

## Section II – STRATEGIC PLAN

### Strategic Plan Process

---

Garfield County’s 2017 strategic plan is a short, straightforward, and policy-driven strategic plan. The Board of County Commissioners (“BOCC”) establishes policies and priorities for the current year and beyond, as do the other county-level constitutional Elected Officials regarding their respective areas of responsibility, e.g., Sheriff, Treasurer, etc. The plan was developed contemporaneously with public budget hearings. At that time, the BOCC provided direction on short- and long-term planning, as described in Section III – Budget Preparation and also detailed below in the BOCC Policy Directives. Each administrative department then prepared work plans, goals, and objectives for 2017 to execute the policy directives of the BOCC. During our budget hearings, all administrative departments presented their work plans and related budgets to the BOCC for review and discussion. The cost of implementing department work plans, or specific features within them, was weighed against the benefit to County citizens and the policy priorities of the BOCC. Departments made revisions when directed, and the final results are documented below in Department Work Plan Highlights.

The strategic planning process will be dynamic and ongoing throughout 2017 as the County adapts to changing economic conditions, seeks continual improvement in operations and service provision, and follows through on multiple long-term capital planning and real estate acquisition goals.

## **Board of County Commissioners Policy Directives**

---

The following is a compilation of the policy directives, strategies and priorities of the Board of County Commissioners (BOCC) for the calendar year 2017. The list reflects key priorities identified by the BOCC throughout the public hearings in consideration of the 2017 Adopted Budget. These are in addition to many other annual processes, initiatives, work plans, and programs currently underway and day-to-day operations and services provided to the community. These simple, straightforward goals are the core of a dynamic strategic planning process, which will be ongoing throughout 2017.

### **Infrastructure and Investment**

- Implement and develop construction management team and coordinate with the project management team and key department heads
- Continue to execute 10-year Master Plan for Rifle Garfield County Airport including major capital and real estate investment and completion of the maintenance facility
- Improve the County's regional communications network infrastructure by relocating and replacing the Anvil Points communications tower and replacing the Lookout Mountain communication tower
- Continue to improve the County's road and bridge construction and maintenance capability and complete the CR-137 Bridge, the Carr Creek Bridge and 2017 asphalt projects
- Realize the vision of maximizing the Garfield County Fairgrounds as a year-round events center with capital investments including the fuel farm, north grand stands, north entrance, and Indoor Arena projects
- Continue to improve Garfield County facilities including the design/construction of the Coroners/Search & Rescue building at Hunter Mesa campus; the remodeling of the County Attorney's office space; the disposition of the Henry Building in Rifle in a practical manner; the expansion of the Howard Ave. parking; and the conversion of the former CDOT Building
- Continue to follow the Strategic Solid Waste Management Plan by marketing and developing the PCS Treatment Facility; by increasing recycling opportunities; by further developing the Garfield County Landfill as an enterprise and by advancing Landfill capital projects including the excavator replacement
- Continue to participate as a key stakeholder regarding the completion of the Environment Assessment for the South Bridge project including improvements to CR 163 and its connection to State Highway 82.

### **Health and Human Services**

- Develop and provide collaborative human services to assist and promote the safety, well-being and self-sufficiency of individuals and families
- Build on regional approaches to solve human services issues including participation in proposed expansion of Aging and Disability Resources to include SEP Region 12 within the Region 11 "No Wrong Door" Proposal using the structure of the NW Regional Collaborative
- Continue daily air-monitoring program throughout County by continuing to collect, and examine all data while working closely with the Air Quality Monitoring Workgroup. Work and operate the new air quality monitor in Battlement Mesa PUD.
- Maintain senior services and programs and collaborate with Public Health on expansion of program offerings

