

AGENDA
Town of Crested Butte
Town Council Work Session
Monday, July 27, 2020

Please click the link below to join the webinar:

<https://us02web.zoom.us/j/86181119274>

Or Telephone:

**Dial US: +1 253 215 8782 or +1 346 248 7799 or +1 669 900 6833 or +1 301 715 8592 or
+1 312 626 6799 or +1 929 205 6099**

Webinar ID: 861 8111 9274

The times are approximate. The work session may move faster or slower than expected.

6:00 WORK SESSION

Discussion on Fall and Winter Scenario Planning as it Relates to COVID-19 and the
Coronameter Levels.

8:00 ADJOURMENT



Staff Report
July 27, 2020

To: Mayor and Town Council

From: Mel Yemma, Planner I, Troy Russ, Community Development Director, and Rob Zillioux, Finance and Human Resource Director

Thru: Dara MacDonald, Town Manager

Subject: Covid-19 Fall & Winter Scenario Planning - Study Session

Proposal:

The purpose of this Study Session is to discuss key COVID-19 issues and needs facing the Town of Crested Butte and brainstorm/identify specific strategies and actions the Town should employ to mitigate the impacts the pandemic will have on the community through the fall and winter.

Background:

The COVID-19 has had tremendous impact on our public health, economy, and social well-being. Fortunately, early actions by the community, Council, and staff have helped mitigate the virus's impact.

The Town acted quickly to mitigate the impacts of the pandemic on the community and municipal resources. Specifically, staff anticipated revenue losses and eliminated \$1.3 million from the 2020 budget to protect municipal reserves through the following actions:

- Limited Parks and Recreation programming
- Did not hire summer seasonal staff
- Postponed, or cancelled, new capital projects and eliminated discretionary spending
- Closed Town Hall to the public and enabled staff telecommute and work remotely
- Limited rehiring to strategic positions (several positions remain unfilled)

Additionally, the Town helped the community and businesses mitigate the impacts of the virus by providing \$125,000 in business support grants and enabling outdoor seating and retail expansion opportunities for businesses.

Gunnison County convened community and business leaders to create a unified front, through the One Valley Prosperity Project and One Valley Leadership Council, to further assist in mitigating the pandemic's impacts. Additionally, the County established an understandable measure (the Corona Meter) to document the outbreak and outline corresponding public health orders needed manage the pandemic's effects.

The One Valley Leadership Council (OVLC) is evaluating three possible COVID-19 outbreak scenario alternatives for the fall and winter. Crested Butte staff recommends the alternatives being discussed by the OVLC as possible scenarios to guide Crested Butte study session discussion.

Slow Burn (Best Case Scenario) – The current virus level (blue) with a small outbreak anticipated, shifting public health orders to yellow, for a short time before returning to the current status.

Key Assumptions:

- 1) Tourism open

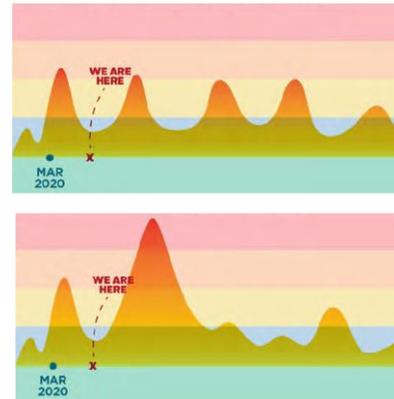


- 2) CBMR limited capacity
- 3) Schools / childcare open
- 4) Varying health orders (blue to yellow) negatively impact restaurants and lodging
- 5) Limited events

Town operations:

- 1) No new capital projects
- 2) Discretionary spending cancelled or postponed
- 3) No summer seasonal staff
- 4) Limited rehiring
- 5) Town office facilities closed to public (appointment only)
- 6) Recreation programs and parks open as feasible (no programs in Town Hall), Ice rink open
- 7) **Budget Outlook: Revenues Down -15% to -25%**

Peaks and Valleys / or Fall Peak (Worst Case) – Either of the remaining OVLC scenarios present worst case situations to the Town of Crested Butte. The Peaks and Valleys scenario assumes the virus peaks regularly from the current blue level into, and to the cusp of, the orange level of public health orders from the Corona Meter. The OVLC’s Fall Peak scenario assumes a second full outbreak of COVID-19 similar to the spring, causing the Corona Meter to issue red level public health orders.



The differences between levels blue and orange on the Corona Meter make it impractical to plan for community activities for the Peaks and Valleys Scenario to only have the activities shutdown for health reasons. The start-up / shut-down / restart costs of the Peaks and Valley scenario will likely impact the Community similar to a full shutdown like we experienced in the Spring.

Key Assumptions:

- 1) Tourism very limited or closed
- 2) CBMR very limited or closed
- 3) Schools/Childcare closed or limited
- 4) Restrictive health orders and closures
- 5) Businesses required to close to public
- 6) No events

Town operations:

- 1) No new capital projects
- 2) Discretionary spending cancelled or postponed
- 3) No seasonal staff
- 4) Limited rehiring
- 5) Town Hall closed to public
- 6) Essential Work Only (cross-train CDL drivers for heavy equipment)
- 7) Telecommuting & Staggered Shifts
- 8) No recreation programming, Parks & Ice Rink Closed
- 9) **Budget Outlook: Revenue Down 20%-30%**

Discussion:

Crested Butte is fortunate early actions and good late spring weather limited the fiscal impacts of the pandemic on the Town’s budget. To date, the Town revenues are only **down -12%** from budgeted estimates. However, the community should now plan for the fall and winter. The pandemic is still with us and it appears to be surging throughout the country and growing in the Valley. Additionally, fall and winter present very different challenges to the Community’s ability to mitigate the impacts of the virus. Warmer summer weather allowed the community to utilize the outdoors and the Town to encourage business expansion outside and within the public right-of-way.

Snow and colder weather of the fall and winter months will make the use of the outdoors more problematic, or in many cases infeasible.

Staff has drafted an initial set of recommended strategies and actions for Council consideration, suggested improvement, and confirmation. The recommendations are organized to mitigate the impacts of the pandemic on the community in four key areas.

Health and Wellness – Contribute to the physical and mental well-being of our community.

Best Case Scenario (Slow Burn): Utilize remaining community grant funding and the nicotine tax to reshape the community grant program with a focus on community and mental health/wellness programs. Example use of the funds include: mental health support, nordic skiing support, backcountry education, food security, etc.). *\$75,000 could be available for this program.*

Worst Case Scenario (Peaks and Valleys / Fall Peak): Utilize remaining community grant funding and the nicotine tax to reshape the community grant program with a focus on community health and wellness programs. Examples include: mental health support, nordic skiing, backcountry education, food security, etc. *\$75,000 could be available for this program.*

An additional consideration could be to redirect Town recreation staff towards non-traditional positive community programming and activities to mitigate the isolating nature of the pandemic’s impacts on the community’s mental health.

Housing and Shelter – Helping our residents and employees have adequate housing and shelter.

Best Case Scenario (Slow Burn): Monitor the deed restricted housing units in the town to ensure these units do not go into foreclosure and risk the loss of housing for their owners and the units remain deed restricted and affordable. Partner with VHF and GVRHA on rental and mortgage assistance program, and HHS assistance programs to understand if there are upcoming gaps and utilize affordable housing fund to support needs if they arise.

Worst Case Scenario (Peaks and Valleys / Fall Peak): Be ready to provide staffing and funding support for mortgage, rental, and utility assistance in collaboration with VHF, GVRHA, HHS, Town utilities, GCEA, and Atmos Energy. Funding could be diverted from the affordable housing fund to provide assistance and ensure that we don't lose the existing deed restrictions in the Town.

Businesses and Employment – Contributing to the success of our Community’s businesses and their employees’ financial stability

Best Case Scenario (Slow Burn): The Town should convene business owners to talk about ideas and solutions around capacity limitations the will be caused by public health orders and winter weather. Are there solution the Town could utilize to assist the businesses. One example could be to provide additional 10-minute parking to facilitate takeout service. Another could be the Town provide support to a possible delivery service for takeout orders? Additionally, the conversation should include the potential impacts from Federal Government’s J1 Visa ban on local workforce and businesses.

Worst Case Scenario (Peaks and Valleys / Fall Peak): The Town could offer another sales tax deferral and late fee waivers for utility payments. Additionally, the Town **could consider an additional round of small business support grants, by utilizing funding from reserves.**

Mobility - Ensuring our residents, employees and visitors have adequate means of transportation

Best Case Scenario (Slow Burn): Facilitate a meeting with the Town of Mt. Crested Butte, CBMR, Mountain Express, and the RTA to discuss issues and solutions for the winter. With the Corona Meter

at the blue and yellow levels, transit must employ social distancing requirements which limit their capacity to 50%.

