

# Gunnison County Strategic Plan

**Adopted May 20, 2008**

**Revised July 21, 2009**

**Revised May 24, 2011**

**Revised June 4, 2013**

**Revised May 5, 2015**

**Revised April 4, 2017**

**Revised May 7, 2019**

**Revised June 7, 2022**



## Introduction

Since the adoption of Gunnison County’s inaugural Strategic Plan in 2008, the County has relied on this living document to prioritize the investment of limited resources in order to achieve the greatest positive impacts within our community. The stability of the Strategic Plan amid the transition of individual Commissioners has led to the completion of many complex capital projects and numerous improvements in service delivery to County residents without raising taxes.

The goals in this Strategic Plan are measurable, which allows for better transparency and accountability so that County residents may easily understand the performance and results of the organization. Over the years, items in the Strategic Plan have been removed due to completion (e.g. capital projects), or they have been updated to be more aggressive after reaching goal benchmarks (e.g. reductions in greenhouse gas emissions). This disciplined strategy for directing resources has won Gunnison County numerous accolades, including the International City/County Management Association (ICMA) Certificate of Excellence in Performance Management for four years straight., This award represents the highest award level, for results and accountability focused service delivery.



While the BOCC typically updates the Strategic Plan biannually, the COVID-19 pandemic delayed the 2020 update by a year as recovery efforts persisted and we endeavored to understand how community needs may have shifted. This resulting Plan was informed by ongoing work defined by the One Valley Prosperity Project (OVPP) and related Roadmap to Resiliency and Recovery, findings from the Gunnison County Community Health Coalition’s State of the Community report, collaboration with local organizations and jurisdictions, and outreach and engagement through community surveys, stakeholder engagement and participatory planning processes,

As the challenges associated with managing the COVID-19 pandemic have evolved, so have opportunities with once-in-a-generation investments in areas like jobs, infrastructure, and education. This eighth iteration of the Strategic Plan reflects the current priorities of the County, while allowing for dynamic response to unforeseen needs and opportunities that will best serve Gunnison County residents.

- Liz Smith, District 1 Commissioner

Visit the performance section (<http://www.gunnisoncounty.org/performance>) of Gunnison County’s website to view more information about *Managing for Results*, the outcomes of our biennial citizen surveys, and our published annual performance reports. 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 strategic planning and performance efforts.

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## A. ENSURE SOUND INFRASTRUCTURE

### Strategic Results

- 1. By November 30, 2023, Gunnison County will ask the residents of Gunnison County to support a well-developed and informed ballot question to provide adequate funding that will support road and bridge infrastructure, construction and maintenance so that residents and visitors can safely travel on County roads, conduct business, and pursue recreational interests.**



Lead: Board of County Commissioners

Team: County Manager (CM) Matthew Birnie, Assistant County Manager (ACM) for Public Works Martin Schmidt, Chief Financial Officer (CFO) Perry Solheim, Assistant County Manager (ACM) for Community & Economic Development Cathie Pagano and County Attorney (CA) Hoyt.

- 2. 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.**



Lead: Assistant County Manager (ACM) for Operations and Sustainability John Cattles

Team: CM Birnie, ACM Pagano, Senior Planner Rachel Sabbato and CFO Solheim.

- 3. By December 31, 2024, Gunnison County will improve the Fairground's site as described in the Fairgrounds Master Plan. Progress will be achieved on the following specific results.**



a) By July 2023, a multi-purpose space will be developed at the South West end of the site to accommodate the Cattleman's Carnival.

b) By November 2024, the main parking-lot East of the Multi-Purpose Building will be expanded as described in the Master Plan to increase parking availability, add multi-modal transportation routes from Spruce Street, and create an improved entry plaza for the Rodeo grounds and Multi-Purpose Building.

Lead: ACM Cattles

Team: ACM Pagano, ACM Schmidt and Fairgrounds Manager Melody Roper.

## B. PROTECT THE ENVIRONMENT

### Strategic Results

- 1. 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.**

Lead: CA Hoyt

Team: CM Birnie, ACM Pagano, CFO Solheim and Geographic Information Systems Manager (GISM) Mike Pelletier.



- 2. By December 31, 2024, Gunnison County will work with the ranching community and other landowners to expand the conserved private ranchland in the County by an additional 10,200 acres from the 2018 baseline in order to protect open space and the watershed, ensure access to public lands and trails, and preserve agriculture.**

Lead: GISM Pelletier

Team: ACM Schmidt, CA Hoyt, ACM Pagano and CFO Solheim.



- 3. By December 31, 2030, Gunnison County will work to reduce energy use impacts and lower greenhouse gas emissions by 50% from 2005 levels, thereby improving air quality and addressing climate change as evidenced by:**

- a) Average EUI (energy use intensity) of commercial and residential buildings will continue to decrease as measured biannually in the County's Greenhouse Gas Inventory (*residential EUI decreased by 7% from 2015-2020, commercial was flat*).
- b) By 2030 average VMT (vehicle miles travelled) will decrease by 8% per capita from 2015 levels as a result of the County's land-use policies, creation of workforce housing near jobs, support of mass transit, and creation of additional multi-modal transportation options.

Lead: ACM Cattles

Team: CM Birnie, ACM Schmidt, CA Hoyt, Assistant County Manager (ACM) for Health, Human and Safety Services Joni Reynolds, GISM Pelletier, ACM Pagano and Building and Environmental Health Official (BEHO) Crystal Lambert.

