

MASTER STRATEGIC PLAN

2017-2021

*Updated by County Executive Dreier and approved with
amendments by the County Board of Supervisors
August 15, 2017*

*The Master Strategic Plan will always be a flexible document subject to change in the future by amendment.
A Strategic Plan review and update will be provided annually to the County Board of Supervisors.*

August 2017



2017-2021 STRATEGIC PLAN

Vision

Portage County: A cohesively centered, vibrant community.

Mission

It is the mission of Portage County government to enhance the quality of life for all its residents by providing fiscally responsible services that enable our citizens to build productive communities, families and lives.

Guiding Principles -

1. **Ethical** – We will be ethical, fair and act with integrity
2. **Stewards** – We will be good stewards of resources - transparent and accountable for our actions, services, and resources
3. **Service Focused** – We will be citizen and community focused providing exceptional service
4. **Quality Driven** – We will be good problem solvers and strive for quality and continuous improvement
5. **Collaborative** – We will build partnerships and communicate well with each other and all community partners
6. **Relationship Builders** - We will build a unified team that is respectful and professional at all times
7. **Proactive** – We will continually strive to be strategic and responsive to citizens' needs

Strategic Goal - Area that needs significant improvement in the next 3 years

Objectives - WHAT

I. FACILITATE & STRENGTHEN COUNTY-WIDE COMMUNITY & ECONOMIC DEVELOPMENT

- I.A Partner With Economic Development Stakeholders That Create & Maintain Living Wage Jobs
- I.B Make It Easier for Business Growth & Development
- I.C Maintain and Improve the Quality of Life With & For Portage County Citizens

II. PROVIDE NEEDED FUNCTIONAL, FLEXIBLE COUNTY FACILITIES

- II. Develop a Comprehensive 10 to 20 Year County Physical Space Plan
 - II.A Define & Identify Present & Future Locations for all County Facilities
 - II.B Analyze Feasibility & Develop Recommendations for County Health Care Center
 - II.C Analyze Feasibility & Develop Recommendations for Highway Facilities
 - II.D Analyze Feasibility & Develop Recommendations for County Correctional Facility
 - II.E Evaluate Needs for Other Facilities Related Actions
 - II.F Make It Easier For Citizens To Gain Access to Services in Facilities

III. STREAMLINE & IMPROVE COUNTY SERVICES & PROCESSES

- III.A Leverage Technology to Improve Service & Communications
- III.B Improve Our Ability to Make Decisions Based on Real-Time Data
- III.C Improve Citizen Access Through Our On-line Presence
- III.D Improve County Planning Processes
- III.E Improve Efficiency and Effectiveness of Governance

IV. ATTRACT, DEVELOP & RETAIN A HIGHLY SKILLED, PROFESSIONAL WORKFORCE

- IV.A Clarify Our Vision, Standards, & Resources Needed to Define Our Workplace Culture
- IV.B Ensure Competitive Compensation
- IV.C Develop Strategies for Talent Attraction in a Labor Shortage Environment
- IV.D Develop a Training Plan for Our Leaders & Staff
- IV.E Develop County Policies & Reporting Tools for the Purpose of Creating an Efficient Workplace Culture



Roadmap to Our Future

2017-2021 STRATEGIC PLAN

Marketplace Realities

Federal & State Political Environment

- Expectations may be unrealistic due to changing laws, regulations, and mandates which put even more pressure on limited tax dollars (levy limits)
- Increased demand to be more sustainable (energy, etc.)
- Citizen demand for accountability, transparency, and reporting

Demographics, Services, & Expectations

- Workforce shortage will lead to more competition in attracting/retaining qualified staff in workplaces and communities
- Increasing demand for services: Emergency, safety, health, quality of life
- Due to the aging demographics, economic challenges, and growing/changing areas of need, we will have to set funding priorities
- Technology will play an increasing role in service delivery and in our County business
- Infrastructure will need to be maintained and updated
- Clarity around physical space planning for County facilities is essential
- Changes and adaptations to County-wide processes are costly and time consuming

