

Section II – STRATEGIC PLAN

Strategic Plan Process

Garfield County’s 2018 strategic plan is a 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, 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 2018 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 determined by funding and assessing the benefit to County citizens and the policy priorities of the BOCC. Departments made revisions when directed, and the final results are documented below.

The strategic planning process is dynamic and ongoing as the County adapts to changing economic conditions, seeks continual improvement in operations and service, and follows through on multiple long-term capital planning 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 2018. The list reflects key priorities identified by the BOCC throughout the public hearings in consideration of the 2018 Adopted Budget. These are in addition to the annual processes, initiatives, work plans, and programs currently underway and day-to-day operations and services provided to the community. These straightforward goals are the core of a dynamic strategic planning process, which is adaptive and will be ongoing throughout 2018.

Infrastructure and Investment

- Continue to execute the 10-year Master Plan for the Garfield County Airport including the completion of a snow removal equipment facility and fog sealed runway and taxiway ramp.
- Improve the County's road and bridge system through construction, asphalt projects and utilization of the department's maintenance capabilities with seven asphalt and two bridge/arch culvert projects scheduled in 2018.
- Realize the vision of maximizing the Garfield County Fairgrounds as a year-round events center with capital investments including a covered area for fairgrounds equipment, LED lighting for the outdoor arena, and replacement of the Fairground's sound system.
- Improve the County's regional communications network infrastructure by installing replacement communications towers at Sunlight and Lookout Mountain.
- Implement a broadband wireless improvement project for rural areas of Garfield County and consider opportunities for Middle Mile partnerships.
- Further develop the County's Landfill as an enterprise fund by advancing capital projects including the purchase of a grinder and roller; market and further develop the Landfill's PCS Treatment Facility; and increase additional capacity for septage.

Health and Human Services

- Air quality monitoring workgroup to continue to collaborate with CDPHE, and monitor air quality during the Battlement Mesa PUD drilling through to its completion.
- Support the aging population through Garfield County's senior services and community health programs, and through decisions on land use, transportation, housing, economic development and health care.
- Advance the Human Services regional training center for child welfare, economic security, and other services in Rifle, CO through expansion, in collaboration with CDHS and counties of northwest Colorado, of the number/types of training offerings and counties served.
- Promote community health and prevent disease by providing quality services, non-profit grants, fulfilling State grants and through collaboration and partnerships.
- Support local non-profits through the Human Service Commission and Garfield County Healthy Communities Coalition.
- Implement the pretrial services program through the Community Corrections Department.

Organizational, Core and Internal Services

- Promote the County's mission to deliver quality services to the Citizens of Garfield County through professional development opportunities to cultivate county employees and the administrative management team.
- Promote a culture of safety and advance the County's Risk Management activities.
- Ensure the fiscal sustainability of County operations by maintaining a balanced budget and operating within it, and by developing long-term financial strategies and plans to prepare for anticipated oil and gas property tax fluctuations in 2018 and beyond.
- 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; and continuing to support the Garfield County Wellness Plan.
- Continue to upgrade and maintain the motor pool and equipment fleet with the purchase of three tractors/dozers, two plow trucks, seven sheriff vehicles and three fleet vehicles.
- Continue to maintain and upgrade IT and computer equipment including replacing network switches and data storage upgrades.

Community Outreach and Transparency

- Commitment to close partnerships and good communication with the cities, towns, and communities within its borders through intergovernmental agreements, joint meetings, town halls, and quarterly meetings with mayors and managers.
- 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 including broadcasting of meetings on local access TV.
- Complete and improve the updated County's website.
- Highlight County activities, decisions, proclamations, awards and events through press releases, public service announcements and other media forms.
- Provide increased focus and attention on the Battlement Mesa PUD drilling activity and host the sixth annual Energy and Environment Symposium.

Economic Development

- Promote economic development around the Garfield County Airport to leverage opportunities such as the Center of Excellence for Advanced Technology Aerial Firefighting (Colorado Division of Fire Prevention and Control), the Upper Colorado River Interagency Fire Management Unit (UCR), the SEAT base, and general aviation activities.
- Implement a wireless broadband system and consider 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 a semi-annual Garfield County Water Forum, and increase Board 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 economic development through capital projects, policies, programs and collaboration including working with AGNC on the federal Economic Development District and the State of Colorado Small Business Development Center.
- Facilitate the Garfield County Economic Development Partners including business outreach and hosting the business and economic development breakfast roundtables.
- Showcase the Garfield County Fair and Rodeo as a premiere event for the Western Slope with premier talent, events and carnival.
- Participate in community discussions on affordable and attainable housing through policies, programs, collaboration and participation in the Roaring Fork – Colorado River Valley housing assessment.
- Maximize natural resource opportunities in the Piceance Basin through active collaboration with industry, Federal, State and local governments with specific support for the development of the Jordan Cove project (LNG export facility) located at Coos Bay, OR.
- Support the agriculture industry through policies, decisions and programs on land use, noxious weeds, farm-to-table programs, water policies, educational programs, partnerships and through collaboration, funding and cost sharing programs with NRCS.
- Support tourism and improve the quality of life and health through building and improving trails and roads for bikes and pedestrians through capital projects, Conservation Trust Fund grants and the Rocky Mountain Youth Corp program.

