

LARIMER COUNTY
HUMAN RESOURCES
ANNUAL REPORT



LARIMER COUNTY

GUIDING PRINCIPLES

Larimer County will add value to the lives of its citizens today and in the future by:



Being good stewards of public resources.



Promoting innovation, adaptability, and committing to continuous improvement.



Providing quality customer service.



Empowering people to take responsibility.



Cultivating partnerships.



Being a fulfilling and enjoyable place to work.

OUR VISION

The Human Resources Department will help Larimer County Government meet the needs of our community.

OUR MISSION

We are committed to attracting, developing, maintaining, and retaining a talented workforce by:

- Actively listening to our employees.
- Providing timely and accurate services.
- Empowering customers to take responsibility through technology, training, and education.
- Modeling and encouraging a positive and healthy work environment.
- Embracing innovation and encouraging it throughout the organization.
- Being a trusted and impartial resource.
- Communicating respectfully, openly, and honestly.

NOTE FROM THE HR DIRECTOR

Larimer County's Vision sets the foundation for what we strive to achieve daily in Human Resources.

We are committed to contributing to the innovative community where we live, work, and play through our employees.

Our mission begins with three simple but critical words, "we are committed." Each year, we focus on goals that will ultimately contribute to the business of Larimer County, transform the work experience, and enhance our employment reputation. We focus on operational efficiency (continuous improvement), innovation, culture, and enterprise risk management. Whether we are implementing new technologies, redesigning and reimagining core processes, focusing on leadership and professional development, or launching new employee engagement opportunities, we are listening, empowering, building trust and communication, as core to each of our deliverables.

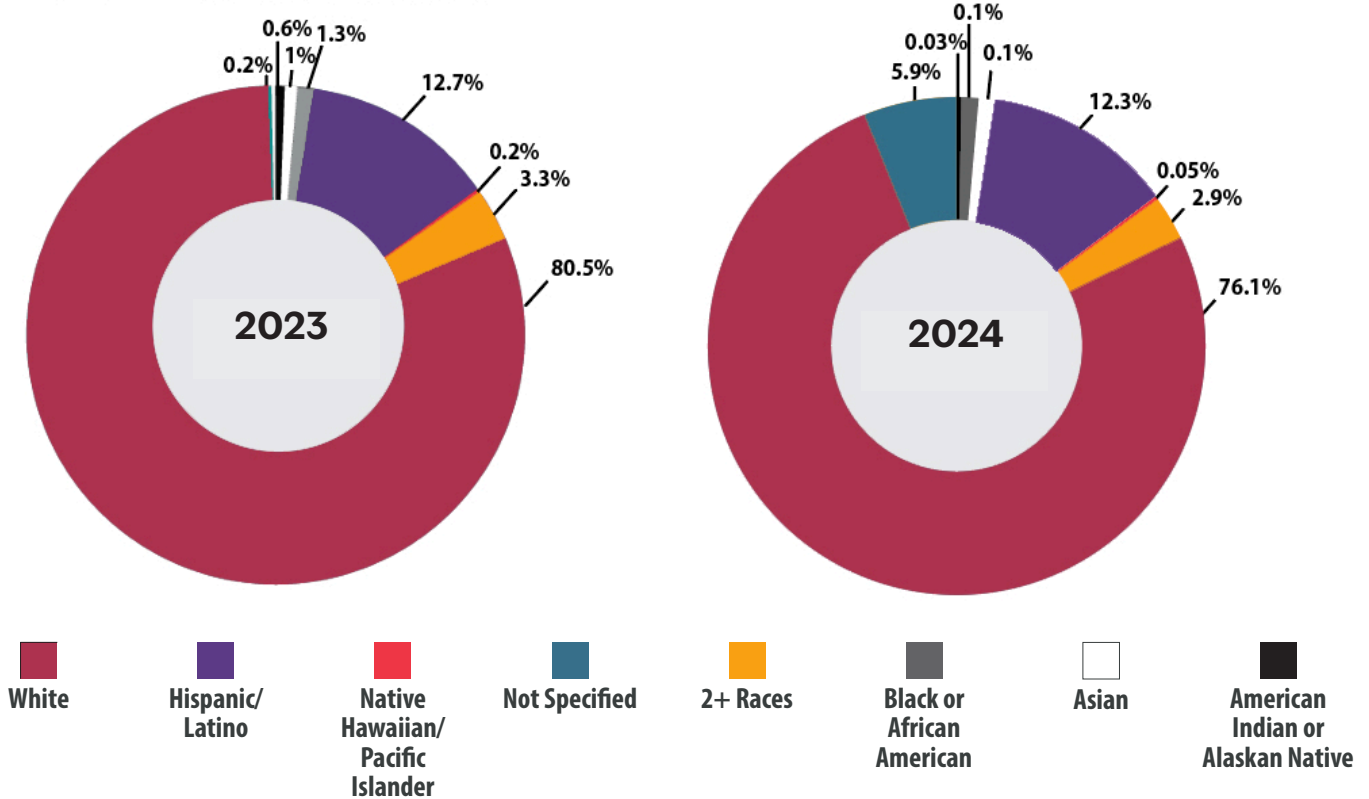
This annual report presents a comprehensive overview of our key contributions in 2024, our goals for 2025 and beyond, and a detailed analysis of our performance measures and workforce demographics. The Human Resources team remains steadfast in our commitment to excellence and value in our services. We are unwavering in our dedication to the success of Larimer County employees and services.