Past/Current State

Governance

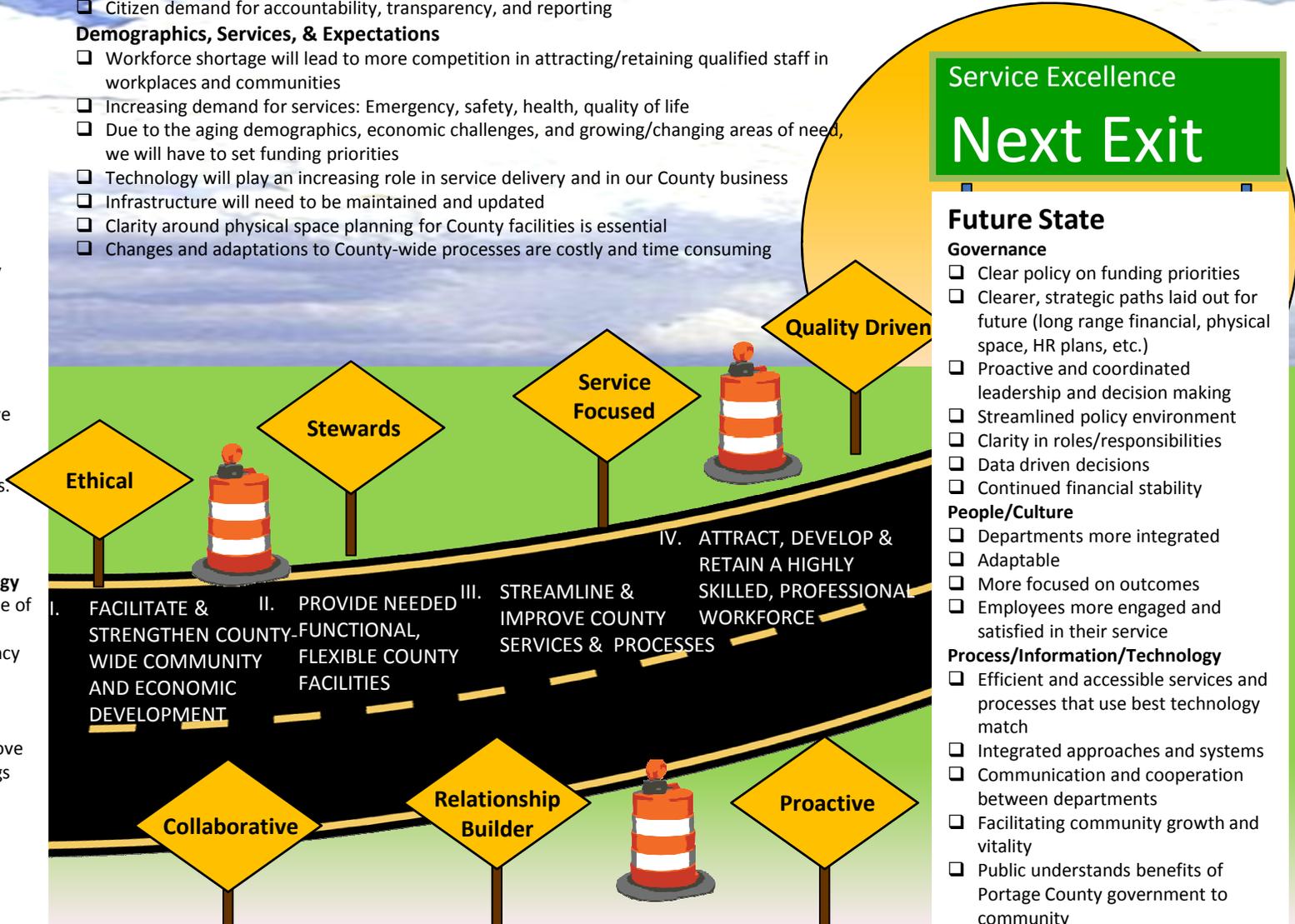
- Meeting intensive
- Policy making roles not fully realized
- Staff expertise not fully nor efficiently used

People/Culture

- Dedicated staff
- More reactive than proactive
- Need for more training
- Change is slow
- Progress on whole county vs. department centric focus
- Recognition program needs boost

Process/Information/Technology

- Outdated policies or absence of some needed policies
- MUNIS helping on consistency in core processes
- More data driven analyses needed
- Opportunities exist to improve accessibility of info/meetings
- Appropriate redundancies
- Making progress on transitioning to modern technologies
- Reducing unnecessary redundancy



