

INFRASTRUCTURE · ENVIRONMENT · COMMUNITIES · SERVICES

PERFORMANCE REPORT

2019-2020

# Dedication to Excellence, Accountability and Continual Improvement



In both 2019 and 2020, the International City/County Management Association (ICMA) recognized Gunnison County for its data-driven management and reporting achievements with a Certificate of Excellence in Performance Management. Of the nearly 40,000 general-purpose local governments in the nation, an exclusive group of only 25 local governments received this accolade in 2020, which represents the highest of three award levels, and only 60 local governments were recognized with any of the three award levels.

**MATTHEW  
BIRNIE**  
County Manager



County Manager Matthew Birnie can be contacted at **(970) 641-7602** or **[mbirnie@gunnisoncounty.org](mailto:mbirnie@gunnisoncounty.org)** if you have any questions or ideas, or if you would like to have a discussion about the County's performance management efforts.

Due to the COVID-19 pandemic, we were unable to publish a 2019 Performance Report in early 2020. This special 2019-2020 Gunnison County Performance Report includes work completed and goals reached during both years, as well as a special section related to our community and organizational response to COVID-19.

- ENSURE SOUND **INFRASTRUCTURE**
- PROTECT THE **ENVIRONMENT**
- PROMOTE PROSPEROUS, COLLABORATIVE & HEALTHY **COMMUNITIES**
- DELIVER HIGH QUALITY **SERVICES**

Many of the Plan's strategic results directly align with the One Valley Prosperity Project (OVPP) collaborative initiative, which focuses on achieving a more prosperous and successful future for all of the Gunnison Valley's communities. The OVPP logo is next to each aligned strategic result in this performance report to clearly demonstrate our commitment to following through on the actions identified as priorities by so many of our residents.



More information related to the County's strategic planning efforts is available online at <http://www.gunnisoncounty.org/performance>. More information related to the One Valley Prosperity Project is available at <http://www.onevalleyprosperity.com/>. County Manager Matthew Birnie can be contacted at (970) 641-7602 or [mbirnie@gunnisoncounty.org](mailto:mbirnie@gunnisoncounty.org) if you have any questions or ideas, or if you would like to have a discussion about the County's performance management efforts.

# CONNECT TO US ON SOCIAL MEDIA



## GUNNISON COUNTY, CO GOVERNMENT

@GunnisonCountyCO  
 @Gunnison\_County

<https://www.linkedin.com/company/gunnison-county/>

## GUNNISON COUNTY EMERGENCY MANAGEMENT

@GunnisonCountyEmergencyManagement  
 @GunnisonOEM

## GUNNISON/CRESTED BUTTE REGIONAL AIRPORT

@KGUCairport  
 @GUC\_Airport

## GUNNISON COUNTY SHERIFF'S OFFICE—COLORADO

@GunnisonCountySheriffsOfficeCO  
 @GunniSheriffCO

## GUNNISON COUNTY CLERK AND RECORDER

@GunnisonClerkRecorder

## GUNNISON COUNTY HEALTH AND HUMAN SERVICES

@GunnisonCountyHHS

## THE CHOICE PASS

@TheChoicePass

## GUNNISON COUNTY MULTICULTURAL SERVICES

@GunnisonCountyMRO

## FOLLOWERS & SUBSCRIBERS

There were **26,106** followers and subscribers to the County's website notifications and online portals by the end of 2020. This represents a **55.96% increase** during 2019 and 2020.



Morgan Schaefer

## AUTOMATIC NOTIFICATIONS FROM GUNNISON COUNTY

Visit us at [www.gunnisoncounty.org/list.aspx](http://www.gunnisoncounty.org/list.aspx) to sign up to receive automatic email and/or text notifications whenever we post this information to our website:

- Alerts (Emergencies and Advisories)
- Bid Postings
- Calendar Items
- Employee Newsletters
- Meeting Agendas, Portfolios & Minutes
- News & News Releases
- Employment Opportunities

## VISION STATEMENT

Gunnison County cherishes its sense of community and place. We strive to preserve and promote the wellbeing of the County's citizens, natural environment and rural character. We will deliver services and set standards that reflect our values and preserve our unique quality of life for present and future generations to enjoy.

