

CLEAR CREEK BOARD OF COUNTY COMMISSIONERS

MEETING AGENDA

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**Clear Creek County Board Of County Commissioners**

**Special Meeting**

**405 Argentine Street, Georgetown, CO 80444**

**February 24, 2026**

**11:00 AM**

**BOARD OF COUNTY COMMISSIONERS REGULAR SESSION**

1. Meeting Called To Order
2. Public Comment – (Members Of The Audience Have Three Minutes To Present A Matter Of Concern To The Board. No Official Action May Be Taken At This Time.)

**BOARD OF COUNTY COMMISSIONERS ACTION SESSION**

**3. CONSENT AGENDA**

A. Consideration Of Approval Of Memorandum Of Understanding Between Gateway Partnership For Early Childhood And Clear Creek County

Documents:

[2026-02-24 AGENDA MEMO EEC MEMBERSHIP MOU.PDF](#)  
[2026.2.19 GPEC MOU FINAL CLEAR CREEK.PDF](#)

B. Consideration Of Approval Of Letter From The Board Of County Commissioners To The Colorado Transportation Investment Office

Documents:

[2026-02-19 BOCC RESPONSE LETTER TO CTIO \(DRAFT\).PDF](#)  
[2026-02-24 AGENDA MEMO LETTER TO CTIO.PDF](#)  
[EXHIBIT 1 2024 PPSL COMMENT-CLEARCREEK.PDF](#)  
[EXHIBIT 2 RESO 19-01 WB PPSL 1041 PERMIT.PDF](#)

**BOARD OF COUNTY COMMISSIONERS REGULAR SESSION**

4. Work Session: County Division Goals

A. District 2 Goals (Chair)

B. District 3 Goals

C. District 1 Goals

Documents:

[2026-GOAL-SETTING-WORKSHOP \(2\).PDF](#)  
[BOARD AGENDA MEMO.PDF](#)

5. Adjourn

To Join And Listen To The Meeting, Please Do The Following:

Please click the link below to join the webinar:

**[HTTPS://ZOOM.US/J/167562115](https://zoom.us/j/167562115)**

**Or Telephone:**

Dial (for higher quality, dial a number based on your current location):

US: 669 900 6833 or

346 248 7799 or

253 215 8782

**Webinar ID: 167 562 115**

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Adjourn



# Board Agenda Background

**Date:** 2/24/2026  
**To:** Board of County Commissioners  
**Through:** Colton Rohloff, County Manager  
**From:** Peter A. Lichtman, County Attorney  
**Subject:** Consideration of Approval of Memorandum of Understanding between Gateway Partnership for Early Childhood and Clear Creek County

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## **RECOMMENDATION**

Staff recommends approval of the Memorandum of Understanding between Gateway Partnership for Early Childhood and Clear Creek County.

## **BACKGROUND**

Recently, Clear Creek, Jefferson and Gilpin Counties passed resolutions naming Jefferson County Public Health (“JCPH”) as the region’s Early Childhood Council (“ECC”). JCPH is not formally recognized as the region’s ECC until it submits and receives approval of its application from the Colorado Department of Early Childhood (“CDEC”). The JCPH proposal is for JCPH to operate the ECC as a program within the health department, rather than forming a separate legal entity. That program is called the Gateway Partnership for Early Childhood, and JCPH would serve as the fiscal agent and contracting entity with the State.

## **ANALYSIS**

The MOU being considered by the Board of County Commissioners is a “membership” MOU required as part of the ECC application. State requirements specify that the application include signed MOUs from required and recommended stakeholder representatives (including local governments). These are intended to document each member’s commitment and role in ECC participation and governance.

CDEC has asked that applications be submitted by March 4 so that reviews and contracting can occur in time for a start date of July 1, 2026. The membership MOU is one of the required application components. The purpose of the MOUs from the State’s perspective is to demonstrate that the ECC has the required cross-sector representation and documented member commitment at the time of application.

## **ATTACHMENTS**

1. Draft MOU

## Gateway Partnership for Early Childhood Memorandum of Understanding

This Memorandum of Understanding (“MOU”) is between Gateway Partnership for Early Childhood, (“GPEC” or the “Partnership”) a program of Jefferson County Public Health (“JCPH”), and the undersigned organization (“Member Organization”). This MOU confirms the Member Organization’s participation in the Partnership, the designated Early Childhood Council (“ECC”) for Jefferson, Gilpin, and Clear Creek Counties.

### 1. Purpose

The purpose of this MOU is to describe how the Member Organization will participate in, collaborate, and support the work of the Partnership through service on its Board of Directors (“Board”), as required by Colorado law governing Early Childhood Councils. The Partnership brings together cross-sector organizations and community representatives to improve access, coordination, and quality of early childhood services across the region, consistent with the responsibilities of Early Childhood Councils under Colorado law. The Partnership works to strengthen coordination, alignment, and impact across early childhood programs and services so children and families in the three-county region can thrive.

### 2. Role of Gateway Partnership for Early Childhood

GPEC, as a program of JCPH, serves as the ECC and is responsible for managing ECC operations and administration; meeting all state and contractual requirements; reporting, and accountability; and final decisions related to ECC priorities, plans, and outcomes. JCPH shall serve as the fiscal agent.

### 3. Board Structure and Appointment

The Board will include no fewer than eleven (11) and no more than (16) members. Jefferson, Gilpin and Clear Creek Counties shall each appoint two (2) members. The Board, in partnership with GPEC staff, shall appoint the remaining members to ensure representation of stakeholder groups required under Colorado Early Childhood Council rules and maintain geographic and sector balance across the three-county region.

### 4. Expectations of Member Organizations

By signing this MOU, the Member Organization agrees to:

- Designate appropriate representative(s) who are familiar with the organization’s work and able to participate consistently and meaningfully.
- Attend meetings and planning sessions as reasonably scheduled.
- Come prepared for meetings and review materials in advance when provided.
- Share perspectives and information that improve coordination and alignment across early childhood services.
- Share relevant updates back to their organization or sector when appropriate.
- Participate respectfully and constructively in discussions.
- Support shared accountability for improving outcomes for children and families.
- Recognize and support JCPH’s role as fiscal agent for ECC operations and deliverables.

### 5. Replacement or Change of Designated Representative

The appointing entity retains authority to replace its designated representative by providing written notice to GPEC.

Replacement of members shall follow the process outlined in the GPEC bylaws.

**6. Scope and Limitations**

This MOU does not create a legal partnership, joint venture, or nonprofit governing body.

**7. Confidentiality and Conflicts of Interest**

Board representatives agree to respect confidentiality when sensitive information is shared and to disclose any real or potential conflicts of interest related to ECC funding, contracts, or decisions.

**8. Term and Modification**

This MOU becomes effective when fully executed by the parties and remains in effect for one (1) year unless terminated earlier by either party. The MOU may be renewed or updated by mutual written agreement.

**9. Withdrawal**

Either party may terminate this MOU without cause with thirty (30) days written notice to the other party. Ending participation does not affect responsibilities or actions that occurred before the withdrawal date.

**10. Non-Discrimination**

All activities under this MOU will comply with applicable federal, state, and local non-discrimination laws and policies.

**11. Signatures**

<p><b>COUNTY OF CLEAR CREEK, COLORADO</b> by and through its Board of County Commissioners</p> <p>By: _____ Rebecca Lloyd, Chair</p> <p>Date: _____</p> <p>Approved as to form and legal sufficiency:</p> <p>_____ Peter A. Lichtman County Attorney</p>	<p><b>Gateway Partnership for Early Childhood, Jefferson County Public Health</b></p> <p>By: _____ Dr. Sarah Story, Executive Director</p> <p>Date: _____</p>
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# Clear Creek County

POST OFFICE BOX 2000  
GEORGETOWN, COLORADO 80444

TELEPHONE: (303) 569-3251 • (303) 679-2300

February 24, 2026

Piper Darlington, Director  
Colorado Transportation Investment Office  
2829 W. Howard Place  
Denver, CO 80204

Sent Via E-Mail: [piper.darlington@state.co.us](mailto:piper.darlington@state.co.us)

Re: CTIO Letter Dated November 19, 2025

Dear Mx. Darlington:

Thank you for your letter dated November 19, 2025. While the Clear Creek County Board of County Commissioners (“Board”) appreciates the concerns you raised in your letter, the Board respectfully disagrees with CTIO’s assertions, as explained in more detail below. These issues notwithstanding, the County would like to focus on ensuring that CTIO, CDOT, and Clear Creek County work through all permitting compliance issues together through the Context Sensitive Solutions (“CSS”) process to ensure CDOT’s compliance with Resolution 25-46 (the “1041 Permit”).