- Continue to promote health and prevent disease by providing quality services and implementation of the objectives identified in Public Health Improvement Plan. Complete new five year plan by the end of 2017.
- Complete the establishment and implementation of the restaurant and food inspection program, along with restructuring of fees and education for temporary event licenses
- Advance the Garfield Healthy Communities Coalition and Dental Health programs
- Continue advancement of the Human Services regional training center for child welfare, economic security, and other services in Rifle, CO through expansion, in collaboration with CDHS, of the number/types of training offerings and counties served
- Complete Human Services conversion to Laser Fiche in collaboration with Garfield County IT
- Support local nonprofits through the Human Service Commission and Garfield Healthy Communities Coalition grant programs and the new mini-grants for human service non-profits
- Develop and integrate pre-trial programs in Pitkin and Rio Blanco Counties to complete the 9<sup>th</sup> Judicial District

### Organizational, Core and Internal Services

- Continued promotion of our primary mission, the delivery of quality services to the Citizens of Garfield County
- Ensure the fiscal sustainability of County operations by maintaining a balanced budget and operating within it and by developing long-term financial plans to prepare for anticipated downturn in revenues in 2018 and beyond
- New Finance Director and Treasurer to collaborate to create efficiencies in for financial management
- Consider all tax lien properties for a return to tax rolls
- Continue advancement of County Administration Management Team and Garfield County employees through professional development opportunities
- Continue information technology infrastructure improvements including network and data center upgrades to increase redundancy, stability and reliability and to increase our storage capacity
- Develop a strong risk manager position and risk management team that includes human resources, legal, procurement, finance and administration with an emphasis on fiscal security and workplace safety
- Commitment to making Garfield County the employer of choice in the region through continued engagement of employees on competitive pay and benefits, professional development and targeted training, hosting the Annual Service Awards and the annual Employee Appreciation Picnic, *County Pages*, intranet upgrades, the implementation of the Garfield County Wellness Plan
- Complete revision of Personnel Policies and Procedures manual and update on an annual basis
- Continue to develop and implement strategies intended to reduce impacts on Garfield County employees during the three month closure of the Grand Avenue Bridge starting in August 2017 while retaining a high quality of customer service to our citizens.

### Community Outreach and Transparency

- Continue the County's commitment to close partnerships with the cities, towns, and communities within its borders through intergovernmental agreements, joint meetings, town halls, quarterly meetings with mayors and managers, and regular communication

- Increase transparency and improve community relations by providing improved Citizen access to meetings, information and services through enhanced communications and the expansion of website-based services and including broadcasting of meetings on local access TV
- Continue BOCC Community Meetings schedule providing direct contact with citizens through off-site meetings, joint meetings with municipalities, and Town Halls
- Tell our story including 2016 accomplishments and 2017 goals and priorities
- Update the County's website for efficiencies and mobile responsiveness
- The Oil and Gas Liaison will provide particular attention and focus by to the Battlement Mesa PUD
- Host fifth annual Energy and Environment Symposium

### **Economic Development**

- Promote economic development around the Rifle Garfield County Airport to take advantage of the location of the Center of Excellence for Advanced Technology Aerial Firefighting (Colorado Division of Fire Prevention and Control) the presence of the Upper Colorado River Interagency Fire Management Unit (UCR) and general aviation activities
- Complete the Broadband Needs Assessment Study and consider public-private partnership opportunities to expand middle-mile and last-mile broadband services in Garfield County
- Protect Garfield County and Western Slope water rights through facilitation of semi-annual Garfield County Water Forum
- Increase Board representation and involvement on statewide and regional water issues including the Colorado River Basin Roundtable and the Colorado River Water Conservation District
- Collaborate with the federal, state and other county governments to lower health insurance costs in Garfield County and on the western slope of Colorado
- Prioritize western Garfield County for economic development through capital projects, policies, programs and collaboration including working with AGNC on the federal Economic Development District creation
- Continue to showcase the Garfield County Fair and Rodeo as a premiere event for the Western Slope with premier talent and events
- Participate in community discussions on affordable and attainable housing
- Advance internal staff economic development team, devoting an appropriate level of employee staff time to strategic economic development activities including business outreach, facilitating the Garfield County Economic Development Partners and hosting the business breakfast roundtables
- Maximize natural resource opportunities in the Piceance Basin through active collaboration with federal, state and local governments with specific support for the development of the Jordan Cove project (LNG export facility) located at Coos Bay, OR.

