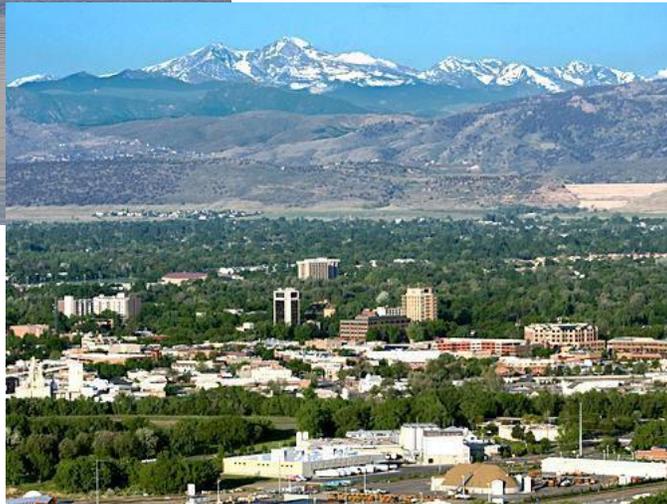
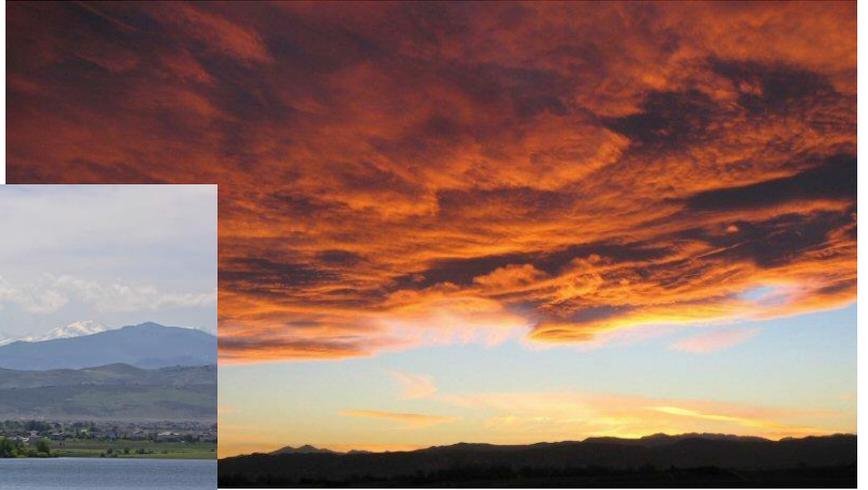




# LARIMER COUNTY STRATEGIC PLAN



2013 2018

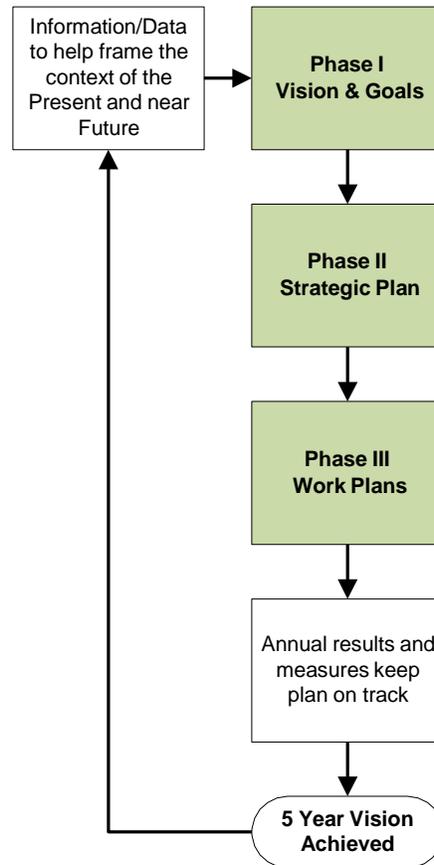
Vision, Mission, Goals and Objectives

The Strategic Plan shows how Larimer County adds value to the lives of its citizens. It is a vision for the next 5 years and is used to drive work plans that achieve our goals.

# Larimer County Strategic Plan

## INTRODUCTION

This plan was developed as a part of Larimer County’s “Planning our Future” process involving citizens, community leaders, the Board of County Commissioners, Elected Officials and employees. The result is a community vision for Larimer County, a set of high-level goals that County government aspires to, and a series of objectives to drive action in the next 5 years. Here is a summary of our overall process.



The strategic plan (this document) was developed by reviewing data about the county: indicators of how well our departments are achieving their current goals, any issues occurring in our community that affect our ability to deliver services, Elected Office and citizen input. A vision and high-level goals were developed by the Board of County Commissioners to describe “what” Larimer County (as a community and as an organization) looks like in 5 years. The vision and goals are the basis for creating a strategic plan: “how” Larimer County organization will achieve these goals. The objectives in the Strategic Plan are the foundation for creating tactical work plans to manage what needs to happen in order for the objectives to be fulfilled.