## C. PROMOTE PROSPEROUS, COLLABORATIVE AND HEALTHY COMMUNITIES

### Strategic Results

**1. By December 31, 2024, Gunnison County will facilitate efforts to progress equity, diversity, and inclusion within the organizational culture and community by:**



- a) Developing a strategic plan to further enhance a welcoming and inclusive organizational culture.
- b) Partnering with the City of Gunnison's Rural Welcoming Initiative and exploring the potential to expand the program county-wide.
- c) Memorializing our commitment to equity, diversity, and inclusion in a values statement.

Lead: ACM Reynolds and Human Resources Director Lauren Trautz

Team: CM Birnie, ACM Cattles, ACM Pagano, ACM Schmidt and CA Hoyt.

**2. By December 31, 2024, Gunnison County will promote optimal community and family health, safety and well-being through an integrated Health and Human Services team, as measured by:**



- a) 75% or more of children two years of age will be up-to-date in all recommended vaccinations;
- b) 90% (minimum) of children with a Child Welfare case will not be re-opened due to a new referral within 1 year;
- c) 90% of vital records (birth and death certificates) audited by the State meet all requirements;
- d) 95% of all eligibility determinations for food assistance are completed within 30 days; and
- e) 90% (minimum) of at-risk adults with an Adult Protection case will not be reopened due to a new referral within 1 year.

Lead: ACM Reynolds

Team: Deputy Health and Human Services Director Brad Wheaton, Wellness/Enforcement Services Manager Elizabeth Holena, Clinical Services Manager Ariel Tidwell, WIC Educator Beth Coop, Public Health Nurse Ashley Akerlund, Administrative Services Supervisor Blair Burgess, Community Health Services Supervisor (CHSS) Margaret Wacker, and Child Welfare Manager Marilyn Cheever.

**3. By December 31, 2024, the Juvenile Services Department will have improved the future of Gunnison County residents by reducing youth substance use as evidenced by:**



- a) Of the youth 6<sup>th</sup> – 12<sup>th</sup> grade who enroll in Choice Pass, less than 10% will violate their pledge;
- b) 70% of parents of 6<sup>th</sup> – 12<sup>th</sup> grade students report having had a conversation with their children, as measured by the Gunnison County Substance Abuse Prevention Project (GCSAPP) parent questionnaire;
- c) 5% reduction in youth binge drinking, marijuana, and nicotine rates as evidenced by the Healthy Kids Colorado Survey (HKCS) using 2019 as a baseline;
- d) 2% annual increase in Family Advocacy Support Team (FAST) referrals for elementary aged youth;
- e) 95% of youth/families participating on a FAST will not involuntarily enter the Child Welfare or Juvenile Justice systems (2019 baseline); and
- f) 88% of youth served by Early Intervention will not commit a new offense within one year of program completion (2019 baseline).

Lead: Juvenile Services Director Kari Commerford

Team: GCSAPP Manager Emily Mirza, Juvenile Services Data Coordinator John Powell, CHSS Wacker, FAST Coordinator, Early Intervention Program Manager Clay Curtis and RE1-J School District representative Beth Goldstone.

**4. By December 31, 2024, Gunnison County will facilitate efforts in the valley to stabilize and increase early childhood education, child care and pre-K slots by:**



- a) Developing a strategic community plan to maximize current capacity at all licensed providers and expand capacity for infant and toddler care.
- b) Developing a Local Coordinating Organization (LCO) plan for universal preschool implementation.
- c) Outreach, education and support services to increase licensed home providers.

Lead: ACM Reynolds

Team: CHSS Wacker, Early Childhood Council (ECC) Coordinator Lana Athey, Gunnison Watershed School District Superintendent Leslie Nichols, Wellness & Enforcement Manager Betsy Holena and CCCAP Coordinator Cheryl Smejkal.

**5. By December 31, 2025, Gunnison County will capitalize on the extensive airport facility investments by increasing the airport's economic impact to the community by 20% over the results of the 2020 Colorado Department of Transportation (CDOT) study to \$145M, increasing enplanements to 50,000 primarily by reducing passenger leakage, and increasing corporate and general aviation activity.**



Lead: Airport Director Rick Lamport

Team: CM Birnie, ACM Pagano and CA Hoyt.

**6. By December 31, 2030, in addition to the 88 units the County will have facilitated by the end of 2022, the County will facilitate the construction of 300 new units of the 960 units identified as needed in the most recent Gunnison Valley Housing Needs Assessment.**



Lead: CM Birnie

Team: ACM Pagano, ACM Cattles, CFO Solheim and Gunnison Valley Regional Housing Authority Executive Director.

## D. DELIVER HIGH QUALITY SERVICES

### Strategic Results

1. **By December 31, 2022, Gunnison County will adopt wildfire risk reduction and mitigation policies to ensure the creation of defensible space and structures that are ignition resistant.**

Lead: ACM Pagano

Team: BEHO Lambert, ACM Schmidt, Public Works Operations Manager Sparky Casebolt, Emergency Manager Scott Morrill and Deputy Emergency Manager Lisa Clay.

2. **By December 31, 2023, Gunnison County will establish a north Gunnison area master plan in collaboration with the City of Gunnison. The master plan will be a first step in a larger planning process for the Gunnison to Mt. Crested Butte corridor.**

Lead: ACM Pagano

Team: ACM Schmidt, ACM Cattles, GISM Pelletier and Planner.