### **Federal and State Policy Agenda**

- Continue to research and record, for the purposes of preserving access to historic routes and rights of way on public lands within Garfield County and bringing RS 2477 to resolution
- Advance the interests of the County through leadership and active representation in the National Association of Counties, the Western Interstate Region, Colorado Counties, Inc., Club 20, and the Associated Governments of Northwest Colorado

- Continue to work on the sustainability of the federal Payment in Lieu of Taxes (PILT) and Secure Rural Schools (SRS) funding programs
- Protect local interests and access on public lands where appropriate through participation in federal environmental review and related processes including BLM Planning 2.0, Thompson Divide, and RS 2477
- Consider the development of a Public Lands Coordination Plan
- Continue to actively coordinate with the Bureau of Land Management (BLM) regarding the implementation of the Greater Sage Grouse Resource Management Plans including a specific goal of improving the statewide Greater Sage Grouse habitat map through the efforts of the Associated Governments of Northwest Colorado (AGNC) and Colorado Parks and Wildlife.

## **Elected Officials Strategic Plans**

---

### **Assessor**

In 2017, the Garfield County Assessor's Office will complete the revaluation of all property in Garfield County, totaling nearly 30,000 parcels and an estimated two billion dollars of assessed valuation. Every two years we establish "current" values, which in the Assessor world means our 2017 values are actually June 30, 2016 values. The appraisers do an excellent job, as demonstrated by a history of a low volume appeal process that produces very few County Board of Equalization hearings and higher level appeals. As always, we will continue to reach out to the public, maintain our commitment to education, value property correctly, and ensure equity among property owners for the purposes of ad valorem taxation. Our workflow processes will continue to be mostly paperless, and we are even closer to completing the transformation of all paper documents into digital information via Laserfiche and Tyler. We are rebuilding our website to make it more efficient, straightforward, and a productive place to work. The Garfield County Assessor's Office staff of 18 highly efficient FTE's is relentlessly committed to upholding the integrity of the assessment process, and in doing so, provide the citizens of Garfield County with the most informed and respectful customer service possible.

### **Clerk and Recorder**

The County Clerk's Rifle staff is enjoying working at the new county administration building and being part of the county campus in north Rifle. The conference room on the first floor was used successfully in November as an early voting and Election Day Voter Service and Polling Center. A 24/7 ballot drop-off box was installed at this location and was well-used by the public during the 2016 Presidential Election cycle. Some staff members from the Glenwood Springs main office will work at the Rifle office during the Grand Ave Bridge shutdown scheduled from August through December of 2017. Two members of the Motor Vehicle staff will join the DRIVES implementation team in April of this year. This team is tasked with designing and testing the new Department of Revenue statewide title and registration application that will replace the outdated DOS based programming we've used in our office since 1984. Rollout of the new DRIVES application is scheduled for August of 2018.

### **Coroner**

The Garfield County Coroner's Office is dedicated to serving our communities through professionalism, availability, and accountability. The coroner and his staff are dedicated to providing compassionate resource information to the families in which we work with on a daily basis. In 2017 the coroner's office will continue to provide resource training to local hospitals and law enforcement agencies. In addition, the coroner's office will participate in community events and programs to include the Garfield County Suicide Prevention Coalition, Garfield County Child Fatality Review Team, as well as other public outreach events.

### **Sheriff**

The Garfield County Sheriff's Office remains committed to providing the same level of excellent law enforcement services to our community in 2017 that we have since 2003. We will diligently work with the Board of County Commissioners to maintain those statutory services and strive to be part of the overall budget solution as the county enters into a more difficult financial environment. The GCSO has been fiscally conservative during the past 14 years, spending only the funds necessary to provide the expected public safety services and we will have returned unspent funds during that period of time in excess of \$21.5 million (approximately \$1.5 million per year). In 2017, our capital improvements will be limited to maintaining existing

infrastructure and assets by focusing on maintaining their longevity and improving the efficiency of the Sheriff's Office. Our vision statement has always been, "See the future and prepare for it today" and we have maintained that vision as is evidenced by our excellent fiscal track record.