First, the Board does not agree that “it is not possible” for CTIO to use anything but the term “Express Lanes” on signage or in its branding for the Peak Period Shoulder Lanes (the “PPSLs”). CTIO has not demonstrated that the Manual on Uniform Traffic Control Devices (“MUTCD”) “requires” signage and branding that designates the PPSLs exclusively as “Express Lanes.” The MUTCD notes that when part-time travel on a shoulder is limited to certain classes of vehicles, the signage is *similar to* the signage for priced lanes. This guidance is not a mandate for “Express Lane” signage, nor does it mandate a certain manner of branding of the PPSLs.

Second, this Board does not agree with the apparent CTIO position that it may simply change the operational limits of the PPSLs without any further County approval. As we noted in our letter dated September 18, 2024, attached for your convenience, CDOT was required to apply for the 1041 Permit because without the recent approval, the proposed expanded use of the PPSLs would violate the previously-approved 1041 permit approved by Resolution 19-01, also attached.

The County notes that the appeal period for the Board’s final decision in Resolution 25-46 to conditionally approve the 1041 Permit expired on June 24, 2025. The County declines to revisit its decision and will not waive CDOT or CTIO’s compliance with each of the conditions of approval stated therein, including Condition #9 and Condition #2.

“Honoring Our Past, While Designing Our Future”

The CSS process adopted by CDOT for the I-70 mountain corridor is specifically required by Condition #2 but is also required for *any* action related to I-70, including the implementation of each of the other 1041 Permit requirements. The County looks forward to collaborating with CTIO and CDOT within that process to ensure that CTIO is compliance with all conditions of approval in Resolution 25-46 and to ensure CDOT's project may continue as contemplated under the 1041 permit.

Please contact the Board at your earliest convenience to initiate the CSS process. Our continued partnership is critical for both CDOT and Clear Creek County to achieve our individual and shared goals.

Sincerely,

**CLEAR CREEK COUNTY  
BOARD OF COUNTY COMMISSIONERS**

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Rebecca Lloyd, Chair

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Jodie Hartman-Ball, Commissioner

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George Marlin, Commissioner

- Encls. 1. Correspondence to CDOT dated September 18, 2024  
2. Resolution 19-01



# Board Agenda Background

**Date:** 2/24/2026  
**To:** Board of County Commissioners  
**Through:** Colton Rohloff, County Manager  
**From:** Peter A. Lichtman, County Attorney  
**Subject:** Consideration of Approval of Letter from the Board of County Commissioners to the Colorado Transportation Investment Office

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## **RECOMMENDATION**

Staff recommends approval of the Letter from the Board of County Commissioners to the Colorado Transportation Investment Office ("CTIO").

## **BACKGROUND**

CTIO is an independent, government-owned business within the Colorado Department of Transportation ("CDOT") overseen by a separate board of directors that includes external stakeholders from four geographic regions appointed by the Governor.

At the end of November, the Director of CTIO sent the Board correspondence related to the 1041 Permit the Board conditionally approved through adoption of Resolution 25-46. The assertions made in the correspondence from CTIO are not in alignment with the Board's interpretation of the conditions it established in the 1041 Permit. Therefore, to elucidate for CTIO the conditions of the 1041 Permit, and to promote cooperation and partnership, the Board directed staff to draft a proposed letter for it to consider sending to CTIO in response to CTIO's correspondence.

## **ANALYSIS**

The draft letter respectfully addresses the most notable comments in CTIO's November correspondence and invites CTIO to initiate the Context Sensitive Solutions process to work through all permitting compliance to ensure CDOT's compliance with the 1041 Permit.

## **ATTACHMENTS**

1. Draft Letter
2. Letter to CDOT dated September 18, 2024
3. Resolution 19-01



September 18, 2024

Piper Darlington  
Director Colorado Transportation Investment Office (CTIO)  
2829 W. Howard Place  
Denver CO 80204

Dear Director Darlington,

We are writing today regarding the recent CTIO request to modify the operating hours and days of the I-70 Peak Period Shoulder Lanes (PPSLs)/Mountain Express Lanes (MEXLs) in Clear Creek County. We will refer to them here as the PPSLs to avoid confusing them with the very different Floyd Hill Managed Lanes currently under construction, also referred to as MEXLs in CDOT reports. We are writing to comment on your presentations to our county transportation team and the I-70 Coalition Board last week, and to inform our upcoming Oct. 1 meeting with CTIO.

As you know, the 2011 I-70 Mountain Corridor Record of Decision (ROD) and Programmatic Environmental Impact Statement (PEIS) firmly established the use of the Contact Sensitive Solutions (CSS) process in our corridor, which has since guided us successfully through our state and federal transportation projects.

On our county office wall hangs a 2017 Environmental Excellence Award from FHWA for excellence in CSS Collaboration for the Eastbound PPSL, of which we remain quite proud. It praises CDOT, FHWA and our local jurisdictions for finding common ground and agreeing to enhance mobility while respecting our environment and communities.

Those historic agreements were memorialized in a series of project documents, including an Amended and Restated Memorandum of Understanding (MOU), I-70 WB Peak Period Shoulder Lane Business Rules, Concept of Operations Report for the WB I-70 PPSL Categorical Exclusion, and the WB I-70 Peak Period Shoulder Lane Assurances Letter to Clear Creek County, all of which are ultimately referenced in the County's 1041 permits, Resolution 19-01, which allowed the projects to proceed. The 1041 permit specifically states that CDOT "shall continuously operate the Project in compliance with the operational limits set forth in the paragraph d of the Amended and Restated MOU, the Categorical Exclusion, and the I-70 WB Peak Period Shoulder lane business Rules."

These operational limits in paragraph d of the MOU are explicitly stated as such:

1. The Toll Facility shall not operate on more than 100 days per year (including holidays), or operate in excess of 1,168 hours per year in the eastbound direction

2. The Toll Facility shall not operate on more than 125 days of operation (including holidays), or operate in excess of 965 hours per year in the westbound direction.
3. The Toll Facility shall cease operation by the year 2035 unless modified by a different project, which may or may not be a part of the Corridor's long-term solution.

Further, The MOU states:

"Any proposed changes to the operating limitations of the Toll Facility or to this agreement will be in accordance with the 2011 I-70 Mountain Corridor Record of Decision.

The CDOT and the HPTE agree that if the above operational limitations are not met, the Division (FHWA) has the right to revoke the design variances allowed for the Project and require all Federal funds be repaid in full. If the above-mentioned limitations are not met, the Division has the right to require CDOT to restore the cross section and right side break down shoulder to a pre-Project condition."

The Assurances Letter states:

"Any proposed changes to the operating limitations of the EB PPSL and WB PPSL, or to the Memorandum of Understanding between CDOT, HPTE, and FHWA will be in accordance with the 2011 ROD;" and

"The most recent Concept of Operations (dated October 19, 2018) documents the assumptions related to operating hours, allowable vehicles, etc. The MOU includes language requiring any changes to be in accordance with the 2011 ROD, which requires a Context Sensitive Solutions process for any changes proposed"

The Concept of Operations October 19, 2018, WB I-70 PPSL Categorical Exclusion states:

"The lane will be opened for operation during peak traffic periods, which are Friday afternoons, Saturday mornings, and Sunday mornings during winter and summer." Specifically citing the following operational limitations:

- Friday: Noon – 8 PM Winter; 10 AM – 8 PM Summer
- Saturday and Sunday: 6 AM – 1 PM Winter; 7 AM – 2 PM Summer

And in fact, the Concept of Operations agreement specifically contemplated the usage of PPSL in addition to the core operations above, recommending that the PPSL be implemented on an as needed basis during the following periods: Fall Weekends, Holidays and Holiday Weeks, Spring Break, for Special Events, or for Construction or

Emergency Operations. The request being made by CTIO goes beyond the operational limits and does not fit into any of the additional usage exceptions above.

