.523.6967

MEMORANDUM

Date: February 25, 2020
To: Jill Jennings Golich, Director of Community and Economic Development
From: Katie Keefe, Environmental Programs Manager
RE: Gasoline Dispensing Stations: Public Health Impacts and Land Use Setbacks

Background

Gasoline contains over 400 distinct organic compounds and its vapor contains numerous hazardous air pollutants (HAPs). HAPs found in gasoline vapor include, but are not limited to, benzene, hexane, toluene, 2,2,4-trimethyl pentane, and xylene. Acute exposure to high levels of these HAPs can cause headaches, dizziness, and difficulty with breathing. General public exposure to acute high-level concentrations of HAPs from gasoline dispensing station fugitive emissions is relatively unlikely given the air quality regulation requirements applicable to these sources. Chronic exposure to lower concentrations of these HAPs, typical of workplace exposures or general public lifetime exposure (70-year period), may impact liver function, the hematopoietic system, central nervous system, and can result in an increased risk of cancer and birth defects (ATSDR, 2007)(ATSDR, 1999). Section 112 of the federal Clean Air Act regulates HAP emissions from mobile and stationary sources, such as gasoline dispensing stations. Colorado has state implementation authority from the USEPA to promulgate and enforce its own air quality regulations that are at least as stringent as the respective federal regulations. In Colorado, emissions of HAPs and ozone precursors from gasoline dispensing stations (“gas stations”) are regulated through Air Quality Control Commission Regulation 3 (permitting and reporting requirements), Regulation 7 (control of ozone precursor and hydrocarbon emissions) and Regulation 8 (emission control and performance standard requirements).

Underground fuel storage tanks, pump nozzles, fuel spillage, pressure relief devices, and transport truck unloading operations are all potential sources of fugitive vapor emissions at gas stations. Gas Stations are mandated by the Air Pollution Control Division to calculate their expected uncontrolled HAP emission levels, submit an Air Pollutant Emission Notice, and obtain an Air Permit prescribing emission limits and controls for each source when HAP permitting thresholds are exceeded. All gas stations located within a non-attainment area, regardless of emission levels, are required to install, maintain, and operate a *Stage I Vapor Recovery System* (VRS) per Regulation 7, Section VI. The Air Pollution Control Division has focused on enforcement inspections of gas stations located within non-attainment areas to assess VRS performance during transport truck unloading operations. Both the transporter and gas station operator are subject to fines for violations of emission control requirements (CDPHE, 2015).

Gas Station Emissions and Land Use Impacts

In its *Air Quality and Land Use Handbook: A Community Health Perspective*, the California Air Resources Board (CARB) evaluated categories of air pollution sources and cancer health impacts to determine

relative risk to proximal sensitive population land uses (CARB, 2005). This risk determination was then used to recommend setback distances from these sources to sensitive land use populations¹. Gasoline Dispensing Facility (“gas station”) was one of eight sources evaluated for potential community-based health impacts associated with proximity to these air pollution sources. Although fugitive emissions from gas stations contribute to ambient HAP levels, numerous studies have found that *motor vehicle tailpipe* emissions are a primary source of health impacts to sensitive populations. As noted by CARB, motor vehicle emissions account for more than 90% of total benzene emissions in their state each year (CARB, 2005). Considering the stricter requirements for vehicle emission controls in California, it is reasonable to expect that vehicle emission contributions in Colorado are comparable. Evaluation of air emissions data and air modelling data found that typical gas stations, those with an annual gasoline throughput of less than 3.6 million gallons, account for a minor fraction of total benzene emissions within a localized area. Under urban air dispersion conditions, CARB determined that typical gas stations have a relative risk² of less than 10 at 50 feet from source fence line.

For large gas stations, relative risk for proximal exposure to benzene emissions was found to be significant (CARB, 2005). Large gas stations are those with an annual gasoline throughput of 3.6 million gallons or more, e.g., stations with 5 or more fuel islands, that are often co-located with warehouse retail stores and wholesale outlets. Under both urban and rural air dispersion conditions, large gas stations pose a greater risk even at greater distances to proximal land uses.

CARB recommended setback distances:

- **Typical** gas station setback of **50-ft** from sensitive population land uses.
- **Large** gas station setback of **300-ft** from sensitive population land uses.

Reference Zoning Requirements for Gas Stations

An online search of development regulations and zoning requirements for gasoline dispensing facilities identified numerous jurisdictions with specific setback requirements. None had delineated gas stations by annual gasoline throughput or storage capacity. Within the Denver metro area, the following zoning regulations pertaining to gas stations and their setbacks were identified:

- 300-foot setback from residential land uses
- 100-foot setback from residential land uses unless located across the street
- 1,000-foot setback from another, distinct gas station
- Minimum lot size of one-half acre
- Maximum of two (2) fuel islands and four (4) fuel pumps per gas station

An extensive internet search also identified several jurisdictions in other states³ with the following setback requirements from specific land uses, all of which excluded residential:

¹ CARB defined sensitive population land uses as residential, schools, daycares, hospitals, healthcare centers, and parks/open space.

² Relative risk, for cancer health effects, is expressed as an estimate of the increased chances of getting cancer due to facility emissions over a 70-year lifetime expressed as chances in a million.

³ Municipalities or counties in Connecticut, Florida, Maryland, New Jersey

- 200-foot setback from schools, playgrounds, rec center, public library, or church
- 200-foot setback from another permitted gas station
- 300-foot setback from schools, playgrounds, churches, hospitals, libraries, long-term care facilities and public assembly buildings
- 500-foot setback from schools, park, playground, day care center, or any outdoor civic or institutional use for gas stations with annual throughput greater than 3.6 million gallons
- 1,500-foot setback from schools, hospitals, churches, theater, public assembly building, park or playground

References

ATSDR, Agency for Toxic Substances and Disease Registry (1999). Toxicological Profile for Total Petroleum Hydrocarbons. Atlanta: U.S. Department of Health and Human Services.

ATSDR (2007). Toxicological Profile for Benzene. Atlanta: U.S. Department of Health and Human Services.

CARB, C. A. (2005). *Air Quality and Land Use Handbook: A Community Health Perspective*. Sacramento: California Environmental Protection Agency.

CDPHE. (2015, 8). *A Guide to Air Regulations for Gasoline Fuel Dispensing Stations*. Air Pollution Control Division Small Business Assistance Program. Denver, CO.