### **Treasurer and Public Trustee**

The number one priority of the Treasurer and Public Trustee remains to provide excellent service to the citizens of Garfield County. In 2016 we mailed approximately 30,000 tax notices and collected 100% of all property taxes due. In addition, we continue to operate under a budget that has remained the same with no increases. In 2017, the Treasurer will be partnering with other Garfield County offices to conduct a systematic review of our cash management practices, making improvements as necessary.

## Department Work Plan Highlights

---

### Administration

Garfield County Administration provides quality services to the Citizens of Garfield County by implementing the policies of the Board of County Commissioners and supporting the other countywide elected officials.

Garfield County Administration is committed to:

- Excellence, professionalism, and ethical conduct
- Teamwork
- Leadership
- Prudent stewardship of public resources
- Innovation
- Continual improvement, and
- A courteous and positive work environment

### Airport

Continue to execute 10-year Master Plan for Rifle Garfield County Airport including major capital and real estate investment and completion of the maintenance facility.

- Finish Airport entrance upgrade landscaping
- Construct a Snow Removal Equipment Facility
- Ramp Light Pole Conversion to LEDs
- Snow removal equipment acquisition
- Remodel Garage to Command Post
- Increase non-aeronautical revenue by 10%

### Community Development

The Community Development Department's mission is to provide development services and implement County policies in a professional manner that promotes the quality of life for the citizens of Garfield County.

In 2017 our work plan highlights include:

- Working with our consultant, the cities and Garfield County Emergency Management Department update the County's Hazard Mitigation Strategy, Continuity of Operations Plan (COOP) and Recovery Framework
- Final refinement of FEMA Floodplain Mapping project
- Continue to improve customer service through the use of technology and staff training
- On-Going updates / Refinements to the Land Use & Development Code
- Working with the County Attorney's Office review properties acquired by the County through Treasurer's deed to determine if they should be retained for a public project or use.
- Continue to refine and streamline processes
- Continue to provide support to Garfield County Public Health Department on their Healthy Communities Coalition initiative, in particular active involvement in the Built Environment Working Group
- Vastly increase presence and engagement in the Battlement Mesa area during URSA oil and gas development



## Communications

Garfield County Communications Department's mission is to communicate, enhance governmental transparency, and maintain public trust and awareness, serving the needs of Garfield County residents, elected officials and county staff. Innovation through implementation of multiple channels, including digital, web, visual, audio and written media for web-based services, communications, open data and citizen engagement. In 2017 work plan highlights include:

- Communicate BOCC policy directives, and county health, safety and welfare topics and alerts.
- Maintain cost savings and deliver information through county web-based portals, including the Garfield County website, the Garfield County Fair website, the Rifle Garfield County Airport website and the Intranet; evaluate services and automate data delivery for improved online capabilities for the community.
- Collaborate with Garfield County Elected Officials, the Garfield County Manager, the Elected Official Business Analyst, and county department staff to prioritize and integrate citizen engagement communications.
- Respond to media requests, produce press releases and foster citizen outreach.
- Provide video production services in the Granicus streaming portal for governmental transparency.
- Monitor secure encryption and intrusion events for online services, and frequently update security features recommended by the U.S. Computer Emergency Readiness Team.
- Market and promote the Garfield County Fair & Rodeo and assist with sponsor engagement.
- Plan, train and implement responsive site principles and ADA accessibility standards, consistent with Web Content Accessibility Guidelines (WCAG) 2.0.
- Finalize development of a FEMA-based Joint Information Systems plan for use with the Emergency Operations Center, and work with the Garfield County PIO Group to support other agency communications. Staff training in emergency management communications practices.
- Upgrade the intranet and provide access for specified internal site updating.
- Train staff and implement policies for county communications, media relations, website standards and privacy, ad design and content standards, brand standards, logo usage (including in signage), photograph usage, and social media.
- Maintain a current library of photos highlighting county features. Produce county photos and videos for informational and promotional purposes.
- Continue management of the *County Pages* newsletter for internal communications.
- Develop and produce annual reports, ads, brochures, booklets, newsletters, posters and print projects.

