

EL PASO  **COUNTY**
COLORADO

S t r a t e g i c P l a n
2 0 1 2 - 2 0 1 6
Adopted March 2012

**OUR
MISSION**

El Paso County is a regional leader providing excellent community services in the most cost-effective manner.



El Paso County Elected Officials



Darryl Glenn
Commissioner, Dist. 1



Amy Lathen
Commissioner, Dist. 2



Sallie Clark
Commissioner, Dist. 3



Dennis Hisey
Commissioner, Dist. 4



Peggy Littleton
Commissioner, Dist. 5



Mark Lowderman
Assessor



Wayne Williams
Clerk & Recorder



Lawrence Burnett
Surveyor



Robert Balink
Treasurer



Terry Maketa
Sheriff



Dan May
District Attorney



Dr. Robert Bux
Coroner

A Letter from the El Paso County Administrator

Dear El Paso County Citizens,

El Paso County Government continually strives to provide high quality services at a reasonable cost. This has allowed us to maintain the lowest tax rate of any Front Range County in the State of Colorado while providing desired services for our residents. We have been able to accomplish these goals by planning and thinking strategically.

El Paso County has utilized a Strategic Plan for many years as our road map to efficient and effective County government. The Plan promotes the creative provision of services, partnerships with other government agencies, non-profit organizations, and the business community, and consistently striving to provide excellent customer service. As we have limited resources, the Plan also helps identify priorities for community investment.

We appreciate the significant community interest in the

update of our Strategic Plan. Over 1,300 residents participated in our Community Engagement Survey that initiated our update process, a variety of volunteer committees committed many hours determining objectives that will take our County to the next level of services, and we appreciated the robust citizen comments regarding the update process.

The Strategic Plan is a living document that will be used by our respective offices and departments to develop their respective annual plans. The Plan holds us accountable to complete the identified objectives in the plan and we will report back regularly regarding the progress made on the objectives. The Plan also signifies a commitment by County leadership to work together in a transparent and collaborative manner for the betterment of El Paso County. We welcome your input as we work together to meet your needs.



Jeff Greene
County Administrator

Table of Contents

- Budget.....Page 4-5
- Purpose & Process..... Page 6
- Terminology..... Page 7
- Vision & Mission Page 8
- Value Statement Page 8
- Goals Page 9
- Goal One Page 10
- Goal Two Page 12
- Goal Three Page 14
- Goal Four Page 16
- Goal Five Page 18
- The Planners Page 21

County Budget: Present and Future

As the economic downturn of 2007 and 2008 was developing, El Paso County initiated a plan to achieve financial sustainability for the foreseeable future. This included budget reductions of \$45 million from 2005-2009. The County also implemented conservative revenue projections and spending restrictions resulting in the establishment of an operational savings. This operational savings will be used as a temporary one-time stop gap measure addressing the current economic downturn that is projected to continue through 2015.

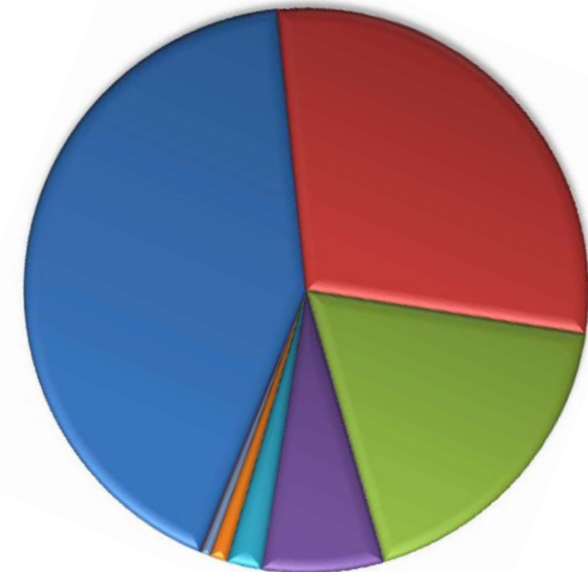
Due to the success of operational savings strategy, El Paso County found itself in a positive budget situation in 2011 allowing the Board of County Commissioners to not only cover the reduction in Property Tax revenue, but also to address over \$4 million of identified critical needs.

While the County has made great strides to address our critical needs, we still continue to feel the effects of the \$45 million budget reductions, especially as it relates to Public Safety. The County was able to address more than \$199 million of the County's

critical capital needs at a cost of \$50 million, by executing a "Strategic Moves" project, maximizing the use of restricted county revenue sources. This was accomplished without any reduction in services provided to our citizens and no increase in local taxpayer cost. This creative and innovative solution is enabling the County to address the increasing cost of our deteriorating facilities and most importantly to continue to operate within its means and retain financial sustainability.

