

BOARD OF COUNTY COMMISSIONERS FOR
ADAMS COUNTY, STATE OF COLORADO

RESOLUTION ADOPTING A REDEFINED STRATEGIC DIRECTION FOR ADAMS
COUNTY, INCORPORATING THE MISSION, VISION, CORE VALUES AND GOALS
INTO THE CULTURE AND FRAMEWORK OF ADAMS COUNTY GOVERNMENT

Resolution 2014-195

WHEREAS, the foundation of Adams County's ability to provide good government to its residents and business community must come through the reaffirmation and organizational incorporation of a well thought-out and meaningful statement of the County's Mission, Vision, Core Values and Goals; and,

WHEREAS, during a series of strategic planning meetings in 2014, the Board of County Commissioners and leadership staff of Adams County met to reflect, reaffirm, redefine and reach accord on statements of principles, standards and ideals that directly affect the work they and their employees do every day for the taxpayers and residents of Adams County; and,

WHEREAS, the result of these discussions are memorialized in the attached Adams County Strategic Planning Document, as foundational principles to direct the work effort and community involvement of the Adams County organization; and,

WHEREAS, Adams County leadership recognizes that the Mission, Vision, Core Values and Goals will be nothing more than words on paper without proper implementation that will coexist within the already established work and ethical behavior of every employee throughout the County; and,

WHEREAS, organizational culture training and development will incorporate these Mission, Vision, Core Values and Goals; and,

WHEREAS, the annual budget will serve as the reporting and implementing policy document that will integrate this Strategic Plan with the operational objectives of the County. Other countywide planning documents such as the Comprehensive Master Plan, Transportation Master Plan, Open Space Master Plan and other planning documents should also support this Strategic Plan.

NOW THEREFORE BE IT RESOLVED by the Board of County Commissioners, County of Adams, State of Colorado, that the attached Mission, Vision, Core Values and Goals statement be hereby reaffirmed as the model and framework by which the County shall operate and adhere to in its service to the taxpayers and residents of Adams County; and,

BE IT FURTHER RESOLVED that the newly refined Mission, Vision, Core Values and Goals of Adams County shall continually be taught and incorporated into the culture and principles of County government and the Open Adams framework through which each office and department shall first serve its citizens.

Upon motion duly made and seconded the foregoing resolution was adopted by the following vote:

Henry _____ Aye
Tedesco _____ Aye
Hansen _____ Aye
Commissioners

STATE OF COLORADO)
County of Adams)

I, Karen Long, County Clerk and ex-officio Clerk of the Board of County Commissioners in and for the County and State aforesaid do hereby certify that the annexed and foregoing Order is truly copied from the Records of the Proceedings of the Board of County Commissioners for said Adams County, now in my office.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of said County, at Brighton, Colorado this 28th day of April, A.D. 2014.

County Clerk and ex-officio Clerk of the Board of County Commissioners
Karen Long:



By:



Deputy

Adams County, Colorado

Board of County Commissioners *Strategic Planning Document*



FY2014 through FY2016

VISION STATEMENT

*To provide our community with a safe, healthy environment
in which to work, raise families and build businesses.*



Our Mission

To responsibly serve the Adams County community with integrity and innovation.

Our Core Values

Adams County's Strategic Plan is guided by three fundamental elements: our mission, our vision and our core values. The mission of the organization is based on the core principles of compassion and integrity that fosters an innovative culture resulting in striving towards excellent services to our citizens and business community. Our Vision Statement presents a compelling future toward which our Strategic Plan is directed. However, the mission and vision's foundation is based on core values that we as an organization use to guide all of our action and is expected of our employees and elected officials:

Positive Work Environment: Providing a respectful, professional work environment that will attract, retain, and motivate our workforce.

Servant Leadership: Put the needs of others first and help people develop and perform as highly as possible.

Teamwork: Working together on behalf of the Adams County community.

Transparency: Openly engaging employees and citizens in the operations of County government.

Credibility: Demonstrating competency through our actions and words.

Strategic Planning Document

Our Strategic Plan encompasses five primary goals that the Board of County Commissioners is committed to addressing that reflect our core Mission and Vision for Adams County:

- **Education and Economic Prosperity;**
- **High Performing, Fiscally Sustainable Government;**
- **Quality of Life;**
- **Safe, and Reliable Infrastructure; and**
- **Supportive Human Services**

Each goal is supported by individual strategic initiatives and action items that will be used to accomplish those core areas. Although, the initiatives to accomplish those goals will be refined, changed or completed over time, the mission, vision and accompanying goals should remain constant, revisited only to reflect significant community changes or unanticipated events.

