2026 Goal Setting Workshop

County Manager's Office

Goal Description	Why the Goal is important?
Identify and implement a sustainable, long-term funding strategy for Charlie's Place	Explore alternative operating and funding models to reduce Charlie's Place's reliance on the General Fund while preserving its role as an essential community institution.
Continue advancing a unified economic development strategy that aligns county, municipal, and regional efforts around shared priorities, implementation pathways, and sustainable revenue outcomes.	Formalize economic strategies, including initiating an industry and commercial identification process to support the development of a targeted tax incentive policy.
Finalize the capital building downsizing process	Reduce the County's unsustainable capital liabilities while making necessary capital improvements to remaining facilities.
Support the Board in developing new revenue source and establish a county self-collection policy and administrative process to ensure effective, timely implementation if needed.	Any authorized excise tax would require County self-collection; therefore, collection systems and administrative processes must be in place prior to placing the tax on the ballot to ensure timely and efficient revenue collection.
Continue to make measurable, documented progress on ADA implementation to ensure compliance	Internal efficiency improvements must still be made to reduce staff time and distribute the workload more evenly across the organization.
County Organization Improvements	Continue to adapt the organization to improve efficiency, reduce redundancy, eliminate silos, and create a leaner, more coordinated operation.
Explore offering County Services to Special District for compensation	Improves overall service consistently across the county by offering economies of scale to smaller metro districts.

County Public Information Officer

Goal Description	Why the Goal is Important?
All board agendas on agenda center	One stop shop for board info, more transparency
Train more people on website best practices	Gives more people ability to update information

Clear Creek EMS and CCHAT

Goal Description	Why the Goal is important?
EMS- EMTS 2027 Grant	To maintain an efficient and fully operational fleet
EMS- 3 Full Time Ambulances	Response times matter in time sensitive emergencies
EMS- CAAS Accreditation Progress	Highest standards for organizational performance and clinical quality
EMS- Heart Safe Community	Improving cardiac arrest survival
CCHAT- Staffing Stability	Community Paramedic and Co-Responder Clinician
CCHAT- Quantifying CIHCS relief on EMS	Ambulances in county/less unnecessary transports
CCHAT- Needs/Growth Trajectory	Community needs? Expanded hours? Additional staffing?

Human Resources

Goal Description	Why the Goal is important?
Develop, adopt, and implement updated and new HR policies, including Paid Parental Leave, Payroll, Safety, Remote Work, Pets in the Workplace, Performance Management (Progressive Discipline), and PTO.	Clear, modern policies ensure legal compliance, consistency, and fairness across the organization while reflecting evolving workforce expectations and operational realities.
Finalize the Paylocity conversion and fully integrate related HR systems, including Employee Navigator, Performance Pro, Payfactors, Predictive Index (PI), Amaze, ClearStar, E-Verify, and Colorado state reporting requirements.	Integrated HR systems improve efficiency, data accuracy, compliance, and employee access to information while reducing administrative burden and payroll risk.
Update performance management processes and provide training to supervisors on progressive discipline, performance tools, and system usage.	Consistent and effective performance management improves accountability, supports employee development, and reduces organizational risk related to inconsistent or unclear supervision practices.
Implement a new Safety Policy, maintain an active Safety Committee with quarterly meetings, and provide safety training to all staff.	A proactive approach to safety reduces workplace injuries, workers' compensation costs, and liability exposure while protecting employee well-being and operational continuity.
Conduct two employee recognition events annually and distribute quarterly recognition packets to all staff.	Intentional recognition improves morale, engagement, and retention, especially during periods of fiscal constraint when other incentives may be limited.
Launch a benefits and wellness awareness campaign that includes quarterly optional benefits meetings, monthly wellness emails, and use of UMR funds to support wellness specialists.	Educated employees are more likely to utilize available benefits, leading to improved well-being, reduced burnout, and better overall workforce sustainability.
Enhance onboarding processes through structured new-hire check-ins and promote cross-training opportunities across departments.	Effective onboarding and cross-training support faster integration, stronger engagement, and greater operational resilience while preserving institutional knowledge.

Finance

Goal Description	Why the Goal is important?
Bring on new Finance Director and begin 2027 budget process mid summer.	Begin the process of long term stabilization of Finance

