



ELBERT COUNTY GOVERNMENT

County Strategic Planning Policy

Policy# A-01

Title: County Strategic Planning

1. Purpose: This document defines the county's vision, mission, values, and strategic goals and structure. Additionally, it describes the process by which measurable goals and objectives will be developed and presented by the various departments and offices in support of budgeting and long range planning.

2. Applicability: This policy applies to all departments and elected offices of the county.

3. Proponent: County Manager.

4. General Information: Strategic planning is the county's organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment. It is a structured and ongoing set of processes that supports decision-making and actions that shape and guide what our organization is, who it serves, what it does, and why it does it; all with a focus on the future. Through our strategic planning efforts, we will articulate not only where we are going as a county government and the actions needed to make desired progress, but also how we will measure success.

5. Policy:

a. **Vision, Mission, and Values.** Absent any other statute, regulation, policy, procedure, or instruction; these three items provide direction for individual and collective decision-making in support of the citizens of Elbert County.

(1) Vision: Our vision is a conceptual image of our desired future. This statement describes *what we want to be*. It is the vision of Elbert County Government that:

Elbert County is recognized by our citizens and employees as the best place to live, work, and conduct business in Colorado; led in a responsive, effective, transparent, and professional manner.

(2) Mission: Our mission statement defines why our county government exists. It describes *what we do* for our citizens *and why*. It is the mission of Elbert County Government to:

Provide essential statutory services and supportive infrastructure to our citizens in a professional, respectful, cost-effective manner while creating a working environment that supports their endeavors, western lifestyle and rights as individuals.

(3) Values: Our values govern the behavior of our individual public servants and the county government as a whole. The government of Elbert County values:

- *Honesty, integrity and respect for the rights of all individuals*
- *Quality service to all*
- *Respect for our culture and history*
- *Clear communication and transparency*
- *Efficiency and fiscal responsibility*
- *Recognition of employee and citizen contributions*
- *Partnerships and collaborations*
- *Planning for the future*
- *Cooperative leadership and professional development*

Policy# A-01: County Strategic Planning

b. **Goals:** In order to achieve the county's stated vision, synchronize priorities, and effectively allocate our limited resources, a set of strategic goals that can be supported by all departments and elected offices are required. For Elbert County Government, these goals are:

- *To design and maintain an efficient and sustainable organizational structure providing manageable oversight and effective span of control.*
 - *To promote and practice a culture of transparency* in all aspects of county government.*
 - *To promote and practice professionalism and respectful interaction with all county employees, elected officials and citizens of Elbert County.*
 - *To develop sustainable financial processes that encompasses all aspects of governmental budget development and budget execution. This includes revenue forecasting and collections, expenditures, auditing, and reserves.*
 - *To develop and maintain planning processes in all areas that define objectives in the short, mid and long range time frames.*
 - *To promote and support economic development with the focus on financial influence and strategically designed growth, that respects and protects private property rights without excessive government intrusion.*
 - *To provide our citizenry access to essential services that are both statutorily authorized and sustainable at anticipated resource levels supported by a priority-based budget.*
 - *To build and sustain infrastructure that provides for current and anticipated needs supported by a priority-based budget.*
- *Openness, communication, honesty, and accountability define government transparency.*

c. **Organizational Structure:** The charts below depict both the current and planned long-term (5-10 year) structure for Elbert County. They indicate functional alignments only and are not final authority to fund or hire specific positions. The lines connecting the various offices and departments do represent directive authority but, are not intended to restrict lateral or vertical communication. Elbert County Government recognizes that leadership and collaboration takes place primarily in the "white space" between the boxes on the chart.