Looking to the future, we will continue to "prepare for the worst economic conditions, but hope for the best". We will continue to balance the budget by addressing immediate needs but only when the consideration of future impacts is analyzed. The County's focus is to work toward long-term sustainability, that will not only address our immediate critical needs but also address long-term critical needs for the next 20-30 years. Moving forward, the County will continue to provide sound and viable financial options that will improve the County's financial condition.

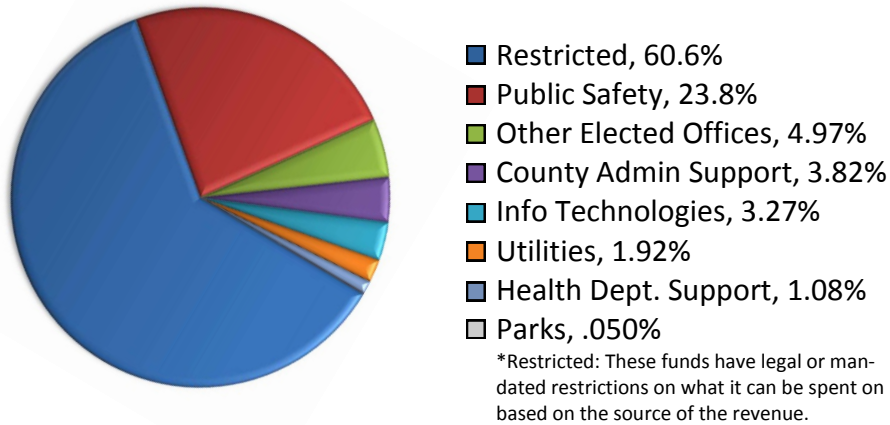
**Total Revenue
by Major Category**
Percentages based on 2012 budget
of \$239 million.



- Sales & Use Tax, 29%
 - Property Tax, 18%
 - Fees & Charges, 7%
 - Specific Ownership, 2%
 - Direct Bill for Support, .5%
 - Intergovernmental, 1%
 - Other Taxes/Payments in Lieu of Taxes/Miscellaneous, .1%
 - Legally Restricted Revenue, 42%
- Restricted: These funds have legal or mandated restrictions based on the source of the revenue.

