AGENDA ITEM or FINAL CONTRACT REVIEW SUBMITTAL FORM

Agenda Item: Gunnison County Strategic Plan; Draft Updates

Action Requested: Discussion

Parties to the Agreement:

Term Begins: **Term Ends:** **Grant Contract #:**

Summary:

Attached are the draft updates to the Gunnison County Strategic Plan, as well as the current implementation tactics.

Fiscal Impact: None

Submitted by: Katherine Haase **Submitter's Email Address:** khaase@gunnisoncounty.org

Finance Review: ○ Required ◉ Not Required

Comments:

Reviewed by: Discharge Date:

County Attorney Review: ○ Required ◉ Not Required

Comments:

Reveiwed by: Discharge Date: Certificate of Insurance Required

Yes ○ No ○

County Manager Review:

Comments:

Reveiwed by: GUNCOUNTY1\mbirnie Discharge Date: 4/24/2015

○ Consent Agenda ◉ Regular Agenda ○ Worksession Time Allotted:

Agenda Date: 5/5/2015

Contract Distribution:

Gunnison County Strategic Plan

Adopted May 20, 2008
Revised July 21, 2009
Revised May 24, 2011
Revised June 4, 2013
Draft 2015 Updates

Gunnison County
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3. *By December 31, 2016, county services will continue to be available in the event of natural disaster or major incident as evidenced by the completion of Continuity of Operations Plans for each office and department. 6*

A. Ensure Sound Infrastructure

Strategic Results

1. **By December 31, 2017, 90% of County maintained road miles will meet the identified maintenance service level.**
   Lead: Public Works Director Marlene Crosby
   Team: Special Projects Foreman Jim Kint, County Assessor Kristy McFarland, District Foremen Sparky Casebolt, Sean McCormick and Joe Lucero.

2. **By December 31, 2018, Gunnison County will have hard-surfaced 14 miles of County roads in order to reduce maintenance costs and improve the travel experience.**
   Lead: Public Works Director Marlene Crosby
   Team: Special Projects Foreman Jim Kint, County Assessor Kristy McFarland, District Foremen Sparky Casebolt, Sean McCormick and Joe Lucero.

3. **By December 31, 2017, Gunnison County will implement a transportation system improvement impact fee for new building permits.**
   Lead: Community Development Director Russ Forrest
   Team: Public Works Director Marlene Crosby and County Attorney David Baumgarten.

B. Protect the Environment

Strategic Results

1. **Gunnison County shall work with its partners to protect water quality and quantity for in-basin purposes in a manner that is socially, environmentally and economically sound.**
   Lead: County Attorney David Baumgarten
   Team: County Manager Matthew Birnie, Community Development Director Russ Forrest, Finance Director Linda Nienhueser, Geographic Information Systems Manager Mike Pelletier, Assistant Community Development Director Neal Starkebaum and Environmental Health Official.

2. **In each year from 2015 through 2017, Gunnison County will achieve an overall net energy efficiency increase of 10% in one county facility from baseline consumption in 2012.**
   Lead: Facilities and Grounds Director John Cattles
   Team: Assistant County Manager Marlene Crosby, Geographic Information Services Manager Mike Pelletier, Finance Director Linda Nienhueser, IT Director and the Green Team.

3. **By December 31, 2015, Gunnison County will have a plan to convert its fleet to natural gas.**
   Lead: Facilities and Grounds Director John Cattles
   Team: Fleet Manager Lee Partch, Public Works Director Marlene Crosby, County Manager Matthew Birnie, Finance Director Linda Nienhueser and Assessor Kristy McFarland.

4. **By December 31, 2017, Gunnison County will work with the ranching community to expand the conserved private ranch land in the County by an additional 8,500 acres.**
   Lead: Geographic Information Services Manager Mike Pelletier
   Team: County Attorney David Baumgarten, Community Development Director Russ Forrest, Gunnison County Wildlife Conservation Coordinator Jim Cochran, Public Works Director Marlene Crosby and Finance Director Linda Nienhueser.

