

Gunnison County Strategic Plan

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Revised April 4, 2017
Revised May 7, 2019
Revised June 7, 2022
Revised June 18, 2024



Introduction

Strategic planning is a tool used across diverse organizations to help focus time, attention, and resources on the goals that are most important for that organization. The strategic plan becomes a tool for deciding when to say “yes” and when to say “no.” As much as we would all like to do all of the things all of the time, each of us knows that we have to make choices about when and how we allocate our time, energy, and resources. The Strategic Plan is the guiding document that directs the County in making these choices.

Every two years, the County Commissioners and staff revisit the Strategic Plan to clearly identify what we want to accomplish and by when. You’ll note that many of the goals in the plan align with the goals and objectives that were defined through robust public outreach in the One Valley Prosperity Project (OVPP) and One Valley Resiliency Roadmap (OVRR). Additionally, this plan is informed by the Gunnison County Community Health Coalition’s State of the Community report and input from local organizations and jurisdictions, community surveys, and stakeholders. As the plan evolves over time, some goals get removed because they’ve been achieved; other goals are ongoing, and so they get updated in each successive plan. Sometimes goals come and go or morph because of the changing conditions of our world. But during the two years between updates, the commissioners and staff are laser-focused on making sure that we are doing everything in our power to accomplish these community-identified priorities.

This year’s Strategic Plan is an ambitious document that tackles housing and childcare, preventing substance abuse by youth and increasing conserved land, and so much more. We hope that when you read this document, you see yourself in it. While each of us knows a different slice of Gunnison County, what binds us together is deep care for this place and its people. Whether you’re a passionate hunter or hiker, gardener or grandmother, entrepreneur or excavator, we care about your ability to not just survive, but thrive, in this incredible place.

- Laura Puckett Daniels, District 3 Commissioner

Visit the performance section (<http://www.gunnisoncounty.org/performance>) of Gunnison County’s website to view more information about the County’s performance management efforts, 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 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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4. By December 31, 2030, in addition to the 89 essential housing units the County will have facilitated by the end of 2022, the County will facilitate the construction of 300 new essential housing units of the 1,080-1,345 units identified as needed in the most recent Gunnison Valley Housing Needs Assessment. 10

A. ENSURE SOUND INFRASTRUCTURE

Strategic Results

- 1. By November 30, 2025, the Gunnison County Board of County Commissioners 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-maintained 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, 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 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 Anthony Janssen.

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, 2025, Gunnison County will work with the ranching community and other landowners to expand the conserved private ranchland in the County by an additional 11,900 acres from the 2018 baseline of 77,600 acres 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.
- b) By 2030, 100% of Gunnison County buildings will be electrified, and Main Campus buildings will have onsite energy generation.
- c) 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 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 placed out of home with a Child Welfare case will be in kinship placement or certified foster home.
- 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.
- 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 Shonna Gray, WIC Educator Beth Coop, Public Health Nurse Mary Kunes, Administrative Services Supervisor Blair Burgess, Community Health Services Supervisor (CHSS) Margaret Wacker, and Family Services Supervisor Laura Rascon.

2. 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 6th – 12th grade who enroll in Choice Pass, less than 10% will violate their pledge.
- b) Through prevention education efforts, 70% of parents of 6th – 12th grade students report having had a conversation with their children, as measured by the Gunnison County Substance Abuse Prevention Project (GCSAPP) parent questionnaire.
- c) Prevention education delivery and promoting substances free events will result in a 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).
- 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.

3. By December 31, 2025, Gunnison County will lead efforts in the valley to stabilize and increase early childhood education, childcare and pre-K slots by:

- a) Developing policy to maximize current capacity at all licensed providers and expand capacity for infant and toddler care.
- b) Securing funding to stabilize the early childhood education industry.
- c) Implementing the Local Coordinating Organization (LCO) plan for universal preschool.
- d) 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.

4. 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, CA Hoyt and CFO Solheim.

D. DELIVER HIGH QUALITY SERVICES

Strategic Results

- 1. By December 31, 2024, the BOCC will implement an outreach strategy through which the people of Gunnison County will experience increased opportunity to develop greater understanding and directly participate in local government.**

Team: County Commissioners Jonathan Houck, Liz Smith and Laura Puckett Daniels.

- 2. By December 31, 2025, Gunnison County will implement licensing procedures for short-term rentals.**

Lead: ACM Pagano

Team: CA Hoyt, PD Seminick, BEHO Lambert and CFO Solheim.

- 3. By December 31, 2026, Gunnison County will create a review process for approving essential housing projects in designated areas as a use by right or administrative review through Gunnison County Land Use Resolution revisions and the development of a comprehensive corridor plan from Gunnison to Mt. Crested Butte.**

- a) By December 31, 2024, completion of the Gunnison Area Community Plan and adoption of regulatory process to streamline and shorten the development review process. This may include amendments to the Gunnison County Land Use Resolution and/or the designation of a Special Area.

- b) By April 30, 2025, the initiation of the Gunnison to Mt. Crested Butte Corridor Plan process which will include a land use, transportation, and utilities/infrastructure plan and emphasize Identifying where and when future transportation and infrastructure investments should be spent along with the anticipated location and density of future growth and discouragement of sprawl in inappropriate locations that are in alignment with community expectations.

- c) By December 31, 2026, amend appropriate regulations to align the County's regulatory standards and processes with the outcomes of the Corridor Plan.

Lead: ACM Pagano

Team: Planning Director Hillary Seminick, ACM Schmidt and ACM Cattles.

- 4. By December 31, 2030, in addition to the 89 essential housing units the County will have facilitated by the end of 2022, the County will facilitate the construction of 300 new essential housing units of the 1,080-1,345 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.