



2021 YEAR IN REVIEW



PREPARED FOR THE
DOUGLAS COUNTY BOARD OF COUNTY COMMISSIONERS
FEBRUARY 2022

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BOARD OVERVIEW

In 2021, the members of the Douglas County Board of County Commissioners were:



Abe Laydon (Dist. I) began serving the third year of his first term

George Teal (Dist. II) began serving the first year of his first term

Lora Thomas (Dist. III) began serving the first year of her second term



The **Board of County Commissioners governance model** reflects community values by focusing on six strategic areas. A unanimous commitment was made to governing with excellence by reflecting guiding principles of fiscal responsibility, transparency, and accountability. Core Priorities of the Board included:

- Transportation
- Public Safety
- Health and Human Service
- Historic and Natural Resources
- Economic Foundations
- County Services

These priorities highlight the importance of partnerships, community safety, self-sufficiency, responsible stewardship, a vibrant business-friendly climate, and transportation connectivity. A sixth priority goal, County Services, emphasized the importance of providing resources to

Elected Offices and Board Departments to focus on the delivery of services our citizens expect in an efficient, convenient and high-quality manner.

Commissioners were appointed to represent the Board as follows:

- ❖ Colorado Counties, Inc. (CCI) – Lora L. Thomas (Secretary, Board of Directors)
- ❖ CCI Steering Committee, General Government – Lora L. Thomas
- ❖ CCI Steering Committee, Taxation and Finance – George Teal
- ❖ Metro Area County Commissioners – Abe Laydon, George Teal, Lora L. Thomas
- ❖ National Association of Counties (NACo)
 - Abe Laydon: Transportation Policy Steering Committee
 - Lora L. Thomas: Justice and Public Safety Policy Steering Committee
- ❖ Partnership of Douglas County Governments – Abe Laydon, George Teal, Lora L. Thomas



2022 BUDGET ADOPTION

The Board of County Commissioners adopted the 2022 Budget on December 14, 2021. The Budget is \$511.7 million which is \$6.4 million greater than 2021 and includes a [historic 1.250 temporary mill levy reduction crediting \\$10 million back to Douglas County property owners](#). It also reflects one of the most significant local government transportation investments in the Front Range, with \$186.1 million for road/transportation projects. Also, the last principal and interest payment will be made on the open space sales and use tax bonds in 2022 meaning the county will be debt free.

The operating portion of the 2022 Budget is projected to increase by 6.8% or \$13.9 million which is less than the percentage of population growth and CPI (2.4% + 4.5% = 6.9%).

[Article link](#)

The following budget guidelines were used to develop the 2022 Adopted Budget:

- Continue capital investment throughout Douglas County to address traffic congestion, road infrastructure, and public safety priorities.
- Keep the cost of government down through cost-effective purchasing; cash funding; outsourcing and contracting opportunities; and leveraging local funds.
- Continue emphasis on increased efficiency through technology; and
- Maintain efficient staffing levels, with an emphasis on external service areas that directly impact Douglas County communities.

County plans largest-ever property tax break for next year

Cut that would occur in 2022 is set to be approved on Dec. 14

Posted Friday, November 19, 2021 1:31 pm

Elliott Wenzler

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Douglas County residents will likely see a reduction in the mill levy rate used to calculate their property taxes next year — assuming that the county commissioners approves the planned cut in early December.

The tax break would result in the county not collecting about \$10 million from residents.

"After months of analysis we were able to conclude that we could maintain county service levels, give our property owners 1.25 mill credit on their property taxes and still plan for a generous contingency for the new county health department in the event we see Tri-County Health dissolve as a regional health district," said Commissioner George Teal.

While the county recently formed its own health department, it contracts with Tri-County for almost all its public health services.

This is the largest temporary property tax cut in the county's history, said Martha Marshall, the county's budget director. The break is possible because of an increase in home values during the value reassessments from 2020, which won't be collected until next year. It's also because of the county keeping expenses low, Marshall said.

"I think it's really our philosophy and how we approach budgeting," she said.

Next year's budget, which would include the tax break, is set to be approved during a Dec. 14 business meeting.

While the mill levy would be reduced if approved, the overall budget is still growing, Marshall said. This cut won't have any impact on county services, she said.

Commissioner Abe Laydon said the county's lack of debt was a factor in moving forward with the tax break.

"A lot of governments will generate more revenues on the backs of property owners and even though they may be in situations where revenue is up, they continue to allow the mill levy to go up as well," he said. "We really do believe in having a balanced budget and not spending money that we don't have."

Mill levies are multiplied by the state's assessment rates and the home's value to calculate taxes on properties.

While the county normally collects property taxes with a rate of 18.774 mills, this move would result in a 17.524 rate next year, a 1.25 reduction. That means that for a \$600,000 residential property, the home owner will save \$54. In other words, for every \$100,000 in value, there is \$9 in credit.

For commercial properties, there is a \$36 credit for every \$100,000 of value because of a different state assessment rate.

This isn't the first time the county has given a property tax break. In 2021, 2020 and 2017 the county provided breaks of half a mill.

More information is available on the county's budget by visiting douglas.co.us/budget or douglas.co.us/budget-books.

POPULATION

The Douglas County population estimate for January 1, 2022, is 373,275 which equates to the addition of approximately 24 new residents per day. The unincorporated portion of the county encompasses approximately 203,668 residents and incorporated populations are estimated as follows:

- | | | |
|-----------------------|---------------------------|----------------------------|
| ○ Castle Rock: 78,313 | ○ Castle Pines: 11,084 | ○ Littleton (portion): 843 |
| ○ Parker: 61,336 | ○ Aurora (portion): 2,916 | ○ Larkspur: 210 |
| ○ Lone Tree: 14,904 | | |



TRANSPORTATION

- Since its original installation in the 1960s, the segment of I-25 between Monument and Castle Rock remained a four-lane interstate highway connecting Colorado's two largest cities, Denver and Colorado Springs. Over the years, congestion, crashes and delays increased along with Colorado's population so safety along this corridor became a major concern.

In 2017, Douglas County initiated the formation of the **I-25 Gap** Coalition, which was successful in helping obtain a \$65 million INFRA federal transportation grant. The \$425 million project was funded primarily by Douglas County, El Paso County, Pikes Peak Rural Transportation Authority, Colorado



Department of Transportation (CDOT), and a federal Infrastructure for Rebuilding America (INFRA) grant. Douglas County contributed \$10.25 million to CDOT in 2020 and provided staff time to assist with project decisions. On August 31, 2018, then Gov. John Hickenlooper led a groundbreaking ceremony for the I-25 South Gap project, officially kicking off construction on the 18-mile project.

In 2021, the Colorado Department of Transportation substantially concluded the I-25 South Gap project. The project delivered a new Express Lane in each direction, wider shoulders, five new bridges, four [new wildlife crossings](#), 28 miles of deer fencing, a southbound I-25 truck climbing lane at Monument Hill, a southbound I-25 chain up station and improved [new Express Lanes](#) one year early as the project opened ahead of



technology. Drivers were able to [use the](#) beginning on Dec. 10, 2021. Tolls were schedule and under budget.

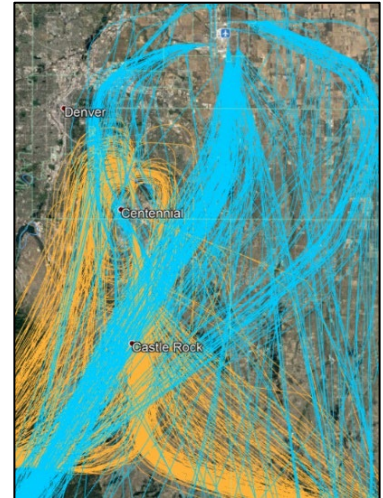


While improvements were made throughout the entire 18-mile I-25 South Gap project corridor, the Express Lanes span 14 miles on northbound I-25 and 15 miles on southbound I-25. The Express Lanes are designed to provide drivers a reliable trip while relieving traffic for all roadway users. Statewide studies show that on CDOT's Express Lanes corridors, travelers in all lanes

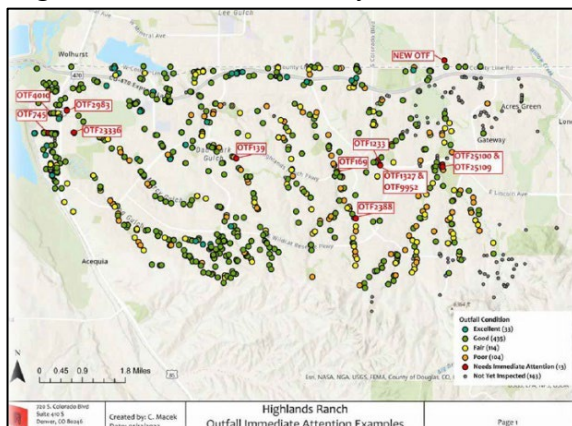
(including the regular lanes) see time savings of anywhere from 20-50%.

- **Airplane Overflight Impacts:** Approach and departure patterns for both Denver International Airport and Centennial Airport traverse Douglas County, and the airspace above portions of the County are used as pilot training areas by the United States Air Force Academy and flight schools based at Centennial. Douglas County participates in the Centennial Airport Community Noise Roundtable (CACNR) along with representatives from Arapahoe County and municipalities in both counties. CACNR works to reduce and mitigate the impact of aircraft noise on surrounding communities. In 2021, the Highlands Ranch Metropolitan District joined CACNR. Commissioner Laydon and HRMD representatives worked with CACNR and Airport staff to initiate an engagement process with Centennial-based flight schools to reduce aircraft noise impacts caused by training flights. Flight schools have begun to moderate their use of the southwest training area over Chatfield Reservoir, Sterling Ranch, and Louviers as a result of this effort, and will evaluate establishment of alternate training areas east of Douglas County in 2022.

Douglas County also participated in litigation against the Federal Aviation Administration (FAA) along with Arapahoe County, the Arapahoe County Public Airport Authority, Gilpin County, and Greenwood Village. The Authority, which owns Centennial Airport, challenged the validity of the Environmental Assessment conducted by the FAA in implementing its Denver Metroplex initiative and Next Generation Air Transportation System program. The Metroplex initiative uses satellite-enabled navigation to “create optimal flight paths...for departure, cruising altitude, arrival, and landing operations.” The Airport's complaint argued that the initiative adversely impacts Airport operations, and that the FAA did not properly assess the noise impacts to communities resulting from changes to flights paths. The FAA contended that it has conducted sufficient noise analysis based on existing FAA guidance. The DC Circuit Court of Appeals dismissed the petition, finding that the co-petitioners lacked standing to bring the complaint.



- Highlands Ranch has nearly 650,000 linear feet of storm sewer pipe. In 2016, a storm sewer video program was started to determine the condition of the pipes since some of them are 30-years old. Over the past 5 years, Special Projects staff began repairing some of these pipes. It was discovered that a few locations had issues with the outfalls. A storm drain out-fall is where a storm drainpipe or channel discharges stormwater runoff to a natural waterbody. During mid-2021, a program was started to inspect outfalls. It was determined there were 842 outfalls in Highlands Ranch that should be inspected. Respec, a consultant, was hired to create a web-based program to track which outfalls were inspected and to rate the outfalls that were



inspected. By the end of 2021, Respec and staff inspected 699. There were 13 outfalls that needed immediate attention. These outfalls were then assigned to Public Works Operations to clean, and repair pipes and drainage structures at the end; and most of them were completed recently during January 2022. During the remainder of 2022, we are hoping to get 218 more repaired that are in fair to poor condition.

- Construction officially began to provide an additional east-west route and increased roadway capacity to and from Northwest Douglas County communities. The Board of Douglas County Commissioners gathered with members of the Sterling Ranch Community Authority Board (CAB) and the Sterling Ranch Development Company on Sept. 2, 2021, to officially celebrate the [groundbreaking for Phase 2 of the Waterton Road extension project.](#)



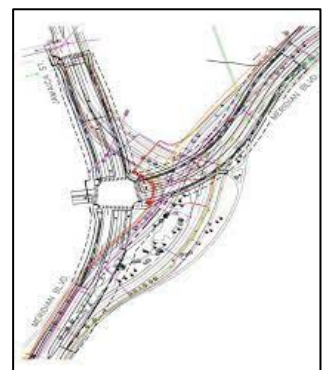
The Board of Douglas County Commissioners and members of the Sterling Ranch Community Authority Board marked the official groundbreaking of the final phase of the Waterton Road extension. (Pictured left to right: Eric Barney, Commissioners George Teal, Lora Thomas, and Abe Laydon, Diane Smethills, Harold Smethills)

Phase 1 of the project, the construction of a 2.8-mile, two-lane roadway between Airport Road and Moore Road, was completed in August 2020. This [extension of Waterton Road](#) from Rampart Range Road to Moore Road will complete the connection to US Highway 85. This project was accelerated thanks to an August 2020 partnership agreement between the County and Sterling Ranch that maximized cost efficiencies and reduced the time needed to complete the extension. The Sterling Ranch CAB and Sterling Ranch Development Company are contributing the full anticipated construction costs of \$16.1 million with Douglas County providing construction management for the project.

- In phase one, the County replaced the north half of [Business Center Drive](#) between Poplar Street and Quebec Street over the nine-day fall school break. This concrete pavement reconstruction project will be completed in the summer of 2022.
- **Pax Church – Jaguar Drive Restriping** - Staff coordinated with members of the Pax Church located near McArthur Ranch Road and Jaguar Drive to address their concerns. The approved Canyon Village Townhome Development extended Jaguar Drive creating a new traffic pattern near the church driveway. With the new configuration, some near misses were reported. Thankfully there were no crashes, but staff investigated potential signing and striping revisions that could improve the situation. During an onsite meeting at the Church, their staff decided to reorient their onsite traffic circulation. Our staff agreed that changing their one-way directional flow would have positive benefits and revised our signing and striping plan for the public right-of-way to accommodate the change. Through ongoing coordination with the Church and their contractor, we were able to synchronize both construction schedules and the new parking lot directional flow opened to traffic in October 2021.



- The [Meridian Blvd / Havana St / Lincoln Ave](#) improvement project involves realigning Havana and Meridian Boulevard to reduce congestion and improve safety and traffic operations. In 2020, the District's consultant delivered the preliminary design and the County's consultant completed a detailed surface utility investigation. Final design got underway in 2021 and should be completed first quarter of 2022. Construction is anticipated to begin in 2022 and it is expected to take 12 months to substantially complete.



- The **I-25 / Lincoln Ave Mobility Study** is jointly funded by DRCOG, City of Lone Tree, and Douglas County. The Advancing Lincoln Avenue Project is a top transportation priority for both Lone Tree and the County. The project focuses on identifying long-term transportation improvements on Lincoln Avenue between Park Meadows Drive and Oswego Street, which includes the I-25 and Lincoln Avenue Interchange. The goals of the project are to improve safety for all modes of transportation, reduce crashes, traffic congestion, and queuing, improve traffic operations and travel time reliability and enhance multi-modal connectivity.

In 2021, Lone Tree and Douglas went through an extensive consultant selection process with CDOT to hire a firm to assist with conceptual design, screening alternatives, develop purpose and study, National Environmental Policy Act (NEPA) environmental clearance process, public outreach, preliminary design, and final design. In 2022, major milestones include advancing the traffic modeling, completing the screening alternatives process, select a preferred alternative to advance to a detailed NEPA / environmental evaluation. The project is estimated to cost over \$80 million, and construction is anticipated to begin in 2026 (pending available funding).

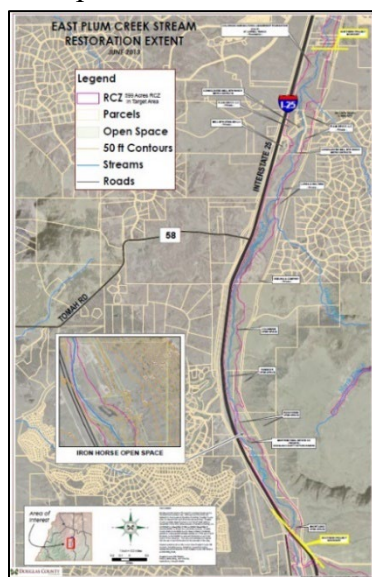
- The [Hilltop Widening and Construction Project](#) consists of widening and reconstructing Hilltop Road from two lanes to four through lanes from the Legend High School access to Singing Hills Road. Additionally, the project also includes reconstructing and improving the portion of Singing Hills Road from Hilltop Road through the Flintwood Road Intersection. The segment from Legend High School to Alpine Drive is referred to as Phase 1. The segment from Alpine Drive on Hilltop Road to Flintwood Road on Singing Hills Road is referred to as Phase 2. Total project costs are currently estimated to be over \$25 million for Phase 1 and over \$20 million for Phase 2.

In 2021, staff continued to advance final design and coordinate proposed utility relocations. ROW acquisition and utility relocations will commence in 2022 and continue in 2023. The first construction phase is anticipated to begin in late 2023 or early 2024 (pending available project funding and ROW acquisitions) and should take 18 to 24 months to construct.

- The **bridge at Iron Horse Open Space** is an old girder and timber bridge. In recent years, it has been determined to be unsafe for vehicular traffic and has been closed. Removal of this bridge has been planned for several years.



This stretch of East Plum Creek is artificial. It was relocated east to its present location in the late sixties to allow the construction



of I-25. It was only semi-functional hydrologically because of its narrow, constricted design. In 2015 staff restored the floodplain and created 4 acres of new wetland/riparian habitat. This process was largely funded by CPW and GOCO grants; and the design and hydrology completed for free by the NRCS as an in-kind donation. This project was the first phase of stream restoration on East Plum Creek as part of a plan to restore a 7-mile reach.

Removal of this hazardous structure will greatly improve the hydrology of the creek and create approximately 2 acres of new habitat for the Threatened Preble's meadow jumping mouse and many other aquatic and terrestrial species. These bankable mitigation credits can be held for future use; PMJM mitigation credits are valued at \$30,00-\$55,000 per acre currently. This project will also shrink the 100-year floodplain and reduce the risk to an interstate highway and County-owned structures on Iron Horse Open Space. The 20,000 yards of excavated material will be stockpiled for use by County Operations for upcoming road and infrastructure projects. Removal and use by Operations greatly shrinks the project cost while simultaneously saving Operations a great deal in not having to purchase similar quality material for these projects. The project cost is \$300,000 and it will be completed in 2022.

- **Airport Road Improvements at US85 Project:** Contractors will design an eastbound, right turn lane from the western railroad crossing to US 85. The Project will include improvements to the eastern railroad crossing which will include turning this crossing into a quiet zone. The Project will be completed in two phases with Phase 1 being completed in 2022. Phase 2 will be constructed when we can complete all permitting requirements with the UPRR for the crossing improvements.
- The **Happy Canyon Emergency Access** project is located along the east side of the I-25 / Castle Rock Parkway Interchange and connects the Happy Canyon Subdivision on the north end with the Silver Heights Subdivision on the south end via a gated emergency access road. The access road was designed to meet the design criteria required by the fire departments that will utilize this road. The project was needed to improve public safety and provide secondary access to both subdivisions. In November 2021, this 22-foot wide gravel emergency access road was substantially completed.
- **Lower Toll Rates on E-470 Go into Effect and Additional Rate Reductions May Occur in 2023**



and 2024 - Starting Saturday, Jan. 1, 2021, customers saw a \$0.05 reduction at all E-470 mainline tolling points and a \$0.10 reduction at Toll Plaza A – one of the busiest tolling points to the south in Douglas County. Customers may see *another* \$0.05 and \$0.10 reduction in 2023 and in 2024 beginning on Jan. 1 of each year after review and approval from [E-470's Board of Directors](#). With

recovery from the pandemic ongoing, rolling out reductions gradually over the next three years allows the E-470 Public Highway Authority to reassess toll rates and cash flows annually and adjust as needed due to recovery impacts. The 2022 rate reduction is supported by all eight voting member jurisdictions, which includes Adams County, Town of Parker, City of Aurora, Commerce City, Arapahoe County, Douglas County, City of Brighton and City of Thornton.

At the beginning of 2021, E-470 had \$1.4B in outstanding bond debt, which is scheduled to be paid off in 2041. Due to financial stability, historical and current debt planning, as well as debt management leveling off, the Authority can adjust toll rates while continuing to fulfill its debt obligations and still provide a high level of service for all customers. This includes preparing a significant capital plan over the next five years estimated at over \$450M, which will benefit the region for years to come.

- **County Line Road Widening and Reconstruction (University to Broadway):** In August 2019, the Denver Regional Council of Governments (DRCOG) selected this project to receive \$10 million for construction in federal funding through the DRCOG Transportation Improvement Program (TIP) Subregion project selection process. This project is estimated to cost \$20 million to construct. The other portion of construction funding is being provided by the City of Littleton (\$1 million), Centennial (\$4.5 million), and Douglas County (\$4.5 million). Additionally, these three local agencies are paying for the pre-construction costs, which include final design.

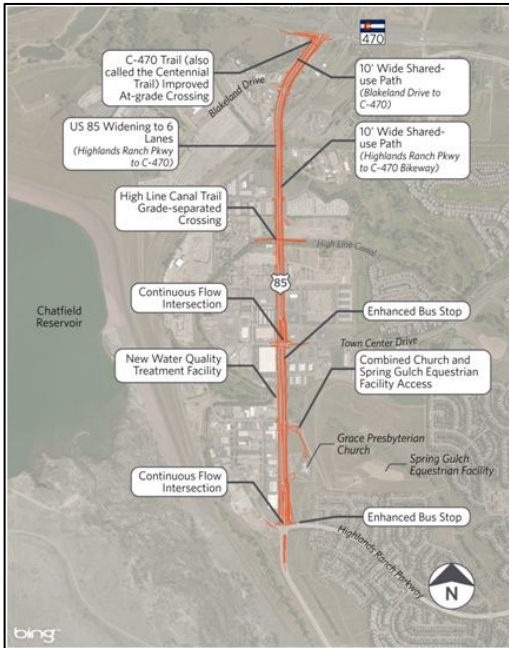
April 2020, Douglas County hired a consultant to complete final design for the last segment of County Line Road that still needs to be widened and reconstructed from two to four through lanes and these sections will be completely reconstructed. In 2021 and continuing into 2022, the County will advance final design, acquire right-of-way, and prepare utility relocation design for a major water line. Construction is anticipated to begin in early 2023 and take about 18 to 24 months to complete.

- Daniels Park Road Boulder Installation and Fence Removal Project:**

When the Daniels Park Road Improvements Project was completed in 2018, the County installed approximately 16,000 linear feet of old-style wood buck and rail fence to keep 4x4 drivers on the roadway through the park. The public's perception of the wood fence was not positive so in response, Engineering coordinated with Denver Parks staff on a plan to remove most of the fence over time as the park gets established as a non-4x4 area. Engineering removed a good portion of the fence on the south half of the project in 2020. Monks' Construction hauled approximately 400 boulders from the US85 widening project in October 2020 to Daniels Park, so that the fence removal could continue the north half of Daniels Park. Engineering will continue to place boulders along the roadway, and Open Space Staff will remove the fence to be used on other County Open Space like Sandstone Ranch, Glendale, and others. This effort should be completed in 2022.



- US 85 widening from four to six lanes from Highlands Ranch Parkway to Dad Clark Gulch (located about 1,200 feet north of County Line Road) -**



CDOT and the County are widening and reconstructing approximately 2.5 miles of US Highway 85. In 2021, the project team continued coordinating with several utility companies as there are hundreds of existing utilities in conflict with the US 85 proposed widening and reconstruction project.

In summer 2021, the County relocated a major water line, located along the west side of US 85, owned by Centennial Water and Sanitation District; completed all right-of-way acquisitions required for the project; and executed a critical IGA with Denver Water regarding discharging stormwater a proposed water quality pond into the High Line Canal. The County submitted final construction documents to CDOT and obtained final utility clearance letters from impacted utility companies.

Also last year, staff worked closely with the City of Englewood and the U.S. Army Corps of Engineers (USACE) to find a place to relocate the City of Englewood's major raw water supply pipeline within the USACE property. In early 2022, we experienced a major project setback when the City of Englewood informed Douglas County in February that they would not accept USACE's proposed easement for the relocated waterline. We are currently working with the parties to resolve this matter.

The project cannot bid until this matter is resolved, which is now anticipated in late spring 2022 (pending approvals). This project is estimated to take 30 months to construct and is estimated to cost over \$100 million. The project was selected to receive \$26.273 million federal funding via DRCOG through the Transportation Improvement Program (TIP) project selection process. Additionally, CDOT will be contributing a combination state (\$3.6 M) and additional federal funds (\$3.5 M) will total \$7.1 million. The remainder of the project costs is Douglas County's responsibility – where a portion of Douglas County's contribution will be funded by developers in the Chatfield Basin. In December 2021, Douglas County Commissioners approved the funding IGA with CDOT.