## THE VISIONING PROCESS



To develop a vision for Larimer County, we followed a process that included input from a variety of sources. The 2013 Larimer County Citizen Survey generated input from a random sampling of citizens, including a supplemental question to identify what Larimer County should focus on in the next 5 years. We gathered data from a variety of sources, both external to county government and internal (external data such as building trends, economic trends, major events affecting the county; and internal data such as employee survey, critical performance areas by division, and so forth).



In February, a leadership summit was held with various representatives in the county: city, non-profit, business. In a day-long session, teams of these leaders looked at Larimer County as a community and developed feedback and ideas of what the county might look like in the future. These ideas provided more insight into areas of concern and areas of opportunity in the county.

Data/input from these sources were compiled and summarized so that the Elected Officials could have ample input to develop vision statements, not only for their own area of expertise, but also for how it fit into the county as a whole. The Board of County Commissioners, in addition to providing their own perspective, took all of this input and formulated our vision statement for the next 5 years.



Once a vision had been created, the work began. Strategic planning was conducted via several sessions with county government leaders who were challenged to answer the question “how can we make the vision a reality?” The Strategic Plan is the basis for how offices, divisions and departments develop work plans, actual measurable tactics that when completed, build the vision.

## MISSION/VISION/GUIDING PRINCIPLES

### LARIMER COUNTY MISSION

The people of Larimer County Government, consistent with our shared vision, are dedicated to delivering the services mandated by law, and services determined by the Elected Officials to be necessary to protect the health, safety and welfare of the citizens of Larimer County. In doing so, we hold to the following:

- To work for the benefit of all the citizens of Larimer County and consistently take the customers' interest and their changing needs into consideration when making decisions;
- To hold the citizens' funds in trust, and seek to make the most efficient use of those dollars by employing them prudently, honestly, and without favor;
- To maintain and enhance our skills, knowledge and professionalism in order to serve the residents of Larimer County in a competent and effective manner;
- To respect and uphold the rights of all individuals, regardless of ethnicity, race, gender, political beliefs or socioeconomic status;
- To seek constant improvement in the provision of services through innovation, integrity and competence;
- To incorporate positive character values in our daily activities.

### COMMUNITY VISION

Larimer County is a thriving, friendly place where people of all ages, cultures, and economic backgrounds live, work, play, and most of all, call home. Whether you are a first-time visitor or long-time resident, you enjoy spending time here.

- ✧ Our strength lies in the diversity, talents and character of our people. We encourage and foster an environment of respect, supporting both physical and mental health.
- ✧ Our county is beautiful and clean. We protect our air and water, open spaces and natural resources. We are prepared for wildfires, floods and water supply. There are plenty of things to do both in nature and within our local communities.
- ✧ We have safe and clean neighborhoods, schools, businesses, roads, structures and parks throughout our county.
- ✧ A prosperous economy is powered by innovation, education, a business-friendly atmosphere, well-paying jobs, affordable housing, and convenient transportation networks that keep pace with growth.
- ✧ We place a priority on our youth and their healthy development so that quality of life extends to future generations.
- ✧ We “tell our story” so our residents understand, engage and are fully vested in our shared Community Vision.
- ✧ We promote collaboration with citizens, local governments, businesses, non-profits and community organizations by working together to create the County's future.

This vision is stewarded by a continuously improving government that acts with common sense as it conducts County business. County services are accessible and convenient, supported by a solid funding plan with predictable and diverse revenue.