# MANAGING THROUGH A PANDEMIC

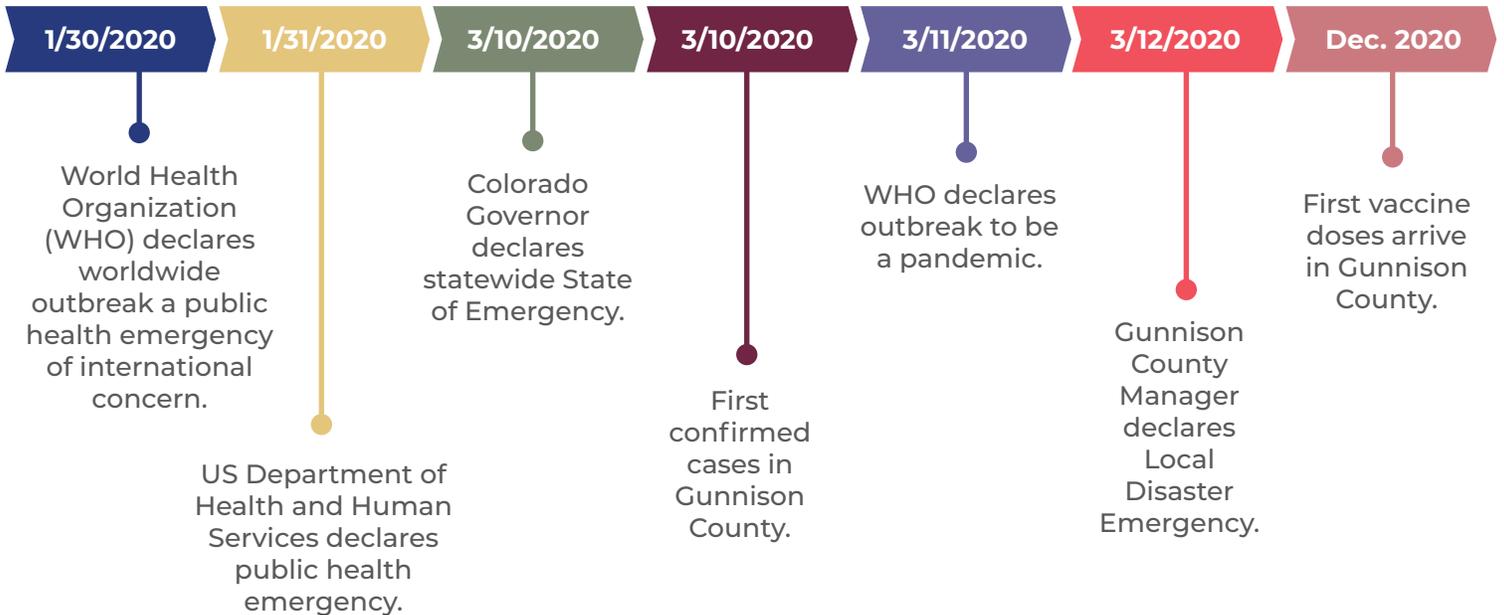


**LEFT:**  
City of Gunnison Mayor Jim Gelwicks in consultation with Gunnison Valley Health Infection Preventionist Jodie Leonard a few minutes prior to receiving a vaccine dosage.

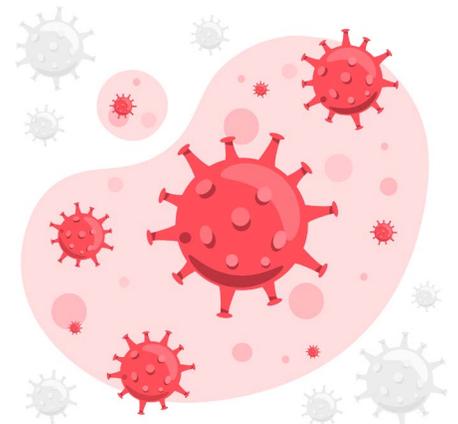


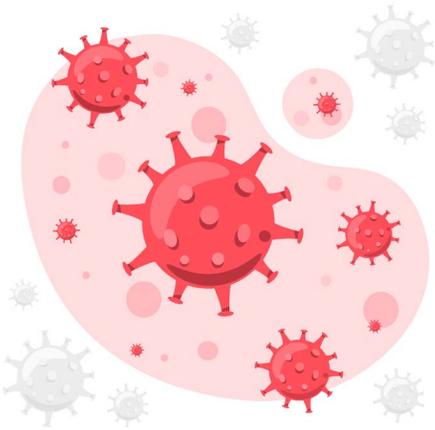
**RIGHT:**  
In October 2020, Gunnison County spent approximately \$135,000 to purchase 150 HEPA filters like the one shown to distribute to various locations in the valley, with priority given to locations where people may linger, such as retail locations and healthcare settings, or where people were unable to wear masks, such as restaurants. Each filter unit covers approximately 1,100 square feet of space.

## COVID-19 TIMELINE:



The moon landing. The assassination of President John Kennedy. The fall of the Berlin wall. The signing of the Paris Peace Accords to establish peace in Vietnam. September 11th - - in 1971 when nine of our community tragically died in a bus crash on Monarch Pass, and in 2001 when terrorists attacked our nation. A good percentage of our community members remember exactly what they were doing, where they were, how they felt when the news broke. Now, we add the COVID-19 pandemic to that list of events, or more aptly that series of events, that will continue to shape each of our lives . . . personally, professionally and profoundly, for the foreseeable future.





- The pandemic hit Gunnison County on March 10, 2020, with the first positive test result and the subsequent Local Disaster Emergency Declaration signed by County Manager Matthew Birnie.
- Under the expert guidance of Gunnison County Health and Human Services Director / Public Health Director Joni Reynolds and the unified command structure including Gunnison Valley Health EMS Chief CJ Malcolm, Gunnison County Emergency Manager Scott Morrill and National Park Service Ranger Melissa Post, Gunnison County assembled teams, called upon agreements, and began preparing for a multi-pronged and aggressive response to a disaster that the worldwide scientific community could not yet fully define. “The unified command structure was a critical aspect of the success with the varied strengths, expertise and knowledge,” said HHS/PH Director Joni Reynolds.

## Local Contributions

Between March 2020 and February 2021, over 20,000 volunteer hours (both on and off duty) and costs of over \$25.6M had been reported on ICS 214 Activity Logs for management of the local response to COVID-19.

Gunnison County	\$23,859,925
Gunnison Valley Health	\$758,384
Western Colorado University	\$544,893
Hinsdale County	\$130,732
Tourism and Prosperity Project (TAPP)	\$123,926
City of Gunnison	\$107,017
Gunnison Watershed School District	\$69,018
National Park Service	\$19,046
Lake Fork Health Services District	\$11,661
US Forest Service	\$8,883
Town of Crested Butte	\$8,685
Project Hope of Gunnison Valley	\$2,727
Crested Butte Fire Protection District	\$2,670
Miscellaneous	\$905
Town of Mt. Crested Butte	\$902
Gunnison Community Schools	\$763
<b>TOTAL</b>	<b>\$25,650,137</b>

(Note: ICS-214 Activity Logs record the details of notable activities at any Incident Command System level, including single resources, equipment, Task Forces, etc. The above sums have been rounded to the nearest dollar.)



Arden Anderson, who served as the Volunteer Coordinator for the Pandemic Response effort.

# MANAGING THROUGH A PANDEMIC

- The Gunnison County Emergency Operations Center was activated and staffed with volunteers and representatives from leadership across municipalities, businesses and entities within Gunnison County, such as Gunnison Valley Health and Western Colorado University. The strength of all Gunnison County departmental Continuity of Operations Plans was tested when traditional service delivery methods were effectively reimagined and reengineered.
- On April 29, 2020, Gunnison County, in partnership with Region 10, announced the “Pay It Forward” program, in which local businesses could receive up to \$7,500 each in grant funding. Originally designed to be a loan program with a six-month payment deferral and a low interest rate to be applied after the deferral period, loans were soon turned into grants funded by CARES Act money that the businesses would not need to pay back. The program was a tremendous success, and monies granted assisted 21 local businesses during the pandemic.
- The first vaccine doses arrived in Gunnison County in December 2020, and a mass vaccination site, staffed by mostly Health and Human Services Department and other employees, volunteers and healthcare workers, was established at the Fred R. Field Western Heritage Center with the goal of delivering as many vaccinations as possible to Gunnison County residents. Within the first quarter of 2021, Moderna, Pfizer and Johnson and Johnson vaccines were being administered at various locations within the valley.