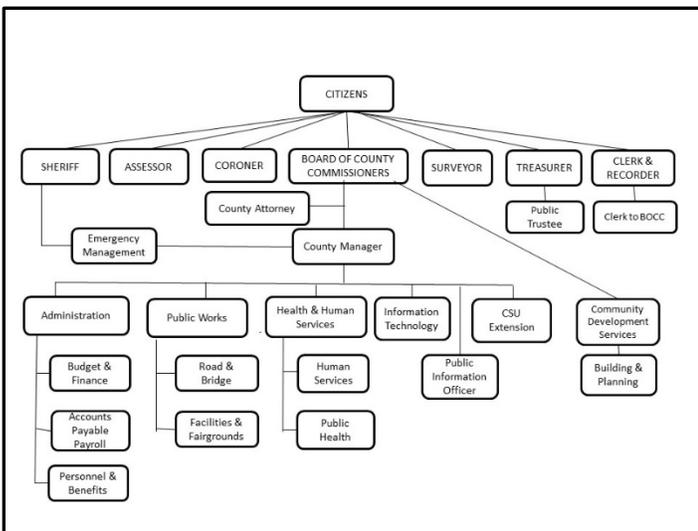


Figure 1. Current Organizational Structure

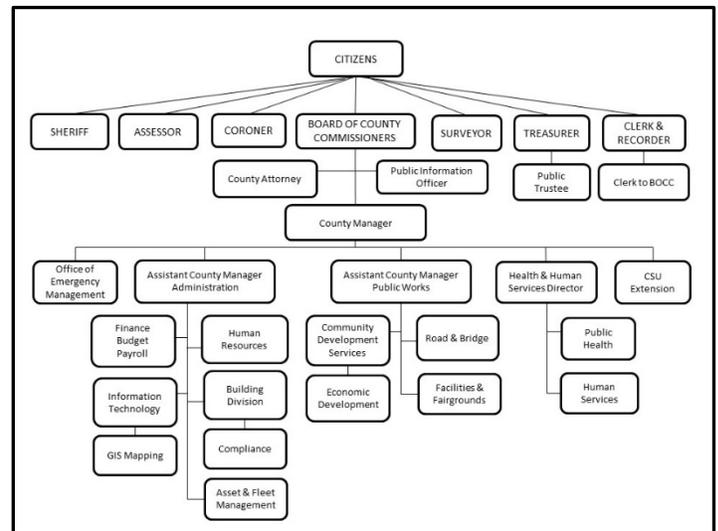


Figure 2. Endstate Organizational Structure

Policy# A-01: County Strategic Planning

d. **The Strategic Plan:** Elbert County Government shall develop and maintain a strategic plan. This plan will assess and describe the county's anticipated operating environment for a planning horizon of a minimum of ten years and will be reviewed and updated annually in preparation for development of the following year's budget. The structure of the plan will be:

- (1) Executive Summary.
- (2) Section I - Background.
 - (a) Operating Environment.
 - (b) Vision.
 - (c) Mission.
 - (d) Values.
 - (e) Strategic Priorities/Goals.
 - (f) Organizational Structure.
- (3) Section II - Objectives.
 - (a) Long-Term Objectives.
 - (b) Mid-Term Objectives.
 - (c) Short-Term Objectives.

e. **Objectives:** Objectives describe outcomes that can be achieved in a defined timeframe. All departments and offices will develop long-term (5-10 year), mid-term (2-5 year), and short-term (1-2 year) objectives. Additionally, objectives will be specific and measurable. Objectives will include a description of the strategy planned to achieve each objective and the anticipated resources required.

f. **Budget Linkage:** The resources required to achieve each objective within the strategic plan must be accounted for during the budget development process. Changes in anticipated revenues may lead to adjusting timeframes for achieving specific outcomes and/or re-prioritizing certain objectives. Full participation by all departments and elected offices the strategic planning process is required to ensure that their organization's resources adequate.

g. **Review and Update:** The strategic plan will be reviewed and updated no later than the end of the second quarter of each year. Ideally all short-term (budget year) goals will be on track to be achieved and new short term objectives that further the goals of the county will be developed for funding in the upcoming year. Progress on mid-term and long-range objectives will be assessed and refined. In this manner, the strategic plan will remain a "living document" that continuously guides our county toward achieving the stated vision of our county government.

6. References.

- a. *Leadership Responsibilities and Code of Conduct of the Elbert County Board of County Commissioners (dated September 10, 2014) (To become Policy C-01)*
- b. *Policy F-02, Budget Development Policy (To Be Published)*

7. Adopted: MMM DD, YYYY. Previous versions of policy regarding this subject are rescinded.

8. Reservation of Authority: The Board of County Commissioners reserves the right to alter, amend, add to, and/or revoke all or part of this policy at any time.

ADOPTED BY MOTION ON THE ____ DAY OF _____, 2017.

_____ AYE
DANNY WILLCOX, CHAIRMAN

_____ AYE
CHRIS RICHARDSON, VICE CHAIRMAN

_____ AYE
GRANT THAYER, COMMISSIONER

ATTEST: DALLAS SCHROEDER
COUNTY CLERK

BY: _____
DEPUTY, CLERK TO THE BOARD