

ROUTT COUNTY BOARD OF COUNTY COMMISSIONERS

Timothy V. Corrigan
District I

Douglas B. Monger
District II

Cari Hermacinski
District III

Work Session January 9, 2017

1. **10:30 A.M. COUNTY MANAGER**
Tom Sullivan, County Manager
2. **11:30 A.M. LEGAL UPDATE**
Erick Knaus, County Attorney
3. **12:00 P.M. LUNCH BREAK**
4. **1:30 P.M. DEPUTY COUNTY MANAGER**
Dan Weinheimer, Deputy County Manager

STRATEGIC PLANNING DISCUSSION

Discussion regarding the County's strategic planning and initiative process.

Documents:

[BCC AGENDA FORM_ STRATEGIC DISCUSSION 010917.PDF](#)
[2017 ROUTT STRATEGIC PLANNING V1.PDF](#)
[STRATEGIC PLAN DEVELOPMENT1.PDF](#)

5. **2:00 P.M. PLANNING DEPARTMENT MONTHLY UPDATE**
Chad Phillips, Director
6. **2:30 P.M. HUMAN SERVICES UPDATE**
Vickie Clark, Director
7. **3:00 P.M. BUILDING AND PLANT UPDATE**
Tim Winter, Director
8. **3:30 P.M. MEETING ADJOURNED**

All meetings will be held in the Routt County Historic Courthouse
522 Lincoln Avenue, Hearing Room, Steamboat Springs - or otherwise noted.

All programs, services and activities of Routt County are operated in compliance with the Americans with Disabilities Act. If you need a special accommodation as a result of a disability, please call the Commissioners Office at (970) 879-0108 to assure that we can meet your needs. Please notify us of your request as soon as possible prior to the scheduled event. Routt County uses the Relay Colorado service. Dial 711 or TDD (970) 870-5444.

ROUTT COUNTY BOARD OF COUNTY COMMISSIONERS

AGENDA COMMUNICATION FORM

ITEM DATE: January 9, 2017	ITEM TIME:
----------------------------	------------

FROM:	Dan Weinheimer
TODAY'S DATE:	1/4/2017
AGENDA TITLE:	Strategic Planning Discussion

CHECK ONE THAT APPLIES TO YOUR ITEM:	
<input type="checkbox"/> ACTION ITEM	
<input checked="" type="checkbox"/> DIRECTION	
<input type="checkbox"/> INFORMATION	

I. DESCRIBE THE REQUEST OR ISSUE:
This item is a discussion with the Board of the County's strategic planning and initiative process. The goal is to begin a discussion that could result in a different process for defining and tracking the Commissioners' desired strategic outcomes.

II. RECOMMENDED ACTION:
Discussion and possible direction to staff.

III. DESCRIBE FISCAL IMPACTS (VARIATION TO BUDGET):
PROPOSED REVENUE:
PROPOSED EXPENDITURE:
FUNDING SOURCE:

IV. IMPACTS OF A REGIONAL NATURE OR ON OTHER JURISDICTIONS (IDENTIFY ANY COMMUNICATIONS ON THIS ITEM):

V. BACKGROUND INFORMATION:
This item is intended to review the initiative process and discuss alternatives. Staff intends to present an outcome-based performance model for discussion and possible adoption for 2017.

VI. LEGAL ISSUES:

ROUTT COUNTY BOARD OF COUNTY COMMISSIONERS
AGENDA COMMUNICATION FORM

VII. CONFLICTS OR ENVIRONMENTAL ISSUES:

--

VIII. SUMMARY AND OTHER OPTIONS:

--

2017 Routt County Strategic Outcomes

- 1) **Good government and financial stability** – *ensure Routt County operates efficiently and responsibly stewards its funds*
 - a) Consistently demonstrate fiscal responsibility and stewardship of resources
 - b) Maintain financial policies that are transparent and effective
 - c) Allocate resources appropriately to secure the financial health of County operations, initiatives and priorities
 - d) Seek alternative sources of funding for County priorities when appropriate (grants, P3s, partnership, etc)

- 2) **Environment, Land Use and Infrastructure** – *promote land use and infrastructure needed in Routt County while balancing preservation of natural resources*
 - a) Promote land use policies that balance our rural and agricultural heritage with agreed upon housing and business priorities
 - b) Communicate land use and regulatory processes clearly and transparently in order to foster understanding and engagement
 - c) Preserve and improve the quality of the natural environment in recognition of its economic importance to the region
 - d) Provide infrastructure, facilities and services that support desired services to the public

- 3) **Community Safety** – *provide a safe place for residents and visitors*
 - a) Maintain high performing public safety services including Sheriff's Office, well-maintained roads, and human services.
 - b) Foster a preventative approach to crime prevention to the extent possible.
 - c) Facilitate partnerships with local police departments and other public safety groups to achieve best results with limited resources.
 - d) Maintain a regionally-focused all-hazards emergency management program.

