



MESA COUNTY

Mesa County Strategic Plan

June 2025

Executive Summary

First and foremost, thank you to all County staff and elected officials. Your continued dedication, professionalism, and service make this work possible. I deeply appreciate your contributions to this organization and to the people of Mesa County.

Mesa County's focus on thoughtful, transparent governance continues to guide our work. Since the original Strategic Plan was adopted in June 2022, much has changed, including new leadership across the County. This transition provided a valuable opportunity not to rewrite the plan from the ground up, but to revisit and refresh it in order to clarify our collective path forward.

We retained the original strategic framework to honor the strong foundation built in 2022. However, we updated the initiatives, goals, and action items throughout the plan to make the language more accessible and actionable for all stakeholders, both internal and external. Our aim is simple, ensure that every reader understands not only what we are working toward, but why it matters and how they can contribute.

Several meaningful changes were made, including the addition of a new County value: **Stewardship**. This principle serves as a vital foundation for achieving our strategic initiatives and reflects our commitment to the ethical and efficient management of public finances and resources. Additionally, we replaced the value of *Servant Leadership* with **Service** to better reflect our emphasis on putting others before ourselves. We also refined the definitions of several existing values to more accurately align with the County's evolving priorities and direction.

In alignment with these updates, we retired two strategic initiatives from 2022:

- **Build Community, Together:** While its intent was sound, the initiative proved too broad in scope to effectively guide action. Elements of this commitment have been incorporated into other initiatives where they can be more clearly executed and measured.
- **Build Fiscal Stability:** This initiative has largely been institutionalized through improved financial policies, stronger budget planning, and ongoing oversight. Its key objectives are now embedded in our operational culture and reflected in our core values.

To build on our momentum and emphasize our long-term vision, we have introduced a new strategic initiative titled **Leaning Into the Future**. This initiative reflects our proactive approach to long-term planning, economic resilience, and community development. It signals a bold, collaborative approach to preparing Mesa County for the challenges and opportunities ahead.

We remain proud of what has been accomplished and energized by what lies ahead. Thank you for your continued partnership in building a stronger, more vibrant Mesa County.

Todd Hollenbeck
Mesa County Administrator

Contents

Executive Summary.....	2
Introduction.....	4
Mesa County Mission, Vision, and Values.....	5
The Plan.....	7
Initiative 1 – Building the Best Team.....	10
Initiative 2 – Delivering Excellence.....	16
Initiative 3 – Leaning Into the Future.....	22
Appendices.....	27
A – Strategic Planning Workshop Participants/Contributors.....	28
B – Summary Performance Metrics.....	29
C – Approach to this Strategic Planning Cycle.....	30

Glossary

BoCC – Board of County Commissioners	GIS – Geographic Information Services
CHIP – Community Health Improvement Plan	HR – Human Resources
CHNA – Community Health Needs Assessment	IT – Information Technology
CIP – Capital Improvement Plan	MCPH – Mesa County Public Health
CJSD – Criminal Justice Services Division	SEI – Stakeholder Engagement Index
DA – District Attorney	SMART – Specific, Measurable, Attainable, Relevant, and Timebound
DHS – Department of Human Services	SME – Subject Matter Expert
FTE – Full-Time Equivalent	SO – Sheriff's Office
	SP – Strategic Plan

Introduction

This strategic plan is an intentional and action-oriented roadmap to guide decision-making in Mesa County.

It moves us from where we are toward our Vision, to be *the best place to live, work and play for all generations*. Our Mission statement, *providing the infrastructure so you can live the life you want*, and Values are guideposts along that journey for what we're working to accomplish and the imperatives for getting that work done.

This plan is a product of input from staff, department heads, and leadership. It is uniquely Mesa County and is focused on forward momentum and meaningful action.

Shaped by our Vision, Mission, and Values, three initiatives focus our goals and actions.

1. *Building the Best Team* provides the foundational, people-infrastructure necessary to get the work done. It's who we are.
2. *Delivering Excellence* intentionally challenges that best team in what we do day-to-day for those who have entrusted us with these solemn responsibilities. It's what we do and how we deliver.
3. *Leaning Into the Future* focuses on the imperative to think beyond today and toward the ever-changing environment affecting our Vision and Mission. It's how we prepare for tomorrow.

Finally, our pursuit of excellence demands we not only measure ourselves, but that we do so against best in class. Performance Metrics are collocated alongside goals and initiatives and summarized in a stand-alone section later in the document.