This scenario assumes the resort is open and tourism continues in the valley. Is there enough transit capacity to serve the transportation demand? Could/should Mountain Express, or RTA double its frequencies on each route to compensate for the loss in capacity? Could Mt. Crested Butte / CBMR consider additional parking capacity on ROW and other parking lots for increase skier and employee parking?

Worst Case Scenario (Peaks and Valleys / Fall Peak): The worst case scenario assumes tourism is severely limited, CBMR is closed, and transit will not be operating. Staff does not anticipate any transportation demand from employees or skiers in this scenarios and as such does not have any recommended strategies, or actions.

Recommendations: No specific action is requested. Staff is seeking Council feedback to the following questions:

- Have the key issues and area of concern been identified? What has staff missed?
- Are there creative ways the Town can support the key issues and areas of concern (i.e. health and wellness, housing and shelter, businesses and employment, and community mobility) aside from grants/funding?
- Does the Town have a role in maintaining community spirit through this crisis?
- The economic and mental health impacts from the pandemic can be drastically different in winter vs. summer. How can we plan ahead for this?

Attachments:

- Staff PowerPoint Presentation
- Gunnison Valley Mid-Term Recovery – Scenario Planning and Key Action Summary



**CRESTED BUTTE
COVID-19
FALL AND WINTER
SCENARIO PLANNING**

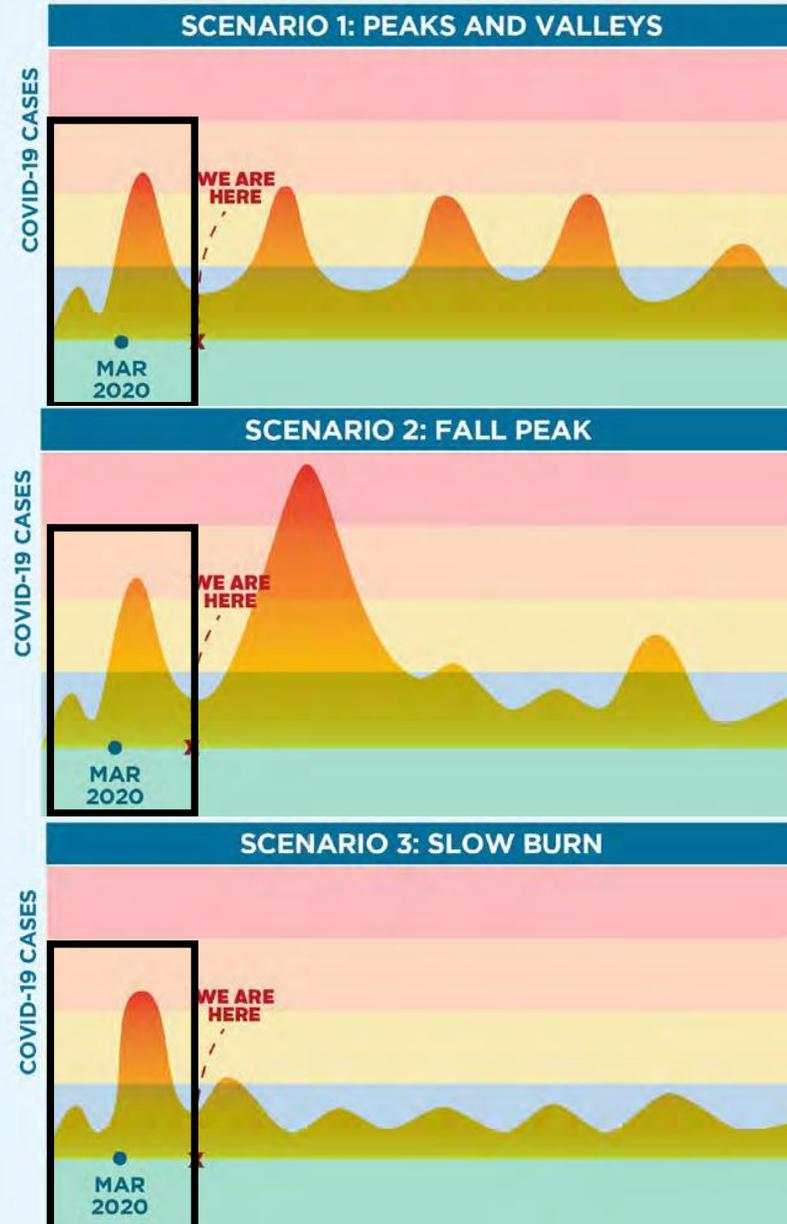
Town Council Work Session
July 27, 2020

Where are we today?



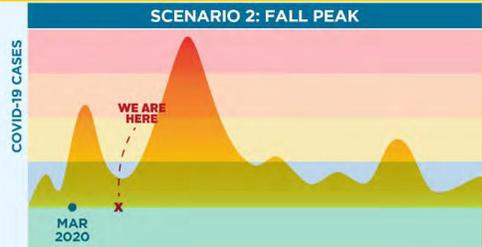
- The Pandemic arrived quickly and abruptly.
- COVID-19 isn't going anywhere anytime soon.
- Whatever happens, the Town is acting cautiously.
- The Town also wants to support our local community and businesses.
- *We need to plan ahead on how to support the Town and community through the fall and winter (in multiple scenarios).*

Where could we be heading?



- The OVLC has identified key challenges and recovery actions to focus in 3 potential scenarios
- **Best Case Scenario = Slow Burn**
- **Worst Case Scenario = Peaks & Valleys OR Fall Peak**
- Purpose: Confirm key COVID-19 issues and needs facing the Town of Crested Butte
- Goal: Identify specific strategies to mitigate the impacts of the pandemic

Scenario Overview

	Key Limitations and Issues	Town Operations Impacts
<p>Best Case Scenario Slow Burn</p> 	<ul style="list-style-type: none"> • Tourism open • CBMR Open (limited capacity) • Schools/Childcare Open • Varying Health Orders • Restaurants and Lodging Impacted • Limited Events 	<ul style="list-style-type: none"> • No new capital projects • Discretionary spending cancelled or postponed • No summer seasonal staff • Limited rehiring • Town facilities closed to public (appointment only) • Recreation programs and parks open as feasible (no programs in Town Hall), Ice rink open • Budget Outlook: Down 15%-25%
<p>Worst Case Scenario Peaks & Valleys or Fall Peak</p> 	<ul style="list-style-type: none"> • Tourism very limited or closed • CBMR very limited or closed • Schools/Childcare closed or limited • Restrictive health orders and closures • Businesses required to close to public • No events 	<ul style="list-style-type: none"> • No new capital projects • Discretionary spending cancelled or postponed • No seasonal staff • Limited rehiring • Town Hall closed to public • Essential Work Only (cross-train CDL drivers for heavy equipment) • Telecommuting & Staggered Shifts • No recreation programming, Parks & Ice Rink Closed • Budget Outlook: Down 20%-30%

Things to Keep in Mind

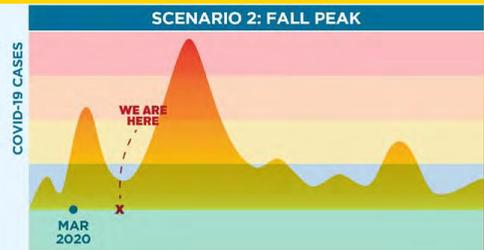
- Whether or not we are faced with the best- or worst-case scenario, the Town needs to act cautiously.
- What issues and ideas are we missing?
- Are there creative ways that we can support businesses, community health programs, etc. aside from grants/funding?
- What role does the Town have in maintaining community spirit through this crisis?
- The economic and mental health impacts from the pandemic can be drastically different in winter vs. summer. How can we plan ahead for this?



