



2025
HUMAN
RESOURCES
ANNUAL REPORT

LARIMER COUNTY GUIDING PRINCIPLES

Larimer County will add value to the lives of our community members today and in the future by:



Being good stewards of public resources.



Promoting innovation, adaptability, and committing to continuous improvement.



Providing consistent quality customer service.



Empowering people to take responsibility.



Cultivating collaborative relationships.



Being a fulfilling, respectful, 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 HUMAN RESOURCES DIRECTOR



Larimer County's strength is rooted in its people. In Human Resources, our focus is on creating an environment where employees can do their best work, feel connected to purpose, and grow in meaningful ways.

This past year, our efforts centered on enhancing the employee experience while supporting the evolving needs of our organization. From streamlining processes and improving systems to expanding development opportunities and strengthening engagement, our work is designed to be both practical and people-centered. We continue to prioritize listening, building trust, and creating clarity—because how work gets done is just as important as what gets done.

As we look ahead, we remain focused on supporting a resilient, adaptable workforce and a workplace culture that reflects the values of Larimer County. This report highlights our progress, shares key outcomes, and outlines where we are headed next.

We are proud of the work accomplished and remain committed to delivering services that support employees, leaders, and the community we serve.

A handwritten signature in black ink, appearing to read "Bridget Paris".

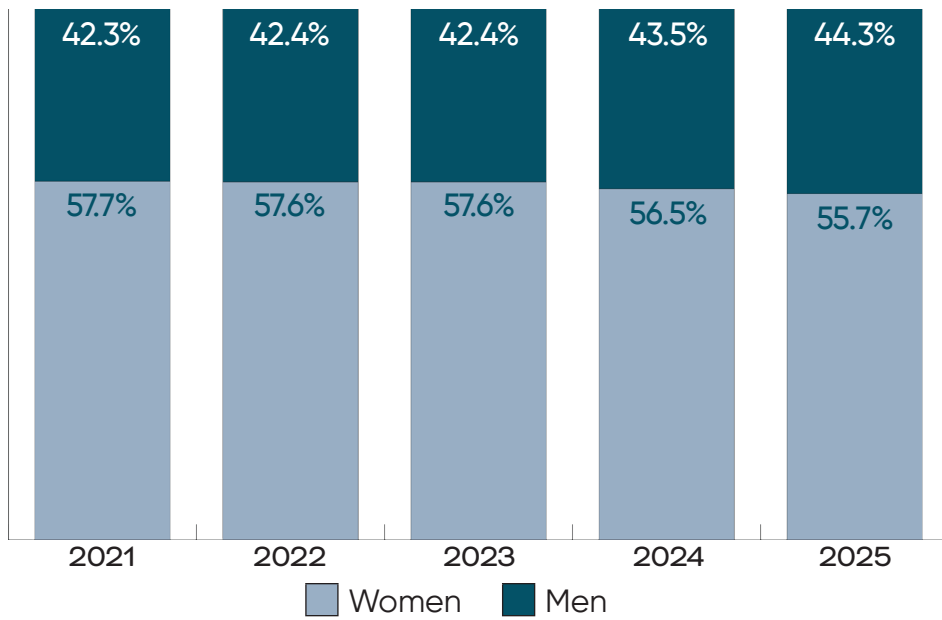
Bridget Paris
Human Resources Director

WORKFORCE INSIGHTS + TRENDS

Behind every service Larimer County provides is a team of people making it happen. This section offers a closer look at who those people are... highlighting the experiences, backgrounds, and career journeys that shape our workforce. From hiring and turnover to tenure, retirement eligibility, and representation, these insights help tell the story of how our organization is evolving over time.

By sharing this information, we aim to be transparent, better understand our workforce, and make informed decisions that support employees today while also preparing for the future.

