Pillar 1: Responsible Stewardship of County Assets and Infrastructure

Strategic Priority: Infrastructure and Facility Management

Goal #1		
Reorganize fairgrounds management by consolidating oversight into one Fairgrounds Manager within the Road & Bridge Department. Strengthen coordination between Road & Bridge (events and fairgrounds maintenance) and Facilities (building maintenance) to **maintain** facilities to a consistent standard and align with long-term priorities.		
Outcome		
• Streamlined management structure with clear accountability. • Fairgrounds and Columbine Park facilities are maintained consistently across both Meeker and Rangely. • Improved user experience through upgrades to bathrooms, electrical system, and accessibility. • Transparent decision-making with input from stakeholders and taxpayers. • Integration of reorganization into the county budget and staffing process.		
Tasks	**Status**	**Goal Date**
Hold a work session to include Road & Bridge, Facilities, Attorney, BOCC and other key staff.	Complete	11/10/2025
Finalize staff restructuring between Road & Bridge and Facilities, ensuring coverage for both locations.	Complete 3/9/26	12/31/2025

Incorporate reorganization and maintenance priorities (bathrooms, electrical, water, accessibility, etc.) into the 2026 /2027 budget process.	2026 budget includes $500K 2027 budget will be developed based on assessment and available funds. 6/9 Contract for Assessment. 9/30 Target for completed assessment for Meeker Contract for Rangely Assessment:	12/31/2025 12/31/2026 Q1, 2027
Develop a survey for event organizers to monitor what is working and what could be improved.	Begin in 2027	Ongoing
Goal #2		
Establish a unified Management and Operations Plan for both airports.		
Outcome		
• A consistent management and operational framework will be developed for both airports that • Standardizes practices and ensures compliance with contracts and policies; • Improves financial oversight and maximizes return on investment; • Enhances operational efficiency and transparency for staff, commissioners, and the public; and • Provides a clear path forward for long-term management, including consideration of professional airport management staffing.		
Tasks	**Status**	**Goal Date**
Hold an executive session for legal and financial advice related to updated contracts, invoicing, airport finances, and lease agreements.	Complete	
Contract for 2026	Contract complete.	By Q4 2025

Contracts for 2027: - FBO - Management - Hangers	Contracts are in process. Waiting on legal. BoCC must have FBO & Mgmt for consideration by Oct. Hanger contracts to follow asap	By Q3 2026
Hold a work session with airport staff to review updates and ensure clarity on responsibilities.	Complete	By Q2 2026
Schedule a BOCC public hearing to adopt any required updates or policy revisions.	Priority. Needs to be complete by Q3.	By Q3 2026
Operational Oversight: Conduct a comprehensive financial review of both airports, including lease agreements, invoicing systems, and long-term planning. - Ensure all lease agreements are current, enforceable, and aligned with county policies. - Review and update airport management policies to reflect best practices and maximize efficiency.	In process	By Q1 2026 By Q3 2026
Long-term Sustainability: Explore feasibility of hiring or contracting a dedicated Airport Manager to oversee both airports, provide professional oversight, and ensure consistent operations.	In process	Q3, 2026
Strategic Priority: Transportation and Roadway Decision-Making		
Goal		
Evaluate county roads and bridges for potential vacation or reduced maintenance by confirming right-of-way ownership, documenting conditions and age, and assessing usage, accessibility, community impact, and financial constraints.		
Outcome		
The county will have a clear, documented framework for road management decisions that ensures transparency, fiscal responsibility, and flexibility. Roads will be evaluated consistently, with the ability to scale maintenance levels up or down as resources and community needs change.		
Tasks	**Status**	**Goal Date**

