

**GUNNISON COUNTY BOARD OF COMMISSIONERS**  
**WORK SESSION MEETING AGENDA**

**DATE:** Tuesday, March 10, 2026 **Page 1 of 1**  
**PLACE:** Board of County Commissioners' Meeting Room at the Gunnison County Courthouse  
(REMOTE OPTION BELOW)

8:30 am

- Quarterly Sheriff Update

9:00 am

- Gunnison County Library District Update

9:30 am

- Sustainable Tourism and Outdoor Recreation Committee (STOR) & National Forest Foundation (NFF) Update

10:15 am

- BREAK

10:25 am

- Gunnison Valley Health Board of Trustees Update
- Adjourn

Please Note: Packet materials for the above discussions will be available on the Gunnison County website at <http://www.gunnisoncounty.org/meetings> prior to the meeting.

**ZOOM MEETING DETAILS:**

Join Zoom Meeting: <https://gunnisoncounty-org.zoom.us/j/89798905619>

One tap mobile

+12532158782,,82753657556#,,,,\*471302# US (Tacoma)

+13462487799,,82753657556#,,,,\*471302# US (Houston)

**AGENDA ITEM or FINAL CONTRACT REVIEW SUBMITTAL FORM**

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**Agenda Item:** Gunnison County Library District Update

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**Action Requested:** Discussion

**Parties to the Agreement:**

**Term Begins:**

**Term Ends:**

**Grant Contract #:**

**Summary:**

Gunnison County Library District Financial Report & Expansion of Services Update

**Fiscal Impact:**

**Submitted by:** Holly Perry

**Submitter's Email Address:** hperry@gunnisoncounty.org

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**Finance Review:**

Required

Not Required

Comments:

Reviewed by:

Discharge Date:

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**County Attorney Review:**

Required

Not Required

Comments:

Reviewed by:

Discharge Date:

Certificate of Insurance Required

Yes  No

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**County Manager Review:**

Comments:

Reviewed by: GUNCOUNTY1\mbirmie

Discharge Date: 3/3/2026

Consent Agenda

Regular Agenda

Worksession

Time Allotted: 30

Agenda Date: 3/10/2026

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# Gunnison County Library District

# 20 25 FINANCIAL REPORT & EXPANSION UPDATE



## **Dear Board of County Commissioners of Gunnison County, Colorado:**

Colorado Library Law requires the Gunnison County Library District Board of Trustees to make an annual financial report to the Board of County Commissioners of Gunnison County. The Library District's 2025 financial activities advanced the strategic priorities of: Cultivating Readers and Reading, Curating Collections, Creating Community, Convening Conversations, and providing Places that Inspire.

Through a structure of five program areas, and dozens of activities, the Library District's annual budget was applied toward the advancement of these five priorities. Gunnison County Library District organizes and reports on our performance-based budget at the program level. The Library District's five program areas are: Youth & Family Engagement, Marketing & Outreach, Community Enrichment, Collection & Information Access, and Community Commons.

This report also highlights investments in a new public library that will open in 2027 and plans for affordable housing.

On behalf of the Gunnison Library District Board of Trustees, I thank you for the continued support of Gunnison County.

Sincerely,

A handwritten signature in black ink, appearing to read "Drew Brookhart", with a long horizontal flourish extending to the right.

Drew Brookhart, Executive Director

# Strategic Use of Resources *with*

PROGRAM ADVANCING PRIORITIES

## STRATEGIC PRIORITIES:



CULTIVATE  
READERS & READING



CONVENE  
CONVERSATIONS



CREATE  
COMMUNITY



CURATE  
INFORMATION



PROVIDE PLACES  
THAT INSPIRE



# Spending *with* intent

## PROGRAM EXPENDITURES

Gunnison County Library District expended a total of **\$2,469,182** during 2025.

### ▶ YOUTH & FAMILY ENGAGEMENT: \$224,614

The youth and family engagement program includes activities that contribute to the Library District serving as a cultivator of readers, a creator of community, a curator of information, and a provider of places that inspire.

### ▶ MARKETING & OUTREACH: \$156,809

The marketing and outreach program contributes to all strategic priorities.

### ▶ COMMUNITY ENRICHMENT: \$282,879

The community enrichment program contributes to the Library District serving as a creator of community, and a curator of information.

### ▶ COLLECTIONS & INFORMATION ACCESS: \$760,952

The collections and information access program includes activities that contribute to the Library District serving as a cultivator of readers and a curator of information.

### ▶ COMMUNITY COMMONS: \$1,043,928

The community commons program includes activities that contribute to providing places that inspire, creating community, and convening conversations.

# YOUTH & FAMILY ENGAGEMENT

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Gunnison County Library District provided 445 one time events and activities for youth and family that were attended by 5,958 people. 479 children and teens participated in the Summer Reading Program, along with 111 adults.

*The library checked out 41,538 children's library items in 2025.*

# COMMUNITY ENRICHMENT

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The community enrichment program contributes to the Library District serving as a creator of community, and a curator of information.

The community enrichment program includes expenses on English classes for adult learners. Other activities include; CPR classes, drivers license courses, citizenship preparation, free legal support, technology assistance, GED preparation and testing, and Spanish language classes.



# MARKETING & OUTREACH

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The marketing and outreach program contributes to the Library District serving as a cultivator of readers, a convener of conversations, a creator of community, a curator of information, and a provider of places that inspire. Marketing and Outreach drives awareness of services and translates to demand for services.

One measure of demand is the number of people visiting the Library District's two physical locations. In-person library visits increased from 182,905 to 186,988 during 2025. The current goal is to bring in-person visits to more than 200,000 a year.

# COLLECTIONS & INFORMATION ACCESS

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The collections and information access program includes activities that contribute to the Library District serving as a cultivator of readers and a curator of information. The collection and information access program is inclusive of all of the physical and digital content purchased or made available by the Library District.

Total collection use increased from 137,111 to 146,380. Circulation of electronic items went from 48,112 to 59,380. Physical books are still the most accessed resource accounting for 87,430 circulations in 2025. Computer sessions increased by 915 to 13,215, and we provided 17,290 wireless access sessions. The libraries added 4,258 new physical items and 60,537 eBooks, 39,680 eAudio items in 2025.

Our locally available physical collection in 2025 totaled 48,481 titles. Through courier services and consortial agreements, local library users have access to more than 30 million items. The total econtent collection available to local library cardholders was 2,352,007 ebook, eaudiobook, and evideo items and 5,383 digital serial subscriptions at the end of 2025.

# COMMUNITY COMMONS

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The community commons program includes activities that contribute to providing places that inspire, creating community, and convening conversations.

500 more people became library users by signing up for a library card in 2025. The Library District has 17,085 total cardholders. The Library District meeting room spaces experienced an increase in use from 3,403 hours in 2024 to 4,125 hours in 2025.

## LOOKING TO THE FUTURE,

In March 2024 Gunnison County Library District articulated and adopted a strategic priority to provide the highest quality public library facilities possible in Gunnison County within the financial resources of the district. Since opening a new library in Gunnison in 2022, the district has focused resources on improving public library facilities at the north end of the Gunnison Valley.

The Library District purchased property to serve as a site for a new public library in Crested Butte South in 2024. The Colorado Department of Local Affairs granted the district \$1 million dollars to fund the design of the new library. In December 2025 the district raised \$9 million dollars for construction of the new library through the sale of COPs. Construction of the new library is set to begin in the spring of 2026. The new library will be open to the public in late 2027.

The Library District also designed a second building on the same site that will provide eight units of affordable housing for district employees and other local workers. The funding for construction of the affordable housing is not yet secured.



# COMMUNITY COMMONS

## NEW PUBLIC LIBRARY & AFFORDABLE HOUSING

### LIBRARY

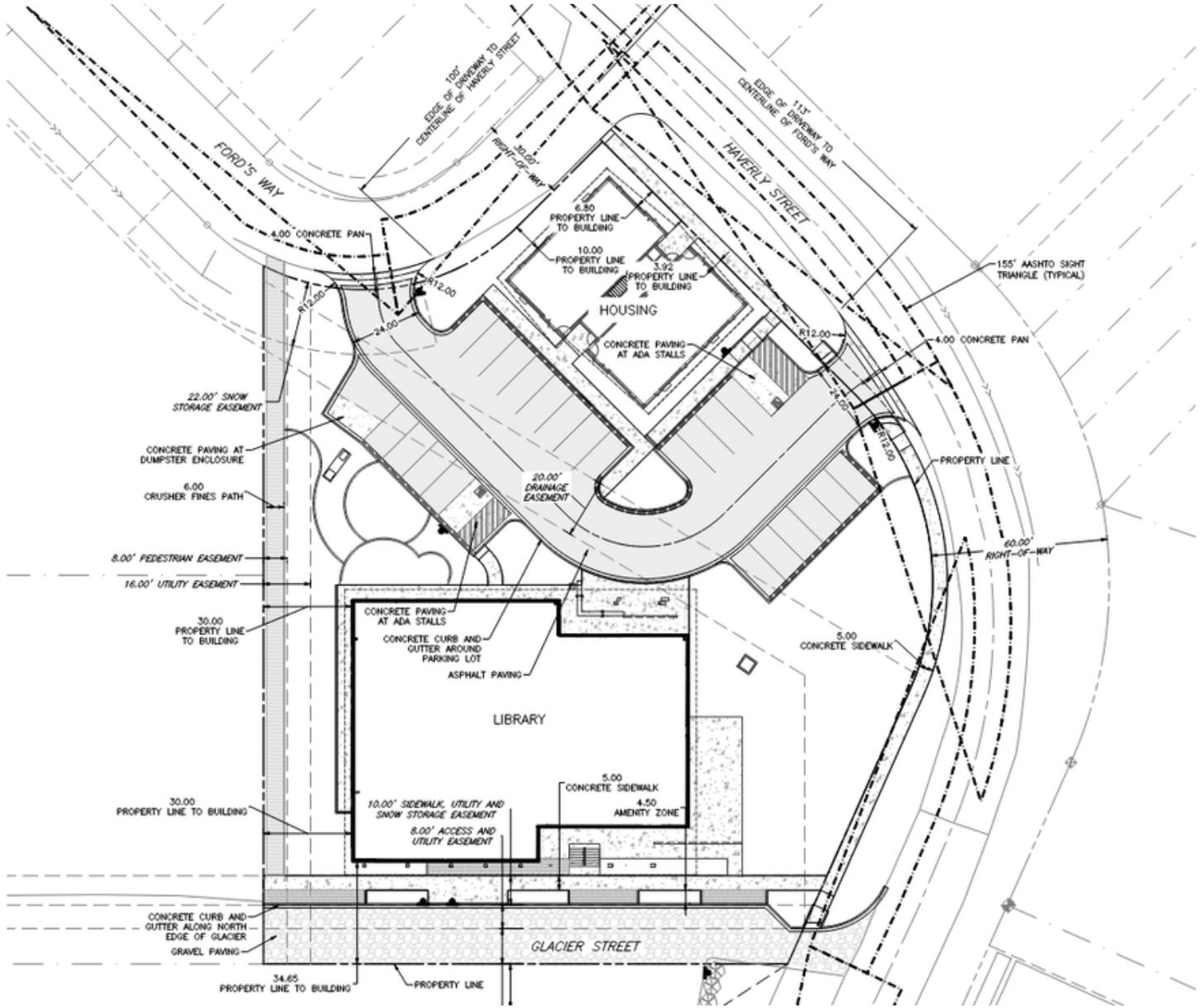


### HOUSING

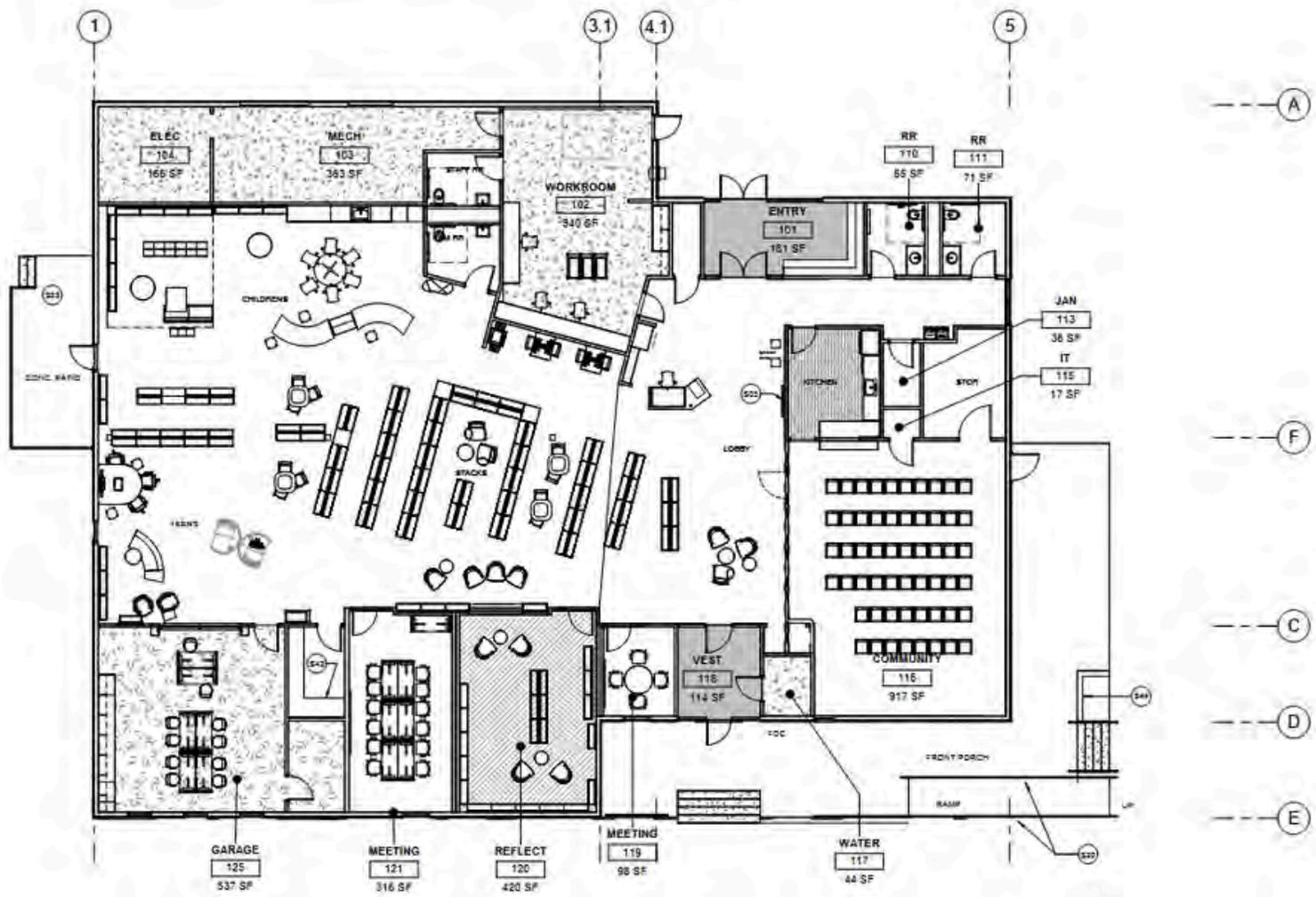
**This building will provide eight affordable units. Two three-bedroom units and six one -bedroom units.**



# SITE PLAN



# PUBLIC LIBRARY FLOOR PLAN



- **COLLECTIONS**
- **MEETING ROOMS**
- **COMMUNITY / PRESENTATION SPACE**
- **KITCHEN**
- **AV SYSTEMS**
- **COMMUNITY WORKSHOP**
- **CO-WORKING SPACE**
- **YOUNG ADULT AND GAMING AREA**
- **CHILDREN'S LIBRARY**
- **COMMUNITY WORKSHOP / MAKERSPACE**
- **QUIET READING AREA**
- **STAFF WORK AREA**
- **ALL ELECTRIC BUILDING WITH GEOTHERMAL HEAT / COOLING**

# HOUSING FLOOR PLANS



**THREE-BEDROOM UNIT**

**ONE -BEDROOM UNITS**



# Questions?

**AGENDA ITEM or FINAL CONTRACT REVIEW SUBMITTAL FORM**

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**Agenda Item:** Sustainable Tourism and Outdoor Recreation Committ

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**Action Requested:** Discussion

**Parties to the Agreement:**

**Term Begins:**

**Term Ends:**

**Grant Contract #:**

**Summary:**

Update regarding Sustainable Tourism and Outdoor Recreation and National Forest Foundation

**Fiscal Impact:**

**Submitted by:** Holly Perry

**Submitter's Email Address:** hperry@gunnisoncounty.org

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**Finance Review:**

Required

Not Required

Comments:

Reviewed by: GUNCOUNTY1\mrozman

Discharge Date: 3/2/2026

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**County Attorney Review:**

Required

Not Required

Comments:

Legally sufficient. SO 3/4/26

Reveiwed by: GUNCOUNTY1\sobaid

Discharge Date: 3/4/2026

Certificate of Insurance Required

Yes  No

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**County Manager Review:**

Comments:

Reveiwed by: GUNCOUNTY1\mbirmie

Discharge Date: 3/4/2026

Consent Agenda

Regular Agenda

Worksession

Time Allotted: 45

Agenda Date: 3/10/2026

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# Gunnison County STOR 2025 Project Funding Report



## We are making a difference.

Since 2018, the Gunnison County Stewardship Fund has been a partner in the National Forest Foundation's Stewardship Fund programs. The NFF aggregates contributions from local businesses which are then leveraged and, in some cases, matched to support stewardship projects benefiting public lands in Gunnison County. STOR is grateful to all the businesses and organizations who contribute to the Gunnison County Stewardship Fund

In 2025 STOR was able to extend the work funded through the Stewardship Fund by utilizing grant awards from GOCO to push the level of our impact even higher. In 2025 STOR put **\$231,863** into on the ground projects

Since its inception in 2018 STOR and the Gunnison County Stewardship Fund have contributed to **26 different partner-led projects** to date, employing and involving local and regional individuals and nonprofit organizations who complete impactful on-the-ground projects to improve outdoor experiences and forest health. These projects leveraged NFF and partner match to achieve a total on-the-ground conservation value of over **\$2,200,000**. The work accomplished through the stewardship fund is more important than ever. 2025 marked a challenging year for our federal land management partners. With Gunnison County being over 70% public lands it remains vital that STOR can support projects like these and that we all work together to support and manage our public lands.