Service Excellence
Next Exit

Future State

Governance

- Clear policy on funding priorities
- Clearer, strategic paths laid out for future (long range financial, physical space, HR plans, etc.)
- Proactive and coordinated leadership and decision making
- Streamlined policy environment
- Clarity in roles/responsibilities
- Data driven decisions
- Continued financial stability

People/Culture

- Departments more integrated
- Adaptable
- More focused on outcomes
- Employees more engaged and satisfied in their service

Process/Information/Technology

- Efficient and accessible services and processes that use best technology match
- Integrated approaches and systems
- Communication and cooperation between departments
- Facilitating community growth and vitality
- Public understands benefits of Portage County government to community

Guiding Principles



We will be ethical, fair and act with integrity



We will be good stewards of resources - transparent and accountable for our actions, services, and resources



We will be citizen and community focused providing exceptional service



We will be good problem solvers and strive for quality and continuous improvement



We will build partnerships and communicate well with each other and all community partners



We will build a unified team that is respectful and professional at all times



We will continually strive to be strategic and responsive to citizens' needs

Strategic Goal

August 2017



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**I. FACILITATE &
STRENGTHEN
COUNTY-WIDE
COMMUNITY &
ECONOMIC
DEVELOPMENT**

Potential Outcomes Measures:

- Increase in taxable value
- Job creation
- Advancement on health, social, and environmental indicators

Objectives - WHAT

I.A Partner With Economic Development Stakeholders That Create & Maintain Living Wage Jobs

Owner(s): **County Executive*** with Planning & Zoning Director and Economic Development Committee

I.B Make It Easier for Business Growth & Development

Owner(s): **Planning & Zoning Director with Information Technology Director*** and Economic Development Committee, County Executive, and various other directors and Oversight Committees

I.C Maintain and Improve the Quality of Life With & For Portage County Citizens

Owner(s): **County Executive*** with various directors and Oversight Committees

Strategies / Tactics - HOW

- Clarify roles of partners/County
- Develop tools to track and report progress to community
- Leverage partnership opportunities (local, regional, and state)
- Ensure we are fully tapping existing local, regional, state, and federal resources including research on economic development tools
- Identify new avenues for development options
- Attempt to ensure regulations/processes of various municipalities and County are as seamless as possible

- Capital Improvements/Economic Development Committee review "one-stop-shop" or "single point of contact" service
- Create/Update County policies related to economic development
- Streamline process for zoning, permitting, plan review and approval process while maintaining quality of review
- Attempt to ensure regulations/processes of various municipalities and County are as seamless as possible
- Consider Property Assessed Clean Energy (PACE) program for County
- Address local and regional economic infrastructure needs and opportunities; develop and sustain (roadways, airport, etc.)

- With partners, plan for, maintain, enhance the health, safety and well-being of Portage County individuals, families, communities
- With local, regional, and state partners, plan for, maintain, improve Portage County's natural and recreational assets to include parks, trails, lakes and streams, land corridors, ensuring places for both consumptive and non-consumptive recreational pursuits
- Improve emergency preparedness and resiliency of citizens, businesses, and municipalities
- Provide/Support equal access for all citizens to be engaged in participating in their county government and county community

2013-2016 Progress

- Steady increase in equalized value.
- PCBC Econ. Development Committee, 2013.
- Creative Economy gains.
- Bike-Ped Plan, 2014.
- Farm Tech Days, Aug 2014.
- Wood Tick Woods donation, 2014.
- Family Outreach Support Services partnership with United Way continued.
- Child welfare caseloads reduced, 24 to 16, decreasing out of home placements (132 to 98).
- Dementia Friendly Community, 2015.
- Standing Rocks County Park Snowmaking, 2015.
- IDEA Center sponsored, Apr 2016.
- New ERA (Employee Retention Attraction) workforce development event, Feb 2016.
- Economic Summit, 2016.
- Public Health accreditation underway.
- Steinhagen parkland acquisition, 2016.
- Groundwater Planning.
- Farmland Preservation Plan, 2016.
- Regional consortia for housing and econ. dev.
- Renewed PCBC contract.
- Broadband support.
- Strong justice programs.
- Non-county agency fund.