- **US 85 widening from two to four lanes between Louviers and Milepost 191** - In 2021 CDOT



continued to reconstruct and widen the last remaining two-lane section of US 85 to four-lanes between Louviers and Sedalia, which includes a raised median, turn lanes, and 10-foot wide paved shoulders. Construction got underway in the summer 2020, but most of the construction occurred in 2021. The total project is estimated to cost approximately \$36 million, whereby Douglas County contributed \$8.5 million for improving this segment of US 85. County staff also assisted CDOT with design

and right-of-way acquisition as well as worked with the contractor and adjacent property owners that resulted in savings CDOT millions of dollars in earthwork. The project is anticipated to be substantially completed in early summer 2022.

- The County has partnered with CDOT to provide pre-construction funding associated with reconstructing and **widening US 85 from two to four lanes for the segment between Sedalia (SH67) and Daniels Park Road**. CDOT estimates \$37 million is still needed for constructing this segment, and CDOT's current plan shows this funding to potentially be available in 6 years.

To address an existing safety concern, the County is working with CDOT to advance an early action item which involves installing a traffic signal at the US 85 / Daniels Park Road Intersection. In 2021, County's consultants substantially completed final design and are currently in the process of addressing CDOT's comments and requirements. It is anticipated that the County will bid the project in spring 2022 and complete the traffic signal in the late fall 2022 / early 2023 (pending availability and delivery of critical materials). In August 2020, the County was successful in obtaining a critical right-of-way (ROW) dedication from the property owner on the northwest corner of this intersection; and IREA was successful in obtaining a permanent utility easement which was needed for them to relocate and undergrounding their electric lines that needed to occur before the County can install the traffic signal and accommodate the future widening and reconstruction project. In 2021, IREA completed the relocation of their facilities, allowing the traffic signal to be installed.

In August 2021, CDOT and Douglas County executed an IGA regarding the County and DRCOG providing partial funding to CDOT for advancing pre-construction activities, to assist CDOT in completing the final design and acquiring ROW needed for the widening. In 2019 the County submitted and was notified by the Denver Regional Council of Governments (DRCOG) that this segment of US 85 was selected to obtain \$855,000 in federal funds through the DRCOG Transportation Improvement Program (TIP) to help advance final design and ROW acquisitions; and in 2021, DRCOG informed the County that additional funding was available, and DRCOG increased their contribution to \$1,054,000.

- **US 85 / Titan Road Interchange Improvements** - Douglas County is currently working with CDOT



to get final environmental approval and obtain other CDOT permits to allow the County to widen the northbound US 85 on-ramp and restripe Titan Road over US 85 to improve safety and traffic operations. CDOT is currently completing their final review of our construction

documents. In 2021, the County completed subsurface utility engineering and recently utility clearance letters from potentially impacted utility companies. Douglas County staff anticipates construction to begin in late spring 2022 and completed in early fall 2022.

- Staff continues to work closely with CDOT to build two pedestrian/bicycle bridges to carry the **C-470 multi-modal trail over Yosemite** and the **C-470 westbound on-ramp**. The final design was completed in December 2019, major utility relocations were completed in spring 2020 and right-of-way (ROW) acquisition was initiated in February 2020, however, critical ROW acquisitions remained incomplete as of December 2020. Bids were opened in summer 2021 and construction began in December 2021. The project is being advanced to improve safety and mobility as well as reduce congestion



and traffic delays on Yosemite Street. The County was successful in being selected to receive \$2 million in federal funds through the DRCOG project selection process. Project cost is estimated to cost \$5.5 million and is anticipated to be completed in October 2022.

- The County is working closely with the City of Lone Tree and CDOT to build a pedestrian/bicycle bridge that will carry the **C-470 multi-modal trail over Acres Green Drive**. Currently, the total project is estimated to cost \$4 million which is being advanced to improve safety and mobility and reduce congestion and traffic delays on Acres Green Drive. The City of Lone Tree was successful in being selected to receive \$2 million for construction in federal funds through the DRCOG TIP project selection process; and the remaining construction costs are to be shared by Douglas County (\$1 M) and City of Lone Tree (\$1 M). Additionally, the County agreed to contribute \$225,000 to Lone Tree to advance a portion (approximately 50%) of the final design costs, which got underway in 2021.



construction in federal funds through the DRCOG TIP project selection process; and the remaining construction costs are to be shared by Douglas County (\$1 M) and City of Lone Tree (\$1 M). Additionally, the County agreed to contribute \$225,000 to Lone Tree to advance a portion (approximately 50%) of the final design costs, which got underway in 2021.

No significant utility relocations or ROW acquisition is anticipated. Final design should be completed in the first quarter of 2022; the project is scheduled to be advertised for construction by City of Lone Tree also in the second quarter 2022. Construction is estimated to take 12 to 15 months to complete.

- Pine Drive Improvement Project**: Proposed improvements will extend the 4-lane roadway section north from Lincoln Avenue to Inspiration Drive and will include installing traffic signals at both Ponderosa Drive and Pine Lane Intersections. The proposed improvements will reduce congestion, improve safety, and provide additional capacity. This project, estimated to cost over \$13 million, requires major utility relocations along the east side of Pine Drive; and significant and costly additional ROW is required to accommodate the proposed improvements that widen Pine Drive to the east side.

In 2021, we completed the 60% plan review, advanced supplemental field surveying and additional subsurface utility engineering, conducted monthly utility coordination meetings with IREA, prepared legal descriptions for the proposed ROW acquisitions; and obtained right-of-entry agreements from most property owners impacted by the proposed project. Additionally, in 2021, the County initiated ROW appraisals and began acquiring ROW. ROW acquisitions are taking much no longer than originally anticipated. We currently, anticipate utility relocations to fall 2022 (pending ROW and utility easements IREA / CORE needs to relocate and underground their electric lines located on the east side of Pine Drive. Currently, funding for construction is anticipated to begin in 2023 (pending ROW).

- Engineering staff has deployed **portable Speed Radar Feedback** signs in response to citizen complaints regarding ongoing concerns/issues with speeding throughout the County. Through this ongoing effort, staff plans to not only provide a solution in addressing citizen concerns but will also analyze data collected from signs and determine which equipment performs best in the field for this type of application.



- **Bayou Gulch Road Extension Project** - This project involves constructing a segment of Bayou Gulch Road between Pradera Parkway and Scott Avenue, which is estimated to cost \$4 million. In 2021, the County advanced final design, drainage studies, geotechnical design, and subsurface utility engineering (SUE). In the summer of 2022, the construction documents should be completed and ready to Bid/advertise. Construction is currently anticipated to begin in fall 2022, (pending utility conflicts being resolved). The project should take about 12 months to construct.

- Engineering worked with **Cherokee Ranch's** general manager and staff to develop improvements to the driveway from Daniels Park Road to the castle. The County will deliver asphalt milling from our Daniels Park Road overlay project in 2022 to complete the identified improvements.



- **Memorial Boulders for Eva Murphy** near Sedalia Post Office: Engineering worked with 53 Corporation to deliver two boulders to the median of Douglas Avenue in Sedalia at the request of the County's Historic Preservation Board. The boulders are going to be used as a memorial to Eva Murphy for all her work on historic preservation in the County.

- The **Trumbull Bridge Rehabilitation Project** is jointly funded by Douglas County and Jefferson County. The project involves replacing the bridge deck, bridge railing, and approach guard rail for a bridge that carries Highway 67 over the South Platte River. In 2021 final plans were completed and Douglas County was awarded a construction contract for this project in fall 2021. Construction is anticipated to be substantially completed in summer 2022.



- The **Drainage, Erosion and Sediment Control (DESC) program** ensures compliance with Federal, State, and Local environmental regulations related to drainage, erosion, and sediment control for single-family detached residential units and non-habitable structures. The DESC team consists of 10 review staff who work in shifts to cover the numerous walk-ins and call-ins as well as plan review. In 2021, the Team reviewed 1,688 DESC plans/permits which is a 33% increase in the number reviewed in 2020.

DESC Streamlining Pilot Program: Considering DESC design is very similar from lot-to-lot in tract home development, we have developed a pilot program to reduce the total number of DESC plans and permits we will have to review, which will also result in time and dollar savings for the home builders. The pilot program allows Richmond and Shea homes to submit one multi-lot DESC plan, which will replace the numerous DESC plans that would be associated with a particular phase or subdivision. This will result in the review of one plan instead of up to 200-300 individual plans. This will also reduce the amount of mandatory tracked inspections by our Environmental Inspection Team associated

with our MS4 permit. Once the pilot program has been completed, we will work out any issues that were uncovered and revise our criteria.

- **Snow vs. Signal Indications** - LED traffic signal indications are more energy-efficient and longer-lasting. Due to these benefits, they have become the industry standard. However, one of their drawbacks is that they can become obscured by snow during heavy winter storms. Previous signals were incandescent and produced enough heat to avoid this situation. To combat this problem, vendors have devised means (heated LEDs and plastic snow shields) by which to reduce the potential of accumulating snow that may create a situation where drivers cannot see the traffic signal indications. Early in 2021, we installed heated LEDs and plastic snow shields at select intersections on a pilot basis. We have had a few snowstorms that were severe enough to produce conditions that did obscure some north-facing traffic signal indications. The heated LEDs and the snow shields ‘showed promise’ in keeping the indicators visible to the traveling public. Staff is continuing to monitor the effectiveness of both devices, assess their longevity, and determine if more widespread implementation is appropriate.



Broadway & Dad Clark intersection viewed from the Broadway & C470 EB Ramp PTZ. The two heads on the far left have snow cones installed, other heads including ground mounted pedestal pole do not.

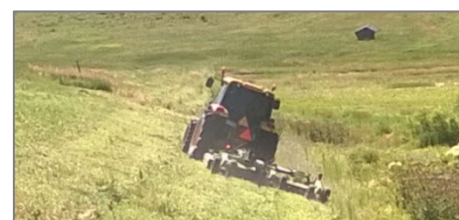
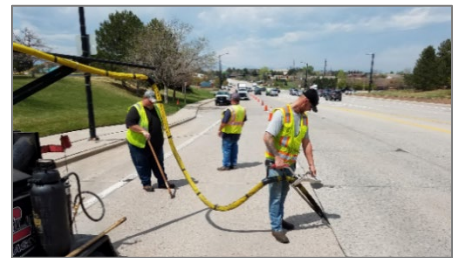
- **Notable Metrics: January 1, 2021 – December 31, 2021**

- **Building Division Permits and Inspections:**

	<u>2021</u>	<u>2020</u>
Permits Issued	13,423	10,802
Inspections performed	70,926	60,289
- **Public Works Engineering**
 - Placed 84,902 tons of asphalt pavement
 - Utility Locator received and reviewed over 10,200 requests and performed over 3,200 locates for county-owned utilities.
 - Traffic crews restriped 642 parking stalls, refreshed bike symbols and arrows at 50 different locations, completed 1,009 miles of line striping, repaired 2,802 signs and manufactured 3,044 signs.
 - **The Engineering Permits** team issues permits for right-of-way construction, utility construction, drainage, erosion control (DESC and GESC), temporary access, and oversize/overweight loads. The team also schedules all right-of-way inspections and erosion control preconstruction meetings. Data for 2021 is as follows:

Permit Types	# Issued
Right of Way Utility/Construction	960
Temporary Access	38
GESC	258
DESC	1,688
Oversize/Overweight	67

- **Snow and Ice Removal 2020/2021 Season**
 - Total of 69 snowstorm deployments (shifts)
 - Operations utilized 214,541 tons of granular deicer and applied 609,861 gallons of liquid deicer
- **Asphalt Road Projects** - 132, 009 lbs. of cold mix used to repair potholes
- **Crack Sealing Program** - Cracks in asphalt roads were sealed in the spring and fall. Wide cracks near or in bike lanes were also filled. Several wide asphalt transverse joints were milled and filled.
 - 93,391 lbs. of crack seal material were used to fill large cracks throughout the County
- **Sidewalk, Curb, and Gutter** - 257 cubic yards were used to replace sections of failed sidewalk, curb, and gutter. The repairs were mostly made in urban areas.
- **Gravel Road Projects** - 575,639 gallons of dust suppressant were applied and 51, 581 tons of gravel was hauled
- **Ice Mitigation Projects** - Over 100 ice flow problem areas have been identified on county roads throughout Douglas County. Ice forms from water flowing out of residential sump pumps or from normal snow melt, creating hazardous ice glaciers in the roadway. Crews completed construction of several culvert drainage systems to mitigate ice formation.
- **Culvert Inspections** - 584 culverts and 280 outfalls were inspected throughout the county; 220 video inspections were completed to identify problems and initiate service requests for repairs to be made.
- **Noxious Weed Spraying and Mowing Operations** - Mowing operations begin during the summer months. Crews mow County rights-of way, medians, and some County properties in rural areas.
 - Crews mowed over 3,200 miles of rural roads.



- **PWOps Material Stockpile Facility on Waterton Road** - Finished construction of berms for visual screening of the material stockpile areas at Waterton Road. Eight feet tall berms were constructed from excess soil material excavated on the US 85 widening project. Also, stockpiled 50,000 yards of topsoil and 60,00 yards of fill material for future road maintenance projects.
- **2021 Special Events Permits** – The [Special Events Permits program](#) issues permits to community groups for special events that traverse or have the potential to impact traffic on County roadways. Events typically consist of organized group events for running, bicycling, and parades and occasionally for fireworks and concerts. Staff saw an increase from Special Event Permit applications received in 2021 in comparison to 2020, however numbers are still down approximately 35% from pre-pandemic submittals. In 2021 staff received 40 applications and issued 25 Special Event Permits, the remaining applications were withdrawn or voided as they did not meet requirements.

Staff anticipates a continued increase in applications for 2022 events as organizations continue to provide patrons a healthy outlet to manage both physical and mental health during these challenging times as we continue to navigate through the ever-changing world affected by Covid-19.

Commissioners were appointed to represent the Board on the following:

- ❖ Arapahoe County Public Airport Authority, Executive Committee – Abe Laydon
- ❖ Centennial Airport Community Noise Roundtable – Abe Laydon
- ❖ CCI Steering Committee, Transportation and Telecommunications – Abe Laydon
- ❖ E-470 Public Highway Authority – George Teal, Lora L. Thomas (alternate)
- ❖ Denver South I-25 Urban Corridor Transportation Management Authority – Abe Laydon, Lora L. Thomas (alternate)



ECONOMIC FOUNDATIONS

- **Building Division Activity on Large Commercial Projects:** During 2021, 451 commercial projects were reviewed, permitted, and inspected by the Building Division. These projects represent over \$200 million in building valuation, and included:

- An Amazon distribution facility
- A FedEx facility
- Two 150,000 sf warehouses in Compark
- Reunion Rehabilitation Hospital
- Additional buildings at Windcrest
- Plum Creek Wastewater Treatment facility
- Centennial Wastewater Treatment facility
- Soltera – Bridgewater Living senior housing
- Audrey Senior Living
- Apex Apartments
- Chroma Apartments
- South Suburban Fieldhouse/Ice Arena
- Terumo (medical equipment)

Douglas County building officials issued permits for 281,369 sq. ft. of nonresidential space valued at approximately \$45.4 million during the third quarter of 2021. The largest project constructed in the County was Terra Bluffs Memory Care and Assisted Living in Parker that will add 100,000 sq. ft. of space valued at \$17.3 million. Other notable projects included the 59,031-square-foot MHC Kenworth Truck Dealership in unincorporated Douglas County valued at \$5.1 million and the 52,962-square-foot VF Corporation Hangar and Offices in unincorporated Douglas County valued at \$4.8 million.

- **Economic Development Incentives** - In support of job growth and capital investment, Douglas County was engaged in 32 active business personal property tax incentive agreements with County businesses in 2021. The agreements represent an estimated 4,607 jobs in the County, with about 120 new jobs created in 2021, and \$939,176.08 annual incentive payments from tax year 2020.

- As part of the **Spark DC Program**, Commissioners paid a visit to Wind Crest Senior Living on April



7th. They met with the CEO, Craig Erickson, and resident members of the government relations committee. Wind Crest is a vibrant community in Highlands Ranch for adults 62-plus. The facility has 820 employees and 1,670 residents. Wind Crest employs several Douglas

County high school students to work in dining services.

The meeting included an overview of their COVID-19 response and adaptations made over the past year to continue to provide services and a high quality of life to residents. Wind Crest partnered with CVS Pharmacy for on-site COVID-19 vaccine distributions. At that time, residents were 98% vaccinated and able to gather in clubs and dine with other residents again.

- On July 28, 2021, the Board of County Commissioners, along with Community Development and Northwest Douglas County Chamber & Economic Development Corporation staff, attended a Business Appreciation Visit with **Children's Hospital**. The Hospital is located at 1811 Plaza Drive in Highlands Ranch. The facility has five floors that consist of a 24x7 emergency department, urgent care, a surgery center, and many other



services. The visit was part of an economic development strategy to proactively connect with existing local businesses to understand and respond to their needs.

The conversation included a discussion of the State of Emergency for Mental Health that Children's Hospital Colorado had recently released. Sondra Valdez, Patient Care Services for the South Metro Region Network of Care, explained there is an extreme increase in behavioral health issues and suicide attempts. There are challenges with placing children in facilities, and not enough beds and resources for them. Suicide attempts in Douglas County are increasing and the greatest needs for Children's Hospital Colorado South Campus are quick resources for families, specifically outpatient therapy. Families need immediate intercept resources to feel safe. The Commissioners discussed the positive impact of the Community Response Teams in Douglas County and how potentially American Recovery Plan Act (ARPA) funds could be used to fund additional teams.

- A **Business Resource Guide** was created as an improvement to the [Spark DC Program](#). This document was designed to be left behind with companies after a Commissioner-visit to provide businesses with pertinent information about the County in support of employee and business retention.



- On July 22, 2021, Commissioners Laydon and Thomas attended a tour and roundtable event with Governor Polis and Colorado Department of Labor Executive Director Joe Barela at **Arapahoe/Douglas Works!** Workforce Center. Commissioner Laydon provided brief remarks regarding the [apprenticeship partnership](#) between A/D Works! and the Castle Rock Chamber of Commerce. Members of the workforce board and guests participated in a discussion on apprenticeship opportunities in the region, the future of work, and the additional program funds from HB1264.
- Commissioners continued an ongoing dialog about **Arapahoe/Douglas Works! service levels being provided to Douglas County citizens** in comparison to Arapahoe County citizens. Staff explained the services and programs that [AD Works!](#) offers to DC citizens through Human Services and Community Development. Questions were answered regarding the process of removing Douglas County from AD Works! to include legal, structural and funding considerations and creating a Douglas County



workforce center in addition to the satellite office [opened on December 21, 2021 at the Arapahoe Community College Sturm Collaboration Campus](#). A/D Works! representatives were invited in for a follow-up discussion; a comparative analysis was developed, and the concept of a DC job fair was discussed. The Labor/Supply Demand Report released on December 15, 2021, can be found [here](#).

- The Board of County Commissioners expressed gratitude to the A/D Works! Business Services Team for their support of small businesses in the County. During 2021, distribution of Douglas County's share of the federal Coronavirus Aid, Relief, and Economic Security (CARES) Act and Colorado Senate Bill 20B-001 funds provided support and relief to local small businesses. More than \$20 million was provided to Douglas County businesses thanks to the assistance of A/D Works! in processing and administering more than 700 grant applications for three business grant programs – Small Business PPE Reimbursement, Restaurant and Event Venue Impact Grant, and Small Business Relief Grant. The



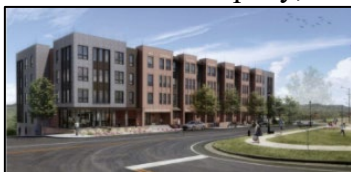
A/D Works! team also organized and managed the Douglas County Recovery Task Force to act as a resource hub for the County's Chambers of Commerce and other business support organizations. At their Tuesday, April 27, 2021, Business Meeting, the Board of Douglas County Commissioners passed a "Resolution Recognizing A/D Works! for Supporting Douglas County Small Businesses" in appreciation of this critical partnership. On November 15, 2021 AD Works! was named the Partnership of the Year by the Economic Development Council of Colorado.

- The County's decision to opt into the **C-PACE Program** was formalized at a Business Meeting on March 9, 2021. While participation has been authorized, staff are not aware of any current C-Pace projects in the County at this time.
- The concept of a **Convention and Tourism Bureau or Destination Marketing Organization** was explored in response to the Colorado Tourism Office using a \$2.4 million CARES Act Recovery Assistance grant to drive recovery of the State's tourism economy through 2023. Formation of a tourism organization qualified for the grant program and staff recommended that the County participate in this initiative with the Northwest Douglas County Chamber and EDC to be the lead agency to apply for the grant. Feedback was received from Castle Rock and Parker and letters of support were garnered. The application was made, but ultimately not approved. In an effort to improve public awareness of amenities available in Douglas County, the website was modified to include links to areas, events and facilities of interest to visitors.

- The [Employee Trip Reduction State Program](#) was a new rule that was proposed by the Colorado Air Pollution Control Division and [Regional Air Quality Council](#) as a component of Governor Polis' Greenhouse Gas Pollution Reduction Roadmap to reduce vehicle emissions. This topic was first discussed in May of 2020. The Air Quality Control Commission began accepting written comments on the proposals in advance of a rule making hearing scheduled for August 18-20, 2021. A number of businesses expressed their opposition to the program due to the impacts under the proposal. Based on submitted significant industry concerns the [proposal was not taken forward](#).



- **2021 Quarterly Economic Development Reports** are available online [here](#). Highlights include:
 - Two companies headquartered in Douglas County were included on the 2021 Fortune 500 list. DISH Network ranked No. 197 and Quarate Retail ranked No. 216. In total, 10 companies headquartered in the Metro Denver region made the list, which ranks the nation's public companies by annual revenue.
 - Koelbel and Company, Coventry Development Corporation, the City of Lone Tree, and the Colorado Housing and Finance Authority broke ground on the first affordable housing project in Lone Tree. The project includes 67 affordable apartments that will range from 30 to 80 percent of the area median income, a fitness center, community room, and on-site leasing. The project will help achieve Lone Tree's 350 affordable housing unit commitment on the east side of I-25.

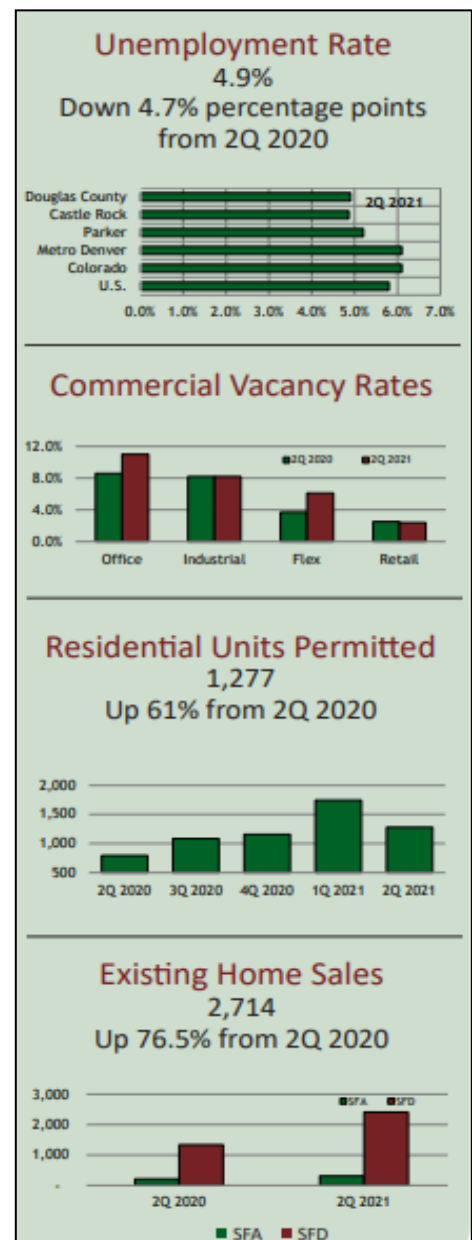


- Castle Rock Development LLC, which is comprised of Treanor Investments LLC, Douglas County Properties LLC, and Rock View Holdings LLC, has proposed a \$65 million mixed-use building called The View for the corner of Sixth and Jerry Streets in Castle Rock. The project would redevelop existing storage facilities into a 300,000-square-foot, six-story building with 218 for-rent residential units, 14,500 sq. ft. of office space, and 5,000 sq. ft. of retail space. The project would also include 400 parking spaces. The development team hopes to break ground on the project in late summer 2021 with construction expected to continue for two years.