## Criminal Justice Services

Criminal Justice Services, through its various programs, provides opportunities for change through collaborative effort, motivation, facilitation, support, assistance, and active communication while maintaining public safety.

- Using evidence-based practices, the Community Corrections program will endeavor to maintain a successful termination rate of 80% while maintaining an occupancy rate of 90%
- Useful Public Service and the Workenders program will continue to provide needed labor to non-profits and governmental entities in a safe, professional manner
- Provide Judicial with pre-trial services
- Provide services to the Colorado Department of Corrections and State Probation.

- Institute a Pre-Trial program for the 9th Judicial District that will assess, monitor, and supervise defendants prior to sentencing.

## Fair and Events

### County Fair and Rodeo

The Garfield County Fair and Rodeo exists to provide a family event reflecting the past, showcasing current accomplishments, and looking to the future of the County's best resources – its youth, agriculture, citizens, and communities.

- Continue to develop the Garfield County Fair & Rodeo Business Plan and Best Practices Operations Guide for fair planning and implementation of all activities and events at the fair
- Develop safety guidelines, emergency plan and protocol specific to fair, including evacuation plan for full capacity grandstands in case of severe weather
- Promote open, honest communication, collaboration, and positive relationships between all internal and external event partners
- Engage in constructive conversations regarding significant fair and/or fair industry issues and ideas in order to create procedures, policies, and guidelines that work to create efficiencies, effective solutions, and the highest standards of customer service
- Continue to grow fair revenues and manage expenses prudently
- Hire assistant to help manage increased work load with tremendous growth the fair has experienced over the last 3 years
- Create a Farm to Table program to reach out to non 4-H/FFA youth in the community and develop an educational, activity driven center during fair
- Communicate frequently and interface with fairgrounds manager to prepare fairgrounds for fair events and activities
- Ongoing education with International Association of Fairs and Expositions Institute of Fair Management program for Certified Fair Executive certification

### County Events

- Maintain procedures and programming in place for other county events: Annual Employee Picnic, Service Awards Celebrations, Swearing-In Ceremonies, and retirement celebrations for elected officials.

## Finance

Garfield County Finance Department ensures the prudent stewardship of public funds and provides quality financial management and services to the citizens, elected officials and employees of Garfield County. This includes establishing an annual budget; monitoring receipt and disbursement of public funds; and preparing accurate, useful, and timely financial information to external users and internal management. 2017 highlights include:

- Create additional Finance Policies and Procedures for use countywide
- Implement new modules in New World Systems (NWS)
- Improve workflow and establish internal controls
- Research electronic timekeeping systems that would interface with NWS
- Provide transparency internally and externally by expanding our use of the application of OpenGov
- Train employees throughout the organization to foster accountability and fiscal responsibility
- Evaluate and research various fraud prevention and detection programs

## Human Resources

The Human Resources department provides management of, leadership in, and consultation in employee relations, recruitment and selection, workforce planning, benefits and compensation administration, performance management, training, and legal compliance, as well as serving as the custodian of the official personnel files. Work plan highlights in 2017 include:

- Continue to work towards Employer of Choice status
- Present HR metrics dashboard with key HR and organizational performance metrics
- Ongoing delivery of robust training programs focused on leadership, customer service, interpersonal, and technical skills
- Continue review of total rewards package to ensure competitiveness and equity
- Roll out of Garfield County Wellness program
- Update of Personnel Policies and Procedures Manual

## Human Services

Garfield County Department of Human Services staff is committed to developing and providing collaborative services to assist and promote the safety, well-being and self-sufficiency of individuals and families.