Federal and State Policy Agenda

- Continue to research and record, for the purposes of preserving historic access to public lands, historical right of ways and County roads within Garfield County and through federal legislation 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.
- Advocate the sustainability of the Federal PILT, severance tax, Federal mineral lease and SRS funding programs.
- Advocate for the Anvil Points trust fund for direct distribution to northwest Colorado.
- Continue to actively coordinate with the Department of Interior and BLM regarding the SEIS 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 AGNC and Colorado Parks and Wildlife.

- Strengthen local interests and access on public lands by participating in Federal planning and environmental reviews and related processes including BLM planning rules and the BLM Northwest Colo RAC.
- Develop the Garfield County Federal Lands-Policy Coordination Plan which contains designation and policies regarding multiple use, access, recreation, agriculture, wildlife and natural resources on public lands.



Elected Officials Strategic Plans

Assessor

In 2018, the Garfield County Assessor's Office will have appraisers out in the field updating our records, adding in new construction, and researching recent property sales. Our administrative staff will be efficiently processing the transferring and updating of property throughout the year. Everyone is working together to keep our records current and our valuation models accurate, all in preparation for the 2019 revaluation of every property in Garfield County. Your assessor's office staff does an excellent job, as demonstrated by our history of a low volume appeal process that produces very few County Board of Equalization hearings or 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 formats. 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 Garfield County Clerk's Office strives to provide excellent customer service to the citizens of Garfield County in the areas of real estate recording, elections, motor vehicle title registration transactions, vital records, liquor licenses and as the Clerk to the BOCC. Administrative staff is implementing Laserfiche to scan agenda packets from BCCC meetings into searchable files in 2018. Both birth and death records are now being processed through the Colorado Department of Health's COVIS system providing access to any birth or death record filed in the State of Colorado. The DRIVES title and registration system update will roll out on August 6, 2018 across the state. One hundred four state and county offices, and over 1600 employees will convert to the new web-based software on the same day. Following voter approval of a statutory change in November of 2016, all unaffiliated voters will be sent ballots for each participating party in the June 26, 2018 Primary Election. Voters will be instructed to vote only one ballot and return that voted ballot for processing. Public demonstrations of the Dominion and Clear Ballot voting systems will be scheduled in the spring of 2018.

Coroner

The Garfield County Coroner's Office will continue to serve the residents and visitors of Garfield County through medicolegal death investigations. In 2018, the Coroner's Office will be focusing on certification through the American Board of Medicolegal Death Investigators as well as accreditation with the International Association of Coroner's & Medical Examiners. The Coroner's Office will continue to provide training opportunities to staff in the areas of advanced medicolegal death investigation topics such as homicide, suspicious death protocol, infant/child death investigations, bio hazardous death investigation and other important death investigation topics. The Coroner's Office will continue to participate in community events and community outreach such as the Garfield County Suicide Prevention Coalition and Garfield County Child Fatality Review Team.

Sheriff

The Garfield County Sheriff's Office remains committed to providing the same level of excellent law enforcement services to our community in 2018 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 15 years, spending only the funds necessary to provide the expected public safety services. We will continue to adhere to that philosophy while meeting the needs of our statutory requirements as a 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.

In 2018, capital improvements will be limited to maintaining and updating existing infrastructure and assets by focusing on their longevity and improving the efficiency of the Sheriff's Office to better serve the public. The implementation of a more efficient Model Traffic Code (MDT) system is expected to save staff time and increase efficiency for electronic tickets. Additionally, the Sheriff's Office will be updating outdated pack set radios, which will also extend the use on hand held radios.

Treasurer and Public Trustee

In 2018, the Treasurer will continue to work as part of a team of Garfield County departments focusing on implementation of a new Cash Receipting Policy adopted by Garfield County in 2017. Our focus, in addition to collecting and distributing the \$127 million tax roll, will be working to continue to strengthen the County's cash management practices. In 2017, the County's income on investments increased to \$1.8 million (up from \$1.2 million in 2016) and we will work with our Investment Advisor as well as our Investment Advisory Board to continue maximizing those earnings.