Bridget Paris
Human Resources Director



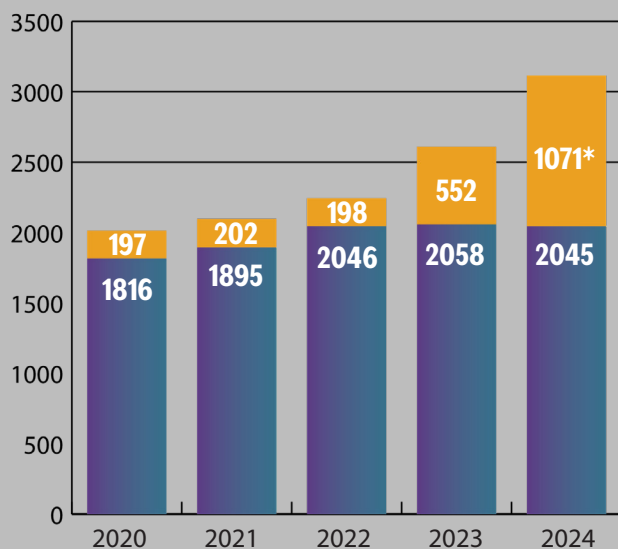
CLUSION

WORKFORCE BY ETHNICITY



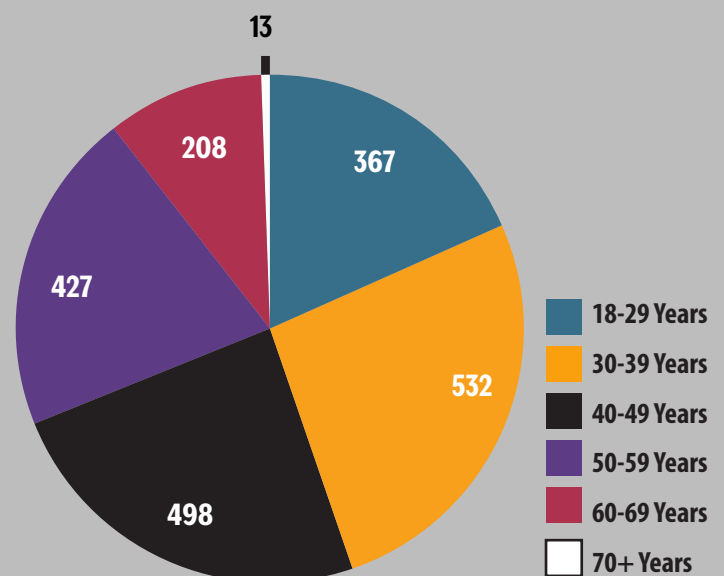
EMPLOYEE COUNT

Regular/Limited Term vs. Temporary



*Our temporary employee count is higher in 2024 due to the primary election, which required hiring additional election judges

WORKFORCE BY AGE



2024 EMPLOYEE AVERAGES



AVERAGE SALARY

\$82,405.33



AVERAGE TENURE

8.55 Years

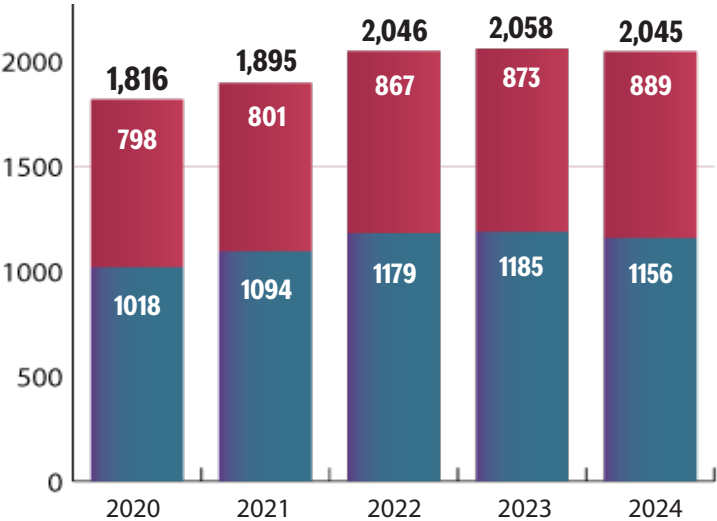


AVERAGE AGE

43 Years

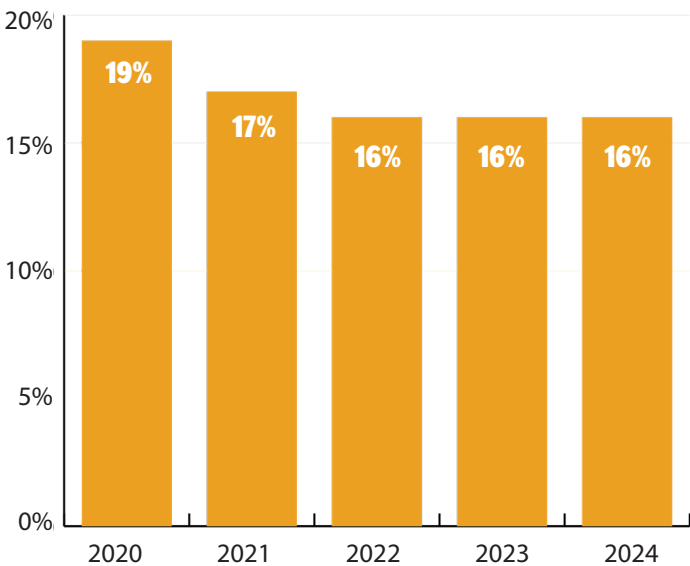
WORKFORCE BY GENDER

Women | Men

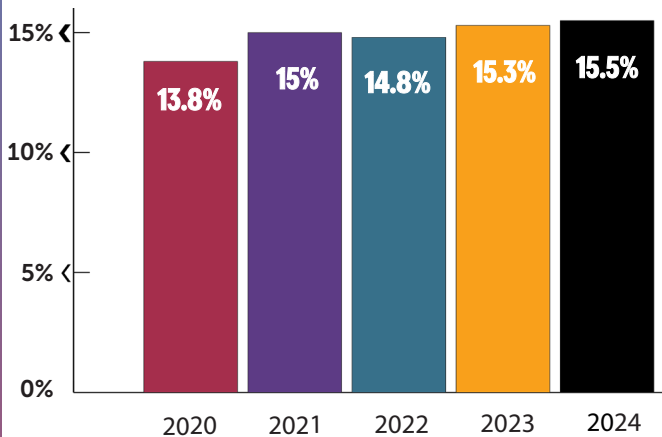


EMPLOYEES ELIGIBLE TO RETIRE IN 5-10 YEARS

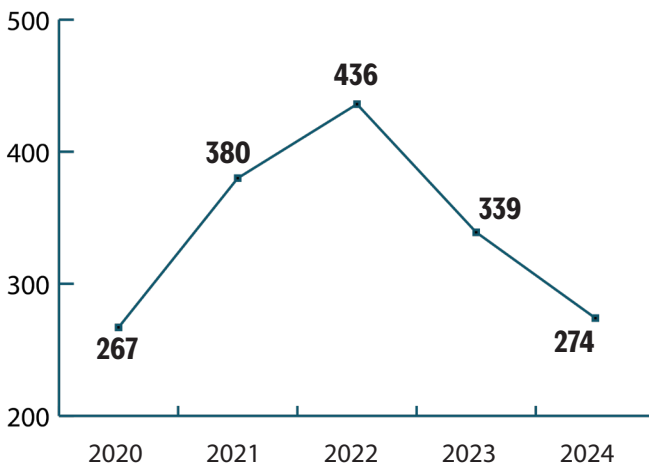
Employees who turn 65 over the next few years and will be eligible to retire.