C. Promote Prosperous, Collaborative and Healthy Communities

Strategic Results

1. **By December 31, 2016, corporate and general aviation services will be enhanced to grow Gunnison-Crested Butte Regional Airport's position in the market.**
   Lead: Airport Manager Rick Lamport
   Team: Community Development Director Russ Forrest, County Manager Matthew Birnie, Deputy County Manager Marlene Crosby and Facilities and Grounds Director John Cattles.

2. **By December 31, 2016, Gunnison County will launch the implementation of the One Valley Prosperity Project.**
   Lead: Community Development Director Russ Forrest
   Team: Planner Cathie Pagano, GIS Manager Mike Pelletier, Airport Manager Rick Lamport and County Manager Matthew Birnie.

3. **By December 31, 2016, Gunnison County will promote optimal community and family health, safety and wellbeing as measured by:**
   - Attain the rate of children two years of age who are fully immunized at 80% or more.
   - 90% of Gunnison residents will have health insurance.
   - Reducing the number of days that children are in the custody of the Department to 1,500 days by strengthening the local child welfare service system.
   - 100% of violations (defined as "critical" level by State) from food service facility inspections will be corrected on-site or within 10 days, according to State laws.
   - 75% of respondents to the biennial Citizen Survey will state the services provided to seniors by Gunnison County are good or excellent.

   Lead: Health and Human Services Director Joni Reynolds
   Team: Public Health Director Carol Worrall, Senior Resources Program Manager Karin Stewart, Child and Family Services Manager Gillian Wilks and Juvenile Services Manager Janet Reinman.

4. **By December 31, 2017, ensure redundant broadband internet infrastructure in the Gunnison valley.**
   Lead: Community Development Director Russ Forrest
   Team: Commissioner Swenson, Commissioner Chamberland and Commissioner Houck.

5. **By 2020, increase the airport's economic impact to the community by 40% over 2013 CODOT study to $140M as a consequence of reversing identified passenger leakage, increasing enplanements to 45,000, and increasing corporate and general aviation activity**
   Lead: Airport Manager Rick Lamport
   Team: Community Development Director Russ Forrest and County Manager Matthew Birnie.

D. Deliver High Quality Services

Strategic Results

1. **By December 31, 2015, the perception of at least 50% of respondents to the biennial Citizen Survey will be that planning and permitting processes are efficient, fair, and proactive and that land use and planning services are good or excellent.**

   Lead: Community Development Director Russ Forrest

   Team: Community Development Department Administrative Services Manager Beth Baker, Assistant County Manager Marlene Crosby, County Planner Cathie Pagano, Assistant Community Development Director Neal Starkebaum, Environmental Health Official and Building Inspector Crystal Lambert.

2. **By December 31, 2017, the Juvenile Services Department will have improved the future of Gunnison County residents by reducing substance use as evidenced by:**
   - 90% of all 6th – 12th grade students report not using alcohol, tobacco, marijuana, and prescription drugs (combined measure) in the past 30 days on the fall 2017 Healthy Kids Colorado Survey (HKCS).
   - 50% of all 6th – 12th grade students and their parents will annually make the Choice Pass pledge and less than 15% of students will violate their pledge.
   - 60% of all 6th through 12th grade students report having had a conversation with parents about the dangers of alcohol and drugs according to the fall 2017 HKCS.
   - 60% of parents of all 6th – 12th grade students report having had a conversation with their children as measured by the GCSAPP parent questionnaire administered fall 2017.

   Lead: Juvenile Services Manager Janet Reinman

   Team: GCSAPP Project Director Kari Commerford, GCSAPP Project Coordinator Michelle Elias, GCSAPP Prevention Education Specialist Emily Litwin, Business Representative and Parent Tara Lambert, Early Childhood Coordinator Margaret Wacker, FAST Coordinator Meghan Dougherty and City Resource Police Officer Rob Whiting.

3. **By December 31, 2016, county services will continue to be available in the event of natural disaster or major incident as evidenced by the completion of Continuity of Operations Plans for each office and department.**

   Lead: Emergency Manager Scott Morrill

   Team: Deputy Emergency Manager Bobbie Lucero, County Manager Matthew Birnie, Finance Director Linda Nienhueser, Human Resources Director Amy Sharkey, Airport Manager Rick Lamport, County Assessor Kristy McFarland, County Attorney David Baumgarten, Clerk and Recorder Kathy Simillion, Community Development Director Russ Forrest, Coroner Frank Vader, Facilities and Grounds Director John Cattles, GIS Manager Mike Pelletier, Health and Human Services Director Joni Reynolds, IT Director, Juvenile Services Department Director Janet Reinman, Deputy County Manager Marlene Crosby, Sheriff Rick Besecker, Treasurer Debbie Dunbar and Gunnison Wildlife Conservation Coordinator Jim Cochran.