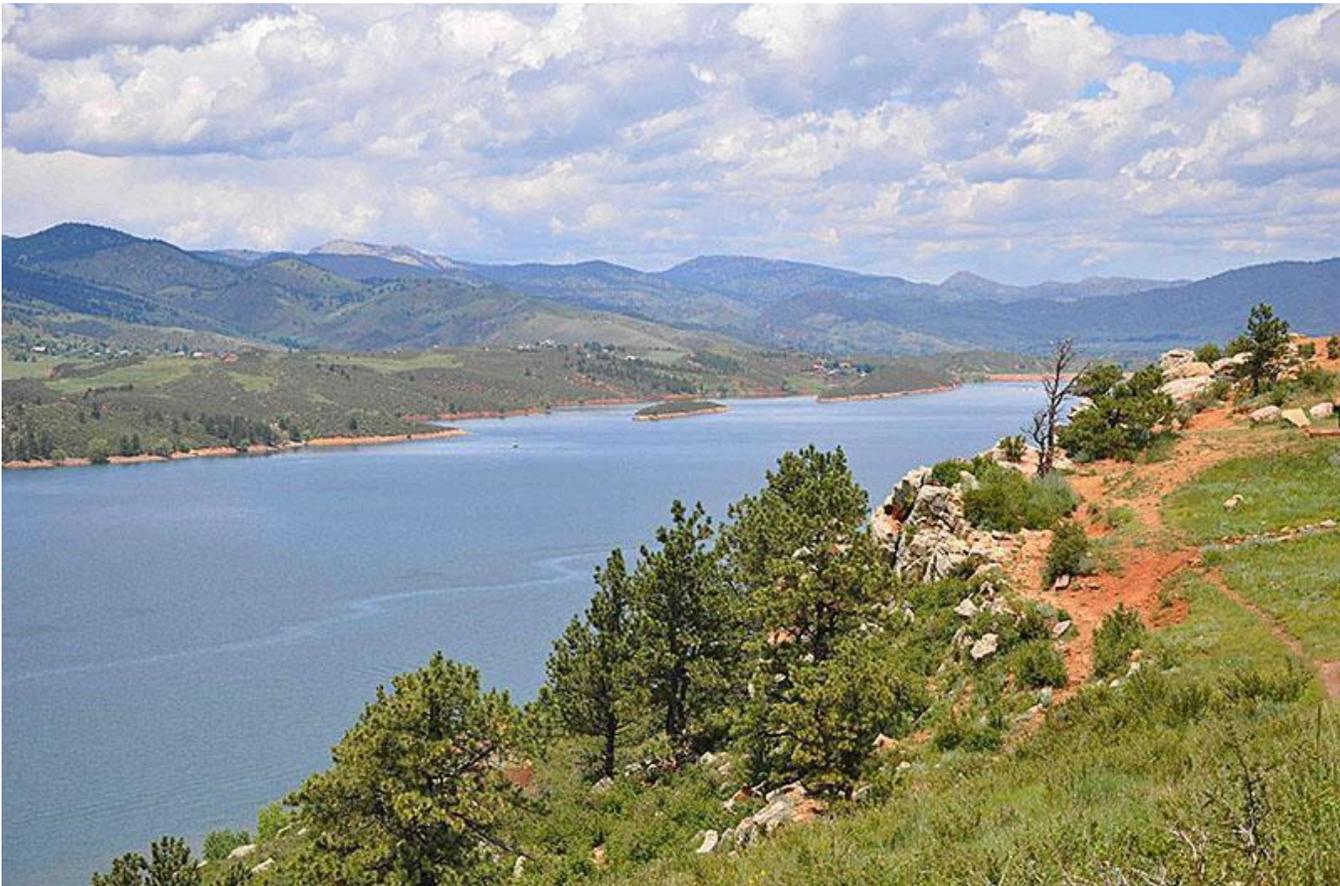
## GUIDING PRINCIPLES

Larimer County will add value to the lives of its citizens today and in the future by:

- Being good stewards of public resources
- Promoting innovation and continuous improvement
- Providing quality customer service
- Empowering people to take responsibility
- Cultivating partnerships
- Being a fulfilling and enjoyable place to work

## SLOGAN and LOGO

LARIMER COUNTY - COMMITTED TO EXCELLENCE



## 2013-2018 LARIMER COUNTY STRATEGIC PLAN

The Strategic Plan is organized by Goal and detailed into Objectives.

- Objectives are “SMART” (Specific, Measurable, Attainable, Realistic, and Timely)
- Work Plans are not discussed in the Strategic Plan, but they will be developed into tactical, implementable plans.

### GOAL 1

### SAFETY AND WELLBEING

Enhance the safety and well-being of our community by promoting a continuum of support and services to proactively address causal issues like Mental Health and Substance Abuse, integrated into the Criminal Justice system.

1. By the end of 2017, to better protect public safety and streamline informed decision making, appropriate criminal justice entities can securely and remotely access shared criminal record data and status information for individuals.
2. By the end of 2018, treatment providers and criminal justice agencies in Larimer County have developed a 24/7/365 multi-services center (detox, acute treatment unit, out-patient services, residential treatment, etc.) with linkages to a full continuum of treatment options to serve the public and criminal offenders.
3. By the end of 2018, the number of children and youth in Larimer County who are receiving appropriate mental health or substance abuse intervention and treatment services has increased by 15 percentage points compared to a 2014 baseline.
4. By the end of 2018, at least 100 “high need” individuals, as identified by assessment, are participating in an appropriate treatment program with an emphasis on programs with judicial oversight. Of those individuals, at least 60% will complete their assigned program. “High need” individuals include either 1) citizens who access the emergency response system three or more times per month or 2) citizens who are convicted of a crime and have been diagnosed with a substantial mental health condition.

### GOAL 2

### ECONOMIC DEVELOPMENT

Larimer County is a recognized center for supporting business by turning innovation into reality. We plan for improvement by encouraging smart business growth, more and better jobs.