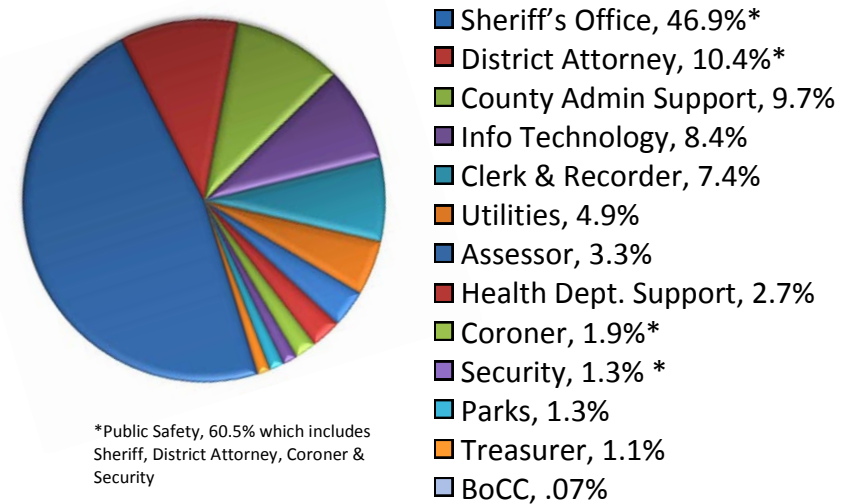
County Budget: Present and Future

Total Expenditures by Major Category



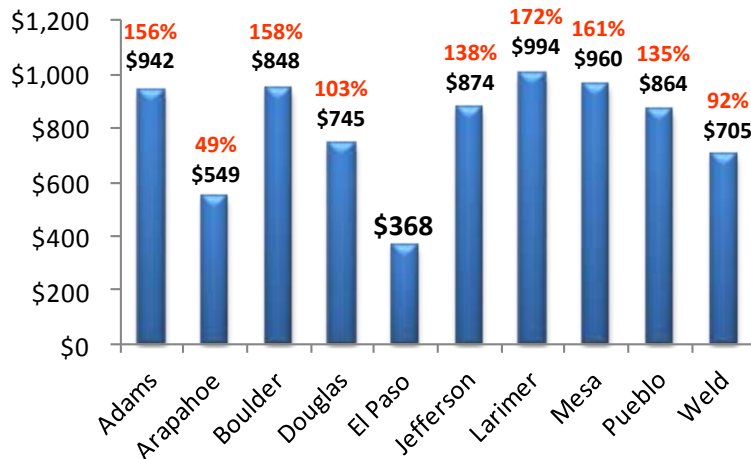
BoCC Discretionary Budget

About 39% of the County Budget is within the Board of County Commissioners Discretion, Percentages based on the 2012 budget.



Colorado 10 County Comparison 2011 Total Budgeted Cost Per Citizen

Red Percentages represent the higher costs of other counties compared to El Paso County



BoCC Discretionary Budget: Historical Annual Cost Per Citizen



Purpose of the Strategic Plan

Simply put, strategic planning is assessing our current efforts and charting a course to maintain and/or improve desired services for our citizens. The Strategic Plan (Plan) helps us make decisions on allocating human and capital resources to achieve the identified goals, strategies, and objectives. Further, the Plan encourages collaborations, partnerships and creative thought among County leadership, partners, stakeholders, municipalities and citizens. Finally, the Plan clearly communicates the County's intended direction over the next five years.

How Is The Plan Used?

The Plan will be used by County Offices and Administration Departments when developing their respective annual plans that will address specific objectives to help address the County's vision, mission, and goals. We have identified more than 130 objectives in the Plan that will be completed over the next first year. We will report back regularly on our progress to the community. Future policy and budget recommendations will be tied back to the Plan.

Plan Update Process

The Plan Update was initiated in the spring, 2011 to update the County's vision, mission, values, goals, strategies and determine objectives to be completed from 2012 – 2016. The update process included the following components:

- A countywide citizen public input survey was conducted to assess current County services and help determine future priorities. Over 1,300 residents participated in the survey.
- County leadership conducted a series of meetings to review and update the County's vision, mission, values, goals and strategies.
- Committees were formed consisting of elected leadership, citizens and staff to develop objectives for each respective goal / strategy.
- The draft Plan update was posted on the County's website and citizens were encouraged to provide written comments during the month of January, 2012.
- A community open house was conducted on January 18, 2012 to gather input from citizens regarding the proposed Plan update.
- The draft Plan was distributed to cities and towns, non-profit organizations, and County boards and commissions for comment.



Strategic Plan Terminology

Vision Statement

An inspirational statement of the future aspirations of an organization.



Mission Statement

An overarching statement of the organization's overall purpose and the methods used to accomplish the mission.



Values

Collective beliefs and behaviors that guide actions.



Goals

Statement of intended results that will be the focus of strategic efforts.



Strategies

Broad definitions on how a specific goal will be accomplished. Strategies are normally reviewed and updated every five years.



Objectives

Specific actions to accomplish strategies that will include detailed plans, specific timeframes, and measurable outcomes. Objectives are normally included in administration / offices annual strategic plans and are reviewed / updated annually.



Our Vision

El Paso County is recognized as a national model and proven leader in providing excellent community services. We reflect our community's values and traditions when serving our citizens and guests. We strive for partnerships and innovation in developing a sustainable and vibrant regional economy. **We deliver efficient, transparent and effective services.**

Our Mission

El Paso County is a regional leader providing excellent community services in the most cost-effective manner.



Nature Studies at Fountain Creek Regional Park

Our Values “SERVICE”

Sustainable
We are committed to financially sustainable, cost effective County government that provides core services that are valued by our citizens.

Engaged
We engage citizens, other local governments, non-profit organizations and the business community to collaboratively achieve common goals through trust, respect, example, vision and commitment.

Responsible
We are responsible for our decisions and actions. We are accountable and transparent.

Value
We value a high standard of excellence and professionalism and take pride in our employees. We invest in our work force.

Inclusive
We are an inclusive and innovative community where citizens are engaged and active and assume personal responsibility for their homes and neighborhoods.

Creative
We are pioneers in creatively providing proactive and responsive customer services that are recognized as models of best practices.

Economic Strength
We encourage economic strength by supporting a strong local economy, removing barriers to business, promoting tourism, retaining local talent in our workforce and maintaining low taxes.

Our Goals

GOAL ONE

Maintain and promote a financially sustainable County government that is transparent and effective.

GOAL TWO

Continue to enhance the understanding of civic services and promote participation, engagement and confidence in County government.