WORKFORCE BY GENDER



2025 EMPLOYEE AVERAGES



\$86,265.76
AVERAGE SALARY

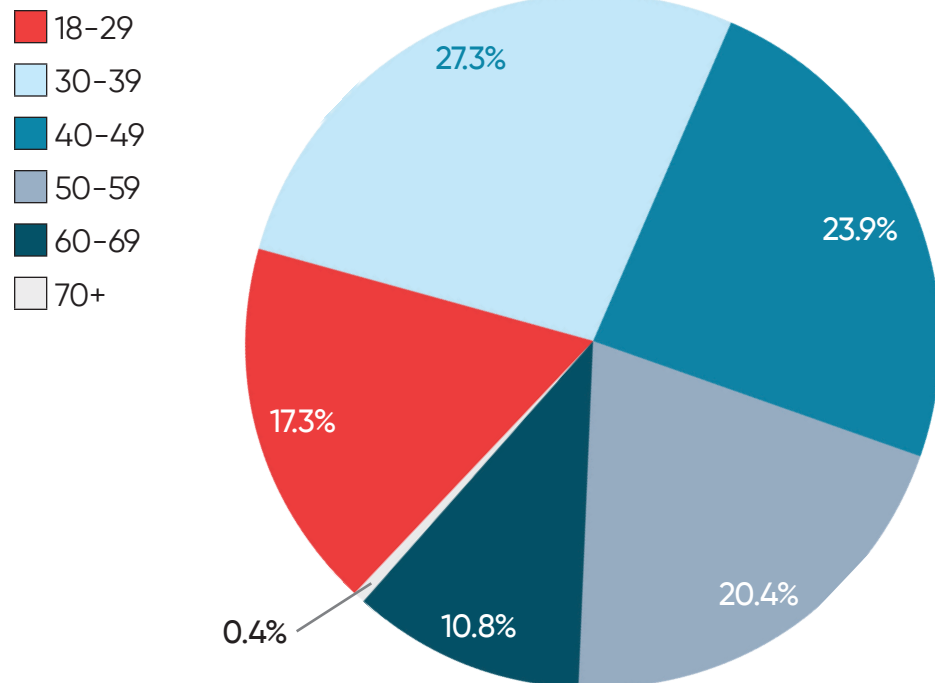


8.90 Yrs
AVERAGE TENURE

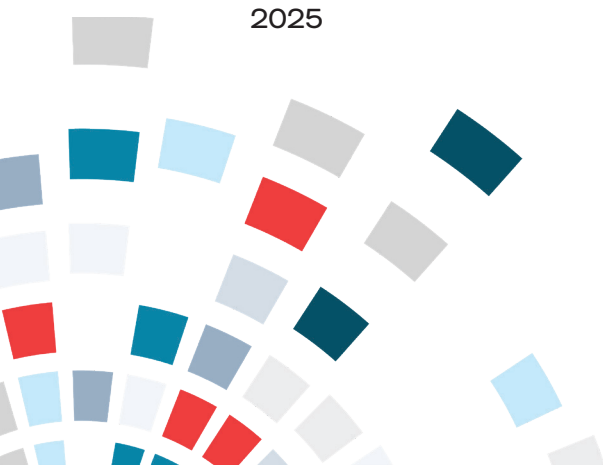
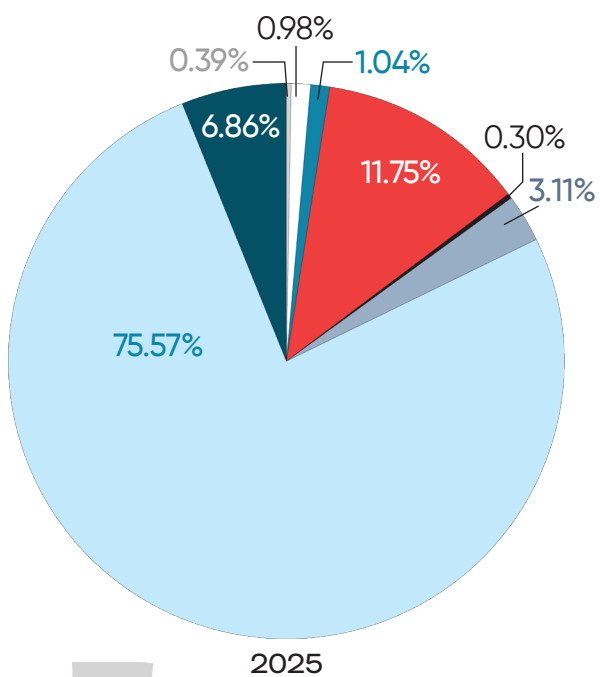
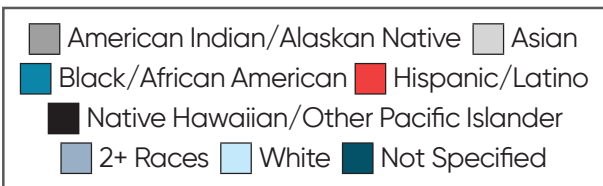
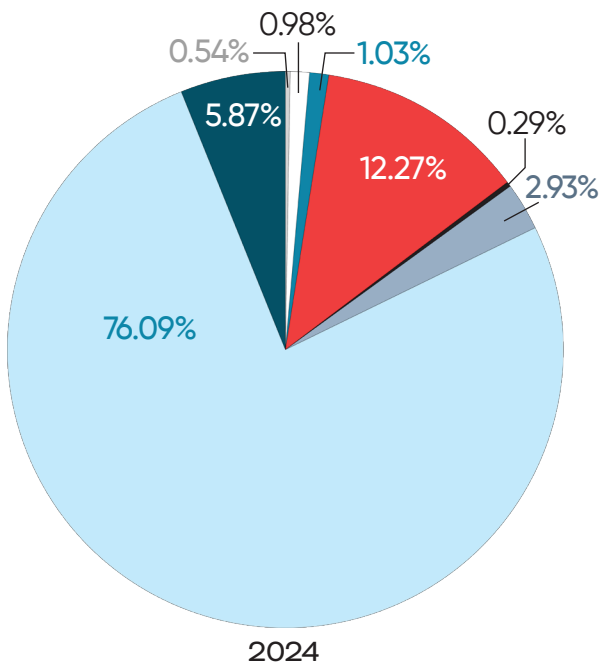


43.10 Yrs
AVERAGE AGE

WORKFORCE BY AGE

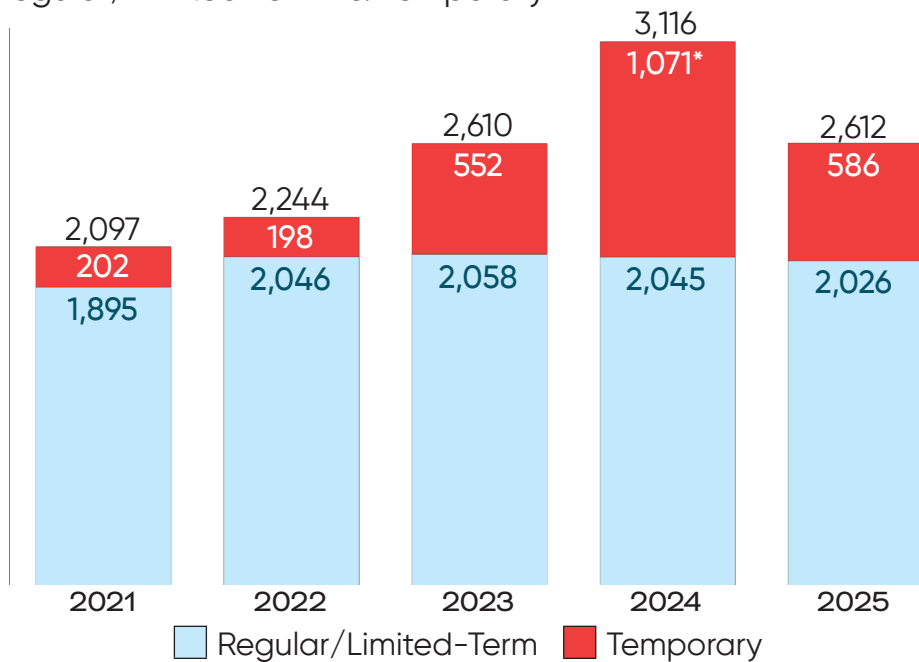


WORKFORCE BY ETHNICITY



EMPLOYEE COUNT

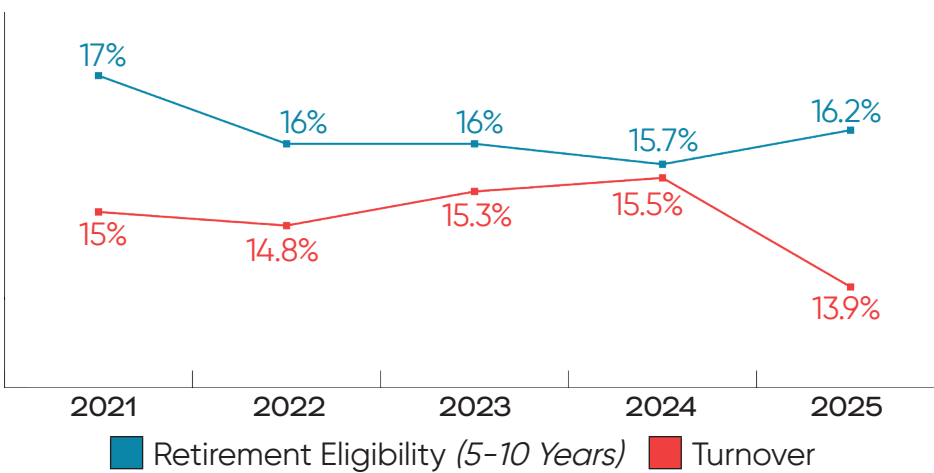
Regular/Limited Term vs. Temporary



Regular/Limited-Term Temporary

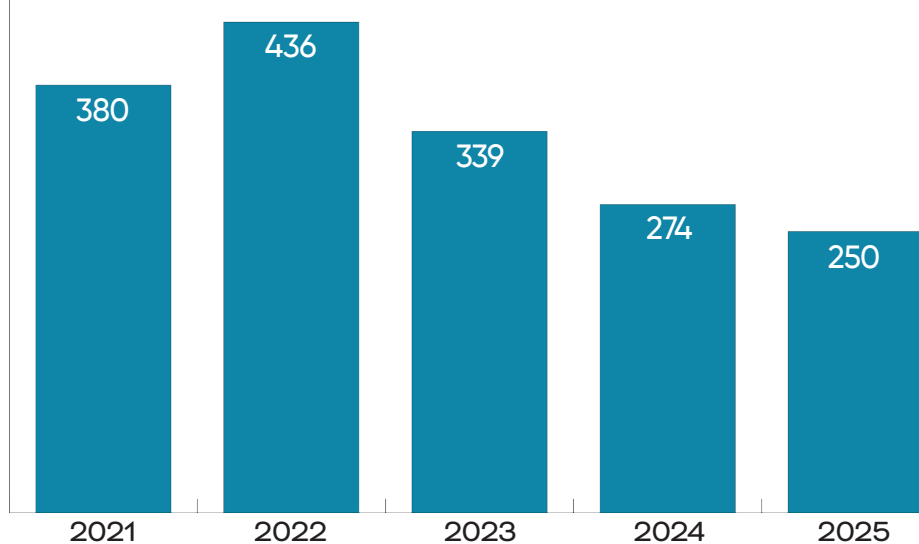
*Increase tied to 2024 primary election staffing.