TURNOVER RATE

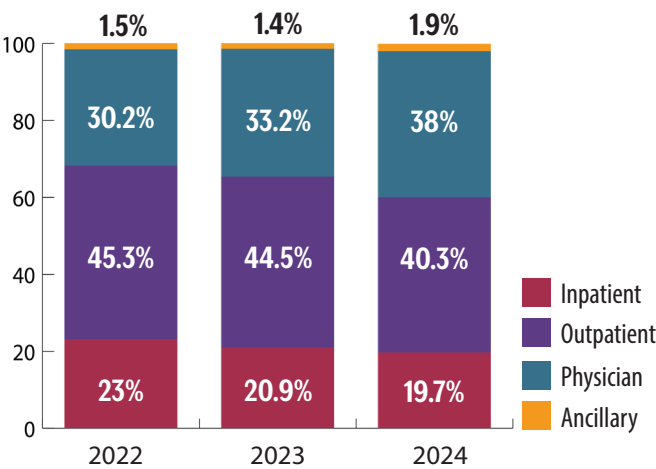


REGULAR HIRES



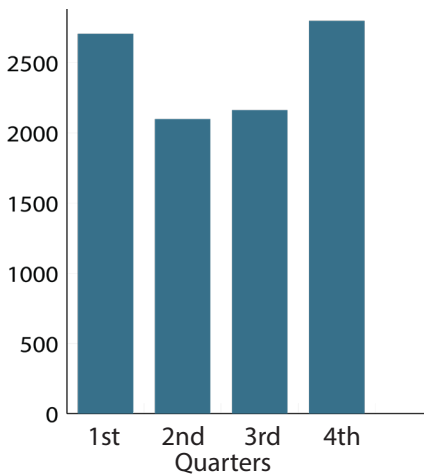
BENEFITS

CLAIMS PAID BY PLACE OF SERVICE



HEALTHCARE BLUEBOOK UTILIZATION

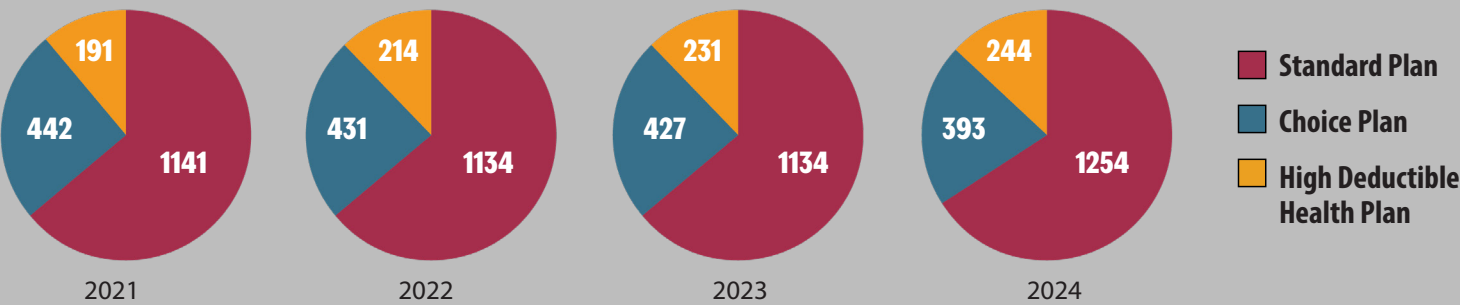
Employees who frequently access and use the Healthcare Blue Book tool by quarters.



\$21,895

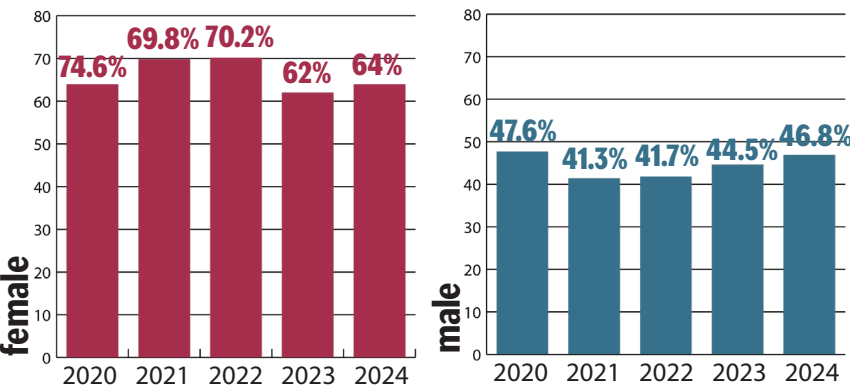
Over \$21,895 in rewards (cash back) for using high quality/low-cost (green) providers for their healthcare services was earned by County employees.

ENROLLMENT NUMBERS BY PLAN



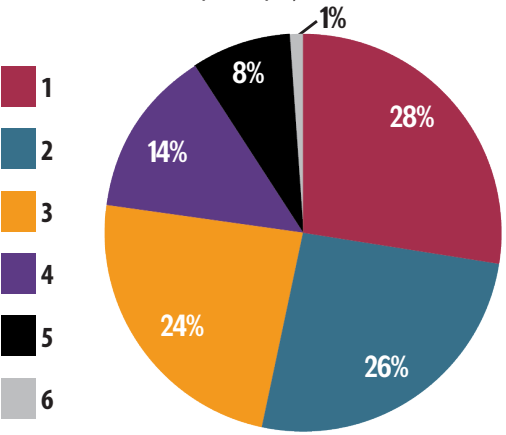
PREVENTATIVE CARE

Preventive care is essential for early illness detection. Our medical plans offer free access to these services, and we encourage their use. We'll continue collaborating with local healthcare providers to remove barriers and ensure easy access to preventive screenings. Charts show percentages of preventative exams and procedures completed by employees.