Sky Ridge Medical Center was named among Fortune/IBM Watson Health's 100 Top Hospitals list for 2021. The annual list recognizes excellence in clinical outcomes, operational efficiency, patient experience, and financial health. Sky Ridge had better result on key clinical and operational performance indicators, including survival rates, patient complications, and 30-day mortality, among others.

- Half of Colorado's largest public companies jumped in their 2021 Fortune 500 rankings. Three Douglas County-based companies made this year's list, which ranks the nation's public companies by annual revenue. Dish Network moved up eight spots from last year (#102), while Qurate Retail rose 23 spots (#216). Liberty Media fell 20 spots (#326).
- Metro Denver ranked fifth of the top 35 metropolitan areas to see the largest inflow of tech-related job migration over the past 12 months, according to new data provided by LinkedIn.
- National homebuilder Shea Homes closed on the purchase of roughly 100 acres at the Ridgeway development in Lone Tree, where the company will oversee the first phase of a new 1,900-home community east of Interstate 25. The community, named Lyric, will be built out over five phases, and will feature condos, townhomes, and single-family detached homes. The first phase will include about 423 homes and is expected to be available for move-ins starting sometime in 2022.
- Century Communities received approval from the Lone Tree Planning Commission to build a 425-unit apartment complex called the Lincoln Station Apartments at a 5-acre undeveloped site near RTD's Lincoln Station. The 5-story building will also include 3,000 sq. ft. of retail space and a 750-square-foot leasing office. The first units are expected to open in 2023.



- Construction is underway at HealthONE's Sky Ridge Medical Center on a 26,000-square-foot special robotics unit, slated to open in 2022. The \$20 million expansion will have four operating rooms, eight pre-op rooms, and six recovery rooms.

Commissioners were appointed to represent the Board on the following:

- ❖ Arapahoe/Douglas Workforce Investment Board – Abe Laydon
- ❖ Castle Rock Economic Development Council – George Teal
- ❖ CCI Steering Committee, Tourism and Economic Development – Lora L. Thomas
- ❖ Denver South Economic Development Partnership, Board of Directors - Abe Laydon, Lora L. Thomas (alternate)
- ❖ Denver South Economic Development Partnership – Abe Laydon, George Teal, Lora L. Thomas
- ❖ Metro Denver Economic Development Corporation – Abe Laydon
- ❖ Northwest Douglas County Economic Development Corporation – Lora L. Thomas



HISTORIC AND NATURAL RESOURCES

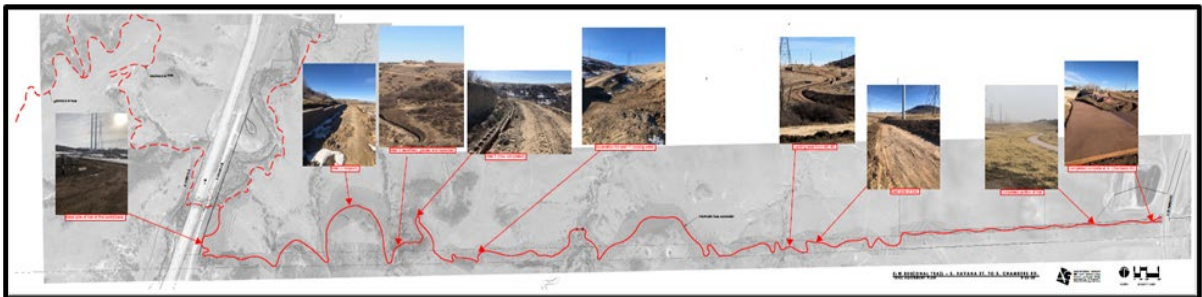
- First envisioned more than 30 years ago, the full 28 miles of the [East/West Regional Trail](#) were opened to the public in 2021. Hikers, runners, cyclists, and equestrians are now able to travel continuously from Redstone Community Park in Highlands Ranch to the Cherry Creek Trail in Parker on this stunning trail that winds through grasslands and oak bluffs. The newest section, which [opened officially on July 24, 2021](#), runs east from a trailhead located near Ridgeway Parkway and I-25 at Schweiger Ranch and connects to the existing trail underpass at South Chambers Road in Parker. Originally conceived and proposed by a group of citizens in 1986, the successful completion of this extensive regional trail endeavor relied on the collaboration of nearly 15 local and state partners — planning and working together for more than 23 years.



- Douglas County Parks, Trails, and Building Grounds (PT&BG) completed design and construction of a **2.1-mile segment of the Cherry Creek Regional Trail**. Improvements included an eight-foot-wide concrete trail, bank stabilization in two areas of erosion, minor drainage structures, and native revegetation. The [Cherry Creek Regional Trail](#) connection from Scott Road to Bayou Gulch Road is now completed.



The Cherry Creek Trail is a 42-mile trail that follows Cherry Creek, starting at the headwaters in Castlewood Canyon and travels north to the South Platte River Trail at the historic birthplace of the City and County of Denver. This highly loved trail is used daily by members of the ten jurisdictions the trail connects. The trail is also a vital piece of the Colorado Front Range Trail, a long-term effort to connect Wyoming to New Mexico through Colorado with a trail system.



- Since 2019, the Douglas County School District has been evaluating its inventory of school sites to identify those that would be used for school construction or could be considered surplus. As a result, DCSD identified **Sweetwater Park and Toepper Park** as sites that could be put to a different use. Previously the Board approached the School District and encouraged it to sell the parcels that have been determined are not going to be used as school sites. The School District completed an evaluation of the parcels and requested that the County transfer title to the School District for the purpose of selling them for additional revenue to the district. The DCSD delayed sale to allow for discussions with stakeholders and interested developers and to explore options to retain public use. Appraisals were received and the Parks Advisory Board expressed that there was overwhelming public support for the County to purchase the lots from the School District and keep them as parks. Negotiations are taking place with resolution expected in 2022.



- The historic legacies of some of Douglas County's early residents are now protected at [Rock Ridge Cemetery](#). Many of the markers and monuments placed in this one-acre cemetery, located on top of a hill in Cherry Valley, were showing the effects of time and age.



In August 2021, specialized conservators worked to repair, restore, and conserve the cemetery's gravesites. Headstones that were tilting or had settled were excavated and reset, while

others that were cracked or overgrown were cleaned and repaired. Work was performed on the markers for 29 community members including four wooden crosses and one galvanized marker that were restored to honor their unnamed owners. In addition, eight footstones and one family plot wall were conserved. Of the gravesites that are known, the oldest is that of Hannah Proctor who was buried in 1870, and the most recent is that of Chris Schreiber who died in 1953.

- Douglas County Hayman Burn Area Flood Control Gauges and Weather Stations:** Douglas County holds an IGA with Mile High Flood District (MHFD) related to ongoing and required field maintenance activities in Douglas County. This system of gauges is a Real-Time Flood Detection System network for the County. The County also operates a network of 11 weather stations in the Hayman Burn area. The entire monitoring network is operational from April 1 to October 25; however, the weather stations and repeaters remain operational throughout the winter. Staff regularly assess the inventory and network for efficacy and data value and as a result, three stations were eliminated from the inventory in 2021.



- Current and emerging conditions are threatening the health and resiliency of forests in Colorado. The impacts of these conditions were evident in 2020 when Colorado witnessed the first and second largest wildfires in the state’s history; the Cameron Peak and East Troublesome fires. The Colorado State Forest Service was nearing release of its [2020 Colorado Forest Action Plan](#) when these devastating fires occurred. The Plan that was released in November detailed the major threatening conditions to Colorado’s forests as: climate change and drought, uncharacteristic wildfire and post-wildfire erosion, and insects, disease, and human encroachment. The Plan was developed through a statewide collaborative assembly of diverse partners and stakeholders with expertise in forestry, hydrology, engineering, government, and other natural resource disciplines.



The Plan includes six themes and sets goals for forest stewardship. The first three themes were included in the development of the CSFS Composite Priority Map (right). This map illustrates a large majority of the [highest priority](#) areas in the Colorado Front Range located along the western edge of Douglas County. The identification of these highest priority areas existing in our own backyard, is in part a driver for the establishment of several Douglas County Forest Action Items, two of which are:

- [Open Space 2021 Forest Management](#) includes ongoing forest management treatments for Sandstone Ranch, Dawson Butte, and Keene Ranch. These areas are part of the 79% of Open Space forested areas, (2,200 acres), that have received fuels reduction maintenance and long-term fire mitigation efforts. These efforts balance forest health, wildlife habitat, and fire mitigation.
- [Open Space Forest Management Strategic Planning](#) for both the current management areas as well as the remaining 21% of Open Space forested areas that have not previously been included in the project treatment areas for long-term fire mitigation efforts. It also includes identification of grant/funding opportunities to assist in delivery of these proactive forest health initiatives.

The culmination of these Douglas County Forest Action Items is to address the overall State Forest Action Plan and apply it to areas within our own “backyard”.

- The [Southern Shooting Partnership](#) (SSP) is an organization composed of eleven Federal, State, and County land management agencies with an area of interest between Pueblo and Denver. Its purpose is to develop a landscape-level, multi-jurisdictional strategy to provide safe, responsible, and accessible recreational sport shooting opportunities on public lands while addressing recreational shooting challenges across the southern Colorado Front Range.



[Video link](#)

In 2021, the SSP took steps to support the National Forest Service staff in working through the Integrated Management of Target Shooting on the Pike National Forest plan. This plan seeks to address recreational shooting by creating at least three public ranges, one per district, on the Pike National Forest while at least partially restricting dispersed recreational shooting. The SSP continues to seek additional shooting range locations, not necessarily on national forest lands. The SSP is developing a strategy to provide information and education on recreational shooting, shooting etiquette, natural resources management, public land etiquette, safety, and related topics.

The SSP facilitated a Shooting Range Development Planning Grant award for approximately \$83,000 from Colorado Parks and Wildlife to the United States Forest Service. This grant could be used to fund things such as the facilitation of public meetings and community engagement, along with professional consulting services for the project. It is possible that Douglas County will be receiving grant monies for future services provided by Douglas County Engineering related to engineering design and development of proposed range locations.

- Thanks in part to a \$156,000 grant from the Colorado State Historical Fund (SHF), work to [reconstruct and stabilize the Greenland Post Office](#) was completed to protect this important historic building from future settlement and deterioration.



The Post Office, along with its outbuildings, are some of the only remaining buildings in the [Greenland Townsite](#) considered to be historically significant. Operating from 1873 until 1959, it was a central element of the cultural and social growth of the community. In this phase of the project, the concrete foundation will be restored and improvements to site grading and drainage will be made to keep excess water away from the building in the future. Initial work to restore the roof of the Post Office and stabilize the foundation took place in 2016 and was also funded partly with an SHF Grant.

- Due to overcrowding of the existing parking lot and established social access through a nearby neighborhood, Engineering and Open Space staff completed design and construction plans for a new 2-acre trailhead off County Road 105 for additional parking at the County's Spruce Mountain Open Space. Construction was slated to begin in the summer of 2021, but citizen concerns were taken into consideration and the plan was tabled for future discussions.
- The **Open Space Sales and Use Tax** is [dedicated to the protection](#) of open space, provision of parks and preservation of landmarks and cultural, historical, and archaeological areas. It was first voted on by citizens in November 1994 and was passed by 58%. In November 1996 and November 1998 ballot measures were presented to voters to issue bonds and change the sunset date from January 1, 2009, to January 1, 2024. The Board identified this as a key initiative for 2021 and requested information to facilitate discussion around whether an initiative should be placed on the November 2021 ballot.

Staff provided a [binder](#) which included information on eligible uses, historical expenditures, revenue projections, alternative scenarios, projects identified, sample ballot language and shareback options. Staff explained that should the sales and use tax expire, future open space, parks, and historic preservation expenses such as land acquisition, capital and maintenance will require full support from grants and General Fund dollars. Extending the existing sales and use tax will guarantee supplemental funding of eligible projects under the current parameters. Should the Board prefer that revenue generated be restricted to distinctly different uses, it may wish to elect to allow the existing tax to sunset and pursue a new sales and use tax.

At Board request, modifications were made to include reduction to a 15-year tax, no bonding, no tax in perpetuity, administration portion of tax in perpetuity, and scenarios to 1) include both all current and 2) future municipalities in the share back. The Trust for Public Land (TPL) was invited to give an overview of their campaign services and asked to provide a limited scope of services for technical assistance at no cost. Draft ballot language was finalized, TPL conducted a [survey](#) and results were presented. The Board ultimately did not support moving forward with the ballot measure in 2021.

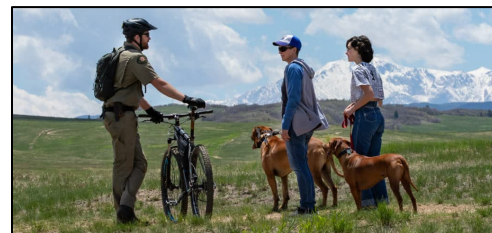


- 2021 marked the inaugural year for the Open Space and Natural Resource Department's [new Mountain Bike Patrol program](#). From summer 2020 and into the fall, planning for this new program took place as another resource to better patrol the 100+ miles of Open Space trails. The program launched in January 2021.



Open Space Land Managers were instrumental in the program implementation and development. They attended the International Police Mountain Bike Association (IPMBA) First Responder Training in March and are now both certified as IPMBA first responders. In support of the program, the Douglas County Sheriff's Office contributed two of their patrol bikes.

The Mountain Bike Patrol pedals beyond the trailhead and parking areas allowing more frequent and pleasant interactions with our visitors. These specially trained Rangers can now model good trail etiquette, provide visitor education, assess trail conditions, and understand more fully how people are using the trails and properties.



- On March 26, 2021 the BOLDERBoulder and Douglas County officially [announced](#) the Douglas County [Greenland Open Space Trail](#) as the sixth, in-person location for this Memorial Day weekend 10K event, previously run entirely in Boulder, Colorado. Organizers of the BOLDERBoulder announced that the traditional BOLDERBoulder could not be staged on Memorial Day due to public health restrictions associated with the COVID-19 virus.



Not wanting to lose its Memorial Day Tradition, the BOLDERBoulder created a unique experience called [BOLDER ON THE RUN 10K](#). Since participants couldn't run the race in Boulder, the BOLDERBoulder was brought to six locations throughout the Front Range. Participants had the opportunity to complete their 10K on a measured, marked, and timed course, from 6:30-a.m. to 8:30 p.m. over the Memorial Day Weekend.

- In 2015, Douglas County staff began planning and design efforts for the Entertainment District Trail along Park Meadows Drive in Lone Tree. Plans included a 1/3-mile concrete trail, irrigation system, and landscape improvements for a total cost of \$300,333. The project was intended to formalize an existing social trail and provide a safe connection to multifamily residences, commercial buildings, and additional trails in the area.





Other entities also participated in this effort to ensure its success. The City of Lone Tree advocated for this project and assisted with its review and approval. South Suburban Parks and Recreation District (SSPRD) obtained easements for the trail, which cross three private commercial properties, and will hold the easement agreements and maintain the trail in the future. Douglas County funded and managed construction for the project. Construction began in May and was completed on October 20, 2021.

- A multi-jurisdictional partnership resulted in a win for recreational fishing in Douglas County. In



August 2021, Douglas County was contacted concerning a planned draining of Walker Reservoir. This reservoir was constructed in the location of an abandoned gravel pit and became part of the water supply facilities of the upper Cherry Creek Basin as described in the Cherry Creek Project Master Plan. Complete drainage of the reservoir which would have resulted in a total loss of the fish resource. Upon learning of the potential loss, stakeholder outreach ensued to determine if there was a possibility of salvaging the fish.

The partners and stakeholder agencies determined that there was a solution. Douglas County's Public Works Engineering and Open Space and Natural Resources Departments began discussions with the Cherry Creek Project Water Authority, Colorado Parks and Wildlife, and the Pinery Water and Sanitation District. Together, it was determined that best solution to protect the resource was to conduct a fish salvage for relocation to a public reservoir. A plan was then put into place to capture and transport the fish to Cherry Creek Reservoir and Bingham Lake. Bingham Lake Park grounds are maintained by Parks, Trails and Building Grounds and the fishery is managed by Open Space and Natural Resources. Open Space oversees the annual fish restocking program that ensures that adequate numbers of fish are available to catch. The resulting relocation of the fish yielded a donation of both fingerling and adult Largemouth Bass at a value of approximately \$2000 in fish restocking cost for Bingham Lake.



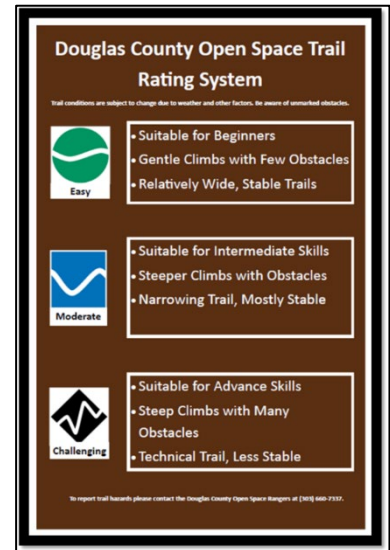
- This year the Slash and Mulch program was back to normal after our record-breaking season last year. In 2021, Douglas County collected approximately 9,000 cubic yards of mulch and gave away approximately 1,000 cubic yards of mulch. Unfortunately, we did have some issues with vandalism and our shed burned.



- Staff developed the **Douglas County Open Space Trail Rating System** to provide users with the level of trail difficulty, allowing users to match their skill to various trails within the Open Space Trail system. Trails are rated for three different levels of difficulty. The trail rating characteristics for each trail were considered and rated. This overall score then placed each trail within certain rating criteria to determine the level of difficulty. Characteristics for the rating criteria include:

- Maximum Elevation
- Elevation Gain/Loss
- Width and Stability
- Slope and Grade
- Trail Obstacles

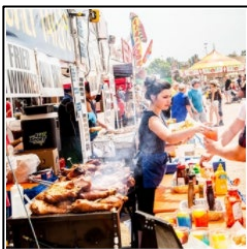
The Trail Rating System was developed using comparative analysis of trail rating systems at the federal, state, and local levels, as well as other industry leaders. It was designed from the hiker, biker, and equestrian user perspectives. Signage for the Trail Rating System was installed at Sandstone Ranch, Dawson Butte, Spruce Mountain, and Glendale Farms with the remaining trails scheduled for completion in early 2022.



- Douglas County Commissioner Abe Laydon was appointed by Governor Polis to the **state's new Colorado Forest Health Council**. The 26-member council to which Commissioner Laydon was appointed is a volunteer stakeholder body that will advise the Governor through the Executive Director of the Department of Natural Resources and the Colorado General Assembly on issues, opportunities, and threats impacting Colorado's forests. The Council, previously housed at the Colorado State Forest Service, was reconstituted through SB21-237, with a broader focus and more diverse membership representing all corners of Colorado. Its updated mission includes improving forest health in Colorado through integrated, science-based approaches, with a focus on collaboration among federal, state, and local governments, and private and nonprofit partners to mitigate wildfire, restore ecological health, safeguard communities and water supplies, mitigate and adapt to climate change, support local economies and protect recreation amenities, including across jurisdictional boundaries. Commissioner Laydon has been appointed to a three-year term and the council will provide a report to the Governor and brief the General Assembly annually.



- Too much cheese After hearing of increased attendance at many Colorado fairs and festivals ahead of ours and knowing people are eager to get out after a year of Covid-19, we secured additional food trucks, reserved additional portable restrooms and made sure that we had extra staff coverage to create a great experience for our visitors, community, and contractors.



Although our overall attendance was not record breaking, we are excited to share that we did set new records in other areas:

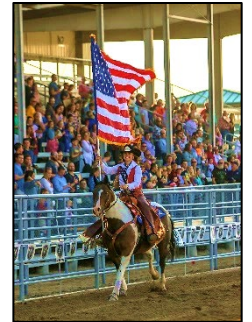
- Our Junior Livestock Sale shattered all records and netted \$606,755 – an increase of 22%

- Grand Champion Market Beef was a record sale of \$31,000
- First time ever Xtreme Bull Riding and all three PRCA Rodeos sold out
- Sponsorships of cash and in-kind were over \$200,000 – an increase of 19%
- Carnival proceeds to the County is \$25,177 – an increase of 39%



We attribute much of this success to staff's efforts in marketing the fair like we never have before between social media and digital tools as primary means for reaching target audiences countywide.

The **2021 Douglas County Fair and Rodeo took 1st place for Medium Rodeo of the Year** through the Mountain States Circuit Finals Rodeo. A PRCA Medium Rodeo is based on amount of prize money for contestants and is voted on by contestants.



- **Year-end Open Space usage** for 2021 was 660,723 visitors. We continue to see an upward trend in visitation over the last several years.

As depicted, Open Space visitation ebbs-and-flows from year to year due to anomalies such as weather conditions or sudden and extraordinary use as was experienced during the pandemic, and the trend of visitation continues to grow significantly.



WATER

- The [American Rescue Plan Act allows a variety of investments in water and wastewater infrastructure](#) in Douglas County, including but not limited to:

Water Investments

Eligible projects are defined by the Environmental Protection Agency's Drinking Water State Revolving Fund:

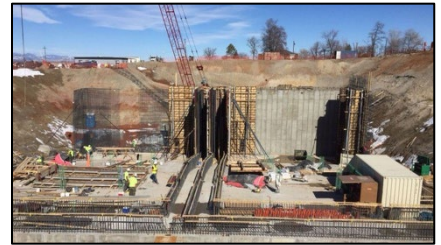
- treatment
- transmission and distribution (including lead service line replacement)
- source rehabilitation and decontamination
- storage
- consolidation
- new systems development



Wastewater Investments

Eligible projects are defined by the Environmental Protection Agency's Clean Water State Revolving Fund:

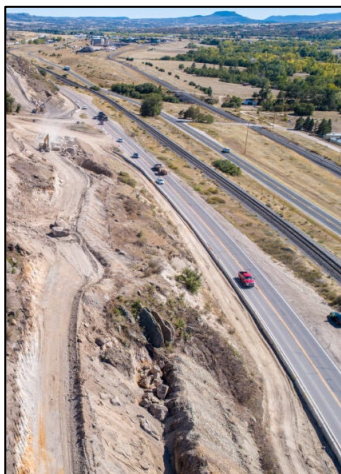
- construction of publicly-owned centralized treatment, collection, and conveyance
- nonpoint source pollution management
- decentralized wastewater treatment systems
- stormwater systems
- water conservation, efficiency, and reuse measures
- energy efficiency measures for publicly-owned treatment works
- water reuse projects
- security measures (including cybersecurity investments) at publicly-owned treatment works
- technical assistance to ensure compliance with the Clean Water Act



Following direction from the Board, staff sent a request for **letters of interest to all water and wastewater providers in the County, Chambers of Commerce, and Economic Development Councils** on October 25, 2021, with a deadline of November 19, 2021. The County received 17 [proposals](#) totaling **\$247,658,494**. Water provider representatives proposed that the County establish a revolving loan fund for projects that would be paid back to the county to be reused for other projects. [All proposals](#) will be considered for further discussion at a later date.

- **Louviers Water and Sanitation District (LWSD) Water Alternatives Program Request** - In 2021 staff managed a \$45,000 contract to conduct a feasibility analysis for water supply alternatives. The purpose was to address the elevated radium content and long-term water quality of the District's supply. The initial analysis considered three options: a connection to Roxborough Water and Sanitation District (RWSD), a connection to Dominion Water and Sanitation District (Dominion), or no connection with continued reliance on ground water. This last option examined the costs of addressing the District's water quality needs through additional treatment options. LWSD completed all of its design work in 2021 and continues to work with Douglas County staff, RWSD, Dominion, and other area providers to make a final decision regarding long term water service.

Studies and other planning efforts undertaken to identify water and wastewater options for the primarily



industrial **Hwy 85 corridor** have been of interest for quite some time. Discussions center around current projects and planning efforts that may have an impact on new development in the area; challenges faced by Louviers and Sedalia with infrastructure; land uses and needed transportation improvements; and a desire to identify potential solutions for costs. In 2021, staff completed corridor mapping to identify constraints, opportunities and interests that affect the area. Also, at the Board's request, staff developed a series of four scenarios for potential development along the Hwy 85 corridor, taking into consideration traffic impacts, water and sewer demands and other infrastructure needs. Land use changes would require that a Comprehensive Master Plan "sub-area" plan be developed for the Chatfield Valley. A [proposal](#) was submitted for ARPA funding to address water and wastewater needs.