GOAL THREE

Maintain and improve the County transportation system, facilities, infrastructure and technology.

GOAL FOUR

Consistently support regional economic strength.

GOAL FIVE

Strive to ensure a safe, secure and healthy community.

GOAL ONE

Maintain and promote a financially sustainable County government that is transparent and effective.

STRATEGY A:

Increase innovation, efficiency and transparency of government services.

Objectives

1. Offer Citizen’s College in a variety of media formats and provide live-stream during Citizen’s College.
2. Provide live streaming of Citizen Budget Oversight Committee (CBOC) meetings and make recorded CBOC meetings available online.
3. Publish advisory meeting information more prominently on the County website with presentation material available online.
4. Implement an “Innovation Award” Program to encourage and reward a spirit of innovation among County employees.
5. Continue to evaluate service contracts / processes. Perform an assessment of Administrative Service departments and share results with elected offices.
6. Explore the additional outsourcing of selected County services if an equal or higher service level can be obtained at a reduced cost.

STRATEGY B:

Continue to evaluate programs and services, supporting those contributing to the vision, mission and goals.

Objectives

1. Explore other budgeting models / methodologies such as Budgeting for Outcomes.
2. Create and implement a new format for the annual Budget Book.
3. Engage CBOC in the evaluation of County services.



El Paso County maintains 2,092 miles of roads.

STRATEGY C:

Recruit and retain employees with competitive compensation and non-monetary incentives and promote expanded volunteer opportunities.

Objectives

1. Develop an anonymous exit interview process and provide results to senior leadership.
2. Resume July budget presentations (formerly known as Budget Hearing #1) to support the Board of County Commissioners (BoCC) commitment to human capital as the top priority.
3. Expand internship opportunities with area colleges and universities.
4. Expand volunteer program opportunities throughout all County operations.
5. Reinstate a service award recognition program, including BoCC recognition of years of service.



Maintain and promote a financially sustainable County government that is transparent and effective.

STRATEGY D:

Define and allocate ongoing funding streams designated for capital investment and operational needs.

Objectives

1. Review and assess County budget policy in coordination with Departments / Offices and CBOC, including the review of current funding streams, to ensure appropriate and effective use of funding.
2. Review and assess road and equipment needs for the Pikes Peak Rural Transportation Authority's (PPRTA) capital funding and maintenance program.
3. Participate in the distribution of information to residents concerning the PPRTA's capital funding program.
4. Finalize and make recommendations for a Transportation Impact Fee / Public Improvement District.
5. Research the long term impact of oil and gas industry activities on County infrastructure and make recommendations for appropriate fees.
6. Explore the establishment of a dedicated funding stream for public safety operations and capital improvements.

STRATEGY E:

Promote collaborative services to increase trust and efficiency and reduce redundancy.

Objectives

1. Continue to explore opportunities for joint Cities and El Paso County collaboration.
2. Pursue a regionalized approach to county services including land use codes and animal control.
3. Continue to explore consolidated clerk services with the City of Colorado Springs and other municipalities.
4. Partner with other governmental entities to perform a regional assessment of road construction and maintenance needs.
5. Identify opportunities to collaborate with the military and other government agencies to maximize purchasing power through combined contracts.
6. Continue to maximize the public-private partnership with Memorial Hospital for the funding of detox services.
7. Explore the use of a Grants Management System to provide a centralized tracking and coordination system to manage County grant applications and management.

STRATEGY F:

Ensure responsible and appropriate use of federal, state and local tax dollars and other government revenue while advocating for the reduction of mandates.

Objectives

1. Continue to review and analyze restricted funding streams and their legally required uses to ensure that the funds are maximized.
2. Assess TABOR impacts on all new revenue sources as funding becomes available.
3. Partner with Colorado Counties, Inc., Colorado Municipal League, and other organizations to lobby for a requirement that any state mandate include an explanation of the local cost impact and provision for funding said mandate.

GOAL TWO

Continue to enhance the understanding of civic services and promote participation, engagement and confidence in County government.

STRATEGY A:

Increase teamwork and improve working relationships with County boards / committees, elected offices, departments and employees.

Objectives

1. Initiate quarterly meetings of the County’s public information professionals.
2. Maximize functionality of the County website and social media.
3. Finalize and adopt a social media policy for El Paso County.
4. Update Depot and other department intranets to better inform employees and enable them to be better ambassadors for the County.

STRATEGY B:

Enhance access to El Paso County services throughout our County.