Planning

Goal Description	Why the Goal is important?
Prepare plan and scope for updating County Master plan, including incorporation of state mandated elements (water, strategic growth)	Last update in 2017, state statute requires new elements
Regulatory Updates, Round 1: Targeted changes	Need to reconcile contradictions, clarify ambiguities, address conflicts with state law, include elements required/encouraged by state law (ADU), review and improve processes, etc: Essentially a clean up to improve administration of codes (mostly zoning but also some subdivision)
Regulatory Updates, Round 2: Assess scope for more comprehensive updates, determine capacity needs	Make long-term plan for regulatory fixes needed to improve and streamline processes, explore consolidation and/or removal of zoning districts, update noticing provisions, provide administrative flexibility, clarify application submittal standards, improve definitions, reorganize document in more logical way, etc.
Incorporate other land use regulations into zoning	Steps toward a unified code
Complete and incorporate County Land Access Regs into zoning	Addresses a missing need for access requests across County property
Review and provide suggested updates to 1041 Regulations	Last revised in 2012. New LR planner has the skills and capacity for this.
Prop 123 and SIPA micro grants	State money for housing-related code updates/other department needs
Better understand and explore development of Fiscal Impact Tool	Stated as a goal in Master Plan
Review, identify, and select DLD Subarea Action Plan items	Progress toward goals list in DLD plan

Building, Code Enforcement, and Building Services

Goal Description	Why the Goal is important?
Ordinance 19 Update	During the inaugural year of the short-term rental ordinance some areas for refinement were identified which will provide clarity regarding enforcement, renewals, administration, refunds, and redefine the appeal process.
Notice of Violation process improvements	Working with the new assistant county attorney opportunities were identified to improve the notice of violation process. These improvements will help manage code enforcement workload and provide additional tools such as stipulations to strengthen code enforcement efforts.
GOVBuilt Phase Two Completion	GOVBuilt is the County's permitting and licensing platform. Phase Two will move the remaining permitting and licensing applications online. Completing this phase will streamline the application process, centralize case and license records, and improve communication between citizens and staff.

Public Lands

Goal Description	Why the Goal is important?
Review and update public lands-related visitor information, including Clear Creek County website, trails & recreation brochure, kiosks, signs, and maps.	**2017 Community Master Plan – Policy Framework** 4. Identify and protect lands of high ecological value, scenic quality, or historic importance. **Recreation in the Outdoors Management Plan** Educate users on best practices for the coexistence of recreation and conservation; implement destination management approaches.
Develop trailhead management plans for Alvarado Open Space, Floyd Hill Open Space, Game Check Station, Oxbow, Lawson Whitewater Park, Philadelphia Mill Site, and Upper Dumont.	**2017 Community Master Plan – Policy Framework** 7. Consider recreation as an important contributor to residents' quality of life and a part of a balanced regional economy. **Recreation in the Outdoors Management Plan** Prioritize trail and recreation system management and maintenance within available resources and consistent with community needs before expansion or addition of new trails and amenities.
Advertise and fill Open Space Commission vacancies; Encourage Clear Creek County community engagement in Clear Creek County Forum	**2017 Community Master Plan – Policy Framework** 2. Enable and encourage communities within Clear Creek County to actively participate in planning for their future. **Recreation in the Outdoors Management Plan** Adaptive management is an approach to recreation management that balances public input, up to-date data and information, and established management priorities.
Finalize and continue implementation of "Open Space Commission Process Manual" with County Staff and the Clear Creek County Open Space Commission.	**2017 Community Master Plan – Policy Framework** 2. Enable and encourage communities within Clear Creek County to actively participate in planning for their future. **Recreation in the Outdoors Management Plan** The County has been a leader in providing resources for recreation and public lands for decades, most notably through the voter-created Open Space Fund approved in 1999. The ROMP is another of many steps the County has taken to invest in recreation management capacity through staff and a robust community team, the Open Space Commission.
Convene a stakeholder group to address Guanella Pass issues and implement solutions.	**2017 Community Master Plan – Policy Framework** 7. Consider recreation as an important contributor to residents' quality of life and a part of a balanced regional economy. **Recreation in the Outdoors Management Plan** Strategy 2: Incorporate transportation solutions into recreation management. For USFS local approach areas like Mt. Bierstadt/Guanella Pass, see the 2016 Arapaho-Roosevelt National Forest Alternative Transportation study and consider opportunities to implement and/or update the study based on recent trends.

Public Works

Goal Description	Why the Goal is important?
Create a 10-Year Capital Improvement Plan	Identify budgetary needs for future capital expenses
Implement Capital Improvement Project Management Process	Consistent approach to capital construction projects
Offer Fleet Maintenance Services for all County Owned Vehicles	Cost effective maintenance services for all fleet vehicles
Provide Free Recycling Service	Community education and access to recycling services
Develop Organic Waste Program	Reduce landfill waste
Prepare Road Maintenance Manual	Manual to identify levels of service for different types of roads and road segments along with typical maintenance standards and practices to provide transparency and consistency
Update Highway User Tax Fund Report	Ensure road & bridge inventory is accurately reported to maximize funding

Human Services

Goal Description	Why the Goal is important?
Improve the accuracy and timeliness of veteran benefit claims.	This goal directly impacts veteran's access to benefits they earned and the quality of service they receive.
Support staff training, wellness, and retention.	Trained staff are better equipped to meet client needs. Wellness support helps prevent compassion fatigue and stress related resignation. DHS is experiencing systemic stress, which increases the risk of staff experiencing chronic stress, secondary trauma, and emotional exhaustion. Wellness supports can be a protective factor to prevent breakdowns in care. Without adequate support and training, staff may experience decision fatigue, reduced empathy, or ethical strain, which can negatively impact clients.
Adapt to new eligibility requirements.	Make sure HHS can handle the new eligibility requirements which exponentially increase the workload for eligibility on staff
Provide support and county feedback to the childcare scholarship committee.	The childcare scholarship committee is comprised of volunteers who may benefit from additional support, feedback, and oversite from county staff.