- **“Graywater”** is defined as water discharged from bathroom and laundry-room sinks, bathtubs, showers and laundry machines. This water can be re-used for subsurface landscape irrigation or the flushing of toilets if a local jurisdiction chooses to opt-in via adoption of an ordinance or resolution and by developing a [graywater control program that meets requirements](#). Graywater use is increasing in popularity across the United States since water conserving fixtures are reaching their maximum potential savings, but demand for freshwater is growing. At Commissioner request, information was provided on HB13-1044 and [CDPHE Regulation 86](#), as well as a summary of pros and cons related to Graywater systems and research on local programs. At the time, only four jurisdictions within Colorado had adopted graywater regulations, one being the Town of Castle Rock, but no systems had been installed there yet. A pilot program was expected in Castle Rock in 2021 but has yet to be formalized. A [pilot program in Stapleton for 40 homes](#) was announced in October 2020 so staff are awaiting lessons learned and outcomes to inform Commissioner decision-making. A stakeholder committee was also formed in May 2021 to evaluate the implementation of a graywater use program in Douglas County.



- In March 2021, a water offering was made by [Renewable Water Resources](#) (RWR) in the San Luis Valley. This proposed public/private partnership specified diverting water from a confined aquifer in the Rio Grande Basin. This export project could bring 22,000-acre-foot of water to customers in the south metro Denver area.



On January 3, the Board directed staff to initiate due diligence and public outreach processes to aid in the Board’s understanding of the relevant facts and impacts of the RWR water supply proposal. In 2022, meetings have been held with stakeholders on [Proposed RWR Project Impacts to the Water Resources of the San Luis Valley Presentation](#); Colorado Water Law relevant to the Board’s review of the RWR proposal; an [overview of the RWR project proposal](#); [applicable rules](#) of the Rio Grande Basin and other pertinent water administration issues related to the San Luis Valley and on December 9, 2021 an ARPA Open House and [Live Town Hall](#) were conducted. [Future meetings](#) are scheduled to include a San Luis Valley Local Elected Officials and Town Hall.

- An Amendment was executed to an existing License Agreement with Denver Water to permit the County to **discharge stormwater from a section of US 85 into the High Line Canal**. Denver Water wished to require flows from a water quality and detention pond associated with the US 85 widening project to enter into an existing storm sewer and that the county assume maintenance of an approximately 1.5-mile section of the Canal. Staff felt the requirement was unreasonable given that stormwater was already flowing from US 85 into the Canal from CDOT’s culvert at Spring Gulch and the county’s pond would actually capture, treat and reduce the discharge rate into the canal. Ultimately a compromise was reached to only require county maintenance of a 1,000-foot section of the Canal located directly adjacent to the storm sewer pipe discharge point. This allowed the US 85 widening project to proceed without delay and avoid the potential loss of \$26 million in federal funding.



Staff plan to develop a separate IGA with Denver Water within the next five years to outline the County's intent to evaluate the stormwater runoff entering the Canal from Park 85 to Marcy Gulch to determine the impacts and what type of maintenance would be necessary to mitigate the stormwater discharge. The cost for the study is estimated at \$50,000.

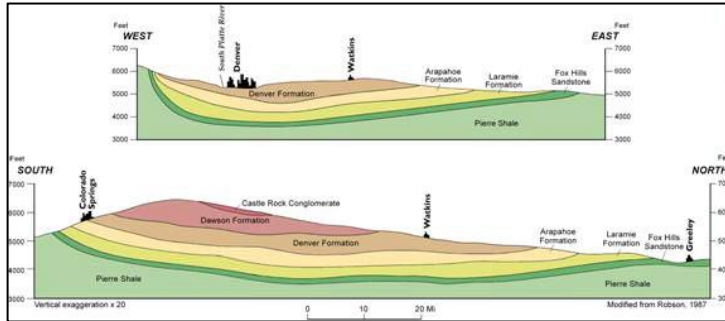
- **WOTUS Rulemaking Activity** (credit to [NACo](#))



- In the 1980s, the U.S. Environmental Protection Agency (EPA) and U.S. Army Corps of Engineers (Army Corps) defined WOTUS to include, among other things, all waters and wetlands the use, degradation, or destruction of which could affect interstate or foreign commerce.
- In 2015, the Obama Administration finalized a new and controversial WOTUS definition which was immediately challenged in the courts. This left the pre-2015 WOTUS rule in effect in 28 states and the 2015 WOTUS rule was the law of the land in 22 states until April 2020.
- The Trump Administration repealed and replaced the 2015 rule and released [its definition of WOTUS](#) within the Navigable Waters Protection Rule (NWPR) in January 2020, more than two years after an Executive Order (EO) was issued to withdraw and rewrite the 2015 rule. In response to the proposed 2020 rule, NACo [submitted comments](#) detailing the rule's potential impact on counties and offering recommendations.
- In January 2021, President Biden signed EO 13990, which triggered a review of the 2020 rule to uphold a campaign promise of repealing and replacing the 2020 rule. On June 9, 2021, the EPA and the Army Corps announced their intent to initiate a new two-step rulemaking process.
- On August 30, 2021, the U.S. District Court for the District of Arizona vacated and remanded the NWPR in the case *Pasqua Yaqui Tribe v. United States Environmental Protection Agency*. Due to the Court's decision, the EPA and Army Corps are interpreting WOTUS consistent with the [pre-2015 regulatory regime](#) until further notice.
- On October 4, 2021, the public comment period for the EPA and Army Corps' federalism partners closed. To review NACo's public comments, please [click here](#). To review the joint comment submitted with the National League of Cities and the U.S. Conference of Mayors, please [click here](#).
- On November 18, 2021, the EPA and Army Corps [announced](#) the proposed rule to codify the EPA and Army Corps implementation of the pre-2015 WOTUS guidelines.
- On December 7, 2021, the EPA and Army Corps published in the *Federal Register* the [proposed rule revising the definition of WOTUS](#). Comments must have been received on or before February 7, 2022.
- To review NACo's Policy Brief on the proposed rule, please [click here](#).
- To review NACo's regulatory analysis of the proposed rule, please [click here](#).
- On February 7, 2022, NACo submitted public comments. To review our public comment, please [click here](#). To review the public comment submitted with the National League of Cities and the U.S. Conference of Mayors, please [click here](#).

The WOTUS definition directly impacts local governments as owners and operators of local infrastructure, co-regulators and stewards of the environment. Depending on the final definition of WOTUS, counties may need to apply for a federal permit to maintain or build new infrastructure projects.

- The State Engineer's Office proposed changes to the [Denver Basin Non-Tributary Groundwater Rules](#); one of the which may have limited access to groundwater supply after the full 100-year calculated allocations has been used ([memo](#)).



This change has raised concerns by Parker Water and Castle Rock Water, so they filed a stay order to delay a hearing set for March 3, 2021, to allow more parties time to provide comments. The County joined

the motion to extend time for comments on the proposed rule changes and filed for party status in the rulemaking process. The rulemaking process is on hold as the issue is currently being litigated at the State level between the State Engineer's Office and Parker Water and Sanitation.

Commissioners were appointed to represent the Board on the following:

- ❖ CCI Steering Committee, Agriculture, Wildlife and Rural Affairs – George Teal
- ❖ CCI Steering Committee, Land Use and Natural Resources – Abe Laydon
- ❖ CCI Steering Committee, Public Lands – George Teal
- ❖ Highline Canal Conservancy – Lora L. Thomas
- ❖ Southern Shooting Partnership – George Teal
- ❖ Chatfield Basin Watershed Authority – Lora L. Thomas, Vice Chair; Abe Laydon (alternate)
- ❖ Cherry Creek Basin Water Quality Control Authority – Abe Laydon
- ❖ Mile High Flood District – Lora L. Thomas, Abe Laydon (alternate)



HUMAN SERVICES

- In September of 2019 Ty Tesoriero was murdered by his father in Lone Tree. The Department of



Human Services, law enforcement and the 18th Judicial District Domestic Courts had a long history with the family especially with the father. He used several overt tactics to exert negative control over both Ty and his mother. After review, staff decided there needed to be a policy change to help further protect children and victims of domestic violence. Douglas County, in partnership with Colorado Counties, Inc., [proposed legislation](#) to add the **definition**

of Domestic Abuse in Title 19 of the Colorado Revised Statutes, also referred to as the Children's Code. We believe that adding a definition will lead to better caseworker training and treatment services for the children and families we serve.

Staff convened a large group of stakeholders including county attorneys, advocates, county program staff, state department of human services and lawyers that represent children and parents. This team wrote the proposed legislation, [HB 21-1099](#), which successfully passed the House and Senate and was signed by the Governor. The bill added a definition of Domestic Violence into the Colorado Children's Code and emphasizes the need to implement policies and practices that are supported by best practice. The definition was created by a multidisciplinary group convened by the Colorado Department of Human Services. The recommended definition will then be presented to the Committee of Reference sometime in 2022.

- Douglas County applied for \$1 million in funding for the [GOALS Program](#), a Two-Generation (2Gen) housing program for families experiencing homelessness. The GOALS Program provides families a private room while they develop long-term goals for stability and self-reliance. Families are provided a safe space to live for four to nine months, and one-year of follow-up support. There are currently three buildings actively being used as part of the program: one offers community supportive living; the second provides early childhood opportunities including head start and childcare and the third provides whole health (medical, dental, and behavioral), community services staff and job training and counseling for adults. Through this empowerment method, the program helps families secure safe and stable housing; increase their overall health and well-being; improve employment situations and economic assets; better position children for academic success and enhance connections for these families within their community.

This program would serve as the highest level in the continuum offering a family help to move them towards self-sufficiency. The GOALS Program will provide an opportunity for five to six Douglas County families (depending on their size) at a time to participate in the program with a potential to add more as the program expands. This level of programming to address homelessness does not currently exist within Douglas County.



- The [Collaborative Foster Care Program \(CFCP\)](#) of Arapahoe, Douglas, and Jefferson Counties hosted an appreciation drive-thru event for all certified foster and kinship parents in our program. The event took place May 22, 2021, from 10am-12pm. The purpose of the event was to honor and show recognition to our CFCP parents for all the love, energy, commitment, and perseverance they pour into our kids daily. Due to restrictions caused by the pandemic, this was the safest way to celebrate our foster parents.



There was a balloon arch for families to drive under and a banner displayed to express our appreciation. During the drive through, music played, staff and community partners cheered on cars as they passed, and CFCP staff members held up signs of appreciation. Foster parents received one gift bag per family with goodies inside for everyone.

- **Douglas County Child Abuse and Neglect Multi-Disciplinary Team (MDT)** was born out of the critical internal review of the child welfare case that resulted in a murder/suicide in 2019. The mission of the MDT is to enhance best practice and collaboration between child abuse professionals in Douglas County in order to benefit the children and families we serve. Key members of the team are Douglas County Department of Human Services, Douglas County Attorney's Office, Douglas County Sheriff's Office, Castle Rock Police Department, Lone Tree Police Department, Parker Police Department, and the Office of the District Attorney for the 18th Judicial District. The team will meet monthly to engage in case staffing, sharing of information, and relationship building between departments. There will be a focus on increasing the understanding of each agency's role, responsibilities, and practices to foster a better understanding of and value for each other's roles. They will also work to develop protocols and/or Memorandum's of Understanding between offices in order to conduct information sharing and investigations in a more predictable and consistent manner. The kick-off of the MDT was held on July 13th with representation from each of the invited agencies.

- In November of 2020, [Winter Shelter Network](#) shifted their model of care to follow COVID restrictions



and guidance. Shelter was provided through hotel vouchers (up to 30 nights per family) and expanded to include all residents who were experiencing homelessness. From November 1, 2020, through August 16, 2021, WSN served 80 households and provided 4,001 bed nights of shelter. The total cost to operate and provide shelter through hotel vouchers during this time frame was

\$162,577. WSN churches contribute financially to pay administrative expenses and staff costs. The County utilized CARES Act Non-Profit Grant and Community Services Block Grant funds to pay the hotel expenses.

- Add mention of homeless initiative The Douglas County Department of Human Services and our Collaborative Management Program are embarked on the process of developing a **Douglas County Child Maltreatment Prevention Plan**. The plan development includes partners from across the county, Early Childhood Council, mental health providers, Tri-County Health Department, CASA and other non-profits, the Douglas County School District, citizens of Douglas County, and many others. The Colorado Department of Human Services has provided funding for a community needs survey, data analysis, and facilitation for the development meetings. The intent of the prevention plan is to identify needs and gaps in services/supports in our community that support healthy family development and [prevent child maltreatment](#). Once the gaps are identified, the work group will prioritize the gaps and begin developing strategies to enhance the resources available to families in Douglas County.

- **Child Support Services Progress Report** - In June 2021, the Douglas County Board of County Commissioners acted, bringing improved Child Support Services to Douglas County. Since June 2021, the [Child Support Services](#) Team, with new County staff, have reduced the application for services backlog from a high of 173 pending applications to 13 pending applications. This has been a positive impact to Douglas County families that rely on child support to meet their basic needs.
- In 2020 the COVID-19 **Human Needs Task Force** was created under the guidance of the County's Office of Emergency Management. The Task Force was organized in partnership with the Department of Human Services to coordinate the County's response to COVID-19. The objectives of the Task Force were to:
 - Connect with community partners and leaders to gather and share information regarding support services
 - Identify emerging constraints and barriers to support services and work collaboratively to address
 - Support a suite of services for those isolated or immune compromised
 - Maintain two-way communication between key public and private partners
 - Monitor emerging practices in support of Human Needs Services
 - Maintain and update County information regarding local, state and federal resources

Five work groups were created to meet these objectives, including the High Need Populations; Food, Shelter and Emergency Assistance; Childcare; Healthcare Access; and Volunteers. Staff provided collaborative leadership to the Task Force and lead the High Needs Populations and Food, Shelter and Emergency Assistance workgroups. The Task Force included representatives from 29 partner agencies across the county.

In 2021, while it was determined that this group was no longer needed under the auspices of the OEM, some needs still existed in the community. Based on the value realized in gathering, the group elected to continue to function composed of a smaller membership to address on-going Covid-19 effects in those populations.



MENTAL HEALTH INITIATIVE

- [The Care Compact](#) objectives are to reduce duplication of service, reduce utilization of emergency systems, crisis services, hospitalizations, and criminal justice and/or law enforcement encounters, improve transitions between levels of care, bridge gaps and barriers to care and treatment, improve access to appropriate services or levels of care, and improve attention and connection to social determinant of health (safety net) needs.



TCC partners developed a sophisticated infrastructure to support the implementation of the program. Partners formally sign a MOU which outlines high levels of commitment accountability to participate in and continue to develop the program. The Douglas County Mental Health Initiative universal release of information was updated to allow communication and shared care planning between healthcare systems, payors, crisis services, and community-based partners. TCC designed a workflow from referral to care planning, case closure and data collection. This workflow has been built into a web based, mobile, integrated case management system which eight out of the 11 TCC partners utilize to communicate on shared clients. Between December 2020 and October 2021, TCC has served 23 clients between the ages of 18 and 71 years of age. Nearly 92% of clients served have Medicaid, and 70% receive their income from Supplemental Security Income (SSI) and/or Social Security Disability Insurance (SSDI). One hundred percent of clients have a diagnosed mental health disorder or a mental health need. Thirty percent have a substance use disorder or need, 30% have a traumatic brain injury (TBI), and 30% have or had criminal justice involvement. Fifty-seven percent of clients have co-occurring diagnoses and 100% of clients presented with at least one safety net need, such as housing, food, utility support, or transportation. Among those who participated in TCC, there was a 53% decrease in law enforcement contacts, a 91% decrease in Community Response Team contacts (CRT -Douglas County's co-responder program), and a 100% decrease in referrals to Adult Protective Services.

Current TCC Partners:

- ❖ All Health Network
- ❖ Centura Health
- ❖ Colorado Access
- ❖ Developmental Pathways
- ❖ Douglas County Administration
- ❖ Douglas County Department of Human Services
- ❖ HealthONE
- ❖ Rocky Mountain Human Services
- ❖ Signal Behavioral Health Network
- ❖ The Community Response Team (Caring Communities of Colorado)
- ❖ The Rock Church

[Community Response Team](#) (CRT) In 2021 the Douglas County CRT program entered its fifth year of service and



Douglas County Sheriff's Office, Castle Rock Police

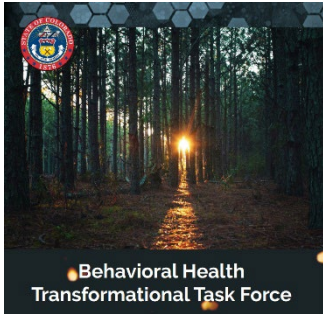
continues to prove to be a necessary and valuable resource in the community.

In partnership with the



Department, Parker Police Department, Castle Rock Fire Rescue, South Metro Fire Rescue and accepting referrals from Lone Tree Police Department, the Douglas County CRT has served nearly 6,000 individuals since its inception in May 2017. This year, 2021, saw the expansion of CRT staff, the opportunity to attend the National Co-Responder Conference in Olathe, KS. and increased data collection and reporting efforts to ensure we are targeting our response to the needs of the community.

- Douglas County Commissioner [Lora Thomas](#) was appointed to the state's new Behavioral Health Transformational Task Force Subpanel. Colorado Senate Minority Leader Chris Holbert made the appointment. The 25-member subpanel to which Commissioner Thomas was appointed was established to make recommendations to the state's new [Behavioral Health Transformational Task Force](#). The task force was established this year via SB21-137 and its recommendations will be funded by the [American Rescue Plan Act of 2021](#), enacted by the federal government to provide support to state, local, and tribal governments in responding to the impact of COVID-19 and to assist them in their efforts to contain the effects of COVID-19 on their communities, residents, and businesses. The task force and its subpanel convened in August 2021 and will meet biweekly from October/November until January 2022. A [final report](#) was submitted to the legislature on January 21, 2022.



Commissioners were appointed to represent the Board on the following:

- ❖ CCI Steering Committee, Health and Human Services – Abe Laydon
- ❖ CCI Works Allocation Committee – Lora L. Thomas



PUBLIC SAFETY

- The Board of County Commissioners established a one-time competitive grant opportunity of \$10 million for Douglas County schools to increase school safety and improve mental health services. Of that, just over \$1 million was allocated to a contingency and innovation fund. As of December 31, 2021, grant spending totaled \$5,486,455, with 66% of the security awards and 26% of the mental health awards spent. Staff has also explored a new weapon detection technology system as a potential innovation grant project.



- The **March 2021 winter storm** was a record-breaking snow event along the Front Range and produced an unexpected and dangerous blizzard for Douglas County. The storm originated from an extratropical cyclone in the Northern Pacific Ocean in March and arrived in Douglas County on March 13th dumping nearly 2 feet in portions of the county.



In preparation, four days before the predicted storm's arrival, Emergency Operations Center (EOC) Team members, school

district buses and drivers, emergency shelters and sheltering teams were put on standby, and the Sheriff's Office developed a road-closure and field operations plan.

The EOC activated on Saturday, March 13th with all critical positions in the EOC filled and waiting either in person or remotely using the new Virtual EOC in Microsoft Teams. Partners from our municipalities and utilities were also engaged as the EOC Team monitored the storm conditions. At around 10:00 p.m. updated weather reports indicated that the storm track was moving more northward than originally predicted and EOC, field operations so emergency shelters were scaled back.



Sunday morning the whole incident got much more interesting. As the morning progressed, the storm's central low remained nearly stationary, even as it was intensifying. The intensification of the storm created a large, expansive, and unexpected wind field. High winds emerged at mid-day that were not predicted by the National Weather Service or Skyview Weather.



Around 11:30 a.m. the winds began to unexpectedly and rapidly intensify, resulting in growing whiteout and blizzard conditions across much of the southern portion of the County. Skyview Weather emailed a revised forecast noting the sudden change in wind conditions to sustained winds of 20-30 with blizzard conditions developing. Then, with no warning to the EOC, CDOT announced interstate and road closures throughout the County. The EOC ramped back up, emergency shelters and teams were reactivated, and the Sheriff's Office and Public Works Operations implemented their

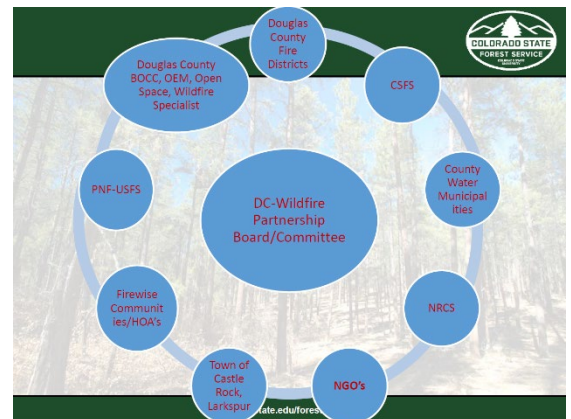
Road closure and stranded traveler rescue plan. By Monday morning, the National Guard had been called in to assist and rescue teams had responded to 113 calls for service from stranded motorists and had assisted 144 stranded travelers. Fifty-six individuals and 6 pets were provided a safe and warm shelter overnight

- Douglas County partnered** with Lyft to [provide discounted rides](#) to and from light rail stations in Douglas County. Citizens were encouraged to visit Lyft's website or use the code [DOCONYE21](#) in the payment center of the Lyft app to access a \$5 voucher to put toward their ride. The vouchers were good for one Lyft ride. While supplies lasted, citizens could use one voucher to and one voucher from the light rail stations. The discount also worked for rides from within a half-mile radius of these light rail stations.



- Wildfire Mitigation:**

- Building Division staff worked closely with the Colorado State Forest Service to build the Douglas County Wildfire Partnership. The mission of the DCWP is to increase collaboration among local, state and federal agencies, local fire districts, homeowner groups, NGO's and other stakeholders to reduce the negative effect of wildfire and post-fire impacts, protect critical watersheds, and support and enhance recreation and wildlife. The mission is not to simply create a partnership, but rather build a partnership to achieve specific goals. The kickoff conference was held on February 3, 2022, at the Douglas County events center and was well-attended by a wide range of interested participants.



- Legacy Pines East is a new filing of Legacy Pines in Franktown that contains approximately 30 new single-family home sites. This project recently completed the implementation of their landscape-scale wildfire mitigation plan and is now eligible for building permits.
- Building Division Wildfire Mitigation staff performed over 40 individual home assessments in Roxborough in collaboration with their mitigation team and 20 individual home assessments in the Franktown area.
- Treatments on Douglas County-owned Open Space lands were completed to reduce the risk of loss of these public assets as well as to the surrounding properties. With the assistance of the Office of Emergency Management Emergency Services Unit, 212 acres were treated:
 - Sandstone Ranch – Dove Creek: 9 acres
 - Dawson Butte – 165
 - Dawson Butte / Keene Ranch – 38 acres
- The Greater Larkspur Project** - Douglas County Open Space and Natural Resources staff engaged to strengthen existing partnerships to be best positioned for the 2021 fire season in forest treatment and fire mitigation efforts. Colorado State Forest Service has been a long-standing partner and has been instrumental in spearheading forest health treatments and fuels reduction/long-term maintenance efforts in Open Space areas such as Dawson Butte, Keene Ranch, Sandstone, and Spruce Mountain. Most recently, an expanded partnership has been established to include both public and private participation to achieve the same forest health and fire prevention goals – The Greater Larkspur Project. This collaborative effort includes the following partners, property owners and communities: Douglas County Open Space and Natural Resources, Colorado State Forest Service, Larkspur Fire District,

Perry Park Metro District, Denver Water, South Platte Ranger District, United States Forest Service-Pike National Forest, Haystack Ranch, and Perry Park HOA (Indianhead and Danes Subdivisions).

This project will span a three-year period and serves to both apply forest health and fuels reduction treatments, as well as provide education and resources to property owners and communities. The project area is located five miles west of the Town of Larkspur and abuts the Pike National Forest. The Scope of Work established to accomplish this work meets the objectives of [Colorado's Forest Action Plan](#). This high priority designation was established, in part, by the impact of the 2015 Tussock Moth outbreak that resulted in vast areas of dead and diseased tree stands in Douglas County.



In addition to the on-going forest maintenance currently performed in this area by Douglas County Open Space and the Colorado State Forest Service, an additional 270 acres of potential treatment area has been identified in the project plan. The cost of this state-led project is anticipated to exceed \$600,000 with matching grants through federal, state, and private grant partners. The area of defensible space that will be established through the Greater Larkspur Project encompasses over 750 homes, 1,800 full-time residents, and 800 unoccupied lots.

- On July 28, a [Live Town Hall](#) was held on the topic of **Wildfires Happen! Are You Ready?** The public was invited to join a conversation with members of our Emergency Management team and representatives from local Emergency Service providers to ask questions and hear responses from experts on subjects such as:
 - Wildfire danger and your readiness
 - The future of public and behavioral health services delivery in Douglas County
 - Federal stimulus funding/community investment
 - And more – what topics do YOU care about?