Among the stipulations and conditions of the 1041 permits is that any application to modify the underlying agreements requires that the permits be amended or reissued under a new application, and that in either case that action shall be in accordance with the County's 1041 Regulations and must be the result of a CSS process in accordance with the 2011 ROD to achieve permit approval. Please also see condition #9 and #10 of the WB PPSL 1041 permit, stating that the approval of the 1041 permit was based on the specific historic agreements/documents noted above.

The County is not in opposition to such a modification if it is not detrimental to our county, logically and technically well supported for its stated purpose, and follows the process requirements both legally prescribed and logically necessary to ensure those two outcomes. The process must use CSS, be inclusive of the county and other stakeholders, and defer to the authority of the permit. Our current reaction to the CTIO presentation and request is that it has yet to achieve those standards. Following are first blush comments based on the information we have received to date:

**The most recent request by CTIO to the County contains the following:**

1. To expand operating hours:
  - a. EB-PPSL – From **1,168** hours to **1,550** hours
  - b. WB-PPSL – From **965** hours to **1,509** hours
  
2. **To eliminate allowable days as a limiting factor** in PPSL operations. The current days of operations allowed are:
  - a. EB-PPSL – 100 days (CTIO projected need = 207 days)
  - b. WB-PPSL – 125 days (CTIO projected need = 237 days)

In addition, while not part of CTIO's primary request, its presentation recommended soon revisiting the 2035 end date for the project, "because that date is coming up fast", in order to extend the life of the project beyond that time. Pursuant to the 1041 permit, extending the PPSL project operation beyond 2035 requires an amendment to the permit or application for a new 1041 permit.

**CTIO justifications for request and County responses**

1. **Hours Limit:** CTIO counted all of the hours when the traffic count exceeded the CTIO trigger volume to justify opening the lane. That trigger is 2,000 per hour EB and 1,500 per hour WB. Our initial comments:
  - a. *Those triggers appear nowhere in our documents and are being left to CTIO discretion.*
  - b. *A common standard is for 2,000 vehicles per hour to be considered "congested" for **one** lane. To give this meaning, to open the Westbound PPSL lane, CTIO states that it uses a volume of 1,500 vehicles per hour,*

*equaling 750 vehicles per lane per hour in the two standard lanes, which equates to one vehicle every 4.8 seconds in those lanes. Travelling at 65 mph (95 feet per second), that gives us a separation distance of 457 feet (1.5 football fields or 23 car lengths) between vehicles. Although that is an unrealistically even distribution of vehicles, it is also a very stark departure from “congested”. We presume that the trigger is therefore used to preempt gridlock by opening before the problem arises. But when applied to only a few hours on a given day, that volume does not remotely constitute congestion either for those hours, or for the day.*

- c. CTIO stated that the traffic counters used were located near the Veterans Memorial Tunnels (VMT), as opposed to the Eisenhower Johnson Memorial Tunnels (EJMT), previously used for reporting. The VMT location reports much higher volumes than EJMT, and we believe captures local school, work and other short-trip, round-trip commuting traffic during the morning and afternoon hours. We believe it may distort congestion perception, and therefore need more precise data from both locations.*
- d. The underlying data was not provided to show how many of those hours are of short duration, such as only 1-3 hours at a time, when that duration may not constitute justification to open the lanes. In summary, we need 365 day/24-hour data to evaluate the request.*

2. **Days Limit:** CTIO stated that managing for both days and hours was too unwieldy and difficult. CTIO cited that looking at the current days when the triggering traffic count was met, it would need 237 days WB (up from 125), and 207 days EB (up from 100). CTIO promised that it would never use the lanes 24/7.

- a. If CTIO is already suggesting extending beyond 2035, and using 65% of the days now, it is venturing into to a territory that will not be 24/7, but in time can become 7 days a week. If the lane is only closed when we are asleep and on a few shoulder season days, it is a de-facto full-time highway, delivered in an unsafe design and without proper mitigation. We need further discussion, and to know the FHWA definition of “full-time”. What is the safety standard? What is the community impact standard?*
- b. When asked, CTIO did not know how many of those days had only 1-3 hours at its trigger levels of volume. In summary, we need 365 day/24-hour data to evaluate this request.*
- c. In addition, CDOT staff attending the presentation said a cost-benefit analysis was needed to determine the minimum number of hours that would justify the cost of opening. This is material information that we also need to evaluate the request.*

3. **Safety:** CTIO provided crash counts showing no appreciable difference between when the PPSL is opened or closed. CTIO asserted that it means opening the PPSL's is not a safety compromise, because it does not make the highway less safe. Our initial comments:

- a. *While that can be rationalized, it's also true that the comparison is between two modes of operation on the same substandard, non-FHWA-compliant design. It does not compare to a compliant 2 or 3 lane design with full 8'-12' right-hand shoulders, left hand shoulders and shy distances.*
  - b. *Both CDOT and FHWA asserted throughout the projects' CSS design processes that they were less safe than FHWA-compliant designs and used that logic as justification to press for more width. Which assertion is true?*
  - c. *The current CTIO assertion does not take into consideration that safety involves more than crash data, and that when the lanes are in operation during congested times, emergency response on the highway is delayed because there is not even a shoulder on which an emergency vehicle can make progress.*
  - d. *One may also infer that if the data shows that opening the lane is neither a safety improvement nor a safety compromise, it is therefore inconclusive.*
4. **Environmental Impacts:** CTIO stated that no additional analysis was required under the CATEX documents, and that the 1041 permits did not require annual noise monitoring.
- a. *The PPSLs were delivered as CATEX projects because they were for temporary, part time and most importantly restricted use, and as such did not require mitigation. This project would never have been approved by local jurisdictions as a long-term solution with which we would be saddled for decades.*
  - b. *Among those mitigations forgone were reasonable aesthetic standards, in order to save those investments for long-term solutions. In effect, we sacrificed quality in the short term, trusting our partners to respect a long-range vision for the quality of our future conditions. This project would never have been approved by local jurisdictions as a long-term solution with which we would be saddled for decades.*

**Other Presentation Representations By CTIO:**

- 1. **FHWA Approval:** CTIO stated that it had been working on this request for 6 months before coming to us and had already received "Agreement in principle with FHWA staff on the changes to the MOU."
  - a. *Conditions #9 and #10 of the WB 1041 permit states that any amendment to the permit, or new permit, shall be in accordance with the County's 1041 Regulations and must be the result of a CSS process in accordance with the 2011 ROD. To have sought FHWA approval in advance is the opposite of a CSS process. FHWA would have been but one stakeholder in the process.*
  - b. *We have heard nothing from FHWA and don't know the level of formality of its approval, nor the depth of its process to determine it. In any case, if it*

*was determined without County involvement, it was not a CSS process.*

2. **Legality:** CTIO stated that it had already consulted with the Attorney General's office and had determined that this change would not require a new 1041 permit.
  - a. *Condition #9 and #10 of the WB 1041 permit states that any amendment to the permit, or new permit, shall be in accordance with the County's 1041 Regulations and must be the result of a CSS process in accordance with the 2011 ROD. To have sought a legal opinion disallowing County 1041 authority before contacting the County is the opposite of CSS and suggests an intent to circumvent the 1041 requirement.*
  - b. *The County's legal counsel believes differently than the AG office, that in fact 1041 amendments or reissuance(s) are required for this request to change the operational limitations of the PPSL.*
  
3. **Seeking Corridor Support:** CTIO told the I-70 Coalition on Wednesday, 9/11/24 that CTIO would be seeking letters of support from the Coalition and its members. CTIO stated it would make that request within the month.
  - a. *Condition #9 of the WB 1041 permit that any amendment to the permit, or new permit must follow a CSS process to achieve approval of that change. To have sought individual stakeholder approval in advance of a more transparent and inclusive outreach is the opposite of CSS process.*

## **Summary**

In our meeting between CTIO and our County transportation team on Monday, 9/9/24, we requested the full underlying data for the cited days of congestion supporting the snapshots and graph summaries provided in the CTIO presentation. CTIO stated that it would provide that data for us to study, but we have not received it. This is our written request asking again for that information.

