Goal 3: Larimer County government is ready to support the future service needs of our residents and visitors.

Objective Leader	Team Formed	Work Plan	Obj Summary Statement	On Target
#1 - Ken	Yes	MS Project	Yes	Yes - FMP Shifted - Reviewing Direction for Space Reduction

By June 2019, explore options for alternative methods of providing **staff workspaces to reduce the square footage needs** of future County facilities and to optimize the current facility space. By December 2019, approve funding sources and partnerships for high priority facilities slated for the first 5-year increment of the Facilities Master Plan. By 2023, adopt a funding plan for any remaining high priority facilities in the Facilities Master Plan.

Current State: Presentation provided to Linda on strategies for departments to review space. Review and update of the calculated current utilized square footage by department. Establishing opportunities for space reduction in departments.

#2 - Christine	Yes	Trello	In Progress	Yes

By June 2019, identify the three most critical **differences needed in the County's workforce** to best deliver services in the coming decades. Strategies to expand the prevalence of these characteristics among employees may include 1) skill identification and development; 2) succession and replacement planning; 3) leadership development; and 4) strategies for employee retention and attraction. By the end of 2023, increase the percentage of County employees who demonstrate the three critical characteristics by at least 10%.

Current State: Traits have been identified. Team is working on measurement strategies, and how characteristics will apply to each objective component.

Adaptable - The ability and willingness to learn and grow while demonstrating flexibility and resiliency in an ever-changing work environment.
Collaborative - The ability and willingness to be open-minded, team-oriented and solution-driven while working with others.
Inclusive - The ability and willingness to authentically contribute to a workplace culture that is empathetic, accepting, open-minded and compassionate.

Next Steps: Review characteristics with SLC

#3 - Interim (Bridget)	Yes, would like 2 more members, Objective Leader	JIRA	In Progress	Yes

By the end of 2022, adapt the **service delivery method** of at least one service in each of the service categories to respond to demographic trends and measure the effectiveness of the adaptations through direct polling of customers. By the end of 2023, improve the convenience of service deliver scores reported in the polling by at least 2% for each of the services.

Current State: Objective team is divided into five small service category groups and each team is meeting with each service category leadership to solicit service adaptations. Current goal is to have services identified by the end of November. Work on service beginning in 2020.

#4 - Paban	Yes	Trello	Yes	Yes

By the end of 2023, complete at least four projects to **leverage current data analysis techniques and shared software tools** to 1) emphasize data-driven decision making; 2) increase efficiency, consistency, security or reliability; and/or 3) better share data between County departments and offices.

Current State: Initial four projects have been identified.   Selected projects are 1) Developing and maintenance of general Resident Directory 2) Offender/Client compliance repository 3) Unified Service Experience / Index of County Services, service recommendation 4) Standardization of County-wide Credit Card Processing. Service Proposal submitted for additional resources, short term person and data tool.

#5 - Shelley	Yes	Sheets/Trello	Yes	Yes

By the end of 2020, update and raise staff awareness of the County's **policy on Environmental Responsibility** to ensure that it 1) reflects current scientific findings and methods and 2) balances the protection of natural resources, with long-term economic considerations and community needs.

Current State: Draft policy is complete, needs to be reviewed by the Board at the next quarterly work session for goal updates. Objective language needs to be modified. Steve has provided input on objective language and policy language. Confirmed this is an internal focus objective. Implementation work included in the submission for the DOLA intern.

Discussion Topics at the Work Session: Policy and objective language approval/review.