Gunnison County Strategic Plan

Implementation Tactics

As of 4/22/2015

Gunnison County
COLORADO

A. Ensure Sound Infrastructure

Strategic Results

1. **By December 31, 2017, 90% of County maintained road miles will meet the identified maintenance service level.**
   Lead: Public Works Director Marlene Crosby
   Team: Special Projects Foreman Jim Kint, County Assessor Kristy McFarland, District Foremen Sparky Casebolt, Sean McCormick and Joe Lucero.

   Strategies & Timeframes:
   1. Review Forest Service and BLM Maintenance Levels with new foreman in District 1 and District 3 ..... 6/30/2015
   2. Review Public Works Level of Service criteria for all County roads. Recommend changes as needed 7/31/2015
   3. Drive every road and evaluate level of service currently existing 9/30/2015
   4. Prioritize County roads and develop annual schedule for bringing them to the appropriate level which may require additional work 2015-2017

   Required Resources:
   1. Implementation will take an understanding of the goals and the hard work of every crew member in our department.
   2. Hopefully current funding stays at its existing level. No new funding is expected. To make the necessary changes on our roads will require gravel for shoulders and asphalt for a smoother ride. We will have to reprioritize how we use our existing resources.

2. **By December 31, 2018, Gunnison County will have hard-surfaced 14 miles of County roads in order to reduce maintenance costs and improve the travel experience.**
   Lead: Public Works Director Marlene Crosby
   Team: Special Projects Foreman Jim Kint, County Assessor Kristy McFarland, District Foremen Sparky Casebolt, Sean McCormick and Joe Lucero.

   Strategies & Timeframes:
   1. Amend County Road and Bridge Standards to broaden the requirements for paving to include proximity to a municipality, dust mitigation and extension of an existing road 7/31/2015
   2. Annual review of prioritization schedule per revised level of service criteria.... 2015 – 2017
   3. Include proposed projects in annual CIP updates ..... 2015 – 2017
   4. Work with the FHWA to find an aggregate source to help reduce the cost of the Cottonwood Pass project which will meet this goal .....Summer 2015
   5. Work with the FHWA to maximize the construction schedule and minimize impact on the travelling public during the construction project on Cottonwood .....Summer 2017

   Required Resources:
   1. Sources of funding will include funding sources generally available to the department. Small sections of road can be done through the regular budget process.
   2. Large projects, such as Cottonwood Pass, will require minimizing expenditures to increase the fund balance in Road & Bridge. We will also need to secure additional funding either through sales tax, a DOLA grant, or a loan.

3. **By December 31, 2017, Gunnison County will implement a transportation system improvement impact fee for new building permits.**
   Lead: Community Development Director Russ Forrest
   Team: Public Works Director Marlene Crosby and County Attorney David Baumgarten

   Strategies & Timeframes:
   1. Nexus Study has been completed for both transportation and public safety. The study is valid for approximately 3-5 years.

2. Evaluate recovery in the construction industry 2015
3. Make a recommendation on implementation of this policy to include potential phasing .....By January 2016
4. Based on the policy direction a phased implementation could occur over a three year period.

Required Resources:

1. No additional resources are needed unless the BOCC would like additional information in addition to the nexus study that was prepared in 2014.

B. Protect the Environment

Strategic Results

1. **Gunnison County shall work with its partners to protect water quality and quantity for in-basin purposes in a manner that is socially, environmentally and economically sound.**

   Lead: County Attorney David Baumgarten

   Team: County Manager Matthew Birnie, Community Development Director Russ Forrest, Finance Director Linda Nienhueser, Geographic Information Systems Manager Mike Pelletier, Assistant Community Development Director Neal Starkebaum and Environmental Health Official.