RETIREMENT ELIGIBILITY + TURNOVER



Retirement Eligibility (5-10 Years) Turnover

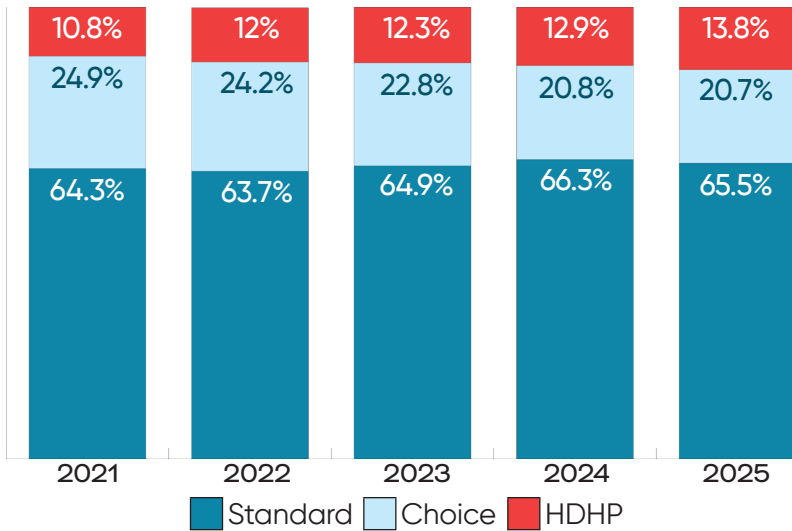
REGULAR HIRES



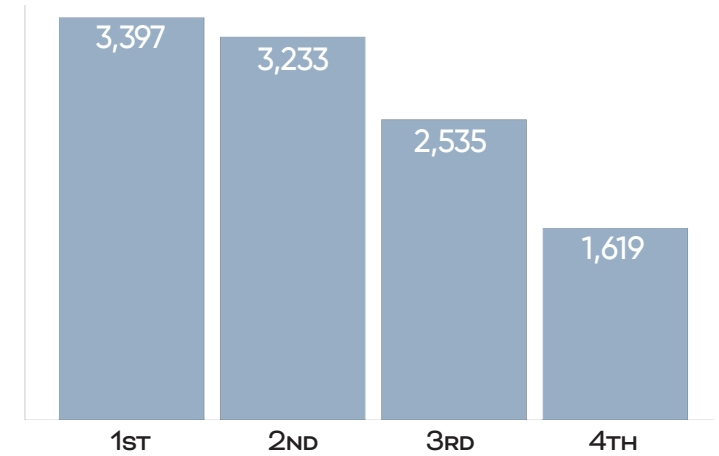
BENEFITS

The Benefits program supports employee health and well-being through comprehensive medical, wellness, and preventive care offerings. These metrics highlight how employees use their benefits, trends in healthcare costs, and the impact of programs designed to promote healthier outcomes. Together, they reflect ongoing efforts to balance cost management with access to high-quality care.

MEDICAL PLAN ENROLLMENTS



HEALTHCARE BLUEBOOK UTILIZATION* (BY QUARTER)



* Employees earned **\$27,740+** in rewards for using high-quality, low-cost (green) providers in 2025.

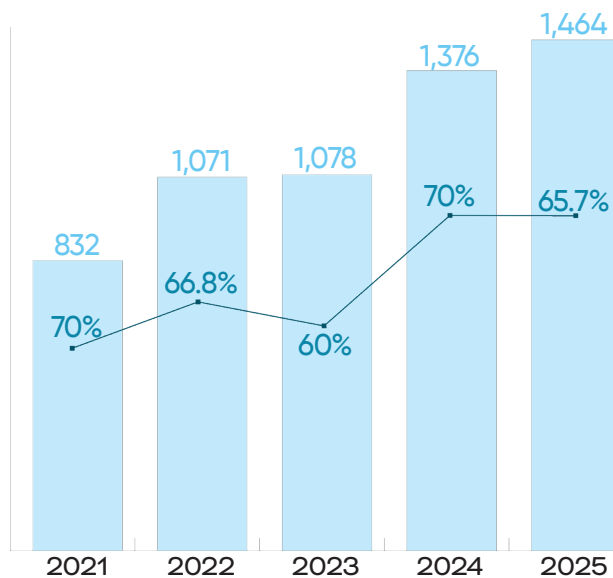
WELLNESS CLINIC UTILIZATION

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 using the Wellness Clinic.

▬ Employees also receiving coaching.



HEALTHCARE PREMIUM COST INCREASE

As a self-funded plan, premiums directly cover medical and pharmacy claims.

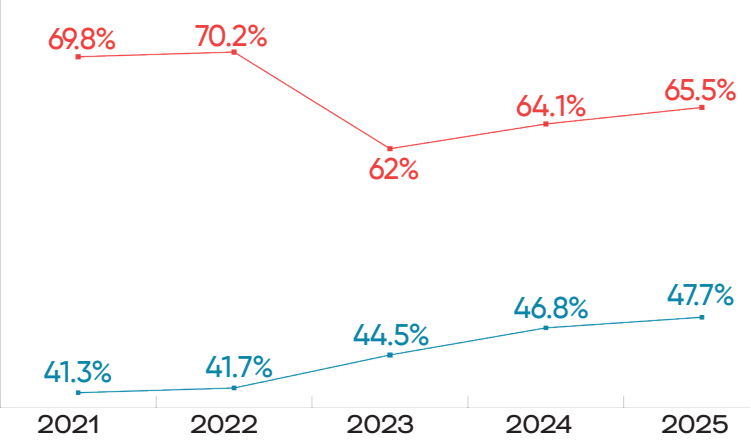
2021	0%
2022	3% Increase
2023	0%
2024	3% Increase
2025	3% Increase

While healthcare costs continue to rise, premium increases have been held at or below 3%, including no increases in 2021 and 2023, through ongoing cost management and plan design strategies.

2025 ACCOMPLISHMENTS

- Mitigated projected 14% cost increases by conducting a competitive Medical TPA RFP and selecting a vendor with stronger provider rates and plan innovation.
- Redesigned medical plans, replacing legacy options with a \$0 deductible variable copay plan to support affordability and long-term sustainability.
- Achieved the 3% budget target and supported a successful countywide rollout through comprehensive employee communication and education.