Objectives

1. Leverage the County YouTube channel to educate citizens on the most convenient ways to access services.
2. Promote increased public use of County buildings.

STRATEGY C:

Develop and implement a strategic technology infrastructure to engage citizens as stakeholders.

Objectives

1. Begin implementation of Oracle portal and web interface.
2. Begin development of applications for mobile devices to provide easy access to County information and services.



Ceremonial ground breaking for Cheyenne Mountain Shooting Complex. The planned project is a partnership which includes, El Paso County, Fort Carson, The U.S. Forest Service, Colorado Division of Parks and Wildlife, shows the importance of working together for common goals.

**GOAL
TWO**

Continue to enhance the understanding of civic services and promote participation, engagement and confidence in County government.

STRATEGY D:

Expand community partnerships with other government jurisdictions, non-profit organizations, educational institutions, business community and citizen volunteers.

Objectives

1. Create standard presentations for use in educating students and civic groups about County government. Establish a speaker's bureau of County elected officials and staff to make presentations to these groups.
2. Explore opportunities to partner with other municipalities and other agencies to develop public information campaigns on relevant local government services.
3. Create a public awareness campaign with community partners on child abuse prevention.
4. Develop joint City / County informational campaigns on the benefits of standardized election processes.
5. Coordinate with Experience Colorado Springs on regional branding efforts.

STRATEGY E:

Increase civic awareness and citizen understanding of County responsibilities and services.

Objectives

1. Increase use of social media to keep citizens and the media updated on County services.
2. Increase use of video to educate citizens on County services.
3. Enhance transparency by developing a monthly dashboard to publish statistics, metrics, and survey results.
4. Leverage the use of County buildings for County messaging.



Besides meeting Santa Claus and getting a basket full of goodies (food, toys, toiletries, books, coats, hats, clothes and blankets), children receive free eye and dental exams at the annual Feed the Children, a cooperative event with numerous partners, sponsors, donors and volunteers. More than 9,000 people participated in 2011.

**GOAL
THREE**

Maintain and improve the County transportation system, facilities, infrastructure and technology.

STRATEGY A:

Provide a safe and effective County road system that addresses the need for expansion to meet traffic volumes.

Objectives

1. Update the five-year County-wide capital improvement program to prioritize transportation projects and potential funding sources in collaboration with the Pikes Peak Area Council of Governments, Colorado Department of Transportation, City of Colorado Springs, and other governmental jurisdictions.
2. Complete all Pikes Peak Rural Transportation Authority's (PPRTA) County Tier - 1 projects.
3. Support the PPRTA - 2 process for renewal of the capital program portion.
4. Continue the Marksheffel Road planning process involving Powers Boulevard and Banning Lewis Parkway issues.
5. Implement the State Highway 94 Access Management Plan and form a study group to address improvements and potential expansion of CO 94.

STRATEGY B:

Provide current information technology hardware, software, integrated television, internet and communication tools.

Objectives

1. Complete implementation of Oracle Technology Stack that will include the standardization of Oracle technology including applications, middleware, database, operating system, virtual machine, servers, and storage.
2. Complete construction of the Fiber Optic Network to provide for Office-to-Office, County-to-City and County-to-State connectivity for electronic transactions, communications, telephones, and disaster recovery.
3. Modernize Data Center equipment to operate the fiber optic network, security, email, Internet, and storage.
4. Build a Multi-Disciplinary Land Parcel Management System for daily operations in tax assessment, recording, collections, land parcel development, mapping, and documentation.
5. Equip the Citizens' Service Center Data Center to enable a self-contained disaster recovery strategy with cost and location certainty.
6. Complete the conversion to Voice Over Internet Protocol Phone System that includes the infrastructure and handsets needed to respond to citizen requests.
7. Build a Data Warehouse that will expand disaster recovery to critical platforms and introduce data analysis across operational functions and business units.
8. Build Portals and Mobile Apps to enhance communication channels through interactive portals and mobile applications.
9. Implement the Enterprise Content Management System to record official records, including documents and communications.
10. Implement the Enterprise Work Order System to standardize the response and tracking of service requests across operational functions.
11. Implement a Kronos Time and Attendance Management System to standardize vacation leave, sick leave and time reporting processes.

**GOAL
THREE**

Maintain and improve the County transportation system, facilities, infrastructure and technology.

STRATEGY C:

Provide buildings, facilities and equipment to meet the current and future County requirements.