**Nick Catmur**  
National Forest Foundation  
Gunnison County Stewardship Coordinator  
[ncatmur@nationalforests.org](mailto:ncatmur@nationalforests.org)  
970.657.6622



# Projects Completed in 2025

## Gunnison Trails - Professional Trail Crew - \$50,000

2025 marked the tenth season for Gunnison Trail's Professional Trail Crew, and no year highlighted the importance of such a trail crew more than this one. In the face of hiring freezes and continued budget shortfalls across our land management agencies, Gunnison Trails stepped up to support where capacity was stretched thin. Highlights for the 2025 season include over 4,500 hours of stewardship work completed by our trail crew. They worked across public-private land boundaries, in four different Wilderness areas and across three different national forests. They expanded their trailhead education days, continued efforts at Hartman Rocks during the busy spring months and adding trailhead days at Signal Peak. We maintained over 150 miles of trail, including heavy maintenance on the popular Canyon Creek trail, assisting the Gunnison Ranger District on this major project when field staff was limited. They completed a seven week project on the Lowline trail, performing much needed and overdue heavy maintenance to a portion of the trail affected by the Lowline fire in 2023. Gunnison Trails continues to add critical capacity to our federal land management agencies during these uncertain times.



## Crested Butte and Mount Crested Butte Chamber of Commerce - Porta Potty Initiative - \$18,000

STOR helped the CB and Mt. CB Chamber with their Trailhead Porta Potty Program, filling a critical funding gap that allowed the Chamber to place 10 porta potties at high use trailheads surrounding Crested Butte. These porta potties were in place from June 25<sup>th</sup> through September 29<sup>th</sup> and in select locations they stayed in place through mid October. This year the chamber was able to streamline operations and servicing costs and believes they can add more locations in 2026 without increased costs. These porta potties offset an estimated 1,456 gallons of human waste from being left in the backcountry or at trailheads. This initiative is crucial to the human waste issues present in our backcountry and the USFS is very grateful for it as it helps take pressure off the limited number of permanent toilets located in the backcountry.



## Crested Butte Mountain Bike Association - Crested Butte Conservation Corps -

**\$40,000**

In 2025, CBMBA continued its Crested Butte Conservation Corps for its ninth season. Continuing their excellent trail maintenance along with monitoring and maintaining the 208 designated camping sites surrounding Crested Butte. Highlights from this work include the removal of 2,700 lbs. of trash from the backcountry, 208 downed trees cleared, 40 miles of trail work, and the construction of two new trails including the Sideshow Trail in Brush Creek and the Irwin Lake Parallel Trail. The CBCC continued cleaning the West Marron Trailhead toilet for the summer, a huge help to the local Forest Service. CBMA stayed committed to visitor outreach this year with the Backcountry Outreach Crew stationed at busy trailheads throughout the summer

## **US Forest Service and STOR Committee Toilet Cleaning Service Contract - \$40,000**

For the summer of 2025 the USFS and the Gunnison STOR committee utilized the Stewardship fund to fund a contract between the NFF and Sharon Duran with CB Specialty Services to clean 9 top priority vault toilets located near Crested Butte at intervals of 2-3 times per week. This effort was a huge help to our local forest district and took a lot of pressure off their seasonal staff allowing them to focus on other projects across the forest. We cannot emphasize enough how vital this service is to our local Forest Service and community. Without the funding from the Stewardship fund it is likely these toilets could not be serviced and would remain locked for much of the summer.

## **Crested Butte Avalanche Center – Avalanche Outreach Program - \$8,000**

The CBAC serves all individuals, local and visitors alike, who recreate in the backcountry in the winter whether on skis, snowmobile, snowshoes, fat bike or dog walking. Our outreach program exists to reach as many of these recreationalists as possible to inform them of the inherent danger of avalanches in our area. Not only do they promote avalanche awareness they have also provided resources for coping with loss and the mental health struggles associated with losing friends and family to avalanche incidents. STOR's funding helps support programming such as avalanche awareness night, beacon brush up, trailhead outreach days, fireside chats, and additional outreach to targeted groups.



## Western Colorado University – Leave No Trace on Public Land Youth Education – \$1,000

STOR supported the work of a Western Graduate student to develop an LNT curriculum for The Taylor Challenge, a long-standing tradition at Gunnison Middle School (GMS); this year marked the 49th year of youth outdoor programming. Through a two-night, three-day trip, 8<sup>th</sup> graders experience activities such as Rock Climbing, Rafting, Ropes Course, Archery, and fishing. With support from the Gunnison County STOR committee, Leave No Trace Principles were added to the Taylor challenge for the first time. Over the course of two classroom days and three field days, GMS 8th graders were introduced to Leave No Trace, practiced the principles, and enjoyed the outdoors. This work is more important than ever as 54% of Americans recreate yearly (Outdoor Foundation, 2021) and according to the organization *Leave No Trace* (2025), a person educated with Leave No Trace principles is 5 times more likely to protect nature, and that same person goes on to educate 256 people. The impact of Leave No Trace is widespread.



## Gunnison Stock Growers Association – Gate Replacement Initiative – \$13,240

In 2025 STOR supported the Gunnison Stockgrowers Association in their goal to enhance rangeland management through better gate infrastructure. The Gunnison National Forest is a vital component of our counties natural heritage, providing critical habitat for diverse wildlife, supporting sustainable livestock grazing, and offering recreational opportunities for thousands of visitors each year. The GSGA partnered with the USFS to replace 15 wire gates, ones often left open by the public, therefore posing significant challenges to effective livestock management and ecosystem conservation. The old wire gates were replaced with metal swing gates that are much more user-friendly. The 15 gates were agreed upon by both the recreation community and ranching community as the highest priorities for replacement.

## Gunnison Wildlife Association – Wildlife Protection Projects – \$11,830

In total STOR helped the Gunnison Wildlife Association with three projects to help protect our local wildlife. The first was the construction of a keystone fence at a culvert in the CB South area. This fence will prevent ongoing conflict with beaver in this area. Second, the GWA installed six new gates along public roads to help land management agencies better manage areas that see seasonal wildlife closures. These gates can now be closed and signage hung on them during the closure period. Last, GWA installed four new kiosks in strategic locations with information about the Gunnison Sage Grouse and the associated seasonal closures in place to protect this endangered species.

## US Forest Service – Seasonal Recreation Staff –\$15,000

In Response to the freeze on federal spending and hiring by the federal government STOR helped fund and fund raise for an initiative to hire three seasonal staff the work on behalf of the Gunnison Ranger District. These staff were hired by CBMBA but reported daily to the recreation staff for the Gunnison Ranger District. The hired seasonal staff supported the recreation program in the field, including developed and dispersed recreation, trails, wilderness and special uses. Their work included visitor education, sign installations and repairs, trail maintenance, wilderness patrols and log outs, and more. The crew completed fence construction around the camping area known as Tent City, completed 15 miles of trail work, cleared 120 trees from wilderness trails, provided key education to visitors during stage 1 and 2 fire bans, and ran cleaning routes for vault toilets.

## Hinsdale County – Restroom at County Rd 26 and Hwy 149 – \$15,000

STOR contributed funding to a larger project Hinsdale County is taking on to install new vault toilets across the San Juan Scenic Byway route. STOR provided funding to help with the installation costs of one of the toilets in this plan that falls within Gunnison County. The toilet will be located at the intersection of County Rd 26 and CO Highway 149.

## Wester Colorado University Center For Public Lands – \$8,512

Gunnison Valley is a valuable learning laboratory for public land collaboration & stewardship work. The many student opportunities created over the years and stewardship work that has been accomplished through volunteering, service learning, internships, and seasonal positions is impressive. Yet, many of these efforts have relied on individual relationships with professors and motivated students. This year STOR help the CPL in creating an intentional pipeline program where students gain the skills and knowledge to become the well qualified next generation of land professionals and advocates through on the ground experience with our local federal land managers. In the first year of this program CPL hired 2 student interns through Western Colorado University who assisted the BLM with land management efforts such as cheat grass pulling and mapping, organizing cheat grass mapping and pulling events, and hosting a clean up day at Hartman Rocks. The CPL was also successful in creating a strong platform to continue this work in 2026. They plan to hire 3-6 student interns this summer and extend their work to USFS lands as well.

## Backcountry Hunters and Anglers – Public Lands Volunteer Fence Pull – \$4,000

STOR contributed funds to support the 3<sup>rd</sup> annual Beers, Bands, and Barbed Wire Strands volunteers event hosted by Colorado Backcountry Hunters and Anglers. This year the event pulled in 93 volunteers who were able to remove 6,7 miles of fence from BLM land. The removal of this old fencing provides better connections for wildlife and cleans degraded infrastructure from the landscape.



## Hartman Rocks User Group – Hartman Rocks Gives Back – \$2,131

Another annual volunteer work day, STOR also supported the annual spring clean up of the Hartman Rocks Recreation area. 125 volunteers turned out to complete a multitude of projects including three trail maintenance projects, trash clean up of campsites and parking lots, fence repairs, and dog poo clean up, of which they picked up 126 pounds!

## STOR Committee – Spanish Language Kiosk Design and Install – \$5,150

In 2025 STOR lead a project to replace our existing kiosk sign panels with new ones that include Spanish and English. STOR was awarded the bulk of the funding for this project via a grant from the Colorado Tourism Office but contributed their own funding as match to the grant. RoShamBo Marketing + Creative did the graphic work for the panels and Gunnison Trails and Crested Butte Mountain Bike Association split up the installation of 21 new kiosk panels across the Gunnison Valley.



## Participating Organizations

The following business partners and their guests contribute financially to the Gunnison County Stewardship Fund. Business partners have contributed over **\$700,000** since 2018, which has been matched and leveraged to achieve a total on-the-ground conservation value of over **\$2,200,000**.



## MEMORANDUM OF UNDERSTANDING

by and between

**Gunnison County and National Forest Foundation**

for

**Gunnison County Stewardship Coordinator Position**

### INTRODUCTION

This Memorandum of Understanding (“**MOU**”) for partnership through (“**Grant**”) is made this \_\_\_\_ day of \_\_\_\_\_, 2026 by and between the County of Gunnison, Colorado and its governing Board of County Commissioners (“**Board**”) and the National Forest Foundation (“**NFF**”). The Gunnison County Sustainable Tourism and Outdoor Recreation (“**STOR**”) Committee, a Gunnison County entity, will serve as a partner for the Gunnison County Stewardship Program as further described herein. Gunnison County and the NFF are referred to collectively as the Parties (“**Parties**”) and individually as a Party (“**Party**”).

### PURPOSE

This MOU describes the mutual understanding and respective responsibilities of the Gunnison County Board, STOR Committee and the NFF for purposes of their partnership to manage the *Gunnison County Stewardship Coordinator* (“**Coordinator**”) who shall help implement the *Gunnison County Stewardship Program* (“**Program**”). Further purposes of this MOU are to foster trust, clarify roles, and promote effective cooperation. This cooperation serves the mutual interest of the Parties and the public.

### BACKGROUND

#### Gunnison County

Gunnison County supports the stewardship of its public and conserved lands. The County appreciates the efforts of stewardship organizations and land managers to advance strategic stewardship and sustainable use initiatives across Gunnison County. In order to efficiently and effectively promote stewardship the County recognizes the need for a dedicated position.

#### Sustainable Tourism and Outdoor Recreation Committee

The STOR Committee is a community coalition, created by the Gunnison County Board of Commissioners to improve and maintain tourism and outdoor recreation in a manner that is sustainable (environmentally, socially and financially) and aligns with our community values. A collaborative and action-oriented approach is required to manage tourism and outdoor recreation. The STOR Committee is intended and structured to be a wide-ranging group that acts thoughtfully, efficiently and proactively to address negative impacts and develops unique approaches to create a sustainable tourism economic and outdoor recreation experience while preserving the natural resources of Gunnison County.

#### National Forest Foundation

The NFF, chartered by Congress, engages Americans in community-based and national programs that promote the health and public enjoyment of the 193-million-acre National Forest System. The NFF believes that communities should play a leading role in determining the future of our National Forests and Grasslands, and thus focuses efforts on connecting these communities, and the people who comprise them, to the tools, knowledge, and funding to become active and devoted stewards of the public estate. In Gunnison County, the NFF manages the *Gunnison County Stewardship Fund* in partnership with the STOR Committee and local business, nonprofit and land management partners. Additionally, the NFF has a broad spectrum of work in partnership with the Gunnison National Forest. The Gunnison County Stewardship Coordinator, in close partnership with the NFF Rocky Mountain Region Program Director, serves as NFF’s

representative in Gunnison County and maintains close and mutually beneficial relationships between Gunnison County, NFF, U.S. Forest Service, and other agency and nonprofit conservation partners.

### Mutual Benefit

The Parties mutually recognize the opportunity to leverage respective expertise to hire the Coordinator and promote stewardship in Gunnison County and Western Colorado, and are therefore mutually supportive of the Coordinator and Program. Nothing in this MOU shall be construed as creating a joint venture, agency or other legal relationship between Gunnison County and the NFF except as expressly stated in this MOU.

Enforcement of the terms of this MOU and all rights of action relating to enforcement are strictly reserved to the parties. Nothing contained in this MOU gives or allows any claim or right of action to any third person or entity. Any person or entity other than the County or the NFF receiving services or benefits pursuant to this MOU is an incidental beneficiary only.

## **AGREEMENTS**

1. Position Description
  - a. The Parties recognize that the Coordinator will prioritize their time according to an annual work plan agreed upon by both parties. This work plan (Appendix A) will aim to establish a fair balance between Gunnison County and NFF priorities. The Parties agree to review the Coordinator's work plan and subsequent effectiveness after the first year, and to make adjustments if needed to ensure that the position is set up for success in the second year.
  - b. The work plan serves as a complement to the Gunnison County Stewardship Coordinator position description (Appendix B), which was reviewed at the onset of this agreement and make adjustments if needed to ensure that the position is set up for success in the second year.
2. Gunnison County's Commitments
  - a. Provide a designated point of contact to represent Gunnison County and the STOR Committee for all purposes of Program management.
  - b. Work with NFF to develop a Coordinator work plan and annual timeline that meets the Parties' mutual objectives and Program goals.
  - c. Provide an office and workspace for the position.
  - d. Work closely with NFF to financially support the Coordinator position as described in and subject to the following sections, including:
    - i. Receive and process invoices within a timely manner and maintain all required financial documentation from the NFF for preapproved expenses as described in the Grant budget;
    - ii. And, reimburse the NFF for preapproved expenses occurred during the invoice period.
3. NFF's Commitments
  - a. Support the objectives and defined scope as developed by Gunnison County, NFF, and the STOR Committee.
  - b. Recruit, hire, supervise, and manage the Coordinator in close coordination with Gunnison County .
  - c. Work with Gunnison County to develop a Coordinator work plan and annual timeline that meets the Parties' mutual objectives and Program goals.
  - d. Provide equipment (i.e., laptop, phone), necessary training and other enrichment and professional development opportunities each year of the partnership.
  - e. Ensure all related activities and finances are in compliance with Gunnison County requirements and other state and federal regulations as applicable.
    - i. Track finances and expenditures related to the Coordinator.

- ii. Submit invoices and all required invoice documentation for preapproved expenses as described in the Grant budget to Gunnison County;
- iii. Receive reimbursement from Gunnison County for preapproved expenses.
- f. Coordinate closely with Gunnison County on any communications, media outreach, content amplification, and messaging.
- g. Maintain required insurance in full force and effect during the duration of the Coordinator's position.

## **FUNDING**

Gunnison County, STOR Committee and the NFF commit to following the Position Budget. Parties agree they have reviewed the proposed two-year Position Budget (Appendix C) and agree it reflects all anticipated sources and uses of funds for the Position, and is a reasonable and accurate estimate and expectation.

Parties agree that the total compensation package for the Stewardship Coordinator is \$124,800 annually or \$249,600 over the two years of this agreement. Gunnison County shall provide funding to the NFF to cover \$125,000 for the Coordinator's salary, benefits and fringe. NFF shall invoice Gunnison County for these expenses. The NFF shall provide funding to cover \$124,600 for the Coordinator's salary, benefits and fringe.

Parties further agree that Gunnison County reserves the right to reject invoices from the NFF for any and all expenses incurred in excess of budgeted amounts and/or for scope outside of the defined commitment. Parties agrees to make good faith effort to be the best steward of funding partners' support and ensure efficient, effective program and project implementation.

## **COUNTY FUNDS SUBJECT TO APPROPRIATION**

Pursuant to Article X, Section 20 of the Colorado Constitution and C.R.S. § 29-1-110, as amended, the financial obligations of the County as set forth in this Section after the current fiscal year are contingent upon funds for that purpose being appropriated, budgeted and otherwise available. This MOU is automatically terminated on January 1st of the first fiscal year for which funds are not appropriated. The County shall give the NFF written notice of such non-appropriation, but the County's failure to do so shall not affect the termination of this MOU. Financial obligations of the County payable after the current fiscal year are contingent upon funds for that purpose being appropriated, budgeted, and otherwise made available, pursuant to the Constitution for annual funding appropriation.

## **NO WAIVER OF GOVERNMENTAL IMMUNITY**

Liability for claims for injuries to persons or property arising from the negligence or alleged misconduct of Gunnison County, its departments, boards, commissions committees, bureaus, offices, employees, and officials shall be controlled and limited by the provisions of the Colorado Governmental Immunity Act, §§ 24-10-101, et seq., C.R.S.; the Federal Tort Claims Act, 28 U.S.C. Pt. VI, Ch. 171 and 28 U.S.C. 1346(b), and the State's risk management statutes, §§ 24-30-1501, et seq., C.R.S. No term or condition of this MOU shall be construed or interpreted as a waiver, express or implied, of any of the immunities, rights, benefits, protections, or other provisions, contained in these statutes or any other law or rule limiting the liability of Gunnison County in relation to this MOU.