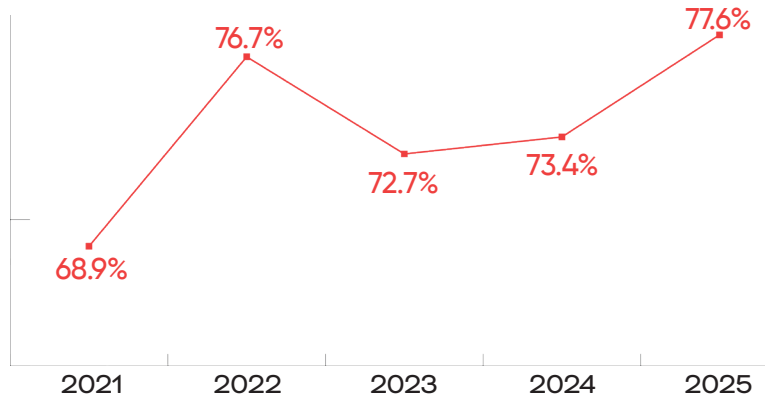
PREVENTATIVE CARE



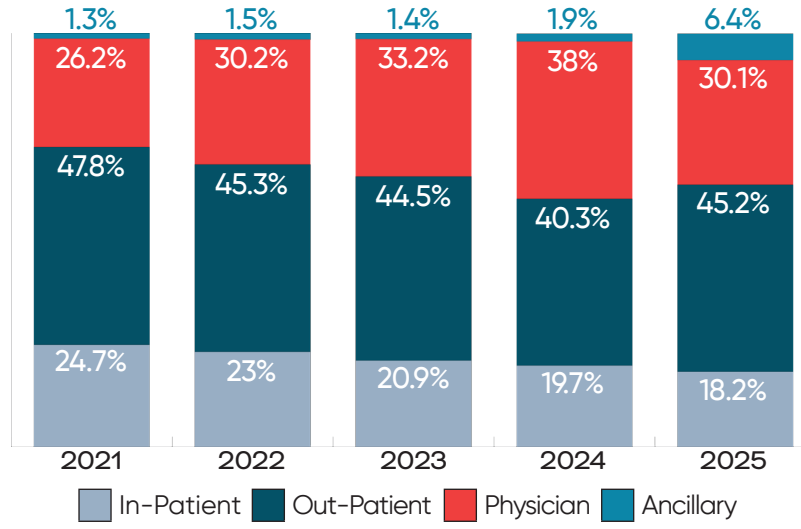
Preventative care is essential for early illness detection. Our medical plans offer free access to these services, and we encourage their use. We'll continue collaborating with local healthcare providers to remove barriers and ensure easy access to preventive screenings. Charts show percentages of preventative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

Female Male

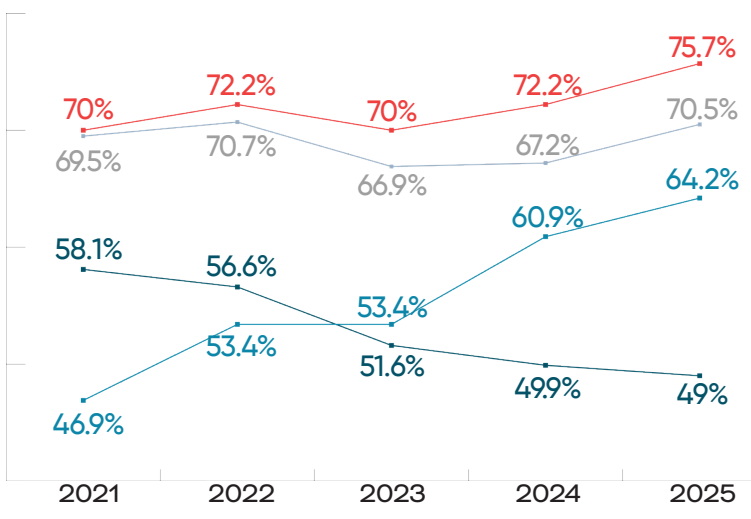
WELLNESS RATE EARNED BY EMPLOYEES



CLAIMS BY PLACE OF SERVICE



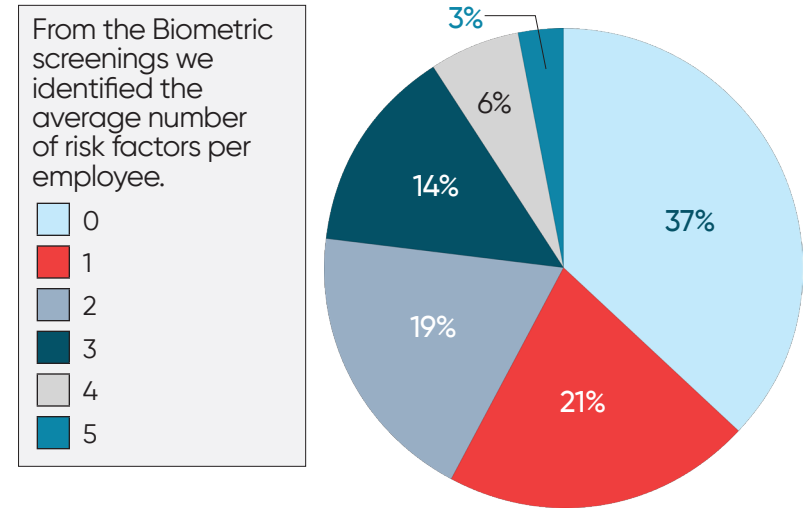
CANCER SCREENINGS COMPLETED



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

20+ Pap Smear, 40+ Mammogram, 45+ Colonoscopy, 50+ Mammogram

BIOMETRIC RISK FACTORS



BENEFITS STAFF

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

2026 GOALS

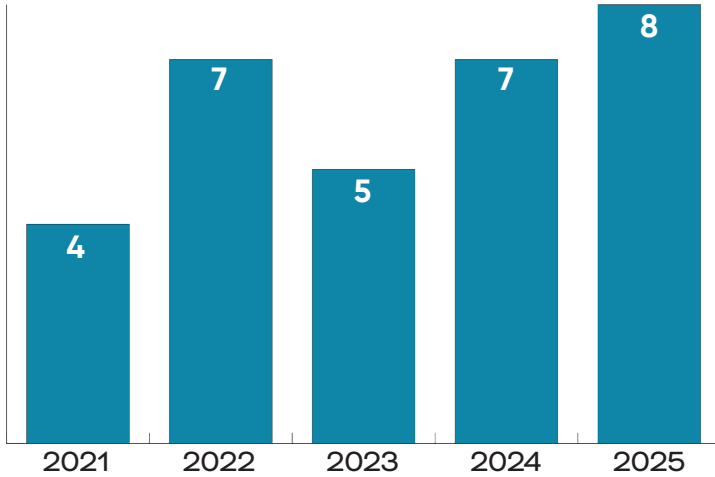
- Continue employee education and communication to build confidence in new medical plans and vendor tools.
- Evaluate vendor performance and identify cost-saving opportunities based on 2026 data.
- Expand targeted, data-driven programming to support department-specific needs.

EMPLOYEE RELATIONS

Employee Relations fosters a fair, consistent, and supportive workplace through employee support, compensation practices, and learning opportunities. These metrics provide insight into workplace trends, pay practices, and employee development. They reflect how the County supports employees throughout their experience, from resolving concerns to building skills and careers.