- Implement Federal, State, and County Human Services Programs by providing services that meet or exceed CSTAT Performance Measures and best meet the needs of Garfield County residents.
- Use the most cost effective means, within the parameters of approved allocations and funding sources, to achieve defined outcomes.
- Continue WIOA and Employment First Collaborations to support economic recovery for public assistance recipients. SNAP (Food Assistance) trending down despite increased outreach efforts, of Food Security Plan. Anticipate continued increase in Garfield County CCCAP needs.
- CSBG expansion to paired county, increase in Well & Wise offerings, Traveler data tracking software, methodology review, and focus on nutrition present new challenges in Senior Programs.
- Child Care Quality and Licensing maintains greater percentage of licensing activities funded by CDHS.
- Child Welfare block grant allocation insufficient for need due, primarily, to increase in numbers of young children in need of foster/kinship placements and adoption. Expansion of Visitation Program, Family Engagement Meetings, Kinship Supports, new Adult Protection responsibilities, Increased Prevention Activities, and grant programs for precariously housed youth result in a mix of additional resources and projected costs.
- Shift in location of client population necessitates need for additional admin assistant presence in the Glenwood Springs office and structural changes in GWS front office.
- Impacts of FLSA and equity adjustments to be monitored.

## Information Technology

We will leverage the power of technology to make it easier for county employees to serve the citizens of Garfield County. Projects for 2017 include:

### IT

- Complete Glenwood Springs and Rifle data center upgrades
- Continue to develop and test improved backup and recovery procedures
- Upgrade voice routers for compatibility with updated software
- Refine department policies and procedures to leverage power of data center upgrades
- Complete and publish IT incident response procedures
- Finalize phase one and prepare for phase two of county broadband assessment and plan

## GIS

- Provide continued internal support of county mapping and application requests
- Deployment of mobile applications for county and department-specific use
- Partnering with departments on custom geospatial solutions
- In-house GIS support for the CCPD grant (Public Health - Live Well)
- Application of LiDAR elevation data collected in 2016
- Partner with northwest Colorado counties on emergency operations preparedness utilizing UAV (aka drone) technology

## Procurement

The Procurement Department serves the Citizens of Garfield County by advising Departments and Elected Officials in the efficient procurement of quality goods and services in a fair, transparent, and ethical manner through a competitive and professional process.

- Continual improvement and implementation of the procurement code and procurement best practices to build and maintain an open, fair, timely, and transparent procurement process and development of strategic procurement plans with departments as well as development of new internal procedures.
- Continue to improve the contract management function by posting all contracts to the procurement webpage for easy public access.
- Continue to enhance the surplus disposal process by working with departments to build and maintain a system to better track county assets and theft sensitive equipment.
- Development of new county contracts for construction services.
- Continual community outreach to assist vendors in having the opportunity to do business with Garfield County and to make Garfield County “Business Friendly” resulting in increased competition, more responsive bids, and overall cost savings.
- Roll out new enhancements to the Rocky Mountain E-Purchasing website, to include on-line bidding, use of the system by departments to solicit simplified purchases, and better reporting capabilities.
- Purchasing analytics and management data will continue to be a focus of the Procurement department in 2017. This will allow us to better assist our departments in planning by offering industry trends, forecasts and historical data.
- Update of Procurement Code and Procedures.

## Public Health

- To continue to promote health and prevent disease by providing quality program services through sound management practices of Local, State, and Federal contracts. To implement and improve on the objectives identified in the Public Health Improvement Plan.
- Continue to enhance and manage the overall programming within the Environmental Health Division.
- Enhance local capacity for operations relative to the licensing and regulation of Retail Food Establishments, Schools, and Child Care Facilities.
- Waste Tire regulation program under the Solid and Hazardous Waste Division or the CDPHE.
- Maintain ambient air quality monitoring program under the advisement of the Air Quality Technical Workgroup.
- Continue the Colorado Health Foundation contract, 2017-2019 (formerly LiveWell). Start of year four. Continue funding of the mini-grants up to \$58,000 annually (\$40,000 to build environment

projects identified through CCPD planning and \$18,000 for community projects). Continue GOCO planning grant and apply for implementation grant due July 2017.