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**II. PROVIDE NEEDED
FUNCTIONAL,
FLEXIBLE COUNTY
FACILITIES**

Potential Outcomes Measures:

- Written Comprehensive, Long term County Physical Space Plan

Owner(s): **Facilities Director** with Planning & Zoning Director and Space and Properties Committee

Objectives - WHAT

II.A Define & Identify Present & Future Locations for all County Facilities
Partner(s): **Space & Properties Committee** with input from appropriate Oversight Committees, Staff, County Board Chair and County Executive

II.B Analyze Feasibility & Develop Recommendations for County Health Care Center - Partner(s): **Health Care Center Committee**

II.C Analyze Feasibility & Develop Recommendations for Highway Facilities
Partner(s): **Highway Committee**

II.D Analyze Feasibility & Develop Recommendations for County Correctional Facility
Partner(s): **Space & Properties Committee** with input from appropriate Oversight Committees, Staff, County Board Chair and County Executive

II.E Evaluate Needs for Other Facilities Related Actions
Partner(s): UW-Extension Community, Natural Resource, Economic Development Educator and various directors

II.F Make It Easier For Citizens To Gain Access to Services in Facilities - Partner(s): **Director of ADRC, IT Director, Sheriff, County Clerk, Judges,** and others

Strategies / Tactics - HOW

- Define County campus concept
- Develop facility recommendations including priority to plan for and construct new correctional facility referencing resolution passed through Public Safety/EM Committee on 6/26/13
- Develop timeline; strategy for phasing in
- Develop funding strategy
- Create stakeholder of campus plan through public outreach
- Evaluate operational cost/implications for all physical space plan options

- Make decision to build, sell, keep and improve, or partner
- Develop associated funding strategies
- Continue to improve County's understanding of regulatory and fiscal challenges

- Decide on building storage facility for Highway equipment, Sheriff's impound, 2nd Emergency Operations Center (EOC)

- Analysis needs to include personnel cost for operation of additional jail space vs. cost for transport and housing inmates at facilities outside Portage County
- Make decision to either build additional jail space or make a long term commitment to transport and house inmates out of County
- Identify future justice program costs (personnel and space needs)

- In accordance with Energy Plan & CIP, evaluate alternate/renewable energy options and integrate into all facilities plans
- Transition Business Park from County to park property owners

- Evaluate proposal for "Concierge" one-stop front desk at new Courthouse
- Review ADA compliance for all facilities and develop plan for needed upgrades

2013-2016 Progress

- Rosholt Library remodel, 2013.
- Completed Schenck operational review of Health Care Center with Community Living Solutions capital concepts in Jan 2014 and feasibility report with EDI completed in Aug 2014.
- Downtown Library lease renewed through 2024 with capital improvement plan.
- Purchased 1039 Ellis Street for \$1.9 million for physical space needs downtown, 2014.
- Numerous department relocations and remodel projects in Annex, Courthouse, Aging and Disability Resource Center (ADRC), and Health and Human Services.
- Numerous ADA enhancements to facilities made including Courthouse entryway restoration of ramp completed in 2013, ADRC restrooms, Public Health Clinic remodel, and Health Care Center shower and walk-in tub.
- Portage House adaptation for Department of Corrections pilot program (CRP), 2013.
- Physical space analysis completed with help of Venture Architects in Jan 2015.
- Advisory referendum Nov 2016 on \$78 million Government Facility Building in downtown Stevens Point. (62-38% split).
- Drug Court facility needs addressed.
- Redundant EOC facility plans developed for Highway Department, 2015.
- Emergency Operations Center functionality expanded and redesign underway.
- Executive Operations Committee shaping physical space plans upon request of Space and Properties Committee, Dec 2016.

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**III. STREAMLINE &
IMPROVE
COUNTY
SERVICES &
PROCESSES**

Potential Outcomes Measures:

- Improved services and processes
- Time savings for citizens and staff
- Citizen satisfaction
- Improved integration of plans

Objectives - WHAT

III.A Leverage Technology to Improve Service & Communications

Owner(s): **Information Technology Director**

III.B Improve Our Ability to Make Decisions Based on Real-Time Data

Owner(s): **Finance Director with Information Technology Director with Shared Services Team**

III.C Improve Citizen Access Through Our On-line Presence

Owner(s): **Information Technology Director**

III.D Improve County Planning Processes

Owner(s): **Planning & Zoning Director with Finance Director, Emergency Management Director, County Executive and various Oversight Committees**

III.E Improve Efficiency and Effectiveness of Governance

Owner(s): **County Executive and County Board Leadership with various Directors and Oversight Committees**