Strategies & Timeframes:

1. Participate in and monitor appropriate litigation at Board direction ..... Ongoing
   - Gunnison County currently is not litigating a major water case.
2. Participate in and monitor the state and federal administrative, rulemaking and legislative processes ..... Ongoing
   - Governor Executive Order on Colorado Water Plan. ..... Ongoing
   - No current formal processes in which Gunnison County is a "party"..... As needed
   - Gunnison County will participate in Colorado Water Quality Control Commission and Oil and Gas Conservation Commission processes regarding water protection..... As needed
   - Gunnison County will maintain a dialogue with the Northwest Council of Governments Quality and Quantity regarding pending and anticipated legislation. ..... Each legislative session
   - Gunnison County will monitor and comment to the federal, state and local entities regarding Mt. Emmons water-related advisories and permits.... As needed
   - Gunnison County will monitor federal legislative and administrative efforts regarding oil/gas production vis-à-vis fracking..... As needed
3. Continue to foster and work, in/out of basin, in collegial partnerships..... Ongoing
4. Gunnison County will participate in State of Colorado Water Quality Control Commission triennial water quality classification regarding Gunnison Basin When conducted..... When Conducted
5. Identify opportunities to protect and enhance water body segments identified as impaired or vulnerable..... Ongoing
6. The BOCC will review and update the "Gunnison County Water Policy" as necessary ..... At direction of BOCC
7. Gunnison County will actively inspect and monitor compliance in existing ISDS Districts ..... At direction of Board
8. Staff will make recommendations to the BOCC regarding potential "special" geographic areas" under the Land Use Resolution, and potential "ISDS Districts" under the ISDS Regulations..... At direction of BOCC
9. Gunnison County will review its internal practices (e.g. use of magnesium chloride) to ensure they support this Strategic Result..... Ongoing
10. Gunnison County will continue to make reasonable expansions and connections to central sewer facilities ..... Ongoing
11. Secure a funding mechanism to replenish the Gunnison County Water Resources Protection Fund..... Annually

Required Resources:

1. The suggestion that it will be necessary, annually, to replenish the Water Resources Protection Fund in an amount of $50,000.
2. Funding will be required, annually, for participation in the Northwest Council of Governments Quality and Quantity and the Colorado Water Congress in an amount of $500.

2. **In each year from 2015 through 2017, Gunnison County will achieve an overall net energy efficiency increase of 10% in one county facility from baseline consumption in 2012.**

   Lead: Facilities and Grounds Director John Cattles

   Team: Assistant County Manager Marlene Crosby, Geographic Information Services Manager Mike Pelletier, Finance Director Linda Nienhueser, IT Director and the Green Team.

   Strategies & Timeframes:

   1. Dual post utility bill data to Planet Footprint energy inventory and EPA Portfolio Manager ..... Ongoing

   Required Resources:

   1. Funds for building improvements will be budgeted as necessary annually. Some of these costs may be supported through existing Energy Efficiency and Facilities and Grounds budgets. Others may be included as capital requests during the annual budget process.

3. **By December 31, 2015, Gunnison County will have a plan to convert its fleet to natural gas.**

   Lead: Facilities and Grounds Director John Cattles

   Team: Fleet Manager Lee Partch, Public Works Director Marlene Crosby, County Manager Matthew Birnie, Finance Director Linda Nienhueser and Assessor Kristy McFarland.

   Strategies & Timeframes:

   1. Begin developing implementation plan for fleet vehicles ..... July 2015
   2. Begin seeking grant funding for vehicles and facility upgrades ..... July 2015
   3. Continue preparing plan, team members refine direction ..... November 2015
   4. Final plan..... December 2015
   5. Begin building a CNG station in Gunnison 2016

   Required Resources:

   1. No resources required.

4. **By December 31, 2017, Gunnison County will work with the ranching community to expand the conserved private ranch land in the County by an additional 8,500 acres.**

   Lead: Geographic Information Services Manager Mike Pelletier

   Team: County Attorney David Baumgarten, Community Development Director Russ Forrest, Gunnison County Wildlife Conservation Coordinator Jim Cochran, Public Works Director Marlene Crosby and Finance Director Linda Nienhueser.