- Douglas County's five rural fire protection districts that respond to incidents in the Pike National Forest area received needed funds to help them manage wildland fires, medical emergencies, and structure fires. The fire districts were [awarded a total of \\$100,000](#) by the Board of Douglas County Commissioners—funds that come to the County annually from the federal government as *Payment in Lieu of Taxes* (PILT). Like many other local governments in the U.S. that have non-taxable federal lands within their boundaries, Douglas County receives PILT funds to help offset losses in local property taxes spent on the utilization of County services on non-taxable federal lands.



The five fire districts report they would use the money in 2021 to update wildland fire fighting and personal protection equipment, provide training, purchase new rescue equipment, plan for water storage and improve their communication mechanisms. Awards were as follows:

- Jackson 105 Fire Protection District: \$17,201.60 (27 calls)
- Larkspur Fire Protection District: \$4,481.60 (7 calls)
- Mountain Communities Volunteer Fire Protection District: \$22,925.60 (36 calls)
- North Fork Fire Protection District: \$23,561.60 (37 calls)
- West Douglas Fire Protection District: \$31,829.60 (50 calls)

Beginning in 2002, Douglas County has designated a portion of its PILT money each year to provide supplemental funding for the five rural fire districts.

- **Aerial support** is a critical component of Douglas County’s wildfire preparedness toolbox directed by the Douglas County Office of Emergency Management (OEM) in close partnership with local fire departments and other agencies. With a goal to save lives and protect property, Trans Aero Helicopter was recently contracted to provide two 45-day exclusive use periods as well as options for call-when-

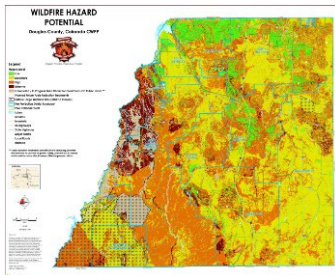


needed support and additional exclusive periods.

Having an exclusive use helicopter on contract ensures this tool is available to be deployed when Douglas County needs it the most. The helicopter arrived in Douglas County on June 1 and is now stationed in the Northwest part of the county and at the ready if a fire should break out. Douglas

County OEM staff received training in general helicopter safety and aircraft orientation, loading and unloading of passengers and gear, aviation communications, operational deployment of firefighters and even practiced water drops, to ensure they are also prepared. The County also has contracts with four additional companies that will assist Douglas County on an as-needed basis in the event of a major wildland fire. Redundancy in [aerial support for wildfires](#) allows the County to execute a ‘hard, heavy, fast’ response to wildfires and protect residents and their property. The Trans Aero Helicopter came off its contracted first exclusive use period on July 15 and returned for the second exclusive use period on September 1st.

- The DC Building Division and Colorado State Forest Service (CSFS) partnered for last several months to comprehensively and methodically identify steps to create a **Douglas County Wildfire Partnership**. The partnership will include a range of stakeholders (e.g., county, state, federal, local) and expertise that will ultimately focus on opportunities to foster cohesive collaboration, support, information sharing, and leveraging technical and financial resources amongst all stakeholders in Douglas County. The group will seek to develop a broad-based comprehensive strategy for wildfire preparedness and risk reduction that uses the best available science to protect valuable



assets such as homes, infrastructure, natural resources including forests, wildlife habitat, watersheds, soil productivity, and recreation from negative fire and post fire impacts. The core group convened in 2021 delivered a large-scale stakeholder kick-off event in February 2022.

- Throughout 2020 staff worked with a local planning committee to update the Plan. A Live Telephone Town Hall was held on February 10, 2021, to share with citizens plan details and how they could help reduce the County’s vulnerability to natural hazards – and thus reduce or eliminate long-term risk to people and property. The 2021 plan was updated and includes input received from previous virtual meetings held during 2020, as well as results from a public opinion poll.



- **Cold Case Solved** - On November 21, 1985, a masked gunman entered the home of Roger and “DJ” Dean in unincorporated Douglas County. Roger Dean got into a scuffle with the suspect and was subsequently shot and killed. A thorough [investigation](#) was conducted; however, no arrest was made in the case. Detectives worked the case for over 35 years and kept in contact with



the Dean family. Items collected at the scene were submitted for DNA testing. Through research in genetic genealogy, and in collaboration with the other members of the Cold Case Unit, Michael Jefferson was positively identified as the person who left DNA evidence at the crime scene. In March 2021, a warrant was signed for the arrest of Michael Jefferson for Murder in the First Degree. Jefferson was arrested in Los Angeles and extradited back to Douglas County, where he is currently being held. This investigation is ongoing, and the Sheriff's Office is working closely with the District Attorney's Office to prepare for trial. Through dogged efforts, detectives identified a suspect in the case. Geofence warrants were obtained, and interviews were conducted. A detective was able to place the suspect at the scene and the detective issued a warrant for his arrest. On 08/03/2021, a detective and members of the Thornton Police Department arrested the suspect for his participation in these crimes. The suspect was arrested and charged with: Criminal Attempt Murder in the First Degree, Illegal, Discharge of a Firearm, Felony Menacing, Criminal Mischief, Prohibited use of a Weapon, Reckless Engagement.

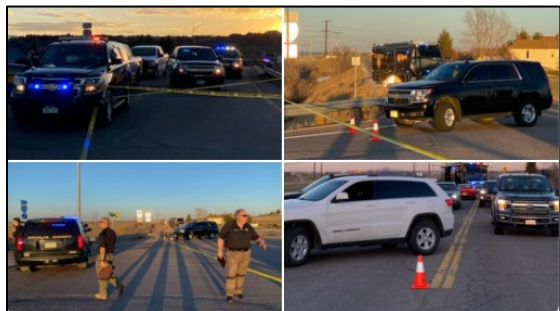
- **Arrest of Thornton man for shooting that occurred in January of 2021** - On 01/19/2021, DCSO Patrol members responded to a shooting at 206 W. County Line Road in Highlands Ranch. The shooting was the result of a conflict between three car clubs called No Rising Limit, Los Unidos and Rocky Mountain's Finest. The victims were associated with No Rising Limit. Their vehicle was surrounded and blocked in by vehicles associated with those other clubs. While they were trying to escape in their vehicle, it was shot three times. All suspect vehicles fled the scene.



- **Colorado Springs man attempts to steal plane from Centennial airport** - A great example of multiple jurisdictions working together. On July 14th Patrol responded to Centennial Airport (on the Douglas County side) on a report of a person who had just attempted to steal a Gulfstream jet that had just stopped on one of the runways. It was first reported to the Arapahoe County Sheriff's Office, as it was believed to be their jurisdiction. Security staff from Centennial were able to see the suspect on security cameras, showing that he had hopped one of the fences, walked onto the runway, attempted to climb up the stairs of the jet and enter the plane. The crew stopped him from getting on the plane and directed him to leave the premises. At the same time, the Denver Police Department's helicopter was at Centennial on another matter, heard the radio traffic and flew toward the jet. They provided a visual of the suspect and gave updates to responding deputies. When DCSO arrived, the suspect was detained. We were able to establish jurisdiction (Douglas County) and determined that a crime had occurred. While being interviewed, the suspect revealed that he had wanted to steal the jet and fly it to Hawaii. He remains in custody.



- **Officer Involved Shooting** – (move up) On April 3, 2021, deputies were dispatched to the area of Happy Canyon Road and Interstate 25 on a report of a



Happy Canyon Road and Interstate 25 on a report of a [suspect armed with an AK-47 assault rifle](#). The suspect was just dropped off at that location by the reporting party after the suspect threatened the RP with an AK-47 assault rifle (they had driven to the Larkspur area, smoked marijuana, and the suspect became very agitated and paranoid). Patrol personnel responded and contacted the suspect. In the span of less than three minutes, numerous

commands were given to the suspect to put down the rifle, which was in a soft-sided case. After continued commands to put down the rifle, the suspect went down into a prone position, removed the AK-47 assault rifle from the case, and pointed the AK-47 at the deputies. One of the deputies fired three rounds at the suspect, hitting and killing the suspect. It was also determined that the suspect had, in fact, fired three rounds at deputies. The District Attorney advised that the use of force was justified.

- Staff is working with the **Highlands Ranch Law Enforcement Training Foundation** to design and



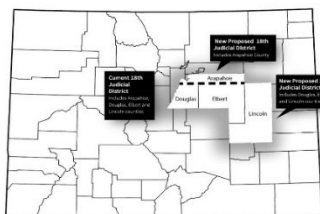
construct improvements at the shooting range to reduce noise issues with neighbors. Improvements will include expanding an existing Range 5 so that more training activities can take place farther away from existing neighbors to the south. Improvements will be constructed in 2022.

- The Emergency Operations Center (EOC) Basic Team Training (6.5 hours of webinar modules) was delivered entirely online and was accessible by existing and potential EOC Team members via Microsoft Teams.
- CODE303 Emergency Vehicle Operation Center (EVOC) 4x4 training area:** Engineering worked to develop a plan to provide 4x4 training trails for the EVOC. This plan was submitted for donation funding as of August 2021 and would likely go to construction 2022.

- On March 3, 2020, Governor Polis signed House Bill 20-1026 which split the 18th Judicial District

Splitting Up Colorado's Biggest Judicial District

The 18th Judicial District currently covers four counties and 18% of Colorado's total population, with more than 1 million people. A bill introduced Jan. 8 would split off three of the 18th District's counties to form a new 23rd Judicial District.



Under HB20-1026:

Population
 • 18th District: 1,123,235
 • 23rd District: 374,668
 District Court Judges
 • 18th District: 17
 • 23rd District: 8
 Full-Time Staff for 23rd District
 • Existing DA positions: 16
 • New judicial district positions: 25

and create a new 23rd District. Until 2025 the 18th Judicial District encompasses Arapahoe, Douglas, Lincoln and Elbert Counties. Pursuant to [House Bill 20-1026](#), Douglas, Lincoln, and Elbert counties will encompass the new 23rd Judicial District, and Arapahoe County will remain as the sole county within the 18th Judicial District. The creation of the new judicial district is driven by the area's population growth: the four counties' combined population now exceeds 1 million and is the largest district in existence.

House Bill 20-1026 creates the 23rd Judicial District on January 1, 2025.

In 2021, Douglas County continued to prepare for the division of the Eighteenth Judicial District into two separate judicial districts. The County is working collaboratively with Arapahoe, Lincoln, and Elbert Counties as well as the Office of the District Attorney for the 18th Judicial District to prepare and implement a transition plan designed to ensure that both the 18th and 23rd Judicial Districts are fully operational in 2025, and that court cases are managed effectively during the transition.

Commissioners were appointed to represent the Board on the following:

- ❖ 18th Judicial District Attorney's Seizure Board – Lora L. Thomas
- ❖ CCI, Public Safety Communications Committee – Lora L. Thomas
- ❖ CCI Steering Committee, Justice and Public Safety – Lora L. Thomas
- ❖ Colorado Coroner's Standards and Training Board – Lora L. Thomas
- ❖ Douglas County Emergency Telephone Service (9-1-1) Authority – Lora L. Thomas
- ❖ Douglas County Sheriff's Office Forfeiture Board – Lora L. Thomas
- ❖ State Emergency Medical and Trauma Services Advisory Council – Lora L. Thomas
 - EMTS Injury Subcommittee – Lora L. Thomas
- ❖ Unified Metropolitan Forensic Crime Lab – Lora L. Thomas



COMMUNITY SERVICES

- Eligible Douglas County [Veterans in need of assistance](#) with housing, food, transportation, employment, mental health care or other urgent concerns were provided with [emergency assistance funds](#). The funding – the result of a grant from the Colorado Department of Military and Veterans Affairs – is part of a robust arsenal of resources available through the Douglas County Office of Veteran Affairs, serving Veterans and their families in Douglas County.



- In 2020, the [Youth Congress](#) was cancelled due to Covid-19 impacts but resumed in 2021. Last year high school students throughout Douglas County were invited to connect with area civic leaders and other teens while learning how to think critically about issues relevant to them and then address an audience of community leaders. [Youth Congress 2021](#) was held at the Highlands Ranch Mansion, where youth from all walks of life came to make a difference through collaborative problem solving and sharing of ideas as they work side by side with area civic leaders and have their voices heard. This opportunity helps teens solve problems that affect them by finding creative solutions to topics such as mental health resources, parent education, youth engagement and more.

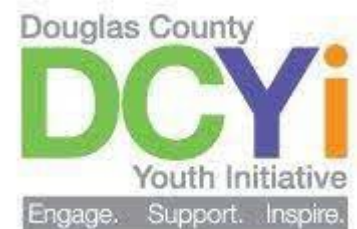


During Youth Congress, students, legislators and community leaders worked together in the spirit of creating positive change. Participants work in small groups of 10 students and three civic leaders, ranging from community leaders to local legislators to town council members, and at the end of the day share their ideas and present them to the full group.



Youth Congress is one of cornerstones of the [Douglas County Youth Initiative](#), which also offers the Douglas County [Youth Awards](#), [La Liga Football](#), Truancy Reduction, [Juntos/4H](#), Community Resources, and the [Wraparound program](#). Other program accomplishments include:

- Launched La Liga Junior: 3rd-6th graders playing free soccer in October
- [Juntos](#): a national program to assist students from Spanish speaking homes attend higher education started its first session. DCYI hosted a celebration/family/participant dinner, and DCYI brought in Becky Coors, the Language, Culture Team Lead for DCSD.
- Outstanding Youth Awards took place virtually in 2021. High School Principals were asked to nominate a student.
- Staff worked with approximately 24 WRAP families.
- DCYI hosted a Youth Leadership Forum where over 60 youth participated.
- The program offered a Youth Talk in July. Kids brought up great topics, many of which were used at Youth Congress.
- Staff continue to work with youth in court for Truancy and created a Truancy Prevention group.
- Staff support youth working on their GEDs and have established an excellent working relationship with AD Works with their Youth in Works program and their GED prep program.



- On November 9, 2021 the Board of County Commissioners distributed \$1,047,445 in [Scientific and Cultural Facilities District \(SCFD\) Tier III funds](#) to 56 [SCFD](#)-eligible, arts, culture, science and heritage nonprofit organizations all of which will deliver cultural and science programming to Douglas County citizens. The primary purpose of these funds is to enlighten and



entertain the public through visual arts, performing arts, cultural history, natural history, or natural sciences. The 13 Douglas County-based organizations received \$590,402 of the total funds distributed (approximately 56 percent). The additional 39 SCFD funding recipients offer programming in Douglas County or invite residents to their on-site facility or event.

- Community Development Block Grant:** In February 2021, Community and Resource Services gathered community input over 5 months to help determine priorities and goals for the Community Development Block Grant (CDBG), and to develop a Community Needs Assessment, which is a requirement of the Community Services Block Grant. These grants are available to help address a variety of services and unmet community needs for vulnerable income-qualified residents through grants to local non-profit organizations.

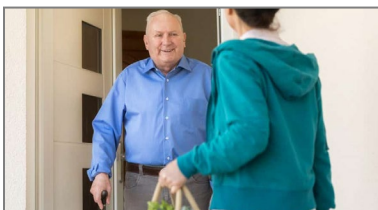


Steps were taken to reinstate the CDBG program whereby the County would oversee the local CDBG allocation and acts as a pass-through agency to qualifying organizations who were awarded funds through a competitive grant program. A consultant was hired to develop the five-year Consolidated Plan which must be approved by the U.S. Department of Housing and Urban Development before the County could receive the \$711,436 allocation. Staff monitored for any potential Federal regulations that would cause concerns about participation.

Concurrently, applications were solicited, and staff worked with a review committee to prepare funding recommendations for the Board of County Commissioners' consideration. Staff gave an overview of the Program, applications received and reviewed, criteria and scoring methodology, recommendations to distribute the County's full allocation of \$701,104.00 to six projects that met the established funding priorities, public comment and hearing timeline.

At that time staff became aware of a concerning translation of fair housing in the recent rule which the Board deemed could impose unreasonable requirements if the funds were received. On July 27, 2021, the CDBG Consolidated Plan was presented to the BOCC for their consideration. Due to concerns regarding the furthering of fair housing requirements that may be imposed on the County by HUD, the BOCC determined not to enter the program. Their decision may be reevaluated when the affirmatively furthering fair housing regulations are finalized.

- Douglas County closed the [DRCOG Area Agency on Aging](#) two-year grant program from 2019 to



2021. Douglas County sub-granted \$715,517.78 to local area service providers to assist older adults with transportation, chore, homemaker, and personal care services. Contracts were expanded in 2020 to assist residents even further by providing material aid and reassurance calls due to the COVID-19 pandemic. Grants allow older adults to remain in their homes longer. Douglas County has started a new two-year grant with DRCOG for 2021-2023.

- As a result of the 2001 voter-approved [Douglas County Developmental Disabilities Mill Levy](#), \$5 million has been awarded to organizations delivering local services to support people with intellectual and developmental disabilities (IDD) and their families, including \$405,306 in 2021. With a focus on better meeting the needs of residents with developmental disabilities Douglas County Commissioners Lora Thomas, Abe Laydon and George Teal approved 21 grants at their Dec. 21 Business Meeting.



This year's grants ranged from \$3,806 to \$80,000 and were awarded to projects and services that demonstrate innovative and collaborative efforts, as well as best practices in serving persons with IDD. Grants were awarded in the areas of life-in-common, employment, transportation and recreation/leisure. The Developmental Disabilities Mill Levy Advisory Council reviewed applications and advanced 21 grant recommendations to the Board. For a listing of grant recipients click [here](#). The County distributes 94.5% of the Developmental Disabilities Mill Levy funds to [Developmental Pathways](#), while the remaining 5.5 % is set aside for this Grant Program.

- The Metro Denver **Homeless Initiative** adopted the Built for Zero Framework to address homelessness across the Denver region asking local elected officials to sign a Pledge committing to implementation of this framework. The Douglas County Homeless Initiative (DCHI) was formed from this request whereas an executive committee was formed of local elected officials and community leaders. The objective was to provide strategic direction to understand and provide recommendations to address the needs of individuals and families experiencing homelessness and develop opportunities to help them achieve self-sufficiency. A staff working group and the executive committee began to meet monthly beginning in the fall. Existing ordinances were evaluated as well as options to assist homeless in accessing services. The DCSO and legal counsel were engaged for input and tours of the Colorado Springs Rescue Mission were conducted in January 2022.

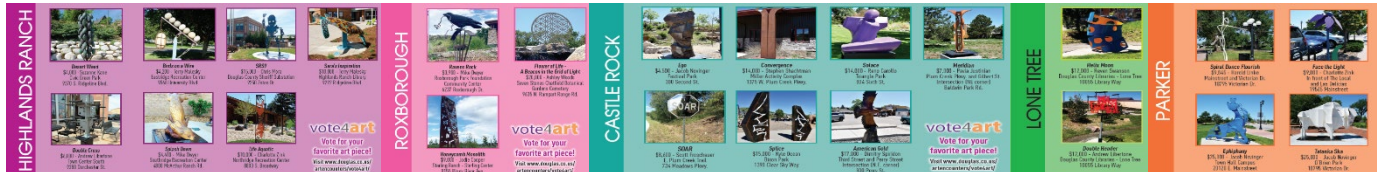


- The BCC awarded [Philip S. Miller grant process](#). Funds available through this grant vary from year to year based on the Philip S. Miller Charitable Trust so in 2021 \$275,000 was available for distribution. Thirty-three grant applications were received requesting a total of \$395,703. Twenty-seven of the applications are requested \$263,933 in funds for education, emergency assistance, suicide prevention, medical assistance, and mental health services. The remaining six applications requested \$131,770 in funds for services and programming for older adults. Staff reviewed applications and scored them utilizing the Evaluation Tool and made a recommendation to the Board.



At a Business Meeting on July 13, 2021 Commissioners approved and distributed 2021 Philip S. Miller grant award checks to [23 recipients](#). A total of [\\$275,000 was allocated](#) with \$90,000 going to five organizations for older adult services and programs, \$95,000 to 18 organizations for the competitive grant program, and \$90,000 to the [Douglas County Community Foundation](#). Funds will benefit the community by providing safety net services and emergency assistance, medical and mental health programs, suicide prevention, and programs that support youth, vulnerable residents and older adults.

- Douglas County continues to work with the Towns of Castle Rock and Parker, Douglas County Libraries, the Highlands Ranch Cultural Affairs Association, and the Roxborough Arts Council to provide an array of sculptures for the countywide public art program. [Art Encounters](#) is a year-long outdoor sculpture exhibit that showcases several sculptures, in various media and styles, displayed in highly visible areas throughout the county. The program is designed to promote public interest in [art](#), develop community pride and draw visitors to the retail or civic areas where they are displayed. The 2021 program featured 23 unique sculptures that will be installed through mid-May 2022. Residents and visitors are encouraged to visit the various locations and vote for their favorite sculpture online.



- The County was awarded \$260,273 in **DRCOG FTA 5310 Transportation Grant Funds**. The funds are used to provide mobility management and transit services for older adults and people with disabilities. The providers who receive the funds are required to comply with all federal guidelines.



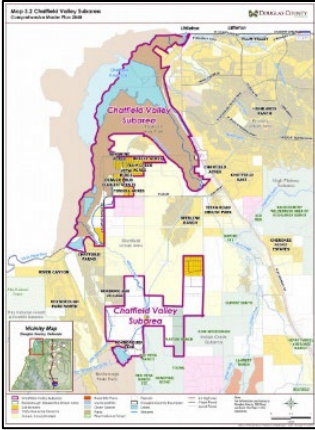
Commissioners were appointed to represent the Board on the following:

- ❖ Colorado Association of Local Public Health Officials/Local Public Health Transformation Steering Committee – Abe Laydon
- ❖ Developmental Pathways Board of Directors – Abe Laydon
- ❖ Douglas County Community Foundation – Abe Laydon
- ❖ Douglas County Housing Partnership – George Teal
- ❖ Douglas County Mental Health Initiative – Lora L. Thomas
- ❖ Douglas County Youth Initiative Advisory Committee – Abe Laydon



LAND USE

- Over the past 15 years, the Chatfield Valley has been the focus of planning efforts. This area of the County is home to multi-generational rural property owners and highly coveted industrial zoning along the Highway 85 corridor. These competing community interests have informed the history of development in the Chatfield Valley. For some, properties cannot be put to their highest and best use due to a lack of transportation, water and sewer, and stormwater drainage infrastructure, while others have consistently indicated no desire for new development.



As a result, Community Development staff has conducted work sessions with the County Commissioners during the first quarter of 2021 to provide background information about land use, infrastructure planning, and public outreach efforts in this part of the County. This information is provided for

informational purposes and to demonstrate the County's proactive approach to addressing various stakeholder interests in the Chatfield Valley, while establishing a judicious role for the County to support infrastructure and resource needs.

In support of the County Commissioners' continued interest in addressing infrastructure needs in this part of the County, staff provided a status and events listing for the area and developed a series of future land use scenarios in the Chatfield Valley to examine potential growth impacts and needs. Staff modeled water demand and traffic impacts associated with various levels of redevelopment in the Valley, from more intensive residential development, redevelopment of industrial areas, and a few combinations of both. Proposals, opportunities, and future funding opportunities were considered in 2021 and will continue into 2022.

- Certain uses are [allowed as home-based businesses](#), referred to as **Home Occupations** in the Douglas County [Zoning Resolution](#). During Covid-19 restrictions, some residents began operating businesses from their homes which were prohibited uses and requested that regulation changes be made to allow them. The processes required to make such changes were described and alternatives were explored including considerations for larger lots, the creation of additional classes based on circumstances or the application of the Use By Special Review permit. Discussions on the topic of home occupations became paired with other requests for expanded land use such as consideration of **short-term rentals**. Possible impacts, taxation, licensing and best practices were investigated, and public input was requested.

A [Live Town Hall meeting](#) was held on November 16, 2021 on the topic of [Home Occupations](#) to



gauge support and what, if any, changes might be needed to the current regulations. As a result, staff drafted possible zoning regulation amendments for Home Occupations that could allow residents on large lot properties (4.5 acres or more) more opportunities for storage of equipment and materials, quantify the number of business-related trips allowed to and from their property on a given day, and allow more opportunities for businesses that are based at the residence but provide services off-site. In

February 2022, this draft document was sent out for referral agency review to be followed by hearings before both the Planning Commission and the Board. A similar process will be followed

regarding the potential allowance for short-term rental use beginning with a [Live Town Hall](#) scheduled on February 23, 2022.

- An assessment was completed of opportunities to **update Development Standards in the [Douglas County Zoning Resolution](#)**. Modifications were made to minimum setbacks and garage size limitations in certain zone districts based on different communities.
- An assessment was also completed of opportunities to **simplify [land use review processes](#)**. Streamlining alternatives were enacted to simplify the [Site Improvement Plan](#) modification process, improve public access to information related to land use processes and change to sign permit fee for consistency and better efficiency.
- The Douglas County Zoning Resolution (DCZR) includes four zone districts that are unique to Sedalia: [Community](#), [Downtown](#), [Highway Commercial](#), and [Mixed Industrial](#). The **Sedalia Zone Districts** allow a mix of single-family residential uses and non-residential uses that is not typical of other zone districts. To support the non-residential uses, the sign standards allow for larger signs that are typical to commercial and industrial areas on all properties in the Sedalia Zone Districts. An unintended consequence of allowing the larger signs is that they are also allowed on single-family residences, which is not typical for a majority of residential uses in other areas of the County.