We believe the Initiatives, Goals, Actions, and Performance Metrics identified in this plan guide our collective actions for the foreseeable future. They demand our vigilance and adaptability as Colorado grows and thrives. And, plainly, we intend to be in the vanguard of that growth.

Vision

We are the builders of the best place to live, work and play for all generations.

**We Are
Team Mesa**

Mission

We provide the infrastructure so you can live the life you want.

Values

Values are enduring, core beliefs that influence attitudes and behaviors. Values guide decision-making by defining how to achieve the vision.

Excellence

In all we do, individually and collectively, we strive for the most outstanding results for those we serve

Collaboration

We work together, leading toward a shared purpose

Transparency

We are open in our decision-making to build trust

Communication

We listen to each other; we communicate openly and value everyone's input

Principled

We stick to what we believe and are innovative in our approach

Service

We put others before ourselves

Proactive

We are active problem-solvers for today and the future

Stewardship

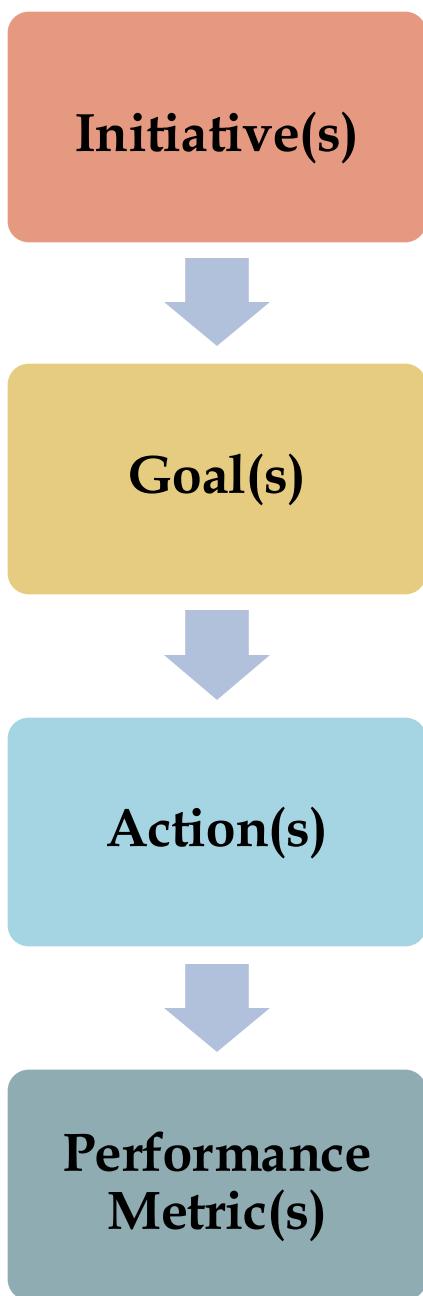
We ethically manage finances and other resources under our supervision with integrity and efficiency



The Plan

This section of the document outlines our goals, actions, and performance metrics across three initiatives identified for Mesa County.

The Plan's Framework



Initiatives are areas of focus that describe, in a specific and unambiguous way, high-level efforts toward achieving the Vision.

Multiple **goals** under each initiative highlight the granular areas of achievement we seek as an organization. They are purposefully selected as reasonable and attainable steps to achieving specified initiatives.

Actions reflect the to do list appropriate to achieving each goal. Each is Specific, Measurable, Achievable, Relevant, and Timely (SMART). Champions across the County's organizational structure are identified to lead the charge.

Performance Metrics are quantifiable and qualifiable data points used to collect, track, and analyze County progress over time. Each has been considered against best in class and includes the metric itself, as well as means to gather that data and the frequency for tracking the metric.

Initiative and Goals Overview

We are...

Building the Best Team

1. Attract and Retain Top Talent
2. Improve Employee Engagement
3. Optimize Individual and Team Capabilities

Delivering Excellence

4. Leverage Interdepartmental Synergies
5. Establish and Maintain Two-Way Community Engagement
6. Provide Best-in-Class Services

Leaning Into the Future

7. Influence Regional, State and Federal Partners
8. Proactively and Responsibly Adapt
9. Act with Responsibility for the Future

Initiative 1: Building the Best Team



Goals

1. Attract and Retain Top Talent
2. Improve Employee Engagement
3. Optimize Individual and Team Capabilities

Team Mesa is, and will continue to be, Mesa County's most important and best asset toward meeting our Mission and advancing the County toward its Vision. Building the Best Team is about prioritizing formal and informal programs in a way that strengthens our best asset. It is focused internally, on those engaged in doing the County's business on a day-to-day basis and serves as the foundation for all other initiatives.