## **TERM and TERMINATION**

This MOU takes effect upon the signatures of Gunnison County and the NFF, and shall remain in effect



## **APPENDICES**

Appendix A. 2026 Workplan

Appendix B. Gunnison County Stewardship Coordinator Position Description

## 2026 Gunnison County Stewardship Coordinator Workplan

The following workplan was co-developed by the National Forest Foundation and Gunnison County to align expectations for work outcomes by the Gunnison County Stewardship Coordinator. The workplan serves as an addendum to the Memorandum of Understanding between NFF and Gunnison County, and as a complement to the Gunnison County Stewardship Coordinator position description.

- Represent the National Forest Foundation in Gunnison County through partner development, fundraising, and project management.
- Be the convener and manager of all projects coming in through the Gunnison County Stewardship Program (STOR Committee & National Forest Foundation)
  - Bring STOR together to review funding applications
  - Provide oversight on what projects are best funded through Gunnison County Stewardship Fund and other grant funds
  - Oversee selected projects through the NFF to assure funding is provided and any contracts are established and fulfilled
- Co-manage Great American Outdoors Act projects including Lake Irwin Campground reconstruction, trail maintenance, Horse Ranch Park reconstruction, and other projects that may arise:
  - Lake Irwin Campground reconstruction project. Co-lead procurement and project management with NFF colleagues. Fill in for Kaily while she is on leave to make sure the RFP process goes smoothly and all contractor questions are answered. Serve as the on the ground eyes for the NFF for this project, attending pre-bid visits, contractor visits, and planning visits as needed. Advocate and fund raise for the project through STOR and NFF
  - Trail Maintenance. Manage procurement and project management for non-motorized trails maintenance program of work.
  - Horse Ranch Park. Work with U.S. Forest Service to draft agreements, manage procurement, and oversee project logistics.
- Work with Western Colorado University to develop a Visitor Use Management Strategy and they utilize that strategy to drive decisions and improvement opportunities for the future. This plan should align with the goals of the USFS and their Forest wide plan. It should also account for the other land management groups and identify the priority places for action outside USFS lands.
- Work with the non federal Trail Head improvements committee to implement or develop plans for at least one high priority TH for the summer of 2026. Even coming up with some infrastructure amenities to pilot.
  - Begin conversations with County Public Works for the opportunity to make slight improvements to small ROW pull outs located on county roads, could be as simple as boulders and some gravel, but maybe consider signage to clearly delineate where people should park and what the parking lot is for such as the trail names destination served etc.
- Collaborate with Gunnison County contact on the Wildlife crossings effort and make sure that the \$50,000 from the RPI is spent in a way that best complements the other work being

done regarding these crossings. Convene and run meeting with the sub committee to arrive at the best option for the funds

- Work with local USFS staff to better understand their vision/goals for Snodgrass Recreation Emphasis Area or any of the other recreation emphasis areas identified in the GMUG Forest Plan
  - Schedule and coordinate regular quarterly meetings with Gunnison Ranger District staff to review existing partnership efforts and plan for future efforts.
  - Assist in whatever is the most helpful way for gaining support for the USFS and their goals
  - Identify how to align USFS goals with the STOR strategic plan item implement high priority projects that align the recreation emphasis zones identified in the GMUG Forest Wide plan
  - Work to identify and act on the best possible path forward for additional funding support for STOR through the fund raising sub committee.
- Develop a fundraising plan for the Gunnison County Stewardship Fund that includes potential new Fund partners and outreach to those partners.
  - Draft annual Gunnison County Stewardship Fund report.
  - Advertise the accomplishments of the Fund through local media.
  - Pursue opportunity with the LMD Fund

**AGENDA ITEM or FINAL CONTRACT REVIEW SUBMITTAL FORM**

---

**Agenda Item:** ADDED IN MTG - STOR & NFF Presentation

---

**Action Requested:**

**Parties to the Agreement:**

**Term Begins:**

**Term Ends:**

**Grant Contract #:**

**Summary:**

**Fiscal Impact:**

**Submitted by:**

**Submitter's Email Address:**

---

**Finance Review:**

Required

Not Required

Comments:

Reviewed by:

Discharge Date:

---

**County Attorney Review:**

Required

Not Required

Comments:

Reviewed by:

Discharge Date:

Certificate of Insurance Required

Yes  No

---

**County Manager Review:**

Comments:

Reviewed by:

Discharge Date:

Consent Agenda

Regular Agenda

Worksession

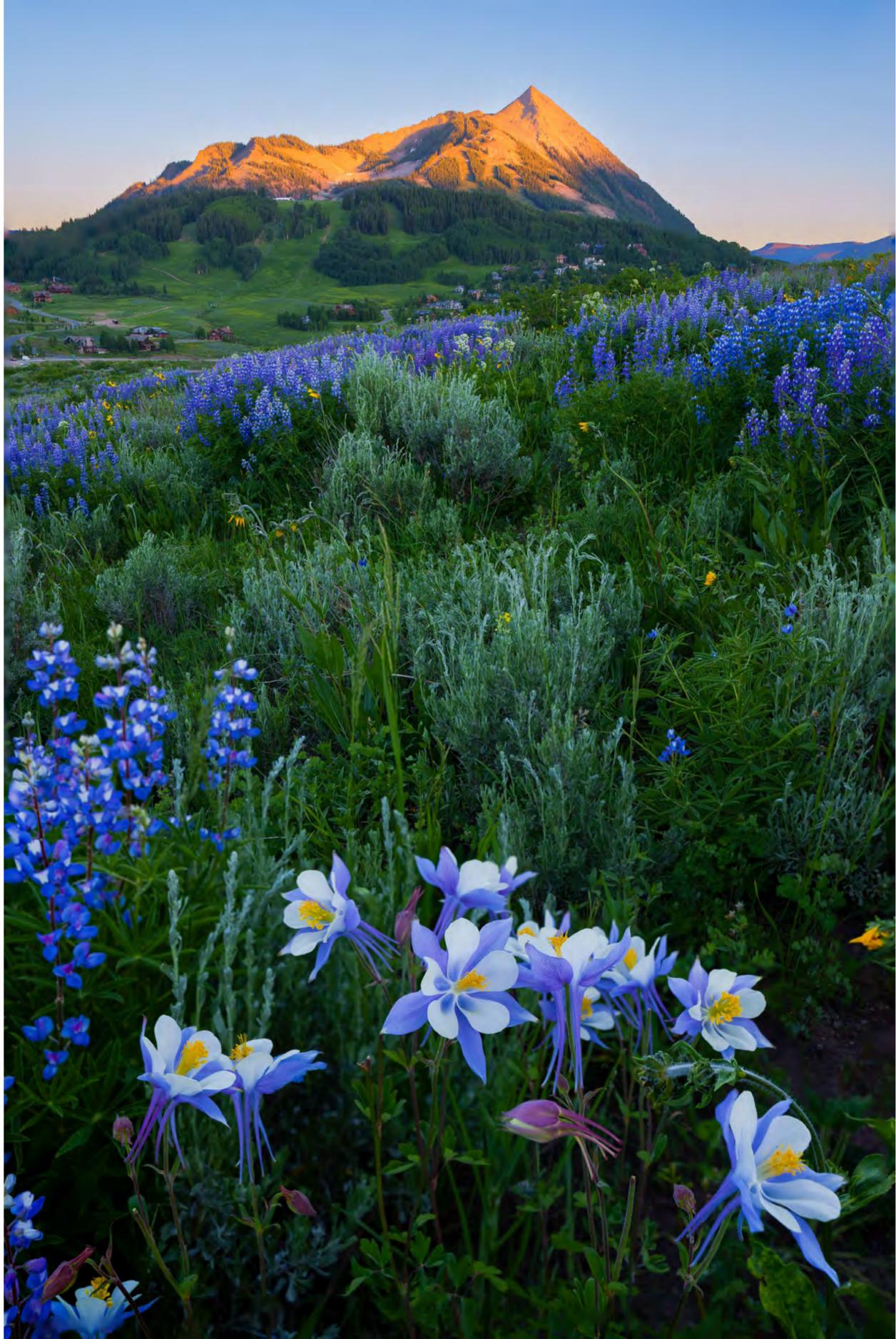
Time Allotted:

Agenda Date:

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National Forest Foundation  
Gunnison County Board of County Commissioners



# Agenda

- Intros
- NFF Strategic Plan overview
- NFF/Gunnison County Partnership
- Q&A and Discussion

# NFF-GMUG Team

---

- Nick Catmur, Gunnison County Stewardship Coordinator
- Joe Lavorini, Rocky Mountain Region Program Director
  
- Maddie Herro, Rocky Mountain Region Program Manager
- Mercedes Siegle-Gaither, GMUG Forestry Coordinator
- Kaily Raley, GMUG Recreation Coordinator
- Vacant, GMUG Forestry Coordinator





# Forests forever, forever for forests

2026 - 2030 Strategic Plan of the  
**National Forest Foundation**

 Leandra Chimal

 Lincoln National Forest

# Where are we going?

When we look at where we are going, we look to 2040 to envision the type of world we want to create. This plan is the first 5-year phase towards the broader longer-term horizon.

Amid uncertainty, challenges, and crises lie the answers to future opportunities. And like so many of the forests we protect, our work is evergreen. They are sentinels for our past and heralds of the future.

Our vision is our “**why**” | Our mission is our “**what**” | Our values are our “**how**”

**Vision** | *What bold future do we strive to create by 2040?*

## A world where caring for our forests is second nature

**Mission** | *What will NFF do to build that future?*

## Transform America’s love of nature into action for our national forests

**Values** | *How will we act?*



### Lead with shared impact

We connect communities, industries, and agencies to increase effectiveness together



### Find a way

We adapt fast so that we can always add value—no matter the job



### Respect every voice

We listen deeply, collaborate and consider “we” over “me” to shape impactful solutions



### Serve future generations

We work today so that everyone can experience and enjoy forests forever



# Three pillars of impact for delivering our mission

## Long-term goals

These wildly ambitious goals will require us to continually invest in our ability, reach, and resources

### 1 Land & watershed restoration

Repairing and healing the land and waters that sustain us—bringing back vibrant forests, flowing streams, and resilient habitats for future generations

**Every degraded National Forest ecosystem is restored to health**

### 2 Wildfire resilience

Making forests and communities better able to withstand wildfire through landscape-wide treatment, community risk reduction, and local collaboration

**Every acre of National Forest is resilient to wildfire**

### 3 Recreation enhancement

Ensuring accessible, sustainable, and high-quality opportunities for people to connect with nature, while strengthening economies and protecting ecosystems

**Every visitor can access diverse and sustainable recreation in National Forests**

# Gunnison County + NFF

## Gunnison County Stewardship Coordinator-MOU

- Mutual agreement to support the Gunnison County Stewardship Coordinator position
- Two year commitment, beginning March 2026
- Aligns with RPI Grant Award to Gunnison County
- NFF and Gunnison County will collaborate on an annual work plan for Coordinator Position
- Budget
  - \$249,600 - 124,800 annually
  - Gunnison County - \$125,00
  - NFF - \$124,600

# 2026

## Coordinator Workplan

- Manage Gunnison County Stewardship Fund and selected projects
- Co-manage Great American Outdoors Act projects including Lake Irwin Campground reconstruction, trail maintenance, Horse Ranch Park reconstruction, and other projects that may arise
- Help develop a Visitor Use Management Strategy and they utilize that strategy to drive decisions and improvement opportunities for the future.
- Help Identify non federal Trail Head improvements to implement or develop plans for at least one high priority TH for the summer of 2026.
- Collaborate on the Wildlife crossings effort to allocate the \$50,000 from the RPI in a way that best complements the other work being done regarding these crossings.
- Work with local USFS staff to better understand their vision/goals for Snodgrass Recreation Emphasis Area or any of the other recreation emphasis areas named in the GMUG Forest Plan
- Develop a fundraising plan for the Gunnison County Stewardship Fund that includes potential new Fund partners and outreach to those partners.



**FY 25 &**

**Prior**

Projects  
Completed

# REC MGMT FY25 & Prior



## GUNNISON

- Deer Lakes Campground reconstruction
- Gunnison Stewardship Fund
- Alpine Tunnel

## OURAY

- Wetterhorn Basin Trail reconstruction
- Bear Creek Trail reconstruction
- Blue Lakes restoration and surveys

## FOREST WIDE

- Non-motorized trail maintenance
- Fence replacement

# Gunnison County Stewardship Fund



## 2025

- 14 projects funded
- \$231,863 awarded

## 2026

- 10 Projects selected
- \$202,700 awarded



FY 26

Projects in  
the works

# REC MGMT FY26

New projects, not including roll over from FY25

## **GUNNISON**

- One Mile Campground water system replacement
- Lake Irwin Campground reconstruction
- The Slot

## **FORESTWIDE**

- Kiosk installation

# Irwin Lake Reconstruction

## Full reconstruction of the campground and the day use area



### Budget

- GAOA Funded Project
- Estimated cost ~ 4.2 Million
- Current Agreement ~ 3.2 Million

### Timeline

- RFP releasing this month
- Demolition September 2026
- Construction Summer 2027

# Additional Recreation Projects

## **Horse Ranch Park**

- Parking improvements to Horse Ranch Park and Cliff Creek THs
- Installation of designated campsites

## **The Slot**

- River Put in access construction on the Taylor River

## **One Mile Campground Water System**

- Reestablish a potable water system for the campground and other recreation users in the area
- \$25,000 committed by UGRWCD

# VEG MGMT FY26



## EAST ZONE

- Taylor Park EA program of work
- Illinois Creek (TY for FRWRM LOS)
- Trail Creek ASCC & Tree Planting
- Taylor Park Culvert Replacement
- Trail Creek Wetland Restoration

## FOREST WIDE

- Heritage surveys
- SBEADMR Facilitation

---

# Implementation Program Breakdown



---

## VEGETATION MANAGEMENT ALL FUNDS

---

\$11.8M awarded, \$8.53M remaining federal, state & private funds for project implementation.



---

## RECREATION MANAGEMENT ALL FUNDS

---

\$9.9M awarded, \$5.7M remaining federal, state & private funds for project implementation.





# Thank You

[nationalforests.org](https://nationalforests.org)

Contact:

Nick Catmur & Joe Lavorini

Gunnison County Stewardship Coordinator, Rocky Mountain Region Program Director

[ncatmur@nationalforests.org](mailto:ncatmur@nationalforests.org), [jlavorini@nationalforests.org](mailto:jlavorini@nationalforests.org)

, 720.670.6254

**AGENDA ITEM or FINAL CONTRACT REVIEW SUBMITTAL FORM**

**Agenda Item:** Gunnison Valley Health Board of Trustees Update

**Action Requested:** Discussion

**Parties to the Agreement:**

**Term Begins:**

**Term Ends:**

**Grant Contract #:**

**Summary:**

Gunnison Valley Hospital Board of Trustees Update

**Fiscal Impact:** n/a

**Submitted by:** Holly Perry

**Submitter's Email Address:** hperry@gunnisoncounty.org

**Finance Review:**

Required

Not Required

Comments:

Reviewed by:

Discharge Date:

**County Attorney Review:**

Required

Not Required

Comments:

Reviewed by:

Discharge Date:

Certificate of Insurance Required

Yes  No

**County Manager Review:**

Comments:

Reviewed by: GUNCOUNTY1\mbirmie

Discharge Date: 3/4/2026

Consent Agenda

Regular Agenda

Worksession

Time Allotted: 60

Agenda Date: 3/10/2026

# GVH Governance Update BOCC

March 10, 2026



# A governance framework

- Duty of care
- Duty of obedience
- Duty of loyalty



- Mission, vision, big decisions
- Policies
- Oversight

- Quality/safety/experience
- Community benefit & advocacy
- Financial oversight
- Strategic direction
- Management oversight
- Board development

39TH ANNUAL **AHA RURAL HEALTH CARE** | LEADERSHIP CONFERENCE

**FEBRUARY 8-11, 2026** | **SAN ANTONIO, TX**

JW MARRIOTT SAN ANTONIO HILL COUNTRY RESORT & SPA



*Advancing Health in America*



# Building a Customized Board Development Plan

Session ended

📍 Grand Oaks CDH

Sunday, February 8, 2026 · 2:30 PM-4:00 PM CT (1h 30m)

📅 [Add to calendar](#)

Effective governance committees are a catalyst for strong hospital board performance and long-term organizational success. This interactive workshop explores the essential role these committees play in driving continuous board development. Participants will learn practical strategies for advancing governance excellence, including how to use self-assessments, orientation programs, and targeted education to strengthen board structure and performance. Through peer sharing and small group dialogue, attendees will explore diverse approaches to building and sustaining an engaged board culture. The session offers a roadmap and actionable tools to help participants design a customized board development plan tailored to their organization's unique needs.

## About this session

Governance Excellence  
· Workshop

## Tags

CME Credit

Governance

## Speakers (3)



**Jason Amrich, FACHE**

Chief Executive Officer  
Gunnison Valley Health, Gunnison, Colo.



**Mark Kaufman, MD, FACP**

Chair, Board of Trustees  
Gunnison Valley Health, Gunnison, Colo.



**Todd Linden, FACHE**

President  
Linden Consulting



# Building a Customized Board Development Plan

Jason Amrich, *Chief Executive Officer*, **Gunnison Valley Health, Gunnison, Colo.**

Mark Kaufman, MD, *Chair, Board of Trustees*, **Gunnison Valley Health, Gunnison, Colo.**

Todd Linden, FACHE, *President*, **Linden Consulting**

# The Aha Moment



# Trustee Insights

TRANSFORMING GOVERNANCE



## The “Aha!” Moment to Unlocking Governance Excellence

Boards serve as a strategic asset for high-performing organizations

BY TODD LINDEN  
WITH MARK KAUFMAN

In health care governance, there exists a pivotal moment — an “Aha!” revelation when a governing board recognizes that its efficacy profoundly impacts the success of the hospital or health system it oversees.

