# Gunnison County Strategic Plan

**Adopted May 20, 2008**
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**Draft Revisions – as of 3/10/17**

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# A. Ensure Sound Infrastructure

## Strategic Results

1. **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: Deputy County Manager Marlene Crosby
   Team: Operations Manager Sparky Casebolt, Special Projects Foreman Jim Kint, District Foremen Martin Schmidt and Joe Lucero, and County Assessor Kristy McFarland.

2. **By December 31, 2019, Gunnison County will have an additional funding stream that ensures sufficient support for road and bridge infrastructure construction and maintenance so residents and visitors can safely travel on County roads, conduct business, and pursue recreational interests.**
   Lead: Deputy County Manager Marlene Crosby
   Team: Finance Director Linda Nienhueser, County Manager Matthew Birnie, County Attorney David Baumgarten, and Community and Economic Development Director Cathie Pagano.

3. **By December 31, 2021, the Gunnison-Crested Butte Regional Airport Terminal Renovation Project will begin.**
   Lead: Airport Manager Rick Lamport
   Team: County Manager Matthew Birnie, Finance Director Linda Nienhueser, Facilities and Grounds Manager John Cattles, 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 and Economic Development Director Cathie Pagano, Finance Director Linda Nienhueser, Geographic Information Systems Manager Mike Pelletier, and Assistant Community and Economic Development Director Neal Starkebaum.

2. **In each year from 2017 to 2022, Gunnison County will achieve 10% energy savings per year on an operation, facility or service-delivery basis.**
   Lead: Facilities and Grounds Manager John Cattles
   Team: County Manager Matthew Birnie, Deputy County Manager Marlene Crosby, Geographic Information Services Manager Mike Pelletier, Finance Director Linda Nienhueser, and IT Director John Felix.

3. **By December 31, 2018, Gunnison County will work with the ranching community to expand the conserved private ranchland in the County by an additional 10,200 acres.**
   Lead: GIS Manager Mike Pelletier
   Team: County Attorney David Baumgarten, Community and Economic Development Director Cathie Pagano, Deputy County Manager Marlene Crosby, and Finance Director Linda Nienhueser.

4. **By December 31, 2019, 26 fleet vehicles will have been converted to natural gas.**
   Lead: Facilities and Grounds Manager John Cattles
   Team: Fleet Manager Lee Partch, Deputy County Manager Marlene Crosby, County Manager Matthew Birnie, Finance Director Linda Nienhueser, and Assessor Kristy McFarland.

5. **By December 31, 2030, Gunnison County will work to reduce energy use impacts and lower greenhouse gas emissions by 20% from 2005 levels, as measured by:**
   - By December 31, 2030, Gunnison County will provide leadership to convene stakeholders and facilitate the development of local alternative energy sources and increased efficiency in utilities resulting in declining annual emissions measured by mCO2e/mBtu; and
   - By 2020 EUI (energy use intensity) will be declining from 2015 levels in residential and commercial new and existing construction with a target of 20% reduction by 2030.

   Lead: Facilities and Grounds Manager John Cattles
   Team: County Manager Matthew Birnie, Deputy County Manager Marlene Crosby, County Attorney David Baumgarten, Health and Human Services Director Joni Reynolds, GIS Manager Mike Pelletier, Community and Economic Development Director Cathie Pagano, Building Inspector Crystal Lambert, Gunnison Valley Regional Housing Authority Director, CS21 Representative and WSCU Assistant Professor of Environment & Sustainability and Sustainable & Resilient Communities MEM Coordinator Abel Chavez, Coldharbour Representative Suzan Ewy, Gunnison County Electric Association CEO Mike McBride, City of Gunnison Manager Russ Forrest, Atmos Energy Representative, and Energy Smart Colorado Representative Emily Artale

## C. Promote Prosperous, Collaborative and Healthy Communities

### Strategic Results

1. **By December 31, 2017, a Sustainable Tourism and Outdoor Recreation Strategic Committee will be established to collaboratively set priorities, plan, and implement improvements in outdoor recreational assets.**

   Lead: Community and Economic Development Director Cathie Pagano

   Team: Deputy County Manager Marlene Crosby, Facilities and Grounds Manager John Cattles, County Attorney David Baumgarten, and GIS Manager Mike Pelletier.

2. **By December 31, 2018, Gunnison County will work with key partners on strategic community education, outreach suicide prevention and response plan as measured by:**
   - Vital mortality record data will be compiled and analyzed for trends and critical attributes annually. Key data analysis findings will be shared broadly within the community with leaders and medical providers.
   - County participation and leadership will assure a public health strategy implementation with the Crisis Coalition and the Community Health Coalition of the Gunnison Valley.

   Lead: Health and Human Services Director Joni Reynolds

   Team: Public Health Division Director Carol Worrall, Economic Security Program Manager Betsy Holena, and Juvenile Services Manager Janet Reinman.