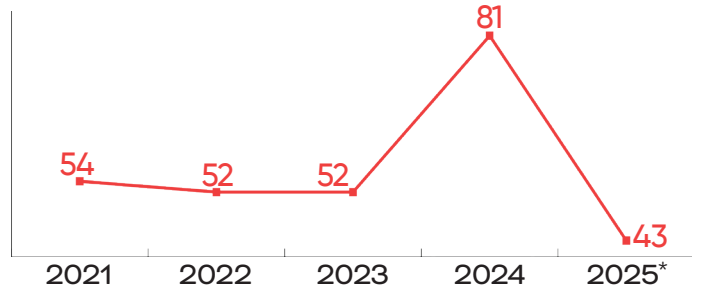
INVESTIGATIONS BY YEAR

Investigations help address concerns, ensure compliance, and maintain a safe, respectful workplace for all employees.



BABY ONESIES DISTRIBUTION

Our Leave Specialist sends Larimer County baby onesies to welcome new additions to the County family.

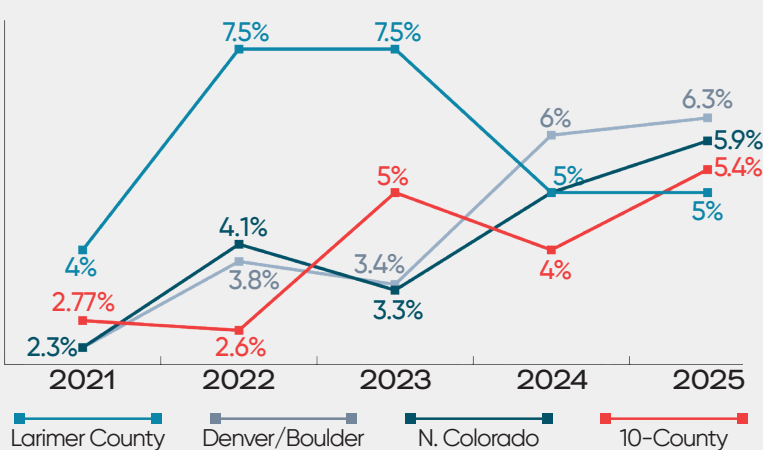


* Onesie distribution in 2025 was slightly lower due to a brief staffing gap between Leave Specialists.

COMPENSATION

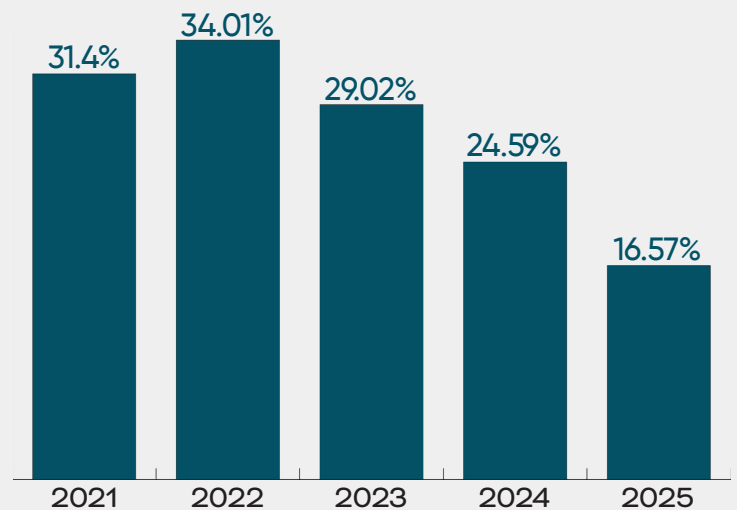
Compensation supports the County's ability to attract and retain talent by ensuring pay is fair, competitive, and aligned with clearly defined roles.

HISTORICAL PAY INCREASE COMPARISON



PERCENTAGE OF UPDATED JOB DESCRIPTIONS

Accurate job descriptions promote equity by ensuring roles are clearly defined and consistently classified and compensated.



2025 ACCOMPLISHMENTS

- Strengthened program area expertise by aligning HR Generalists to focus on key areas such as leaves, performance management, retention, and employee engagement, improving targeted support across the organization.
- Maintained focus on core employee support services while preparing to expand proactive training and development efforts in the coming year.

EMPLOYEE RELATIONS

Christine Kuehnast,
Employee Relations Manager

Nicole Berg,
Learning & Development Manager

Eileen Brittingham,
Compensation & Analytics Specialist

TRAINING

Training & Development equip employees with the skills and knowledge needed to succeed in their roles and adapt to changing demands. Investing in training supports stronger performance, effective leadership, and long-term organizational success.