I love this moment. For the past six years, I have dedicated my

work to helping boards seize this moment. While this insight may seem glaringly obvious, it holds the key to the transformative potential of a board committed to excellence in all facets of governance. At the end of the day, there is a high likelihood that a board that excels with board structure, diversity, selection, orientation, education, self-evaluation and culture also governs top-decile hospitals and health systems.

Governing boards don't often think of themselves as a strategic asset. Instead, members consider themselves a group of people who

meet once a month to oversee an organization. When boards set a high bar for their performance in all aspects of governance, it naturally elevates the hospital's performance. This article delves into the indispensable role of the governance committee and how it can supercharge a board's overall performance, with a spotlight on the journey of one hospital striving for excellence.

### Elevating Board Performance Starts with Self-Assessment

According to the 2022 American Hospital Association National Health Care Governance Survey Report, a mere 60% of health care boards use a governance/nominating committee. Shockingly, less than half of freestanding hospital boards have a governance committee. Yet, a high-performing governance committee can serve as the linchpin for nurturing and optimizing board effectiveness.

A fundamental part of a governance committee's toolkit is the board self-assessment. As Peter Drucker famously said, “You can't manage what you can't measure.” Taking time to look in the mirror allows a governance committee to identify what's going well and, more importantly, find opportunities for improvement. Most self-assessment tools consider all aspects of good governance, including board/CEO relationships, board meetings

# Unlocking “Aha” Moments

Assessment resources:

[AHA Trustee Insights - 0524\\_governance\\_excellence.pdf](https://trustees.aha.org/avoiding-groupthink-boardroom)

<https://trustees.aha.org/avoiding-groupthink-boardroom>

<https://trustees.aha.org/assessment-boards-readiness-future>

<https://trustees.aha.org/board-self-assessment-strengthening-governance-effectiveness-during-crisis-and-challenging-times>

<https://trustees.aha.org/assessing-engagement-and-effectiveness-boards>



# A Simple Truth

***“The highest performing hospitals and health systems are governed by the highest performing boards. If a board sets a high bar for its own performance, that naturally transfers to the organization it governs. The board chair sets the performance bar for the board.”***

***-Todd Linden***



Who's in  
the room?

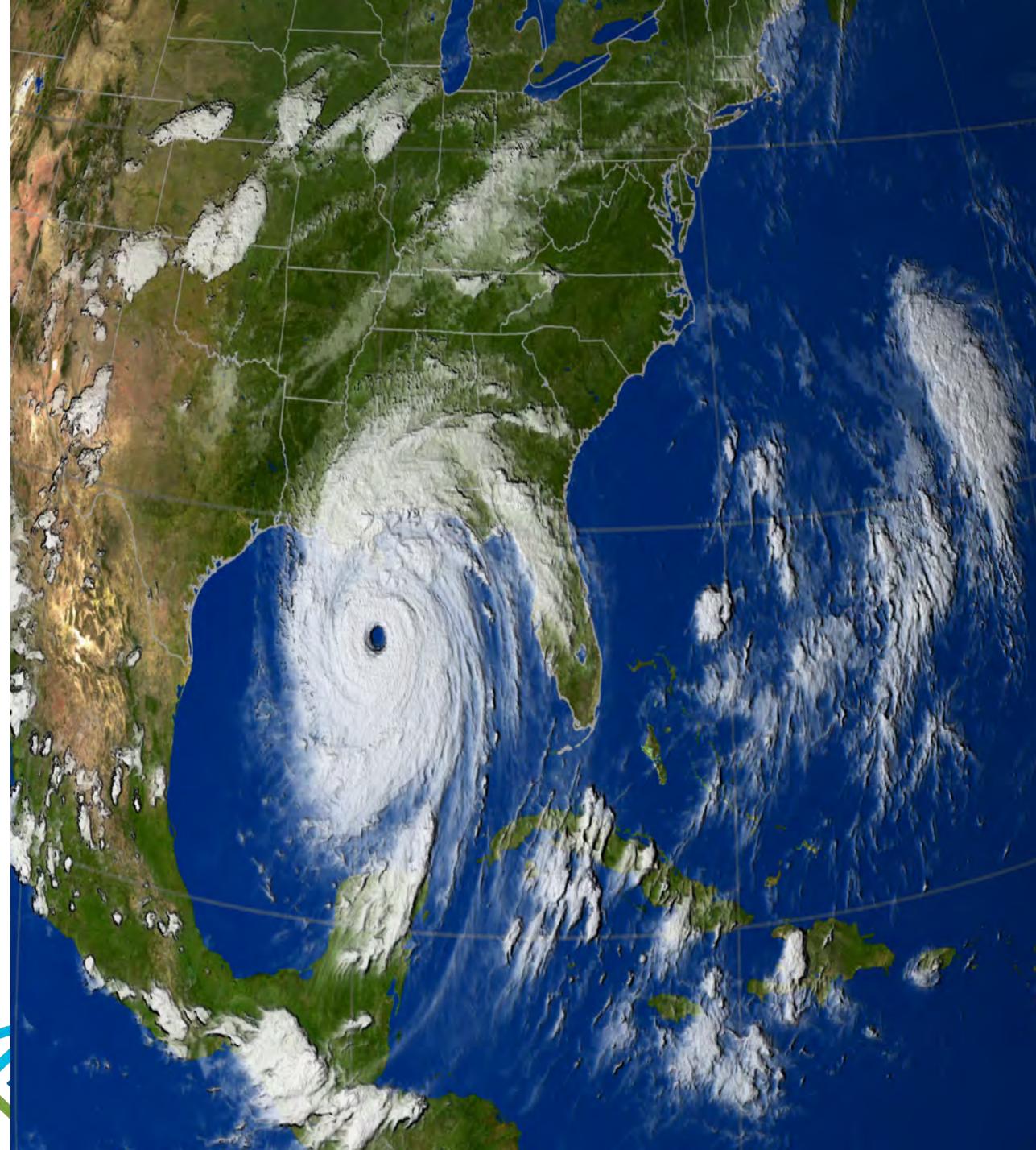


# Why Does It Matter?



# Headwinds are Strong

- **Workforce Shortages, Burnout and Safety**
- **Financial Challenges**
- **Federal Legislation**
- **Patient Safety and Quality**



# High Hospital CEO Turnover

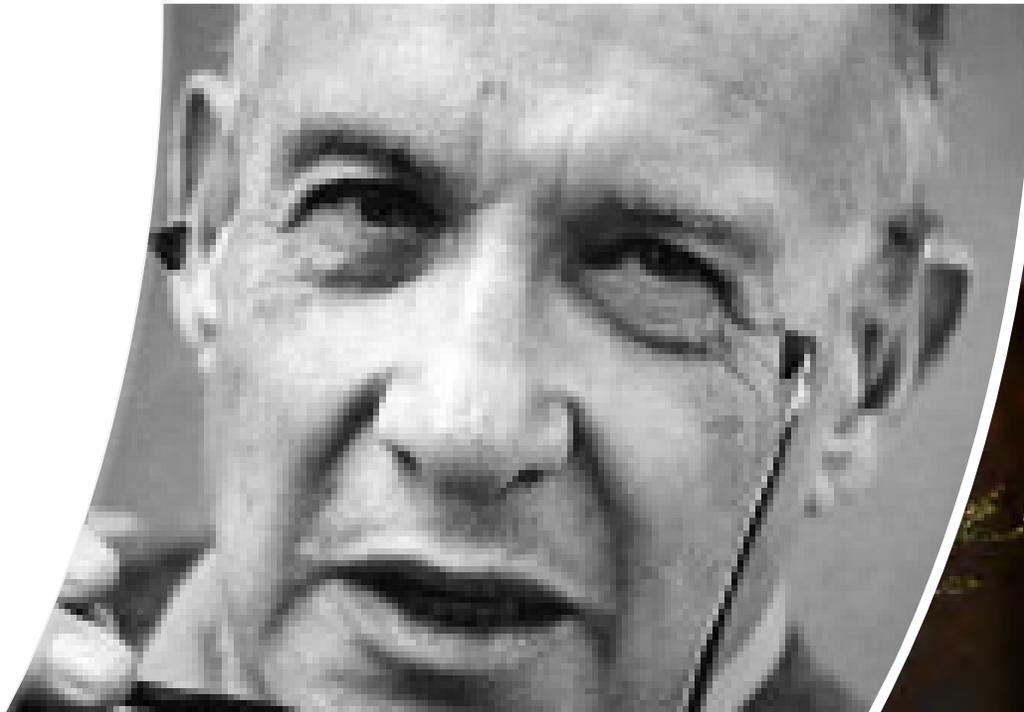


**Hospital CEO  
average tenure:  
18-36 Months!**

***It's a very hard job!***

*“The hospital is altogether the most complex human organization ever devised.”*

—Peter Drucker



# The Board as a Strategic Asset



**Is your board more of an oversight board or a strategic asset?**



# Why Governance Performance Matters!

- **High performing boards see themselves as strategic assets, not just an oversight body.**
- **High performing boards attract and retain the best executive talent.**
- **High performing boards have highly engaged board members.**
- **High performing boards continuously raise the bar on their own performance.**





# What Best Describes Your Board Today?

- **Good and Stable**
- **Engaged and Improving**
- **Somewhat Dysfunctional**
- **High-performing and Aspirational**
- **Unsure**





# What Are Your Current Biggest Board Challenges?

- **Trustee recruitment & competencies**
- **Board education**
- **Meeting effectiveness**
- **Board-CEO relationship**
- **Culture and engagement**
- **Other**



# Case Study: Gunnison Valley Health





GUNNISON VALLEY HEALTH

Live Well,  
Live Healthy,  
Live Inspired



# Leadership



**How do you choose your board chair? Does it matter?**



# Governance Culture

**Governance culture is a set of attitudes, practices and norms that shapes how governance operates, dictates decision-making, accountability, and power dynamics. It manifests formally in board meetings and structures, and informally through organizational behavior and leadership styles.**



# Many Board Leadership Positions



**Understanding roles and collaborating effectively are hallmarks of high performing boards.**

## **Board Chair Officers**

- Chair
- Vice Chair
- Secretary
- Treasurer

## **Board Committees**

- Executive Committee
- Finance Committee
- Governance Committee
- Quality and Patient Safety

# The Role of the Board Chair



The Board Chair is fully responsible for ensuring that directors **function as a collaborative, cohesive team** that leads efficiently and effectively to achieve the hospital's mission, vision, values and strategies. The Board Chair is also the primary interface between the CEO and the Board.

# Context for Change at GVH (2025)

- **BOT meetings running overtime despite moving from three to three and a half hours**
- **Presentations often don't leave enough time for discussion; too much reading from slides**
- **All board documents not always available for review in advance of the meeting; links sometimes lead to outdated materials**
- **Time for Executive Session often shortchanged**
- **Board committee minutes not always included in the Consent Agenda in a timely fashion**
- **No consistent reporting schedule for most board committees or for board education**



# Changes made for June, July and August

- **Moved Consent Agenda to the beginning of the meeting**
- **CEO Report Out and Executive Session now immediately follow the Consent Agenda**
- **Added a 30 minute “Open Discussion” to the end of board agendas**
- **Reinforced expectations for board presentations**
  - **All trustees will review the materials in advance**
  - **Presenters should not their read slides**
  - **Leave at least 50% of allotted time for discussion**
  - **Hold comments/questions until after presenter has finished**
- **Reinforced that all board materials should go out with the agenda as well as a pdf document**



# Additional Changes to Consider

- **Develop a yearly Board Education Plan (Governance Committee)**
- **Board committees will distribute minutes within one week of meeting to committee members for review; approved minutes will be in the next board meeting Consent Agenda (except for Finance Committee)**
- **Label each board agenda item as “Informational”, “Board Input” or “Board Action”**
- **Implement a board committee reporting schedule for 2026**
  - **Governance – quarterly**
  - **Quality & Outcomes – every other month**
  - **Strategic Planning - quarterly**
  - **CEO Evaluation and Compensation Committee – every December**
  - **Finance Committee – TBD later in 2025**



# Additional Changes to Consider

- **Develop a yearly Board Calendar for the upcoming year based on known agenda items (budget, audit, CEO evaluation, etc.), the committee reporting schedule and board education**
  - **CEO, BOT administrative support, Board Chair**
- **Unless truly urgent, any board presentations not ready for distribution with the agenda will be deferred to a subsequent board meeting**



# BOT Meetings: From Good to Great

**Thoughts?**

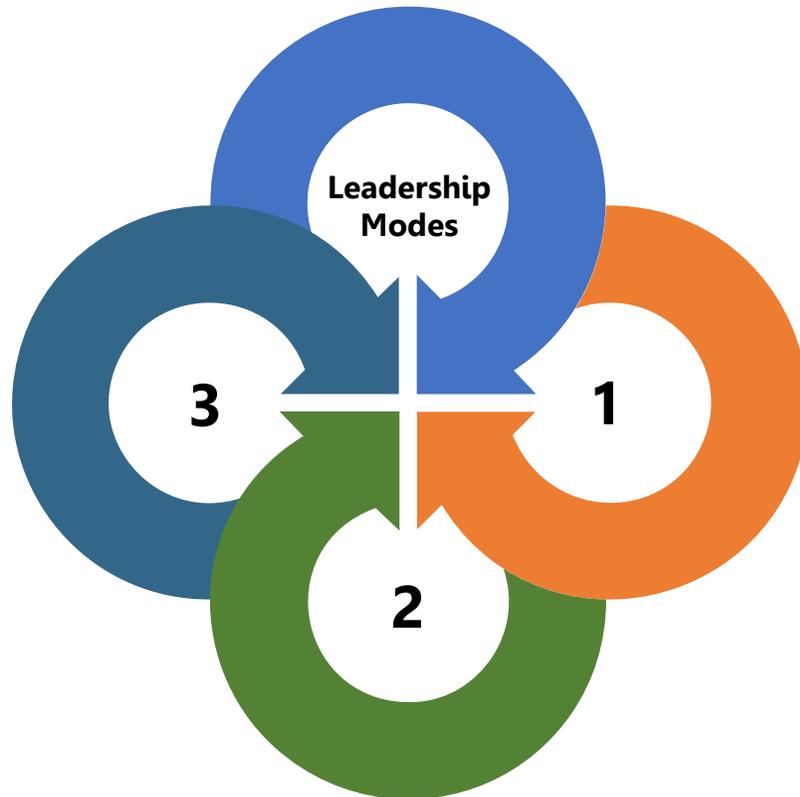
**Other Ideas?**

**Next Steps**



# High-Performing Boards

## Governance as Leadership



**#1: Fiduciary**

**"Oversight"**

**#2: Strategic**

**"Foresight"**

**#3: Generative**

**"Insight"**

Source: *Governance as Leadership: Reframing the Work of Nonprofit Boards*. Richard Chiat, William Ryan and Barbara Taylor



# Super Charging the Governance Committee



Does your board currently have a standing governance or nominating committee?

# Governance Committee Charter

The Governance and Nominating Committee supports the Board's fiduciary and governance responsibilities by recommending governance strategies, structures, and systems that promote effective, accountable, and high-performing governance. The Committee identifies, evaluates, and recommends qualified individuals for Board service and for appointment to Board committees, committee leadership positions, task forces, and advisory councils.



# Proper Role Delineation Is Vital

Roles and  
Responsibilities  
in Writing

The What  
(Board)  
vs.  
The How (CEO)

Prevent  
Assuming the  
Other's  
Responsibilities



## Trustee Pledge Meeting Code of Conduct

Governance excellence is the life blood of a high-quality board of directors. It is vital that each board member take their responsibilities seriously and pledge their best efforts to follow this code of conduct.

In pursuit of governance excellence, I pledge to:

- A. Refrain from micromanagement and focus on strategic leadership and policy, not on administrative and operational detail. I will respect distinctions between board and staff roles and will manage any overlap between the respective roles in a spirit of collegiality and partnership that supports the authority of staff and maintains the proper lines of accountability. I will not discuss significant operational concerns or issues with employees or members of the medical staff without the knowledge of the CEO.
- B. Recognize all power of the board is a joint and collective power which only exists when the board is acting together as one body and that I have no power or authority acting individually outside my vote.
- C. Attend board and committee meetings regularly and come prepared to fully discuss and deliberate all matters important to the business of the board.
- D. Listen carefully to my fellow board members and be willing to consider all points of view during board discussions.
- E. Share my point of view, do not dominate discussions, be respectful and courteous in debate, but do not shy away from difficult or contentious issues.
- F. Fully support the decisions of the majority once a decision has been reached, even if I am in the minority.
- G. Be inquisitive and ask any questions important to the discussions at hand. Strive to push the organization to continuous growth and excellence. Challenge the status quo.
- H. Keep board discussions and decisions confidential, unless directed to solicit stakeholder feedback on specific topics of interest to the board.
- I. Take all opportunities to be a good ambassador for the hospital and advocate on behalf of the hospital in matters of important public policy issues and encourage philanthropic support that would advance the mission of the hospital.
- J. Be a continuous learner and look for opportunities to stay abreast of current topics and trends in healthcare delivery and policy.
- K. Follow the conflict of interest policies and practices of the hospital.
- L. Conduct myself in an ethical, moral and legal manner at all times.
- M. Celebrate the success of hospital and the role I play in its mission!

SIGNED \_\_\_\_\_

DATE \_\_\_\_\_

# Board Self-Assessment is the Catalyst



**When was the last time your board completed a formal self-assessment?**



# Report of Assessment Findings



**Summary Report**  
Anytown Community Hospital Governance Practices and Performance Assessment

## Mission and Vision

ACH board members rated their satisfaction with governing performance a 3.6 based on a 5-point scale, relating to effectively carrying out ACH's mission and vision (see Figure 3).

**Observations**

- Trustees generally agree that the mission statement has been reviewed in the last 12 months and that the mission and vision remain relevant addressing the health care needs of the communities ACH serves.
- At the same time, there is less confidence as to whether the mission and vision have been reviewed, and whether progress is meeting the mission's vision.
- While board members did not follow through by completion of the mission and vision may not reflect the intent to update/reassess the mission. As the majority of the board members did not do so, it is not clear that the board is effectively addressing the responsibilities of the governing body to ensure alignment to the statement of the mission and vision.