   Strategies & Timeframes:

   1. Continue providing support services to the Land Preservation Fund and the Sage-grouse Mitigation Fund ..... Ongoing
   2. Use the historic mapping completed in 2014 and current land use information to educate the public on the value of land conservation via various media, such as printed maps, interactive web maps, etc. Complete printed and web maps.... By 12/31/15
   3. Continue assisting Gunnison Conservation Ranchland Legacy, Crested Butte Land Trust, and other similar organizations with data analysis and mapping needs as appropriate ..... Ongoing
   4. Remove the Large Parcel Incentive Process from the LUR..... By 12/31/15

   Required Resources:

   1. Existing resources are sufficient, however additional funding for conservation easements would allow completion of more projects. Assuming future subdivisions, additional funding could be generated by making the current Residential Density Transfer program a requirement rather than an option.

C. Promote Prosperous, Collaborative and Healthy Communities

Strategic Results

1. **By December 31, 2016, corporate and general aviation services will be enhanced to grow Gunnison-Crested Butte Regional Airport's position in the market.**
   Lead: Airport Manager Rick Lamport
   Team: Community Development Director Russ Forrest, County Manager Matthew Birnie, Deputy County Manager Marlene Crosby and Facilities and Grounds Director John Cattles.

   Strategies & Timeframes:
   1. Complete review of Current FBO Strategies and Services within Master Plan ..... Nov 2015
   2. Complete Airport Master Plan and identify future Corporate and General Aviation needs .....Feb 2016
   3. Define new strategies to capture Corporate and General Aviation growth ..... July 2016

   Required Resources:
   1. The first two strategies listed above will be covered under AIP 48.
   2. The third strategy listed above may need General Aviation activity analysis in 2016.

2. **By December 31, 2016, Gunnison County will launch the implementation of the One Valley Prosperity Project.**
   Lead: Community Development Director Russ Forrest
   Team: Planner Cathie Pagano, GIS Manager Mike Pelletier, Airport Manager Rick Lamport and County Manager Matthew Birnie.

   Strategies & Timeframes:
   1. Complete Values and Vision Process 8/1/2015
   2. Better Cities Recommendations (EDA Grant) delivered.....8/1/2015
   3. Develop Action Plan with Partners 9/31/2015
   4. Action Plan Approval by Board 12/1/2015
   5. Integrate Action Plan as necessary into County Strategic Plan.....2/1/2016

   Required Resources:
   1. Staff time for Russell Forrest, Cathie Pagano, Mike Pelletier, and John Gioia.
   2. Support from County Partners participating in the CBTF.
   3. Funding is currently available through the existing EDA grant to support implementation of actions that may be recommended by Better Cities.
   4. Capital Grant funding from the Economic Development Administration.

3. **By December 31, 2016, Gunnison County will promote optimal community and family health, safety and wellbeing as measured by:**
   - Attain the rate of children two years of age who are fully immunized at 80% or more.
   - 90% of Gunnison residents will have health insurance.
   - Reducing the number of days that children are in the custody of the Department to 1,500 days by strengthening the local child welfare service system.
   - 100% of violations (defined as "critical" level by State) from food service facility inspections will be corrected on-site or within 10 days, according to State laws.
   - 75% of respondents to the biennial Citizen Survey will state the services provided to seniors by Gunnison County are good or excellent.

   Lead: Health and Human Services Director Joni Reynolds
   Team: Public Health Director Carol Worrall, Senior Resources Program Manager Karin Stewart, Child and Family Services Manager Gillian Wilks and Juvenile Services Manager Janet Reinman.

   Strategies & Timeframes:
   1. Immunization Rate:

a. Immunization records at five childcare centers will be assessed quarterly and notification provided to parents of missing vaccinations ..... Ongoing
b. Collaborate with schools to provide opportunities for parents to talk one-on-one with Immunization Nurse during Kindergarten registration and assist school district in assessing their immunization records ..... Ongoing
c. Three media messages for newspapers about vaccine education will be distributed ..... Ongoing