- 1. Attract and Retain Top Talent.** This goal focuses on actions that ensure Mesa County assembles the most talented and capable; those interested in building a professional life here while serving our citizens.
- 2. Improve Employee Engagement.** This goal encompasses those actions required to transform raw talent into a committed workforce with the aim of retaining and improving those who've chosen to be a part of Team Mesa.
- 3. Optimizing Individual and Team Capabilities.** This goal, a contributing and complementary aspect of enhancing employee engagement, focuses on addressing skills gaps and growing our people in ways that enables providing best in class services.

Action 1.1. Provide competitive wages and benefits

Outcome: Mesa County is competitive in terms of total compensation in the region.

Activities	Who Leads	Who Supports/ Provides Input	Timing
Sustain recurring compensation studies to ensure employees are competitively and responsibly compensated.	<ul style="list-style-type: none"> • Human Resources 	<ul style="list-style-type: none"> • Elected Officials • County Administration • County Attorney • Public Health • Human Services 	No less than annually; may be triggered by analysis of any uptick in voluntary turnover.
Recurring compensation review and approval.	<ul style="list-style-type: none"> • Board of County Commissioners 	<ul style="list-style-type: none"> • County Administration • County Attorney • Human Resources 	Annually, as required to support upcoming budget cycles.

Action 1.2. Resource and Deliver County-Wide Development Programs

Outcome: Develop individuals and teams in areas common to all County Departments/Agencies.

Activity	Who Leads	Who Supports/ Provides Input	Timing
Resource and implement general/county-wide developmental programs.	<ul style="list-style-type: none"> • Human Resources 	<ul style="list-style-type: none"> • County Administration • All Departments • Finance • Supporting SMEs, as appropriate 	Recurring, within budget constraints.

Action 2.1. Recurringly Measure Employee Engagement

Outcome: Understand employee engagement across all County employees.

Activity	Who Leads	Who Supports/Provides Input	Timing
Sustain County-wide engagement assessments.	<ul style="list-style-type: none"> County Administration 	<ul style="list-style-type: none"> Elected Officials All Departments 	Annually, on a timeline that enables follow-on action as may be suggested by assessment results.

Action 2.2. Responsibly Act on Engagement Assessment Outcomes

Outcome: Respond to recurring assessment with action plans that result in year-over-year improvement toward best-in-class engagement levels.

Activity	Who Leads	Who Supports/Provides Input	Timing
Develop and Implement Employee Engagement Action Plans.	<ul style="list-style-type: none"> Elected Officials All Departments 	<ul style="list-style-type: none"> Human Resources Supporting SMEs, as appropriate 	Annually; plans to be developed and briefed to leadership for input/approval within 90 days of receiving annual engagement assessment results.

Action 3.1. Identify Skills Gaps and Growth Opportunities

Outcome: Identify those areas where the County has maximum opportunity to grow individuals and teams.

Activity	Who Leads	Who Supports/Provides Input	Timing
Recurringly identify critical skills gaps and growth opportunities at specific Department/Agency-levels, as well as common developmental opportunities that may be executed via county-wide programs.	<ul style="list-style-type: none">• Elected Officials• All Departments	<ul style="list-style-type: none">• Human Resources	Annually, in conjunction with Employee Engagement Action Plan Development.

Action 3.2. Resource and Deliver Functionally Specific Development Programs at the Department/Agency-Level

Outcome: Leveraging unique department/agency expertise to specifically and responsibly grow individuals and teams.

Activity	Who Leads	Who Supports/Provides Input	Timing
Resource and implement functionally specific developmental programs.	<ul style="list-style-type: none">• Elected Officials• All Departments	<ul style="list-style-type: none">• All Departments• HR• Finance	Recurring, within budget constraints.

Action 3.4. Increase Department/Agency Function/Roles Understanding

Outcome: Increase understanding about what each department does and identification of collaborative opportunities to enhance service to citizens.

