

LARIMER COUNTY

# STRATEGIC PLAN

2019-2023

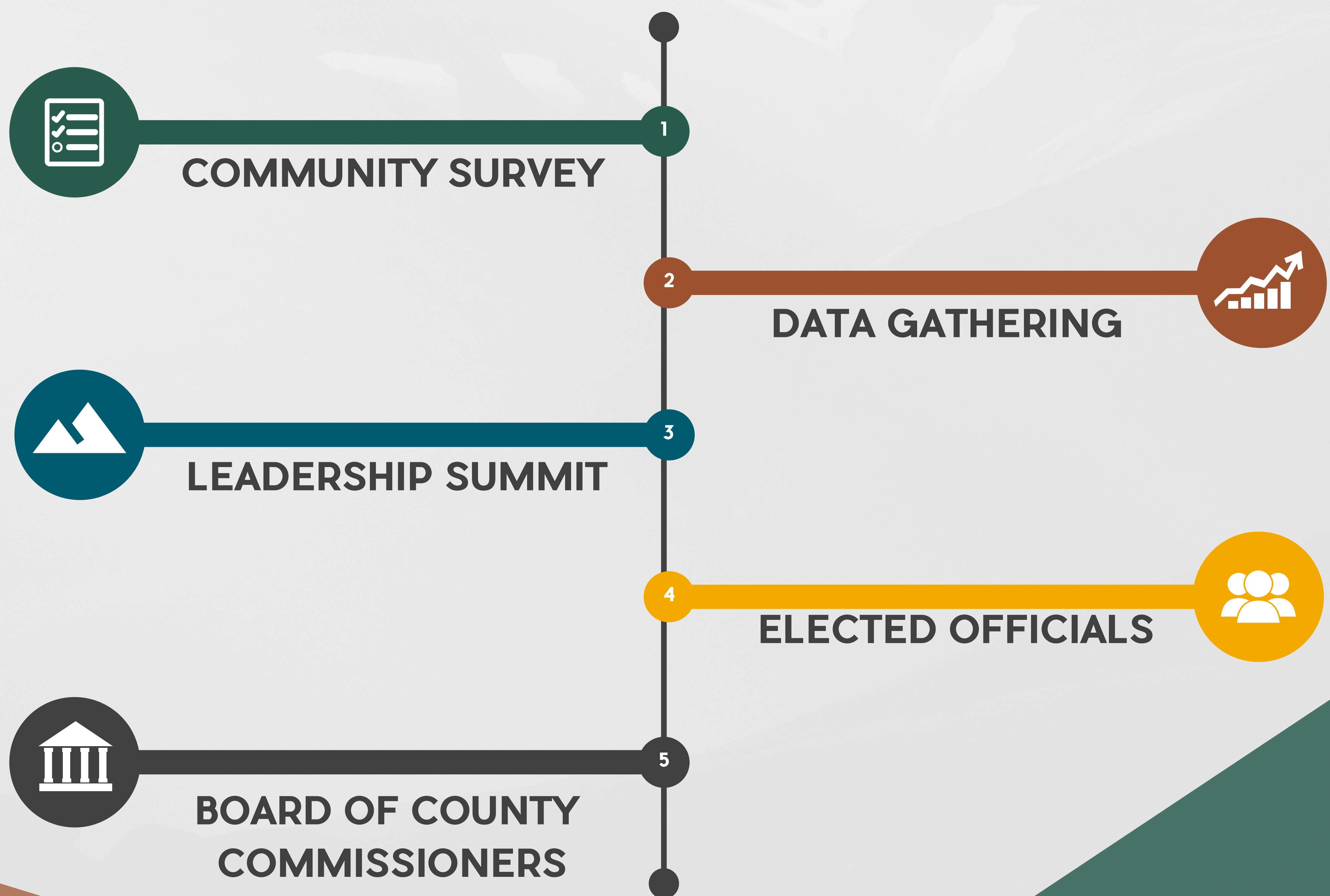
Larimer County's 2019-23 Strategic Plan focuses on three goals to prepare our community and our government organization for our growing and evolving population. Achieving the plan's objectives will add value to everyone's quality of life.