At a Special Business Meeting on October 21, 2021, the Board adopted a resolution temporarily prohibiting, for not more than six months, the installation of wall, canopy, projecting, and freestanding signs that exceed four square feet in area on single-family residential buildings and properties in the four Sedalia zone districts. The resolution also directed staff to develop regulations addressing the impact of large signs on single-family residences for the Board's consideration within those six months.

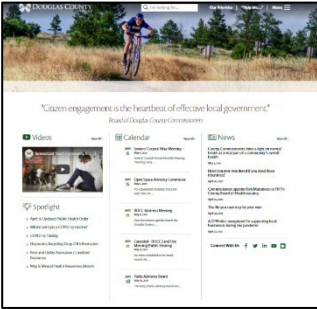
The amendment states that large signs will be limited to uses that require a Site Improvement Plan or a Use by Special Review. The proposed amendments will not affect the regulations pertaining to temporary signs and will be brought to the Planning Commission then Business Meeting for action.

- In 2021 and earlier, “**tiny homes**” had been growing in popularity as a response to housing shortages, rising costs for housing and lifestyle choice. Staff briefed the Board on the 2018 International Residential Code (IRC) that allows for tiny houses, reported that amendments were made to the 2018 Code that relaxed various requirements and that the 2021 version of the IRC allows further variances that the County adopted code does not allow for. Discussion included other considerations, pros and cons of allowing these types of dwelling units and that not many requests have been received for these to date. Suggestions for possible consideration were amendments to the zoning regulations to allow for tiny house communities to be developed (like other jurisdictions have done) that would provide for appropriate utility, water, wastewater, transportation infrastructure in certain zone districts. Staff was asked to provide additional information about a possible public stakeholder process, but that was put on hold in favor of waiting for imminent federal legislation in 2022 that may affect conditions.

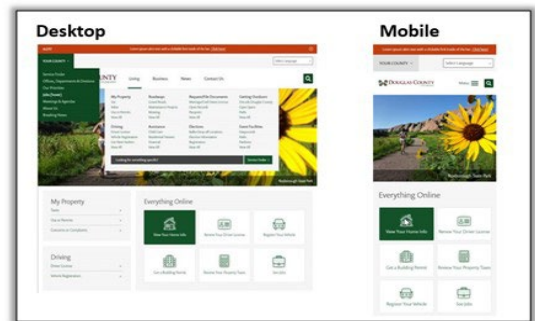


TECHNOLOGY

- The County's [Website](#) has been developed over the years with many different technical owners creating various custom enhancements which have made it difficult to manage and maintain. The Website Modernization project will use updated technology to utilize delivered functionality and workflows that are native within the current WordPress platform. This upgrade will support our new governance model with the Web Advisory Council which will strategically plan the County's website strategy, technology, and communication goals including creation and enforcement of content standards and policies for content editors and owners.



The outcome of this project will provide our citizens with an enhanced experience on how they will engage with County services and offerings. The newly designed website will integrate imagery with messaging to reflect the County's beliefs, values and BOCC priorities. Delegated content management workflows will make the website easier to update and reduce IT support and future website enhancement costs.



The next steps for the project will include backend development, content migration from the current site to the new site, and training for department content owners on how to create and maintain content. The new website is targeted to launch in April of 2022.

- The need for Geospatial solutions and integration with existing applications has increasingly become an essential need for most County departments and offices. Our current GIS environment and processes are dated and in need of a major overhaul. A lack of data governance, large inventory of custom applications, and the growing demand for [GIS services](#) has made it difficult to manage, maintain and support.

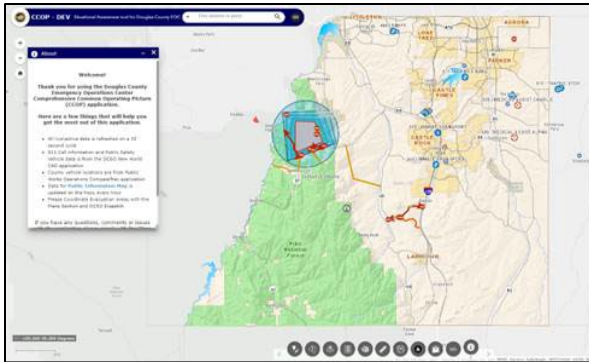


This program will focus on modernizing our platform and enable County offices and departments to transform business services by leveraging geospatial technologies.

- Migrate from a legacy platform and DC GIS centric delivery model to a next generation GIS Web solution with customer enabled services offering improved operational and workflow efficiencies for staff.
- Implement geospatial governance to enable GIS staff across departments to manage and share their business data, increasing staff efficiencies.
- Establish an authoritative inventory of GIS work products, services, workflows, and third-party integrations, increasing institutional knowledge of the geospatial environment.
- Replace large, complex custom applications with simplified off-the-shelf applications and templates, reducing IT support and administration.

The program will span the next 2-3 years encompassing 8 projects with some projects running in parallel. An Executive Steering Committee will guide the program and evaluate the needs of stakeholders, address governance requirements, and encourage geospatial growth across departments with a GIS Technology Group to provide technical direction.

- **Comprehensive Common Operating Picture (CCOP) Rebuild Project** - During the planning and execution of a potential Emergency Management Event, DC Emergency Management, support staff, and partners leverage the CCOP Geospatial tool for situational awareness and spatial analysis. The CCOP tool allows the team to streamline communications from Incident Command in the field to our decision-makers in our Emergency Operation Center (EOC). This information can then be used to analyze impacts of an event in our EOC and is used to populate the public application for citizens to view.



As part of the GIS Modernization Program, IT and OEM collaborated to transform the tool using state of the art geospatial technology in our new ArcGIS Enterprise environment. The new tool now has additional interactive functionality, a new intuitive user interface providing staff with complete control of the data, and the ability to add outside partners' available data. This allows OEM to deliver close to real-time data providing citizens with a comprehensive assessment of the emergency event.

- **Remote Work and Office Sharing** - The COVID-19 pandemic comprehensively and momentarily impacted the workplace to include policies, procedures, culture and even the physical working environment. While the concept of remote work has been around for some time, it was not a common practice in the public sector particularly. Since the onset of the pandemic, however, remote work is now a common practice in both private and public sectors. Not surprisingly, the workplace demand for fulltime remote work has contributed to some turnover within the County and is now part of most new recruitment processes.

While there is no doubt that there are positions at the County that are unable to be staffed remotely due to the nature of the job, the pandemic has showcased that there are many positions that are well suited to remote work.

Particularly with the support from the IT department who provided the County with programs, systems access, and equipment to allow for employees to work remote with limited impact on operations.



The HR department decided to implement a blended transition back into the office while allowing hybrid remote options. Some staff worked remote one day a week, others worked primarily remote and were only physically in the office one day a week. Two employees even worked a rotating schedule and shared an office.

- **New Clerk and Recorder Positions Designed to Maximize Workflow** - During the pandemic, the Office of Clerk and Recorder's [Recording Division](#) faced an unprecedented volume of document recording at a time when staff members were working both in and out of the office in accordance with health protocols. The Recording Deputy analyzed production data during this timeframe and

determined that two full-time staff members were able to complete over fifty percent of the Division's eRecording and Verification work; a critical duty to stay in compliance with state regulations. After analyzing this operational data, Clerk Merlin Klotz and the County Commissioners agreed on the addition of four part-time employees to the Recording Division on September 1, 2021. The new Recording Clerk I position allowed for certain aspects of the Recording Division's responsibilities, primarily data entry, to be completed remotely.

- **Online Building permit submittals:** Large-scale electronic permit and plan submittals, initially implemented in response to COVID19 restrictions in 2020, were expanded and refined to allow for electronic submittal of nearly all [permit applications](#) and supporting documents. The public enthusiastically embraced this convenient alternative to submitting documents in person, and we now receive approximately 80% of permit submittals via email or our online portal, and certain permit types (roofing, mechanical/plumbing) reached nearly 95% acceptance for online submittals and processing. Our plan reviewers currently use BlueBeam software, an off-the-shelf product that allowed us to continue timely plan review services over the last two years. With IT support, we are currently investigating the possibility of further integrating our plan review processes with internal and interdepartmental POSSE workflows. This will provide concurrent workflows, better documentation and tracking of permits, and greater overall efficiency.
- The motor vehicle and driver license web pages included under the umbrella of [DouglasDrives.com](#) have always provided a wealth of important information. But the sheer volume of that information – legal requirements, steps to follow, required forms – often posed a challenge to citizens who were not prepared for a successful transaction or were not selecting the most effective service option. The Motor Vehicle Division worked internally with staff and externally with website design company Webolutions, to simplify and reorganize the content and presentation of its web pages. The redesigned [DouglasDrives.com](#) created a user-friendly experience where information is now easy to find and understand. A citizen simply needs to choose what service they need and the steps, forms, and easiest options for completing that service are clearly outlined for them. The website redesign led to shorter, successful, and fewer trips to the DMV, as online and self-serve options are now much more intuitive and utilized by citizens.
- **Appointments and Mobile Ticketing** - There are some [motor vehicle](#) and [driver license](#) transactions that do require in-person service. The Office of Clerk and Recorder incorporated [easy-to-schedule appointments](#) into its improved service model to decrease wait times and increase efficiency. A mobile ticketing process was also put in place for citizens who arrived for service without an appointment. It allows them to check in and be placed into the electronic queue. Once they reach third place in line, a text alerts them to make their way into the office for service. Both of these features receive frequent and positive feedback from citizens.
- **Cost Savings by Eliminating Socrata License Renewal** - IT partnered with the Budget and Finance Department to replace the [Open Budget, Open Expenditure, and Fund Balance](#) Socrata datasets with a Power BI Data Visualization solution. This solution enabled IT to replicate these financial reports and eliminate the yearly license fee from Socrata, saving the County \$50,000. Constituents can find and view these [financial reports](#) on our open data ESRI platform, DougCo Hub.
- IT worked with Open Space and Natural Resources Department to launch a [new event registration](#) and management system called **CivicRec**. Open Space visitors can now view and register online for



scheduled Special Events and/or acquire a permit. This system eliminates paperwork and improves operational efficiencies of event registration and management for the Open Space team.

- IT and the Treasurer's Office developed and deployed a new Tax Roll Data Processing Application. This new application eliminates the manual, time-consuming complexities of collecting and processing tax roll data which is used to create [Property Tax collection statements](#). Several individuals within the Treasurer's Office are now trained on how to use the new application and can validate and process the tax roll.
- In 2019, IT worked with the Budget Department to automate the submission of mill levies from the tax districts into Douglas County Government with the development of the [Mill Levy Certification Application](#). The Mill Levy application is used by taxing entities to enter mill levy values used calculating property taxes, allowing all districts/entities within Douglas County to provide services to citizens and visitors. In 2021 in conjunction with the Budget Department, Assessor's, and Treasurer's Offices, IT worked to reconfigure and streamline the separate components of the application into one platform. This enhancement provided the Budget Department with efficient and streamlined monitoring and reduced IT support and maintenance costs of the application. Enhancements include the ability to edit specific records within the application and Tax Districts can now produce draft certifications to review with district representatives prior to final submission and separation of judgment records so they can be used in the Tax Roll process. The project is expected to be completed by the end of June.

- **Cybersecurity Operations Center Implementation** - The Cybersecurity Division within Information



Technology Department engaged a managed security service provider to enhance our capabilities around detection, response, and vulnerability management. This significantly improves the County's cybersecurity posture with around-the-clock coverage, additional capabilities, and increased visibility for detection of threats and mitigation of risk across our technology infrastructure.

- The Public Works Engineering Department needed a strategic planning tool to effectively maintain the County's roadway infrastructure. IT and Engineering worked together to implement a **new Asset Management System, Cartegraph** which went live March 22, 2021. The system will provide a yearly analysis, model future performances, predict pavement condition needs, and treatment analysis.

Benefits of the software include:

- Track Assets including location, work order history, maintenance cycles, and condition
- Track inspection information
- Apply algorithms that transform roadway data into indices that can be used for analysis and modelling
- Conditional assessment and analysis
- Searching, dashboards, and reports
- Ability to integrate with GIS

- Customers who are building in Douglas County will get their work inspected by the County's Building Department. The **previous process was manual involving 200-300 average daily inspections** resulting in occasional human error and delays in the customer receiving their inspection reports.



IT collaborated with the Building Department to implement a mobile friendly application for the inspectors to use in the field. Inspectors can use iPads to collect accurate information, search for documentation, and complete the inspection process while conducting inspections at customer sites. The "pink paper" inspection reports are now emailed in real-time to customers and are available 24/7 on the Building Department's website at <https://apps.douglas.co.us/building/services>.

- The Budget Department supports the County's ability to manage revenues and expenditures against budgeted projects. This information was being managed manually using Excel spreadsheets which were in turn used to conduct financial analysis. This time-consuming process made it difficult to maintain data integrity and governance.

IT and the Budget Department staff worked together to **eliminate the manual method of obtaining and validating information**. The information is now streamlined from our JDE Financial system and viewable with a Power BI Data visualization solution. The Budget team and department users can view this information by accessing pre-built reports or build their own data visualizations.

- During the week of April 12, the County's [Traffic Management Center \(TMC\) video wall](#) received an upgrade. The video wall consists of 15 individual displays with a display processor that can receive and decode video directly from field-deployed closed-circuit television cameras (CCTV), receive and process two satellite television streams, and display content from the two computers located in the TMC. Despite being state of the art at the time, a hardware upgrade was needed to keep pace with the ever-increasing cameras resolutions. This server upgrade noticeably improves the video quality for TMC operators and external partners. The wall can now display twice as many camera streams (60) than before. Staff are once again offering tours to the public and interested stakeholders.



- Customer Service and Efficiency Improvements** - Human Services worked with the IT Department on multiple smaller projects to improve our client interaction. These projects include expanding the department's call center to include our Eligibility team, where calls into the department regarding benefits can be answered and addressed immediately versus our clients waiting on a response; and to incorporate a texting solution enabling staff to interact with clients through their preferred communication channel while continuing to ensure appropriate department oversight and management.

- The County currently owns and maintains nearly [80 school flashers](#) at and near schools throughout the County. In the past, school flashers were manually programmed at the start of every school year to coincide with the arrival and departure of students, which was a laborious and time-consuming process. Traffic signal technicians had to program the schedules onsite and often visited each flasher location several times annually to investigate equipment failures, complete preventative maintenance, and repair damaged or failed equipment. With the old system, it was impossible to react to snow days, delayed starts, and other custom schedule modifications. Often, this left school flashers operating even when students were not present. (Safe School Zones [video](#))



Currently, with an investment of just over \$200,000, the existing school flashers were upgraded to a state-of-the-art hardware system that can be accessed via cellular communications. The new system has a robust user interface for remotely programming, adjusting, and monitoring school flashers. Staff is now able to implement real-time schedule adjustments from their desks. This has a two-fold safety benefit in that technicians are no longer exposed to the dangers of live traffic and drivers are conditioned to expect students in the roadway only when flashers are operational. With the previous system we were reliant on bus drivers, parents, and school administrators to report issues. Under the new system these issues are regulated automatically which improves response times for repairs.

- Survey 1-2-3 Punchlist App** - In an effort to streamline the roadway acceptance process for new subdivisions, Engineering Inspection Division staff worked with an IT GIS Analyst to evaluate, develop and implement a software solution for completing the first step in the inspection acceptance process, called the “walk-through”. The walk-through inspection is when a punch-list of repairs is developed for the contractor to fix. Survey123, which is an ArcGIS-based application used for field collection, reporting and analytics, was selected. This app has allowed Engineering Inspections to get rid of the out-of-date “triplicate” paper inspection form that has been used for many years.

Survey123 provides the contractor (through email) a clear and de-tailed punch-list in pdf format. Survey123 is used through an iPad or iPhone and allows inspectors to capture the geographic location, notes, and pictures of the item to be repaired, and all the necessary signatures. Data gathered is in real time and further analytics and edits can be done in the web map and displayed on the app’s dashboard, greatly enhancing productivity by replacing a paper system.

Detail
Submitted By: vgreen@douglas.co.us, douglas
Submitted Time: 04/09/2021 10:53 AM

FILE NUMBER: 19-0719-200
PROJECT NUMBER:
PROJECT NAME: Construction at Shopping Plaza
FILED: Mountain International Records Center Filing 1C
DRAWN/APPROVED: ROBERTA LUTCH, Ryan McInerney
DOUGLAS COUNTY INSPECTIONS: Vital Signs

STATUS: Initial
DATE/TIME: April 9, 2021 9:53 AM
REPORT DATE:
PHASE: 1

Repair Information

Type of Repair	Type of Construction	Amount Needed	Repair Location	Remarks
Remove & Replace	1 Lane Road	1 Lane Road	Driving Side Circle	Crack opening private alley

Repair Completion: No

- Automated Invoice Processing** – The Community Services Division pays invoices to various non-profit organizations within our community through our JDE system. The old process was manual as the data was retrieved from the EmpowOR system and then entered the County’s JDE financial system for payment. IT collaborated with Community Services Division to export data from EmpowOR and

seamlessly load it into our financial system. This increased operational efficiencies through elimination of time-consuming manual data entry.

- **Streamlined Solution for Personnel Action Forms (PAF) Product** - County leaders managing employees often need to submit personnel action forms (PAF) like position classifications, promotions, rehires and transfer of personnel. This was a time and labor intensive, paper-based manual process from beginning to end.







IT and Human Resources worked together to automate the first of three projects impacting (PAF). This first PAF solution focuses on optimizing digital workflows using the County's ServiceNow and JDE systems. This streamlined solution saves time, eliminates paper and manual data entry, and centralizes process for managing and processing employee changes. Additionally, supplemental individual employee documents are stored within a designated County Microsoft O365 SharePoint library making use of the SharePoint integration hub services, thus eliminating paper.

The new automated PAF process was implemented on August 16th with over 60 managers and supervisors completing the training class the week prior. Overall resulting in time and cost savings. The PAF Automation initiative will provide significant improvements and benefits for those involved and lead the way for future enhancements. The long-term aim of this update is to follow on its heels with improvements to the Equity Adjustment and Reclass processes, the Separations process, and enhanced provisioning for new hires and internal transfers.



COMMUNICATIONS AND PUBLIC AFFAIRS DEPARTMENT

- Following are metrics for illustrating 2021 linkage to ownership/public engagement and reach in support of all Commissioner Initiatives and the demonstration of our organizational core principles of transparency, accountability, and fiscal responsibility. Content ranges from county services (Assessor's Office to Zoning); public health services (testing site promotion to vaccine locations) and creation of our Public Health Department and Board of Health; Department Accomplishments (from transportation projects and Parks, Trails, Open Space to other public-facing tangible services); to events.

Year-End 2021	Followers	Growth ↑	Audience Characteristics
	175,434 members	12% increase from 2020	Residents who use Nextdoor and live in Douglas County are automatically subscribed to our agency feed. Government agencies are one of only a few types of organizations that can have a business presence, and we are able to geo-locate messages by neighborhood. Though the platform does not provide demographic information, a 2021 Pew Research Center study indicated those who use Nextdoor are generally ages 30-64 and have incomes above \$75K. About 86% of households in Douglas County are represented in these followers.
	12,453	7% increase from 2020	Twitter does not provide demographic data for account followers. According to the 2021 Pew Research study, Twitter users are almost equally men and women under 50 years old with varying income levels. We have a significant following of media outlets and reporters as well as other local agencies and organizations.
	8,200	47% increase from 2020	Our Facebook followers are primarily women (75%) with 63% of followers ages 35-54, about 19% 55+ and 16% under 35. At least 55% of followers list their location as somewhere in Douglas County and 4.3% list Denver (which is down from 12% in 2020.) According to the Pew Research study, Facebook is the second most widely used social platform behind YouTube, and most every demographic group reports a significant usage.
	873	14% increase from 2020	YouTube is the most popular social media site in 2021, according to the Pew Research study. Nearly everyone in every age, income and education demographic has used it. Since launching YouTube in July 2017, Douglas County's channel has had more than 89,000 views, of which about 48,800 were in 2021. (This does not include views of our videos on other platforms.)

Most of our viewers are between 35 and 44 years old, (though 10% were 65 or older). Viewers were about equally women and men.

12 Direct from the Board videos were produced in 2021 – one each per Commissioner in September, October, November, and December. View totals among the four videos were: Commissioner Laydon (1,635), Commissioner Thomas (1,740) and Commissioner Teal (1,181).



1172

**Launched in
March 2021**

We began posting to Instagram on March 16, 2021 and have seen a steady increase in followers. Currently, followers on Instagram are primarily women (71%) though there are more men than women following in the 18-34 and 45-54 age groups. Our Instagram followers are generally between 35 and 54 years old, which deviates from the Pew Research study that indicated most Instagram users are between 18 and 29.



15,259

**75%
increase**

Mailchimp is our Email marketing provider and demographic data is not provided. Our email audience is highly engaged with our emails. Our open rate is usually nearly 35% - above the average open rate for government of 30%. Email subscribers may select interests from a provided list, and we are able to target emails by topic.

The four 2021 Direct from the Board newsletters (September, October, November and December) had a total of 15,707 opens.



1,125 visitors/month

Average unique monthly visitors to the newsroom and associated pages on douglas.co.us for the for 2021.



**~355,110
impressions/month
0.04% click through rate**

We run ads around 5-7 topics at any time on the Colorado Community Media digital editions.

**4.2 million impressions
for 2021**

**1,506 click throughs
for 2021**

Live Town Halls - 2021

<
LIVE EVENTS

January 7 – COVID-19 and Vaccinations (Joint with Adams & Arap.)
February 4 – COVID-19 and Vaccinations (Joint with Adams & Arap.)
March 10 – COVID-19 Emergency Rent Assistance
July 28 – Wildfire Happen! Are you Ready?
September 19 – Future of Public Health Services in Douglas County
October 19 – Douglas County Public Health: Get the Facts
November 8 – Broadband in a Changing World
November 16 – Home-Based Business / Home Occupation
December 9 – American Rescue Plan Act (ARPA) Live Town Hall



~42,076 Phone Participants



61 Live Questions Answered
492 Phone/Web Questions Received



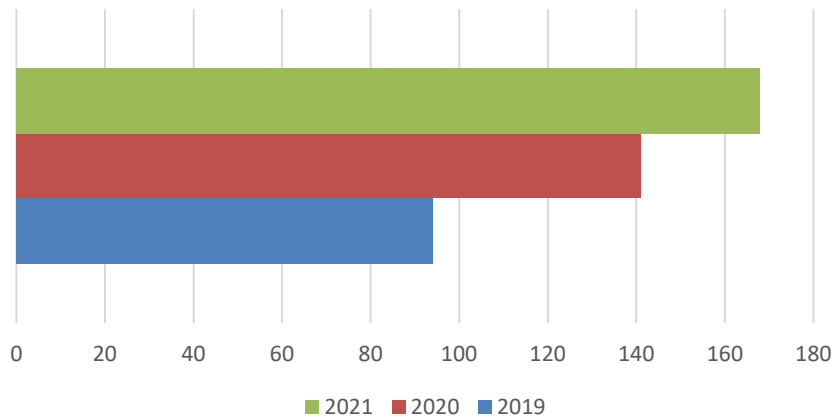
~2,215 Online Participants



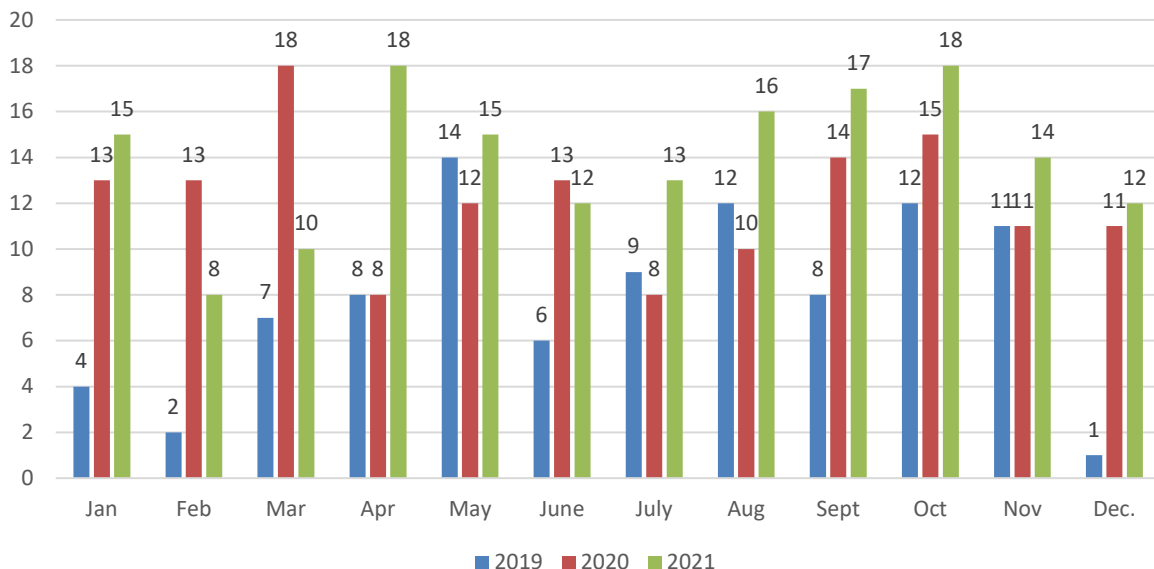
Average time
engaged w/ live event = 13.4 min

Link to [Live Town Halls](#)

Newsroom Stories Published by Year



Newsroom Stories Published



DIGITAL MEDIA METRICS/WEBSITE TRAFFIC/GOOGLE ANALYTICS

FACEBOOK

2016 - 1,809 followers / 2019 – 2,670 followers / 2022 – 8.2K followers

TWITTER

2016 - 5,322 followers / 2019 – 8,541 followers / 2022 – 12.6K followers

MAILCHIMP INDIVIDUAL SUBSCRIBERS (NEWS DISTRIBUTION DIRECTLY TO INDIVIDUALS)

2013	2014	2015	2016	2017	2018	2020	2021
3800	4184	4320	5008	4938	5295	8,596	15,206

Mailchimp Subscribers by Category

*** large differences in numbers are the result of renaming and combining of categories previously used on old site in 2015 and renamed/redistributed to different lists in 2016**

WEBSITE GOOGLE ANALYTICS

(The below are external hits only, internal views were removed from filter.)