2. Health Insurance:
   a. Collaborate with private brokers and health guides for coordinated referral and enrollment services ..... Ongoing
   b. Complete public medical insurance application processing within 45 days ... Ongoing
   c. Provide quarterly public information in written media regarding health insurance application process ..... Ongoing
3. Children in Department Custody:
   a. In line with the Governor's 2.0 Child Welfare Plan and the hotline initiative, public awareness of the hotline will be raised. Mandatory reporters will receive training in Child Welfare issues ..... December 2015
   b. Continue to work collaboratively on the Crossover Youth Model. Currently in the implementation phase, we will share data entry ..... December 2015
   c. State initiatives targeting prevention services will be examined and the best fit for Gunnison/Hinsdale residents chosen in coordination/collaboration with existing programs in Public Health and the community ..... December 2015
   d. Develop a primary focus and team approach with a renewed commitment to family engagement techniques, and casework practices that enhance family engagement, along with measures to prevent involvement in the Child Welfare system ..... July 2016
   e. Hold Facilitated Family Meetings within 14 days of every out of home placement ..... July 2016
   f. Initiate and Conduct Intensive Family Finding Services on every out of home placement ..... July 2016
   g. State initiatives targeting family engagement models will be analyzed and the most appropriate model selected ..... July 2016
4. Food Facility Violations:
   a. A workflow process will be developed to monitor results of food service inspections and timeframes of corrective measures taken ..... December 2015
5. Senior Services:
   a. Senior Resources Office will provide outreach, marketing and options counseling to ensure seniors and their caregivers are aware of services provided by and throughout Gunnison ..... Ongoing

Required Resources:

1. Immunization Rate:
   a. Current HHS staff and additional training.
2. Health Insurance:
   a. Current HHS staff and additional training.
   b. Continue the commitment to reducing the number days that children are in out-of-home care, by a continuous and concurrent use of such methods outlined below (Facilitated Family meeting/family engagement meetings, Intensive Family Finding) and other methods such as Group Supervision, the use of an MDT (Multi-disciplinary Team) and Permanency Round Tables.
3. Children in Department Custody:
   a. State training and staff resources will be needed for all identified strategies.
   b. Some utilization of county match funds may be appropriate to supplement if a training is not offered by the State within our training region.
   c. State hotline funds will be utilized for hotline awareness campaign.
4. Food Facility Violations:
   a. New HHS staff to be recruited/hired.

b. Training for new staff.

5. Senior Services:
   a. Current HHS staff and additional training.

4. By December 31, 2017, ensure redundant broadband internet infrastructure in the Gunnison valley.

Lead: Community Development Director Russ Forrest
Team: Commissioner Swenson, Commissioner Chamberland and Commissioner Houck

Strategies & Timeframes:

1. Completion of the Neo Fiber Broadband Plan 6/1/2015
2. Develop funding plan and apply for grants to implement the Neo Fiber Plan ... 12/31/2015

Required Resources:

1. Region 10/Neo Fiber need to complete the Broadband Plan.
2. Grants need to be identified and obtained to support the implementation of the plan for Gunnison County.

5. By 2020, increase the airport's economic impact to the community by 40% over 2013 CODOT study to $140M as a consequence of reversing identified passenger leakage, increasing enplanements to 45,000, and increasing corporate and general aviation activity.

Lead: Airport Manager Rick Lamport
Team: Community Development Director Russ Forrest and County Manager Matthew Birnie.

Strategies & Timeframes:

1. With local and regional business support, begin development of air service strategic plan.....August 2015
2. Initiate effort to implement plan..... April 2016

Required Resources:

1. We should receive the proposal and scope from the consultant by May 2015.
2. The resources required to implement the plan are unknown at this time, but we intend to obtain cost sharing between interested and benefitting parties.

D. Deliver High Quality Services

Strategic Results

1. **By December 31, 2015, the perception of at least 50% of respondents to the biennial Citizen Survey will be that planning and permitting processes are efficient, fair, and proactive and that land use and planning services are good or excellent.**

   Lead: Community Development Director Russ Forrest

   Team: Community Development Department Administrative Services Manager Beth Baker, Assistant County Manager Marlene Crosby, County Planner Cathie Pagano, Assistant Community Development Director Neal Starkebaum, Environmental Health Official and Building Inspector.