**Figure 3: Mission and Vision (rated by subject to lowest score)**

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Score
We have reviewed and discussed our mission statement within the last 12 months to ensure it is current and relevant.	5	3	2	1	0	4.50
Our mission and vision encompass addressing the health care needs of the communities we serve.	5	4	1	0	0	4.53
Our mission and vision drive ACH's strategies, objectives and action plans.	5	3	2	0	0	4.27
The board regularly reviews progress toward meeting our goals to assess the degree to which we are meeting our mission.	7	3	0	0	0	4.20
Our mission and vision reflect the transformational change occurring in health care.	5	4	1	0	0	3.67
Our trustees collectively understand the implications of the evolving healthcare environment on the statement of our mission and vision.	2	1	7	1	0	3.20

ACH Anytown Community Hospital

**Summary Report**  
Anytown Community Hospital Governance Practices and Performance Assessment

## Issues and Priorities

The information below includes the findings to date on the key issues and priorities. The issues are grouped by highest priority.

### Highest Priority for the Board in the Next Year

Addressing the future of the hospital, including the strategic direction and how to position ACH to best serve the local community.

- The changing health care environment and what is expected, we need to do to ensure we are in a position to best serve the community.
- Addressing the future of the hospital. Most we change and (how) what is our proposal? Making sure we have the best talent to lead performance in the area.
- A well thought out assessment to be a growth opportunity.
- Addressing and addressing the changing landscape of the hospital and what the opportunities are in this market and why the hospital is in the local market and needs of the community.
- Addressing the ability to effectively serve the local community for the long term, includes a focus on financial success to ensure growth while concurrently keeping excellent patient care the top priority.

Expanding the potential partnership with Anytown's Unicity.

- Make decisions on potential partnership with Anytown's Unicity.
- Determining whether or not strategic partnership with Anytown's Unicity, and if not, what is the best path forward.
- Building relationships with Anytown's Unicity.
- Developing a partnership with Anytown's Unicity.

Understanding, navigating and proactively positioning ACH in the value-based environment.

- Navigating the value-based environment.
- Value-Based Care / Cost study into importance of value what is needed to deliver and measure the outcomes.
- Understanding the changing financial environment and how that impacts the financial environment and strategic plan.

Other

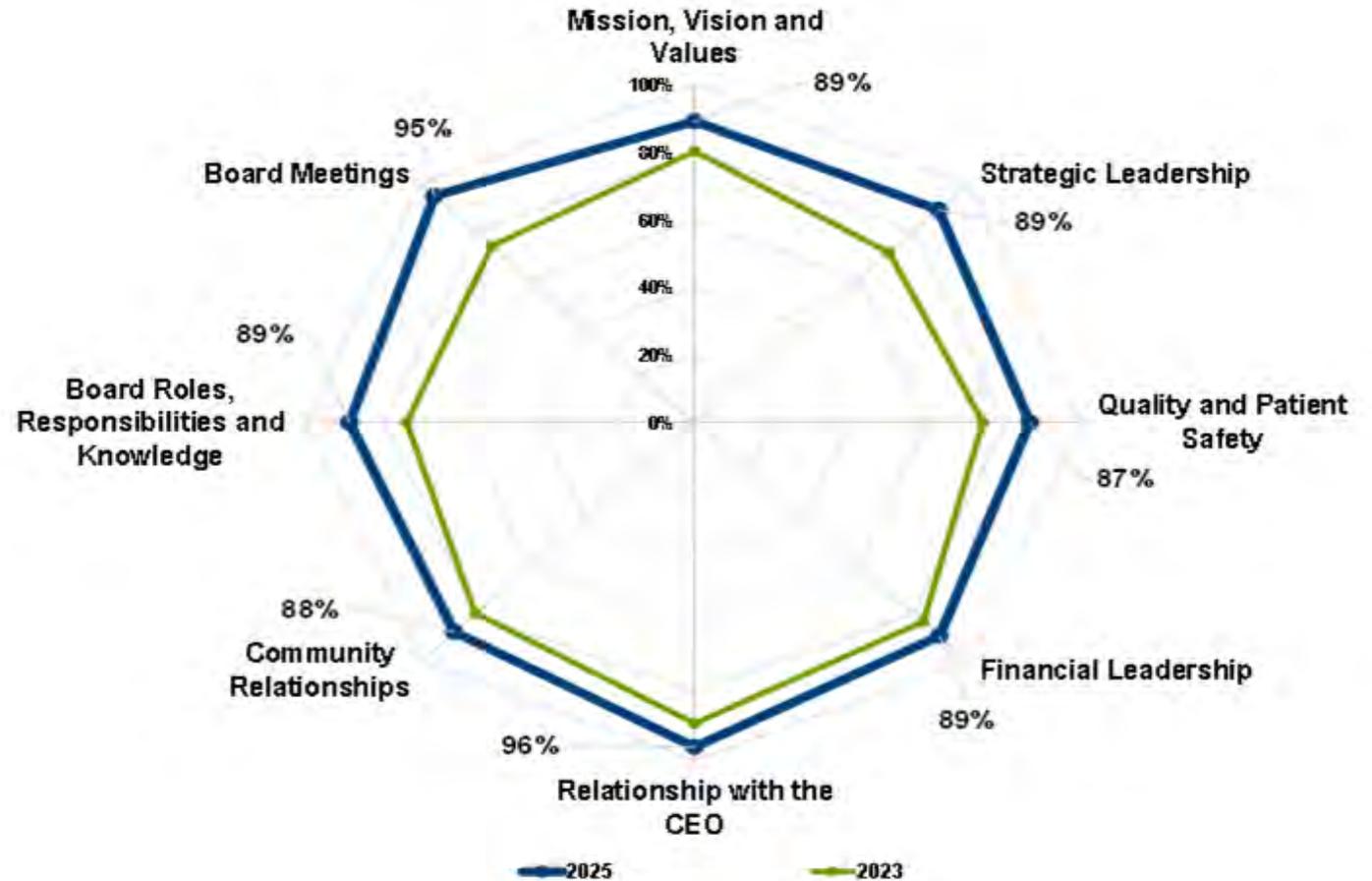
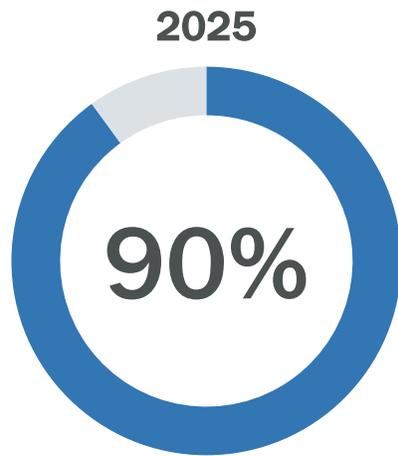
- Continue to focus on improving quality and safety.
- Addressing the information technology that have been submitted and addressing the quality of the services we are focused on.
- Ensuring that the hospital is providing a high level of patient care.
- To expand our ability to serve the local ACH. This should include the development of new services. This will be key to our ability to provide the best care to the community.
- The top strategic priority is a major issue that will have a significant impact on the future.

ACH Anytown Community Hospital

# BOARD PERFORMANCE: LEADERSHIP STRENGTHS AND GAPS

## EFFECTIVENESS PERFORMANCE FACTOR

Based on the mean scores of the eight leadership areas rated



Note: The percentages shown on the chart are the *Effectiveness Performance Factor (EPF)* scores for leadership areas assessed. EPF represents the overall mean rating for all criteria in each leadership area divided by the maximum of five. High performing boards strive for scores between 90% – 100%.

# Optimizing the Board / CEO Relationship



**True or False: Governance excellence has a direct impact on CEO retention and organizational performance.**





**Select the CEO**



**Guide the CEO**



**Support the CEO**

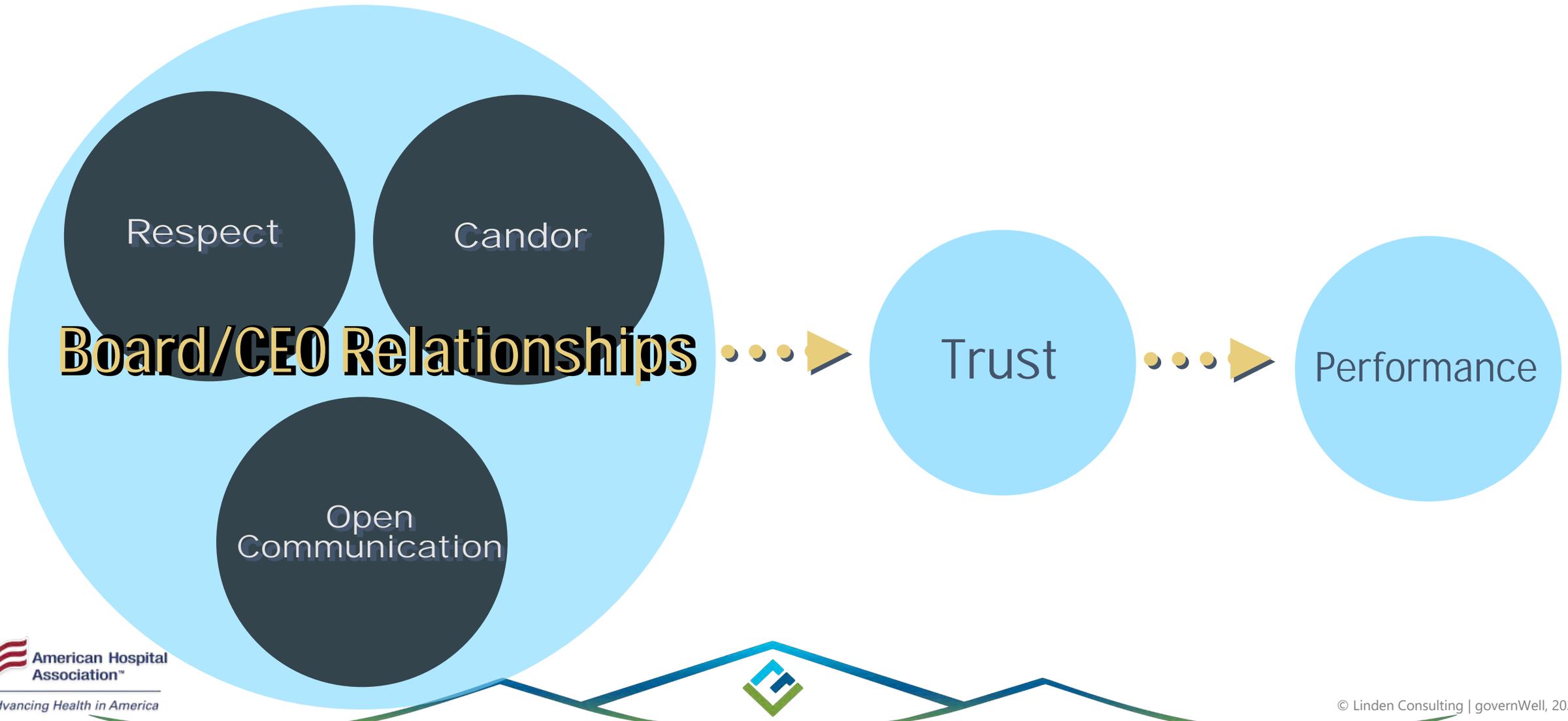


**Evaluate the CEO**

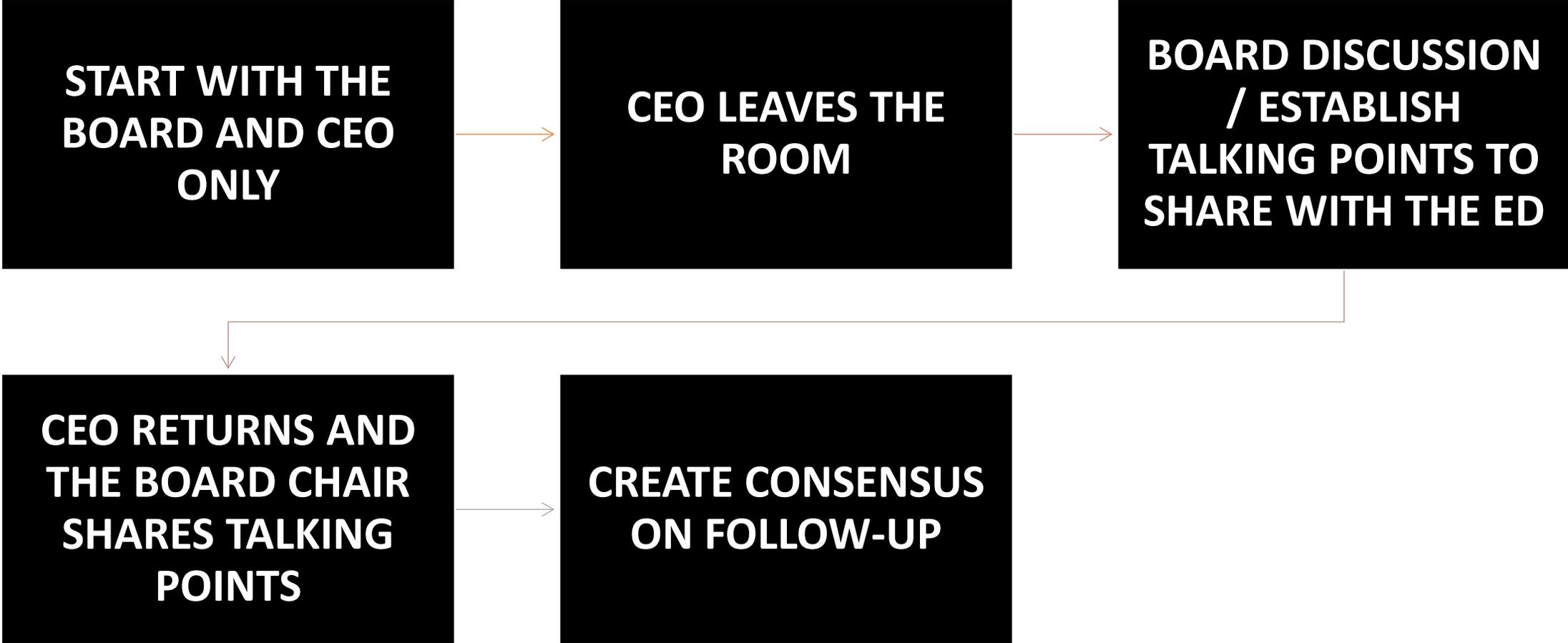


**Succession Plan for a New CEO**

# Trust: The Most Vital Ingredient



# Executive Session



Note: Public / Governmental boards must follow state open meetings regulations when using this practice.





## Questions to Explore and Find Consensus to Share with CEO

- **What are we really pleased about?**
- **What topics or issues do we need more information about?**
- **Do we have any concerns?**
- **How are we doing in supporting our CEO?**



# Other Considerations

- **This is feedback for future follow-up and not new agenda items for the current meeting!**
- **Public hospital 'closed session' rules**
- **Who's in the room?**
  - **Medical staff members**
  - **CEO's executive assistant**





T R U S T



## Best Practices for Executive Sessions Without CEOs

Supporting healthy board–CEO relationships

BY TODD C. LINDEN

When I was a young and inexperienced CEO, I did not like it when my board went into executive sessions without me. In fact, I hated it.

Spouses and significant others in delivery rooms are routine these days. For me, waiting for the board to finish an executive session was akin to the days of yore when expectant fathers paced in the waiting room, biting their fingernails and worrying about their partner and baby.

“What are they talking about?”  
“Will they tell me if I’m doing something wrong or if they need something more from me?” “Why

is it taking so long?” These were some of the questions that would tick through my head as I impatiently waited for their meeting to end.

Over time I came to realize it was healthy for the board to have the opportunity to have candid conversations without me in the room. In fact, I came to see it as a gift. These meeting-within-a-meeting meetings gave board members the chance to talk privately to address sensitive and confidential issues, promote robust discussion and build trust — among themselves and with me.

That being said, the process and approach a board takes with execu-

tive sessions can go a long way to ensuring a productive conversation occurs. It’s important these sessions don’t end up like a meeting with the staff of “The Office” at the Dunder Mifflin Paper Company, Scranton branch.

This article focuses specifically on best practices for executive sessions without the CEO present. It is important to note that for public boards, these recommendations may not apply due to open meetings laws, which vary among states. Legal counsel should be engaged to advise public boards about appropriate use of executive sessions, also known as “closed sessions.”

### Tips for Effective Executive Sessions

These tips will ensure that effective executive sessions advance ideas and create robust relationships.

**Develop a good process and follow it.** The purpose of an executive session should have focus — whether it’s to handle personnel matters such as CEO performance or to consider delicate matters like salaries, organizational culture or legal issues.

**EXAMPLE 1:** Many new board members are sensitive to asking questions in front of the CEO until they have more experience. They may be interested in understanding the evaluation process or details about the CEO contract.