## Grant Contributions Received

The following grants were awarded to Gunnison County to bolster our local COVID-19 response efforts:

CARES Act funding from the Colorado Department of Local Affairs (DOLA)	\$1,498,000
Colorado Department of Public Health and Environment ELC Grant	\$375,000
Basic Needs (rent, mortgage, utilities, medical, childcare, transportation, homemaking services and food) from Rocky Mountain Health, Gunnison Valley Community Foundation, Community Service Block Grant (CSBG), Gunnison Valley Regional Housing Association, Colorado COVID Relief Fund, No Kid Hungry, Hunger Relief Fund, Energy Outreach Colorado	\$343,500
State of Colorado Protect Your Neighbor Planning and Implementation Grants	\$200,000
Emergency Preparedness Coordinator Position from PHEP, Phase I.	\$43,444
COVID Hunger Relief from Colorado Blueprint	\$18,000
Clinic Supplies and Staffing from IZ Grant	\$12,550
Mask Purchases, COVID Testing and Investigations from the Community Foundation of the Gunnison Valley	\$10,000



Gunnison County Health and Human Services Director / Gunnison County Public Health Director Joni Reynolds receives a vaccine dosage.

# ENSURE SOUND INFRASTRUCTURE

#1



Kate Cienapp

## STRATEGIC RESULT

By December 31, 2020, Gunnison County will have an additional funding stream that ensures sufficient support for road and bridge infrastructure, construction and maintenance so that residents and visitors can safely travel on County roads, conduct business, and pursue recreational interests.



## UPDATE: REVENUE STREAMS REMAIN CHALLENGED

Revenue streams are continuing to decrease, and COVID-19 impacts will negatively affect Highway Users Tax Fund (HUTF) revenues for approximately 2-3 years.

We have contacted two private subdivisions about potential cooperative projects, but those subdivisions do not have the necessary funding and do not want to raise their dues. As well, this would only provide a one-time benefit, not the long-term funding that the County needs.

Our County Commissioners will continue to work closely with Colorado Counties, Inc. (CCI) to track legislative issues that may involve transportation funding legislation at the State level.

Percentage of respondents to the **BIENNIAL CITIZEN SURVEY** who report that . . .

80%

Snow removal services on County roads and highways are good or excellent.

75%

Availability of paths and walking trails is good or excellent.

37%

Road repair services are good or excellent.

#2

## STRATEGIC RESULT

By December 31, 2021, the Gunnison-Crested Butte Regional Airport Terminal Renovation Project will begin.



## UPDATE: ACHIEVED

On April 14, 2020, the County was awarded \$18,010,756 under the Coronavirus Aid, Relief, and Economic Security (CARES) Act (H.R. 748, Public Law 116-136), signed into law by the President on March 27, 2020. This award, together with Federal Aviation Administration (FAA) Airport Improvement Project (AIP) Entitlement and Discretionary funding at 100% and FAA participation for year 2020, significantly changed the available budget, scope and thrust of the project. The award also eliminates the need for locally provided funding.

### Summary of Airport Project Funding

Cares Act (total award is \$18,010,756 of which \$4,010,756 will be retained to support Airport operations and maintenance, providing \$14,000,000 for the terminal project)	\$14M
FAA AIP 2019 and Entitlements 2020	\$2M
FAA AIP 2020 Discretionary	\$6M
<b>Total</b>	<b>\$22M</b>
Other 2021 and 2022 AIP Entitlements (if needed)	\$2M
<b>Total</b>	<b>\$24.2M</b>

# ENSURE SOUND INFRASTRUCTURE

#3



## STRATEGIC RESULT

By December 31, 2023, Gunnison County will have hard-surfaced 10 miles of County roads from the 2018 baseline in order to reduce maintenance costs, provide snow removal options, enhance safety and improve the travel experience of residents and visitors.

## UPDATE: ACHIEVED

In 2019, the Cottonwood Pass project was completed and resulted in 12+ miles of new pavement. In addition, the County paved the landfill road (CR #42) and a section of Ponderosa (CR #11). In 2020, expecting that the County would be facing funding shortfalls, we did not hard surface any new miles and we saved the funding for culvert work and bridge engineering.

100%

of school bus routes (on roads within 15 miles of County maintenance facilities) were plowed prior to school bus use when snow accumulations met plow policy criteria at least one hour prior to school bus times.



100%

Airport compliance with all Federal Aviation Administration (FAA) Part 139 regulations and Transportation Security Administration (TSA) security regulations.



100%

of customer complaints at the Airport resulted in customer satisfaction or no desire for next-level management review or action.

88.64%

of major bridges (20' and over) were independently rated as structurally sound.

#4

## STRATEGIC RESULT

By December 31, 2024, the development and infrastructure for the Shady Island River Park will be completed as generally described in the Shady Island Master Plan.



## UPDATE: IN PROGRESS

Community Development and Sustainable Operations staff have worked collaboratively to finalize engineering and design plans for the Shady Island River Park. In February 2020, the Gunnison County Planning Commission approved the Land Use Change application for Shady Island River Park. As of early 2021, Gunnison County had been awarded \$932,000 in multiple grants for the development of the park, and staff continues to apply for additional grants to support the project.

The park is now open, and we had a ribbon-cutting ceremony on August 19, 2021. There will be some additional work that occurs through 2021 to finish the park amenities including construction of permanent bathrooms, as well as installation of the campground and picnic facilities.



Sam Liebl

#5

### UPDATE:

Gunnison County built eight units at Elk Valley Condominiums in Buckhorn Ranch, and a 36-unit Low Income Housing Tax Credit project was completed in Gunnison through a partnership between a private developer and the Gunnison Valley Regional Housing Authority. Gunnison County's private-sector partner has nearly completed 76 units at Paintbrush in Gunnison (delivered through a public-private project with Gatesco). Planning is also underway for approximately 40 units at South 14th Street in Gunnison; and community engagement and planning are underway for workforce housing at the County's Whetstone property near Crested Butte. As well, Habitat for Humanity of the Gunnison Valley continues to construct new single-family homes in the 1.68-acre Wills Way Community in Gunnison; three of the nine homes were completed by 2019.