# THE VISIONING PROCESS

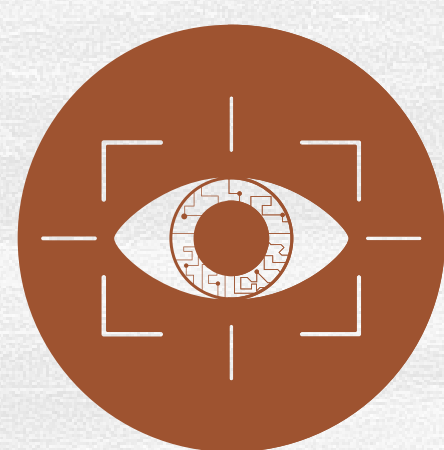
## Larimer County Strategic Plan

Larimer County gathered factual data and qualitative input on the characteristics and needs of our community to inform the development of the 2019-23 Strategic Plan. Data was gathered including demographics, economic statistics and trends, community well-being measures, and broad infrastructure demand estimates. A Community Survey, numerous small group meetings with residents, and a facilitated workshop with community leaders provided broad insight. A survey and multiple input meetings with county employees provided input from workers who provide County services to the community. In collaboration with other elected officials, the Commissioners narrowed these diverse needs to three strategic goals, further defined by specific, measurable, realistic and time-stamped objectives to guide our community successfully into the future.



# LARIMER COUNTY

VISION | MISSION | GUIDING PRINCIPLES



## VISION

Larimer County is a great place to be; an innovative community to live, work, and play for everyone.



## MISSION

Larimer County government upholds and advances the community's health, safety, well-being and quality of life.



## GUIDING PRINCIPLES

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



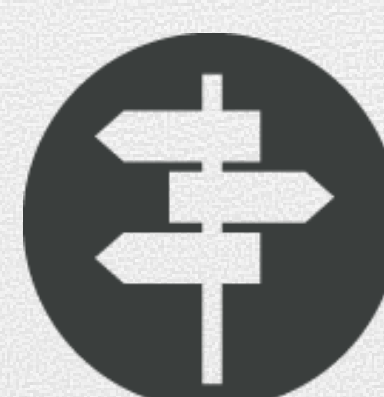
being good stewards of public resources



promoting innovation & continuous improvement



providing quality customer service



empowering people to take responsibility



cultivating partnerships



being a fulfilling and enjoyable place to work



## GOAL 1

# Larimer County works collaboratively to ensure adequate public infrastructure is available to support the needs of our growing community.

## Objectives

1

By the end of 2019, a **regional transportation** task force will establish a prioritized list of regional transportation projects with corresponding cost estimates. The task force, led by Larimer County, will evaluate alternative funding options, and based on community polling, recommend a specific strategy for generating additional locally derived funding for regional transportation projects over the next 20 years. By the end of 2021, establish the funding mechanism and begin implementation of the highest priority projects.

2

By the end of 2023, Tier 1 improvements identified within the **Solid Waste** Infrastructure Master Plan will be constructed and placed into operation to establish core municipal solid waste disposal infrastructure over the next 30 years and achieve a minimum landfill diversion rate of 40 percent within Larimer County by 2025.

3

By the end of 2020, Larimer County will develop a comprehensive **rural infrastructure** strategy that defines the County's role, funding level, and targeted activities to 1) address the growing demand for street reconstruction and maintenance within every County subdivision; 2) expand broadband services within unincorporated areas; and 3) improve long-term planning for water supply and wastewater treatment infrastructure in unincorporated areas.

4

By the end of 2020, Larimer County will complete a regional **watershed management** collaboration effort to 1) improve mitigation efforts for flood-related hazards; 2) promote water sharing strategies to preserve agriculture and sustain water supplies; and 3) establish management and funding solutions to improve NRCS Dams B2, B3, and B4 based on the high-risk dam classification established by the State of Colorado.



## GOAL 2

**Everyone in Larimer County has access to economic opportunities and a vibrant quality of life. We work together to remove barriers.**

### Objectives

1

By 2021, Larimer County will convene an advisory council to develop or adopt a tool for measuring and mapping **community health, well-being and resilience**. By 2023, Larimer County will implement long-term, sustainable strategies to improve community health by at least 2% annually; as measured by the selected tool.

2

By 2021, Larimer County government will pilot strategies to increase the recruitment and retention of persons with disabilities as employees. By 2023, Larimer County, through public and private partnerships, will **decrease the total unemployment rate for residents with disabilities** across the county by 5%.

3

By 2023, Larimer County will work collaboratively with public and private entities to **increase capacity for child care** so that at least one licensed child care spot in family child care homes, child care centers or preschool settings exists for every 1.5 children in the community.

4

By 2023, Larimer County will **reduce the housing overburdened ratio by at least 5%** for both owned and rented units. Strategies may include partnerships with municipalities and other agencies to develop and revise applicable requirements and policies; and/or champion projects that provide access to affordable housing.



## GOAL 3

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

## Objectives

1

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.

2

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%.

3

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 delivery scores reported in the polling by at least 2% for each of the services.

4

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.

5

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.