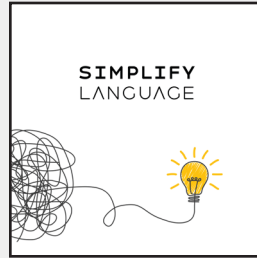
TOP 3 CLASSES OF 2025

#1



Disability Acceptance Training with ARC

#2



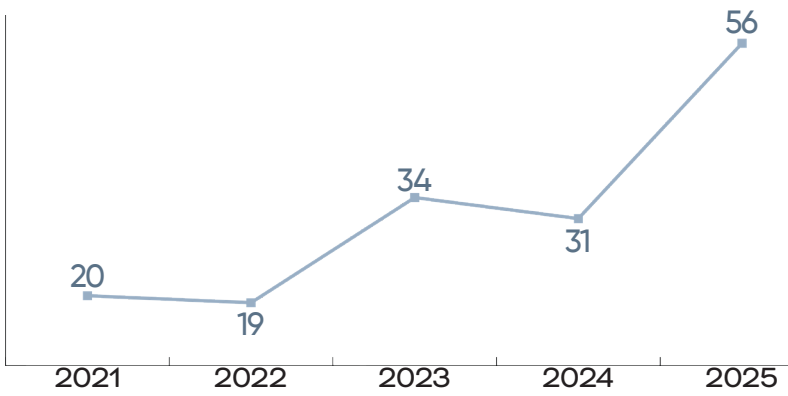
Simplify Language

#3

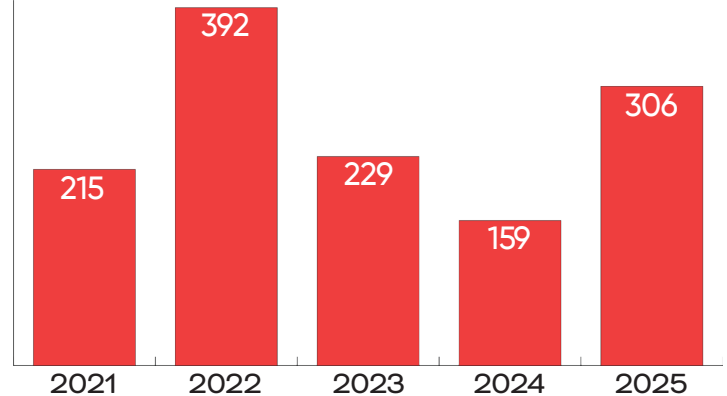


Leading Change in the Workplace

CLASSES OFFERED

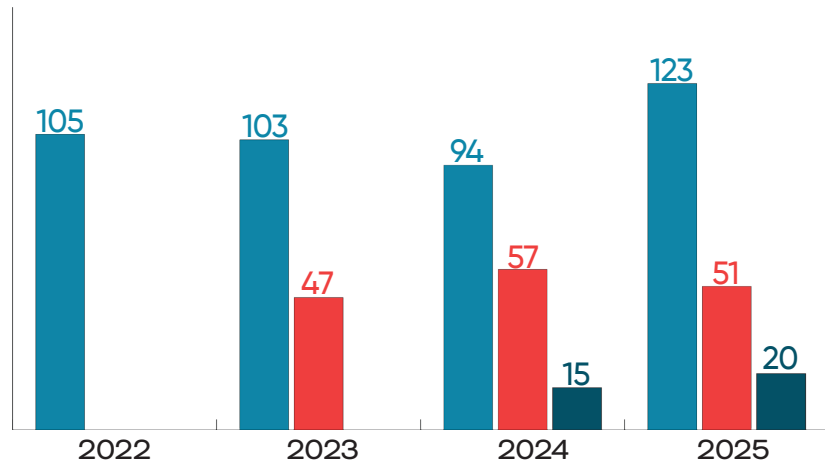


CLASS ATTENDEES



LEADERSHIP DEVELOPMENT

Launched in 2022, this program builds leadership skills through a Bronze–Silver–Gold pathway, developing consistent and capable leaders. Levels were introduced sequentially from 2022 to 2024, which impacts enrollment trends.



STAFF

Sarah Witherell,
Senior HR Generalist

Renee Talbot,
HR Generalist

Lisa Wempen,
Senior HR Generalist

Dana Gjelde,
Leave Specialist

Evan Scott,
HR Generalist

2026 GOALS

- Develop and launch Supervisor Essentials training using Absorb's Create platform to ensure ease of updates and long-term sustainability.
- Launch Employee Engagement Groups (EEGs) and pilot at least one group to strengthen employee connection and engagement across the organization.

2025 ACCOMPLISHMENTS

- Strengthened payroll compliance and accuracy by implementing updates related to overtime and comp calculations, refining leave rule setups, and completing ongoing system cleanup within UKG.
- Improved payroll processes and security by creating a formal user security access process, defining employee auto-assignment by office structure, and updating employee name change procedures and support resources.
- Enhanced department support and training through payroll representative check-ins, Dataview training, and new onboarding videos to improve payroll knowledge and consistency across departments.

PAYROLL STAFF

Amy O'Donnell,
Payroll Manager

Nicki McNeill,
Payroll Specialist

Tommie Anne Ruble,
Payroll Specialist

LeAnn Clark,
Payroll Specialist

Landon Fisher,
Payroll Technician

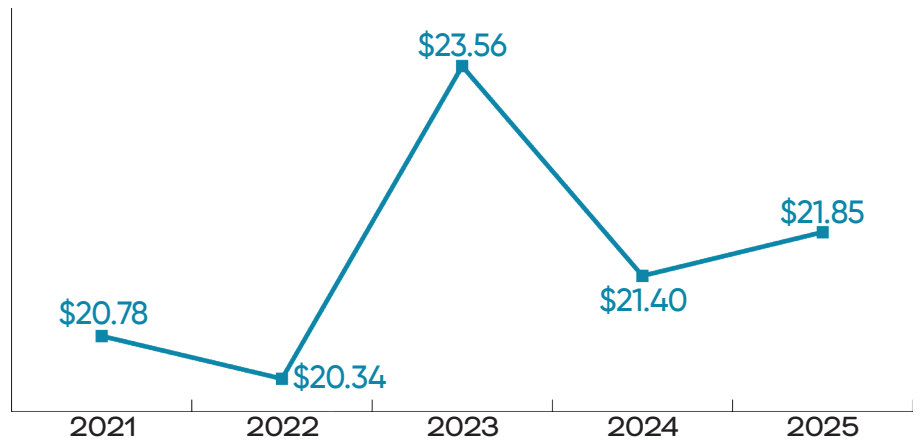
2026 GOALS

- Complete key process improvements by finalizing the confidentiality agreement rollout and cleaning up paycodes and reports.
- Maintain compliance with evolving regulations by monitoring and adapting to new laws and requirements.
- Strengthen team capacity and knowledge by onboarding and training a new team member.

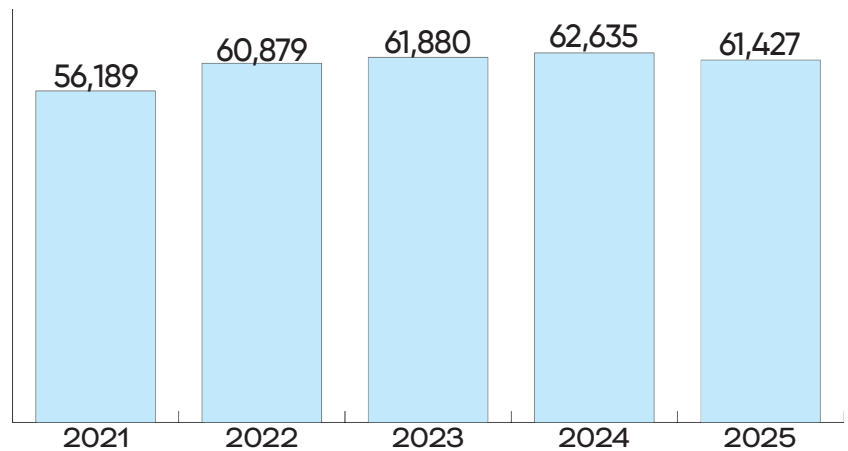
PAYROLL

Payroll ensures employees are paid accurately and on time while continuously improving efficiency and access to payroll tools. These metrics highlight accuracy, volume, and system usage, providing insight into both operational performance and the employee experience. Together, they reflect a commitment to reliable and responsive payroll services.