### STRATEGIC RESULT

By December 31, 2022, Gunnison County will increase the availability of housing by facilitating the construction of 200 new workforce housing units from the 2016 baseline.

# PROTECT THE ENVIRONMENT

#1



## STRATEGIC RESULT

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

### UPDATE: ONGOING

Notwithstanding the dramatic effects of the COVID crisis on government operations, Gunnison County, in cooperation with the Town of Crested Butte, Mt. Emmons Mining Company and other interest groups, continues to pursue regulatory efforts before the Colorado Water Quality Control Commission to maintain site-specific water quality standards in relation to the Mt. Emmons mine and water quality in the Coal Creek Watershed. This regulatory matter remains pending. The County also continues to work with these parties and other stakeholders to arrive at long-term solutions to continued water treatment and remediation at the Mt. Emmons mine site.

Gunnison County has also diligently pursued a decree with the Colorado Water Court renewing its conditional water rights associated with its Shady Island River Park project for public use associated with that property. The water referee in this matter recently found that the County has exercised appropriate diligence to maintain these rights and recommended that the Court decree that they remain in full force and effect until at least February 2027.

Percentage of respondents to the **BIENNIAL CITIZEN SURVEY** who report that ...

86%

They recycled used paper, cans or bottles from their homes.

57%

Recycling services are good or excellent.

## STRATEGIC RESULT

By December 31, 2020, third-party certification and recognition for energy efficiency from Energy Star, LEED or other independent organization will be achieved, verifying and recognizing the energy efficiency of the County courthouse and the Health and Human Services building.

#2

### UPDATE: IN PROGRESS

Photovoltaic panels were installed at the Courthouse, Blackstock Government Center, Public Safety Center, Public Works, Health and Human Services, and the Gunnison-Crested Butte Regional Airport administration buildings by July 2020. Installation was originally planned for late 2019, and the COVID-19 pandemic response caused some delays. Third-party certification of Energy Star rating for the Health and Human Services building was achieved in 2020, and is expected for the Courthouse in 2022.

88.64%

of financial contributors (federal, state and local cooperators) to the Gunnison Basin Weed Management Program reported that their expectations were met for weed control by the Gunnison County Weed District on the lands that they oversee.



Bella Biondini

**STRATEGIC RESULT**

By December 31, 2020, 26 fleet vehicles will have been replaced by natural gas vehicles from the 2016 baseline.



**UPDATE:**

GOAL EXTENDED TO 2021

Gunnison County achieved this goal with the purchase of four CNG vehicles in 2021.



Sam Liebl



**STRATEGIC RESULT**

By December 31, 2021, Gunnison County will support the development and implementation of a coal mine methane capture, mitigation and/or utilization strategy to decrease the greenhouse gas impacts of coal mine methane being emitted from the North Fork valley by 85%.

**UPDATE:**

The Coal Mine Methane Working Group (CMMWG) facilitated the development of a methane capture flare on the West Elk Mine, and the flare is currently in use. Additionally, members of the CMMWG have been consulting with organizations in the Roaring Fork Valley to replicate efforts of the CMMWG to explore coal mine methane efforts in that valley. There has also been renewed engagement with the Bureau of Land Management on the leasing-mechanism issue. In order to proceed with a methane capture, mitigation, and or utilization strategy, the federal government must clarify rules around leasing and utilizing coal mine methane, especially in the context of adjacent permitted coal mines. This work was stalled by the COVID-19 pandemic.

# PROTECT THE ENVIRONMENT



Sam Liebl

#5

## STRATEGIC RESULT

By December 31, 2023, Gunnison County will work with the ranching community and other landowners to expand the conserved private ranchland in the County by an additional 8,500 acres from the 2018 baseline in order to protect open space and the watershed, ensure access to public lands and trails, and preserve agriculture.

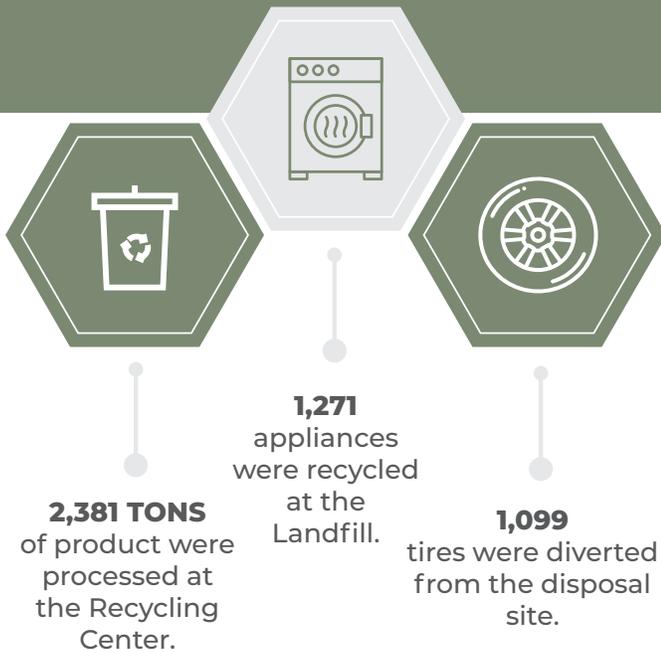
## UPDATE: IN PROGRESS

This measure is tracking right on target for the first year and a half of the five-year period. The acres conserved in 2019 were 1,442 and 1,759.9 in 2020.



Sam Liebl





## #6

### STRATEGIC RESULT

By December 31, 2030, Gunnison County will work to reduce energy use impacts and lower greenhouse gas emissions by 20% from 2005 levels, thereby improving air quality and addressing climate change, as measured by:

- By 2020, EUI (energy use intensity) will be declining from 2015 levels in residential and commercial new and existing buildings with a target of 20% reduction by 2030; and
- By December 31, 2030, Gunnison County will provide leadership to convene stakeholders and facilitate the development of local alternative energy sources and increased efficiency in utilities, buildings and transportation resulting in declining annual emissions measured by mCO<sub>2</sub>e/mBtu.