Site Views

Total Views Feb. 17-2016 – July 22, 2016	Total views Feb. 17, 2015 – Feb. 22, 2016	Total views Feb. 17, 2014- Feb. 17, 2015	Total views Dec. 31, 2021
1,328,870	3,338,139	3,539,430	4,595,680

Desktop / Mobile views

Total views Feb. 17, 2016 – July 12, 2016	Total views Feb. 17, 2015 – Feb. 22, 2016	Total views Feb. 17, 2014- Feb. 17, 2015	Total view Dec. 31, 2021
Desktop – 413,033	Desktop – 997,325	Desktop – 1,125,123	Desktop - 823,412
Mobile – 187,767	Mobile – 371,345	Mobile – 273,976	Mobile - 809,068
Tablet – 42,892	Tablet – 108,404	Tablet - 129,104	Tablet - 37,249



NOTABLE AWARDS AND RECOGNITION

- In 2021, Douglas County was again named [second healthiest county in the nation](#) according to the 2021 Healthy Communities rankings by U.S. News and World Report. The 2021 rankings were based on scores across 10 categories that drive community health. Douglas County scored 99.9 on the “economy” category and scored above 90 in “population health” and “infrastructure released in collaboration with the [Aetna Foundation](#). Douglas County, CO was ranked 2nd in the nation in 2020 and in 2018. The County topped the annual list in 2019.



According to the 2021 rankings of the top 500 Healthiest Communities nationwide, Colorado is home to five of the top ten healthiest counties in the nation. Now in its fourth year, the Healthiest Communities report and accompanying analysis are based on a [methodology](#) evaluating nearly 3,000 counties and county equivalents nationwide across 84 health-related metrics in 10 categories: community vitality, equity, economy, education, environment, food and nutrition, population health, housing, infrastructure and public safety.

This year’s [rankings](#) are accompanied by tools highlighting county-level COVID-19 vaccine rates and other pandemic data, as well as editorial explorations of equity and mental health – key components that can shape overall health and well-being. The COVID-19 tools complement the rankings data to highlight the relationship between the coronavirus pandemic and community health. Based on a U.S. News analysis, counties that performed well in the Healthiest Communities rankings have slightly lower COVID-19 case rates than average.

- Douglas County was recognized as the **National [Mission Square Plan Sponsor of the Year](#)** in 2021.



With executive sponsorship of the Board of County Commissioners, improving retirement benefits was immediately slated as a top tier Board initiative in 2021. Of specific interest was how to best enhance the retirement benefits for our commissioned law enforcement employees who typically retire earlier due to the tremendous risk that comes along with their critical role in protecting our citizens. And then equally important, how to fairly offer these enhancements across our entire membership.

Ultimately, the partnership between the Board, Office of the Sheriff and Human Resources resulted in a unanimous vote to increase the mandatory contribution of law enforcement staff to 10% with a 10% employer match, and the introduction of a 3% match for all employees who participate in the voluntary 457 plan. This allowed for a maximum total contribution of 26% (employee/employer), along with remaining eligible for social security benefits. The addition of the 3% employer matching contribution to the 457-plan resulted in expanding the usage of the plan to a 65% participation rate and over 300 new employees enrolling in the last quarter of 2021. For context, this plan enrolled only 30 new employees in the entire prior year.

Finally, an innovative RHS solution was applied to a problem of outstanding vacation time that was unable to be taken by employees in the Covid19 atmosphere. This not only rewarded those hard-working employees, but it also showed additional commitment to retirement readiness.

- By affirmation of the [Colorado Assessors' Association](#), Douglas County [Assessor Lisa Frizell](#) was named 2020 Assessor of the Year by the Association at its annual summer conference held Aug. 9-12, 2021.



A 23-year veteran of Douglas County government, Frizell was unanimously chosen by her peers and is only the second assessor from Douglas County to receive this prestigious honor. Association members, representing Colorado's 64 counties, vote for one of their peers based on their contributions to the state, business conduct in office, and superior job performance. The [Douglas County Assessor's Office](#) discovers, lists, classifies, and values all real and business personal property in the County in accordance with state laws.

- Douglas County Coroner's Office one of only 32 in the U.S. accredited** by the International Association of Coroners and Medical Examiners. Douglas County Coroner, Jill Romann, accepts the Certificate of Accreditation from Gary Watts, IACME Chairperson of the Board, at the organization's annual conference in July 2021. As part of their dedication to providing exceptional and professional medicolegal investigation in Douglas County, the Coroner's Office recently sought and received accreditation of the department by the [International Association of Coroners and Medical Examiners \(IACME\)](#). The department was assessed based on an in-depth review of 288 administrative, forensic, investigative and facility practices and standards as well as a site visit and case file review. To receive this honor, the Coroner's office met 100% of the IACME required standards and 99% of all standards. Following their site visit, the association auditors noted that the Coroner's Office works to provide the highest level of service through a dedicated team of well-trained investigators who provide timely and compassionate investigations of deaths occurring in their jurisdiction.
- At the Douglas County Sheriff's Office annual Awards Ceremony, heroes were honored for their extraordinary work and members of our community are recognized for their extraordinary actions.

There were eleven Lifesaving awards given to employees. One employee received two awards, and one employee received his for saving the life of a fellow employee. Three citizens received Lifesaving awards: a juvenile who helped rescue his mother from a violent domestic violence attack; a man for saving the lives of everyone in a home from an armed intruder; and a man for rescuing a 4-year-old girl from drowning at Chatfield Reservoir (the same man's wife received a separate award for her kind actions in helping the family of the 4-year-old after the rescue).



The Sheriff's Office SWAT and SORT Teams received a Meritorious Service Award for their assistance to the Denver and Aurora Police Departments due to civil disobedience and riots. Three deputies received the Meritorious Conduct Award as a result of one of the deputies being shot at during a pursuit of a stolen vehicle and the subsequent apprehension of two suspects at the termination of the pursuit.

Numerous DCSO employees, as well as employees from other agencies, received a commendation for their work in “Operation Bleeding Edge.” This was a financial crimes/theft case that resulted in excess of 30,000 stolen items that were recovered from an organized retail theft group. The estimated value of the recovery was over \$1.7M. Several other Detentions, Patrol, Investigations and Training staff received awards for their excellent work. Citizen Bill Sparkman received a Sheriff’s Commendation for his long-term commitment to the Sheriff’s Public Safety Advisory Committee.

The Principal at Highlands Ranch High School, Dr. Christopher Page, received the Ronald M. King Community Service Award for his efforts in mentoring the youth in our community. His involvement with our youth is extraordinary, and second to none.

Lastly, the Sheriff’s Office recognizes a volunteer of the year and employees of the year in the three major areas of the Sheriff’s Office. Those honorees included:

- | | |
|--|------------------------------------|
| • Volunteer of the Year | Brigitte Parker |
| • Support Services Bureau Civilian of the Year | Angie Bylin, Personnel Coordinator |
| • Detention Services Bureau Civilian of the Year | Sharon Green, Detention Specialist |
| • Law Enforcement Bureau Civilian of the Year | Dea Aragon, Operations Technician |
| • Support Services Bureau Deputy of the Year | Dustin Dobbs, Corporal |
| • Detention Services Bureau Deputy of the Year | Colleen Herringshaw, Corporal |
| • Law Enforcement Bureau Deputy of the Year | Dean DeLuca, Detective |

- On November 30, 2021, **Dan Makelky was recognized with the Tracey Garchar Humanitarian Award** by the [Colorado Human Services Directors Association](#) at a [Colorado Counties, Inc.](#) meeting. Tracey served as the Executive Director of Mesa County’s Human Services Department and passed away unexpectedly on April 25, 2021. Tracey was known as an incredible force in the human services community by demonstrating honesty, inclusion, teamwork, humanity, and balance as well as a commitment to improving the lives of others. This award was created to recognize an individual working in county services who embodies those traits as Tracey did.



One of the many accomplishments that Dan was recognized for was his outstanding contribution to the implementation of Families First and Juvenile Justice Reform across the state. Dan brought his invaluable expertise in child welfare and juvenile justice to this effort and his natural aptitude for creating powerful partnerships with other directors, his staff, families and the community he serves.

Dan also co-chaired our Human Needs Task Force to ensure that we came together as government, non-profits and the faith community to address food, housing, childcare, behavioral health and economic assistance for those negatively impacted by COVID. His Human Services team stood up a call center to streamline access to help and took services out into the community such as pairing assistance enrollment with the school meal distribution program when schools were closed.

Dan was also nominated for his role as a founding leader in the development of the Arapahoe, Douglas, and Jefferson County Foster Care Collaborative, which is the largest foster care program in the State. He brought predictive risk modeling to Douglas, Larimer and now Arapahoe Counties and has committed his career to serving those who are vulnerable and marginalized with integrity, innovation, heart and sincerity.

- Waterton Road Extension Phase 1 (aka Southern Connector) was recently awarded the “2020 Urban Highway New or Reconstruction” Award as part of the 2020 [Colorado Asphalt Pavement Association](#) “Best in Colorado” Pavement Awards. This \$1.8 million Project included constructing 3 miles of new roadway, including 4 newly constructed bridges, drainage facilities and fencing - and was completed on schedule. CAPA made the comment that it was “one of the best projects CAPA saw all year.”



- In 2021, as part of our annual \$19 million Capital Maintenance Work Program, Meridian Boulevard between Belford Avenue and Jamiaca Street was scheduled for reconstruction. This is the sixth concrete road reconstruction project to be scheduled in the Meridian area in the past five years.



So far, two of the projects completed in Meridian have been recognized with industry awards. The **Belford Phase 1 Project** won an “Award for Excellence” from the the [American Concrete Pavement Association](#) Colorado/Wyoming Chapter Conference. The Meridian Boulevard Phase 1 Reconstruction Project completed by Castle Rock Construction Company was awarded a national “Gold” Award for Excellence in Concrete Construction in 2018.



OTHER NEWS

- The largest number of [DC survey](#) participants to date; more than 1,800 Douglas County residents made their voices heard in the [County's 2021 Citizen Survey](#) conducted April 6-14 countywide. [Hill Research Consultants](#) designed and implemented the survey and analyzed the findings, the County's tenth such survey since 2006 by these researchers.



Among the strongest findings, according to David Hill, Ph.D., Research Director, is stability in public satisfaction with County services – “even through the pandemic.” There were, however, some lagging outliers such as motor vehicle services, road conditions and other infrastructure issues that Hill attributes to changes in access to services and construction slowdowns during the shutdown.

Regarding the survey question related to the *preferred outcome of a potential open space sales and use tax reauthorization*, 40% preferred to see the tax *approved permanently*; 39% preferred a *sunset of the tax in 15 years*; and 18% preferred the *tax sunset in 2023*. Additionally, on related questions:

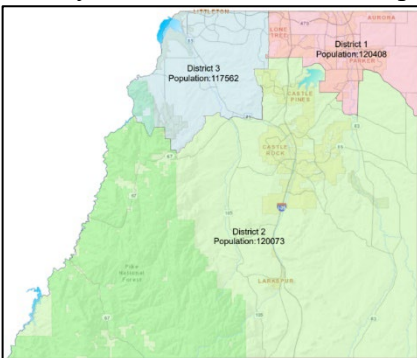
- 98% agree *protecting and preserving natural land & wildlife habitat is important*.
- 96% believe *funding county & municipal parks/outdoor recreation programs/protecting & preserving scenic views is important*; and
- 90% agree *funding historic preservation & maintenance is important*.

Regarding the future delivery of public health services, either through the present shared Tri-County arrangement or by a new stand-alone Douglas County health department, the Board sought quantifiable data to better understand and obtain a baseline sense for community opinion on this issue. Among other key findings on baseline questions asked in previous surveys:

- 95% affirm the accuracy of the statement: *Douglas County is a good place to raise a family*.
- 97% agree *Douglas County is a safe place to live & work*.

The 2021 Citizen Survey findings are available on the [Douglas County website](#).

- County Commissioners are required from time to time to **amend the boundaries of the County Commissioner Districts** pursuant to C.R.S. §30-10-306. Such districts “must be as nearly equal in population as possible based on “the redistricting population data prepared by staff of the legislative council and office of legislative legal services, or any successor offices, in accordance with [section 2-2-902](#). In no event shall there be more than five percent deviation between the most populous and the least populous district in each county, at the time such district boundaries are adopted.” Finally, “no less than thirty days before adopting any resolution to change the boundaries of county commissioner districts or create new county commissioner

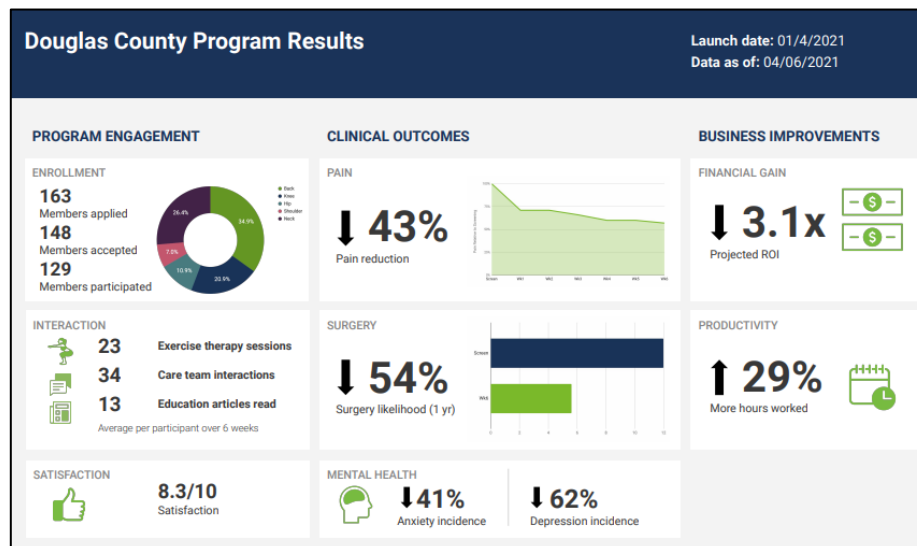


districts...the Board of County Commissioners shall hold a public hearing on the proposed district boundaries.” A public hearing was held regarding the draft Commissioner District boundaries on August 24, 2021, where no one testified for or against the proposed map. Comments were offered to one or more commissioners following the hearing, so a second map was produced for additional consideration. On [September 28, 2021](#) Commissioners made a final decision regarding the County Commissioner District map and potential boundary changes selecting the option shown above.

- On July 1, 2020, the Public Trustee Offices in Douglas County and the nine other major Colorado Counties transitioned from standalone offices with a [Public Trustee](#) appointed by the Governor to an office where the **elected County Treasurer also serves as the County Public Trustee**. At the time that the Public Trustee vacated their office space in a privately owned building on Wilcox Street and moved into the Treasurer's Office in the Miller Building there was a backlog of almost 7,000 mortgage releases that were waiting to be processed. With a gain in efficiency and cross training staff, the backlog has been cleared, operating costs were reduced, and fee income increased. Net Income / Expenses had increased from 1% to 121% by the end of 2020.

Chronic pain is not just physically debilitating but impacts our mental health as well. Pain reduction leads to improved outcomes in anxiety, depression, and lost days at work. Equally important is a reduction in the prescription of opioids or other pain medications. January 2021, Douglas County began offering the [Hinge Health program](#) to provide a unique and proven therapy option for employees and their family members who struggle with chronic back and joint pain. This [digital, virtual coach-led program](#) evaluates members who are likely to benefit from its targeted methodology allowing employees to participate in sessions from the comfort of their home. Employees who are experiencing back, knee, hip, shoulder or neck pain can enroll for FREE. Next comes a short evaluation to determine if this program would be appropriate to help manage their specific type and level of pain. Once approved, Hinge Health sends an enrollment package with a Kindle tablet and wearable motion sensors that guide individuals through 15-20-minute exercise therapy sessions. Each employee is also assigned a personal health coach to help tailor the program to their specific needs.

In 2019 and 2020 musculoskeletal issues were a top cost driver in medical claims. The largest claims in 2020 were lower back claims, which represented \$2,934,069 alone. Our 2021 program launch and 1st Quarter Report from Hinge Health indicated a positive clinical outcome with 135 members participating in this virtual Physical Therapy program from the comfort of their homes. In 2022 we are adding the "Acute" Program which will open Hinge Health to more members with less severe joint issues. By doing so we hope to increase engagement, drive down cost and improve member's overall total well-being.



- Notable County Attorney's Office Court Outcomes - Benjamin Ramsey v. Southwest Correctional Medical Group et al. (Federal District Court):** Benjamin Ramsey was arrested and booked into the Douglas County Jail in July 2016. Ramsey had been at the hospital at the time of his arrest recovering from brain surgery, and the charges stemmed from his alleged assault of a security

guard assigned to his hospital room. Ramsey's doctor cleared him for jail and sent a list of medications with the arresting officer. Ramsey's lawsuit alleged that he did not receive any of his medications from the jail's medical provider, Southwest Correctional Medical Group, for two days straight while he was at the jail. Ramsey included the County as defendant, arguing that the County should be responsible because the County selected and put Southwest in charge of medical care for the inmates. The County argued that it was not responsible for any claimed wrongdoing by the medical provider and, in any event, that Ramsey could not show that the medical provider had a practice of providing inadequate medical care. The County could have been responsible if there was a pattern or practice of such behavior that the County was aware of. After years of work, on July 28, 2021, the Court granted a motion filed by the County requesting that it be dismissed from the suit, deciding that Ramsey had failed to present evidence showing the medical provider had an ongoing practice of providing inadequate medical care. As a result, the Court ordered that judgment be entered in favor of the County. Ramsey's lawsuit against the medical provider and the nurses is continuing.

Douglas County Department of Human Services v. H.R. (Federal Bankruptcy Court): H.R. received food assistance and Medicare benefits from the Department of Human Services (DHS) for herself and her four children. Those benefits were calculated based only on her income, which she reported to be the only income for the household. While she was receiving those benefits, she was living with the man to whom she is now formally married, E.R. During the time period she was receiving benefits, she reported to DHS that she was not married, but she and her husband reported to other entities, including several courts, their children's schools and their employers, that they were common law married. E.R.'s income was significantly greater, and if she had reported it as part of the household's income, H.R. would not have received those benefits. DHS later became aware that H.R. was not being truthful about the amount of the household's income and required H.R. to repay the benefits she was not entitled to receive. The couple then filed for bankruptcy protection and asked the Bankruptcy Court to discharge the debt owed to DHS through the bankruptcy process. DHS fought this and argued that the debt was not dischargeable because H.R. made false representations about her financial condition to DHS to get the payments. H.R. disagreed and claimed she had not been married at the time despite several contrary records. After a trial, the Bankruptcy Judge decided in favor of DHS, concluding that the couple had been common law married while she was receiving the benefits and that she had engaged in fraud by failing to report income as part of the household income. As a result, H.R. is going to be required to repay the excess benefits she received through fraud. Douglas County routinely seeks recovery of wrongly paid benefits and regularly recovers improper payments.

- The [Douglas County Community Electronics Recycling Program](#) has become enormously popular in



recent years. Well-attended collection events in Parker and Castle Rock created a multitude of challenges for participants, staff, and surrounding areas. After thoroughly evaluating the conditions of past events and brainstorming available solutions, the program team recommended that the 2021 program consist solely of citizen on-demand drop-offs at the vendor's office through the end of the year. This service was available Monday – Friday throughout the year and one Saturday per month to verified DC residents at no-cost. This option was well received as from April through December there were 3,113 resident drop offs for a total of 394,958 pounds. (C. Laydon [video](#) PSA)

- Many Douglas County citizens live in rural areas with forested and undulating terrain resulting in obstacles and unsatisfactory **broadband** service. Efforts have been undertaken in the past to facilitate solutions, but service providers are unwilling to invest the funds necessary, and Senate Bill 152 restricts local government involvement. Citizens continue to voice complaints and funding has been made available through the American Rescue Plan which includes broadband as an eligible use. Based on the complex technical and specialized nature of broadband, a consultant, HR Green Fiber and Broadband was hired using ARPA dollars to conduct a study to identify possible solutions to fill gaps in service.



To inform problem-solving and accurately identify areas with inadequate broadband service, a survey was launched targeting both residences and businesses. Participants were asked to take a “speed test” and log in the results. They were surveyed to identify current and future needs and acceptance levels of potential solutions. Key stakeholders were engaged to include broadband and community service providers and leaders from various industries to gather additional information and an analysis was completed. A [Live Town Hall](#) was offered on November 8, 2021 to provide detail on the project and answer questions. The Phase One report will be released in early 2022 to include a recommended short and long-term strategic plan with associated action items and timelines.

- For the second year a public **fireworks display** was offered in December. An additional location was added for a total of three and viewers could also enjoy the show via livestream on a mobile device. In the face of abnormally dry conditions for this time of year staff worked closely with law enforcement agencies in the County, as well as fire protection agencies. Agencies conducted site inspections before the shows and were on-hand to monitor conditions during the shows. Small grass fires resulted in Parker and Highlands Ranch, so activities were halted. No injuries occurred or structures were threatened.



Staff Remembrances

- On December 9, 2021, the Douglas County Sheriff's Office mourned the loss of Detective Joe Pollack who passed from Covid-19.** Detective Joe Pollack was a United States Marine and, although he only shared this with his closest of friends, he was very proud to have served the United States. When Joe got out of the Marine Corps, he joined the NYPD. He devoted 20 years of service to the citizens of New York City and assisted in the search efforts of the 9/11 terrorist attacks. Joe was a long-time member of the NYPD's Street Crime Unit. When Joe retired from the NYPD, he moved his family to Castle Rock and was hired by the Douglas County Sheriff's Office in 2002. Joe proudly served the citizens of Douglas County for 19 years and 8 months. Most of his career with the Douglas County Sheriff's Office was spent as a member of the IMPACT Team. He will be greatly missed.



- The family of former Douglas County Commissioner, Jim “Sully” Sullivan, invited all to attend a *Celebration of Life* event on Oct. 16. Attendees were asked to wear something red – to create *the sea of red* at the Douglas County Fairgrounds Event Center in recognition of Sullivan’s alma mater, the University of Nebraska. Jim served as commissioner from 1989–2004 and served one two-year term as a Colorado state representative. He was born in Iowa in 1927, was an Army veteran who served in the Korean War and died in his Perry Park home on April 14, 2020, at the age of 92. Jim Sullivan’s legacy was captured in the [Douglas County News-Press](#) and in [Colorado Politics](#) on April 17, 2020.