Activity	Who Leads	Who Supports/Provides Input	Timing
Organize and initiate monthly Department/Agency Lunch-n-Learns.	<ul style="list-style-type: none">Human Resources	<ul style="list-style-type: none">Assigned Departments / Agencies	Monthly throughout the year and cycles recurringly.
Highlight and share accomplishments across departments/agencies.	<ul style="list-style-type: none">Public AffairsPublic Information Officers (all)	<ul style="list-style-type: none">Elected OfficialsAll Departments	No less than monthly.
Sustain organizational charts and department/agency description of roles and responsibilities; communicate knowledge via appropriate Team Mesa modes (i.e., website, internal share drives, etc.).	<ul style="list-style-type: none">HR (lead)IT (implement)Public AffairsPublic Information Officer(s) (advise)	<ul style="list-style-type: none">Elected OfficialsAll Departments	Visited and updated no less than annually.

Building the Best Team

Building the Best Team

Performance Metrics

Performance Metric(s)	Best in Class Outcomes
• Complete all activities on timelines specified	100%
• Achieve best in class workforce engagement for a county government and realize attendant engagement outcomes (see below)	70% of employees report being “engaged” or “highly engaged” (top quartile)
○ Recruitment = position fill rate	$\geq 95\%$ (all Departments / Agencies)
○ Retention = $1 - \text{Voluntary Quit Rate (Turnover)}$	$\geq 90\%$ (all Departments / Agencies)

Initiative 2: Delivering Excellence



- 4. Leverage Interdepartmental Synergies
- 5. Establish and Maintain Two-Way Community Engagement
- 6. Provide Best-in-Class Services

Goals

For Mesa County to succeed in providing “the infrastructure so you can live the life you want” (our Mission) and work toward building “the best place to live, work, and play for all generations” (our Vision), we must not simply provide services, but deliver them with excellence.

- 4. **Leverage Interdepartmental Synergies.** This goal builds on that best team, practicing and demonstrating synergy to our citizens. We implement the “no wrong door” philosophy in everything we do. This means we will ensure individuals seeking services are connected appropriately regardless of the point of contact within the organization.
- 5. **Establish Two-Way Community Engagement.** Sustain transparency in what we’re doing and why, while establishing a robust portfolio of feedback modes that enables our citizens to engage, express support and desire for services, and provide feedback on how well those services are being delivered.
- 6. **Provide Best-in-Class Services.** We’ll deliver with excellence in all we do.

Action 4.1. Follow-Through on Process Automation and Efficiency Project

Outcome: Enhance service to our citizens by optimizing County processes and procedures, where possible.

Activities	Who Leads	Who Supports/ Provides Input	Timing
Establish a cross-functional, integrated process team to review the BerryDunn effort and develop implementation recommendations.	<ul style="list-style-type: none">• County Administration	<ul style="list-style-type: none">• Elected Officials• County Attorney• Public Health• Human Services• Directors/All Staff	<ul style="list-style-type: none">• Follow-through recommendations briefed back to supporting Department/ Agency leads by end of 2025.• Refined recommendations summarized and briefed to County leadership by June 2026.
Develop project plans and implement approved process automation and efficiency actions.	<ul style="list-style-type: none">• Elected Officials• All Departments	<ul style="list-style-type: none">• All Staff	In accordance with disparate project plans and within budget constraints.

Action 4.2. Brainstorm, Formulate, and Bring the “No Wrong Door” Approach to Day-to-Day Operations

Outcome: Practical solutions/mindsets are developed, enabled, and reinforced that achieve fast and factual service for our citizens, regardless of who they initially contact at Team Mesa.

Activities	Who Leads	Who Supports/ Provides Input	Timing
Leveraging outcomes from Action 4.1, transition the “No Wrong Door” philosophy into practice through a multi-Department/Agency project team that brainstorms and proposes common-sense, customer-focused activities/training.	<ul style="list-style-type: none"> Human Resources 	<ul style="list-style-type: none"> Elected Officials All Departments 	Associated Project Plan developed and briefed to County leadership for approval by end of the 1Q2026.
Implement and recurringly measure “No Wrong Door” outcomes against objectives.	<ul style="list-style-type: none"> Elected Officials All Departments 	<ul style="list-style-type: none"> County Administration (all staff sections) Supporting SMEs, as appropriate 	In accordance with the Project Plan and within budget constraints.

Action 4.3. Foreground Synergies via the Team Mesa Story

Outcome: Highlight interdepartmental success stories to the community in order to foster confidence and to spur feedback.