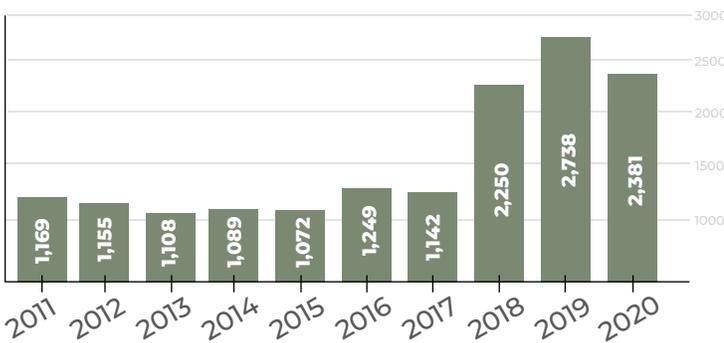
### UPDATE: IN PROGRESS

Gunnison County is tracking to achieve and exceed this goal with the commitments made by Tri-State and the State's adoption of California's vehicle emissions standards.

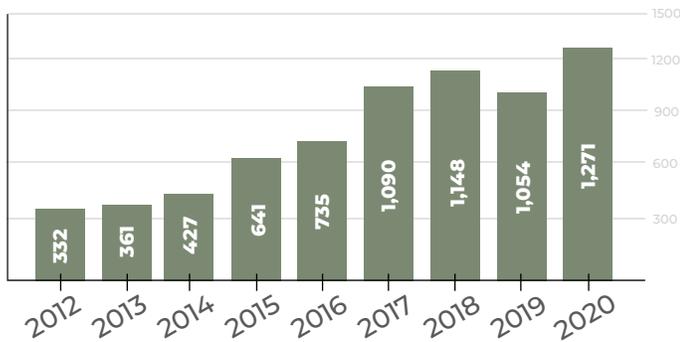
The 2020 goal will be measured in 2021 as part of an update to our Greenhouse Gas Inventory. Regarding the 2030 goal, we are seeing progress on alternative energy projects being moved forward. More notable is the announcement by our main power provider that they will cut emissions by 50% by 2030 and 80% by 2050. Also, a coalition of the municipalities and Gunnison County emerged and was gaining momentum toward collaborative policy prior to COVID-19. We will need to restart those efforts and use the Headwaters Conference as a platform.



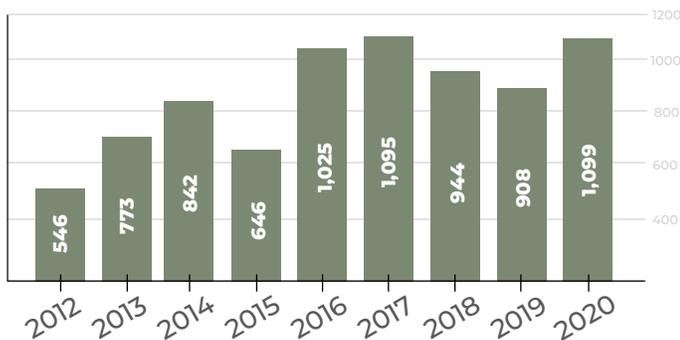
#### POUNDS OF PRODUCT RECYCLED:



#### APPLIANCES RECYCLED:



#### TIRES DIVERTED:



# PROMOTE PROSPEROUS, COLLABORATIVE

97.49%

of Choice Pass youth served met Choice Pass established targets.



100%

of youth served by Juvenile Services did not go to staff-secure or secure placement for greater than 60 days.

87.5%

of youth served by Early Intervention did not commit a new offense within one year of program completion.



## STRATEGIC RESULT

By December 31, 2020, Gunnison County will work with key partners on suicide prevention strategic community education, outreach and response plan as measured by:

- Vital mortality record data will be compiled and analyzed for trends and critical attributes annually. Key data analysis findings will be shared broadly within the community with leaders and medical providers; and
- County participation and leadership will assure a public health strategy implementation with the Community Health Coalition of the Gunnison Valley.

#1

## UPDATE: ACHIEVED

The Gunnison County Health Coalition continued to work on Suicide Prevention efforts through the Health and Wellness Subgroup, including trainings related to suicide prevention.

The Juvenile Services Director sits on the Leadership group of the Health Coalition of the Gunnison Valley and chairs the youth subgroup, which went through a strategic planning process in late 2019. The Health Coalition finalized the new strategic plan and the coalition adopted it in February 2021. The Gunnison County Substance Abuse Prevention Project (GCSAPP) Youth Programming Coordinator chairs the Health subgroup.

Gunnison County continues to work collaboratively across the community with partners to provide suicide education, outreach and resource distribution. We have community members trained in Applied Suicide Intervention Skills Training (ASIST), Question, Persuade and Refer (QPR) and Safetalk. As well, we utilize a bilingual QPR trainer. Annually, we hold a minimum of four ASIST and QPR trainings and six QPR trainings for members of the community.



Roberta Marquette-Strain



Kate Gienapp



#2

**STRATEGIC RESULT**

By December 31, 2020, Gunnison County will promote optimal community and family health, safety and wellbeing through an integrated Health and Human Services team, as measured by:

- 70% or more of children two years of age will be up-to-date in all recommended vaccinations;
- 90% (minimum) of children with a Child Welfare case will not be re-opened due to a new referral within 1 year;
- 90% of vital records (birth and death certificates) audited by the State will meet all requirements; and
- 95% of all eligibility determinations for food assistance will be completed within 30 days.

**UPDATE: ACHIEVED**

71.8% of the children two years of age are up-to-date on all recommended vaccinations; 100% of children did not have a case re-opened due to a new referral within 1 year; 100% of vital records (birth and death certificates) audited by the State meet all requirements; and 95% of all eligibility determinations for food assistance were completed within 30 days.

**\$701,237.23 CHILD SUPPORT DOLLARS WERE COLLECTED IN 2020**



This represents current court-ordered support arrears payments.

# PROMOTE PROSPEROUS, COLLABORATIVE



Aiden Tomlin

#3

## STRATEGIC RESULT

By December 31, 2020, the Juvenile Services Department will have improved the future of Gunnison County residents by reducing youth substance use as evidenced by:

- 70% of all 6th – 12th grade students and their parents will annually make the choice pass pledge and less than 10% will violate their pledge;
- 75% of youth served in 6th – 12th grade will report having an adult to go to for help with a serious problem according to the Healthy Kids Colorado survey; and
- 70% of parents of 6th – 12th grade students will report having had a conversation with their children, as measured by the GCSAPP parent questionnaire administered fall 2017.