- 4) **Community well-being** – *promote health of people and places*
 - a) Maintain a leadership role in sustaining a healthy environment for residents and visitors
 - b) Provide high-quality human services to meet the diverse needs of residents
 - c) Partner with educational institutions in the County to sustain a high quality learning environment for children and adults

- 5) **County Workforce** – *deliver efficient, effective and fiscally responsible County services in a transparent and collaborative manner*
 - a) Seek to attract, hire, develop and retain an effective, diverse, professional, dedicated and responsive team of employees.
 - b) Provide County employees with appropriate compensation and benefits commensurate with comparable communities and job descriptions.
 - c) Foster a high-performing, best practices culture among County staff that focuses on delivering the best service levels possible to citizens and visitors to Routt County.
 - d) Empower employees at all levels to provide services with maximum efficiency and effectiveness.

STRATEGIC PLAN DEVELOPMENT

January 9, 2017
Dan Weinheimer

Why is a strategic plan important?

- Provides an opportunity to identify what is most important to a community
- Defines those investments that will take a community to that next level
- Incrementally builds on the success of the past to achieve the long terms goals of a community

What happens without a Plan?

- Reactive decision-making
- Misaligned priorities and resource allocation
- Important long-term work is not done
- Wasted effort

Process

- Vision for long-term organizational growth
- Establish desired outcomes
- Create goals to achieve results
- Develop work plans to achieve goals
 - ▣ Organizational
 - ▣ Management teams
 - ▣ Departmental
 - ▣ Individual

Recommended process

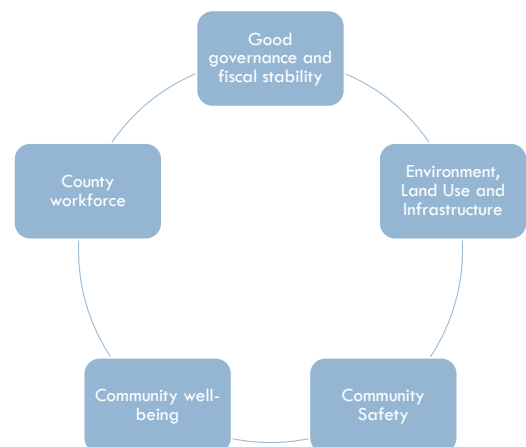
- BCC develops long-term vision and establishes strategic outcomes
- County Manager leads departments in developing recommend goals and initiatives
- BCC affirms goals
- Departments identify metrics to measure success
- Progress is reported to BCC throughout 2017

Recommended process - continued

- Goals and metrics are timebound to achieve 2017
- Metrics are necessary to gauge progress
- Communicate progress internally and externally

2016 Strategic Initiatives

1. Support Economic Health of Local Energy Industries
2. Support protection of air and water quality
3. Promote early childhood education and childcare
4. Long-term capital improvement plan and funding sources
5. Create clarity within the planning and development community with regard to the regulatory permitting and approval processes adopted by Routt County
6. Review and determine if amendments to the Routt County Planning Master Plan and the West of Steamboat Springs Area Plan are needed in order to expand the economic health of Routt County Communities
7. Broadband - Actively work with NW Colorado Broadband and its associates, with middle and last mile telecom and ISP service providers to implement the Routt County Strategic Broadband Plan



Good Government and Fiscal Stability

Ensure Routt County operates efficiently and responsibly stewards its funds

- Consistently demonstrate fiscal responsibility and stewardship of resources
- Maintain financial policies that are transparent and effective
- Allocate resources appropriately to secure the financial health of County operations, initiatives and priorities
- Seek alternative sources of funding for County priorities when appropriate (grants, P3s, partnership, etc)

Environment, Land Use and Infrastructure

Promote land use and infrastructure needed in Routt County while balancing preservation of natural resources

- Promote land use policies that balance our rural and agricultural heritage with agreed upon housing and business priorities
- Communicate land use and regulatory processes clearly and transparently in order to foster understanding and engagement
- Preserve and improve the quality of the natural environment in recognition of its economic importance to the region
- Provide infrastructure, facilities and services that support desired services to the public

Community Safety

Provide a safe place for residents and visitors

- Maintain high performing public safety services including Sheriff's Office, well-maintained roads, and human services.
- Foster a preventative approach to crime prevention to the extent possible.
- Facilitate partnerships with local police departments and other public safety groups to achieve best results with limited resources.
- Maintain a regionally-focused all-hazards emergency management program.

Community Well-being

Promote health of people and places

- Maintain a leadership role in sustaining a healthy environment for residents and visitors
- Provide high-quality human services to meet the diverse needs of residents
- Partner with educational institutions in the County to sustain a high quality learning environment for children and adults

County Workforce

Deliver efficient, effective and fiscally responsible County services in a transparent and collaborative manner

- ❑ Seek to attract, hire, develop and retain an effective, diverse, professional, dedicated and responsive team of employees.
- ❑ Provide County employees with appropriate compensation and benefits commensurate with comparable communities and job descriptions.
- ❑ Foster a high-performing, best practices culture among County staff that focuses on delivering the best service levels possible to citizens and visitors to Routt County.
- ❑ Empower employees at all levels to provide services with maximum efficiency and effectiveness.