Objectives

1. Complete projects in the current Strategic Moves Plan, including County Office Building, Coroner’s Office, Citizens’ and Service Center Support Building.
2. Develop a long-range County Facilities Plan to succeed the current Strategic Moves Plan.
3. Develop a 5-year County Facilities Maintenance Plan to ensure proper stewardship of all facilities supporting County operations.
4. Develop a 10-year Fleet Capital Replacement Program and the funding strategy to eliminate the backlog of vehicles and equipment beyond their useful service life.

STRATEGY D:

Continue to improve and update the County park system including parks, trails, open space, nature centers, fairgrounds and services.

Objectives

1. Update the Park Master Plan to determine current and future park needs. The updated plan will be used to forge community consensus and partnerships and help determine funding opportunities.
2. Implement park and trail improvement projects consistent with individual park master plans and / or the County Park’s Capital Improvement Program.
3. Complete capital campaigns for the Pinerias Open Space, Rainbow Falls Recreation Area, and Fountain Creek Nature Center Expansion, and implement improvements as funds become available.
4. Secure a site, develop a master plan, secure funding, and construct Falcon Regional Park.
5. Partner with other entities to develop and implement a Regional Trails Plan as part of a multi-modal transportation network.
6. Partner with local non-profit organizations and other entities to provide social and recreational services for eastern El Paso County residents at the County Fairgrounds and complete needed facility upgrades to accommodate the expanded services.
7. Expand recreation and education opportunities and programs that build upon the area’s natural and cultural resources and agricultural heritage.
8. Continue the partnership with the U.S. Department of Veterans Affairs to construct the Southern Colorado Veterans Cemetery in El Paso County.
9. Continue to explore the development of an Off-Highway Vehicle Park that may include partnerships with interested stakeholders.
10. Promote collaborative efforts to expand public open space opportunities in El Paso County.

GOAL FOUR

Consistently support regional economic strength.

STRATEGY A:

Encourage the growth of existing businesses and recruitment of new businesses.

Objectives

1. Pursue implementation of “Barriers to Business” recommendations and institute ongoing Code revision strategies as they are recommended by the Barriers to Business committee and directed by the Board of County Commissioners.
2. Support local businesses by implementing “Buy Local” campaign recommendations. Explore County procurement policies to offer local businesses priority when bidding.
3. Map areas eligible for inclusion in Enterprise Zone. In conjunction with eligible jurisdictions, determine appropriate boundaries under statutory restrictions and request boundary amendments.
4. Pursue legislation that will give counties the ability to offer performance-based credits or rebates of taxes paid by primary employers who demonstrate a positive net impact on county tax revenue.
5. Support, both financially and through County participation, activities and initiatives of regional economic development organizations. The level of support will be determined by an analysis of the return on investment.

STRATEGY B:

Support and advocate for a strong military presence and related military businesses.

Objectives

1. Advocate for a military liaison cabinet position in the State of Colorado.
2. Create a volunteer committee to explore different events / celebrations to support the military. Possibilities include competitions (marching bands, boxing, etc.), deployment send-offs, and return parades.
3. Pursue the continued expansion of military contractors by capitalizing on the significant military presence and the region’s low risk of natural disasters.

STRATEGY C:

Promote a positive community vision which is attractive to businesses and employees.

Objectives

1. Promote improvements to infrastructure to include participation in the Front Range Rail Feasibility Study and collaboration with the City of Colorado Springs to increase flights. Market the area as a gateway to skiing.
2. Support the Pikes Peak Workforce Center’s mission to connect employers with work-ready job seekers and employer-driven services. Provide workforce data on available talent in the area, and connect existing and new companies with qualified workers.
3. Work with higher education to ensure that programs are available for appropriate training and advancement. Identify particular sectors of business where additional programs are needed.
4. Support the effective integration of the County campus with Colorado Springs downtown development.

**GOAL
FOUR**

Consistently support regional economic strength.

STRATEGY D:

Expand tourism opportunities.

Objectives

1. Research conference / convention center models to determine possible ways to increase the County’s capacity to host conventions, conferences, sporting events, and tourism opportunities.
2. Support the expansion of the arts in the Pikes Peak region. Research opportunities for adding arts organizations as Enterprise Zone contribution projects.
3. Leverage the County Fairgrounds as a regional events center and / or community center.
4. Partner with non-profit organizations in the development of new event opportunities, such as an annual Heritage Festival, to celebrate our region's diverse cultural heritage, arts, foods and music.
5. Create and develop a sports shooting complex in partnership with Fort Carson to address our regional and community needs, while preserving our western traditions and public safety. Establish a non-profit corporation, known as “A Soldier’s Friend Foundation.”
6. Pursue grant opportunities to promote our region’s heritage, wildlife, and other tourism events.
7. Promote the use of County facilities, in collaboration with local non-profit organizations, for state, regional and national events.