Activities	Who Leads	Who Supports/ Provides Input	Timing
Sustain public education that highlights how Team Mesa collaboratively best serves the community.	<ul style="list-style-type: none"> Public Information Officers Public Affairs 	<ul style="list-style-type: none"> Elected Officials All Department/ Agency Leads 	Ongoing. No less than monthly.

Action 5.1. Increase Opportunities for Meaningful Community-Wide Engagement

Outcome: Build systems/processes that ensures our citizens have access to a variety of feedback (to Team Mesa) channels.

Activities	Who Leads	Who Supports/Provides Input	Timing
Leverage recent assessments and studies (i.e., the Magellan Strategies Study, Mesa County Customer Service Survey, CHNA, etc.) to develop and implement a comprehensive citizen-to-Team Mesa communications (feedback) plan that effectively and immediately captures community feedback.	<ul style="list-style-type: none"> • Public Affairs • Public Information Officers (all) 	<ul style="list-style-type: none"> • Elected Officials • County Administration • All Departments 	<ul style="list-style-type: none"> • Recurringly analyze related assessments and studies within 60 days of study release and develop implementation plans. • Responsibly implement the plan within resource constraints and established budget cycles. • Revisit feedback and modify plans no less than annually.

Action 5.2. Recurringly Gather and Respond to Citizen Feedback

Outcome: Team Mesa recurringly receives and responds to citizen feedback.

Activities	Who Leads	Who Supports/Provides Input	Timing
Sustain recurring citizen surveys.	<ul style="list-style-type: none"> • Elected Officials • All Departments 	<ul style="list-style-type: none"> • County Administration 	No less than bi-annually.
Identify a specific, county-wide forum, designated to share survey results with citizens, advertise and deliver survey feedback.	<ul style="list-style-type: none"> • Elected Officials • Public Affairs • Public Information Officers 	<ul style="list-style-type: none"> • County Administration • All Departments 	Within 90 days of each recurring citizen survey.

Action 6.1. Deliver Excellence

Outcome: Regardless of the department/agency, service/product, or level of seniority/experience, deliver best-in-class services to Mesa County citizens.

Activities	Who Leads	Who Supports/Provides Input	Timing
Leverage Team Mesa (Initiative 1) and the voice of our citizens and stakeholders to deliver best-in-class service (as defined in specified performance metrics).	<ul style="list-style-type: none">Every individual member of Team Mesa	<ul style="list-style-type: none">Every individual member of Team Mesa	Every interaction; every day.

Performance Metric(s)	Best in Class Outcomes
• Complete all activities on timelines specified	100%
• Achieve best in class citizen satisfaction ratings on recurring assessments <ul style="list-style-type: none"> ○ Overall Satisfaction ○ Ease of Access to Services ○ Service Delivery Timeliness ○ Resident perception of the County “listening” ○ Resident belief that feedback leads to action ○ Resident belief in meaningful opportunities to provide input/feedback ○ Resident perception of safety (daytime) ○ Resident perception of safety (nighttime) 	See below
	$\geq 80\%$ (all Departments / Agencies)
	$\geq 85\%$ (all Departments / Agencies)
	$\geq 80\%$ (all Departments / Agencies)
	$\geq 60\text{--}70\%$ agree
	$\geq 50\%$ agree
	$\geq 70\%$ agree
	$\geq 85\%$ feel safe
	$\geq 70\%$ feel safe
• Citizen trust of Team Mesa	$\geq 70\%$

Initiative 3: Leaning Into the Future

Leaning Into the Future

Goals

7. Influence Regional, State and Federal Partners
8. Proactively and Responsibly Adapt
9. Act with Responsibility for the Future

Vision statements are inherently aspirational aim points for organizations that set long-term direction. In achieving the County's vision, therefore, it is critical that we not only deal with what is but anticipate what might be and then posture ourselves accordingly. This initiative addresses that challenge.

7. **Influence Regional, State and Federal Partners.** This goal requires our proactive engagement with all stakeholders at all levels on issues that potentially impact our citizen's way of life, or that affects County operations through funding, regulation, or policy. We ensure evolving community needs and priorities are represented to those stakeholders and effectively considered.
8. **Proactively and Responsibly Adapt.** We must build services, teams, process, plans, and codes grounded in growth modeling while remaining cognizant of emerging risks and opportunities. This goal additionally foregrounds the flexibility that allows the County to nimbly pivot, as needed.
9. **Act with Responsibility for the Future.** As we execute today, this goal ensures we sustain visibility and balanced decision-making to what's next (new projects) and discipline to what's now (legacy projects) via the budget and resources. We will consider and leverage selective strategies to allow for smart investment and tailored growth.