Key Issues and Considerations: Community Health and Wellness

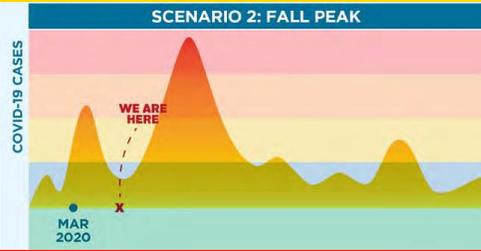
Community Health and Wellness	
<p>Best Case Scenario Slow Burn</p> 	<p>Recommendation: Utilize remaining community grant funding and the nicotine tax to reshape the community grant program with a focus on community and mental health/wellness programs. (Examples include: mental health support, Nordic skiing, backcountry education, food security, etc.). <i>\$75,000 could be available for this program.</i></p>
<p>Worst Case Scenario Peaks & Valleys or Fall Peak</p> 	<p>Recommendation: Utilize remaining community grant funding and the nicotine tax to reshape the community grant program with a focus on community health and wellness programs. (Examples include: mental health support, Nordic skiing, backcountry education, food security, etc.). <i>\$75,000 could be available for this program.</i></p> <p>Additional Recommendation: Redirect recreation staff towards positive community programming and activities.</p>

Key Issues and Considerations: Housing Needs and Assistance

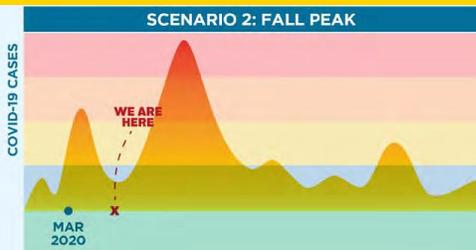
Housing Needs and Assistance	
<p>Best Case Scenario Slow Burn</p>  <p>SCENARIO 3: SLOW BURN</p> <p>COVID-19 CASES</p> <p>MAR 2020</p> <p>WE ARE HERE</p> <p>The graph shows a low, steady wave of COVID-19 cases over time. A red dashed line with an 'X' marks the current position, labeled 'WE ARE HERE'. The y-axis is labeled 'COVID-19 CASES' and the x-axis has a marker for 'MAR 2020'.</p>	<p>Recommendation: Monitor the Town's deed restrictions.</p> <p>Additional Recommendation: Partner with VHF and GVRHA on rental and mortgage assistance program, and HHS assistance programs to understand if there are upcoming gaps and support needs.</p>
<p>Worst Case Scenario Peaks & Valleys or Fall Peak</p>  <p>SCENARIO 2: FALL PEAK</p> <p>COVID-19 CASES</p> <p>MAR 2020</p> <p>WE ARE HERE</p> <p>The graph shows high, fluctuating waves of COVID-19 cases over time. A red dashed line with an 'X' marks the current position, labeled 'WE ARE HERE'. The y-axis is labeled 'COVID-19 CASES' and the x-axis has a marker for 'MAR 2020'.</p>	<p>Recommendation: Be ready to provide staffing and funding support for mortgage, rental, and utility assistance programs (in collaboration with VHF, GVRHA, and HHS). <i>Funding could be diverted from the affordable housing fund to provide assistance and ensure that we don't lose the existing deed restrictions in the Town.</i></p>

Key Issues and Considerations:

Business Support

	Business Support
<p>Best Case Scenario Slow Burn</p> 	<p>Recommendation: Convene business owners to talk about ideas and solutions around capacity limitations (example: support of delivery service? Increase 10 minute parking on Elk?)</p> <p>Additional Recommendation: Understand the impacts that will occur from J1 visa ban on local workforce and businesses.</p>
<p>Worst Case Scenario Peaks & Valleys or Fall Peak</p> 	<p>Recommendation: Offer another sales tax deferral and late fee waivers for utility payments</p> <p>Additional Recommendation: Consider an additional round of small business support grants, by utilizing funding from reserves.</p>

Key Issues and Considerations: Community Mobility

Mobility	
<p>Best Case Scenario Slow Burn</p> 	<p>Recommendation: Set up a meeting with the Town of Mt. Crested Butte, CBMR, Mountain Express, and the RTA to discuss issues and solutions for the winter. Could Mountain Express plan ahead to double its busses on each route? Could Mt. Crested Butte ROW and other parking lots be considered for skier parking?</p>
<p>Worst Case Scenario Peaks & Valleys or Fall Peak</p> 	<p>Recommendation: No recommendation on circulation and parking in the orange or red status.</p>

GUNNISON VALLEY MID-TERM RECOVERY

SCENARIO PLANNING & KEY ACTIONS SUMMARY



Introduction

ABOUT THE PROJECT

This project is a partnership between Community Builders and the One Valley Leadership Council to initiate a regional economic recovery project that further the goals of the One Valley Prosperity Project while responding to impacts of COVID-19 in the Gunnison Valley. The project is conceptualized in two phases. The first phase, "Laying the Groundwork," takes place over the summer during mid-term recovery efforts. The next phase of work will focus on a long-term recovery strategy that works to increase economic and community resilience now and in the future.



PHASE 1: LAYING THE GROUNDWORK



FOCAL QUESTION

What do we need to do to continue to reopen - and maintain openings - for our economy and communities while minimizing the spread of COVID-19?

LAYING THE GROUNDWORK FOR RECOVERY PLANNING

Uncertainty is a constant challenge. While the 5-level Public Health Order (PHO) creates more certainty by laying out what businesses need to do at each stage, health outcomes are difficult to predict. The Corona-meter provides some level of certainty around expectations during phases, but we can never know for certain whether higher restrictions will be needed. Political resistance to complying with public health practices creates division and confusion. If the community does not embrace and adhere to PHOs and case loads increase, then greater economic consequences follow. Efforts are already underway to ensure compliance and will need to be expanded to ensure cases remain low within the County so business openings can be maintained and expanded over time.

IN THIS DOCUMENT

The actions identified in this summary document are meant to bolster local efforts, improving compliance and health outcomes over time so we can get to long-term recovery. There is no magic fairy dust we can sprinkle on this... Recovery is going to be a long haul - these actions are about bringing the community together to protect one another and our economy for the duration of this pandemic.



Scenario Planning

WHY SCENARIO PLANNING?

The Gunnison Valley is facing many uncertainties around COVID-19's continued impact on the health of our community and economy. Scenario planning is a tool that enables us to deal with this unpredictability by thinking through potential future outcomes, such as a resurgence in cases or a continued economic recession. Scenario Planning is an exercise that enables you to deal with unpredictability by thinking through potential future outcomes. With Scenario Planning, we can develop strategies that we can act on now so that we can be as prepared as possible no matter what the future holds. This will enable us to develop strategies that we can act on now so that we can be best prepared no matter what the future holds for our Valley.

SCENARIO PLANNING PROCESS



WHAT ARE OUR DESIRED OUTCOMES FROM SCENARIO PLANNING?

- Allow the critical functions of our community to reopen by developing concrete plans based on scenarios
- Anticipate difficult decisions and potential domino effects to inform decision-making now rather than in the moment
- Achieve some element of predictability/preparedness if various scenarios play out
- Identify resources we need to develop to be best prepared and equipped to deal with various outcomes
- Develop proactive communications about process and preparedness to build buy-in from community and stakeholders
- Develop metrics that will inform if we've entered into a specific scenario
- Recognize what is and is not in our control

KEY EXTERNAL DRIVERS

The first exercise we engaged in to set the stage for scenario planning was to identify key external drivers. External drivers are what influence outcomes and are often unpredictable and not something that can be controlled. The Recovery Team worked together to identify the top three external drivers that have both a high influence on our future outcomes and are highly unpredictable.

EPIDEMIOLOGY

- **Economy:** Business health and number of jobs available is dependent on healthy customers and employees.
- **Health:** Both physical and mental health of the community is dependent on containment of the virus.
- **Education:** Institutions from daycare centers to Western will experience more closures or more openings.
- **Financial Stability:** Employers' ability to pay sick leave, people's ability to pay healthcare costs, people's ability to pay for housing and food if unemployed.
- **Healthcare System:** The capacity to treat an uptick in patients and the ability to keep running if people cannot afford to pay their medical bills.