We also believe that the need to fast-track this decision is not warranted and hold that the CSS process we require must be followed. The calendar year for PPSL days is just now about to roll over, which means CTIO will soon have its full annual allotment of hours and days for the PPSLs under the current permit. That should allow time to follow the prescribed CSS process.

Thanks again for CTIO material to date. We look forward to receiving more, and to meeting with CTIO on Tuesday, October 1. We think it would be constructive at that meeting to first resolve our differences of opinion about whether a new or amended 1041 permit is required to process the CTIO request.

Regards,

CLEAR CREEK BOARD OF COUNTY COMMISSIONERS



George Marlin, Chair



Randall Wheelock, Commissioner



Mitch Houston, Commissioner

CC: Margaret Bowes, Ryan Hyland (I-70 Coalition)  
Abbie Modafferri, Greg Hall, (Collaborative Effort)  
Chuck Harmon, Andy Marsh (Idaho Springs)  
Sean Cutting (FHWA)  
Speaker Julie McCluskie  
Senator Dylan Roberts  
Representative Judy Amabile  
Congressman Joe Neguse



**BOARD OF COUNTY COMMISSIONERS**  
**RESOLUTION #19-01**

**AREAS AND ACTIVITIES OF STATE INTEREST CASE #SI2018-0002  
CONCERNING THE SITE SELECTION OF ARTERIAL HIGHWAYS AND INTERCHANGES AND  
COLLECTOR HIGHWAYS  
LOCATED IN THE UNINCORPORATED PORTIONS OF THE I-70 RIGHT-OF-WAY  
BETWEEN MILEPOST 232 AND MILEPOST 243**

WHEREAS, CRS 24-65.1-101(2)(b) provides that: "Local governments shall be encouraged to designate areas and activities of state interest and, after such designation, shall administer such areas and activities of state interest and promulgate guidelines for the administration thereof"; and

WHEREAS, the Clear Creek County Board of Commissioners has adopted regulations as per Resolution #06-92, pertaining to Review for Areas and Activities of State Interest pursuant to specified procedures including proper public notice; and

WHEREAS, the Colorado Department of Transportation (CDOT), applicant, has applied for a 1041 Permit for site selection of arterial highways and interchanges and collector highways [*Guidelines and Regulations for Matters of State Interest, Chpt 1(D)(2)(a)(iv)*] to add a peak period shoulder lane (PPSL) and associated signage between approximately milepost 232 and milepost 243, in the westbound direction, in order to provide westbound operational improvements to relieve traffic congestion during peak periods when westbound traffic volumes are highest ("Project"); and

WHEREAS, the Project is the construction and operation of a temporary operational improvement on I-70 that is not intended to be used beyond the year 2035 as provided the Amended and Restated Memorandum of Understanding (MOU) by and between the Federal Highway Administration, United States Department of Transportation (Division), Colorado Department of Transportation (CDOT) and Colorado High Performance Transportation Enterprise (HPTE), pending execution (Amended and Restated MOU), a copy of which is attached hereto identified as "Appendix A"; and

WHEREAS, the Project includes the specific operational limitations set forth in the Amended and Restated MOU, paragraph d; and

WHEREAS, the Board of County Commissioners, pursuant to public notice published 12 December 2018, held a public hearing at their regularly scheduled meeting on 22 January 2019, and continued to 5 February 2019, to consider the request for a 1041 Permit for the site selection of arterial highways and interchanges and collector highways.

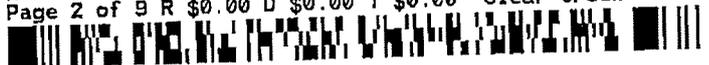
NOW, THEREFORE, based upon the application and the other evidence presented at the hearing, the Board of County Commissioners finds the following facts:

**FINDINGS OF FACT**

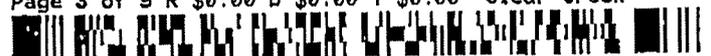
1. The proposal has shown it has obtained all necessary property rights, permits, and approvals. To assure that the proposal operates with all of the necessary rights, permits and approvals throughout its life, and to assure that the proposal ceases to exist when corresponding permits and approval cease to exist, Conditions #1, 2, 3, 4, 9, and 10 are necessary.
2. The applicant has the necessary expertise and financial capability to develop and operate the project consistent with all requirements and conditions.



3. The project is technically and financially feasible. Condition #11 is necessary to assure that this criterion is met throughout the life of the proposal.
4. The project will not impair property rights held by others.
5. The project will not have an adverse effect on the capability of local governments affected by the Project to provide services, or exceed the reasonable capacity of service delivery systems and public utilities as long as Condition #6 is implemented to provide the County the information necessary for the County to be prepared for the applicant's traffic management operations and incident management process.
6. The project will not create a financial burden on existing or future residents of the County. Condition #11 is necessary to assure that this criterion is met throughout the life of the proposal.
7. The benefits accruing to the County and its citizens from the Project outweigh the losses of any natural, agricultural, recreational, grazing, commercial or industrial resources within the County, or the losses of opportunities to develop such resources.
8. The project will not significantly degrade any current or foreseeable future sector of the local economy as long as Condition #6 is implemented to provide the County the information necessary for the County to be prepared for the applicant's traffic management operations and incident management process.
9. The project will not have a significant adverse effect on the quality or quantity of recreational opportunities and experience.
10. The project is consistent with local, regional, and state master and comprehensive plans including the County endorsed I-70 Mountain corridor environmental Impact Statement Preferred Alternative, and will not have a significant adverse effect on desired local and community land use patterns.
11. The project avoids areas subject to natural hazards.
12. It is reasonably anticipated that the project will not significantly degrade air quality. However, air quality was not measured in the proposal area, therefore, in order to assure that this finding remains throughout the life of the project, Condition #5(c) is necessary.
13. It is reasonably anticipated that the project will not increase water pollution levels in violation of applicable federal, state, and local surface water and groundwater quality control standards, will not result in a net loss of wetland values and functions, will not significantly degrade terrestrial or aquatic life or its habitats, and will not significantly degrade terrestrial plant life or plant habitat if constructed and operated in a manner designed to mitigate effects, after construction and operation, on water quality. To assure that this finding remains the case for the life of the project Condition #5(a) is necessary.
14. The project will avoid significant adverse impact on critical wildlife habitat.
15. The project does not degrade areas of paleontological, historic, or archaeological importance and will have no adverse impact on cultural resources.
16. The project will not degrade soils or geologic conditions.
17. The planning, design and operation of the project reflects principles of resource conservation, energy efficiency and recycling, and does not degrade existing visual quality.
18. Xeriscaping concepts and water conservation has been demonstrated for landscaping and the project meets the standards of the County's Best Management practices for control of stormwater runoff. Plant species that the County has determined are invasive, noxious, or otherwise a nuisance are prohibited. To assure noxious weeds are not used or brought into the County by this proposal, Condition #7 is necessary to be implemented.
19. The project will not cause a nuisance and will not result in an unreasonable risk of releases of hazardous materials as long as Condition #6 and Condition #12 is implemented to provide the County the information necessary for the County to be prepared for the applicant's traffic management operations, and incident management process.
20. The project does not impede or interfere with existing mining operations, nor is there an