# Best Practices for Executive Sessions Without CEOs



# Essential Ingredients for Governance Excellence



# Governance Excellence

- **A board willing to examine itself**
- **Strong board leadership**
- **A high performing governance committee**
- **Forward-looking policies**
- **A supportive CEO**
- **Trusted external partners**



# The Aha Moment An Invitation



# Governance Excellence Happens When:

- Board is *Intentional*
- Board is *Disciplined*
- Board is *Impactful*
- Committed to *Continuous Improvement*

*What is the next step our board could take to raise its own bar?*





# GUNNISON VALLEY HEALTH MONTHLY CEO REPORT TO GUNNISON COUNTY BOCC

## March 2026

ORGANIZATIONAL EXCELLENCE – Perform To Thrive
<b>BE EPIC</b>
<ul style="list-style-type: none"> <li>• <b>EPIC Update/Insights</b> <ul style="list-style-type: none"> <li>○ “Bones” Ortho Module launched at GVH. Should help with clinic and provider workflows, especially with injections.</li> <li>○ Overall, good Abridge AI ambient listening technology adoption across the health system.</li> <li>○ Ongoing configuration adjustments/modifications on the revenue cycle side of things, especially with GVH’s charge description master.</li> </ul> </li> <li>• <b>Future Needs</b> <ul style="list-style-type: none"> <li>○ Analyzing need for Palliative care build.</li> <li>○ In process with determining virtual ICU/Stepdown services.</li> </ul> </li> </ul>
<b>FINANCIAL EXCELLENCE</b>
<ul style="list-style-type: none"> <li>• <b>See Executive Summary for Year-End 2025 Performance</b></li> <li>• <b>GVH Financial Excellence Work Plan Completed</b> – See attached</li> <li>• <b>CFO</b> <ul style="list-style-type: none"> <li>○ Promoted J.J. Rodriguez from within GVH to the role of Associate Revenue Cycle Director – see email announcement.</li> <li>○ Hiring additional contract and employee support for Revenue Cycle consulting leadership, coding audit and coding/documentation integrity (CDI).</li> <li>○ 2026 Finance Department Operational Work Plan in Place and will be discussed more broadly. See attachment.</li> </ul> </li> </ul>
<b>PEOPLE FIRST</b>
<ul style="list-style-type: none"> <li>• <b>PROVIDER RECRUITMENT</b> <ul style="list-style-type: none"> <li>○ <b>Physiatry Medicine (PM &amp; R)</b> – In need of a part–time PM&amp;R physician to support Dr. Jamrich and our current spine program.</li> </ul> </li> <li>• <b>KEY LEADERSHIP UPDATES</b> <ul style="list-style-type: none"> <li>○ <b>Primary Care Front Office Manager</b> – Promoted Alexandra Parker to the FT Front Office Manager role.</li> </ul> </li> <li>• <b>GVH HR STATISTICS</b> - See HR BOT Dashboard file.</li> </ul>
<b>QUALITY AND PATIENT SAFETY</b>
<ul style="list-style-type: none"> <li>• <b>Nothing New</b></li> </ul>
<b>SERVICE EXCELLENCE</b>
<ul style="list-style-type: none"> <li>• <b>GVH CHNA Completed. - See attachment</b></li> <li>• <b>Marketing and PR Team</b>, via their new interim, will be conducting a thorough review of phone numbers and other contact information within the GVH website to ensure accuracy and that they go to the right location, right person, etc. This team will also begin additional secret shopper program to further identify gaps in phone etiquette, timeliness of returned phone calls, etc.</li> </ul>
<b>CHOOSE GVH</b>
<b>SERVICE LINE UPDATES</b> <ul style="list-style-type: none"> <li>• <b>GVH Brand Promise/Re-Branding Project</b> – See attached</li> <li>• <b>Primary Care Service Line (SL)</b> <ul style="list-style-type: none"> <li>○ <b>The Rural Health Clinic (RHC) certification</b> project is ongoing. <ul style="list-style-type: none"> <li>○ On track for April certification.</li> </ul> </li> </ul> </li> <li>• <b>Orthopedic Service Line</b> <ul style="list-style-type: none"> <li>○ Dr. Beim has departed for Italy to fulfill her role as CMO of the U.S. Olympic Team.</li> </ul> </li> </ul>



# GUNNISON VALLEY HEALTH MONTHLY CEO REPORT TO GUNNISON COUNTY BOCC

March 2026

- Dr. Clifton recently spent time with the US Women’s Ski Team, including Mikaela Shiffrin.
- No new updates regarding PSA with Montrose Regional Health. MRH continues to negotiate with the Orthopedists on final agreement and then we will be able to move forward with these clinical sub-specialty services.
- Dr. Jamrich, spine surgeon, completed his first clinic day at GVO and had a full schedule. We anticipate 4-6 months before we do our first spine surgery at GVH.
- **Dermatology Service Line**
  - MOHS procedures should begin the first week of March.

## MEDICAL STAFF SYNERGY – Unleash Provider Potential

### PHYSICIAN PRACTICE REIMAGINED

- **Provider Compensation Committee –**
  - Steering Committee Meetings continue.
  - Primary Care compensation new contract and structure is near completion.
  - We have begun analyzing ED, Anesthesia, and hospitalist providers.

## CLINICAL SERVICES COLLABORATION- Build For The Future

### EMS BUILDING UPDATE

- Final Commissioning is delayed.
  - Mechanical equipment is performing as it should but the team is still working through some ongoing issues. Overall, building comfort is good, and the team is examining the equipment to make sure it's not working too hard.

### MOB PROJECT UPDATE

- Pre-application call with USDA completed on 01.29.26

## STRENGTHENING COMMUNITY HEALTH – Together in Health

- **Rural Futures**
  - No new update.
  - We are still finalizing the completed document and road map, produced by the Farley Health Policy Center.
- **Affordability and Access**
  - **RHTF (Rural Health Transformation Fund)**
    - The State of Colorado RHTF Advisory Committee is in the process of being formed and seated, in consultation with CHA, Rural Futures, WHA, EPHC, and CRHC. GVH CEO applied to be on this committee.
    - **Next Steps:**
      - Colorado is in negotiations with CMS to finalize a cooperative agreement and timeline for funding distribution and program implementation.
      - Funding is for Year 1 (Dec 2025 - Sept 30, 2027).
        - There are no rollover funds – all funds must be spent in each federal fiscal year.

## TRANSITION PAYMENT MODELS – Value for The Valley

- **ACO Update – No new updates.**

## OTHER

### ATTACHMENTS

- Year-End Financial Summary
- GVH Financial Excellence Work Plan



## GUNNISON VALLEY HEALTH MONTHLY CEO REPORT TO GUNNISON COUNTY BOCC

**March 2026**

- **HR BOT Update**
- **Marketing/Brand Promise Update**
- **Community Health Needs Assessment**

### **-Revenue Cycle Director Announcement:**

Dear Colleagues,

We are pleased to share an important update regarding our Revenue Cycle leadership. After a lengthy search to fill the critical role of Revenue Cycle Leader, we have made the decision to move forward with a high-performing internal candidate, JJ Rodriguez, who has demonstrated exceptional leadership, strong operational insight, Epic acumen, change management, and culture commitment within our Patient Access department. This decision reflects our confidence in building a strong, sustainable revenue cycle structure from within.

### **Transition Plan & Development Support:**

#### **1. Experienced Interim Mentor**

To ensure that GVH supports JJ in this transition, we are implementing a 6–12-month development and training ramp-up. During this period, we will bring on a seasoned interim consultant Revenue Cycle Leader who will support JJ by:

- Providing direct mentorship and coaching
- Helping fill immediate knowledge gaps
- Guiding ongoing alignment of end-to-end revenue cycle processes
- Supporting management of our Signature partnership
- Continuing our focused work on Epic workflow optimization

This structured support will help ensure continuity, stability, and progress during the transition.

#### **2. Continued Chartis Engagement**

To maintain momentum in our Epic optimization efforts and ensure continued performance gains across our revenue cycle, we will also continue our engagement with Chartis, led by Hope Thompson and supporting team members. Chartis will partner closely with JJ, the interim Revenue Cycle Leader, our internal teams, and myself to ensure alignment, knowledge transfer, and sustainable long-term performance improvement results.

#### **3. Additional Revenue Cycle Support Roles**

To strengthen our overall revenue cycle operations and allow JJ to focus on broader strategy and leadership responsibilities, we are also implementing the following internal structural enhancements through FTE additions:

- **Patient Access Supervisor-** to be posted soon: This role will enable JJ to transition out of daily operational Patient Access responsibilities and into the full Revenue Cycle leadership space.
- **Revenue Integrity Specialist** to be posted soon: This role supports audits and improves billing and charge practices, ensures compliance with payer and regulatory rules, analyzes data to find opportunities,



GUNNISON VALLEY HEALTH

## GUNNISON VALLEY HEALTH MONTHLY CEO REPORT TO GUNNISON COUNTY BOCC

**March 2026**

risks, or trends, maintains key revenue systems like the Charge Master, and collaborates across departments to protect and maximize the organization's revenue.

### Moving Forward

We are excited about the opportunity to grow our own talent and strengthen our revenue cycle foundation. This transition plan reflects our commitment to invest in our people, support leadership development, and continue to enhance the financial health and operational excellence of our organization.

Please join us in congratulating and supporting JJ as he takes on this new and important challenge. More details will be shared as the transition progresses.

Thank you for your continued dedication to our mission and the patients we serve.

Nate

Nathan G. Blad, MBA, MHA, CHFP, FACHE  
Chief.Financial.Officer



MONTHLY FINANCIAL SUMMARY – DECEMBER 2025

1. EXECUTIVE SUMMARY

REVENUES:

Month of December financial performance demonstrated:

- Gross Revenues were better than budget by 20.9%.
- Contractual adjustments were higher than budget due to aging of legacy A/R.
- Net Revenues were better than budget 20.4% primarily driven by increased revenue.

Year To Date (YTD) performance demonstrated:

- Gross Revenues were better than budget by 6.4%.
- Contractual adjustments were higher than budget due to payer mix and aging of legacy A/R.
- Net Revenues were better than budget 4.7% driven by the 340b rebates, ER Revenue, Observation Revenue, Pro Fees, and GVHFM Clinic revenue.
- Days Cash on Hand: December ended at 158 days (\$42.3m in cash balances).
- A/R Days: December ended at 88 days (1 day lower than November) due to a reduction in Legacy AR.

OTHER OPERATING REVENUES: Over budget by \$223k for the month driven by 340B and Rebates. The YTD revenues were \$2.0m better than budget driven by B/H Client Billing, 340B rebates and other drug rebates.

EXPENSES:

Month of December: Over budget by (27.4%) driven by Salaries and Benefit due to higher claims, supplies due to year-end inventory adjustments and Epic depreciation catch up for May – December.

Year to Date: Over budget by (5.8%) driven by Salaries and benefits, physician fees, purchased services (Signature billing and legal fees), and Epic depreciation catch up.

OPERATING INCOME: Under budget by (\$592k) for the month due to increased contractual adjustments, salaries and benefits, supplies and depreciation. YTD was (\$1m) under budget driven increased contractual adjustments, salaries and benefits, physician fees and purchased services and depreciation.

NON-OPERATING REVENUE/EXPENSE: Over budget by \$523k for the month due to Foundation donations and interest income, offset by higher interest expense. YTD was \$5.9m better than budget driven by Foundation donations (EMS and EPIC), ERC credits, interest income, and investment market value changes.

NET INCOME: December had a net income of \$62k, bringing the YTD consolidated Net Income to \$9.1m; GVH (including ASC) \$11m; SCC (\$1.9m).

Health System	DEC 2025 Actual	DEC 2025 Budget	VAR \$	VAR %	FY2025 Actual	FY2025 Budget	VAR \$	VAR %
Gross Revenue	16,325,438	13,506,476	2,818,962	20.9%	179,690,703	168,915,365	10,775,338	6.4%
Net Revenue	10,098,055	8,388,164	1,709,891	20.4%	105,993,475	101,230,243	4,763,232	4.7%
Contractual Adj. %	41.7%	40.5%	-1.2%	-2.9%	44.1%	42.2%	-1.9%	-4.5%
Expenses	10,700,334	8,398,888	(2,301,446)	-27.4%	105,522,040	99,748,162	(5,773,878)	-5.8%
EBITDA - Debt Service	786,786	616,099	170,687	27.7%	9,279,690	9,066,221	213,469	2.4%
Operating Income	(602,279)	(10,724)	(591,555)	-5516.2%	471,435	1,482,081	(1,010,646)	-68.2%
Non-Operating Revenue	663,885	141,357	522,527	369.6%	8,632,312	2,720,472	5,911,840	217.3%
Net Income	61,605	130,633	(69,028)	-52.8%	9,103,747	4,202,553	4,901,194	116.6%



# Financial Excellence Workplan



## **Revenue Cycle - Jamie Rodriguez**

Improve cash performance by reducing denials, accelerating billing, and strengthening end-to-end revenue cycle operations.



## **Finance & Accounting – Jackie Leach**

Enhance financial reporting speed and accuracy through standardized processes, automation, and strong internal controls.



## **Financial Planning & Analysis – Jonathan Matson**

Drive organizational accountability using service-line insights, contract optimization, and disciplined labor and expense management.



## **Supply Chain – Rick Vogel**

Increase cost efficiency through contract optimization, product standardization, and improved supply utilization and oversight.



# Revenue Cycle



## **Reduce Hospital Net AR Days**

Optimize EPIC work queues and the CDM, strengthen RCM staffing, implement daily command-center oversight, and augment capacity with added expertise.



## **Reduce Denials**

Reduce denials by addressing root causes, strengthening front-end accuracy, improving coding quality, accelerating appeals, and enhancing provider documentation.



## **Accelerate Cash Collections**

Strengthen cash flow by tightening daily reconciliation, expanding electronic payments, recovering underpayments, improving self-pay yield, and resolving credit balances promptly.



## **Reduce Aged Accounts**

Accelerate legacy A/R resolution by assigning focused weekly targets, leveraging vendor reviews, enforcing small-balance write-offs, and maintaining consistent payer follow-up.



# Finance & Accounting



## **Improve Timeliness & Accuracy**

Improve close accuracy and timeliness by standardizing checklists, automating key reconciliations, strengthening internal controls, and enforcing disciplined variance review.



## **Optimize Financial Information Systems**

Enhance ERP effectiveness by optimizing Multiview, rebuilding the GL structure, upgrading the system, expanding self-service reporting, and cross-training staff for deeper organizational expertise.



## **Optimize Cost Report Reimbursement**

Strengthen reimbursement accuracy by maximizing allowable costs, minimizing non-reimbursable items, improving monthly cost-report modeling, and ensuring timely refiling for optimal Medicare and Medicaid Advantage rates.



## **Implement Cost Accounting Processes**

Strengthen service-line insight by deploying cost accounting, aligning allocation methods, training leaders on margin interpretation, and embedding cost-per-case data into monthly dashboards.



# Financial Planning & Analysis



## **Optimize Payer Integrity**

Strengthen payer performance by benchmarking contracts, modeling reimbursement improvements, negotiating stronger terms, adding value-based incentives, and maintaining ongoing contract alignment.



## **Elevate QBR Performance**

Strengthen QBR effectiveness through standardized templates, benchmark-driven insights, variance-based action plans, and routine executive review.



## **Enhance Workforce Cost Efficiency**

Improve labor efficiency by setting productivity benchmarks, strengthening workforce governance with HR, and implementing bi-weekly productivity reporting.



## **Automate and Improve Budgeting**

Improve budgeting by automating rollups and forecasts and optimizing the Multiview planning module.



# Supply Chain



## **Maximize Contracted Supply Usage**

Improve supply cost efficiency through spend analysis, contract gap closure, standardization with formulary compliance, and strengthened GPO and PO oversight.



## **Launch Value Analysis Program**

Close contract gaps through targeted spend analysis, strengthen standardization and new-item process controls, optimize GPO tier performance, and align physician preference items.



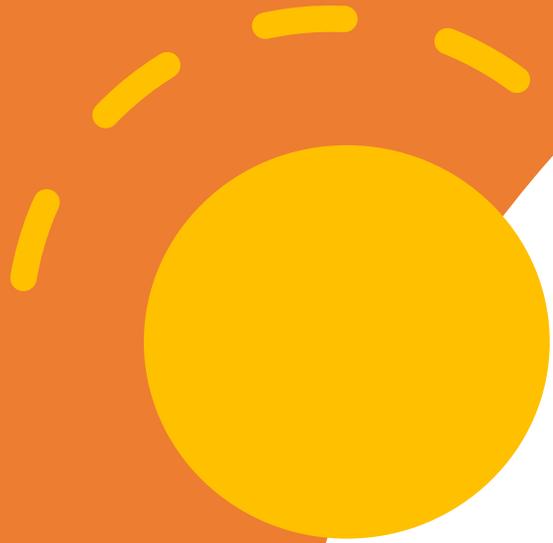
## **Optimize Supply Expense**

Lower supply costs by auditing high-cost utilization and strengthening PAR-level controls to reduce excess and expirations.



## **Reduce Supply Chain Waste**

Reduce waste through monthly audits with root-cause analysis, stronger staff charge-capture practices, and real-time MMIS alerts for expiring items.