3. **By December 31, 2018, Gunnison County will promote optimal community and family health, safety and wellbeing through an integrated Health and Human Services team, as measured by:**
   - 90% of Gunnison County residents will have health insurance;
   - 42% of children ages 0-6 years will be enrolled in licensed quality rated early learning environments (childcare centers, preschools, kindergarten and Part C);
   - 80% or more of children two years of age will be fully vaccinated;
   - 100% of critical violations (defined as "critical" level by State) from food service facility inspections will be corrected on-site or within 10 days;
   - 75% of respondents to the biennial Citizen Survey will state that the services provided to seniors by Gunnison County are good or excellent; and
   - $\geq$99% of children in Gunnison and Hinsdale Counties will have not experienced severe abuse or neglect.

   Lead: Health and Human Services Director Joni Reynolds

   Team: Public Health Division Director Carol Worrall, Senior Resource Office (SRO) Manager Betsy Holena, Early Childhood Council Specialist Margaret Wacker, Consumer Protection Specialist Heidi Lovett, and Child Welfare Manager Marilyn Cheever.

4. **By December 31, 2018, Gunnison County will promote optimal broadband internet and telecommunications infrastructure in the Gunnison valley, as evidenced by:**
   - 10% decrease in cost per MB for commercial internet access in the Gunnison valley;
   - Sufficient infrastructure in the Gunnison valley is in place and ready for connectivity to the Region 10 network when it becomes available; and
   - Continue to pursue other options for redundancy wherever possible and practical.

   Lead: IT Director John Felix.

   Team: Chairperson Chamberland, County Manager Matthew Birnie, Community and Economic Development Director Cathie Pagano, Emergency Manager Scott Morrill.

5. **By December 31, 2018, the Juvenile Services Department will have improved the future of Gunnison County residents by reducing substance use as evidenced by:**
   - 70% of all 6th -12th grade students and their parents will annually make the choice pass pledge and less than 15% will violate their pledge.
   - 70% of all 6th – 12th grade students report having a conversation with parents about the dangers of alcohol and drugs according to 2017 Healthy Kids Colorado Survey data.

- 70% of parents of 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 Derek See, GCSAPP Prevention Specialist Jordan Johnson, Business Representative and Parent Dave Bergstrom, Early Childhood Coordinator Margaret Wacker, FAST Coordinator Meghan Dougherty, WSCU Liaison Jessica Vogan, and City Resource Police Officer Rob Whiting.

6. **By December 31, 2018, 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: County Manager Matthew Birnie, Deputy County Manager Marlene Crosby, Community and Economic Development Director Cathie Pagano, Facilities and Grounds Manager John Cattles.

7. **By December 31, 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: County Manager Matthew Birnie, County Attorney David Baumgarten, Community and Economic Development Director Cathie Pagano.

8. **By December 31, 2020, Gunnison County will increase the availability of housing by facilitating the construction of 200 new affordable units.**

   Lead: County Manager Matthew Birnie

   Team: Community and Economic Development Director Cathie Pagano, Facilities and Grounds Manager John Cattles, Finance Director Linda Nienhueser, and Gunnison Valley Regional Housing Authority Executive Director.

## D. Deliver High Quality Services

### Strategic Results

1. **By December 31, 2017, the perception of at least 50% of respondents to the biennial Citizen Survey will be that land use and planning services are good or excellent.**
   Lead: Community and Economic Development Director Cathie Pagano
   Team: Community Development Department Administrative Services Manager Beth Baker, Deputy County Manager Marlene Crosby, Assistant Community and Economic Development Director Neal Starkebaum, and Building Inspector Crystal Lambert.

2. **By December 31, 2018, Gunnison County's Land Use Resolution will be reviewed to ensure regulations are streamlined and efficient, reducing any unnecessary barriers while promoting health, safety, general welfare and the environment.**
   Lead: Community and Economic Development Director Cathie Pagano
   Team: Deputy County Manager Marlene Crosby, Assistant Community and Economic Development Director Neal Starkebaum, Building Inspector Crystal Lambert, Planner II Rachel Estrada, and GIS Manager Mike Pelletier.

3. **By December 31, 2018, Gunnison County will create a Disaster Recovery Plan to enable the effective and efficient recovery from local natural disasters and major incidents.**
   Lead: Emergency Manager Scott Morrill
   Team: Deputy Emergency Manager Bobbie Lucero, County Manager Matthew Birnie, Deputy County Manager Marlene Crosby, Health and Human Services Director Joni Reynolds, Community and Economic Development Director Cathie Pagano, and GIS Manager Mike Pelletier.

4. **By October 31, 2020, Gunnison County, in partnership with the schools and municipalities, will secure sustainable funding for juvenile prevention services including GCSAPP-sponsored programs to promote optimal community and family health, safety and wellbeing.**
   Lead: Juvenile Services Manager Janet Reinman
   Team: GCSAPP Program Manager Kari Commerford, Finance Director Linda Nienhueser, and County Manager Matthew Birnie.