- adverse impact on mineral resources in the County.
21. Adequate legal and physical access has been demonstrated.
  22. The project is located so that local traffic needs are met and will preserve at grade access from locally-maintained roads.
  23. The project is located in a corridor for which a clear and reasonable local and regional need for such facility has been demonstrated.
  24. Reasonable alternative modes of transportation have been incorporated into the proposal. To assure this finding; condition # 8 is necessary.
  25. The proposed location and access limitation of the Project will not permanently isolate community neighborhoods from public facilities.
  26. The proposed location and access limitations will not permanently restrict access via other roadways, mass transit facilities, pedestrian walkways, and bikeways to local commercial services, business, and employment centers, and public facilities.
  27. The project does not create safety hazards to motorists, pedestrians, or bicyclists by causing or contributing to overuse, improper use, or congestions, or cause unnecessary diversion or regional traffic onto local roadways or inappropriate or inadequate connections to pedestrian and bicycle routes.
  28. The project is located so as to complement the compact and efficient extension of planned public services, utilities, urban-density commercial and residential development, and development in general to full-service communities.
  29. The project will adhere to the plan, process, procedure, and requirements of the State of Colorado and the Federal Highway Administration and such construction, expansion, or modification will be included in the Denver Metropolitan Regional Transportation Plan.
  30. The benefits of the Project outweigh the social, fiscal, and environmental impact and the loss of any scenic, historical, archeological, or natural resources rendered unavailable as a result of the location of the Project if the conditions are met continuously while the Project is constructed and operated.
  31. The use of the Project will not increase air pollution levels beyond applicable federal or state ambient air standards and will conform to the vehicle emissions budget of the State Implementation Plan.
  32. Noise levels caused by the Project (that is, while the peak period shoulder lane is being used) reasonably are predicted to not exceed 55 decibels as measured by a 24-hour Equivalent Sound Level metric at any residence, noise-sensitive public facilities such as schools, museums, courts, libraries, etc., or other noise-sensitive location, recognizing, however, that CDOT did not evaluate noise aspects of the Project because it is partly federally funded and does not qualify for design to meet noise goals or standards under FHWA standards. Because noise impacts show that noise already exceeds this criterion, it is necessary for noise monitoring to occur to assure that this condition will be met for the life of the proposal. Therefore, Condition #5(b) that requires noise monitoring is necessary.
  33. Visual Quality/Scenic Resources
    - a. The Project will be designed to avoid or minimize visual impacts, including views of the highway or interchange from residential areas, and to blend into the surroundings. Interchanges will be attractively landscaped with natural species suitable for the elevation and climate of the immediate area, and will identify major gateways in the County that are identified in the Clear Creek County 2017 Community Master Plan.
    - b. Further, the Project shall be designed to minimize the alteration of significant natural landforms and to preserve, wherever practical, distinctive natural features. Placement of interchanges and alignments of arterial and collector highways shall respect the existing contours of the land and the natural environment.



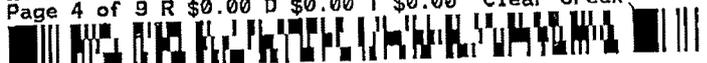
34. Alternatives

The Project is justified in relation to other possible expansion and modification alternatives and not solely in relation to the no-build alternative of no expansion or modification.

NOW, THEREFORE, BE IT RESOLVED that the Board of County Commissioners hereby **APPROVES** Activities and Areas of State Interest Case #SI2018-0002 for a 1041 Permit to construct and operate a temporary operational improvement on I-70 subject to CDOT complying with the following conditions:

**STIPULATIONS AND CONDITIONS**

1. The Project shall cease operation no later than the end of year 2035. Nothing herein bars CDOT from applying for an amendment to this permit or a new 1041 or other permit, as applicable, to extend the period of this Permit. An application for a new 1041 Permit or to amend this 1041 Permit, as appropriate, shall be considered by the Permit Authority in conformance with the County's 1041 Regulations.
2. CDOT (including HPTE) shall continuously operate the Project in compliance with the operational limitations set forth in paragraph d of the Amended and Restated MOU, the Categorical Exclusion, and the I-70 WB Peak Period Shoulder Lane Business Rules, as of the date of the approval of this Permit.
3. The Amended and Restated MOU refers to the "corridor" when agreeing to collect data in order to provide a view of total performance of it. The corridor is defined as that portion of I-70 located within Clear Creek County.
4. CDOT shall provide the County (in care of the Planning Department) the certification, and the performance data underlying it, that it provides FHWA pursuant to paragraph b of the Amended and Restated MOU at the time it provides it to FHWA.
5. Environmental Conditions  
CDOT will track and document its implementation of all environmental mitigation commitments found in Table 7 of the Project's Categorical Exclusion. These commitments were identified in conjunction with Clear Creek County representatives and other various stakeholders during the Project's development.
  - a. Water Quality  
CDOT shall measure and track the performance of all permanent sediment control BMP structures installed for this Project by measuring and tracking the amount of sediment/debris being captured by each structure and report such data to Clear Creek County annually by June 15 of each year.
  - b. Noise  
Noise monitoring shall continue, at all of the locations required by the Eastbound PPSL Project (BOCC Resolution #14-044) and additional monitoring shall occur at the Dumont schoolhouse (a community center for D-L-D area). To maintain consistency in reporting at these monitoring locations, the locations shall not be changed. All monitoring, including that monitoring required by the Eastbound PPSL Project, shall conform to the following. The first monitoring shall occur before construction begins. After construction is complete and operations begin, an additional three (3)-year monitoring shall occur at said locations,

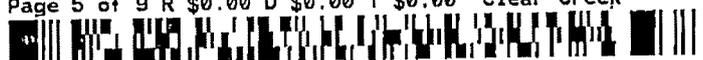


and then monitoring shall occur every five (5) years unless perceptible increases (4dbA) are seen at half or more of the locations during the initial three (3) years.

Noise shall be measured by a 24-hour Equivalent Sound Level metric or as otherwise approved by the Community Development Director. After construction, CDOT will measure noise during both off-peak traffic periods and peak traffic periods (when the Project is open to traffic) and twice per year; once during the busy periods of the ski season and once during the busy periods of the summer season.

CDOT shall report such data to the Clear Creek County Planning Department annually by June 15 of each year.

- c. CDOT will provide two (2) air monitoring stations to Clear Creek County to be placed at locations specified by the County. The County will be responsible for collecting data and shall provide said data to CDOT by June 15 of each year.
  - d. Review  
CDOT will report all of the data collected regarding the environmental mitigation commitments, and all other environmental data collected in the Project area to the Clear Creek County Planning Department by June 15 of each year. The data will be reviewed by the 1041 Permit Administrator and a report will be provided to the Permit Authority. If the Administrator determines a public hearing with the Permit Authority is appropriate to evaluate the data and compliance with this Permit, or if the Permit Authority requests it, the Permit Authority will schedule one.
6. An Incident Management Plan must be approved by the County Manager after staff review. The Plan shall be submitted for County Staff review and action by the County Manager within two (2) weeks of submittal.
  7. The Noxious Weed Management Plan must conform to the County's Noxious Weed Management Plan and be approved by the County Manager after staff review. The Plan shall be submitted for County staff review and action by the County Manager within two (2) weeks of submittal.
  8. CDOT shall construct all of the alternative projects as described in the INFRA Grant Application for the I-70 Westbound Peak Period Shoulder Lane, or as otherwise agreed to by Clear Creek County and in the approved Clear Creek County list of Assurances.
  9. At the conclusion of the operation of the PPSL, all signage and visible sign infrastructure shall be removed within six (6) months after the Project ceases. Nothing herein bars CDOT from, at the conclusion of the Project, applying for an amendment to this permit or a new 1041 or other applicable permit to retain some or all of the signs and/or visible sign infrastructure. Any such application must be filed before the deadline for removal and include among responses to other requirements, an evaluation following the CSS process of the safety, mobility and other relevant benefits that could be obtained by preserving such signs and sign infrastructure. An application for a new 1041 Permit or to amend this 1041 Permit, as appropriate, shall be considered by the Permit Authority in conformance with the County's 1041 Regulations.
  10. Consideration and approval of this Permit is based on the following specific submittals;
    - a. 1041 Permit Application Executive Summary (Nov. 12, 2018)
    - b. Final Categorical Exclusions for a) Westbound PPSL (Oct. 29, 2018, signed Nov. 1, 2018),



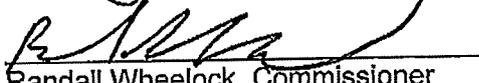
- and b) Fall River Road Bridge (signed Oct. 11, 2018)
  - c. Draft Amended and Restated Memorandum of Understanding (MOU) between FHWA, CDOT, and HPTE
  - d. Final Concept of Operations Report (Oct. 19, 2018)
  - e. I-70 WBPPSL Business Rules (Jan. 30, 2019)
  - f. Final Traffic Incident Management Plan for the I-70 Corridor in Clear Creek County (Aug. 2018)
  - g. Final EBPPSL Traffic Incident Management Plan (Dec. 2015)
  - h. FOR 90% Plans and Specs (Nov. 1, 2018)
  - i. Document of Assurances (as submitted in the application on Nov. 12, 2018)
- Therefore, any change to any of the submittal items, made prior to or after a 1041 Permit approval, which is not specifically acknowledged and approved in advance of such change by the Permit Authority (County Commissioners) will constitute a violation of the permit.