Colorado Public Trustees, created by the State Legislature in the late 1800's, are a separate, self-supporting office designed to act as a neutral third party in most real estate transactions in the State. In Garfield County, the Treasurer is also the Public Trustee. The two main responsibilities of the office are foreclosing deeds of trust, and releasing deeds of trust. In 2017, we initiated 73 new foreclosures, sold 33 properties at foreclosure sale, and processed 3,022 releases of deeds of trust. This is the lowest number of new foreclosures filed in Garfield County since 2003. It is expected that 2018 foreclosure and release of deed of trust numbers will remain close to same as 2017.

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.

Community Development

The Community Development Department provides development services and implements County policies in a professional manner that promotes the quality of life for the citizens of Garfield County. The Community Development Department includes the Building, Planning and Oil and Gas Divisions, along with Code Enforcement. The Oil & Gas Division serves as an oil and gas issues liaison between Garfield County government and the citizens, energy industry, and State/Federal regulatory agencies.

- Determine the success of the online permitting program launched in 2017 and expand as applicable.
- Continue on-going updates/refinements to the Land Use & Development Code with the goal of reducing ambiguities and inconsistencies, streamline reviews, and address new uses and issues in an efficient and effective manner.
- Continue to support economic development efforts in the County, through staff participation in the Garfield County Economic Development Partners, AGNC and the creation of greater efficiencies in the development review process.
- Begin a review and update of the Garfield County Comprehensive Plan.
- Complete refinement of the FEMA Floodplain Mapping project.
- Continue to identify and utilize new technologies that allow the department to serve customers more efficiently.
- Continue efforts to provide greater online access to records.
- Provide support to the BOCC in their efforts to increase representation and involvement in statewide and regional water issues.
- Continue to provide support to the Garfield County Public Health Department on their Healthy Communities Coalition initiative, in particular, active involvement in the Built Environment Working Group.
- Working with Management support efforts to promote greater coordination with the Federal Government on public land issues facing Garfield County.

Oil and Gas

- Continue an increased presence and engagement with the Battlement Mesa community during URSA's ongoing development of gas reserves in the PUD.

- Continue rapid response and resolution of citizen inquiries, concerns and complaints as around-the-clock as feasible.
- Support BOCC and management on oil and gas topics, including Federal and State land and resource management and rulemaking processes.
- Continue to foster the Energy Advisory Board success to proactively address issues and provide educational programs.
- Collaborate and coordinate with other County departments and western Colorado governments on energy issues.
- Lead planning and event management for the 6th annual Energy & Environment Symposium.

Communications

The Communications Department promotes governmental transparency through public trust and awareness, and provides support to elected officials and County staff through clear and timely communication.

Community engagement is promoted through various web-based services; outreach using creative digital, video and print communications; media relations; and public information.

- Implementation of a new County website, including responsive site principles and ADA accessibility standards, consistent with Web Content Accessibility Guidelines (WCAG) 2.0.
- Complete an intranet upgrade for the County's internal website.
- Collaborate with elected officials and the management team to prioritize and integrate web features.
- Focus on and research cost savings for County web-based portals, evaluating services and automating data delivery for improved online capabilities.
- Continue secure encryption for online services and web solutions
- Implement United States Computer Emergency Readiness Team best practices and integrate new security measures.
- Provide audio/visual services in support of Granicus and Comcast streaming video and provide an ongoing portal for governmental transparency.
- Communicate BOCC policy directives and countywide information through the delivery of press releases for public information, and digital video and print communications using plain language standards for online and media distribution.
- Develop policies for County communications, social media, website standards, privacy, ad design and content standards, brand standards, logo and photograph usage, and the communications plan.
- Formulate media response and manage reporter requests.
- Finalize the development of a FEMA-based Joint Information Systems plan for use with the Emergency Operations Center in emergency applications and work with the Garfield County PIO Group to support other agency communications.
- Take photos and videos for informational and promotional purposes, and negotiate contracts with photographers for additional County use as needed.
- Continue management of and enhancement of internal communications including the County Pages newsletter development and delivery.
- Support the Garfield County Fair for marketing and sponsorships.
- Design 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.

- Implement evidence-based practices to promote positive changes in behavior to reduce new crimes and improve public safety.
- Provide an in-lieu of jail sentence for offenders through the Workender program that will allow them to continue to maintain their financial obligations.
- Maintain a pre-trial program that will assess and determine risk for those offenders arrested in the 9th Judicial District.
- Provide services to Colorado Department of Corrections and State Probation.
- Strive to maintain successful termination rate of 80%, which is 12% higher than the State average.
- Maintain an occupancy rate of 90%.