Action 7.1. Engage Appropriate Influencers/Partners

Outcome: Team Mesa sustains awareness of forces that potentially impact Mesa County while ensuring external influencers/partners are cognizant of our concerns/positions/impacts.

Activities	Who Leads	Who Supports/Provides Input	Timing
Build, maintain, and implement National -level engagement approaches on key County issues.	<ul style="list-style-type: none">• Elected Officials• County Administration	<ul style="list-style-type: none">• All Departments	<ul style="list-style-type: none">• As any leader across Team Mesa becomes aware of outside, future action that potentially impacts the County, elected officials and County Administration are immediately advised.• Consequently, build and implement engagement approaches, as appropriate, and in a way that anticipates impacts.• Revisit these approaches on no less than an annual basis.
Build, maintain, and implement State, Regional, and Area -level engagement approaches on key County issues.	<ul style="list-style-type: none">• Elected Officials• County Administration	<ul style="list-style-type: none">• All Departments	
Develop and implement a Stakeholder Engagement Index tool that effectively captures County engagement with appropriate influencers/partners on a recurring basis.	<ul style="list-style-type: none">• County Administration	<ul style="list-style-type: none">• Elected Officials• All Departments	Rubric identified, developed, and implemented no later than the end of 1Q2026.

Action 8.1. Anticipate the Future

Outcome: Team Mesa rigorously, recurringly, and comprehensively evaluates where we are and where we're headed.

Activities	Who Leads	Who Supports/ Provides Input	Timing
Consolidate and analyze the results of our disparate influencer/partner engagement (Goal 7) and publish recurring summary assessments.	<ul style="list-style-type: none"> • Elected Officials • County Attorney • County Administration 	<ul style="list-style-type: none"> • All Departments 	No less than annually.
Maintain the Mesa County Master Plan and all other supplemental supporting plans with at least a 10-year time horizon; sustain appropriate alignment with this strategic plan.	<ul style="list-style-type: none"> • Community Development 	<ul style="list-style-type: none"> • BOCC • Public Affairs • Public Information Officers • Natural Resources • Public Works • RTPO 	Every five years; next update to be initiated in 2027 for a 2028 publication.
Maintain all departmental and office contributing planning efforts (i.e., DHS Business Plans, Community Health Plan, Parks Master Plans, etc.) with directed time horizons.	<ul style="list-style-type: none"> • Elected Officials • All Departments 	<ul style="list-style-type: none"> • County Administration 	Varies by plan. However, when updated, timelines enable consideration and budgeting on established planning cycles.

Action 8.2. Proactively Act

Outcome: Given our understanding of outside and future influences, Team Mesa responds to posture the County for our future circumstances.

Activities	Who Leads	Who Supports/ Provides Input	Timing
Leverage influence approaches (Goal 7) and planning documents (Goal 8) to position all County resources appropriately for future action. This, too, is serving with excellence.	Every individual member of Team Mesa	Every individual of Team Mesa	Every known opportunity; every day.

Action 9.1. Strengthen the County's Long-Term Fiscal Health

Outcome: We maintain flexible and sustainable resources to meet County needs across future economic cycles.

Activities	Who Leads	Who Supports/Provides Input	Timing
Sustain recurring reviews, budget revisions, and financial management policies that result in the County's maintaining healthy financial reserves.	<ul style="list-style-type: none"> • Elected Officials • All Departments 	<ul style="list-style-type: none"> • County Administration • Finance • Budget Manager 	No less than annually, in conjunction with the County's budgeting process.
Maximize the beneficial use of restricted and external funds to reduce long-term General Fund expenditures.	<ul style="list-style-type: none"> • County Administration 	<ul style="list-style-type: none"> • Elected Officials • All Departments • Finance • Budget Manager 	Continuously reviewed and adjusted via the County's recurring budgeting process.

Action 9.2. Create and Sustain a Multi-Year Financial Model and Economic Analysis to Support Data-Driven Decision-Making over Time

Outcome: Team Mesa understands long-term trends, challenges, and opportunities in order to guide budgeting.