## UPDATE: ACHIEVED

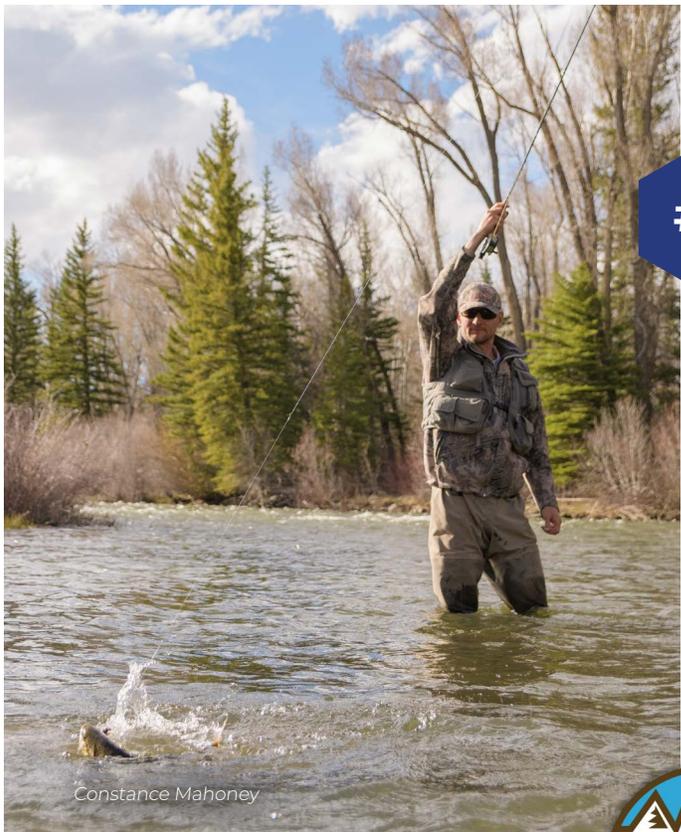
One of our Choice Pass Program goals is to decrease the difference between the number of youths who report talking to their parents about the dangers of drugs and alcohol in the past 12 months and the number of parents who report the same.

According to our past reports, there was a 35% difference (more parents were reporting talking to their youth than youth reporting their parents talking to them). The Choice Pass Program's parent-education component has been working specifically on this measure by providing parent-education sessions on topics that are identified as "difficult subjects" by our coalition and parents in the community. This has helped build parent support for the program and close this gap.

This past year, 85% of youth reported their parents talked to them about the dangers of drugs and alcohol and 97% of parents reported the same; with the first conversation occurring between the ages of 8-10 years old. Additionally, 91% of youth reported that they could ask a parent or guardian for help.



Kate Gienapp



Constance Mahoney

#4

## STRATEGIC RESULT

By December 31, 2020, corporate and general aviation services will be enhanced to grow Gunnison-Crested Butte Regional Airport's position in the market, as evidenced by a minimum of \$100,000 in annual fuel-flowage fees and ramp-parking fees collected annually.

## UPDATE: CONTINUING

The first objective under this goal is to restore essential aviation support services required by full-service Fixed Base Operator (FBO) for the privilege of selling fuel at the airport and as required by the County's Airport Minimum Standards that were terminated by various amendments to the current agreement over the years prior to 2013. These objectives have their challenges in convincing the FBO to reinstate these services for the purpose of growing General Aviation, which will ultimately benefit the FBO as well. In

some instances, the County has itself endeavored to promote and reinstate critical aviation support services, especially those that benefit airline services that provide critical economic benefit to the entire Gunnison Valley



Bella Biondini

# PROMOTE PROSPEROUS, COLLABORATIVE

## STRATEGIC RESULT

By December 31, 2020, increase the airport's economic impact to the community by 40% over the results of the 2013 Colorado Department of Transportation (CDOT) study to \$140M as a consequence of reversing identified passenger leakage, increasing enplanements to 45,000, and increasing corporate and general aviation activity.

#5

## UPDATE: CHALLENGING

The 2021 CDOT study states that the Gunnison-Crested Butte Regional Airport contributes \$121,000,000/year to the Gunnison valley economy. The passenger leakage study will be updated in 2022 so that we can target our best growth opportunities going forward with respect to air service. An encouraging development is that there will be six daily flights for this winter's ski season, which is the most flights in decades, so we are on a positive trajectory.



## UPDATE: ACHIEVED

Due to the COVID-19 pandemic, many planning efforts were delayed or disrupted. However, there was significant community support via funding obtained from the Community Foundation of the Gunnison Valley, Gunnison County and municipalities to help child care programs remain open. A community plan was developed to respond to critical childcare issues, and the community plan to maximize current capacity at all licensed providers and expand capacity for infant and toddler care is pending (extended due date to 12/31/2022).

#6

As a result of all these efforts, the community has not seen a loss of slots, except what may have occurred through the necessary reduction in group sizes. No providers have closed. In fact, Seasons Schoolhouse will be moving to a new location in 2021, made possible by a partnership between the County, Gunnison Valley Health and Gunnison Valley Hospital. This will include an expansion of slots from about 14 to 40, including infant toddler care.

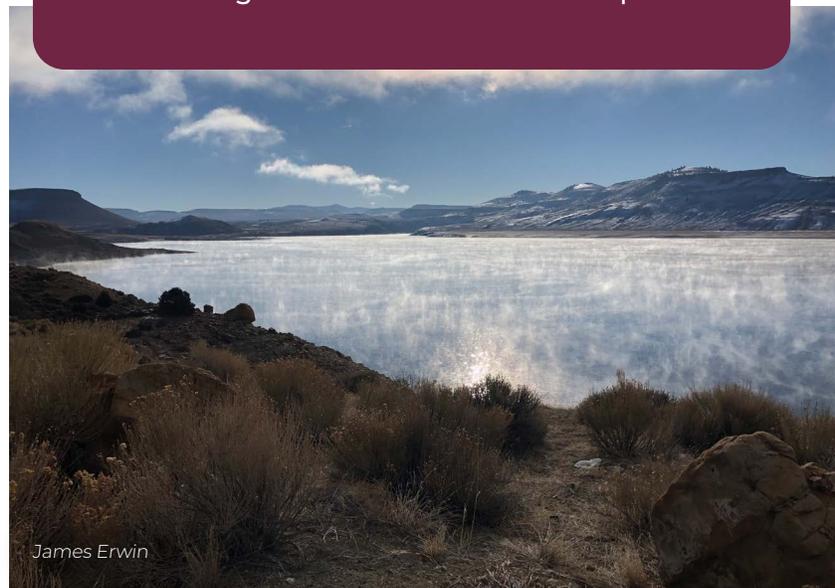


Outreach to licensed home providers has increased, for instance with offering FEMA supplies, diapers and cleaning products throughout the pandemic. The Family Friend and Neighbor grant program hopes to encourage more licensed home providers to open.