11. The financial report regarding the tolling facility shall be provided in writing to the BOCC at the same time the annual certification report is provided.

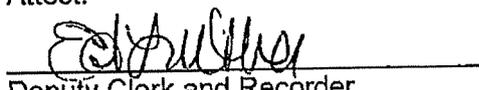
12. Specific water treatment facilities and/or technologies, and repositories for regulated solid waste shall be identified and reported to the Board of County Commissioners prior to start of construction.

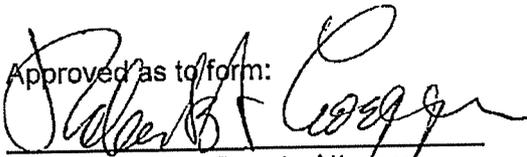
**ADOPTED** this 5<sup>th</sup> day of February, 2019 at a regularly scheduled meeting of the Clear Creek Board of County Commissioners.

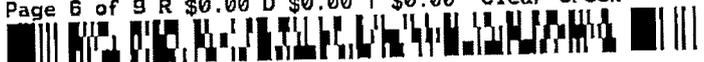
  
 Sean C. Wood, Chairman

  
 Randall Wheelock, Commissioner

  
 George Marlin, Commissioner

Attest:  
  
 Deputy Clerk and Recorder

Approved as to form:  
  
 Robert Loeffler, County Attorney



AMENDMED AND RESTATED  
MEMORANDUM OF UNDERSTANDING (MOU)  
By and between the  
FEDERAL HIGHWAY ADMINISTRATION,  
UNITED STATES DEPARTMENT OF TRANSPORTATION (Division)  
AND  
COLORADO DEPARTMENT OF TRANSPORTATION (CDOT)  
AND  
COLORADO HIGH-PERFORMANCE TRANSPORTATION ENTERPRISE (HPTE)

WHEREAS, CDOT has constructed both the *I-70 Eastbound and Westbound Peak Period Shoulder Lane Projects* (hereinafter referred to as the "Project"); and

WHEREAS, the Division, CDOT and HPTE previously entered into an MOU for the Project on April 22, 2014, and subsequently entered into Amended MOU on September 22, 2017 that allowed for added operation flexibility following the commencement of operations; and

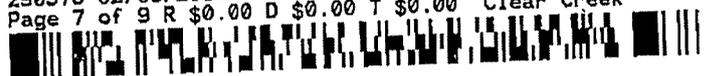
WHEREAS, this Second Amended MOU is intended to supersede and replace the MOU dated September 22, 2017; and

WHEREAS, CDOT and HPTE desire to continue tolling during periods of high traffic volumes on the eastbound inside shoulder from MP 230 to MP 241 and on the westbound inside shoulder from MP 242 to 230.5 (hereinafter collectively referred to as the "Toll Facility"); and

WHEREAS, the Division, CDOT and HPTE recognize the seasonality of the traffic demand experienced by the Toll Facility and therefore agree that for purposes of data collection, operational assessments, performance measures and reviews, the Toll Facility reporting period shall be the twelve month operating year from November 1st to October 31st, inclusive; and

WHEREAS, the following are conditions of the design variance required for the Project:

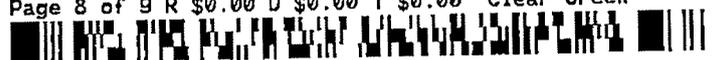
- a. CDOT and HPTE agree to collect sufficient Toll Facility data and adjacent GP Lanes data to provide a complete view of the total corridor performance.
- b. The following data on the Toll Facility and adjacent GP Lanes are to be collected during each operating year to assemble the following performance measures that are based upon the Project's Concept of Operations. The Project's Concept of Operations, recommended performance measures areas follows:
  1. Interstate 70 Travel Time Reliability;
  2. Interstate 70 Traffic Volume and Traffic Type;
  3. Interstate 70 Safety and Crash Data, during operational and non-operational periods including the location of the incident;
    - a. Included as a performance measure will be an evaluation of incidents that occur in the Toll Facility when the Toll Facility is in the closed state; and
    - b. Evaluation of signing and striping related to safety and operations of the facility.
    - c. Outreach to emergency responders for feedback on the safety and operations of the facility.
  4. Incident clearance times (as measured from the time of dispatch of Courtesy Patrol to when all emergency responders have left the scene).



The information provided by the performance measures shall be assembled into a report that provides an assessment of the operating year's performance with recommendations as needed for the upcoming operating year. If needed, as a part of the operating year assessment, CDOT or HPTE will conduct a review of the functionality of the Toll Facility or components of the Toll Facility. The accuracy and findings of the report shall be certified by CDOT and HPTE and submitted to the Division, within two months of the end of the operating year. One certified report shall be sufficient to satisfy the requirements of this paragraph so long as both parties are bound by such certification. CDOT and HPTE agree to provide Clear Creek County (CCC) results of the Project's ongoing assessment as a part of CDOT/CCC Quarterly Coordination Meetings.

- c. CDOT will maintain the striping to ensure the striping remains of high quality for the facility.
- d. CDOT and HPTE agree to limit the use of the Toll Facility according to the following operational limitations:
  1. The Toll Facility operations shall be limited to peak periods of congestion, which based on modeling and historic data, are projected to be on Saturdays and Sundays in the eastbound direction, and Fridays, Saturdays, and Sundays in the westbound direction from December through March, and July through September.
  2. The Toll Facility shall operate during holiday associated traffic and planned special events throughout the year, both which are anticipated to generate a large, concentrated number of return trips from the I-70 Mountain Corridor to the Denver Metropolitan Area.
  3. In order to balance the semi-predictable nature of the I-70 Mountain Corridor traffic peaks with the uncertainties that come from adverse weather and tight geometry, HPTE and the CDOT Transportation Management Center (CTMC) operations center will have the flexibility to determine when congestion levels have risen to a level that warrants opening the Toll Facility. It is anticipated that the Toll Facility will normally be operated between the hours of 6:00am and 8:00pm.
  4. When necessary, the Toll Facility shall be allowed to operate during emergency closures of the general purpose lanes. A toll may not be charged for use of the Toll Facility during emergency closures. If a toll is not charged, these hours of emergency use will not be counted when calculating whether the Toll Facility's annual operational limits set forth in Paragraph 6 below apply.
  5. The Toll Facility operations are weather dependent.
  6. The Toll Facility shall not operate on more than 100 days per year (including holidays), or operate in excess of 1,168 hours per year in the eastbound direction
  7. The Toll Facility shall not operate on more than 125 days of operation (including holidays) or operate in excess of 965 hours per year in the westbound direction.
  8. The Toll Facility shall cease operation by the year 2035 unless modified by a different project, which may or may not be a part of the Corridor's long term solution.
  9. Any proposed changes to the operating limitations of the Toll Facility or to this agreement will be in accordance with the 2011 I-70 Mountain Corridor Record of Decision.

The CDOT and the HPTE agree that if the above operational limitations are not met, the Division has the right to revoke the design variances allowed for the Project and require all Federal funds be repaid in full. If the above mentioned limitations are not met, the Division has the right to require CDOT to restore the cross section and right side break down shoulder to a pre-Project condition.



IN WITNESS THEREOF, the parties hereto have caused this Amended MOU to be duly executed, on the date of the last signature below.