Retirement Announcements

- **Cheryl Matthews, Director of Open Space and Natural Resources** - Cheryl rallied leadership, partners, community, and her team to build enduring open spaces in Douglas County for 20 years. She worked with Commissioners to acquire about 17,000 acres of open space lands that the County now owns in fee title. She also assisted with protection of approximately 47,000 additional acres through conservation easements on private lands. Under her watch, Open Space constructed over 100 miles of trails on open space properties and easements through adjacent private lands. Cheryl was instrumental in coalescing a partnership that led to a successful ballot initiative to implement the Open Space sales and use tax that funded the acquisition of these lands, the construction of trails and infrastructure, paid the salaries of Open Space staff, and provided for the long-term maintenance of the County’s acquisitions. She had the foresight to suggest bonding and cashing out the future revenue of the sales and use tax to allow for the purchase of large blocks of land when large parcels were still available in Douglas County and at prices that are a fraction of what they are today.



- **John Thirkell, Senior Attorney, County Attorney’s Office, Human Services** - John was the first full-time attorney Douglas County hired for DHS. His passion was and remains child welfare, but he was asked to do so much more including to be a lead regarding Douglas County mental health needs and issues. He also built the DHS legal team and shaped it into what it is today. John’s passion for people in need is beyond words and his dedication to Douglas County immeasurable.

- **Rod Meredith, Director of Public Works Operations** – During Rod’s 9 years in his role, he improved service request response time, maintenance procedures, and made conscious long-term decisions to improve the County’s transportation infrastructure. He was seen by his peers as a knowledgeable and confident decision maker with strong character and convictions. Some key accomplishments were:
 - ✓ Created a program to pave gravel roads with traffic over 400 vehicles per day and paved ten gravel roads throughout the County
 - ✓ Developed Mentor Training Program to include the formation of an employee committee to create training cards and posters outlining policies and procedures for every task or function performed
 - ✓ Developed an employee training event to highlight accomplishments and provide the opportunity for equipment operators to learn how to proficiently operate equipment
 - ✓ Implemented electronic cost tracking mobile system with Pub Works Mobile



- ✓ Responded to several emergency events: Bomb Cyclone and several snow blizzards, Weld County emergency flood damage assistance, wildland fire assistance, tree cleanup from multiple storm events, culvert failures and road surface repair emergencies
- ✓ In partnership with OEM, created 15-person Wildland Fire Operators Response Team
- ✓ Developed a County wide debris management plan for implementation during disasters

Rod was chosen to receive the “2021 Road Supervisor of the Year Award” by the Colorado County Association of Road Supervisors and Engineers (CARSE) at the CCI/CARSE Annual Conference recently held in Colorado Springs on November 30, 2021. The award is presented to a county public works official who has provided leadership and built partnerships for the advancement of CARSE objectives and its’ member counties throughout the State of Colorado. This recognition for outstanding service was awarded to Rod for his past contributions as a board member, Vice-President, and President of CARSE, in addition to his service as the Colorado State Director representing CARSE at the national level on the Board of Directors for the National Association of County Engineers. His recent efforts to initiate collaboration with the Douglas County Board of County Commissioners, CCI, and other Colorado counties resulted in the passage of an amendment to the 811 law permitting county operators to blade the top 6” of gravel roads without the unnecessary step of getting an underground utility locate. This amendment allows all Colorado counties to blade gravel roads in a timely manner, greatly improving safety for motorists.



COVID-19 RESPONSE & NEW HEALTH DEPARTMENT

- **COVID-19 Emergency Declarations:** On January 30, 2020, the World Health Organization declared the COVID-19 outbreak a global health emergency. On March 11, 2020, the World Health Organization declared that COVID-19 was a global pandemic and Governor Polis declared a disaster emergency in Colorado due to the presence of COVID-19. On March 13, 2020, the President of the United States declared a National Emergency and on the same day, the County declared a Local Disaster Emergency Declaration. Governor Polis was expected to continue to extend the Health Emergency Executive Order for Colorado through at least the beginning of 2021 and it remained in place until [June 11, 2021](#) when all previous Executive Orders were rescinded and he signed a Recovery Executive Order to focus on recovery and vaccination efforts.



- On December 11 and December 18, 2020 the Food and Drug Administration (FDA) issued **emergency use authorizations (EUA) for the COVID-19 vaccines created by Pfizer and BioNTech and Moderna** respectively. The drug manufacturers began shipping vaccines to states immediately after FDA approval. The Center for Disease Control issued guidance for COVID-19 vaccine prioritization and allowed states to modify the distribution prioritization based on individual state need. Colorado prioritized the distribution of initial COVID-19 vaccine doses to frontline health care workers, first responders and individuals over 70. On February 27, 2021 Johnson & Johnson received EUA for its single-dose COVID-19 vaccine to be administered to individuals 18 years of age and older.



In response, the Douglas County Emergency Operations Center (OEM) planned and conducted a total of 10 COVID-19 vaccine clinics, providing approximately 1,400 vaccinations. The vaccines were provided to our most vulnerable population and then for all currently eligible populations. As of March 17, Douglas County vaccination levels were:

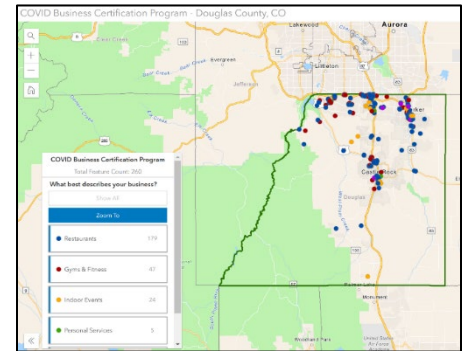
- 70+: 84.2%
- 65 – 69: 68.6%
- 16 – 64: 15.7%

The OEM also provided support for three Senior Center vaccine clinics, a vaccine clinic at Eastridge Recreation Center, and implemented a “Home-Bound” vaccination project with Life Health. Other mass public vaccination options were created at the vacant Safeway in Castle Pines and a drive through clinic at the Douglas County Fairgrounds.



Testing sites continued to be operated throughout 2021 at the Sky Ridge Medical Center, Canvas Credit Union, Douglas County Justice Center and Echo Park Stadium. Sites were added at Park Meadows Mall and Children’s Hospital South Campus in early 2022.

- On December 23, 2020 Douglas County [became the first](#) in the Denver metro area to receive state approval for the **5 Star Variance Program**, which meant that numerous businesses could receive approval to serve patrons indoors. Douglas County, in collaboration with our municipalities, business community, and Tri-County Health Department, created the infrastructure for a 5 Star Certification Program to certify eligible businesses in Douglas County.



The program titled, COVID Best Practices Business Certification Program (Program), was designed to recognize the tenuous circumstances businesses were experiencing as a result of COVID-19 restrictions and who were also willing to invest in additional COVID-19 safety measures. Through the Administrative Committee, the Program implemented a clear path for businesses, especially restaurants, to operate at a sustainable capacity while ensuring compliance with COVID-19 transmission controls and best practices.

The Program fell under the direction of the Douglas County Board of County Commissioners and was administered by the County, Tri-County Health Department, municipalities, and Northwest Economic Development Council, Castle Rock Chamber of Commerce, and Douglas County Libraries. Staff volunteered as inspectors of restaurants and other businesses in support of the 5 Star Program.

On January 4, 2021, the Douglas County Events Center, Indoor Arena, Kirk Hall, Multi-Purpose Barns, and Large Animal Barn was certified through the Program allowing events up to 50 people or 25% capacity. At the time, 279 total Douglas County businesses were also certified.

- | | |
|---|---|
| <ul style="list-style-type: none"> By Sector <ul style="list-style-type: none"> 67% Restaurants 18% Gyms & Fitness 9% Indoor Events 3% General Businesses 3% Personal Services 3% Personal Services | <ul style="list-style-type: none"> By Jurisdiction <ul style="list-style-type: none"> Castle Pines – 7 Castle Rock – 61 Larkspur – 3 Lone Tree – 45 Parker – 73 Unincorporated - 90 |
|---|---|

The County was informed by the Colorado Department of Public Health and Environment (CDPHE), that as of Feb. 2, 2021, our community's Orange-level COVID-19 metrics had been sustained for seven consecutive days. With this notification, Douglas County [COVID Best Practices Certified](#) businesses



became eligible to operate at the less restrictive Level Yellow on the dial. On February 6, 2021, the Fairgrounds larger facilities were able to hold events up to 100 people and on April 16, 2021, the program was suspended based on the relaxed requirements in the new state Public Health Order and the BCC's Resolution. All in all, nearly 330 businesses were certified through this program. A 5-Star appreciation lunch for all jurisdictions was held at Sandstone Ranch on June 26.

- Douglas County launched a COVID-19 **Small Business Relief Grant program** on January 8, 2021. Businesses with physical locations in Douglas County and headquarters in Colorado could be eligible for COVID-19 Small Business Relief Grants through the County's allocation of Colorado Senate Bill 20B-001 funding. Restaurants, bars and other drinking establishments, caterers, movie theatres, and gyms and recreation



centers with annual revenue less than \$2.5 million and a minimum of 20% revenue loss due to COVID-19 impacts could be eligible to apply for these relief funds. Relief grants were awarded in amounts up to \$3,500, \$5,000 or \$7,000 based on 2019 sales or revenue, as established in the legislation, and final awards will be determined after all applications have been received.

The Grant closed on January 29 after 100 applications were received accounting for \$418,500 in qualified grants. The County's total allocation for this relief fund was approximately \$2.1 million so the Board requested a funding deadline extension from the state in order to open a second grant cycle to allow additional businesses to apply. Amendments were made to the state legislation that extended the funding period and expanded the eligibility to businesses with annual revenue exceeding \$2.5 million. The second application round closed on March 5th and the County received 11 applications from eligible businesses. Each business was awarded the maximum amount, totaling \$52,000. In total, this grant program awarded \$470,500 to small businesses.

In 2020, the Douglas County CARES Small Business Grant Program directly reimbursed local small businesses for a portion of the expenses they incurred as they adapted to public health restrictions. This grant resulted in the processing of over 340 applications and awarding approximately \$1.5 million in reimbursements. Also, that same year, the County's Restaurant and Event Venue Impact Grant provided grants to relieve revenue losses experienced by restaurants and event centers due to closures. Over 230 applications were received and approximately \$18 million was provided in grants.



- **Emergency Rental Assistance Program:** The Coronavirus Supplemental Act of 2021 allocated 25 billion dollars towards rental assistance. Local units of government with a population over 200,000 were eligible to apply for funds directly from the US Treasury. Douglas County allocated \$8.4 million to provide rent and utility assistance to Douglas County Renters impacted by COVID. Staff developed program guidelines and Renters, landlords, property managers and utility providers were encouraged to join a [Live Town Hall on March 10, 2021](#) to learn more and ask questions about eligibility and the application process.



A partnership was created with five local nonprofits to process applications and distribute payments directly to the landlord, property manager or utility provider. Qualified renters could apply for assistance through one of the following partners: Catholic Charities, Douglas County Housing Partnership, Help and Hope Center, Manna Resource Center or The Rock Church.

The Emergency Rent Assistance Program launched on March 1st. In the first 24 hours 91 applications were received and the webpage had 567 views. In January 2022, the ERA program was rebranded and the BCC authorized continuation through February 28, 2022. As of February 10, 2022, our five partner organizations have authorized \$7,287,564 in assistance to 1,174 households and the Pathways to Employment program which integrates employment requirements for participants has generated 211 workforce referrals to ADWorks!



- At a Business Meeting on March 9, Commissioners adopted [Resolution](#) 2021-23 Board of Petitioning the State to Safely and Fully Reopen Our County and Economy Without Delay Thus Allowing our Residents and Business Community to Exercise Personal Responsibility to Determine How Best to Protect Their Health and Financial Interests. “As a result of the drastic decreasing numbers in the COVID infection and hospitalization rates, there is no longer a need to impose measures to restrict the economy and to prohibit citizens of the State and the County to exercise their own personal responsibility to determine how best to protect their health and financial interest.”
- The American Rescue Plan Act of 2021** was approved by Congress on March 10th [Douglas County](#) [will receive \\$68.2 million](#) in federal funding in two payments, one received this past May and another in May of 2022. ARPA funds can be used by local governments to respond to or mitigate the COVID-19 emergency or its negative economic impacts; replace lost revenue; make necessary investments in water, sewer, or broadband infrastructure; and provide grants or premium pay to essential workers.



Over several months in late 2021 the Board of County Commissioners considered proposals related to water and wastewater, economic development and job training, human services, affordable housing, and other eligible requests. In December, the Board held a [live town hall](#) to solicit input from the public on the expenditure of ARPA funds. Based on citizen input and consideration of proposals, the Board established the following ARPA investment principles and priorities:

Investment Principles:

- Ensure legacy benefit
- Respond to immediate needs, then forward-looking
- Integrate with Board Priorities
- Avoid duplication with other sources
- Leverage partnership opportunities

Investment Priorities:

- [Water and Wastewater](#)
- [Mental and Behavioral Health](#)
- [Economic Recovery](#)
- [Community Recovery](#)
- [Broadband](#)

The Board’s first two ARPA investments included funding for a Countywide broadband needs assessment, and operational funding for the local entity operating the National Suicide Prevention Hotline, as that entity transitions to management of the new ‘988’ suicide prevention hotline. The Board also approved the use of additional resources from the General Fund to assist the District Attorney’s Office. The investment will fund additional staffing as the District Attorney works through the case backlogs that accrued during COVID-19 court closures.

- Effective April 16, the Board [declared](#) that citizens would no longer be governed by the State of Colorado Dial nor any public health order issued by Tri-County Health Department (TCHD) that would create capacity limitations in places like restaurants, churches, and gyms. The [opt-out decision](#) impacted the entirety of Douglas County and its municipalities and was approved 3-0.



A statewide mask order issued by the Governor’s Office on April 3, 2021, would continue to require that a mask be worn in public indoor spaces where 10 or more individuals are present, and the statewide mask order was expected to expire on May 3, 2021. Also, a CDPHE order was forthcoming that would relax limitations to indoor non-seated gatherings to no more than 500.

- On May 11, the Board passed a [resolution](#) Declaring that Douglas County Residents are [Free to Choose](#) How to Protect Their Lives and Livelihoods From COVID-19.



In summary, the resolution states that the Board is opposed to any ongoing mask mandate, requiring proof of vaccination, and any other related restrictions that potentially disenfranchise local citizens of the right to make their own health care choices for themselves and move freely within society. Commissioners Abe Laydon and George Teal voted in favor of the resolution, while Commissioner Lora Thomas voted against.

- [Together We Stand](#) was an invitation to friends and neighbors as we honored those we've lost and



celebrate the resilience and strength of so many during this past year – including hard-working individuals and families, our business community, first responders, other public servants, and the healthcare and public health professionals from throughout Douglas County communities. There was live bluegrass music, hikes and hayrides, food and more

HEALTH DEPARTMENT

- A [Public Health Working Group](#) (PHWG) comprised of staff throughout the county was formed by the County Manager. The working group provided invaluable input with the guidance of a consultant with expertise in public health. The consultant worked with the Tri-County Health Department, the Colorado Department of Public Health and Environment and CALPHO (Colorado Association of Local Public Health Officials). The PHWG engaged with diverse stakeholders within communities through focus-groups, individual and group interviews, surveys, town halls, and community meetings.
- In July, the County entered a contract with Health Management Associates (HMA) to provide a [Community Health Assessment](#) (CHA) and [Public Health Improvement Plan](#) (PHIP) for Douglas County. The CHA is designed to answer the following questions:
 - What are the health problems in a community?
 - Why do health issues exist in a community?
 - What factors create or determine the health problems?
 - What resources are available to address the health problems?
 - What are the health needs of the community from a population-based perspective?



Douglas County residents were invited to participate in an online Community Health Survey, administered by Health Management Associates (HMA). The survey was offered in English and Spanish. Final compilation was completed September 7th. Answers were used to help identify pressing health problems and issues and are vital to understanding our community's opinions about the quality of life in Douglas County. This Community Health Survey was the first phase of a process to create a [Community Health Assessment](#) (CHA).

The Douglas County Public Health Improvement Plan (PHIP) is a long-term plan to address the priorities identified through the CHA process. The PHIP articulates to the entire community how the health department and the community will work together to improve the health of all people in Douglas

County. The PHIP sets priorities, directs the use of resources to develop and implement projects, programs, and policies that will be developed with participation from the broad set of community stakeholders and partners who work to develop the CHA. Both the CHA and the PHIP will uniquely identify Douglas County's need and priorities.

- The Board of Douglas County Commissioners unanimously passed a [Resolution](#) on August 10 in Support of Our Young People Regarding the Delta Variant and Appreciation for Sound, Science-Based Public Policy from Partner Governments. “While Douglas County respectfully recognizes the sovereignty of the Douglas County School District, charter schools, private schools and other educational institutions, the Board of County Commissioners wishes to encourage and express its gratitude to these partner entities on behalf of its citizens and parents in particular for not imposing further oppressive mask orders or other unnecessary restrictions upon our young people at this time.”



- A [Public Health Advisory Committee](#) was created, by appointing eleven members to serve on the ad-hoc committee. The Committee served as a resource for the Board of County Commissioners by providing input on findings and recommendations from the Public Health Working Group, the County's consultants, Public Health Improvement Plan and assisting in evaluating the feasibility of transitioning to an independent, local public health agency for Douglas County from a citizen's perspective.
- The Commissioners unanimously passed a [Resolution](#) Opting Out of Tri-County Health Department Mandatory Mask Order for Students Age 2-11 and also opted out of the enforcement of this order. In Douglas County, individual school districts, schools, and childcare facilities were not required to comply with the requirements of this order.
- On August 24 the Board passed a [Resolution](#) Requesting the Board of Education for Douglas County School District RE-1 to Exercise Discretion and Decline to Adopt Tri-County Health Department's Public Health Order Requiring Face Covering for Schools and Child Care Settings.

- Kevin Bracken was appointed on August 30 in an interim capacity to the [Tri-County Health Department \(TCHD\) Board of Health](#), effective immediately. Bracken was serving as the chair of the Douglas County [Public Health Advisory Committee](#) and filled the vacancy created by the Aug. 25, 2021 resignation of Douglas County's former TCHD Board of Health appointee Zach Nannestad. Mr. Nannestad resigned after recognizing an ongoing conflict of interest as an employee of the Douglas County School District (DCSD) which could prevent him from voting on future TCHD matters which may involve DCSD.



- A Special Business Meeting on September 7 was the setting for the Board of Douglas County Commissioners' unanimous adoption of a [resolution withdrawing from the governance of the Tri-County Health Department and establishing its own single-county public health agency](#). By state law, Douglas County has the authority to **withdraw from Tri-County Health** by resolution at least one year after written notice to the District if its intent. The County provided the necessary one-year notice of an [intent to withdraw](#) from the Tri-County Health Department in a letter dated July 10, 2020.

By creating its own, public health agency that provides or contracts for public health services, Douglas County created a new, localized public health governance model, while maintaining continuity of core public health services for the County. We joined 49 of the 64 counties in Colorado operating with a single county board of health model, to better address the unique needs of our 370,000 citizens. The COVID-19 pandemic revealed to the Board of Douglas County Commissioners that the time to evaluate and seek a different solution to public health services delivery for a County this size had come – focused specifically on the public health needs of the Douglas County population and business community.

- On September 14, the Board, [by resolution](#), officially finalized the second of three steps fulfilling the organizational process for governance of its own single-county public health agency: the creation of a Board of Health (BOH) for the Douglas County Public Health Department (DCHD) – [a department established by resolution on Sept. 7, 2021](#). The third and final step, the first meeting of the new public health department’s board of health

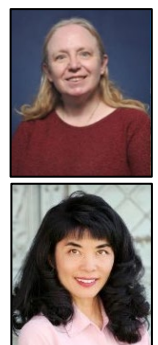


By creating its own, single-county public health agency that provides or contracts for public health services, Douglas County will create a new, localized public health governance model, while maintaining continuity of [core public health services](#) for Douglas County. The statutorily required, vital delivery of public health services to Douglas County consistent with the specific needs of our communities will be achieved through three parallel efforts on which Douglas County has been focused for the past six months:

- **Governance** – Every Colorado County is required to deliver standardized public health services. Today, 49 of the 64 counties in Colorado have already chosen a single county board of health model. We join those counties in doing so because the unique needs of our citizens and our size at 357,000 demand it.
- **Continuity of Core Services** – Public health services in Douglas County are budgeted and planned for the remainder of 2021 with the existing Tri-County Health Department (TCHD). Our plan is to continue service delivery through an intergovernmental agreement with TCHD – the timeline currently under negotiation.
- **Understanding the unique public health needs of Douglas County** – Douglas County is undertaking what is required to identify – through a public process – the unique public health needs of our communities through the implementation of a [Community Health Assessment](#) and a Public Health Improvement Plan, both requirements of state law for all public health agencies. [A live town hall will be hosted by Douglas County on Sept. 28 at 6:30 p.m.](#) focused on “The Future of Public Health Services in Douglas County.” Community meetings will be held throughout Douglas County the week of Oct. 4.

The following **five individuals** were [appointed](#) to the County’s new BOH:

- [Dr. Linda Fielding](#), a resident of Douglas County, Director of Nuclear Medicine for Denver Health Medical Center, and Associate Professor of Radiology at the University of Colorado Medical School. (term expires 1/23)
- [Kim Muramoto](#), a resident of Douglas County, Muramoto is a master’s prepared, licensed Colorado registered nurse with a background in emergency, critical care, trauma, flight nursing, injury prevention, and outreach. She has developed and sustained programs that address substance abuse, suicide, mental health and injury prevention. (term expires 1/24)



- **Doug Benevento** served as the Deputy Administrator of the Environmental Protection Agency, EPA Region 8 Administrator, and as Executive Director of the Colorado Department of Public Health and Environment (CDPHE). He was recognized by Chambers and Associates as one of the top environmental lawyers in Colorado. (term expires 1/25)
- County Commissioners [Lora Thomas](#) and Commissioner [George Teal](#)



- To ensure the continuity of public health services for Douglas County, an [intergovernmental agreement](#) was approved with TCHD to continue providing public health services through the end of 2022. The [Core Services](#) are established by state statute and are found in Colorado's [Core Public Health Services & Foundational Capabilities](#) (CALPHO). This was followed by a [Public Health Services Message](#) delivered from the Commissioners to help the public better understand the transition to our own Public Health Department.

- October 8, 2021 was the **first Board of Health's meeting** where a [Public Health Order](#) was unanimously adopted to Opt-Out of the Tri-County Health Department's Public Health Order and allow exemptions from facial coverings and preventing quarantining of asymptomatic individuals allowing parents to opt their children out of wearing a mask if they felt that covering their faces was doing them more harm than good. The **Douglas County School District responded with a federal lawsuit** claiming on behalf of nine students with disabilities that a lack of universal masking and the easing of quarantine protocols in its schools put those students who are at high risk for severe disease, should they catch COVID-19, in unnecessary danger and the mask exemption violated the students' rights under the federal Americans With Disabilities Act, which guarantees equal access to education for everyone.



- **Statement from the Douglas County Board of Health in response to the Oct. 26 ruling by U.S. District Judge regarding the Board's recent public health order:** We respectfully disagree with the court's decision to issue a temporary restraining order. We remain confident that when we have more time to make a full case, we will be able to demonstrate that the Douglas County Board of Health struck the proper balance of public health protection and parental involvement in health care decisions for their children. Our Order allowed the school district to continue its mask mandate even though the Colorado Department of Public Health and Environment lifted its statewide mask mandate for students in July. We would continue to encourage the Douglas County Board of Education to make partners of all parents in decisions that fundamentally impact their children."

- On November 1, Tri-County Health withdrew their service of COVID-19 Protection Services to our citizens. Douglas County Health Department became responsible for providing COVID-19 Protection Services to our citizens starting November 22, 2021. These services include COVID-19 vaccinations, testing, disease control, and disease surveillance. On November 10, Douglas County partnered with [Jogan Health Solutions](#) to provide [case investigation, contact tracing, and outbreak investigation](#) with the oversight and guidance of the Colorado Department of Public Health and Environment.



- The [Public Health Order](#) was [amended on November 12](#) regarding face coverings and quarantine requirements with the exception that the Board of Health cannot enforce the public health order against the Douglas County School District, therefore it does not apply to schools or other educational facilities that are owned, operated, or controlled by the Douglas County School District.

- Three virtual meetings took place; “[Let’s talk about the top three public health priorities in Douglas County](#)“. Experts discussed topics and gathered additional community feedback:
 - Monday, Dec. 6: [Injury Prevention](#)
 - Tuesday, Dec. 7: [Management and Prevention of Disease](#)
 - Wednesday, Dec. 8: [Behavioral Health](#)
- In preparation for the full stand up of the Douglas County Health Department (DCHD) staff has:
 - Posted an RFI for nursing, nutrition, and some community health promotion services
 - Started analyzing office space
 - Provided media support for the COVID transition
 - Developed a Community Support Guide
 - Is working to understand the PERA retirement plan liability
 - Hired CPS recruiting firm leading to the appointment of Public Health Director