## STRATEGIC RESULT

By December 31, 2020, Gunnison County will facilitate efforts in the valley to increase the number of child care and pre-K slots and enhance the opportunities for small business startups for child care/preschool, as evidenced by:

- Development of a community plan to maximize current capacity at all licensed providers and expand capacity for infant and toddler care.
- Increasing the Colorado Child Care Assistance Program (CCCAP) program capacity by implementing a "slot" pilot project and outreach to enroll qualified home providers.
- Outreaching to increase licensed home providers.



James Erwin



#7

**STRATEGIC RESULT**

By December 31, 2020, Gunnison County’s work with community partners will result in increased access and improved services related to high-quality mental and behavioral health in the valley.

**UPDATE: ACHIEVED**

Also, the Youth Subgroup worked to increase counseling visits for youth, and CB State of Mind has raised funding for counseling visits for people in the valley. County staff continue to be very involved in the leadership of the Health Coalition, including subgroups for Basic Needs, Health and Wellness, and Youth.



# DELIVER HIGH QUALITY SERVICES

#1

## STRATEGIC RESULT

By December 31, 2019, the perception of at least 50% of respondents to the biennial Citizen Survey will be that land use and planning services are good or excellent.

### UPDATE: CHALLENGING

The overall perception of respondents in the biennial Citizen Survey dropped to 39% in 2019 from a high of 46% in 2017. Staff has continued to conduct outreach events such as spring contractor meetings, water quality updates, and stakeholder groups for proposed building code changes. It is possible that controversial land use change applications such as Brush Creek workforce housing and Golden Eagle trash services impacted the public's perception of land use and planning services. Staff will continue to strive to be a resource for customers and provide outreach on important issues and topics.

Percentage of respondents to the **BIENNIAL CITIZEN SURVEY** who report that ...

86%

Sewer services are good or excellent.

66%

Public information services provided by Gunnison County government are good or excellent.

66%

Emergency preparedness services offered by Gunnison County are good or excellent.

## STRATEGIC RESULT

By December 31, 2019, Gunnison County will promote optimal broadband internet and telecommunications infrastructure in the Gunnison valley, as evidenced by:

- Sufficient infrastructure in the Gunnison Valley is in place and ready for connectivity to future sources of additional and/or redundant bandwidth, as these sources become available;
- Access to the Region 10 network is available for local Internet Service Providers to purchase additional bandwidth if desired; and
- Continue to pursue other options for redundancy wherever possible and practical.



#2

## UPDATE: ACHIEVED AND ONGOING

The infrastructure in Gunnison is now sufficient for connectivity to future sources and/or redundancy. CenturyLink has additional work to complete before fiber over Cottonwood Pass will be available; once complete, the Region 10 network will connect to it and utilize this secondary path. This effort may resume.

Access to the Region 10 network has been available since mid-2019, and at least one local Internet Service Provider is currently purchasing service from Region 10, enabling them to provide more reliable service to their local customers. The Computer Network Limited (CNL) has been moved to its permanent location, and there is additional bandwidth available for purchase from Region 10. Future projects are intended to make this more accessible by adding CNLs to upper valley locations.

Redundancy is needed both within the County and for connectivity to the outside world. Successful efforts thus far have been within the City of Gunnison; a pending project with GCEA will build an infrastructure for potentially redundant connectivity to the upper Gunnison valley; future connectivity over Cottonwood Pass (for example) could provide redundant paths to the outside world.



Constance Mahoney

#3



## STRATEGIC RESULT

By October 31, 2020, Gunnison County, in partnership with the schools and municipalities, will secure sustainable funding for juvenile prevention services including GCSAPP-sponsored programs to promote optimal community and family health, safety and wellbeing.

### UPDATE: SUCCESS

The Gunnison County Substance Abuse Prevention Project (GCSAPP) has been working diligently at diversifying revenues to ensure sustainability for prevention services. Since 2019, we have received funding annually from local municipalities, including the City of Gunnison, Town of Crested Butte and Mt. Crested Butte to help support prevention efforts and youth in the community. We are working closely with the Gunnison Watershed REIJ School District and the superintendent in order to begin including Juvenile Services in its annual budget, and we have received funding in 2020 and 2021.

Additionally, the REIJ School District asked Juvenile Services to administer a Social Emotional Learning Environmental Scan and Gaps Analysis. We lead the school in strategic planning and are working collaboratively across the community to help address the strategic goals that cross our organizations. We are optimistic about the continuation of this collaboration with the school district.

GCSAPP continues to work towards collective impact by aligning language and efforts around prevention, as well as the promotion of optimal community and family health, safety and wellbeing.

95.1%

of E911 address changes and/or additions were updated within two days.



96.94%

of the 144 Public Works permits issued were obtained by customers within three days of application submission.



93.87%

of policy and budget decisions were supported by multi-year, scenario-based planning tools.