COST PER PAYCHECK

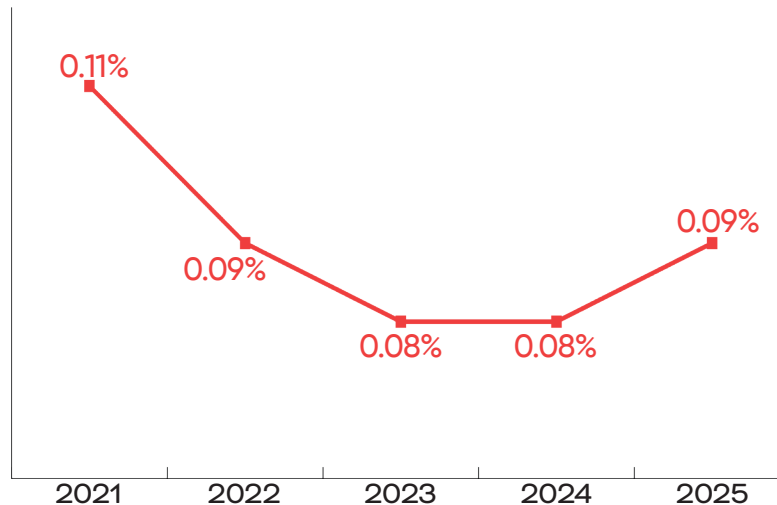


PAYCHECKS ISSUED



ERRORS RESULTING IN PAPER CHECKS

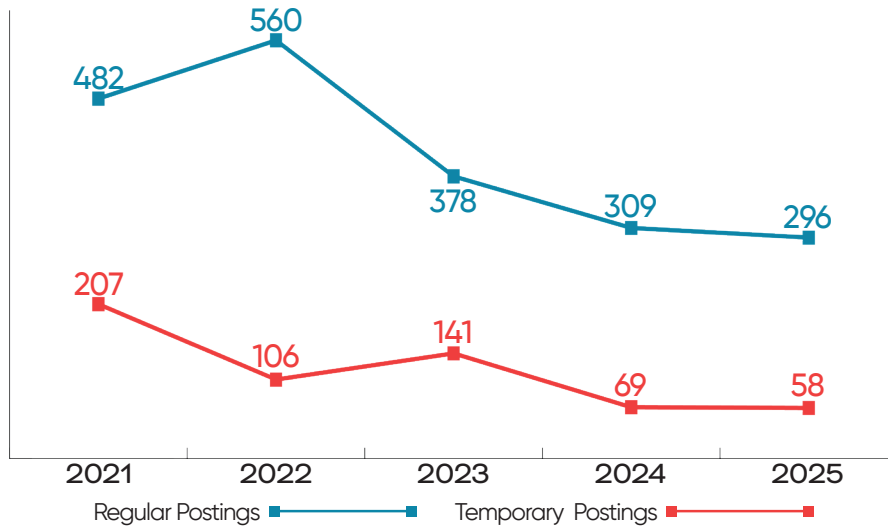
The number of manual checks issued reflects the accuracy of our Payroll team. The lower the number of manual checks, the higher the accuracy.



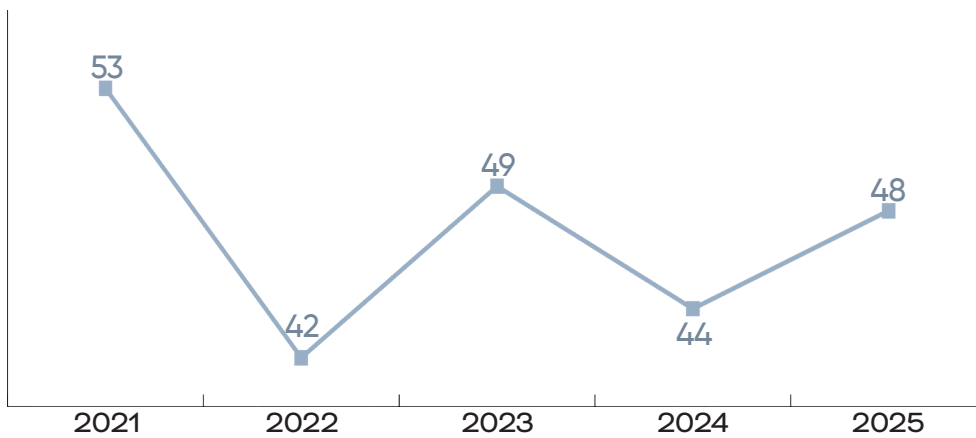
RECRUITING

Recruiting connects Larimer County with qualified candidates to meet workforce needs and support organizational goals. These metrics illustrate applicant volume, hiring timelines, and recruitment activity. They provide insight into the County's ability to attract talent and efficiently move candidates through the hiring process.

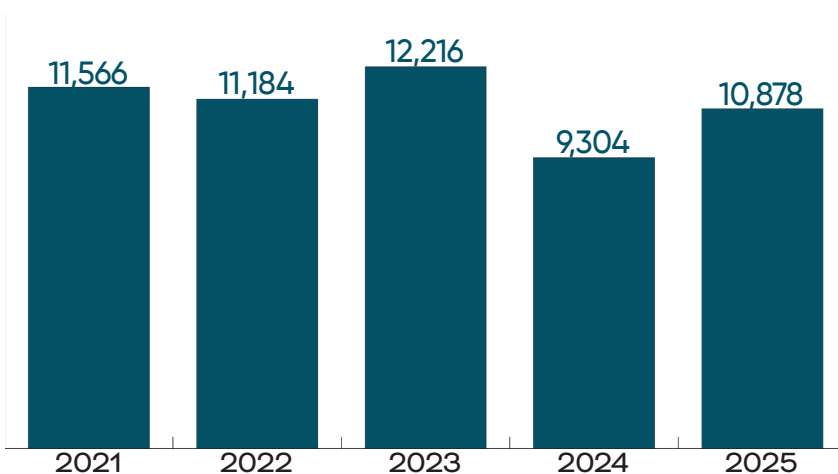
JOB POSTINGS PER YEAR



AVERAGE TIME FROM POSTING TO OFFER



NUMBER OF APPLICANTS BY YEAR



2025 ACCOMPLISHMENTS

- Enhanced recruiting strategies for hard-to-fill positions by researching and piloting new vendor tools to improve hiring outcomes.
- Selected and secured expanded recruiting services through Indeed, with approved funding to implement additional tools for hiring managers in 2026.
- Strengthened support to departments by improving communication and creating a more effective and efficient hiring process.

RECRUITING STAFF

Jessica Villasenor,
Human Resources Coordinator

Alycia Tucker,
Human Resources Technician

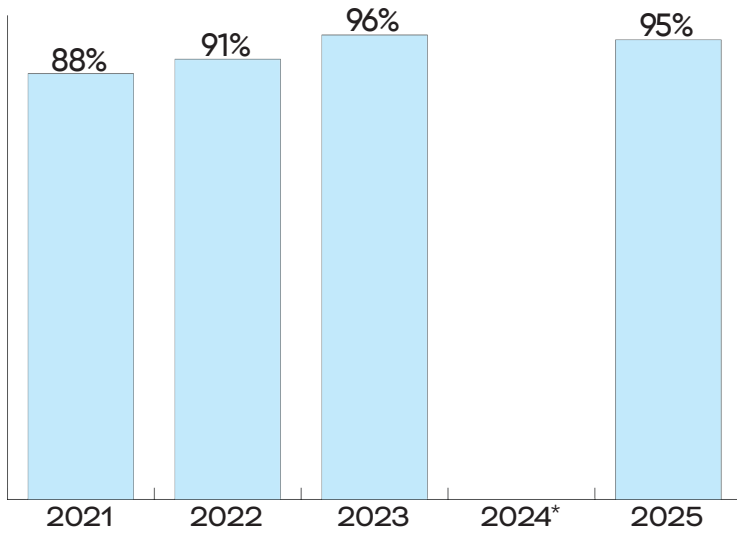
2026 GOALS

- Enhance hiring manager training to support effective and consistent hiring practices.
- Improve the new hire experience by developing a more structured and welcoming onboarding approach.
- Implement Day Center drug testing to streamline and support the hiring process.