PUBLIC RESPONSE

- **Social Cohesion:** Locals/tourist social dynamics, politicization of response
- **Political Change:** Federal, State, Local level will impact leadership and political agendas; cultural political change
- **Public Compliance:** Following public health orders or not
- **Economy:** Business health (# of people visiting businesses), home sale/rental prices if there is a shift in the second homeowner/short term rental market, philanthropic giving
- **Community Health:** Physical and mental health impacted by how public responds to managing the virus, connection to the community can grow or diminish for people depending on reaction

ECONOMIC CONDITIONS

- **Local Population:** Remote workers, displacement due to job loss, financial health, income inequality
- **Local Government Funding:** Taxes brought in impact availability/reduction of services, external sources like federal funding, potential elimination of positions
- **Small Business Health:** Tourist-driven businesses could be at risk, make up of Main Street businesses could change
- **Federal Policy Response:** Changes to medicare, continued stimulus support, new approaches/policies for economic development
- **Housing:** Sale and rental prices, where people are living vs. working

Known Impacts & Key Uncertainties

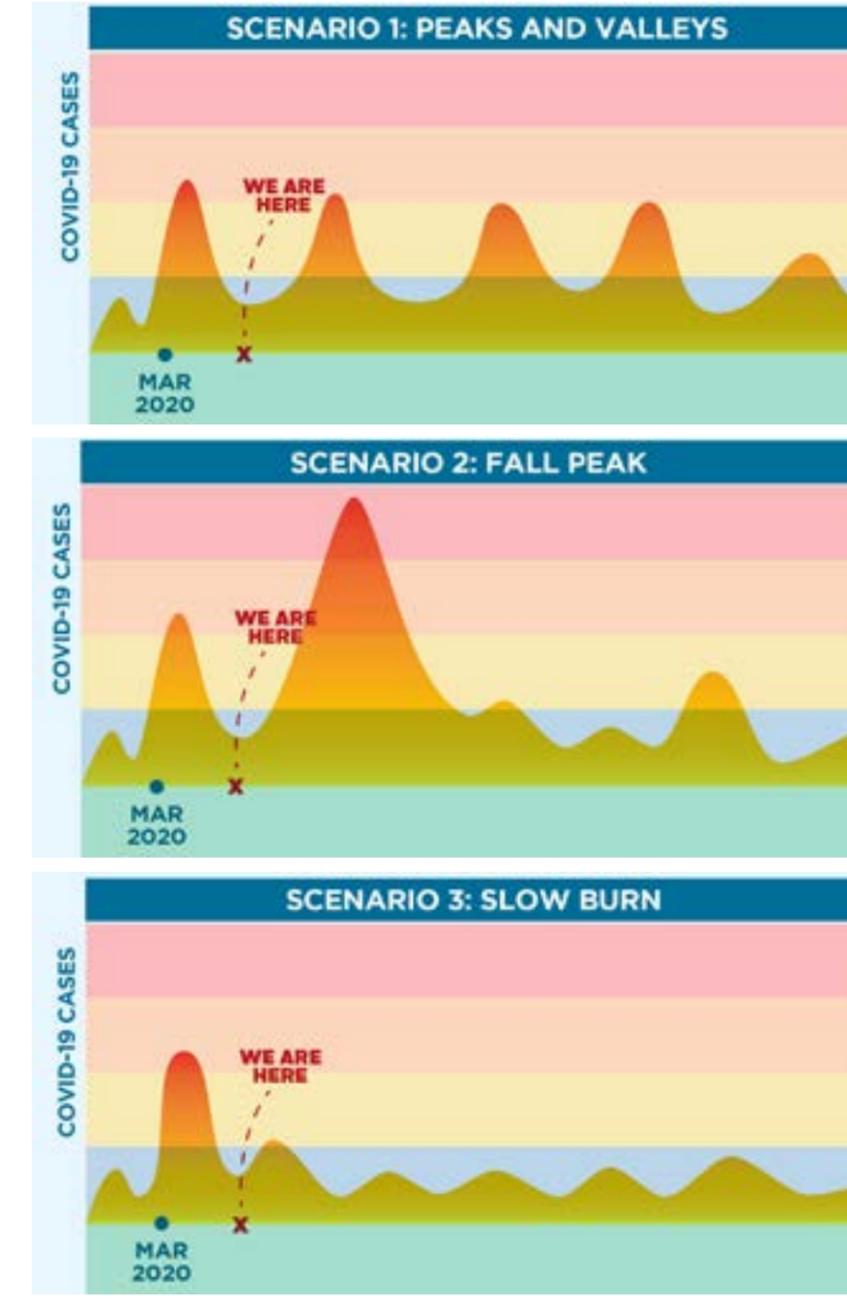
Based on the external drivers we identified, we discussed potential impacts and outcomes to identify known issues based on previous experience and potential futures with high levels of uncertainty. Using the Coronameter and the projected public health orders, we looked at three scenarios- best case (stay in the blue) and worst case (sustained time in the red). Through a workshop exercise we explored what might happen in each scenario and what are the potential economic and public response impacts that could result.



CORONAMETER STAGES: KNOWN IMPACTS

RED	ORANGE	YELLOW	BLUE	GREEN
<p>PUBLIC HEALTH ORDER GUIDELINES</p> <ul style="list-style-type: none"> Businesses closed Essential services only Remote learning Childcare/schools closed Public spaces closed 	<p>PUBLIC HEALTH ORDER GUIDELINES</p> <ul style="list-style-type: none"> Businesses open with restrictions Essential services Remote learning Childcare/schools open with restrictions Public spaces open with restrictions 	<p>PUBLIC HEALTH ORDER GUIDELINES</p> <ul style="list-style-type: none"> Businesses open with restrictions Essential services Remote learning Childcare/schools open with restrictions Public spaces open with restrictions 	<p>PUBLIC HEALTH ORDER GUIDELINES</p> <ul style="list-style-type: none"> Businesses open with restrictions Essential services Remote learning Childcare/schools open with restrictions Public spaces open with restrictions 	<p>CURRENT STATUS: GREEN</p> <p>PUBLIC HEALTH ORDER GUIDELINES FULLY OPEN</p>
<ul style="list-style-type: none"> Compliance improves Compounded stress from closures Increased need for public assistance strains social support systems 	<ul style="list-style-type: none"> High levels of economic stress Differences in compliance dependent on cases on an upswing or downswing 	<ul style="list-style-type: none"> Inconsistent employment and continued economic stresses challenge employee retention Frustration/confusion over what is considered an essential business Restaurants need to increase outdoor dining capacity 	<ul style="list-style-type: none"> Lower public compliance and higher resistance Public fatigue Tension between local community and tourist community Businesses are "open" but are challenged to meet restrictions and remain viable Understanding of regulations become more normalized with time 	<ul style="list-style-type: none"> Resume a "New Normal"

THREE SCENARIOS



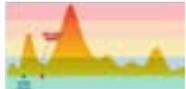
KEY UNCERTAINTIES

- PEAKS AND VALLEYS KEY UNCERTAINTIES: ORANGE PHASE**
 - Can businesses manage to stay open and sustain themselves and employees?
 - Timing of peaks and alignment with high tourism seasons
 - Ability of people to work between stages as childcare/schools open and close
 - Challenge of Western being able to stay open with remote learning
 - Ability of CBMR and other major employers to be open
- FALL PEAK KEY UNCERTAINTIES: ORANGE PHASE**
 - Can businesses manage to stay open and sustain themselves and employees?
 - Timing of peaks and alignment with high tourism seasons.
 - Challenge of Western being able to stay open with remote learning
 - Ability of CBMR and other major employers to be open
- FALL PEAK KEY UNCERTAINTIES: RED PHASE**
 - Timing & seasonal impacts
 - Government response
- SLOW BURN KEY UNCERTAINTIES: BLUE PHASE**
 - Increased environmental impacts from more people using outdoor amenities
 - How to plan for events with reduced capacity/social distancing requirements
 - Politicization of public health measures
 - How will consumers respond?
 - How will local workforce be impacted?
- SLOW BURN KEY UNCERTAINTIES: YELLOW PHASE**
 - How to do outdoor gatherings and group sizes to adapt to changing conditions?
 - Unknown reduction to capacity at schools, childcare, dorms

Universal Challenges

KEY CHALLENGES MATRIX

Scenario Planning lead to the development/ identification of key challenges.