1. By the end of 2015, working with economic development partners, Larimer County will identify and prioritize infrastructure and amenity components within the County’s control that inhibit or enhance economic development success. By 2016 plans will be in place to address the highest priority needs.
2. By the end of 2015 Larimer County will develop a comprehensive economic development framework that defines the County’s role, strategic partners, and targeted activities to 1) support innovation and entrepreneurship in Larimer County and 2) influence the retention and creation of opportunities that increase the wealth and / or well being of the community and its residents.
3. By January of 2017 Larimer County will align the necessary resources to update the Comprehensive Master Plan. Preparations will include involving citizens to identify needs and current conditions, evaluating current land use regulations and development processes, and establishing a cash reserve fund.

## GOAL 3

## ALL HAZARDS EMERGENCY MANAGEMENT

We proactively deal with threats from natural and human-caused hazards within and around Larimer County.

1. By June 2014, designate a County staff member to coordinate the initial recovery activities and work with the Long-Term Recovery Group on long-term recovery goals. Assist in the establishment of a VOAD (Voluntary Organizations Active in Disaster), and act as the County's representative to the Long-Term Recovery Group and VOAD.
2. By the end of 2015, develop and implement a training and education program for citizens at risk of all hazards to protect their lives and property.
3. By the end of 2014, ensure that the Emergency Operations Plan is updated to optimize coordinated emergency response efforts.
4. By end of 2015, review and revise as appropriate the County's Building, Fire, and Land Use Codes to require and enforce suitable mitigation for new construction in hazardous areas.
5. By June 2016, perform an Unmet Needs and Community Fragility Study for Larimer County and outline how the information can be used to reduce unmet needs and decrease community fragility from emergencies and disasters long-term.

## GOAL 4

## TRANSPORTATION

We have an efficient transportation system and road network with safe and well-maintained roads and alternative modes of transportation.

1. By the end of 2020, 100% of the publicly owned and maintained bridges, on mainline collector or arterial roads, in unincorporated in Larimer County will be structurally sufficient.
2. By the end of 2016, an evaluation of the transportation needs and challenges for seniors living in unincorporated Larimer County will be completed. Existing and new options for addressing those needs and challenges will be identified, prioritized, and implemented.
3. By mid 2016, a prioritized list of transportation needs in unincorporated Larimer County will be completed, and the gap between existing funding and the cost of those prioritized needs will be identified. By the end of 2016, options to close the gap in transportation funding will be identified.
4. By the end of 2016 a Coalition in Larimer County will be established to promote the use of compressed natural gas (CNG). The Coalition, led by Larimer County, will create a countywide plan that will identify the CNG fueling sites and fleet conversions.

By the end of 2018, two (2) publicly accessible fueling sites will be operational in Larimer County and 100 public agency fleet vehicles will be converted to CNG.

## GOAL 5

## COLLABORATE

We have a culture of collaboration among towns, cities, businesses, non-profit organizations and citizens as the first choice strategy to accomplish the Vision and Goals.

1. By April 2014, a team will be in place. Their role is to develop strategies to reduce costs, magnify positive outcomes, streamline government operations, and emphasize collaboration between Larimer County and other organizations as a foundation of our culture.
2. By the end of 2014, identify, assess and recognize existing collaboration successes and develop a strategy to replicate them.

## GOAL 6

## OPERATIONS

Larimer County government operates with a collaborative culture, a well-managed budget and continuously improving processes. We have evaluated our practices and services for the way we fund and operate, and have a plan for improvement.

1. By April 2014, identify common objectives that benefit the County and, by the end of 2018, implemented at least 3 collaborative projects across departments and elected offices to maximize the efficient, effective and shared use of resources.
2. By the end of 2016, structure department or service budgets using a common set of components to ensure core services are funded at a basic level and discretionary funds are allocated based on priority and value back to the County.
3. By the end of 2016, analyze processes and infrastructure to determine appropriate balance of cost, natural resource impacts and community benefit, and identify strategies for improvement.

## GOAL 7

## CUSTOMER SERVICE

Government services are customer-centric, accessible and transparent. We leverage technology for better/faster customer service, allowing many services to be done online.

1. By July 2015, create a comprehensive citizen communication strategy that:
  - a. reports outcomes from County services,
  - b. enhance recognition of the linkages among County services,
  - c. seeks feedback to spark improvement in County services.
2. By July 2015, implement a uniform, countywide system for monitoring and improving the customer service experience of citizens.
3. By the end of 2017, take a regional leadership role by establishing an information and access hub to connect citizens to the government services they need.

For further information please contact:

Linda Hoffmann, County Manager

[lhoffmann@larimer.org](mailto:lhoffmann@larimer.org) | 970.498.7004