Roads:		
R&B Staff to develop a proposed policy for idendifying roads that need to be considered for vacation. • # of residences it serves • Interest from the landowner • Public land access	Contract for vacations on an as needed basis.	Policy Approved by Q1 2027
Add funds to the 2026 budget to cover this assessment.	Complete	12/15/2025
Develop list of roads to be considered for vacation, based on policy.	Thad will complete in 2027	Q2 2027
Evaluate three road vacations per year.	Add to budget as needed.	Sept, 2026
Bridges:		
Contract to complete evaluation of 12 minor bridges in 2026. Budget to complete evaluations on all 64 minor bridges over the next three years, as budget allows. State will complete assessment on major bridges.	Continue as budget allows	12/31/2028
Road and Bridge will develop a five-year prioritized list of major and minor bridge maintenance and repair projects for annual budget consideration.	Plan will be used for budgeting purposes.	Sept, 2026
Strategic Priority: Fleet and Equipment Stewardship		
Goal #1		
Minimize the number of vehicles and heavy equipment in the fleet while maintaining efficiency for transportation. • Implement a vehicle and heavy equipment purchasing pause and establish replacement standards. • All vehicles purchased must be approved by BOCC. Future acquisition decisions will be based on actual need, usage, and staffing capacity rather than ad hoc requests. • Purchases will be made on an as-needed basis. It is not assumed that purchases will be made even if funds have been budgeted. • The county will develop consistent, data-driven standards.		
Outcome		
The county will establish clear policies, test innovative alternatives, and implement evaluation criteria to ensure vehicles and heavy equipment are managed cost-effectively, fairly, and with long-term sustainability in mind.		
Tasks	**Status**	**Goal Date**

Enact an immediate purchasing freeze on county vehicles until evaluation criteria are finalized.	Complete	Q1 2026
Use the existing vehicle inventory (fleet size, usage patterns, and driver availability) to develop replacement and purchasing standards, including: Are there qualified drivers for the vehicle? Is the vehicle used at least a minimum number of miles per year (to be determined)? If not, it will be reassigned into the county vehicle pool.	Complete	Q1 2026
Compare the county's vehicle-to-employee ratio with similar-sized counties to identify potential inefficiencies.	In process	Q3 2026
Adopt standards to guide all future vehicle replacement and purchasing decisions.	Complete	Q1 2026
Goal #2		
Adopt formal interdepartmental fleet use and maintenance policies.		
Outcome		
All departments will operate under a transparent, standardized fee structure for vehicle use and maintenance. Costs will be equitably distributed, eliminating unintended subsidies (e.g., non-road departments covering road and bridge costs).		
Tasks	**Status**	**Goal Date**
Adopt written fleet management policies clarifying fee structures and maintenance responsibilities.	Complete	
Review the current interdepartmental vehicle charge versus leasing benchmarks to determine a fair and competitive rate.	Complete	
Goal #3		
Pilot a vehicle leasing program in select departments.		
Outcome		
The county will test whether leasing vehicles provides cost savings and operational efficiencies, using pilot programs before making countywide decisions.		

Tasks	Status	Goal Date
Issue an RFP for leasing options for up to six vehicles as a pilot program. (DHS-2; Facilities-2; Landfill-2).	Complete	
Track pilot outcomes, including per-mile costs, maintenance and logistics of remote repairs. Report results to BOCC for consideration of broader adoption.	Complete	

Strategic Priority: Asset Evaluation and Governance

Goal		
Explore and evaluate options for potential divestiture or restructuring of the county's role in **Fairfield Housing.**		

Outcome		
The county will review its role in Fairfield Housing, with input from residents and stakeholders, to determine whether restructuring, divestiture, or continued management is the best path forward. The decision will be transparent, fiscally responsible, and balanced with community needs and long-term financial priorities.		

Tasks	Status	Goal Date
Hold an Executive Session to discuss legal options.	Complete	10/31/2025
Consider a Request for Proposal (RFP) for analysis and cost. Cost/Benefit analysis should include staff cost analysis vs. contractor costs.	4/14/26 Contract Awarded	Q4 2025
Resident Engagement: Hold a work session with MCCIC Board while the evaluation continues. Share concerns and request feedback & solutions.	Complete	Q1 2026
Resident Engagement: Hold a work session with residents while the evaluation continues. Share concerns and gather feedback.	Complete	Q1 2026
Evaluation: Compare options for apartments versus community center models, weighing fiscal impact, resident needs, and county capacity.	In process. Requested evaluation by 9/30	Q3 2026
Public Meeting: Hold a public workshop to discuss organizational options.	Schedule after evaluation completed.	Oct 2026
Decision: Present recommendations for county action following public engagement and analysis, ensuring a clear path forward.	In process.	Dec 2026

Implement plan as budget allows.		

Strategic Priority: Digital Infrastructure and Connectivity

Goal

County will own the fiber between Meeker and Rangely.

Outcome

Improved connectivity, public services support, and provide long-term value to residents and taxpayers.

Tasks	Status	Goal Date
Apply for grant funding for infrastructure.	Applied in June. Status pending	
Seek additional funding opportunities into the future.	Ongoing	

Pillar 2: Transparent and Sustainable Fiscal and Workforce Stewardship

Strategic Priority: Financial Transparency and Reporting

Goal

Maintain Financial Transparency and Reporting through monthly financial updates.