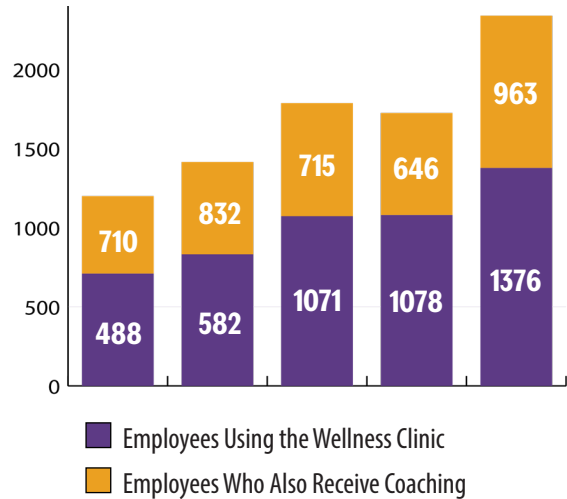
BIOMETRIC RISK FACTORS PER EMPLOYEE

From the Biometric screenings we identified the average number of risk factors per employee.

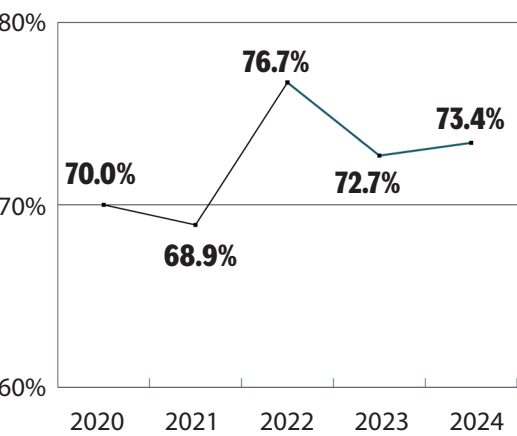


WELLNESS CLINIC UTILIZATION

Another strategy to reduce healthcare costs is our investment in an on-site Wellness Clinic for those enrolled in the medical plan. We ensure independent, objective staff, not tied to any specific health system, while maintaining full oversight of services and care quality.

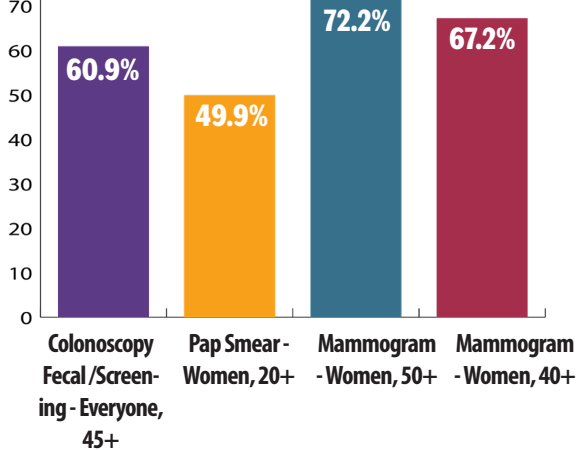


EMPLOYEES WHO EARNED THE WELLNESS RATE



CANCER SCREENINGS COMPLETED

Routine preventative screenings can discover potentially costly medical conditions before they result in high dollar claims.



HEALTHCARE PREMIUM COST INCREASE

WHY DOES THIS MATTER?

Larimer County is a self-funded health plan. That means our premium contributions pay our medical and pharmacy claims. Therefore, the more claims we have, the more we must collect in premiums OR by altering our plan designs to cover this cost.

YEAR	COST INCREASE
2020	0%
2021	0%
2022	3%
2023	0%
2024	3%

2024 ACCOMPLISHMENTS

- Implemented a program in partnership with Banner MD Anderson to provide high-quality, affordable cancer care, effective January 1, 2024. Webinars were conducted in June to reinforce awareness of the new benefit. Utilization and future education opportunities will be evaluated in Q1 2025.
- Attempted to secure grant funding and general fund dollars to expand mental health programming and resources for first responders (outside of the medical plan); however, implementation was placed on hold at the request of leadership.
- Promoted and implemented new wellness program requirements while maintaining similar completion metrics, such as earning the wellness rate discount and sustaining or improving aggregate health scores. Regular reminders were shared through Inside Info, webinars, targeted emails from Navigate, and clinic staff promotions to engage employees.

2025 GOALS

- Enhance employee engagement with our comprehensive benefits offerings through targeted education and outreach, supported by the addition of a second Health Promotion and Outreach Technician.
- Implement department-specific programming and resources based on data analysis and job shadowing insights.
- Expand communication strategies, including home mailers, videos, and other outreach methods, to ensure employees and their covered family members are well-informed about available benefits. By increasing awareness and utilization of these resources, we aim to help mitigate the need for future rate increases or plan design changes.

BENEFITS STAFF

- Jennifer Whitener**
Benefits Manager
- Rachel Sporleder**
Benefits Team Lead
- Kathy Harris**
Benefits Specialist
- Lauren Emory**
Health Promotion & Outreach Technician
- Andrea Bilderback**
Health Promotion & Outreach Specialist

TIONS

2024 ACCOMPLISHMENTS

- Evaluated and tested new diversity, equity, and inclusion (DEI) measurements for recruiting. Began posting jobs with Disability Solutions to increase hiring of individuals with disabilities and added GovernmentJobs to expand outreach to niche recruiting sites for diverse candidates. Usage and reach data from these platforms are still pending.
- Shared insights from 30/90-day onboarding surveys and exit interviews with Decision Makers when response thresholds (five or more) were met. Due to a delayed rollout of updated onboarding surveys, there was limited data available for distribution. Expect to provide more comprehensive insights in 2025.
- Aligned policies, procedures, and communication regarding leaves and onboarding with the implementation of Workforce Dimensions (now WFM), ensuring a smooth transition before, during, and after the system launch.