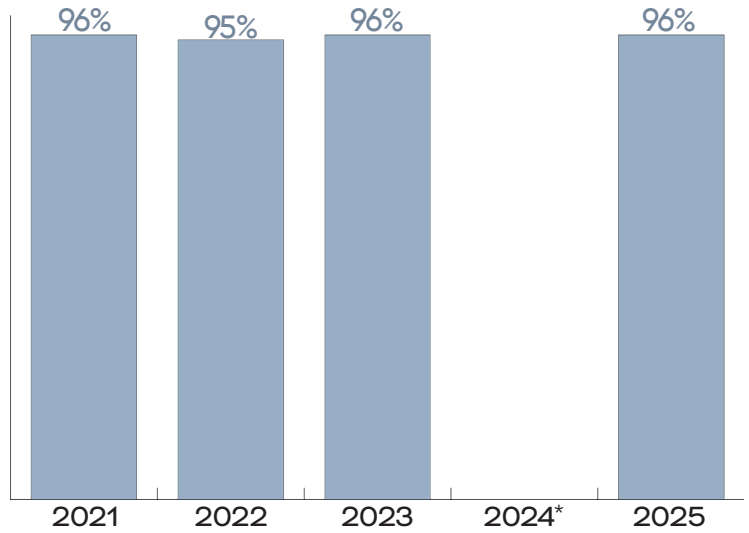
HR ADMINISTRATION

HR Administration supports communication, engagement, and access to HR resources across Larimer County. These metrics highlight how employees interact with Human Resources communications, tools, and recognition programs. They reflect ongoing efforts to ensure information is accessible, engagement is strong, and employees feel connected and supported.

HR INFORMATION IS EASY TO FIND & EASILY ACCESSIBLE

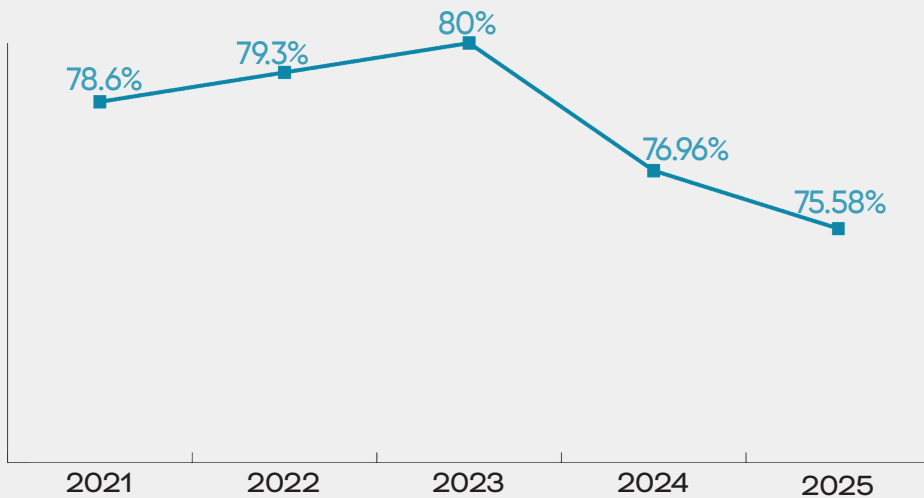


EMPLOYEE SATISFACTION WITH HR



*2024 data is unavailable for these metrics due to the department survey not being conducted that year.

AVERAGE OPEN RATE FOR HR COMMUNICATION



WEB PAGE ANALYTICS

	VISITORS	PAGE VIEWS
2021	92,448	351,290
2022	86,528	340,280
2023	121,005	410,402
2024	106,230	388,101
2025	96,819	383,232

TOP HR PAGES

- 1 Careers (44%)
- 2 Job Descriptions (31%)
- 3 Benefits (25%)

ADMINISTRATIVE STAFF

Nick Cole,
Accounting Manager

Katie Lewis,
Business Operations Coordinator

Valerie Douglas,
Senior Administrative Specialist

Janelle Rezabek,
Administrative Specialist II

Jennifer Glover,
Communications Coordinator

Marcy Hamilton,
Applications Support Specialist

Betty Henson,
Human Resources Clerk

HUMAN RESOURCES

INNOVATION AWARDS

Annually

Recognizes employees and teams for innovative ideas that improve services, efficiency, and outcomes. Encourages a culture of continuous improvement.

NECTAR EMPLOYEE RECOGNITION

Nectar Employee Recognition allows employees to recognize one another for living County values and making positive contributions. It strengthens engagement, connection, and a culture of appreciation.

TOP PARTICIPATING DEPARTMENTS

1

Community Development
(80% Participation)

2

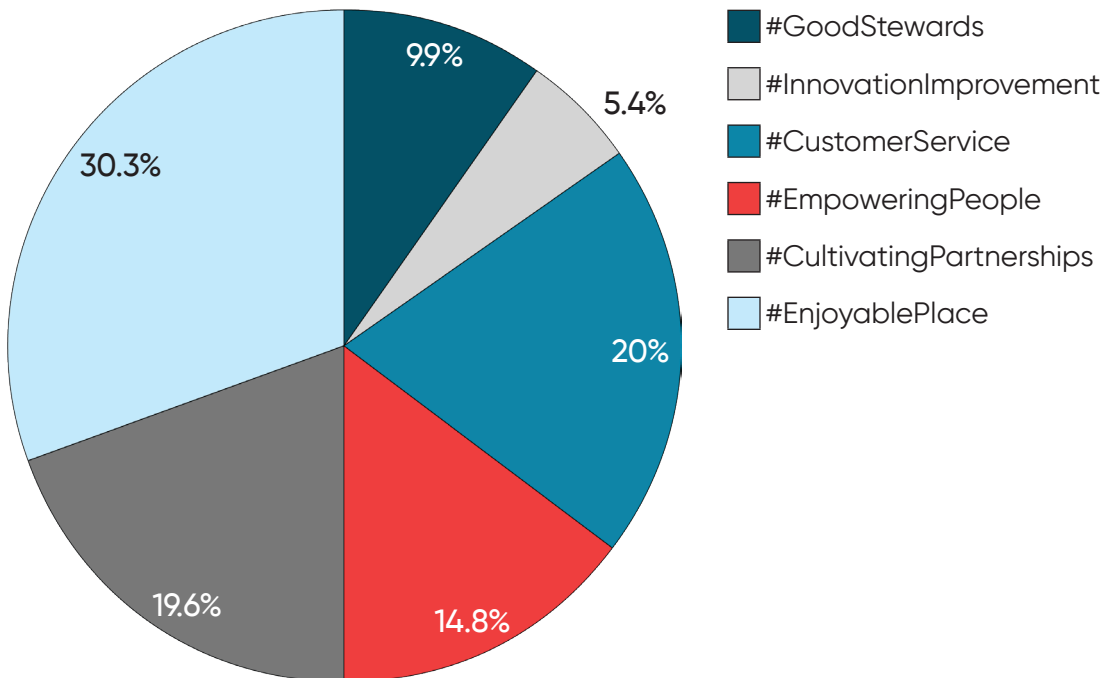
Treasurer
(74% Participation)

3

Finance
(68% Participation)

56%
EMPLOYEE
PARTICIPATION

CORE VALUES USED IN NECTAR



96%
MANAGER
PARTICIPATION

30,847
OF SHOUT-
OUTS GIVEN

1.1M
POINTS
REDEEMED

TOP 3 REQUESTED GIFT CARDS



Amazon
(451)



Pre-Paid Visa
(224)



Starbucks
(49)

50
DOWNTOWN
GIFT CARDS

131
LARIMER
PARKS PASSES

PROGRAMS

2ND LANGUAGE COMPENSATION

Ongoing

Compensates employees who use additional language skills to better serve the community. Supports accessibility and effective communication.

TUITION REIMBURSEMENT

Ongoing

Provides financial support for job-related education. Promotes skill development, career growth, and a more capable workforce.

LONGEVITY

Ongoing

Recognizes employee service milestones and long-term contributions. Reinforces appreciation and engagement.