Activities	Who Leads	Who Supports/Provides Input	Timing
Sustain a prioritization rubric for use with capital improvements and maintenance needs.	<ul style="list-style-type: none"> • County Administration 	<ul style="list-style-type: none"> • Elected Officials • All Departments 	Review on an annual basis with at least a 9-month lead to the recurring budget cycle.
Create and maintain a multi-year, general operating budget forecast tool that informs annual budget development.	<ul style="list-style-type: none"> • Budget Manager • Finance 	<ul style="list-style-type: none"> • Elected Officials • All Departments 	<ul style="list-style-type: none"> • Complete the tool's development and implementation by the end of 2025. • Following implementation, review tool effectiveness on no less than a semi-annual basis and expeditiously update the tool, as required.

Leaning Into the Future

Leaning Into the Future

Performance Metrics

Performance Metric(s)	Best in Class Outcomes
• Complete all activities on timelines specified	100%
• Stakeholder Engagement Index (SEI)	$\geq 85\%$
• Responsible Fiscal Execution and Readiness	See below
o Recurring Budget Accuracy (variance)	$\pm 3\%$
o General Fund Reserve	$\geq 16\%$



Appendices

Supporting data and information deemed sufficiently necessary to present with this document.

A Strategic Planning Workshop Participants/Contributors

BOARD of COUNTY COMMISSIONERS

Cody Davis - *District 1*

Bobbie Daniel - *District 2*

JJ Fletcher - *District 3*

ELECTED OFFICIALS

Brent Goff - *Assessor*

Bobbie Gross - *Clerk and Recorder*

Dr. Dean Havlik - *Coroner*

Daniel Rubenstein - *21st Judicial District Attorney*

Todd Rowell - *Sheriff*

Scott Thompson - *Surveyor*

Sheila Reiner - *Treasurer*

COUNTY LEADERSHIP

Todd Hollenbeck - *County Administrator*

Matt Lewis - *Deputy County Administrator*

Jill Calvert - *Department of Human Services Director*

Xavier Crockett - *Public Health Director*

Todd Starr - *County Attorney*

DEPARTMENT HEADS and STAFF

Alec Anderson - *Operations Manager*

Alison Howe - *MCPH Chief Health Strategist*

Amber Swasey - *Natural Resources Director*

Art Smith - *MCSO Division Chief*

Barbara Golden - *DHS Executive Deputy Director*

Dana Brosig - *RTPO Manager*

Diane Dziewatkoski - *Budget Manager*

Doug Dean - *Tri-River Area Director*

Eric Brown - *Fleet Supervisor*

Erin Minnerath - *MCPH Deputy Director*

Greg Moberg - *Community Development Director*

Jennifer Richardson - *Landfill Director*

Laura Page - *Engineering Division Director*

