Gunnison County – Managing for Results

Strategic Business Plan
Community Development Department
Updated January 22, 2016

Gunnison County Vision Statement	Gunnison County cherishes its sense of community and place. We strive to preserve and promote the well-being of the County's citizens, natural environment and rural character. We will deliver services and set standards that reflect our values and preserve our unique quality of life for present and future generations to enjoy.
Department Mission	The mission of the Community Development Department is to provide land use planning, economic development, building and on-site waste water treatment services to property owners, developers and all community members so they can achieve a high quality of life and a safe built environment.
Issue Statements	1. As the demand for natural resources extraction increases, combined with the community's interest in protecting the environment, the necessity for clear regulations, efficient permitting processes, and rigorous enforcement will continue to evolve. 2. The Community Development Department will need to balance its resources on development review and proactive long range projects. 3. To maintain adequate resources in the development review process, we need to monitor the steady increase in development applications to ensure a high quality customer service experience. 4. The continued permanent elimination and fragmentation of wildlife habitat in the county will, if not addressed, result in more restrictive federal regulation with more wildlife listed as Endangered Species and further restriction on the use of private lands; and 5. The listing of additional species as endangered could negatively impact the economy of the County and, if not addressed, could result in further federal regulation and land use management by other governmental entities outside of the County.
Department Strategic Results	1. Proactive Consulting/Long-range Planning: • By January 2017, successfully complete all strategic results outlined in the BOCC Strategic Plan that Community Development is responsible for leading and are due; • By January 2018, Gunnison County, the City of Gunnison and the Town of Crested Butte will update their respective 3-mile plans; and • By 2020, Gunnison County residents' income will equal the state per capita income. 2. Development Review Code: • By December 2016, make recommendations to the applicable decision making body for improvements to both Long Range Plans,, Land Use Regulations, building codes, OWTS regulations and Oil and Gas Regulations to improve the implementation of county goals and efficiency in the development review process for our customers. 3. Customer Satisfaction: • By January 2017, at least 65% of respondents to the department's satisfaction survey will indicate that Gunnison County planning and permitting processes are efficient, fair and proactive; and • By December 2017, at least 50% of respondents to the biennial Citizen Survey will indicate that land use, planning and zoning services offered by Gunnison County are good or excellent. 4. Wildlife Conservation: • By 2015, the goals listed in the Gunnison County Sage-Grouse Conservation Action Plan will be accomplished;

	• 100% of all species of special concern will be monitored for listing status, potential impacts to Gunnison County and the possible need for County intervention in order to help preclude the need for the species to be listed as endangered; and • 100% of all requests from government entities for assistance with leveraging grant funds to support the implementation of wildlife habitat improvement programs will be given consideration and assistance.
Department Manager	Community Development Director Russ Forrest
Department MFR Live Point of Contact	Community Development Department Services Manager Beth Baker
Program / Activity Structure	Land Use Review / Development Review Land Use Review / Oil and Gas Permitting Smart Growth Professional Services / Long-range Planning and Projects Smart Growth Professional Services / Codes and Regulation Oversight Wildlife Conservation / Wildlife Conservation

Program	**Land Use Review**
Program Purpose Statement	The purpose of the Land Use Review Program is to provide development review, oil and gas and sage-grouse habitat permit review and inspection services to permit applicants and the community so they can efficiently obtain their permits and maintain a high-quality natural and built environment consistent with County codes and regulations.
Program Key Results	• 50% of respondents to the biennial Citizen Survey indicate that land use, planning services offered by Gunnison County are good or excellent; • 65% of customers who respond to the department's satisfaction survey indicate that Gunnison County planning and permitting processes are efficient, fair and proactive; • 2 (minimum) new ideas to improve the development review process within six months of conducting an annual review/critique of development applications processed over the last year; and • 100% of limited-impact oil and gas permit applications receive decisions within 30 calendar days.
Program Manager	Community Development Director Russ Forrest
Activity	Development Review
Activity Purpose Statement	The purpose of the Development Review Activity is to provide permit review and inspection services to permit applicants and the community so they can efficiently obtain their permits to complete projects consistent with County codes and regulations.
Services that Comprise the Activity	• Building Permits • Application and Plan Reviews • Land-use Permits • Oil and Gas Permits • Board and Commission Support Services • OWTS Permits • Sage Grouse Reviews • Building Inspections • Conflict and Regulatory Violation Resolutions • Continuous Improvement of the Development Review Process
Activity Performance Measures (Measure & Target)	<u>Result Measures:</u> • 50% of respondents to the biennial Citizen Survey indicate that land use, planning services offered by Gunnison County are good or excellent; • 65% of customers who respond to the department's satisfaction survey indicate that Gunnison County planning and permitting processes are efficient, fair and proactive; • 95% of all completed building and OWTS permits are reviewed within three weeks of submittal; • 90% of requests for building and OWTS inspections are provided within two working days of the requested time unless scheduled ahead of time with the applicant;

	• 2 (minimum) new ideas to improve the development review process within six months of conducting an annual review/critique of development applications processed over the last year; and • 100% of written complaints are responded to within five working days of the complaint. Output Measures: • 3 Marijuana License Applications; • 160 new building permit applications received a final decision; • 45 OWTS permit applications received a final decision; • 60 Land Use Change permit applications received a final decision; • 34 meetings of boards and commissions administered by the department; and • 2 joint meetings conducted between the Planning Commission and Board of County Commissioners, as directed by those two bodies. Demand Measures: • 142 new building permits decisions expected to be requested; and • 32 planning permits expected to be requested. Efficiency Measures: • # of issued permits per staff member.
Activity	Oil and Gas Permitting
Activity Purpose Statement	The purpose of the Oil and Gas Permitting Activity is to provide permanent review and inspection services to permit applicants and the community so they can obtain their permits and complete their projects in compliance with County Oil and Gas Regulations.
Services that Comprise the Activity	• Pre-application Permits • Oil and Gas Permits • Oil and Gas Inspections (in cooperation with COGCC)
Activity Performance Measures (Measure & Target)	Result Measures: • 100% of applications for oil and gas operations are reviewed for completeness within 10 working days; and • 100% of limited-impact permit applications receive decisions within 30 calendar days. Output Measures: • 8 applications received final decisions. Demand Measures: • 8 application decisions expected to be requested. Efficiency Measures: • Cost per application decision.