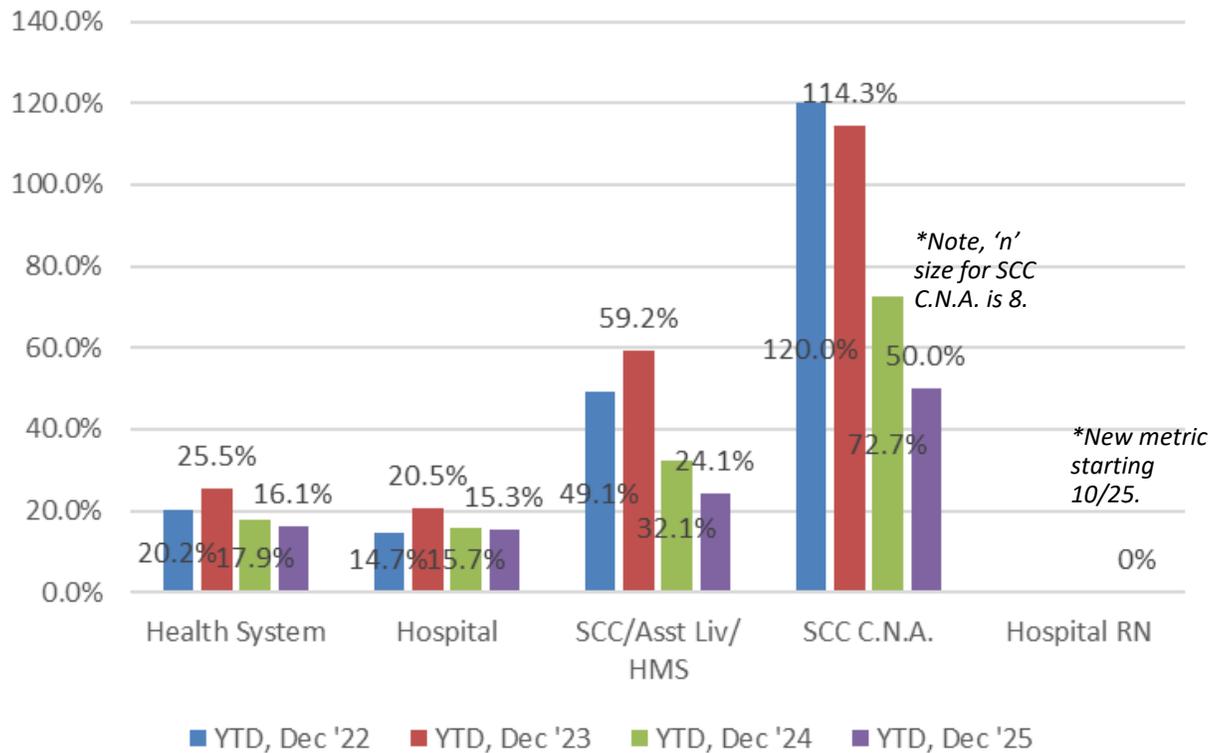


# GVH Recruitment Data for Gunnison County BOCC

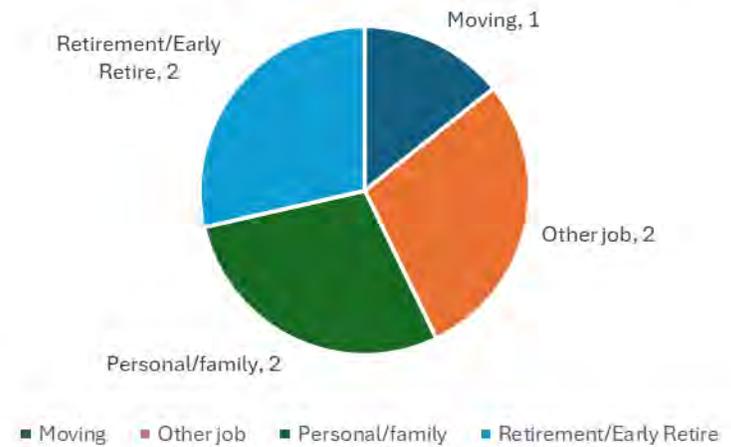
Prepared by Human Resources and Housing Team

# Employee Turnover

YTD Turnover Trending - December 2025



Reasons for Termination - December 2025

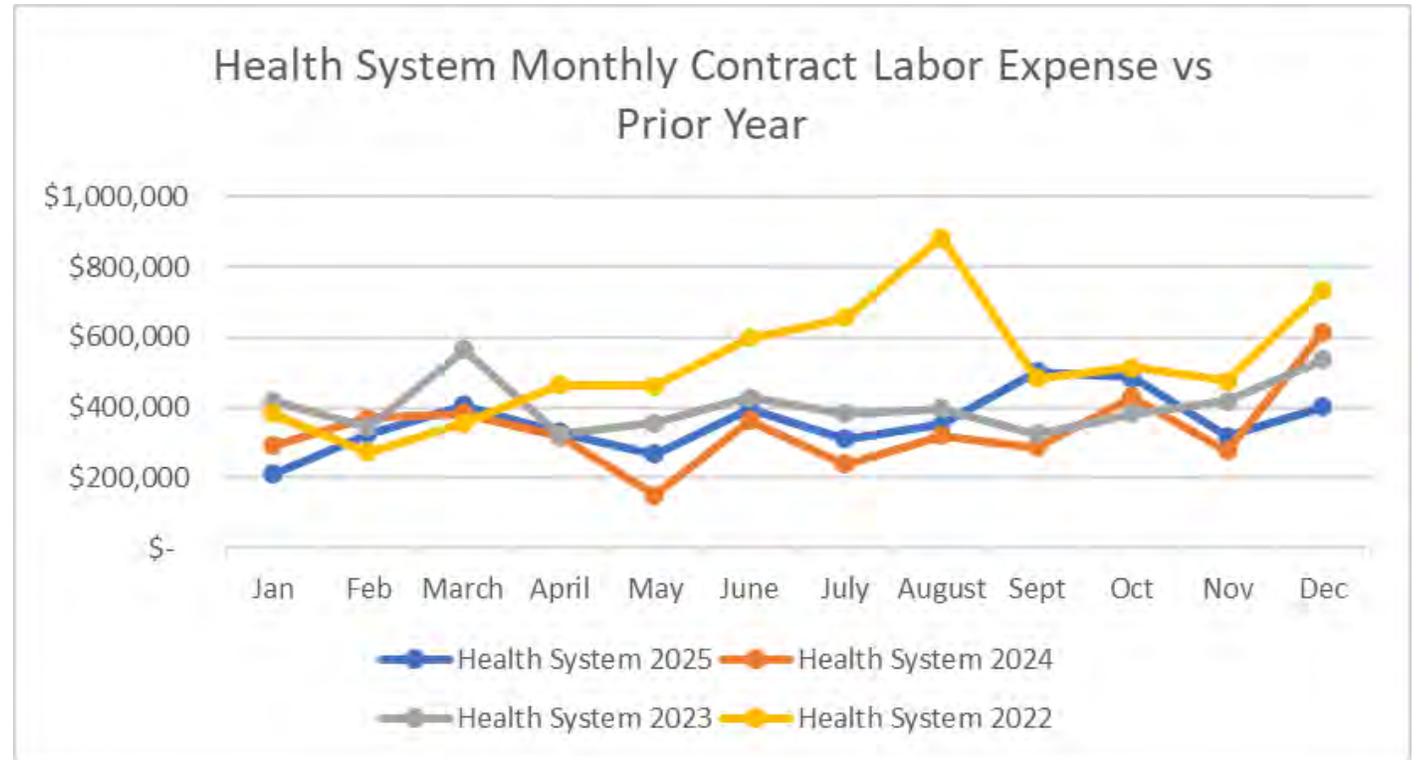


National average of turnover in 2024:

- Hospitals FT/PT only = 15.4%
- Long-term care = 91%
- LTC Certified Nurse Aide = 109.7%

# Contract Labor

- YTD \$260k increase vs. prior year.
- Increase of 6.4%.



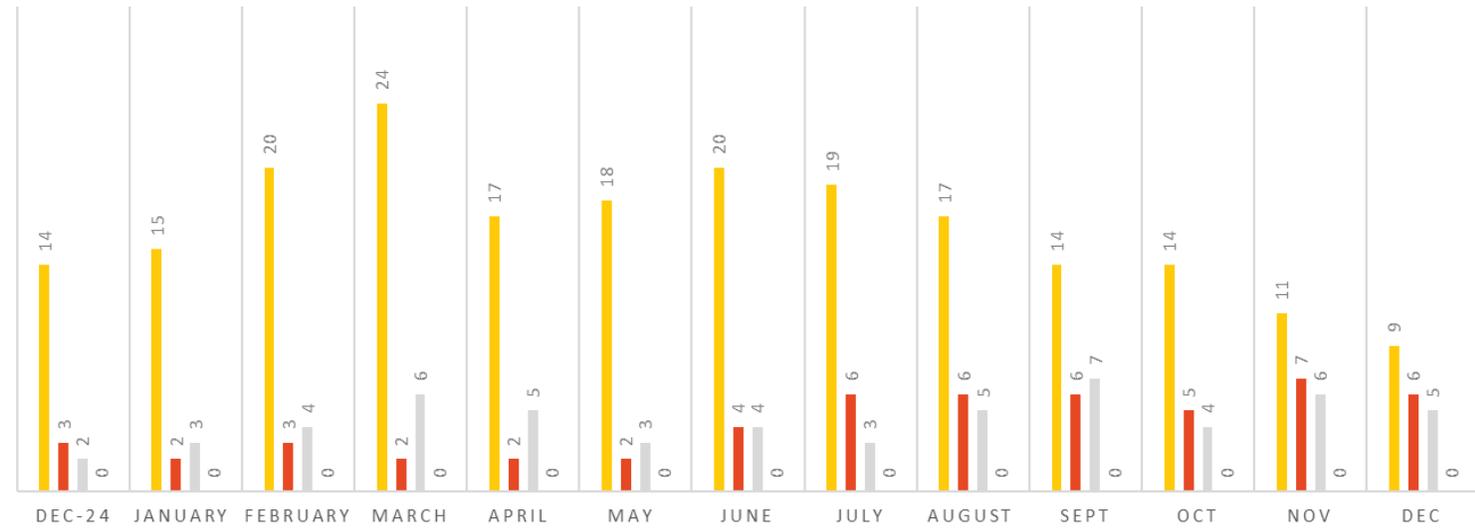
	December
Health System 2025	\$ 402,758
Health System 2024	\$ 615,368
Health System 2023	\$ 536,255
Health System 2022	\$ 734,541

*\*2024 Contract Labor data in this slide excludes Docere consulting for true comparison year over year of actual contract labor.*

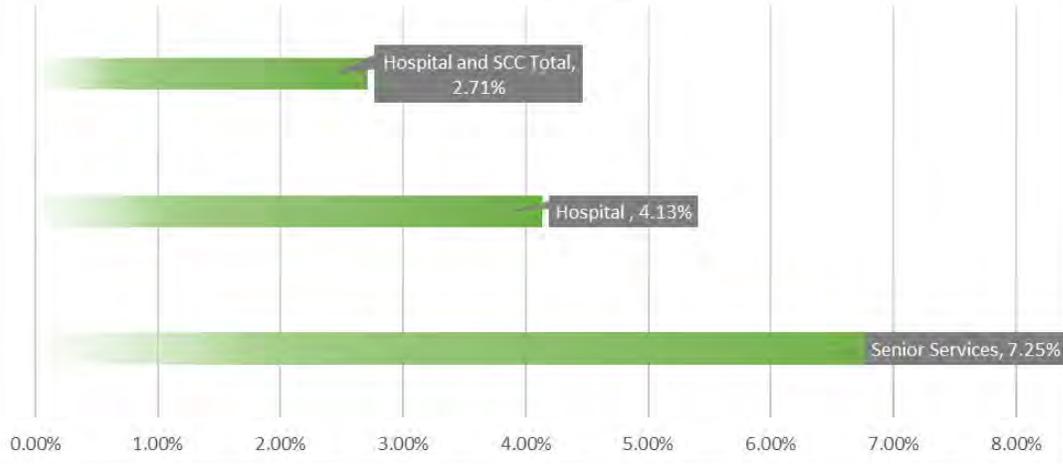
# Agency & Direct Contract Staff

## AGENCY VS. DIRECT CONTRACT

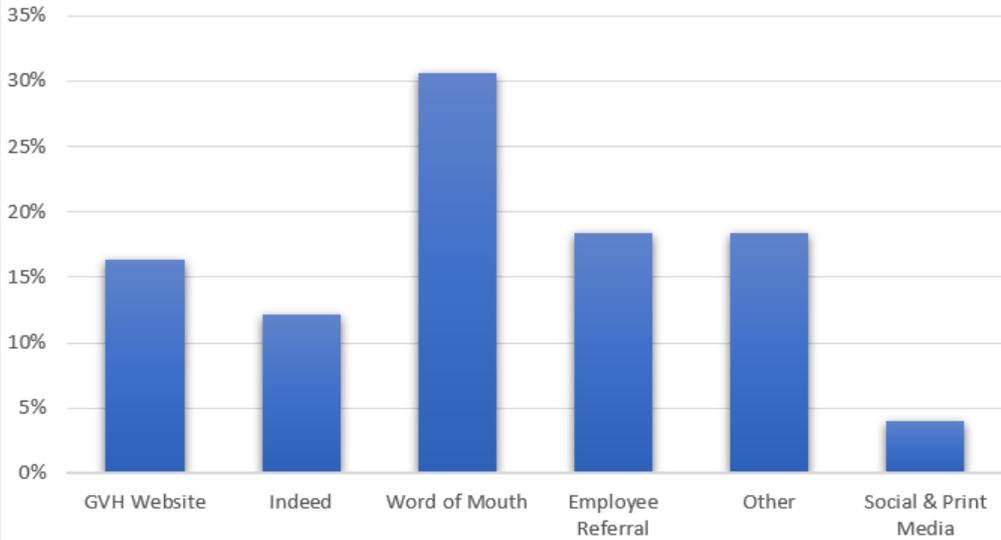
■ HOSP Agency 
 ■ HOSP Direct 
 ■ SS Agency 
 ■ SS Direct



## TRAVEL STAFF USAGE - FACILITY AND SYSTEM-WIDE



### Candidates hired by Source



### Time to fill - Quarterly Comparison (24/25)

**First Quarter 2025 - 96 Days**

**Second Quarter 2025 - 42 days**

**Third Quarter 2025 - 43 days**

**Fourth Quarter 2025 - 81 days**

*OB Manager was open for 760 days which (when filled) had a big impact on TTF for 4th quarter 2025*

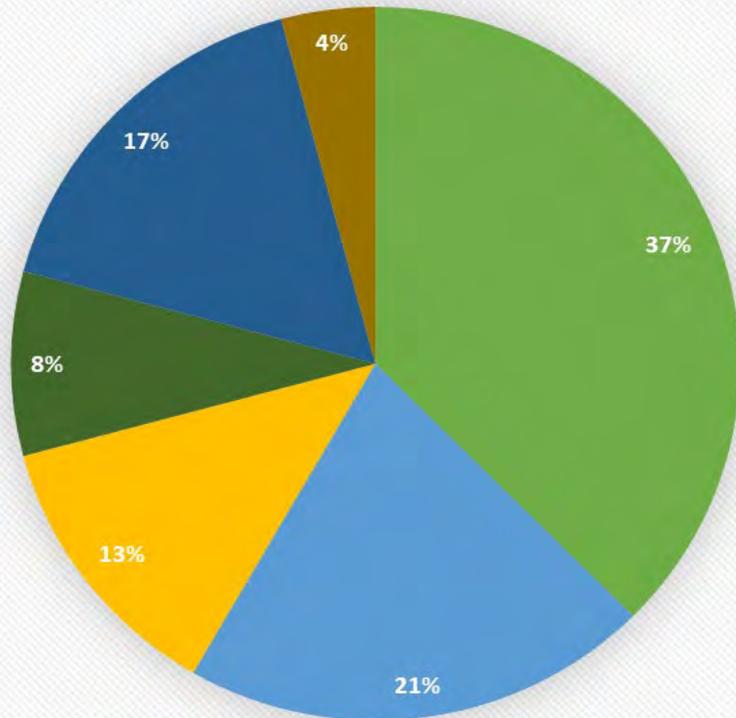
### Health System Vacancy Rate

Month	Health System	RN's
November 2024	6.94%	11.94%
December 2024	6.99%	11.28%
January 2025	5.98%	11.19%
February 2025	6.10%	10%
March 2025	5%	9%
April 2025	5.9%	8.15%
May 2025	6.35%	10.20%
June 2025	5.45%	8.33%
July 2025	5.05%	9.09%
August 2025	5.85%	8%
September 2025	5.09%	10%
October 2025	4.9%	13%
November 2025	5.46%	9.52%
December 2025	4.88%	8.54%

FT Job Postings	2024	2025	2026
January	65	28	
February	60	29	
March	59	24	
April	46	31	
May	41	34	
June	34	34	
July	35	28	
August	35	32	
September	33	23	
October	32	24	
November	37	28	
December	32	23	

# GVH Hires & Open Requisitions

Percentage of open requisitions by job category



■ Nursing ■ Nursing Support ■ Allied Health ■ Admin/Clerical ■ Support Services ■ Licensed Clinical

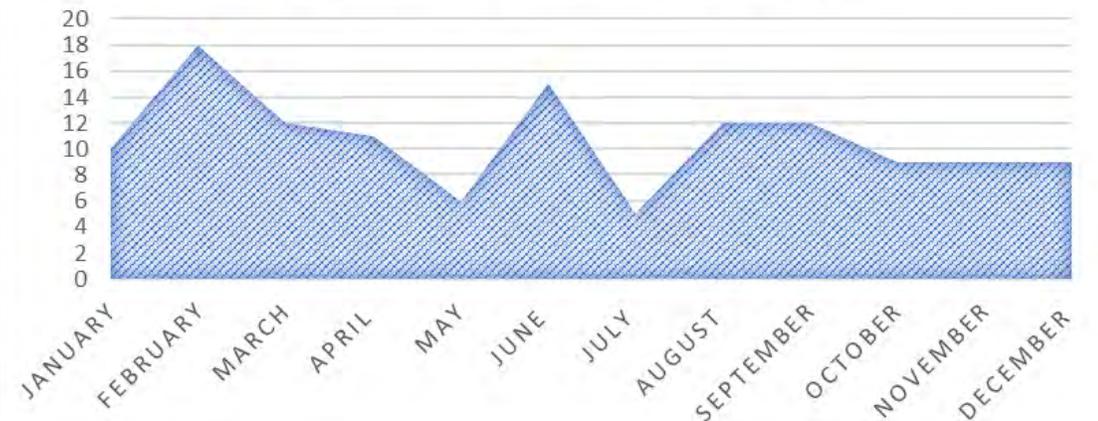
## Total Open Opportunities

- \* 24 Full Time
- \* 3 Part Time

## Hard to Fill Positions

1. Home Health/Hospice RN
2. Respiratory Therapist
3. Triage LPN Family Medicine Clinic
4. Home Health/Hospice Clinical Coordinator, RN

## YEAR TO DATE HIRES 2025



# Creating the Pipeline



## Partnership with Flint International Nurse Recruitment Firm

- 2 New Offers (1 for Labor & Delivery RN, 1 for LTC RN) Both accepted.
- Expected Arrival - March/April 2026



## Increased Tuition Reimbursement funding

### New Grads!

- 1 - M/S RN - Started as ED Tech
- 1- M/S RN - Started as C.N.A.
- 1 - L&D RN - Started as a Medical Assistant
- 1 - LTC LPN - Started as a C.N.A.
- 1 - XRay Tech - Started as a Receptionist
- 1 MLT/Lab - Started as a Phlebotomist

### In School!

- C.N.A. --> **BSN** Summer 2027
- RN --> **NP** 2026/2027

# Creating the Pipeline

## Career Fairs Attended by GVH HR

2025

- UCCS Beth-El Nursing Program
- Western Colorado University
- Technical College of the Rockies
- Regis University Health Sciences Career Fair

## On-the-job training and growth opportunities available:

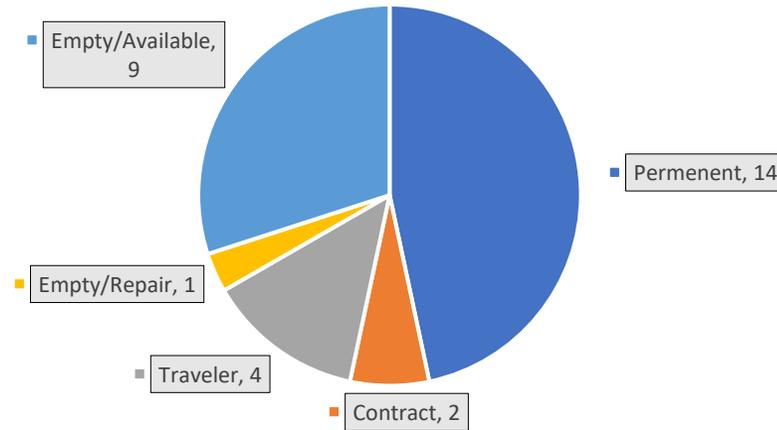
- Medical Pathways 10 Week Program with High School Juniors and Seniors kicks off in January! Info night 12/10
- Medical Assistant Certification (MA I, II & III)
- Certified Nurse Aide certification with GHS/WCU
- EVS Technician (EVS Tech I, II & III)
- Facilities Technician (Facilities Tech I, II & III)
- Clinical RN I, II & III



# Housing Dashboard – December 2025

Housing Needs	
Title	# Openings
HMS RN	2
HMS Clinical Coordinator	1
MT/MLT	1
Respiratory Therapist	2
Sleep Tech	1
L&D RN	2
SCC CNA	3
OR RN	2
Speech Pathologist	1

Unit Occupancy by Employment Type



Housing Coordinator position is vacant.

