

STRATEGY AT A GLANCE

GILPIN COUNTY

2020-2025 Strategic Plan

The Mission

We provide responsive services for our residents and visitors to protect, maintain and enhance our unique community, our historic and cultural heritage and our mountain environment. We focus on health, safety and well-being, partnerships, community engagement, and effective use of public resources.

Areas of Focus



Financial Sustainability

- Gilpin County will be financially sustainable by 2023
- Research revenue options for sustainability by 2020
- Diversify revenue sources for financial sustainability by 2024

Long Range Planning

- Adopt Comprehensive Plan by December 2021
- Update and adopt other Long Range Plans as needed

Workforce Engagement

- Ensure responsive, effective and efficient delivery of services
- Provide fiscally responsible services by enhancing long-term cost savings

MISSION AND VALUES

Mission of Gilpin County Government

We provide responsive services for our residents and visitors to protect, maintain and enhance our unique community, our historic and cultural heritage and our mountain environment. We focus on health, safety and well-being, partnerships, community engagement, and effective use of public resources.

Values

1. **Collaborative** – We work as a team, celebrating our successes and supporting each other in a fun environment. We have a shared vision and mission, ideas, communicate, collaborate, and care about the team.
2. **Responsive** – We listen to learn, evaluate actions, and follow up in a timely manner to gain closure. We work to solve problems and are engaged with our community in order to provide outstanding service.
3. **Innovative** – We use critical and creative thinking to continuously improve our services. We include the community, plan ahead and stay informed. We use current technology and have the ability to remain open-minded to develop innovative results for the benefit of our residents and visitors.
4. **Respectful** – We provide responsive and inclusive services in order to be fair and equitable. We listen to understand and approach solutions with compassion, open-mindedness, and mutual respect.
5. **Sustainable** – We are responsible stewards of both county finances and the environment, meaning that we are efficient with our resources. We consider future generations in decision-making and have the bigger picture in mind when designing resilient programs and projects.
6. **Trustworthy** – We do the right thing, are honest and accountable for our actions. We demonstrate integrity in all actions which includes listening, understanding and truly caring about the outcome.

AREAS OF FOCUS



Three focus areas are Financial Sustainability, Long Range Planning and Workforce Engagement. These are the areas that the county determined to be the most important and will commit to invest time, energy and resources to accomplish. Goals, objectives, and specific action steps were created for each Area of Focus to ensure accountability and forward progress.



Financial Sustainability

Gilpin County will have enough resources to accomplish the mission, to be resilient through downturns in the economy, and will have a diverse revenue stream for future generations. The county will effectively and efficiently provide the services most critical to residents, and will have staffing levels that can meet those needs.



Long Range Planning

Planning for the future is critical to providing excellent services to residents and workforce engagement. Comprehensive Plans for future growth and development, maintenance plans for vehicles and equipment, capital plans for investments in facilities and infrastructure, and a clear vision for future needs are critical to understanding how to balance resources and expenditures.



Workforce Engagement

Gilpin County recognizes that the most important resource is our experienced staff. We commit to working on recruiting and retaining the highest quality of staff in order to provide the resources needed by residents and visitors.

FINANCIAL SUSTAINABILITY



Financial Sustainability Issues and Opportunities

We believe the effective use of public resources results from streamlining processes, reducing waste, and expanding our opportunities. We believe we can increase the return on investment by creating partnerships, reducing our footprint and diversifying our revenues. This will allow the County to be able to meet citizen's needs now and into the future.

<i>Issues</i>	<i>Opportunities</i>
<ul style="list-style-type: none">• Based on current identified capital and maintenance needs, Gilpin County cannot sustain current budget expenditures.• Gilpin County does not have sales tax.• Gilpin County has one of the lowest property taxes in the state.	<ul style="list-style-type: none">• Partnerships with Black Hawk and Central City, as well as other taxing districts.• Conversations to diversify tax revenue are foremost on the minds of our partners.• There is a clear understanding of the financial issues.

LONG RANGE PLANNING



Long Range Planning Issues and Opportunities

We believe that these planning documents promote effective collaboration and provide a framework for the community to work toward common goals and purposes. We believe that long range planning provides fairness and predictability for all members of the community. We believe that our plans will guide us to our shared vision for Gilpin County's future.

<i>Issues</i>	<i>Opportunities</i>
<ul style="list-style-type: none">The Master Plan was adopted in 1987 and minor updates were made in 2017.Most plans are being updated in house.A financial plan for maintenance and operations of existing assets is critical to determining budget and resource needs.	<ul style="list-style-type: none">Gilpin County can partner with other agencies to create plans that integrate.The County can qualify for grants to assist in the development of the plans.Long range plans can assist with financial sustainability and economic diversity.Emergency planning considerations.

WORKFORCE ENGAGEMENT



Workforce Engagement Issues and Opportunities

Studies show that an engaged workforce has double the rate of success compared to less engaged workforce. We believe that an engaged, recognized and collaborative workforce will help us attract and retain committed, creative, passionate and high-achieving employees. We believe providing opportunities for employees to better themselves, meet their goals and provide exceptional services to the public is key to Gilpin County's success.

<i>Issues</i>	<i>Opportunities</i>
<ul style="list-style-type: none">• Employees can find higher paying jobs within commuting distance.• There is limited opportunity for promotion within Gilpin County.• Technology needs improvement.	<ul style="list-style-type: none">• Over 70% of Gilpin County employees live in the county.• A salary and benefit plan can attract and keep high quality employees.• A Recognition Plan is critical to incent and reward employees.• The employee performance plan can be tied to the Strategic Plan.

GOALS



Financial Sustainability

- Gilpin County will be financially sustainable by 2023.
- Research revenue options for sustainability by 2020.
- Diversify revenue sources for financial sustainability by 2024.



Long Range Planning

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Workforce Engagement

- Ensure responsive, effective and efficient delivery of services.
- Provide fiscally responsible services by enhancing long term cost savings.

OBJECTIVES AND STRATEGIES



This Strategic Plan answers three main questions:

Where are we now?

Where do we want to go?

How are we going to get there?

Objectives and Strategies answer the question of “How are we going to get there?”

Objectives are SMART: Specific, Measurable, Achievable, Realistic and Time-Based. They create focus, accountability, and a way to measure success.

Strategies are tools that should be used in the implementation of the Strategic Plan. The Strategies that will be used by Gilpin County to ensure success include:

- Communication
- Teamwork
- Partnerships
- Key Performance Indicators
- Accountability
- Follow through
- Values

IMPLEMENTATION PLAN



Gilpin County intends to use a process to implement the necessary steps required to achieve the mission. That process includes regular review and updates to the plan, annual meetings to have in-depth conversations, accountability and due dates for critical action steps.

The Implementation Plan shows the first set of action steps agreed upon by the Senior Leadership Team. Every three months the implementation plan will be updated to reflect progress toward meeting goals of the Strategic Plan.

-  **1 CELEBRATE SUCCESS!**
Report on the action steps and check off those that have been accomplished.
-  **2** Look at the action steps not yet completed and determine why, and what might need to change.
-  **3 EVALUATE!**
Evaluate whether the team is still on the right road to achieve the mission.
-  **4 DISCUSS!**
Discuss what action steps might be necessary to move forward over the next 90 days.
-  **5 UPDATE!**
Update the Implementation Plan



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