A list of strategic objectives, connected to key tactical initiatives, will help to track progress toward the accomplishment of the goals. Other action items will be developed at the department and division level that align with the organizations strategic goals outlined in the following document. Executive management will track the progress of those initiatives and will report back to the commissioners on the measures and outcomes. In addition, the attainment of those goals will be incorporated into department, organization and community-wide publications.



Moreover, the annual budget will serve as the reporting and implementing policy document that will integrate this Strategic Plan in with the operational objectives of the County. Other countywide planning documents such as the Comprehensive Master Plan, Transportation Master Plan, Open Space Master Plan and other planning documents should support this Strategic Plan.

Education and Economic Prosperity

Key Focus Description:

Adams County supports economic prosperity by attracting new businesses, retaining existing businesses, and supporting the growth and development of small businesses. We do that by creating programs that facilitate a highly-skilled and well-educated workforce; support a positive image and brand for Adams County, and foster an environment to meet these goals.

Strategic Objectives:

- Supporting Pre-school education
- Agricultural opportunities in Industrial hemp production
- Create Spaceport at Front Range Airport
- Collaborate our workforce development
- Strengthen business partnerships through a small business task force

Performance Initiatives and Action Items:

Initiative 1: Work in cooperation with our Adams County school districts to support efforts that strengthen early childhood education.

Action: Identify grant opportunities for additional pre-school funding opportunities, specifically to expand and sustain our Head Start program in order to serve our head start child population.

Initiative 2: Support state and federal legislation that provides the opportunity for agriculture community in Adams County to harvest industrial hemp.

Actions: a) Prepare a forum within the community to identify the intended economic development opportunities for the use within the industrial hemp community.

b) Lobby for legislation at the federal and state level that will allow the cultivation and manufacturing of industrial hemp.

Initiative 3: Continue to advocate at the federal level for the approval of the Workforce Investment Act.

Action: Prepare language for congressional consideration in the development of newly authorized workforce investment act legislation.

Initiative 4: Ensure that our building code is consistent with current practices and addresses changes to the building design standards and improves overall safe operations.

Action: Update our building code regulations, as appropriate.

Initiative 5: Work with our federal and regional aviation partners to integrate a Spaceport operational function at Front Range Airport.

Action: Complete and submit a final spaceport application to the Federal Aviation Administration.

Initiative 6: Strengthen our partnership with our small business community through communication and technical or financial assistance where applicable.

Measure	Current	FY2015	FY2016	FY2017	FY2018
% accepted into Head Start	TBD				
# of Hemp symposiums	1				
# of small businesses in Adams County	TBD				
Unemployment Rate in Adams County	TBD				
# of businesses assisted by ACED	TBD				
% of participants who obtained employment through Workforce Businesses	TBD				

High Performing, Fiscally Sustainable Government

Key Focus Description:

A high performing government knows and delivers what its citizens want, is customer centric, has an innovative culture, and uses the best technology. We consider the sustainability of our services and service delivery in all areas of government operations. We have the right people in the right jobs and align our resources with our priorities. We implement best practices and empower our people with collaboration, adaptability, and teamwork.

Strategic Objectives:

- Strengthen employee and community engagement
- Examine home rule organizational structure
- Archive documents digitally
- Design website to improve functionality and ease of use

Performance Initiatives and Action Items:

Initiative 1: Educate the Board on home rule structure.

Initiative 2: Support efforts to reduce the manual storage and retrieval of digital documents.

Actions: a) Reduce the amount of documents stored manually.

b) Improve the retrieval timeframe of documents for CORA requests and operational needs.

c) Reduce ongoing expenses associated with storing documents with an external storage retrieval service.

Initiative 3: Provide responsive, efficient, consistent customer-oriented services to our citizens.

Action: Develop customer service program for front line staff members. Expand participation of employees in the Speed of Trust program.

Initiative 4: Strengthen our internet presence to expand upon business service opportunities and more effectively communicate to our citizens and businesses by means of our website.

Action: Make improvements to our website that improves business functionality and communication.

Initiative 5: Fully integrate five-year Capital Improvement Plan into budget.

Initiative 6: Demonstrate fiscal responsibility and accountability.

Action: Achieve a favorable audit opinion of year end financials.