				
CORONA-METER PUBLIC HEALTH GUIDELINES	KNOWN IMPACTS: Based on previous experience, we can make some logical assumptions about impacts during specific phases. These would apply in all scenarios.	SCENARIO 1: Peaks and Valleys Lots of fluctuation occurring between opening and closing and each spike indicates about a month of heavier restriction. Some things that could happen might include:	SCENARIO 2: Fall Peak Stay at home orders back in place and limited operations for businesses for a concentrated period of time and limited openings lasting 2 months or more. Some things that could happen might include:	SCENARIO 3: Slow Burn Small window of time with businesses needing to limit operations, most of the time operating at reduced capacity with social distancing in place. Some things that could happen might include:
FULLY OPEN No social distancing or extra hygiene protocols	KNOWN IMPACTS • Resume a 'New Normal'	UNCERTAINTIES • Time needed to fully recover. • How to help as loans, bills and other payments 'come due' and assistance runs out.	UNCERTAINTIES • Time needed to fully recover. • How to help as loans, bills and other payments 'come due' and assistance runs out.	UNCERTAINTIES • When is the right time to move into green? • How to help as loans, bills and other payments 'come due' and assistance runs out.
Group Size: 50 indoor/100-250 outdoor Lodging: Open Personal Services: Open Restaurants: Open (limited) Retail: Open Real Estate: Open Fitness Centers: Open Outfitters: Open Events: 50 indoor/250 outdoor Childcare: Open Schools: Open	KNOWN IMPACTS • Lower Public Compliance and Higher Resistance. • Public Fatigue • Social Cohesion- Locals vs. Tourist • Businesses are 'open' but are challenged to meet restrictions and survive. • Understanding of regulations will become more 'normal' time.	UNCERTAINTIES • Increased environmental impacts from more people using outdoor amenities. • How to create a 'culture' around public health orders. • Frustration and confusion understanding and meeting varied public health orders.	UNCERTAINTIES • Increased environmental impacts from more people using outdoor amenities. • Employment base-shift in local workforce. • Changes in public risk tolerance	UNCERTAINTIES • Increased environmental impacts from more people using outdoor amenities. • How to plan for events with reduced capacity/ social distancing requirements? • Political Issue vs. Public Health Issue. • How will consumers respond? • Employment base- shift in local workforce?
minimum of 7 days to return to blue	KNOWN IMPACTS • Inconsistent employment and continued economic stresses challenges employee retention. • Frustration/ confusion over what is considered an essential business. • Restaurants need to increase outdoor dining capacity.	UNCERTAINTIES • Confusion about what is allowed with movement through stages. • Will parents be willing to send their kids to daycare/school even if open? How will this impact their ability to work? • Political impacts of mask-wearing requirements at school and if that impacts the amount of kids that will go back?	UNCERTAINTIES • Confusion about what is allowed with movement through stages. • Community response- confusion around messaging.	UNCERTAINTIES • How do outdoor gatherings and group sizes adapt to changing conditions? • Unknown reduction to capacity at schools, childcare, dorms.
minimum of 14 days to return to yellow	KNOWN IMPACTS • Higher levels of economic stress. • Differences in compliance on upswing/downswing.	UNCERTAINTIES • Can businesses manage to stay open and sustain themselves and employees? • Timing of peaks and alignment with high tourism seasons. • Ability of people to work between stages as childcare/schools open and close. • Challenge of Western being able to stay open with remote learning--significant and potentially catastrophic budget impacts. • Ability of CMBR and other major employers to be open?	UNCERTAINTIES • Can businesses manage to stay open and sustain themselves and employees? • Impacts to the tourism market. • Significant impacts to ability of Western to sustain over the long haul if another closure occurs that sends students to remote school. • What are the repercussions to CMBR if peak occurs during high tourism season?	<i>Not expected to reach ORANGE level restrictions in this Scenario</i>
minimum of 28 days to return to orange	Group Size: 10 or less Lodging: Essential Only Personal Services: Reduced Capacity Restaurants: Take out and Delivery Retail: Curbside and Delivery Real Estate: Virtual Fitness Centers: Closed Outfitters: No Events: 10 or less Childcare: Essential Schools: Modified In-State Travel Restriction	KNOWN IMPACTS • Compliance improves. • Compounded stress from closures. • Increased need for public assistance strains support systems.	UNCERTAINTIES • Timing for seasonal impacts (ie: winter peak vs. fall peak) • Government Response	<i>Not expected to reach RED level restrictions in this Scenario</i>
Group Size: 1 Lodging: Closed Personal Services: Closed Restaurants: Take out and Delivery Retail: Essential Real Estate: Virtual Fitness Centers: Closed Outfitters: No Events: None Childcare: Closed Schools: Modified Essential Travel Only	KNOWN IMPACTS • How do we create consistency and a clear messaging of restrictions such as a 'Corona Virus Handbook'? • What are the travel restrictions for each phase to better understand the economic impacts? • What is an essential business? • How do we provide advance notice to help businesses prepare as phases transition ? • How do we create a cultural norm around safety? How do we emphasize the importance of 'community' over 'individual' needs? • How can we understand the impacts to childcare businesses and their ability to stay open long term and corresponding impacts to workforce?	UNCERTAINTIES • How do we communicate clear messaging to the public moving in and out of phases? • How do we support all local businesses through ups and downs within the workforce? • How can we ensure childcare options for workforce in the event that conventional daycare isn't working?	UNCERTAINTIES • How do we support all local businesses through ups and downs with the compounded impacts from significant economic disruptions? • How do we minimize public confusion and fatigue from extended closures? • How can we address 'lessons learned' from previous 'red phase'? • How long can the municipalities and local support organizations to provide relief to citizens and businesses?	UNCERTAINTIES • How do we support all local businesses during sustained impacts from continuing limitations or operating at a reduced capacity? • How to manage peoples expectations and compliance over a long period of time with no significant escalations in cases?
WHAT DO WE NEED TO PROBLEM SOLVE AROUND?				

UNIVERSAL CHALLENGES

Examination of themes that emerged from the three scenarios became the basis for the universal challenges to action plan around. To better understand how these play out we generated narrative statements that outline issues and potential futures, as well as a problem statement to guide action planning.

COMPLIANCE, FATIGUE AND PUBLIC HEALTH

The impacts of COVID-19 has shifted our normal way of living and people are unsure of what the future will hold. This uncertainty present within the community creates a sense of anxiety around PHO restrictions in place. As this uncertainty recedes or people get fatigued from the increase stress, they are less vigilant about complying with restrictions. This has significant implications for a potential increase in cases of illness which in turn impacts the health and well-being of all community members as well as the economy.

How might we encourage a cultural shift to promote behaviors which will ensure people's safety as well as minimize the economic and social impacts of increased cases of illness?

COMMUNICATION AND MESSAGING

The community is experiencing high levels of stress and confusion around public health restrictions and impacts to daily life from COVID-19. This can build skepticism in actions that local leaders are taking and enforcing to help protect people within the community. Since the virus was first introduced, the leaders have identified systems of communication such as the corona-meter and virtual town halls to share information and updates.

How might we increase understanding and awareness that may ease public response as to how regulations will to impact individuals, businesses and the community as a whole?

COMMUNITY EQUITY AND VALUES

COVID-19 has exposed vulnerabilities in the existing framework of our community. These impacts are creating a shift in the dynamic of the community. If businesses open and close, local workers may be forced to leave. If the ski area doesn't open, seasonal workers won't come. With Western closed, students don't have a reason to stay.

How might we protect the values and character of the community and maintain the safety and wellness of all?

ECONOMIC RESILIENCY

The restrictions and closures associated with a response to COVID-19 have had drastic impacts to the local economy. Openings and closures of businesses, hotels, childcare, and schools has stressed the local workforce as well as community support systems. The compounding effects of sustained restrictions never quite allow businesses to recover and could cause in permanent closures of local businesses resulting people to leave the community.

How might we support our local economy to be able to navigate new models of working in a way that is fiscally and socially sustainable?

TOURISM

Tourism is an essential base for the local economy linking people and local businesses. From seasonal workers to visitors- the local community is driven by restaurants, retail shops, hotels and housing rentals, and other service related commerce frequented by seasonal workers and visitors. While some stages may allow for travel, local businesses, restaurants and hotels may not have the capability to accommodate demand under the PHO regulations and federal restrictions.

How might we prepare for unknown influxes in tourism to protect the local economy?

ENVIRONMENTAL CONCERNS

With the need for social distancing, more people are gravitating to the outdoors to find respite. Mountain communities have been desirable destinations for local, regional and out-of-state visitors using state and federally managed lands to recreate. Yet these entities have reduced capacity to protect and maintain sensitive habitats from increased use.

How might we minimize the environmental impacts of increased use of our shared places?

Action Planning

To generate strategic options and define strategies for how to move forward we planned specific actions needed to address the universal challenge areas over a 3-month horizon. The key questions identified below were explored through a SWOT analysis, which then informed commitments and key actions steps.

COMPLIANCE, FATIGUE AND PUBLIC HEALTH

- How can we create a 'culture around public safety and hygiene protocols?'
- How can we create a story people will understand around the importance of economy and compliance with public health orders?
- How do we encourage a 'we are all in this together' mindset rather than a 'us vs. them' mindset?'
- How do we address the fear in the community (fear of losing housing, jobs, community values, culture) which could result in negative behavior?
- How do we acknowledge that fear can shift to anger, sadness, and affect mental wellness?