   Strategies & Timeframes:

   1. Continue to meet with customers and key stakeholders to understand issues, challenges, and opportunities for improving customer service ..... Ongoing
   2. Continue to provide proactive consulting/project management services to help achieve the vision statement of the County ..... Ongoing
   3. Continue to meet with customers in focus groups ..... Ongoing
   4. Continue modifications to administrative processes, where identified, to improve customer service ..... Ongoing
   5. Continued implementation of meaningful performance reviews for all department personnel ..... Ongoing

   Required Resources:

   1. Moral and financial support of proposed proactive actions/projects.

2. **By December 31, 2017, the Juvenile Services Department will have improved the future of Gunnison County residents by reducing substance use as evidenced by:**

   - 90% of all 6th – 12th grade students report not using alcohol, tobacco, marijuana, and prescription drugs (combined measure) in the past 30 days on the fall 2017 Healthy Kids Colorado Survey (HKCS).
   - 50% of all 6th – 12th grade students and their parents will annually make the Choice Pass pledge and less than 15% of students will violate their pledge.
   - 60% of all 6th through 12th grade students report having had a conversation with parents about the dangers of alcohol and drugs according to the fall 2017 HKCS.
   - 60% of parents of all 6th – 12th grade students report having had a conversation with their children as measured by the GCSAPP parent questionnaire administered fall 2017.

   Lead: Juvenile Services Manager Janet Reinman

   Team: GCSAPP Project Director Kari Commerford, GCSAPP Project Coordinator Michelle Elias, GCSAPP Prevention Education Specialist Emily Litwin, Business Representative and Parent Tara Lambert, Early Childhood Coordinator Margaret Wacker, FAST Coordinator Meghan Dougherty and City Resource Police Officer Rob Whiting.

   Strategies & Timeframes:

   1. Continue to build on past efforts of administering the HKCS in collaboration with the school district every fall to monitor data and trend changes to measure effectiveness of strategies and use this information to identify GCSAPP strategies and needs to be sustained ..... December 2015/2016
   2. Continue with social marketing and norming campaign in the community and begin to include youth in the messaging to increase student's perception of risk and reduce students use rates ..... December 2015/2016
   3. Continue to educate youth, parents and community members about the goals of the Choice Pass through sign up nights, website and informational sessions ..... October 2015/2016
   4. Continue to develop the Choice Pass programming to include activities outside of skiing and to offer year round programs and incentives for youth in collaboration with the schools, to include a Choice Pass club and Choice Pass family education

.....September 2015/2016

5. Use targeted parent focus groups annually to evaluate the needs of the community and create a series of community specific youth and parent education events ..... Fall 2015/2016
6. Update and supply parents with GCSAPP Parent Guide in both English and Spanish ..... October 2015

Required Resources:

1. Continued funding of current grants; TGYS, Drug Free Communities, Office of Behavioral Health and Collaborative community grants that pay for all services and programs. County funding may be needed in the future to sustain programming.

3. By December 31, 2016, county services will continue to be available in the event of natural disaster or major incident as evidenced by the completion of Continuity of Operations Plans for each office and department.

Lead: Emergency Manager Scott Morrill

Team: Deputy Emergency Manager Bobbie Lucero, County Manager Matthew Birnie, Finance Director Linda Nienhueser, Human Resources Director Amy Sharkey, Airport Manager Rick Lamport, County Assessor Kristy McFarland, County Attorney David Baumgarten, Clerk and Recorder Kathy Simillion, Community Development Director Russ Forrest, Coroner Frank Vader, Facilities and Grounds Director John Cattles, GIS Manager Mike Pelletier, Health and Human Services Director Joni Reynolds, IT Director, Juvenile Services Department Director Janet Reinman, Deputy County Manager Marlene Crosby, Sheriff Rick Besecker, Treasurer Debbie Dunbar and Gunnison Wildlife Conservation Coordinator Jim Cochran.

Strategies & Timeframes:

1. Work with all departments to complete their COOPs during six 13-week phases, as scheduled ..... By 9/30/16
2. Review completed COOPs, perform orientations of each COOP with the relative departments, and make any necessary adjustments ..... By 12/31/16

Required Resources:

1. In order to successfully navigate the timelines above, each department will need to dedicate the staff time necessary, as outlined in the phasing sub-schedule presented in April 2015.