Measure	Current	FY2015	FY2016	FY2017	FY2018
% actual expenditures vs. budgeted expenditures	TBD				
# of town halls	TBD				
% of land use cases completed within 90 days	TBD				
% of building permits that are completed in 30 days	TBD				
# of social media followers	TBD				
% of citizens using online services	TBD				
% of network uptime	TBD				

Quality of Life

Key Focus Description:

Our neighborhoods will be clean and safe. Our communities will be visually attractive and have outstanding park, recreational, open space, and cultural amenities. Our citizens will be engaged in their community. Sustainability of development and natural resource preservation will be an integral part of our growth and redevelopment.

Strategic Objectives:

- Cultural Task Force
- Strengthen Neighborhood revitalization
- Support Sub-area Planning Initiatives
- Improve Open Space trail connections
- Create a citizen's academy to better educate residents about county government and the specific services that Adams County provides to its residents and businesses.

Performance Initiatives and Action Items:

Initiative 1: Identify opportunities to expand cultural opportunities in Adams County by creating a Cultural Enhancement Task Force.

Initiative 2: Integrate sub-area planning initiatives into the county's overall comprehensive plan.

Action: Complete the Welby subarea plan.

Initiative 3: Improve our trail connection system to integrate more regionally with our other jurisdictional partners.

Initiative 4: Create a Citizens' Academy in order for residents and business owners to better understand the role that county government serves in the community. Encourage participation and volunteerism of residents.

Measure	Current	FY2015	FY2016	FY2017	FY2018
# acres of open space	TBD				
# of local businesses engaged in business associations	TBD				
Cost per attendee at the Adams County Fair	TBD				
# gallons used for irrigation	TBD				
Facility energy use per square foot	TBD				

Safe, Reliable Infrastructure

Key Focus Description:

Adams County will provide an appropriate, sustainable, public infrastructure that supports the quality of life of our citizens and employees, meets the needs of our businesses and supports economic development, and is maintained at the level of service our citizens and employees need.

Strategic Objectives:

- Identify opportunities to share facilities or services with other governments
- Fully Integrate Five-Year Capital Improvement Plan into Budget
- Maximizing and replace aging County facilities
- Support the completion of the Fast Tracks line to 162nd Street

Performance Initiatives and Action Items:

Initiative 1: Identify both facility deficiencies and streamlining operating processes in the Human Services department in the identification of a new facility for the department.

Initiative 2: Integrate the current facility master plan in with the current and future operational needs of the County.

Initiative 3: Identify and advocate for grant opportunities, CDOT and RTD funding to complete the North Metro Fast Tracks line to 162nd Avenue.

Initiative 4: Implement sustainable building practices in all public facilities and infrastructure.

Initiative 5: Support a ballot measure that allows for greater flexibility on the use of the approved sales tax funding to meet our existing county-related facility needs.

Initiative 6: Identify funding opportunities to encourage the completion of the North Metro Fast Tracks line.

Measure	Current	FY2015	FY2016	FY2017	FY2018
# of miles of new bike paths created/paved	TBD				
% of potholes addressed within 5 days	TBD				
% of snow routes maintained at acceptable Levels of Service	TBD				
% of engineering permits processed in 30 days	TBD				
% of roadways maintained at or above County's established pavement condition index	TBD				

Supportive Human Services

Key Focus Description:

We will provide a human services network that protects the vulnerable in our community. It improves lives through integral community partnerships.

Strategic Objectives:

- Create stakeholder group on poverty reduction initiatives
- Streamline human service delivery processes

Performance Initiatives and Action Items:

Initiative 1: Reduce poverty within Adams County.

Action: Support a taskforce made up of county, municipalities, non-profits and the faith community that is focused on poverty reduction in the county.

Initiative 2: Improve services that provide the efficient and effective delivery of services.

Action: Reduce the amount of time it takes for citizens to receive eligible services.

Measure	Current	FY2015	FY2016	FY2017	FY2018
Poverty Rate in Adams County	TBD				
% of open child welfare cases without recurrent abuse/neglect within one year of case closure	TBD				
% of out of home child welfare cases without abuse/neglect	TBD				
% of food assistance applications processed within federal guidelines	TBD				
% of medical assistance applications processed within federal guidelines	TBD				
# of Human Services community partners	TBD				
% of CDBG funding spent in low-moderate income areas	TBD				



Adams County, Colorado
www.co.adams.co.us