COMMUNICATION AND MESSAGING

- How do we create consistency and a clear messaging of PHO restrictions?
- How do we create clear messaging to the public moving in and out of PHO phases?
- What are the indicators to move between PHO phases?
- How can we help clarify who and how essential businesses are determined?
- What is open and what isn't during PHO phases?
- Is there a different approach to communication to help people better understand public health orders? ?
- Who are the messengers of information? Should we craft different communications strategies for local businesses vs. local officials?

COMMUNITY EQUITY AND VALUES

- How will community behavior shift over time? Will people put kids in schools? Will people start working from home? Will office's close?
- How will the affordability and availability of housing be impacted as the dynamic of our community shifts?
- How can we increase equity (health, financial, etc.) for people most affected by COVID-19- especially as support systems run out?
- How will the potential closures or limited opening of major employers such as Western and CMBR impact the community?
- How do we ensure that action taken is in alignment with our community values?

ECONOMIC RESILIENCY

- How can we encourage employee retention with businesses opening and closing?
- How can we mitigate the sustained fiscal from continued limitations and/or closures to local businesses?
- How will school and childcare closures or limited openings impact the local workforce?
- How will the affordability and availability of housing be impacted people leaving and/or moving to resort communities?
- How can we balance the demand for an amenity economy with demand for a more diverse economy?
- How might travel restrictions impact tourism economy?

TOURISM

- What is the best communication method to reach visitors/tourists?
- How do we encourage visitors to comply with local PHO restrictions?
- How can we support local businesses to enforce PHO compliance without affecting their business?
- How will the unknown timing of potential spikes in illness impact the seasonal economy?
- How will the workforce shift? Will seasonal employees be available?
- Will tourists have a desire to travel and how will their behavior/trends shift?

ENVIRONMENTAL CONCERNS

- How do we accommodate changes in behavior to people's mobility choices?
- What are the increased impacts to natural resources from more visitors coming to camp and recreate on public lands? How do we offset these impacts over time?
- Are public facilities open and available at recreational areas?
- How can we capture this moment to make progress on climate change initiatives?

	COMMUNICATION AND MESSAGING	EQUITY & VALUES	PUBLIC HEALTH	ECONOMIC RESILIENCY	TOURISM	ENVIRONMENTAL CONCERNS	KEY THEMES
Why this matters?	Less confusion, more compliance means we stay in the blue and protect our economy	Avoid going into the Red- Stay in the Blue by keeping people safe within a new normal.	People comply with restrictions and the community remains healthy, the economy stays vibrant, people keep visiting, western stays open	A thriving economy- a happy community	We stay in the blue for the long term until green	Protect the places that make where we live, people follow the rules, have a good time and keep coming to visit.	• Stay in the blue
Strengths	<ul style="list-style-type: none"> • Good communication from PIO • Newspaper and radio adds • Stakeholder forums, subgroups and outreach 	<ul style="list-style-type: none"> • Working together to keep valley informed • Local support systems stepping up 	<ul style="list-style-type: none"> • Coronameter • EOC meetings, digital signs, town halls • Strong Leadership/collaboration and partnerships 	<ul style="list-style-type: none"> • ICE lab • Outdoor dining to support businesses • Collaboration communicating to businesses/community 	<ul style="list-style-type: none"> • Increased lodging in past years- Strong growth • STOR creation • ICE lab • limiting dispersed camping • marketing efforts to drive through traffic 	<ul style="list-style-type: none"> • Limiting dispersed camping • Strong/Increased stewardship (STOR/CBCC) CAC doing good work • Good public transit • Amazing access! • Signage and trail apps • Getting outside is good! 	<ul style="list-style-type: none"> • Strong local businesses • Strong local partnerships and collaboration
Weaknesses	<ul style="list-style-type: none"> • People easing up on restrictions over time • Politization of issues • Confusion over regulations 	<ul style="list-style-type: none"> • Need better enforcement • Local support systems being taxed • Loss of childcare has ripple effects • Loss of compliance/fatigue 	<ul style="list-style-type: none"> • Expand depth of response team to include businesses, students, employees and industries • Shift to more standardized signage • The word compliance can evoke anger • Lack of enforcement/confusion around PHOs • Unclear expectations • Politization of masks 	<ul style="list-style-type: none"> • Confusion on PHOs/. On-compliance with PHOs • Differences in values from North and South valleys • Engaging the businesses in solutions • Lack of enforcement • Increased housing demand from 2nd home owners exacerbates existing issues around supply, • Existing support systems have been taxed 	<ul style="list-style-type: none"> • Compliance with PHOs • Communication to visitors not familiar with PHOs 	<ul style="list-style-type: none"> • Longstanding issues exacerbated by increased use • Increased use/high volume stressing environment and facilities • Transportation is limited/ driving increased • Limited resources to manage lands • How people use the outdoors has changed (ie: want internet access) • Signs/rules are ignored. Respect for wild has decreased. • Issues around visitor compliance-limited enforcement 	<ul style="list-style-type: none"> • Address politization of masks/compliance • Need better enforcement • Need better/clearer-simpler communication around PHOs
Opportunities	<ul style="list-style-type: none"> • Increased compliance saves lives and maintains the economy while bringing the community together. 		<ul style="list-style-type: none"> • Make it FUN! Use videos, imagery and very clear messaging. • Leadership, unified community, Build trust within community. Success = credibility • Set expectations for visitors 	<ul style="list-style-type: none"> • Need to remain economically viable. • Help local businesses survive to avoid a micro-recession • Protect large institutions that support our economy. 	<ul style="list-style-type: none"> • Very clear messaging. 	<ul style="list-style-type: none"> • Mental health benefits being outdoors. • Outdoor tourism increased benefits to the economy • Locals take more responsibility and come together around our shared spaces for the long term • Increased funding opportunities with increased understanding of outdoor value? 	<ul style="list-style-type: none"> • Need to increase compliance to maintain the economy and valuable assets within the community.
Threats	<ul style="list-style-type: none"> • Loss of trust in local government • Outrage from the public • Closures to businesses • Unknown changes from state and national government 	<ul style="list-style-type: none"> • Unknown timing of future outbreaks • Loss of community authenticity and character/fractures in the community • Loss of residents • mental health increase • increased stress to most vulnerable. 	<ul style="list-style-type: none"> • Anger increases • Economy/community suffers • People leave • Loss of momentum to community efforts • Business Closures 	<ul style="list-style-type: none"> • Loss of businesses, jobs and people • Increased poverty 	<ul style="list-style-type: none"> • Non compliance could lead to a spike and have a negative impact on economy • Loss of visitors for restrictions has impact to local businesses • Potential loss of winter season 	<ul style="list-style-type: none"> • People feel unwelcome and don't come back- the economy suffers • loss of environment and facilities (trails/campgrounds) • impacts to water quality- locally and down stream • Loss of 'outdoor culture' 	<ul style="list-style-type: none"> • Anger from the community • Loss of residents • Loss of businesses and jobs
Commitments	<ol style="list-style-type: none"> 1• Everyone understands the phase of the response and what it means (residents and tourists) 2• Give people and businesses advance notice to shifting restrictions 3• Communicate 'why' behind restrictions, recommended actions to resonate with many people as possible. 	<ol style="list-style-type: none"> 1• Create a system of communications enforcing PHOs so we can stay in the blue. 2• Develop a strategy to support vulnerable communities 	<ol style="list-style-type: none"> 1• Keep the community safe for people- acknowledging the politization around masks 2• Simplicity- make it easy for people to comply with consistency, clarity of expectations to minimize fatigue 3• Positive messaging- focus on the good, celebrate successes, through leaders in the community. 	<ol style="list-style-type: none"> 1• Do everything we can to open schools. 2• Take serious steps to enforce compliance and stay open. 	<ol style="list-style-type: none"> 1• Helping local businesses make the blue zone restrictions work for them. 2• Achieve 100% compliance to preserve economy and public health 3• create a safe and enjoyable visitor experience 	<ol style="list-style-type: none"> 1• Maintain positive user experiences 2• Educate users on appropriate use of the outdoors, create a culture of values 3• Find a balance to protect, restore, steward through education 	<ul style="list-style-type: none"> • Increase understanding to increase compliance • Clear, positive messaging • Create a system on communication when PHOs change • Develop a strategy for communicating to visitors
Actions	<ul style="list-style-type: none"> • Communications Channels • Informing Visitors • Data to Explain Why • Early Warning System • Clear Messaging • Increase compliance through engagement 	<ul style="list-style-type: none"> • Communications Strategy • Convene Partners • Build Unified Enforcement System 	<ul style="list-style-type: none"> • Compliance success stories • Clear, understandable messaging • Community working together to keep economy open • Leadership and collaboration 		<ul style="list-style-type: none"> • Enforcing consistent compliance • Outdoor Stewardship • Setting expectations through communication • Business Communication • Visitor Education 	<ul style="list-style-type: none"> • Fun Police • Encourage Dispersed Activities • Increase transportation access • Education and Messaging • Stewardship 	<ul style="list-style-type: none"> • Communication/Messaging • Develop systems to Increase compliance • Work with businesses and visitors
Key Ideas/Steps	<ul style="list-style-type: none"> • Increase Signage- Clear, understandable • Increase media PSA (social, paper) • Increase (early) Communication to businesses/Create a plan for business notifications • Local leaders/the right leaders as messenger/meet with sketpics 	<ul style="list-style-type: none"> • Targeted outreach plan to visitors • Communications plan for locals, meet with partners. Create a plan for compliance (PH, Law, Businesses, DA, PIO • Support licensing/permitting 	<ul style="list-style-type: none"> • Celebrate good outcomes to reassure the public/success stories • Bring voices together to tell a story • COVID handbook with clear orders, timing and messaging 	<ul style="list-style-type: none"> • Find resources to support at risk populations • A coordinated strategy to stay in the Blue. Communicate clearly if moving to yellow/orange/red • Engage community and businesses to create a shared message for widespread compliance/ best practices with PHOs. • Share the economic story of why we need to be compliant and stay open. • Create a framework for compliance • Identify solutions for childcare 	<ul style="list-style-type: none"> • Create community-wide compliance system/enforcement • trainings to better comply • Targeted messaging for visitors/Work with STOR/CBCC • consistent messages at visitor entrances/campsites • Give out masks/ lodging/STRs • Work with businesses/ develop early warning to businesses • Messaging about this is an economic issue- not a public health issue • Pre arrival communications to visitors about expectations 	<ul style="list-style-type: none"> • Trail fees/limitations to help maintenance funding • Limit dispersed camping (like in N valley) • Increase access/messaging to more remote areas away from town • messaging around alternative transportation- increasing connectivity for bike and buses • Tie good behavior • Simple, consistent rules- signs posted, be clear and fun and educational. • Increase volunteer opportunities- trail maintenance and have t-shirts/ Wilderness ambassador program 	<ul style="list-style-type: none"> • Positive, fun simple Signage • Create a Plan (Early communication to businesses, plan to engage tourists) • Community ambassadors- lead by example, promote good behavior