Outcome

Commissioners will be equipped to make well-informed and transparent budget decisions, supported by clear reporting, fund balance reviews, and a policy framework that guides the allocation of earned revenue. This will build public trust and ensure that facility-generated income is reinvested strategically.

Tasks	Status	Initial/Goal
Provide monthly financial reports comparing year-to-date budget vs. actual	Began Reports in Jan	Begin in
Hold annual workshop to review all fund balances and associated restrictions.	Ongoing	Oct 2025
New Commissioner financial training and annual refresher for all commissioners.	On-going	

Strategic Priority: Fiscal Management and Purchasing Oversight

Goal

Review and strengthen purchasing policies, including the use of credit cards and purchasing approval protocols.

Outcome

Clear, consistent, and enforceable purchasing policies that reduce financial risk, ensure proper oversight, reduce number of county credit cards used by staff and build public confidence in the county's fiscal responsibility.

Tasks	Status	Initial/Goal Date
Collect samples of purchasing and credit card policies from other Colorado counties for comparison.	Completed	Q4 2025
Review current county policies against best practices and state/federal compliance requirements. Identify areas where controls, approval levels, or reporting can be strengthened.	3/10/26 Assigned to Finance Director	Q4 2026
Draft updated policies for commissioner review, ensuring alignment with county priorities and legal standards.	Oct: Final Policy Approved	Q4 2026

Strategic Priority: Employee Compensation and Workforce Investment

Goal

Develop and adopt a formal county-wide employee classification system aligned with updated job descriptions and pay scales.

Outcome

A consistent, transparent, and equitable compensation system will be in place, supporting fair pay, clear job classifications, and competitive benefits that strengthen recruitment, retention, and employee trust.

Tasks	Status	Initial/Goal Date
Proceed with the contracted study already funded in the 2025 budget.	In Progress	Complete by ~~Q2~~ Q3 2026
Laura will contact bidders to confirm their fees are still good, and to proceed to approve a completed contract with BOCC.	Contract awarded 12/1/25	Q4 2025
Laura to serve as project lead, coordinating with department heads and commissioners.		
Laura to develop timeline for process, which will be completed by Q2 2026.	Complete	Q1 2026
Develop and present a county-wide compensation policy, including employee benefits and compensation structures, for commissioner review and adoption.	Scheduled for Aug work session.	~~Aug~~ Q3 2026

Strategic Priority: Organizational Structure and Operational Efficiency Analysis

Goal

Conduct a countywide organizational structure and operational efficiency analysis to align positions, staffing levels, workflows, and technology tools with county service needs.

Outcome

The County maintains a strategically aligned, data-informed organizational structure that empowers a satisfied and engaged workforce, optimizes people, processes, and technology, and delivers exceptional services to RBC residents through responsible fiscal stewardship and long-term sustainability.

Tasks	Status	Initial/Goal Date
Organizational Structure Analysis (OSA)		
competency, and skills set match job duties.		Q4, 2026
Award Contract for Analysis		Jan, 2027
Complete Assessment		Q1, 2027
Artificial Intelligence (AI)		
Identify options for using AI tools to improve County efficiency, considering risks, costs, and implementation priorities.		Sept, 2026
Set aside funds in 2027 and beyond, to implement recommendations.		Sept, 2026
Leadership Training		
Identify leadership training opportunties for BoCC, Administrator, directors and elected positions		Aug 15, 2026
Launch Leadership Training based on findings and available budget.		Q4, 2026

Pillar 3: Community Vision and Long-Term Planning

Strategic Priority: Collaborative Community Planning

Goal

Develop and sustain a collaborative, countywide planning process that engages Rio Blanco County residents in creating a shared long-term vision and strategic roadmap for the future of the community of Rio Blanco County.

Outcome

shared priorities, and provides a coordinated framework for collaboration, investment, and decision-making. The planning process strengthens partnerships, fosters broad community ownership, and equips leaders to make informed decisions that enhance the quality of life for current and future residents.

Tasks	Status	Initial/Goal Date
Work with CSU Extension office to develop community visioning.	County meet with CSU	Jul 31, 2026
BoCC work sesson to verify and finalize process and schedule		Q3 2026
Implement & finalize process including the report to the BoCC		~Q4 2027