Program	**Smart Growth Professional Services**
Program Purpose Statement	The purpose of the Smart Growth Professional Services Program is to provide professional consulting, facilitation and code-development services to both Gunnison County residents and the County organization to create a high performing, prosperous and interconnected community.
Program Key Results	• 100% of strategic results outlined in the BOCC Strategic Plan that Community Development is responsible for leading are, and are due, are complete; • Annual recommendations to the applicable decision making body for improvements to both Land Use Plans, Land Use Regulations, OWTS regulations and Oil and Gas Regulations to improve the implementation of county goals and efficiency in the development review process for our customers.
Program Manager	Community Development Director Russ Forrest
Activity	Long-range Planning and Projects
Activity Purpose Statement	The purpose of the Long-range Planning and Projects Activity is to provide professional consulting, facilitation and policy services to the County to create a high-performing, prosperous and interconnected community.
Services that Comprise the Activity	• Comprehensive and Master Planning Services • Economic Development Leadership Services • Environmental Sustainability Services

	• Facilitations • Community Policy Development
Activity Performance Measures (Measure & Target)	Result Measures: • An economic indicators report will be updated in 2017; • 100% of strategic results outlined in the BOCC Strategic Plan that Community Development is responsible for leading are complete based on the plan's time frame; and • Successfully complete the One Valley Prosperity Project and bring forward to BOCC for adoptions by December 1, 2016. Output Measures: • 2 proactive projects completed. Demand Measures: • 2 consulting services (minimum) expected to be requested. Efficiency Measures:
Activity	Codes and Regulation Oversight
Activity Purpose Statement	The purpose of the Codes and Regulation Oversight Activity is to provide code and regulation services to the community so they can efficiently promote and maintain the economy, environment, public health, safety and welfare consistent with community values.
Services that Comprise the Activity	• Amendments to International Codes, as Amended and Adopted by Gunnison County • Amendments to Gunnison County On-Site Waste Water Treatment Systems Regulations • Amendments to Gunnison County Land Use Resolution • Amendments to Gunnison County Special Development Project Regulations • Amendments to Gunnison County Regulations for Oil and Gas Operations • Amendments to Gold Basin Industrial Park Regulations • Amendments to Crested Butte South Special Area Regulations • Amendments to North Fork Valley Coal Regulations • Amendments to Gunnison Corridor Plan • Amendments to Geothermal Regulations
Activity Performance Measures (Measure & Target)	Result Measures: • Annual recommendations to the applicable decision making body for improvements to both Long Range Plans, Land Use Regulations, OWTS regulations and Oil and Gas Regulations to improve the implementation of county goals and efficiency in the development review process for our customers. Output Measures: • 2 amendments completed. Demand Measures: • 2 amendments expected to be proposed. Efficiency Measures:

Program	**Wildlife Conservation**
Program Purpose Statement	The purpose of the Wildlife Conservation Program is to provide consulting, plan review, coordination and education services to County residents, developers and government entities so they can achieve their objectives while minimizing their impacts on wildlife in Gunnison County.
Program Key Results	• 100% of all species of special concern will be monitored for listing status, potential impacts to Gunnison County and the possible need for County intervention in order to help preclude the need for the species to be listed as endangered.
Program Manager	Gunnison County Wildlife Conservation Coordinator Jim Cochran
Activity	**Wildlife Conservation**
Activity Purpose Statement	The purpose of Wildlife Conservation Activity is to provide consulting, plan review, coordination and education services to County residents, developers and government

	entities so they can achieve their objectives while minimizing their impacts on wildlife in Gunnison County.
Services that Comprise the Activity	• Wildlife Consultation Services • Facilitation Services • Memorandum of Understanding (MOU) Agreements • Wildlife Public Education presentations • Strategic Committee meetings • Governmental Coordination Services • Federal Monitoring on Sage Grouse and Other Species • Land Use Reviews on Sage Grouse Habitat • Regulation Reviews and Recommendations • Federal Grazing Permit Reviews • Habitat Conservation Plans • Website Information • Brochures and Press Releases • Reports
Activity Performance Measures (Measure & Target)	<u>Result Measures:</u> • 90% of Land Use Change Permit applications are reviewed and analyzed for impact on sage grouse within five days; and • 100% of all species of special concern will be monitored for listing status, potential impacts to Gunnison County and the possible need for County intervention in order to help preclude the need for the species to be listed as endangered. <u>Output Measures:</u> • 60 Land Use Change Permit applications reviewed for impact on sage grouse; and • # of units (each unit equals two hours) of administrative support for Sage Grouse Strategic Committee and subcommittee meetings. <u>Demand Measures:</u> • 60 Land Use Change Permit Applications expected to be reviewed for impact on sage grouse; and • # of units (each unit equals two hours) of administrative support expected for Sage Grouse Strategic Committee and subcommittee meetings. <u>Efficiency Measures:</u>