Action Areas

Based on the action planning exercise, five key actions have been established to address mid-term strategies to address our focal issue; reopening and maintaining our economy and community while minimizing the spread of COVID-19. These actions are prioritized here because they were identified as ways to address multiple challenges. In other words, they were common themes that emerged from the action planning groups.



ACTION AREA 1: Build a Team of Business Leaders



ACTION AREA 2: Engage the Community to Increase Empathy and Caring



ACTION AREA 3: Continue to Monitor and Support Compliance Efforts



ACTION AREA 4: Understand and Respond to the Needs of Vulnerable Communities



ACTION AREA 5: Respond to Community Mental Health Issues and Trauma

1 Build a Team of Business Leaders

Local business leaders are needed in several different aspects of the region's current recovery efforts. Businesses are on the front lines of visitor communications on compliance and are influencers within the community. Business sector leaders from the business subgroups are already supporting recovery efforts, and should be further engaged to:

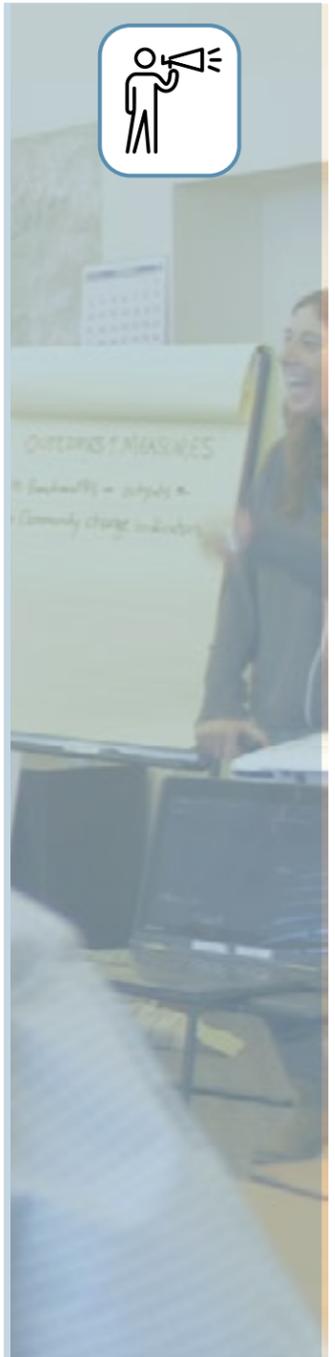
- Develop a "Business Toolkit" that assists the broader business community with communications, enforcement, and related aspects of staying the "blue"
- Be ambassadors for continued compliance
- Lead the creation of business transition plans for each level in the Corona-Meter
- Advise on how to create an early notification system of potential changes in Corona-Meter levels
- Troubleshoot future issues like continuing serving customers in the colder months when expanded outdoor seating and retail space is no longer an option
- Continue working with Enforcement and Consumer Protection to support a consistent valley-wide enforcement approach

RESOURCES

ICE Lab
SBDC
Chambers
Recovery Team
Business Industry Sub-groups

NEXT STEPS

- ▶ Develop a specific "ask" for business leaders to step into this expanded role
- ▶ Work with business leaders to develop a realistic approach to the work that enables them to participate
- ▶ Create a detailed schedule and action plan for achieving desired outcomes





2 Engage the Community to Increase Empathy and Caring

Confusion, lack of awareness, and lack of buy-in are all factors limiting compliance with public health practices by residents, businesses and visitors. Recognizing that a communications effort is already underway, challenges with compliance remain and the need for ramped up communications and messaging has emerged several times. People are hearing the message of what they should do, but many are not buying into the concept. The desired outcomes of expanded communications are to increase compliance, create an engagement and communications foundation to build on for recovery and resilience efforts to come, and build community trust.

Strategic communications campaigns should be simple, clear, fun, build empathy and celebrate successes to help sustain compliance for the long haul. This will require ample resources, additional capacity as well as discrete communication and outreach strategies for the specific audiences that need to be engaged. Actions include:

- Develop communications campaigns specific to residents (full and part-time) and visitors to increase compliance and build community
- Create messaging
- Identify effective engagement and communications tactics
- Engage key community partners and residents in communications (influencers)
- Expand capacity for execution of communications campaigns
- Work with STOR and CBCC to incorporate signage at trails that convey expectations around outdoor ethics and culture during the pandemic

RESOURCES

CARES Act funding
 PIO
 Recovery Team
 STOR & CBCC
 Non-profits and values based organizations
 Crested Butte masking campaign effort
 Ongoing town hall meetings

NEXT STEPS

- ▶ Vet options for expanding capacity
- ▶ Start identifying appropriate messengers and communications tactics to achieve outcomes

3 Continue to Monitor and Support Compliance Efforts

There is confusion and frustration regarding roles in enforcing public health orders. There is a need to get different jurisdictions on the same page about how to approach enforcement of public health orders, particularly when businesses are not complying and jurisdictional authority is not 100% clear. This work is already underway and began with a convening of an enforcement group and subsequent communication out to businesses earlier in the month. Additional needed action includes:

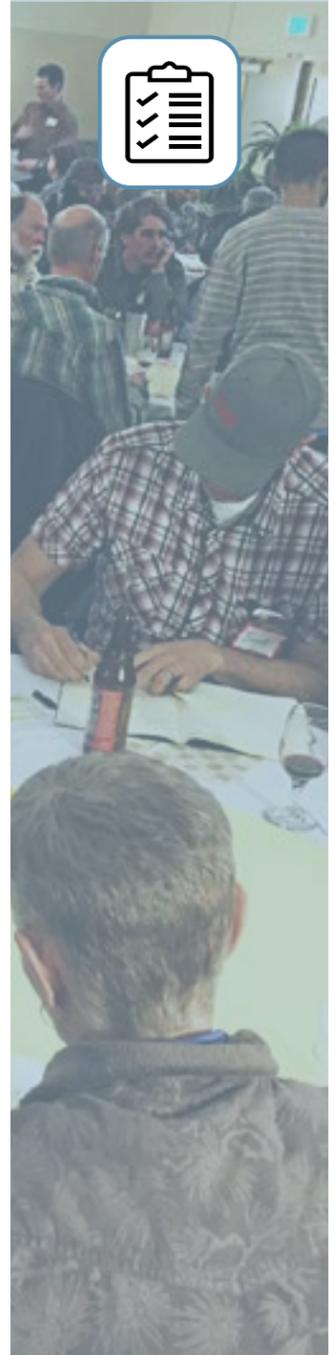
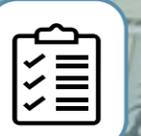
- Observe impact of compliance letter - what issues come up, does compliance improve, are citations necessary and what happens when one is issued
- Consider expanding capacity with hiring of a compliance coordinator
- Work with local businesses for permitting and licensing on strategies to help mediate burdens from restrictions, such as outdoor seating, signage, and providing masks. Consider now how to address issues with ventilation issues in the fall and winter.