Fair and Events

The Garfield County Fair and Events Department ensures the successful promotion, production and execution of Garfield County events. The Garfield County Fair is the largest event the County has every year. 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. The Fair and Events Department ensures the annual County Fair programming is of high quality and that programming improves annually.

- Promote Western agricultural heritage and history of Garfield County.
- Embrace all ages, persons, cultures and entities within Garfield County.
- Collaborate with Fairgrounds and Facilities to purchase equipment that can be used at all events located at the Fairgrounds to reduce rental costs to the County.
- Strengthen negotiations with concert talent to minimize unexpected expenditures.

Finance

The 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. The Finance Department is committed to excellence, professionalism and ethical conduct; fiscal integrity and accuracy; continual improvement and; working together as a team in a courteous and supportive environment

- Update current policies and procedures to ensure members of the department and organization have a clear direction about how to execute the County's business.
- Streamline processes that address all necessary actions but eliminate redundancies and extraneous steps, saves time, and reduces the potential for error.
- Research and implement new modules in New World Systems (NWS) that create efficiencies across the entire organization.
- Pursue continual improvement as a team and as individual members through training and education. Develop and implement 'user' trainings that will create efficiencies as users gain a better understanding of the finance processes.
- Leverage the background, talents, and interests of each team member in an effort to enhance our ability to produce outstanding results that benefit our organization and those we serve.

Human Resources

The Human Resources Department works to ensure a diverse, qualified, and highly motivated workforce focused on effectively and efficiently delivering quality services to the citizens of Garfield County. The Garfield County Human Resources team partners with all departments and offices of Garfield County to provide employees with competitive compensation and benefits, as well as professional training and development opportunities, while maintaining the highest commitment to the ethical, professional, and cultural wellbeing of our workplace.

- Continue to work towards Employer of Choice status.
- Ongoing delivery of robust training programs focused on leadership, customer service, interpersonal, and technical skills including continuation of the GarCo Leadership Academy.
- Implementation of new benefits/benefits changes including supplemental insurance offerings.
- Continued review and management of total rewards package to ensure competitiveness, equity, and fiscal responsibility.
- Enhancement of the County's Wellness Program, including the implementation of a new wellness platform.
- Roll out of updated Personnel Policies and Procedures Manual.

Human Services

The 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.
- Anticipate a continued increase in Garfield County CCCAP needs and begin to see a decline in the number of TANF caseloads.
- Senior Programs CSBG expansion to paired County continues into its second year.
- Senior Law Day, a new success in 2017, will be offered again this year.
- Child Care Quality and Licensing to maintain a greater percentage of licensing activities funded by CDHS. Add an additional 20 hr/wk Child Care Quality position to allow for managers to spend more time engaged in system wide strategic planning efforts.
- Child Welfare block grant allocation is insufficient for need due, primarily, to the increase in numbers of young children in need of foster/kinship placements and adoption. Plan for increased funding from the restricted SB 91-94 fund to ease the transition from reductions in Federal IVE funding that supports family engagement and kinship supports.
- Current Child Welfare allocation will change January 1, 2018 depending on model approved by Child Welfare Allocation Committee.
- Department in process of converting to Laser Fiche with plans to interface with other County departments.

Information Technology

The Information Technology Department, which includes the County's Geographic Information Systems, leverages the power of technology to assist County employees and provide quality services to the citizens of Garfield County.

Information Technology (IT)

- Research, develop and evaluate scalable storage solutions.
- Research, develop and test improved backup and recovery procedures.
- Replace network switches countywide.
- Develop and publish cybersecurity policies and procedures.
- Complete and publish IT incident response procedures.
- Prepare and implement phase two of countywide broadband plan.

Geographic Information Systems (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 and efficiencies.
- Update of Procurement Code and development of procedures.
- Continue to improve the contract management function by posting all contracts to the procurement web page for easy public access.
- Continue to enhance the surplus disposal process by working with departments and offices 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.
- Further enhance the ability for County departments and offices to solicit simplified purchases online, and provide better reporting capabilities.
- Continue to focus on spend analytics to better assist departments and offices in planning by offering industry trends, forecasts and historical data, as well as the purchase of a take-off software program to assist in the development of capital budgets.

- Construction Contracting and Management will continue to be developed to include processes and best practices in coordination with the project management team, as well as further development of a capital plan with a more strategic approach to capital projects.