**COLORADO DEPARTMENT OF TRANSPORTATION**

BY: \_\_\_\_\_  
Michael P. Lewis, Executive Director

DATE: \_\_\_\_\_

**COLORADO HIGH PERFORMANCE TRANSPORTATION ENTERPRISE**

BY: \_\_\_\_\_  
David I. Spector, Director

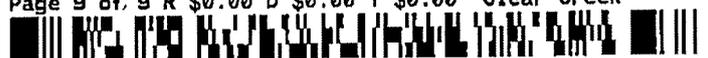
DATE: \_\_\_\_\_

**FEDERAL HIGHWAY ADMINISTRATION  
COLORADO DIVISION**

BY: \_\_\_\_\_  
John M. Cater, Division Administrator

DATE: \_\_\_\_\_

**DRAFT**



# 2026 Goal Setting Workshop

# County Manager's Office

Goal Description	Why the Goal is important?
Identify and implement a sustainable, long-term funding strategy for Charlie's Place	Explore alternative operating and funding models to reduce Charlie's Place's reliance on the General Fund while preserving its role as an essential community institution.
Continue advancing a unified economic development strategy that aligns county, municipal, and regional efforts around shared priorities, implementation pathways, and sustainable revenue outcomes.	Formalize economic strategies, including initiating an industry and commercial identification process to support the development of a targeted tax incentive policy.
Finalize the capital building downsizing process	Reduce the County's unsustainable capital liabilities while making necessary capital improvements to remaining facilities.
Support the Board in developing new revenue source and establish a county self-collection policy and administrative process to ensure effective, timely implementation if needed.	Any authorized excise tax would require County self-collection; therefore, collection systems and administrative processes must be in place prior to placing the tax on the ballot to ensure timely and efficient revenue collection.
Continue to make measurable, documented progress on ADA implementation to ensure compliance	Internal efficiency improvements must still be made to reduce staff time and distribute the workload more evenly across the organization.
County Organization Improvements	Continue to adapt the organization to improve efficiency, reduce redundancy, eliminate silos, and create a leaner, more coordinated operation.
Explore offering County Services to Special District for compensation	Improves overall service consistently across the county by offering economies of scale to smaller metro districts.

# County Public Information Officer

Goal Description	Why the Goal is Important?
All board agendas on agenda center	One stop shop for board info, more transparency
Train more people on website best practices	Gives more people ability to update information

# Clear Creek EMS and CCHAT

Goal Description	Why the Goal is important?
EMS- EMTS 2027 Grant	To maintain an efficient and fully operational fleet
EMS- 3 Full Time Ambulances	Response times matter in time sensitive emergencies
EMS- CAAS Accreditation Progress	Highest standards for organizational performance and clinical quality
EMS- Heart Safe Community	Improving cardiac arrest survival
CCHAT- Staffing Stability	Community Paramedic and Co-Responder Clinician
CCHAT- Quantifying CIHCS relief on EMS	Ambulances in county/less unnecessary transports
CCHAT- Needs/Growth Trajectory	Community needs? Expanded hours? Additional staffing?

# Human Resources

Goal Description	Why the Goal is important?
Develop, adopt, and implement updated and new HR policies, including Paid Parental Leave, Payroll, Safety, Remote Work, Pets in the Workplace, Performance Management (Progressive Discipline), and PTO.	Clear, modern policies ensure legal compliance, consistency, and fairness across the organization while reflecting evolving workforce expectations and operational realities.
Finalize the Paylocity conversion and fully integrate related HR systems, including Employee Navigator, Performance Pro, Payfactors, Predictive Index (PI), Amaze, ClearStar, E-Verify, and Colorado state reporting requirements.	Integrated HR systems improve efficiency, data accuracy, compliance, and employee access to information while reducing administrative burden and payroll risk.
Update performance management processes and provide training to supervisors on progressive discipline, performance tools, and system usage.	Consistent and effective performance management improves accountability, supports employee development, and reduces organizational risk related to inconsistent or unclear supervision practices.
Implement a new Safety Policy, maintain an active Safety Committee with quarterly meetings, and provide safety training to all staff.	A proactive approach to safety reduces workplace injuries, workers' compensation costs, and liability exposure while protecting employee well-being and operational continuity.
Conduct two employee recognition events annually and distribute quarterly recognition packets to all staff.	Intentional recognition improves morale, engagement, and retention, especially during periods of fiscal constraint when other incentives may be limited.
Launch a benefits and wellness awareness campaign that includes quarterly optional benefits meetings, monthly wellness emails, and use of UMR funds to support wellness specialists.	Educated employees are more likely to utilize available benefits, leading to improved well-being, reduced burnout, and better overall workforce sustainability.
Enhance onboarding processes through structured new-hire check-ins and promote cross-training opportunities across departments.	Effective onboarding and cross-training support faster integration, stronger engagement, and greater operational resilience while preserving institutional knowledge.

# Finance

Goal Description	Why the Goal is important?
Bring on new Finance Director and begin 2027 budget process mid summer.	Begin the process of long term stabilization of Finance

# Planning

Goal Description	Why the Goal is important?
Prepare plan and scope for updating County Master plan, including incorporation of state mandated elements (water, strategic growth)	Last update in 2017, state statute requires new elements
Regulatory Updates, Round 1: Targeted changes	Need to reconcile contradictions, clarify ambiguities, address conflicts with state law, include elements required/encouraged by state law (ADU), review and improve processes, etc: Essentially a clean up to improve administration of codes (mostly zoning but also some subdivision)
Regulatory Updates, Round 2: Assess scope for more comprehensive updates, determine capacity needs	Make long-term plan for regulatory fixes needed to improve and streamline processes, explore consolidation and/or removal of zoning districts, update noticing provisions, provide administrative flexibility, clarify application submittal standards, improve definitions, reorganize document in more logical way, etc.
Incorporate other land use regulations into zoning	Steps toward a unified code
Complete and incorporate County Land Access Regs into zoning	Addresses a missing need for access requests across County property
Review and provide suggested updates to 1041 Regulations	Last revised in 2012. New LR planner has the skills and capacity for this.
Prop 123 and SIPA micro grants	State money for housing-related code updates/other department needs
Better understand and explore development of Fiscal Impact Tool	Stated as a goal in Master Plan
Review, identify, and select DLD Subarea Action Plan items	Progress toward goals list in DLD plan

# Building, Code Enforcement, and Building Services

Goal Description	Why the Goal is important?
Ordinance 19 Update	During the inaugural year of the short-term rental ordinance some areas for refinement were identified which will provide clarity regarding enforcement, renewals, administration, refunds, and redefine the appeal process.
Notice of Violation process improvements	Working with the new assistant county attorney opportunities were identified to improve the notice of violation process. These improvements will help manage code enforcement workload and provide additional tools such as stipulations to strengthen code enforcement efforts.
GOVBuilt Phase Two Completion	GOVBuilt is the County's permitting and licensing platform. Phase Two will move the remaining permitting and licensing applications online. Completing this phase will streamline the application process, centralize case and license records, and improve communication between citizens and staff.

# Public Lands

Goal Description	Why the Goal is important?
<p>Review and update public lands-related visitor information, including Clear Creek County website, trails &amp; recreation brochure, kiosks, signs, and maps.</p>	<p><b>2017 Community Master Plan – Policy Framework</b> 4. Identify and protect lands of high ecological value, scenic quality, or historic importance.</p> <p><b>Recreation in the Outdoors Management Plan</b> Educate users on best practices for the coexistence of recreation and conservation; implement destination management approaches.</p>
<p>Develop trailhead management plans for Alvarado Open Space, Floyd Hill Open Space, Game Check Station, Oxbow, Lawson Whitewater Park, Philadelphia Mill Site, and Upper Dumont.</p>	<p><b>2017 Community Master Plan – Policy Framework</b> 7. Consider recreation as an important contributor to residents' quality of life and a part of a balanced regional economy.</p> <p><b>Recreation in the Outdoors Management Plan</b> Prioritize trail and recreation system management and maintenance within available resources and consistent with community needs before expansion or addition of new trails and amenities.</p>
<p>Advertise and fill Open Space Commission vacancies; Encourage Clear Creek County community engagement in Clear Creek County Forum</p>	<p><b>2017 Community Master Plan – Policy Framework</b> 2. Enable and encourage communities within Clear Creek County to actively participate in planning for their future.</p> <p><b>Recreation in the Outdoors Management Plan</b> Adaptive management is an approach to recreation management that balances public input, up to-date data and information, and established management priorities.</p>
<p>Finalize and continue implementation of "Open Space Commission Process Manual" with County Staff and the Clear Creek County Open Space Commission.</p>	<p><b>2017 Community Master Plan – Policy Framework</b> 2. Enable and encourage communities within Clear Creek County to actively participate in planning for their future.</p> <p><b>Recreation in the Outdoors Management Plan</b> The County has been a leader in providing resources for recreation and public lands for decades, most notably through the voter-created Open Space Fund approved in 1999. The ROMP is another of many steps the County has taken to invest in recreation management capacity through staff and a robust community team, the Open Space Commission.</p>
<p>Convene a stakeholder group to address Guanella Pass issues and implement solutions.</p>	<p><b>2017 Community Master Plan – Policy Framework</b> 7. Consider recreation as an important contributor to residents' quality of life and a part of a balanced regional economy.</p> <p><b>Recreation in the Outdoors Management Plan</b> Strategy 2: Incorporate transportation solutions into recreation management. For USFS local approach areas like Mt. Bierstadt/Guanella Pass, see the 2016 Arapaho-Roosevelt National Forest Alternative Transportation study and consider opportunities to implement and/or update the study based on recent trends.</p>