# DELIVER HIGH QUALITY SERVICES

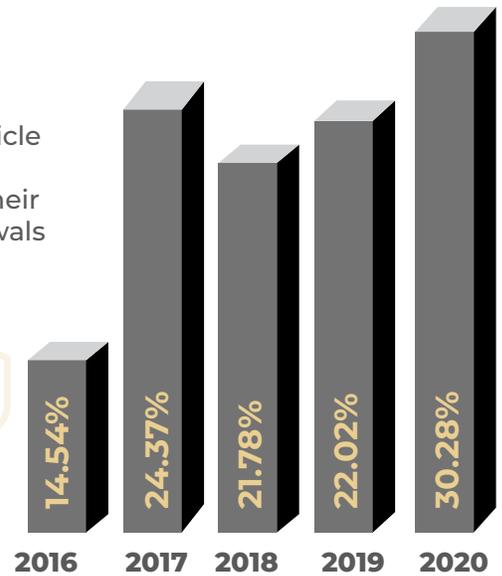
27 OF THE 27



GOVERNMENT FINANCE OFFICER'S ASSOCIATION (GFOA) BUDGET EXCELLENCE AWARD CATEGORIES WERE MET, AS PER PEER REVIEW.

(2011 = 25; 2012, 2013, 2015, 2016 & 2017 = 26; 2014 = 27)

**30.28%** of Motor Vehicle customers completed their vehicle renewals online.



#4



## STRATEGIC RESULT

By December 31, 2020, Gunnison County will establish a regulatory framework to encourage and direct industrial and commercial development into existing platted or zoned areas and enable opportunities for new commercial and industrial developments and newly developed Special Geographic Areas in order to:

- Preserve our rural heritage.
- Protect our community corridors (Hwy 50 and Hwy 135) and view sheds along those corridors.
- Support the community values described in the One Valley Prosperity Strategy.
- Support compact development patterns.

## UPDATE: ONGOING

The Community and Economic Development Department staff prepared an analysis of market and real estate trends for commercial and industrial properties in the south end of the valley. The analysis included comprehensive mapping showing the types and locations of uses in the south valley. Staff provided recommendations to the Board of County Commissioners in January 2020. Staff has also participated in the City of Gunnison's comprehensive planning process for the past year and will continue to work with the City to develop recommendations for a three-mile plan. In 2020, County staff began working with Community Development staff from the Towns of Crested Butte and Mt. Crested Butte to identify possible areas of mutual agreement. County staff is also working with City of Gunnison staff to develop a planning area for the proposed growth areas around the City of Gunnison.

100%

of liquor license holders received renewal alerts at least 30 days prior to the deadline.

#5

**STRATEGIC RESULT**

By December 31, 2020, Gunnison County will work with its Sustainable Tourism and Outdoor Recreation (STOR) partners to establish and begin implementing stewardship, messaging, infrastructure development, wayfinding and enforcement for public lands within Gunnison County.

**UPDATE: ACHIEVED**

In 2019, the STOR Committee established the following subcommittees to address specific issues:

- Communication and outreach: Create signage, logo and branding material to convey stewardship ethic; installed new signage at river corridor recreation areas.
- Slate River/Peanut Lake: Work on stakeholder outreach to create better user experience for summer and winter recreation that is well managed and addresses parking, trailheads and bathrooms.
- CB to CB South: The committee has met with Colorado Department of Transportation representatives to discuss possible recreation path alignment.
- Gothic corridor: Identify transportation and management issues that need to be addressed, as well as possible solutions.



Sam Liebl

The STOR Committee was also awarded a \$350,000 Stewardship Impact grant from Great Outdoors Colorado (GOCO) for the implementation of the Gunnison County Stewardship Program. The County signed an agreement with the National Forest Foundation to support funding of this program and the hiring of a Stewardship Coordinator, and the Coordinator began work in March 2020. Funds from this grant have also been allocated to support the creation of designated, dispersed campsites in the upper East River valley in partnership with the U.S. Forest Service and the Crested Butte Conservation Corps. The STOR Committee also utilized these funds to support communications campaigns to educate residents and visitors about proper backcountry etiquette and the change in designated dispersed camping.

The partnership with the National Forest Foundation for the Gunnison Stewardship Fund has also seen continued success in year two. Approximately \$100,000 was raised to fund local stewardship projects in Gunnison County on public and conserved lands. Funds were distributed to local governments and nonprofits in March 2020.

In the summer of 2020, the County and National Forest Foundation partnered to create the Gunnison County STOR Corps, which is a conservation corps dedicated to stewardship work in the Gunnison Valley. In 2020, the STOR Corps employed 10 people for 12 weeks to work on trail projects, tree planting, cleaning, outreach and education throughout the valley.

The STOR Committee was awarded a Resilient Community grant from GOCO in 2020 for \$450,000 to support stewardship work. Funding from this grant was used to fund work by the Crested Butte Avalanche Center in the winter of 2020-2021 to educate backcountry users on safe access, and it will be used to support a STOR Corps in 2021.



## OFFICE LOCATIONS

### **AIRPORT ADMIN / AARF**

519 Rio Grande Avenue (970) 641-2304

### **AIRPORT TERMINAL**

711 Rio Grande Avenue

### **BLACKSTOCK GOVERNMENT CENTER**

221 N. Wisconsin Street

Assessor's Office; 970-641-1085

Clerk & Recorder's Office; 970-641-1516

Community & Economic Development; 970-641-0360

Elections; 970-641-7927

Geographic Information Services (GIS); 970-641-7620

Information Technology (IT); 970-641-1410

Motor Vehicle; 970-641-1602

Recording; 970-641-2038

Treasurer's Office; 970-641-2231

### **COURTHOUSE**

200 E. Virginia Avenue

Alternative Services; 970-641-7635

Board of County Commissioners; 970-641-0248

County Attorney; 970-641-5300

County Manager; 970-641-0248

Finance; 970-641-2203

Human Resources; 970-641-7623

Juvenile Services; 970-641-7902

### **FRED R. FIELD WESTERN HERITAGE CENTER**

275 S. Spruce Street

Fairgrounds; 970-641-8561

CSU Extension; 970-641-1260

### **HEALTH & HUMAN SERVICES**

220 N. Spruce Street

Main Line; 970-641-3244

Multicultural Resources; 970-641-7999

Senior Resources; 970-641-7984

Veterans' Services; 970-641-7919

### **LANDFILL**

621 CR 42; (970) 641-5522

### **PUBLIC SAFETY CENTER**

520 W. Bidwell Avenue

Detention Center (Jail); 970-641-1108

Emergency Management; 970-641-2481

Sheriff's Office; 970-641-1113

### **PUBLIC WORKS**

195 Basin Park Drive; (970) 641-0044

### **WATER TREATMENT PLANT**

38130 W. Highway 50; (970) 641-8565