- Continue the process of assessment and completion of Quality Improvement projects to align with accreditation.
- Continue work with the Aspen to Parachute Dental Health Alliance to provide preventative oral health services to school age children, while securing methods of funding for sustainability of the program. Working with partners to assure services continue throughout jurisdiction.
- Maintain sound fiscal accountability and responsibility of the Public Health Fund Balance.

## Facilities and Fairgrounds

### Facilities

- Promote safety and security in all county buildings
- Continue to build and train facilities team for county's growing campuses.
- Continue to refine tracking system for maintenance repairs and work orders.
- Implement succession plan for facilities staffing.
- Build a SAR and Coroner building on the Rifle Sheriff Annex
- Pave parking lots at 1327 Howard Ave. and CDOT property in Rifle
- Relocate Fairgrounds Fuel Farm to CDOT Property
- Sell the Henry Building in Rifle

### Remote Communications

- Move and Replace Anvil Points Communication Tower
- Replace failing Lookout Mountain Communication Tower
- Install a back-up power generator at the Lookout Mountain tower

### Fairgrounds

- Continue to provide an outlet for community events at the fairgrounds.
- Promote fairgrounds as a multi-use facility
- Provide safe and clean facilities
- Add HVAC to Indoor Arena for year round facility
- Make North Grandstands ADA Compliant
- Add a NE Entry to Fairgrounds from Railroad Ave.
- South Hall Remodel
- Extend the rubber path to the North Fairgrounds
- Move the announcers booth and press box to a more central location
- Install Card/Badge access to the Fairgrounds
- Add a generator to the Indoor arena
- Purchase event reservation/registration software

## Road and Bridge

The Road and Bridge Department continues to improve several miles of gravel roads and prolong the life of the county asphalt roads through their on-going chip seal program. Project management by project and not by district, along with bigger projects being done in-house allows the department to do more projects for the

same amount of money which in turn provides a better service to the citizens of Garfield County. In 2017, below are a list of projects for the department:

- CR 109 Hardwick Bridge Rd. 1.0 Mile, Paving
- CR 154 South, 1 Mile, Paving
- CR 210 Mile Pond Rd, 2.1 Miles, Paving
- CR 297 Wittwer Lane, .5 Mile, Paving
- CR 300 RV Park Hill, .5 Mile, Paving
- CR 311 Divide Creek, 1.2 Miles, Paving
- CR 320 Rifle/Rulison Rd .3 Mile, Paving
- CR 324 Maxfield, .6 Mile, Mill and Pave

### **Vegetation Management**

- Improve land stewardship throughout the county by developing partnerships with residents, public land managers, and the private sector.
- Continue to minimize the impacts of noxious weeds on our agricultural lands and native habitat by through cost-share programs to private land owners, cooperative partnerships with public land management agencies, education and information programs, and effectively manage noxious weeds on county property.
- Continue to provide leadership to the cooperative mosquito program that includes all six municipalities.
- Continue partnership with Rocky Mountain Youth Corps to provide employment and learning opportunities for local youth and young adults while assisting public land management agencies with recreation and natural resource improvements.

### **Motor Pool**

- Rifle Shop Remodel/CNG Upgrade completed
- Vehicle replacements based on Faster point system

### **Solid Waste Disposal**

The West Garfield County Landfill is an important public asset and public service operated by the Board of County Commissioners as a self- sustaining enterprise. The Landfill operates with best management practices and sound business judgment, using the Solid Waste Disposal Fund prudently for its capital needs.

- To create an educational program for the public and schools with a focus on waste diversion and the environment.
- To work towards the goals outlined in the Strategic Solid Waste Management Plan.
- To evaluate activities and improve efficiencies in operations.