STRATEGY E:

Promote affordable housing.

Objectives

1. Coordinate the expansion of affordable housing by the strategic use of the Community Development Block Grant funds and partnering with the El Paso County Housing Authority.
2. Ensure that residents have access to emergency rental / mortgage assistance.

STRATEGY F:

Promote the region’s natural beauty and community of neighborhoods.

Objectives

1. Support neighborhood improvement initiatives.
2. Partner with Council of Neighborhood Organizations and other neighborhood organizations to encourage residents to participate in addressing neighborhood planning issues.
3. Encourage master plans to include the protection of scenic corridors.

El Paso County marked its 150th anniversary in 2011. Home to “America’s Mountain” it’s a great place to live, work and play.





Strive to ensure a safe, secure and healthy community.

STRATEGY A:

Support a high level of public safety to include law enforcement, prosecution, and fire and emergency services and preparedness.

Objectives

1. Update and implement the County's Emergency Preparedness and Communication Plan that includes a disaster recovery component.
2. Improve emergency response times and services.
3. Promote drug / alcohol treatment services and educational programs.
4. Promote a regionalized Fire Code.
5. Support innovative programs and services that seek to reduce recidivism, length of stay and the jail population, throughout the judicial system
6. Maintain and enhance high-level prosecution services.

STRATEGY B:

Promote and protect the public health of the community.

Objectives

1. Protect citizens from food-borne illness by utilizing community outreach and partnerships to promote food safety, ensuring that retail food establishments achieve compliance with food safety standards, and consistent enforcement and application of food safety regulations.
2. Reduce youth access to tobacco products through enhanced education programs and working with stakeholders to support state and local laws that reduce youth access to tobacco products.
3. Support implementation of the Community Health Improvement and Public Health Strategic Plans.

STRATEGY C:

Enhance health and safety through active citizen and community partnerships and education.

Objectives

1. Reduce the number of youth in residential treatment facilities.
2. Reduce suicide rates with pro-active awareness campaigns and community partnerships to facilitate prevention and intervention.
3. Reduce the number of accidental injuries in El Paso County.
4. Explore the expansion of partnerships with non-profit and faith-based organizations, businesses and local governments to address senior issues in a collaborative manner.

GOAL FIVE

Strive to ensure a safe, secure and healthy community.

STRATEGY D:

Protect environmental quality including air, land and water.

Objectives

1. Expand the El Paso County Umbrella Wetland Bank by identifying potential sites, and collaborate with respective entities to secure the needed funding.
2. Explore the completion of Phase II of the Groundwater Quality Study, continuing the collaborative process and building on Phase 1 recommendations.
3. Protect drinking water by completing regular sanitary surveys of public drinking water systems, assuring that public drinking water systems are in compliance with sampling plans, and supporting source-water protection planning.
4. Develop a County Plan that includes economic, social, environmental and recycling components.
5. Reinstate the following environmental public health programs to be outcome based: air quality, meth laboratory cleanup, public pools and spas.
6. Expand the community cleanup efforts along County roads and right-of-ways.
7. Develop a forest health initiative that provides technical assistance for the preservation of forest ecology and wildfire management.

STRATEGY E:

Maintain and improve the storm water drainage and flood control systems.

Objective

1. Participate in the development of a regional storm water management program with other local government jurisdictions.

STRATEGY F:

Increase self-sufficiency and reduce welfare dependence.

Objectives

1. Increase the timely processing of public assistance cases.
2. Provide job seekers the job readiness skills needed to obtain and retain gainful employment.
3. Expand County services by broadening collaborations and establishing a satellite office(s) in eastern El Paso County.



Public safety is the largest budget commitment for El Paso County. The offices of the Sheriff, Coroner, District Attorney and the operations and security of the courthouse are top county priorities.

GOAL FIVE

Strive to ensure a safe, secure and healthy community.

STRATEGY G:

Ensure safe buildings and protect neighborhoods and property rights through the code enforcement process.

Objectives

1. Support the Local Government Designee's efforts to liaison with the Colorado Oil and Gas Conservation Commission, oil and gas industry, and the public to regulate future drilling while protecting El Paso County's interests.
2. Maintain current level of code enforcement activities.
3. Assist with neighborhood cleanup projects.
4. Pursue grants for tire dump cleanup efforts.
5. Review and update the Rural Land Use Plan (RLUP) rezoning process and standards.