Llana Jordan - *Information Technology Director*

Matthew Nichols - *Road Supervisor*

Melissa Salaver - *Chief Deputy Clerk and Recorder*

Michelle Cooley - *Criminal Justice Services Director*

Nick Brutosky - *Community Corrections Director*

Nina Atencio - *Human Resources Director*

Pam Noonan - *Finance Director*

Scott Mai - *Public Works Director*

Stephanie Reecy - *Public Affairs Director*

Troy Flick - *IT Operations Manager*

FACILITATOR

Stephen Ingalls - *Catalyzer, Inc.*

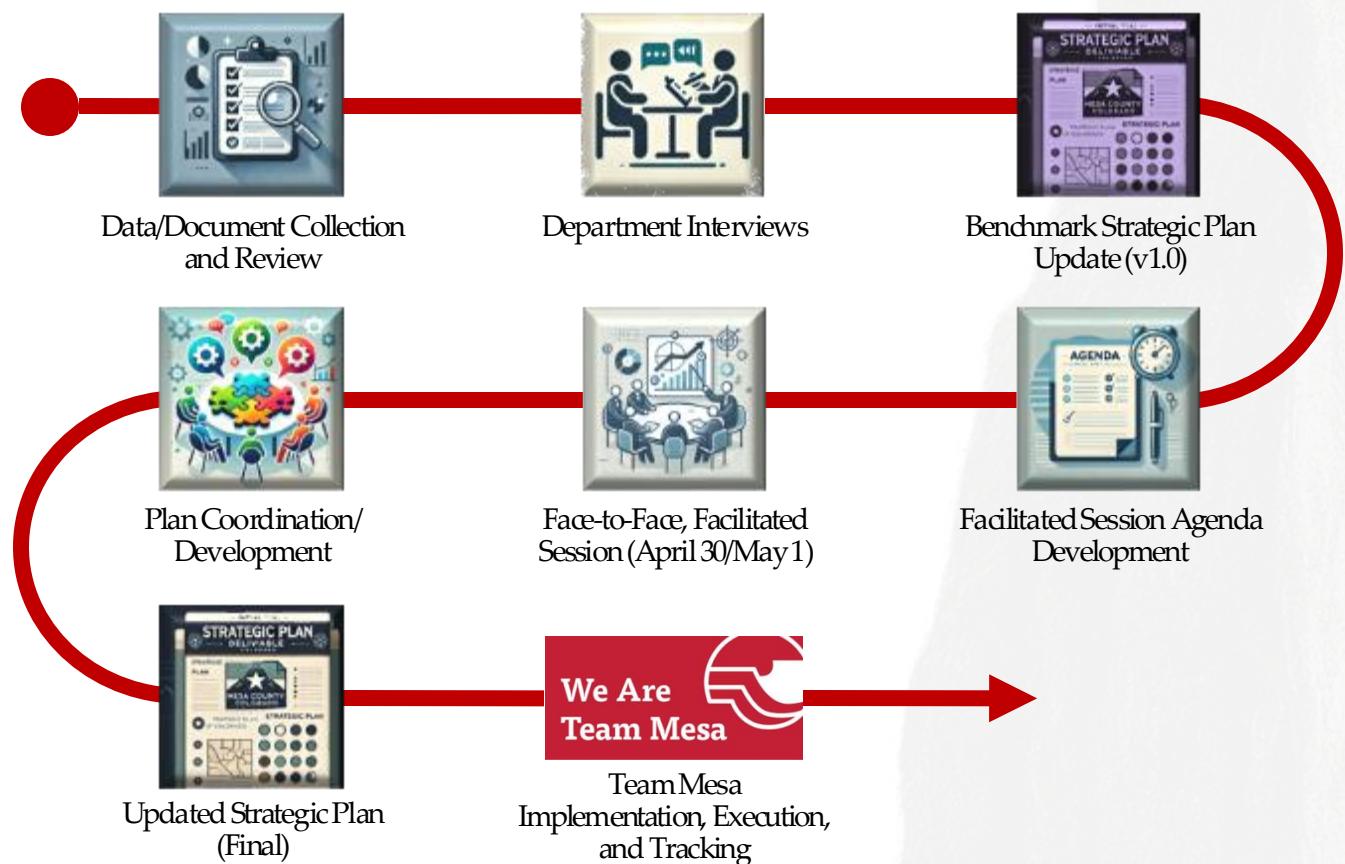
B Summary Performance Metrics

Building the Best Team	Best in Class Outcomes
• Complete all activities on timelines specified	100%
• Achieve best in class workforce engagement for a county government and realize attendant engagement outcomes (see below)	70% of employees report being "engaged" or "highly engaged" (top quartile)
○ Recruitment = position fill rate	≥95% (all Departments/ Agencies)
○ Retention = 1 - Voluntary Quit Rate (Turnover)	≥90% (all Departments/ Agencies)

Delivering Excellence	Best in Class Outcomes
• Complete all activities on timelines specified	100%
• Achieve best in class citizen satisfaction ratings on recurring assessments	See below
○ Overall Satisfaction	≥80% (all Departments/ Agencies)
○ Ease of Access to Services	≥85% (all Departments/ Agencies)
○ Service Delivery Timeliness	≥80% (all Departments/ Agencies)
○ Resident perception of the County "listening"	≥60-70% agree
○ Resident belief that feedback leads to action	≥50% agree
○ Resident belief in meaningful opportunities to provide input/feedback	≥70% agree
○ Resident perception of safety (daytime)	≥85% feel safe
○ Resident perception of safety (nighttime)	≥70% feel safe
• Citizen trust of Team Mesa	≥70%

Leaning Into the Future	Best in Class Outcomes
• Complete all activities on timelines specified	100%
• Stakeholder Engagement Index (SEI)	≥85%
• Responsible Fiscal Execution and Readiness	See below
○ Recurring Budget Accuracy (variance)	±3%
○ General Fund Reserve	≥16%

C Approach to this Strategic Planning Cycle



The intent behind this plan's update is described by the County Administrator earlier in this document in the Executive Summary (see page 2).

The various activities reflected above began in early March and were executed over an approximate three-month timeframe.

For this effort, the County engaged Catalyster, Inc., a leadership development consultancy with significant experience in Mesa County and with multiple County departments.

Their efforts were coordinated through the County Administrator.