4 PERM move ins expected in the next 60 days.

Unit by Bedrooms	1 Bed	2 Bed	3 Bed	4 Bed	Total
Total Count	9	16	4	1	30
Occupied #	6	11	3	0	20
Available Units	3	5	1	1	10
Percent Full	67%	79%	75%	0%	67%



GUNNISON VALLEY HEALTH

HOSPITAL  
SENIOR CARE CENTER  
HOME MEDICAL SERVICES  
ASSISTED LIVING  
FAMILY MEDICINE CLINIC  
MOUNTAIN CLINIC  
HOSPICE AND PALLIATIVE CARE  
FOUNDATION

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# 2025 Community Health Needs Assessment

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GUNNISON VALLEY HEALTH | FEBRUARY 2025



# About the CHNA

## PURPOSE

- ✓ Regulatory requirement for nonprofit hospitals
- ✓ Validate & inform current strategic direction
- ✓ Identify refinement opportunities — not reinvention
- ✓ Inform future investments and partnerships

## METHODOLOGY

Partnership with Colorado Health Institute  
Independent, nonpartisan health policy experts

**120+** health & social indicators reviewed  
Benchmarked against Colorado state averages

**786** community survey responses  
Offered in English and Spanish (10% Spanish response)



# Priority Needs Identified



## Specialty Care Access

— Keep Going!

GVH explores creative options for visiting specialists and adds specialties when demand warrants (e.g., Dermatology).



## Preventive Care

— Keep Going!

Continued work needed as health insurance costs threaten access to preventative services.



## Behavioral Health

— Keep Going!

GVH launched a Behavioral Health program two CHNAs ago — over 10,000 visits since inception.



## Housing — Social Determinant of Health

— Broader Issue

Housing support must have ownership from other community entities. GVH plays a supportive role.



**KEY NEED TO SUPPORT ABOVE PRIORITIES: COMMUNITY ENGAGEMENT PLAN**



---

# Key CHNA Takeaway: Validation of Direction

Data supports staying the course.  
Our priorities align — now we  
communicate them better.

- Continue specialty care awareness and visibility
- Expand care coordination and navigation
- Maintain focus on behavioral health services
- Develop more cohesive communications with community



# Specialty Care Access

PRIORITY NEED — KEEP GOING



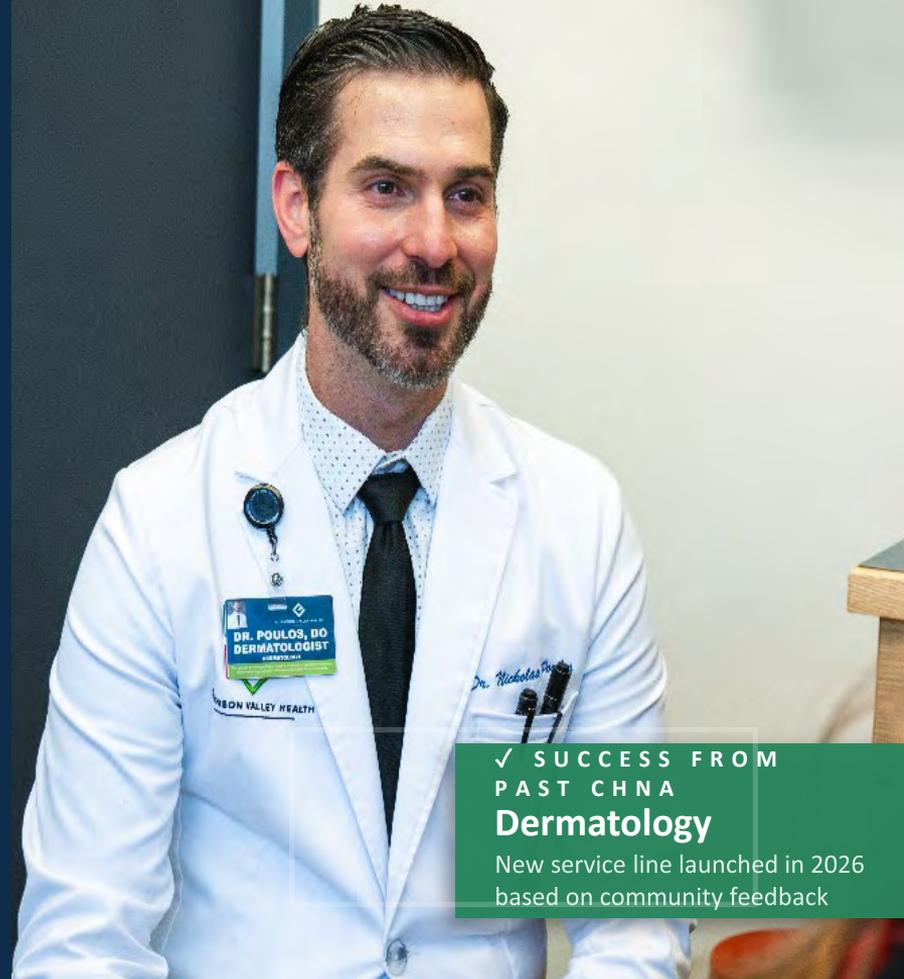
## FINDINGS

- ✓ Residents continue to travel outside the county for specialty services
- ✓ Awareness gaps exist for services already offered locally
- ✓ GVH explores visiting specialists; adds when demand warrants
- ✓ Opportunity to strengthen communication and local partnerships



## ACTION ITEMS

- Continued promotion of GVH specialty lines
- Continued exploration of service line needs
- Continue collaboration with Juntos & community navigators



✓ SUCCESS FROM  
PAST CHNA  
**Dermatology**

New service line launched in 2026  
based on community feedback



# Behavioral Health

— PRIORITY NEED — KEEP GOING



## FINDINGS

### ⚠ MOST URGENT COMMUNITY HEALTH NEED

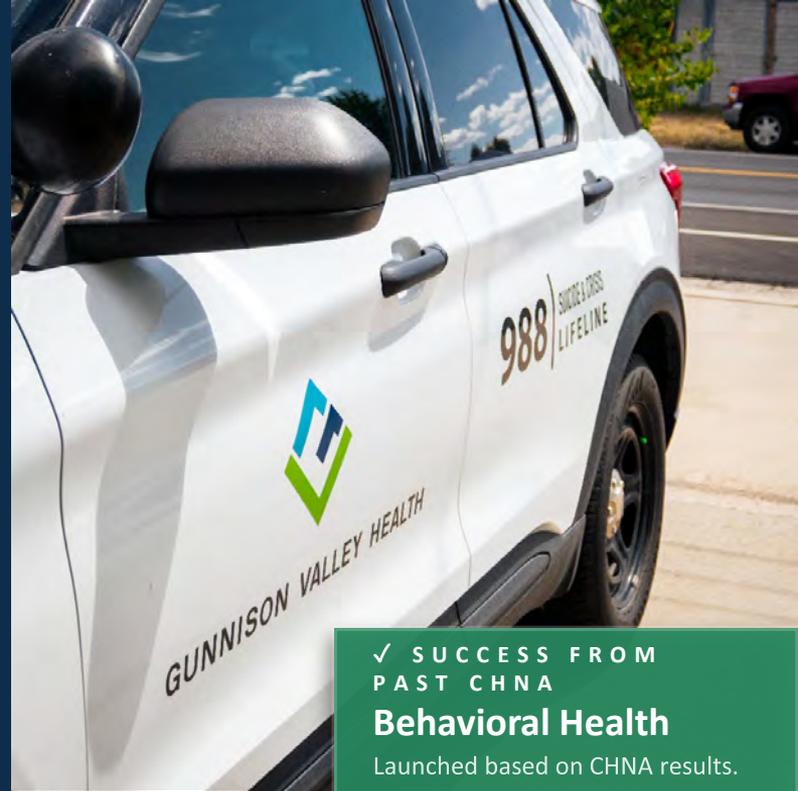
- Suicide rate significantly higher than state average
- High rates of substance use and alcohol-related concerns

- ✓ Behavioral health consistently ranked as top unmet need
- ✓ Access gaps remain despite significant program growth



## ACTION ITEMS

- Continue supporting Behavioral Health program growth
- Continue awareness of Mobile Crisis Unit
- Continue BH support at community outreach/events



# 10,000+

VISITS SINCE PROGRAM LAUNCH  
4 YEARS AGO DUE TO CHNA DATA



# Preventive Care & Screening

— PRIORITY NEED — KEEP GOING



## FINDINGS

- ✓ Lower preventive screening rates than state averages
- ✓ Cost and insurance coverage remain the primary barriers
- ✓ Appointment availability impacts access to timely screening
- ✓ GVH's acquisition of GVFP created new access opportunity



## ACTION ITEMS

- Continued promotion of MyChart scheduling
- Continued support of low-cost direct access testing
- Strengthen community health advocacy through events
- Support awareness of financial assistance for screening





# Additional Findings

Barriers to Care · Housing · Quality & Trust

## Barriers to Care

- High cost of care
- Insurance gaps
- Difficulty securing timely appointments
- Disproportionate impact on Spanish-speaking residents

### Actions

MyChart scheduling support  
Ongoing Juntos collaboration

## Housing as a Health Issue

 #1 Cited social issue in survey

- High housing costs impact residents and workforce
- Direct implications for GVH recruitment & retention

### Actions

Continue GVH employee housing program

## Quality & Trust

- Strong confidence in quality & safety
- Positive perception as trusted provider
- Opportunities to improve billing transparency

### Actions

MyChart billing education  
Community Outreach Plan



# Community Action Plan

*In Development — Gunnison Valley Health 2026*



## Access & Service Lines

- Promote GVH specialty lines
- Promote MyChart scheduling
- Support low-cost direct access testing



## Behavioral Health

- Support BH program growth
- Raise awareness of Mobile Crisis Unit
- BH presence at community events



## Preventive Care & Screening

- Amplify Cancer Screening Fund awareness
- Strengthen community health advocacy



## Navigation & Partnerships

- Continue collaboration with Juntos & community navigators



## Communication & Billing

- MyChart billing education
- Cohesive Community Outreach Plan



## Housing

- COMMUNITY PARTNERSHIPS**
- Continue GVH employee housing program
  - Engage community partners on broader solutions



**SAVE THE DATE**  
**EGGSTRAVAGANZA Sat 3/28 · 10 AM**



**SAVE THE DATE**  
**SPRING INTO WELLNESS Sat 5/2 · 9 AM–1 PM**

# GVH Digital Brand Transformation

**By Erica Rasmussen** – GVH Director of Marketing and Public Relations.



GUNNISON VALLEY HEALTH

HOSPITAL  
SENIOR CARE CENTER  
HOME MEDICAL SERVICES  
ASSISTED LIVING  
FAMILY MEDICINE CLINIC  
MOUNTAIN CLINIC  
HOSPICE AND PALLIATIVE CARE  
FOUNDATION

Where We've Been...

# 2025 Marketing Review → 2026 Strategic Focus



## 2025 Challenges

Wasted Spend

### What Wasn't Working:

- Fragmentation of efforts
- Reliance on quantity vs quality of print advertisements
- Lack of systematic workflows
- No metrics

### The Result:

- No ROI determinants
- Outdated channels
- Limited quality of storytelling and brand optimization
- "We exist" was the theme



## 2026 Strategic Focus

Intentional Investment

### Four Strategic Priorities:

#### Drive Service Line Growth & Brand Awareness

Reach patients at the right time with the right message

#### Optimize People First Initiatives

Support Recruitment/Retention (Internal Communications)

#### Advance Financial Excellence

Smarter spend with measurable ROI

#### Community Engagement & Sponsorships

Leverage events and sponsorships to strengthen marketing reach

# Where We're Going: Digital Brand Transformation



GUNNISON VALLEY HEALTH

HOSPITAL  
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MOUNTAIN CLINIC  
HOSPICE AND PALLIATIVE CARE  
FOUNDATION



# Why Digital? Why Now?

## 1 Meet Patients Where They Are

Digital is now the first touchpoint for patients seeking care and candidates seeking employment.

## 2 Overcome Rural Barriers

Reach patients across distances, target seasonal residents, and connect with mobile populations print can't reliably reach.

## 3 Win the Talent War

Compete nationally for clinical talent with targeted digital recruitment that print cannot match.

## 4 Measure What Matters

Track performance, optimize campaigns in real-time, and prove ROI — something print cannot deliver.

## 5 Respond with Agility

Launch, pause, or adjust campaigns instantly to meet changing healthcare needs without long lead times.

## 6 Evolution, Not Elimination

We're right-sizing print, not abandoning it. Balance community trust with future-ready reach.

## The Bottom Line

The digital shift is about **access**, **accountability**, and **sustainability**. It ensures GVH can reach patients and workforce effectively, respond quickly to change, and steward resources responsibly — while honoring community relationships.



# Why Optimize Our Brand Now?



## Modernization

Evolving how GVH uses technology, data and coordinated communication strategies to better connect and engage community members with the care and services they need.



## Community Connection

CHNA data indicates communication optimization, community awareness and education/outreach to support access is needed.



## Growth

This initiative can drive more patients to GVH.



## Accountability

Eliminating antiquated, unmeasurable tactics to support measurable and innovative growth strategies is critical to support GVH's growth.



# Closing Awareness & Access Gaps

*Even when services exist locally, many community members may not fully understand:*



## What

What care options are available



## How

How to access programs or specialty services



## When & Where

When and where to seek support

**Marketing transformation ensures CHNA-driven priorities translate into real utilization and improved access.**



# CHNA Data: Communication Needs

Recent Community Health Needs Assessment findings highlight key areas:



Lack of awareness of key services



Behavioral and mental health access



Chronic disease prevention and wellness



Substance use support



Rural access barriers



Health equity and underserved populations



## KEY INSIGHT

Addressing these priorities requires more than clinical services alone — it requires proactive, targeted, and consistent communication.



# What Digital Marketing Transformation Enables

## CHNA-ALIGNED DIGITAL-FIRST APPROACH

-  Increase awareness of priority services
-  Improve access to behavioral and preventive care
-  Engage underserved and rural populations more effectively

## STRATEGIC OUTCOMES

-  Integrate print outreach into measurable digital journeys
-  Ensure marketing investments are strategic and accountable
-  Translate CHNA data into real community action



# SBAR: Digital Transformation Initiative

**S**

## SITUATION



Foundation Gala attendee—a second homeowner visiting the valley for 40 years—didn't know what GVH does. Wanted to give \$100K. This matching financial support makes the project possible.

**B**

## BACKGROUND



GVH has no agency of record and needs to adjust to a digital world, while addressing community needs, increasing awareness and education—ideally getting more patients to GVH.

**A**

## ASSESSMENT



Over 20 firms reviewed, 12 proposals submitted, and 3 finalists (Hedy & Hopp, Onspire & WAX) went through rigorous interview/creative process.

**R**

## RECOMMENDATION



Selection of Hedy & Hopp for extensive strategy, creative, audience development, data integration, Epic marketing & robust compliance experience.



# FINAL SELECTION / DECISION STATEMENT



Based on a structured evaluation of all finalist proposals, it is recommended to select **Hedy & Hopp** as the preferred partner to support Gunnison Valley Health's branding efforts.

This recommendation reflects Hedy & Hopp's demonstrated **strength in strategic insight, Epic/MyChart integration, compliance readiness, and long-term partnership capability. Furthermore, their support to maximize paid media spend targeting, attribution and audience development is critical.**

WAX and Onspire are recognized for meaningful strengths in creative differentiation and healthcare execution, respectively, and were considered carefully as part of the final assessment.



# 2026 Brand Optimization Journey

**Q1**

2026

- Review Brand Optimization Finalists
- Identify Brand Partner
- Brand Partner Orientation
- Community Engagement Plan

**Q2**

2026

- Brand Optimization
- Campaign Development
- Print & Digital Templates
- New Website Wireframe
- Implement Digital Ad Tracking

**Q3**

2026

- Solidified Mission, Vision, Brand Promise
- New Website Launch (Digital First)
- Begin Revising Print Collateral
- Optimize Digital Ad Implementation

**Q4**

2026

- Service Line ROI Dashboards
- #'s On Marketing Drives Growth
- Continued Brand Optimization
- Digital-First Approach Achieved