2025 GOALS

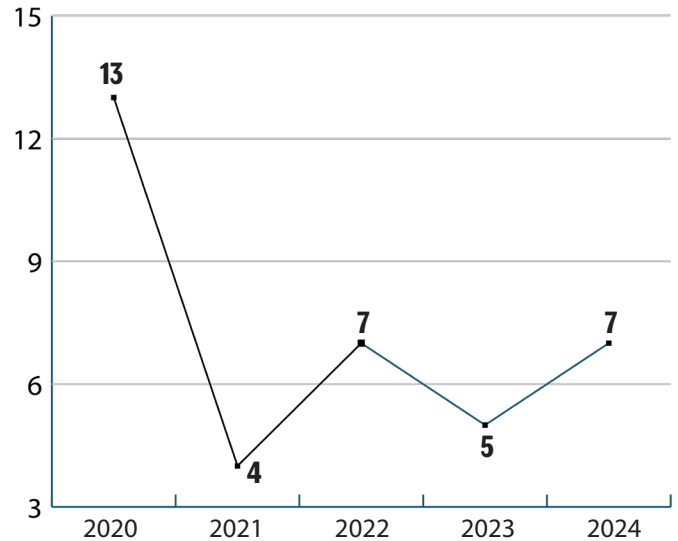
- Each Generalist will focus on their designated program area, including leaves, performance management, new hire retention, and engagement/culture, to enhance support and effectiveness in these key areas.
- Develop a proactive training plan for departments and offices to address common challenges and strengthen leadership and employee development.
- Improve communication and refine recruiting strategies to better support departments in filling hard-to-recruit positions, ensuring a more effective and efficient hiring process.

EMPLOYEE RELATIONS STAFF

- | | |
|--|--|
| • Christine Kuehnast
<i>Employee Relations Manager</i> | • Lisa Wempen
<i>Senior HR Generalist</i> |
| • Nicole Berg
<i>Inclusion Administrator</i> | • Evan Scott
<i>HR Generalist</i> |
| • Sarah Witherell
<i>Senior HR Generalist</i> | • Marcy Hamilton
<i>Application Support Specialist</i> |
| • Eileen Brittingham
<i>Senior HR Generalist</i> | • Erin Schmidt
<i>Leave Specialist</i> |

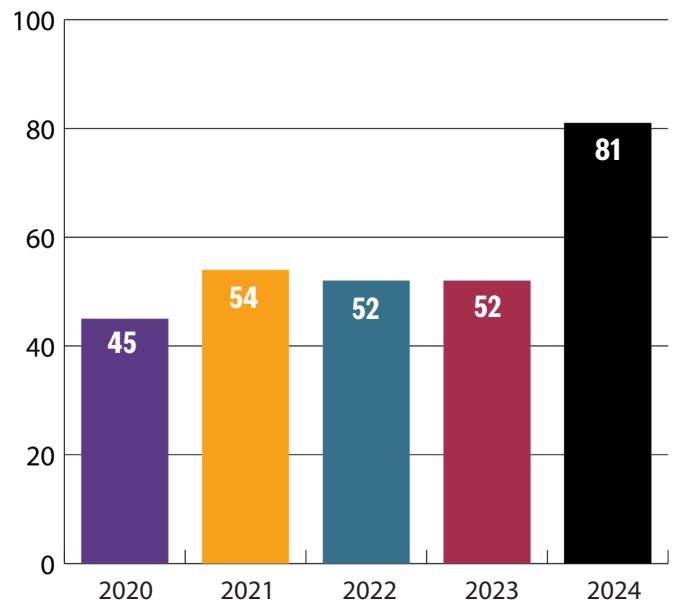
INVESTIGATIONS BY YEAR

Investigations ensure we meet legal compliance and address misconduct. When reports are made, we're obligated to investigate and take steps to stop harassment or discrimination. They also show our commitment to supporting employees and fostering an inclusive, safe workplace where everyone feels welcome.



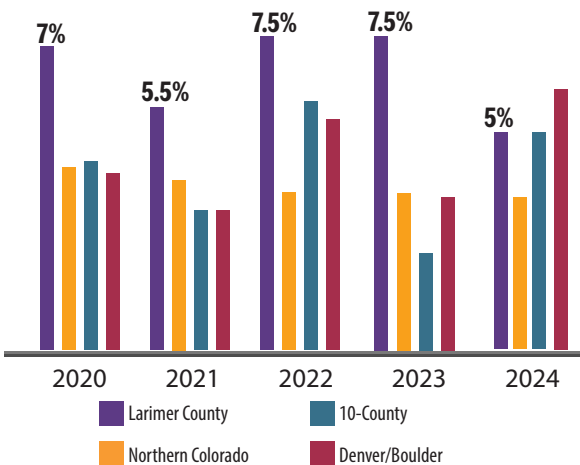
NEW BABIES ONESIES DISTRIBUTION

Our Leave Specialist sends Larimer County baby onesies to new arrivals. It's our way of welcoming new additions to the Larimer County family.



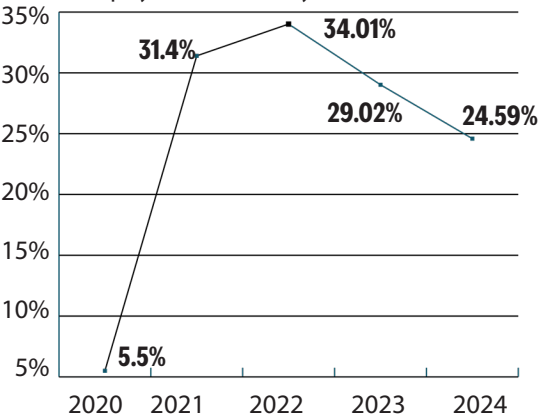
COMPENSATION

HISTORICAL PAY INCREASE COMPARISON



PERCENTAGE OF JOB DESCRIPTIONS UPDATED

Having correct and accurate job descriptions helps ensure equity across the County.