# Public Works

Goal Description	Why the Goal is important?
Create a 10-Year Capital Improvement Plan	Identify budgetary needs for future capital expenses
Implement Capital Improvement Project Management Process	Consistent approach to capital construction projects
Offer Fleet Maintenance Services for all County Owned Vehicles	Cost effective maintenance services for all fleet vehicles
Provide Free Recycling Service	Community education and access to recycling services
Develop Organic Waste Program	Reduce landfill waste
Prepare Road Maintenance Manual	Manual to identify levels of service for different types of roads and road segments along with typical maintenance standards and practices to provide transparency and consistency
Update Highway User Tax Fund Report	Ensure road & bridge inventory is accurately reported to maximize funding

# Human Services

Goal Description	Why the Goal is important?
Improve the accuracy and timeliness of veteran benefit claims.	This goal directly impacts veteran's access to benefits they earned and the quality of service they receive.
Support staff training, wellness, and retention.	Trained staff are better equipped to meet client needs. Wellness support helps prevent compassion fatigue and stress related resignation. DHS is experiencing systemic stress, which increases the risk of staff experiencing chronic stress, secondary trauma, and emotional exhaustion. Wellness supports can be a protective factor to prevent breakdowns in care. Without adequate support and training, staff may experience decision fatigue, reduced empathy, or ethical strain, which can negatively impact clients.
Adapt to new eligibility requirements.	Make sure HHS can handle the new eligibility requirements which exponentially increase the workload for eligibility on staff
Provide support and county feedback to the childcare scholarship committee.	The childcare scholarship committee is comprised of volunteers who may benefit from additional support, feedback, and oversight from county staff.

# Public and Environmental Health

Goal Description	Why the Goal is important?
Navigate the funding uncertainty, without reduction in services.	Despite the uncertainty we are committed to continuing all services.
Getting MYN settled/integrated in the Health and Wellness Center.	Increases access to students to the services available.
Review 2023-2027 CHAPS implementation. Identify and address any CHAPS goals that remain. Begin planning for next CHAPS cycle for Clear Creek County.	Improving the health of the community.
Execute creative and thoughtful ways to engage the community as public health, in an effort to increase volume of clinic visits for immunizations and family planning.	Engaging the community and increasing volume will result in a healthier community.
Marketing and obtain 5-10 persons for Diabetes management program education classes.	Engaging those with diabetes is critical to avoid more serious outcomes.
Sustain the growth of the WIC program with current staff hours.	Engaging WIC participants is critical to reduce negative outcomes.

# Internal Services Division

Internal Services Goals for each of the following departments: Animal Shelter, Facilities, GIS/Mapping, Information Technology

Department	Goal Description	Why the Goal is Important?
Animal Shelter	Gain a clear understanding of the Animal Shelter's Staff, operations, and practices.	Becoming familiar with the Animal Shelter, its staff, and daily operations is important to ensure informed decision-making, effective leadership, and continuity of services. A clear understanding of existing practices, challenges, and resources allows leadership to identify strengths, address operational needs, support staff appropriately, and ensure the shelter continues to operate in a safe, compliant, and efficient manner while aligning with County goals.
Facilities Maintenance	Complete the Courthouse Basement Remodel to help facilitate the Sale of County-Owned Buildings	The County's 2026 Capital Improvement Projects are contingent upon the successful sale of certain County-owned buildings. Completion of the Courthouse basement repairs and remodel is necessary to relocate staff into functional space, thereby enabling the vacating and sale of two buildings. Advancing this project is critical to unlocking capital funding and supporting future infrastructure investments.
GIS/Mapping	Complete Migration of Interactive Mapping and Core GIS Software Platforms	Two critical GIS software platforms have reached or are approaching end-of-life status. While progress has been made in migrating Interactive Mapping applications, additional support from Information Technology is required to complete Active Directory configuration for internal applications. Additionally, the County must finalize the transition from ArcMap to ArcGIS Pro, as ArcMap will no longer be supported after 2026. Completing these migrations ensures continuity of operations, system security, and ongoing access to essential mapping and spatial analysis tools.
I.T.	Implement Multifactor Authentication (MFA) Across All County Software Systems	The County is currently out of compliance with cybersecurity insurance requirements due to the absence of multifactor authentication across all systems. Implementing MFA is essential to reduce cybersecurity risk, protect sensitive data, and maintain compliance with insurance and industry best practices. This initiative is a critical component of the County's overall cybersecurity posture.
I.T.	Evaluate Opportunities to Monetize or Replace the THOR Backup Internet Service	Project THOR represents an annual cost of approximately \$100,000 to the County. This goal focuses on evaluating opportunities to either monetize the existing infrastructure or identify more cost-effective backup internet service options that continue to meet operational needs. Achieving this goal could significantly reduce ongoing expenses while preserving system resiliency.
I.T.	Establish a Reliable Backup Internet Service for EMS Station 1A and the Public Works facility, both in Dumont	Unlike other county facilities, Station 1A & the Public Works Facility in Dumont do not have access to THOR for backup internet. Given the frequent power and internet outages in the area, the lack of a redundant connection poses a risk to essential operations. Securing reliable backup internet service for these critical facilities is essential to ensure uninterrupted emergency response capabilities and public safety.

# Animal Shelter

Goal Description	Why the Goal is Important?
Create a task force dedicated to developing a sustainable organizational structure for the shelter (e.g., fully staffed in-house; outsourced; partially outsourced; contract with non-profit)	The current structure is not sustainable. The County needs to fulfill county and state requirements for holding dogs and cats. This ties into the County goal of FTE stabilization.
Stay operational given the staffing shortage.	See above.
Maintain and grow relationships with non-profits and volunteers.	See above.
Continue to provide community education and support.	The shelter provides assistance to County pet owners in need.
Maintain status as a no kill shelter.	The land was given to the County by Helen Buck with the intention of it being used to create a no-kill animal shelter. Friends of Charlie's Place support is conditional on the shelter remaining no-kill.

Time for Commissioner Goals



# Board Agenda Background

**Date:** 2/24/2026  
**To:** Board of County Commissioners  
**Through:** County Manager's Office  
**From:** Colton Rohloff, County Manager  
**Subject:** Work Session: County Division Goals

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## **BACKGROUND**

This work session is intended to support the Board of County Commissioners in the development and refinement of the 2026 Board and Organizational Goals. The session will provide an opportunity for the Board to review preliminary goal concepts, discuss priorities, and provide policy direction to staff.

In addition to reviewing department-level initiatives, this discussion will focus on identifying any additional Commissioner-specific goals that the Board would like to advance in 2026. The session will also include development of a "parking lot" framework to capture longer-term or future-oriented goals that may extend beyond the 2026 planning horizon, ensuring those priorities are documented and revisited in a structured manner.

The proposed 2026 goals are intended to reflect current operational realities, fiscal constraints, and emerging policy considerations, while maintaining alignment with the Board's longer-term strategic objectives. Direction provided during this work session will inform final goal development and guide departmental work planning, budget development, and performance tracking throughout 2026.

This item is presented for discussion and goal-setting purposes only; no formal Board action is requested at this time.

## **ATTACHMENT:**

1. Divisional Goals