Public Health

The Public Health Department continues to promote health and prevent disease through a variety of avenues including immunizations, disease investigation, consumer protection, air quality efforts, and as educators for the Women, Infants, and Children program. While those are the most visible to the public, the department also works on suicide prevention for the County, the promotion of healthy eating and active living, and community engagement.

- Update and present the Public Health Improvement Plan for 2017 as per statute.
- 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 to monitor air quality during the remainder of Phase I of Battlement Mesa PUD drilling and completion, and participate in planning for Phase II of Battlement Mesa PUD permitting with a request for another \$50,000 from the applicant to assist in air quality monitoring.
- Continue to grow the Radon program throughout the County with funding from CDPHE.
- Continue the Q/I process of assessment and completion to align department with Public Health Standards set forth by the Public Health Accreditation Board.
- Continue funding of the mini-grants up to \$40,000 annually.
- Implementation of the GOCO Inspire project for 2018-2020.
- Continue work with the Dental Health Alliance to provide preventative services to school age children.
- Collaborate with Mountain Family Health to integrate Virtual Dentistry into the current model, and to expand over the next several years.
- Continue to be the lead for the Valley Well Workplace Partnership for workplace wellness in Garfield County.
- Work throughout County with stakeholders to provide trainings in “Health and the Built Environment.”
- Continue to retro-fit schools with water bottle filling stations.
- Grow the Cooking Matters program.

Facilities and Fairgrounds

The Facilities Department ensures the safety, functionality and security of all County facilities; supports all construction and operations at the Fairgrounds; and completes appropriate remodels in house. The Garfield County Fairgrounds hosts a wide variety of events throughout the year and consists of an indoor arena, outdoor arena, 140 stalls, commercial kitchen and 3 meeting rooms/banquet halls.

Facilities and Remote Communications

- Continue to use Facility Dude to address all County facilities’ needs and continue to improve our ability to utilize it to its fullest.

- Continue to work with CLEER to lower our energy usage in all our County buildings by examining all ways to conserve energy and retrofit buildings to meet energy conservation county-wide.
- Continue to work with the BOCC to improve all facilities by implementing a program to examine all mechanical systems and develop a useful life inventory of all fixed assets and equipment.
- Assist the BOCC with their planned capital improvement needs as Garfield County continues to grow into the future.
- Continue to work with the BOCC and BLM to improve all our remote communication towers and shelters to meet new and changing uses in the 21st century.

Fairgrounds

- Revise/simplify fee structure to present to BOCC.
- Update fairgrounds community input report.
- Revise commercial kitchen manual.
- Institute monthly safety trainings.
- Revise existing policies and procedures to present to the BOCC.
- Develop advertising plan to increase usage of the Fairgrounds and bring new diverse events to the community.

Road and Bridge

The Road and Bridge Department provides the public with a safe and well maintained County road system through use of best management practices, continual improvement and efficient operations. The 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.

- CR 214 Peach Valley Road 6.1 Miles Paving
- CR 229 Ukele Lane 1.4 Miles Paving
- CR 245 Buford Road 4 Miles Paving
- CR 326 W. Chipperfield 2 Miles Paving
- CR 335 Colorado Rifle Road 3.8 Miles Paving
- Oak Meadow Subdivision Paving
- CR 107 Red Hill Road Chipseal
- CR 150 Sweetwater Chipseal
- CR 243 Main Elk Chipseal
- CR 245 Buford Road Chipseal
- CR 311 Divide Creek Chipseal

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 through cost-share programs to private land owners, cooperative partnerships with public land management agencies, and awareness/information/education programs.
- Effectively manage noxious weeds on County property.

- Continue to provide leadership to cooperative mosquito program that includes all six municipalities and will begin its 15th year.
- Improve awareness of Youth Conservation Corps opportunities to increase local resident participation in program.
- Continue to work with Federal land management agencies and municipal partners in developing 2018 project list.
- Increase landowner participation in noxious weed cost-share program and tamarisk/Russian-olive program.

Motor Pool

The Motor Pool Department ensures the safety and reliability of all County vehicles and is responsible for their repair and maintenance.

- Maintenance shop 2-post lift.
- 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.

- Review and update the Strategic Solid Waste Management Plan with focus on waste division, capital projects and future programs and operations for the next ten years.
- Heating and lighting upgrades for the maintenance shop.
- Relocate the scale house.
- Replacement of two aerators for the septic ponds and purchase one new aerator.
- Extend the life of the County's landfill by purchasing a grinder to be used to grind up trash and reduce the amount of space it occupies.



Organizational Chart

Administration