Public and Environmental Health

Goal Description	Why the Goal is important?
Navigate the funding uncertainty, without reduction in services.	Despite the uncertainty we are committed to continuing all services.
Getting MYN settled/integrated in the Health and Wellness Center.	Increases access to students to the services available.
Review 2023-2027 CHAPS implementation. Identify and address any CHAPS goals that remain. Begin planning for next CHAPS cycle for Clear Creek County.	Improving the health of the community.
Execute creative and thoughtful ways to engage the community as public health, in an effort to increase volume of clinic visits for immunizations and family planning.	Engaging the community and increasing volume will result in a healthier community.
Marketing and obtain 5-10 persons for Diabetes management program education classes.	Engaging those with diabetes is critical to avoid more serious outcomes.
Sustain the growth of the WIC program with current staff hours.	Engaging WIC participants is critical to reduce negative outcomes.

Internal Services Division

Internal Services Goals for each of the following departments: Animal Shelter, Facilities, GIS/Mapping, Information Technology

Department	Goal Description	Why the Goal is Important?
Animal Shelter	Gain a clear understanding of the Animal Shelter's Staff, operations, and practices.	Becoming familiar with the Animal Shelter, its staff, and daily operations is important to ensure informed decision-making, effective leadership, and continuity of services. A clear understanding of existing practices, challenges, and resources allows leadership to identify strengths, address operational needs, support staff appropriately, and ensure the shelter continues to operate in a safe, compliant, and efficient manner while aligning with County goals.
Facilities Maintenance	Complete the Courthouse Basement Remodel to help facilitate the Sale of County-Owned Buildings	The County's 2026 Capital Improvement Projects are contingent upon the successful sale of certain County-owned buildings. Completion of the Courthouse basement repairs and remodel is necessary to relocate staff into functional space, thereby enabling the vacating and sale of two buildings. Advancing this project is critical to unlocking capital funding and supporting future infrastructure investments.
GIS/Mapping	Complete Migration of Interactive Mapping and Core GIS Software Platforms	Two critical GIS software platforms have reached or are approaching end-of-life status. While progress has been made in migrating Interactive Mapping applications, additional support from Information Technology is required to complete Active Directory configuration for internal applications. Additionally, the County must finalize the transition from ArcMap to ArcGIS Pro, as ArcMap will no longer be supported after 2026. Completing these migrations ensures continuity of operations, system security, and ongoing access to essential mapping and spatial analysis tools.
I.T.	Implement Multifactor Authentication (MFA) Across All County Software Systems	The County is currently out of compliance with cybersecurity insurance requirements due to the absence of multifactor authentication across all systems. Implementing MFA is essential to reduce cybersecurity risk, protect sensitive data, and maintain compliance with insurance and industry best practices. This initiative is a critical component of the County's overall cybersecurity posture.
I.T.	Evaluate Opportunities to Monetize or Replace the THOR Backup Internet Service	Project THOR represents an annual cost of approximately $100,000 to the County. This goal focuses on evaluating opportunities to either monetize the existing infrastructure or identify more cost-effective backup internet service options that continue to meet operational needs. Achieving this goal could significantly reduce ongoing expenses while preserving system resiliency.
I.T.	Establish a Reliable Backup Internet Service for EMS Station 1A and the Public Works facility, both in Dumont	Unlike other county facilities, Station 1A & the Public Works Facility in Dumont do not have access to THOR for backup internet. Given the frequent power and internet outages in the area, the lack of a redundant connection poses a risk to essential operations. Securing reliable backup internet service for these critical facilities is essential to ensure uninterrupted emergency response capabilities and public safety.

Animal Shelter

Goal Description	Why the Goal is Important?
Create a task force dedicated to developing a sustainable organizational structure for the shelter (e.g., fully staffed in-house; outsourced; partially outsourced; contract with non-profit)	The current structure is not sustainable. The County needs to fulfill county and state requirements for holding dogs and cats. This ties into the County goal of FTE stabilization.
Stay operational given the staffing shortage.	See above.
Maintain and grow relationships with non-profits and volunteers.	See above.
Continue to provide community education and support.	The shelter provides assistance to County pet owners in need.
Maintain status as a no kill shelter.	The land was given to the County by Helen Buck with the intention of it being used to create a no-kill animal shelter. Friends of Charlie's Place support is conditional on the shelter remaining no-kill.

Time for Commissioner Goals