TRAINING

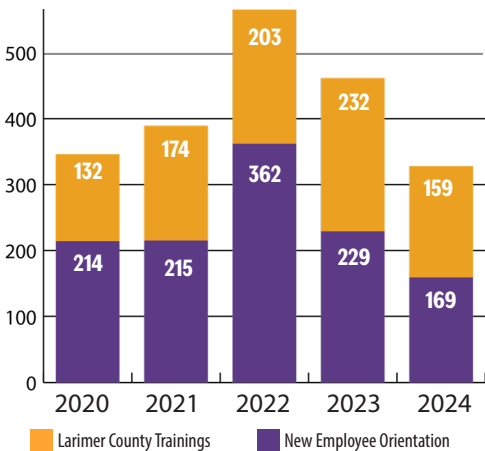
TOP CLASSES IN 2024

- #1 Crucial Conversations
- #2 Emotional Literacy & Conflict Resolution
- #3 Positive Intelligence

LinkedIn Learning

- 1,052 Hours of Viewed Content
- 484 Employees Viewed Content
- 22,415 Videos Viewed
- 917 Completed Courses

TRAINING PARTICIPANTS



TOP LINKED-IN CLASSES

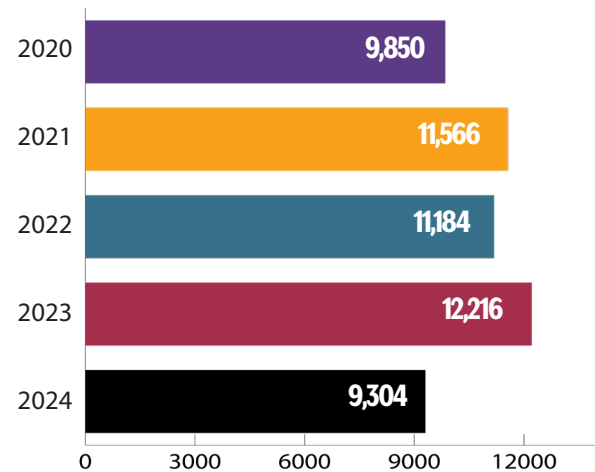


RECRUITING

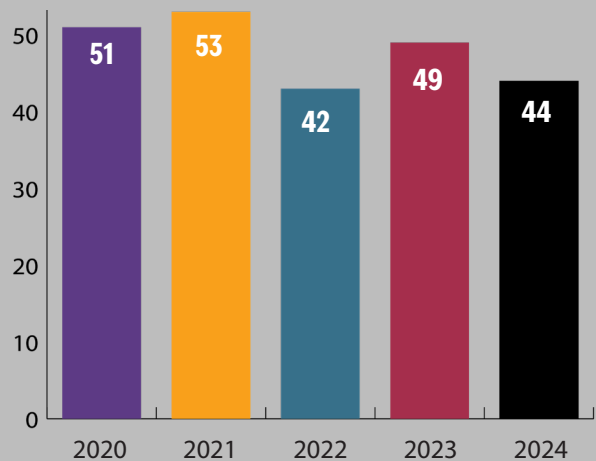
RECRUITING STAFF

- Jessica Villaseñor
HR Coordinator
- Alycia Tucker
HR Technician

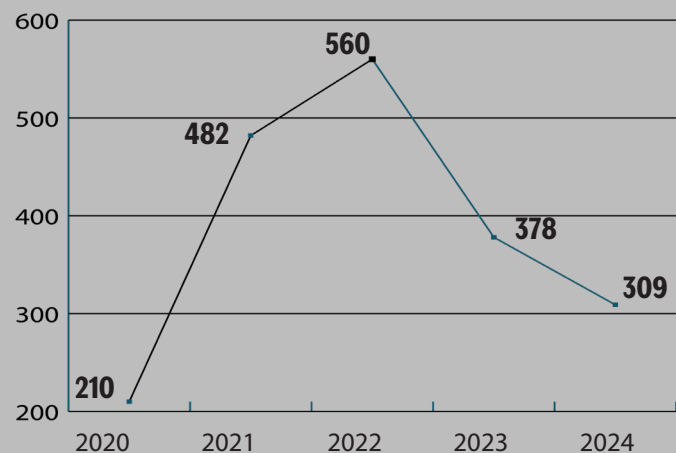
NUMBER OF APPLICANTS BY YEAR



AVERAGE NUMBER OF DAYS FROM JOB POSTING TO JOB OFFER



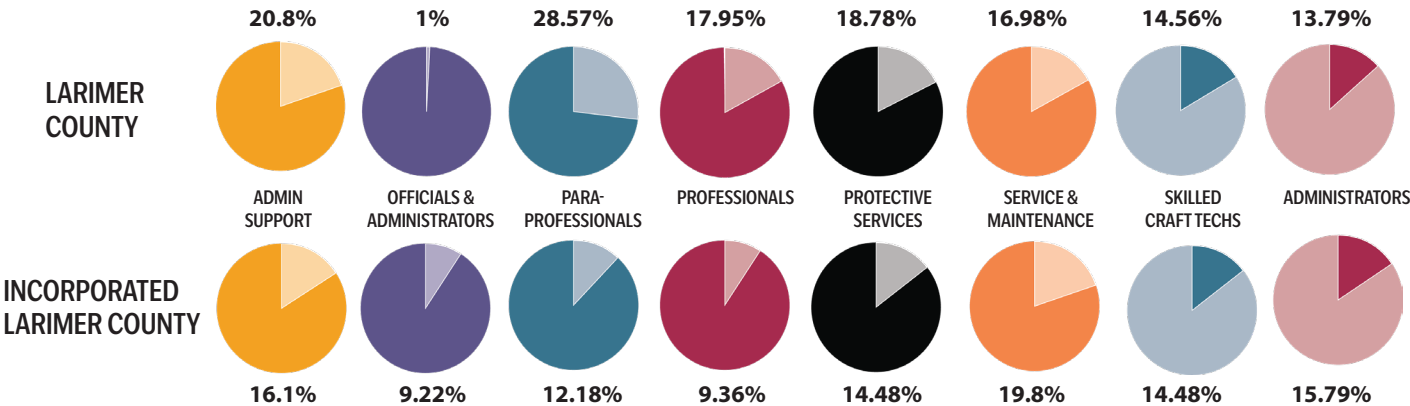
JOB POSTINGS PER YEAR



AFFIRMATIVE ACTION BY THE NUMBERS

MINORITY AND EQUAL EMPLOYMENT OPPORTUNITY JOB CODES

As we continue to work on inclusion at the County, recruiting a diverse workforce remains a priority for Larimer County. Occupational Groups identified with less representation will be addressed through recruiting strategies and the County's Affirmative Action Plan. A similar or bigger size pie slice tells us that we're meeting the mark in that EEO job code; pies that are smaller give us room to improve.