RESOURCES

Enforcement Group
 CARES Act/State funding

NEXT STEPS

- ▶ Observe progress from actions underway
- ▶ Identify potential funding sources for a possible compliance coordinator





4 ► Understand and Respond to the Needs of Vulnerable Communities

There are ongoing needs of vulnerable populations who have been especially affected and additional resources are likely needed for continued support. Actions include:

- Utilize the Community Health Coalition to establish a working group of marginalized voices, agencies and organizations that represent support systems
- Conduct a vulnerability assessment to define who is in the greatest need
- Inventory status of existing resources and identify gaps
- Build strategies for addressing areas of need



RESOURCES

Community Health Coalition,
Information Dashboard

NEXT STEPS

- Convene the Community Health Coalition to refine an action plan

5 ► Respond to Community Mental Health Issues and Trauma

How can we as individuals and as a community begin to process trauma and the mental health effects of COVID 19? Utilize the Community Health Coalition to build a strategy and identify mid and long-term actions. Consider key questions like:

- How to allow the community to grieve? Acknowledge trauma?
- What support groups may be needed in a time of COVID?
- What is the current availability of support services?
- How can we re-imagine our community's rituals and routines and celebrate the community in a safe way?

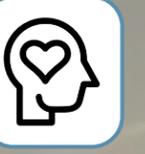


RESOURCES

Community Health Coalition,
Center for Mental Health

NEXT STEPS

- Convene the Community Health Coalition to refine an action plan



Next Steps & Key Questions

PRIORITIZATION

We all know that capacity is maxed for everyone right now, whether we be in the private or public sector. We simply cannot do everything. Is there capacity within the community - or the ability to expand that capacity - so that we can address all of these action areas? If not, what should be prioritized?

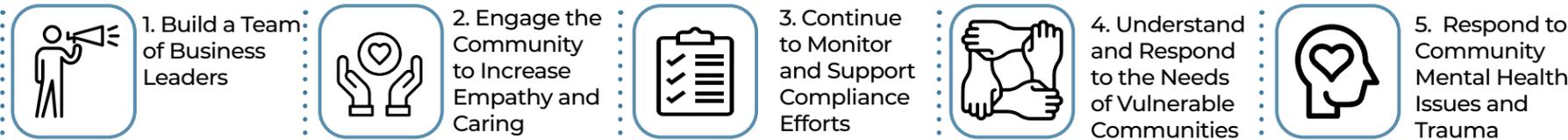
COMMITMENT

Every action area needs a champion - either a lead person or organization. Action Area 2: Engage the Community to Increase Empathy and Caring is being spearheaded by the PIO, Andrew Sandstrom. Multiple people have been working on the other action areas, but a clear lead has not been identified. Who should be leading the action areas we are prioritizing?

RESOURCE ALLOCATION

All of these action areas require time and money. Resources of course are limited - what resources can and should we be dedicating to these efforts?

KEY QUESTIONS TO DEFINE NEXT STEPS



WHAT IS OUR CAPACITY TO ADDRESS THIS ACTION?

WHO SHOULD BE LEADING THIS ACTION?

WHAT RESOURCES ARE AVAILABLE FOR THIS ACTION?

Where we are headed...

This process has set the stage for issues to explore and problem solve to ensure the health, safety and wellness of the community and economy. When mid-term recovery efforts are all underway, we feel timing is appropriate, and the community is in a good place for it, we will begin Phase 2 of the project, focusing on long-term recovery and resilience.

PHASE 2 : LONG-TERM RECOVERY



NEXT STEPS EXERCISE Help us to prioritize, define leadership roles, and identify resources to move forward on the action items you identified.

ACTION ITEMS

For additional details on these action items refer to the Scenario Planning & Key Actions Summary.

 <p>1. Build a Team of Business Leaders</p>	 <p>2. Engage the Community to Increase Empathy and Caring</p>	 <p>3. Continue to Monitor and Support Compliance Efforts</p>	 <p>4. Understand and Respond to the Needs of Vulnerable Communities</p>	 <p>5. Respond to Community Mental Health Issues and Trauma</p>
---	--	---	--	---

WHAT IS OUR CAPACITY TO ADDRESS THIS ACTION?

<p>High season means business leaders have little capacity. Work with leaders who have already stepped up to disseminate information and engage their industries at times that work for those groups. Need to develop a clear “ask” of these leaders.</p>	<p>Expanding capacity by finding grassroots leaders to carry messaging forward is critical. Groups include: Latinx Community Leaders, Students & Young Professionals, Young Families, Part-time Residents and faith-based communities. See spreadsheet for identified leaders for each group.</p>	<p>With the newly formed Enforcement Group, it’s not a given at this time that expanded capacity is needed in a Compliance Coordinator. Equipping businesses to further help with compliance through the development of a training and possible certification will help. Loren will lead training development.</p>	<p>The Community Health Coalition meets on a monthly basis and has asked how they can expand in the ways they are helping. Devon Haney (multicultural coordinator) can assist with outreach to Latinx community.</p>	<p>Jenny Bernie with GVH, Scott Contrellis with Western and Shakira Berg from CMH should all be involved in efforts moving forward.</p>
---	---	---	---	--

WHO SHOULD BE LEADING THIS ACTION?

<p>Loren Ahonen Begin with Business Sub-Groups and the leadership that has started there. Then analyze absent industries, geographies and demographics and expand the leadership group from there. Include an elected.</p>	<p>Andrew Sandstrom Working with local communications firm, Buttery, on developing a county-wide campaign.</p>	<p>Chief Keith Robinson Heading up the efforts of the Enforcement Group.</p>	<p>Lauren Kugler Will facilitate a conversation with the Community Health Coalition Leadership Group. Brad Wheaton will support.</p>	<p>Lauren Kugler Will facilitate a conversation with the Community Health Coalition Leadership Group.</p>
---	---	---	--	--

WHAT RESOURCES ARE AVAILABLE FOR THIS ACTION?

<p>Chambers: connection to businesses, have been inclusive beyond their membership. CBMR: been proactive w/ equipping employees for compliance - may be able to help w/ development of a training for frontline workers. Andrew Sandstrom: coordinating development of “guide” for businesses.</p>	<p>CARES Act remaining funding can likely be used for this work. Andrew will share Buttery’s proposal and resource allocation can be decided from there. State “Protect Your Neighbor” Funding may also be available. Loren will investigate this grant opportunity.</p>	<p>Much progress has been made. With letters out to businesses and walk-thrus, it’s time to assess how it’s going before committing more resources. Russ Forrest will follow up with three big retailers in Gunnison about stationing an employee at front door. Cathie Pagano and Andrew will talk to Incident Command about needs.</p>	<p>Several different groups have been tracking information on community needs - this needs to be consolidated.</p>	<p>Crested Butte State of Mind provides mental health resources. Parks and Recreation develops creative community programming, like neighbor checking and Adopt-a-Grandparent. Access to outdoors is a great resource - need to proactively think about how to make outdoors accessible to everyone in winter.</p>
---	--	--	--	--



ACTION AREA 2:

Engage the Community to Increase Empathy and Caring Key Community Groups for Outreach

Group	Leads
Businesses	Chambers, Biz Leadership Group, Property Mgmt (visitor communications & part-time residents)
Part-time residents	Foundation, HOAs (CB South, Skyland, Ohio Meadows, Homestead), Property Managers
Latinx Community Leaders	Devan Haney, Hispanic Affairs Project, St. Peters
Students & Young Professionals	Gary Pearson, Student Governments, Western Student Employees, Gunnison Substance Abuse Project, School District, Crested Butte DEVO
Young Families	Early Childhood Council, School District, Recreation Center
Campers/Recreators	Federal Land Management
Faith-Based Community	Community Health Coalition may have reps in their group