STRATEGY H:

Reduce child and elder abuse and domestic violence.

Objectives

1. Enhance child well-being by increasing the number of successful stable placements of children in foster care.
2. Increase outreach to schools, military installations, and other connected agencies.
3. Increase support and services for Special Victims Unit prosecutions.
4. Explore opportunities to reduce the stress on caregivers for the elderly, infants and special needs populations in El Paso County.



El Paso County Public Health works to stop the spread of infectious diseases and address serious threats ranging from rabies to influenza as well as providing women and children with nutrition and health information.

Strategic Plan Update Committees

Financial Sustainability Committee

Dennis Hisey, County Commissioner
 Nicola Sapp, Budget Administration Department
 Judy Hardwicke, County Treasurer's Office
 Eileen Gonzales, Contracts & Procurement
 Dan May, District Attorney
 Annette Perea, District Attorney's Office
 Larry Kastner, Sheriff's Office
 Elaine Johnsen, Budget Administration Department
 Nikki Simmons, Clerk and Recorder's Office
 Patrick Carter, Citizen Budget Oversight Committee
 Jeff Greene, County Administration

Safe, Secure & Healthy Community Committee

Peggy Littleton, County Commissioner
 Sallie Clark, County Commissioner
 Rick Bengtsson, Department of Human Services
 Larry Kastner, Sheriff's Office
 Dr. Robert Bux, Coroner
 Dan Zook, District Attorney's Office
 Michelle Nelson, District Attorney's Office
 Victoria L Broerman, Board of Public Health
 Jan Doran, DHS Advisory Committee
 Kandi Buckland, Department of Public Health
 Tom Gonzales, Department of Public Health
 Kathy Andrew, Community Services Department
 Sean Chambers, Groundwater Quality Study Committee
 Charlie Whelan, Pikes Peak Workforce Center
 Jeanne Cotter, Pikes Peak Workforce Center
 Mark Gebhart, Development Services Division

Patty Baxter, Sheriff's Office
 Jim Reid, Sheriff's Office
 Max Rothschild, Development Services Department

Public Understanding / Engagement / Confidence Committee

Darryl Glenn, County Commissioner
 Dave Rose, Public Information Office
 Alissa Vander Veen, Clerk and Recorder's Office
 Imad Karaki, Support Services Department
 Jennifer Brown, Department of Human Services
 Danielle Oller, Department of Public Health
 Jacqueline Kirby, Sheriff's Office
 Fran St. Germain, County Administration
 Doug Price, Experience Colorado Springs
 Ron Teck, Intergovernmental Affairs

Transportation / Facilities / Technology Committee

Sallie Clark, County Commissioner
 Amy Lathen, County Commissioner
 Imad Karaki, Support Services Department
 Wayne Williams, Clerk and Recorder
 Alissa Vander Veen, Clerk and Recorder's Office
 Reb Williams, Highway Advisory Commission
 Barb Remy, Park Advisory Board
 Elaine Kleckner, Community Services Department
 Andre Brackin, Public Services Department
 Max Kirschbaum, Public Services Department
 Steve Schleiker, Assessor's Office

Jeff Lindsey, District Attorney's Office
 Larry Stein, District Attorney's Office
 Bryan Clark, Department of Public Health
 Rick Bengtsson, Department of Human Services
 Monnie Gore, County Administration

Economic Strength Committee

Amy Lathen, County Commissioner
 Peggy Littleton, County Commissioner
 DeAnne McCann, Budget and Economic Development
 Dave Munger, Community Development Advisory Board
 Steve Hicks, Planning Commission
 Imad Karaki, Support Services Department
 Max Rothschild, Development Services Department
 Charlie Whelan, Pikes Peak Workforce Center
 Jeff Greene, County Administration
 Sherrie Vogt, Housing Authority
 Nicola Sapp, Budget Administration Department

Update Oversight Committee

Peggy Littleton, County Commissioner
 Tim Wolken, Community Services Department
 Paul Andersen, Budget Administration Department

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Layout and Production

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Strategic Plan 2012 - 2016
Adopted March 2012

Transparent • Effective • Service

**A copy of the Strategic Plan can be found
on the El Paso County website at www.elpasoco.com**

**For more information on the El Paso County Strategic Plan, please contact:
Tim Wolken, Community Services Department
(719) 520-6981 or timwolken@elpasoco.com**

**OUR
MISSION**

El Paso County is a regional leader providing excellent community services in the most cost-effective manner.