PAYROLL

2024 ACCOMPLISHMENTS

- Implementation of UKG Workforce Management Timekeeping system.
- Training for Payroll Reps, Employees, and Managers around the new Workforce Management Timekeeping system. Team continued to fix problems that arose during implementation.

2025 GOALS

- Continued Education on WFM.
- New Dataviews and BI reports built.
- Payroll Training.

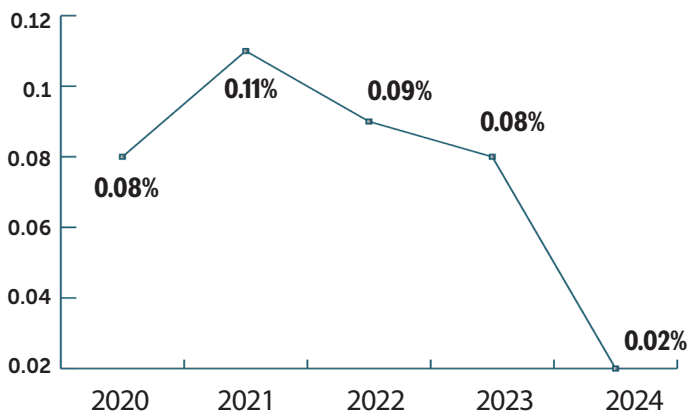
PAYROLL STAFF

- | | |
|--|--|
| • Amy O'Donnell
<i>Payroll Manager</i> | • Nicki McNeill
<i>Payroll Specialist</i> |
| • Tommie Anne Ruble
<i>Payroll Specialist</i> | • LeAnn Clark
<i>Payroll Specialist</i> |

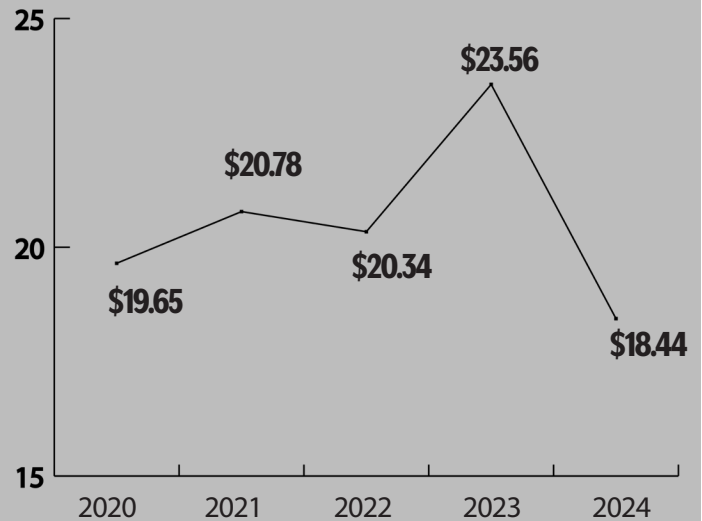
PAYROLL ERRORS RESULTING IN PAPER CHECKS

WHY IT MATTERS?

The number of manual checks issued reflects the accuracy of our Payroll department. The lower the number of manual checks, the higher the accuracy.



COST PER PAYCHECK

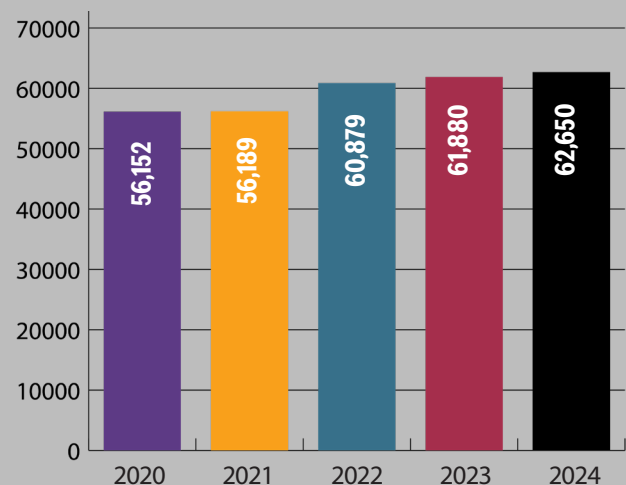


UKG MOBILE APP

48% EMPLOYEES USED THE ULTIPRO MOBILE APP

TOP 3 FEATURES
#1 - PAY HUB
#2 - PAY DETAILS
#3 - BENEFITS

PAYCHECKS ISSUED



ADMIN SERVICE

2024 ACCOMPLISHMENTS

- Implementation and launch of ClearView "Open Voice" (Syntrio reporting tool)
- Document Manager access for managers/supervisors and employees

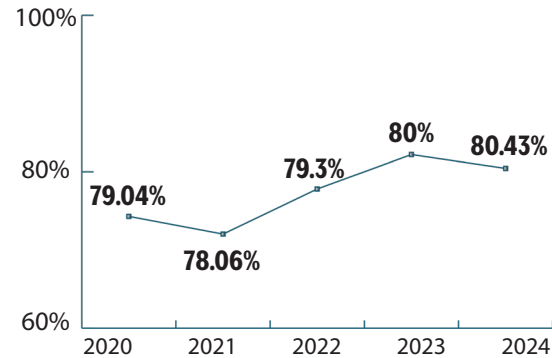
2025 GOALS

- Department personnel file copy cleanup completion

ADMINISTRATIVE STAFF

- Nick Cole
Accounting Manager
- Jennifer Glover
Communications Coordinator
- Katie Lewis
Business Operations Coordinator
- JoLynn Albritton
Communications Specialist
- Valerie Douglas
Administrative Specialist II
- Betty Henson
Human Resources Clerk

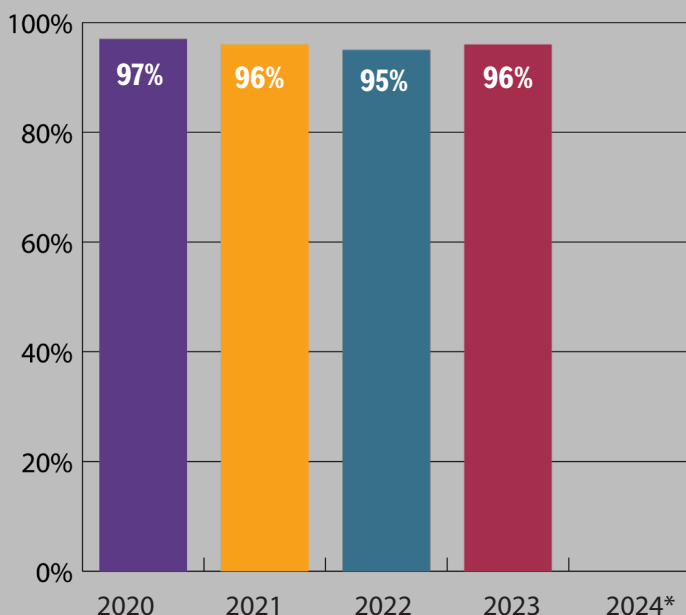
AVERAGE OPEN RATE FOR HR COMMUNICATION



HR WEBSITE STATISTICS

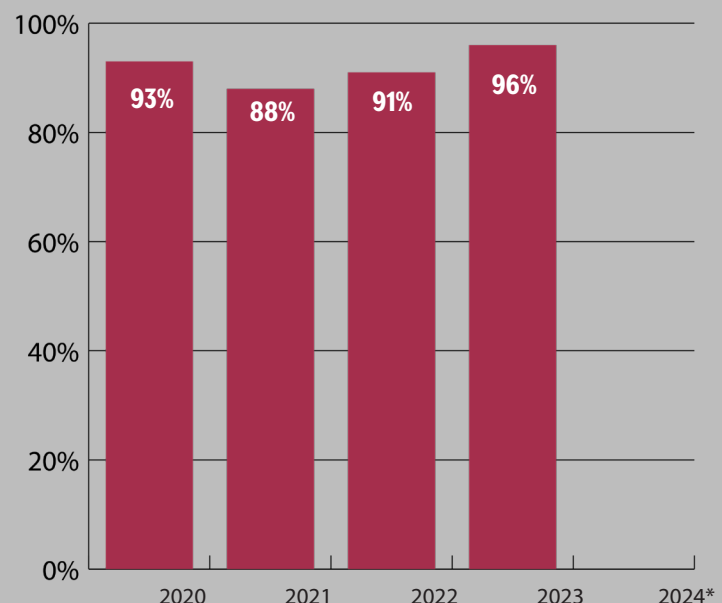
YEAR	VISITORS	PAGE VIEWS	TOP HR PAGES
2020	76,529	314,786	Career (25%)
2021	92,448	351,290	Benefits (12%)
2022	86,528	340,280	Job Descriptions (9%)
2023	121,005	410,402	
2024	106,230	388,101	

2023 EMPLOYEE SATISFACTION WITH HR*



*Due to the implementation of a new time keeping system at the same time we usually send out a department survey, we did not conduct a department survey in 2024.

2023 EMPLOYEES FIND HR INFO EASILY ACCESSIBLE*



NECTAR EMPLOYEE RECOGNITION

TOP 3

PARTICIPATING DEPTS.

- TREASURER 88%
- COMMUNITY DEVELOPMENT 84%
- COUNTY ATTORNEY 80%

EMPLOYEE PARTICIPATION

61%

MANAGEMENT PARTICIPATION

72%

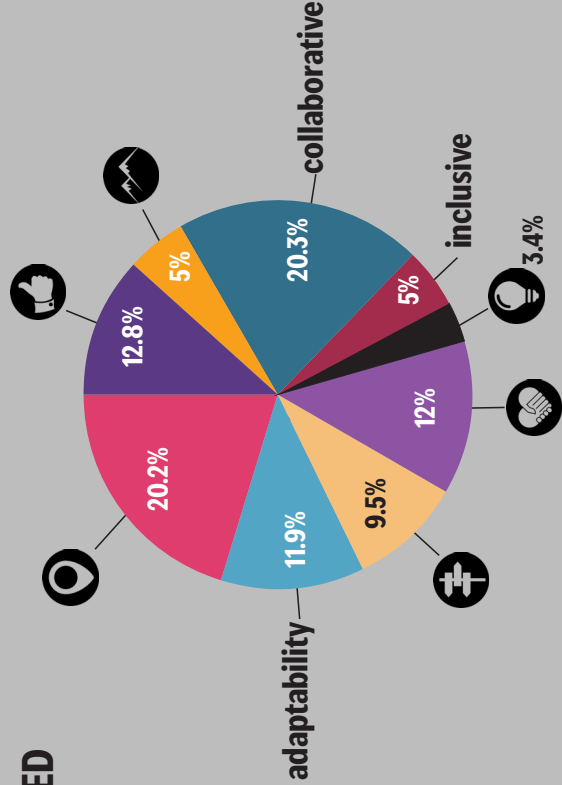
REDEEMED POINTS IN 2024

748,480+

SHOUT-OUTS GIVEN

32,596

CORE VALUES CITED



HUMAN RESOURCES PROGRAMS

INNOVATION AWARDS	TUITION REIMBURSEMENT	2ND LANGUAGE COMPENSATION	REMOTE WORK	LONGEVITY
The Innovation Awards Program is an annual award where leadership teams vote on submitted application of innovative of updates and ideas.	The Tuition Reimbursement Program offers non-taxable tuition reimbursement assistance, administered by the HR Department.	The Second Language Program encourages and recognizes employees who use a second language to serve Larimer County customers.	The Remote Work Program enables employees to work outside County offices or locations, either full-time or part-time.	We celebrate long-term employees and milestone anniversaries quarterly, recognizing 5, 10, 15, 20, 25, and 30+ year anniversaries.
Runs January - April	Ongoing	Ongoing	Ongoing	Ongoing



2024

LARIMER COUNTY HUMAN RESOURCES