Strategies / Tactics - HOW

- Continue GIS projects—county-wide project that carries over into several departments such as P&Z, Register of Deeds/property listing, Highway, Emergency Management
- Implement Treasurer’s Office Tax Collection System
- Create intranet and staff directory tools

- ERP Phase III: Inventory, Work Orders, & Fixed Assets RFP Development
- Move from transaction processing to data driven decision making

- Identify county services that can be available on-line and develop phased in plan with ownership
- Develop social network policy, 4th Q, 2013
- Develop on-line “concierge” service

- Develop a long term financial management plan
- Ensure a County coordinated planning effort (seeking public input) that updates the current County land and water use plan
- Improve emergency response while managing costs: reevaluate EMS services County wide, refocus on core emergency management mission, ensure continual improvement of public safety communications, audit effectiveness of public emergency notification system
- Continually enhance communication and cooperation between departments
- Ensure departmental work plans tie to Strategic Plan Goals
- Consolidate services when it increases organizational efficiency and is fiscally responsible

- Annually conduct and improve orientation on appropriate roles and responsibilities for all County leaders (executive, legislative branches, and other leadership)
- Review and streamline ordinances and create handbooks when appropriate
- Improve efficiency and transparency of County meetings
- Improve standardization of meeting agendas & minutes
- Improve education on Parliamentary Procedure at committee meetings
- Lay out a strategy to focus oversight committees on County priorities
- Orient County leaders to existing County Plans & Plans in process (Comprehensive, Parks Plan, etc.)

2013-2016 Progress

- Unified Communication Center (dispatch), Aug 2013.
- Simulcast, a new public safety communications system using 8 communications towers across the County, operational before Fall 2017. Planning began before 2013.
- EMS Summit, 2014.
- New Community Alerts software (BlackBoard) for emergency alerts, Jan 2015.
- Implemented “managed print” countywide reducing print devices by 131, Jan 2015.
- Transitioned from AS400 to new enterprise resource planning (ERP) software (Munis).
- Tyler Technologies selected through RFP, Jun 2013.
- Staff team and steering committee formed to guide MUNIS transition and train staff across all departments.
- County financials moved to new system, May 2015.
- Payroll processing went live Apr 2016.
- Converted/upgraded email, servers and went to “the cloud.”
- CAD system and *lamresponding* software for emergency responders, 2016.
- New website, Sep 2016.

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**IV. ATTRACT,
DEVELOP &
RETAIN A HIGHLY
SKILLED,
PROFESSIONAL
WORKFORCE**

Potential Outcomes Measures:

- Job satisfaction
- Employee engagement
- Quality Performance
- Stronger candidate pools for open positions

Objectives - WHAT

IV.A Clarify Our Vision, Standards, & Resources Needed to Define Our Workplace Culture

Owner(s): **Human Resources (HR) Director** with HR Committee, County Executive, and employees

IV.B Ensure Competitive Compensation

Owner(s): **HR Director** with HR Committee and County Executive

IV.C Develop Strategies for Talent Attraction in a Labor Shortage Environment

Owner(s): **HR Director** with County Executive, various directors and employees

IV.D Develop a Training Plan for Our Leaders & Staff

Owner(s): **HR Director** with County Executive and various directors/employees

IV.E Develop County Policies & Reporting Tools for the Purpose of Creating an Efficient Workplace Culture

Owner(s): **HR Director** with HR Committee, County Executive, County Board Chair, Executive/Operations Committee, and various directors/employees

Strategies / Tactics - HOW

- Clarify & embrace the public service culture
- Develop methodologies to incorporate public service culture
- Identify resources needed to incorporate culture
- Define standards of performance for the culture

- Annually review and maintain a competitive benefits & compensation package
- Annually review HR Policies for employee attraction/retention

- Review application and hiring processes
- Move from orientation of new employees to onboarding methods
- Enhance communications methods: regular updates, dept-to-dept, with County Board, with employees who don't work at a computer station
- Create intranet
- Increase employee input opportunities to help guide operations
- Ensure communication methods represent defined culture

- Develop performance management tools and incentives, and train on them
- Create professional development standards and related capacities; involve employees and their supervisors
- Develop comprehensive training program considering incentive elements
- Consider internal certification/advancement tracks
- Increase training opportunities and flexible options (on-line, etc.)
- Ensure training plan represents defined culture

- Update human resource and other policies as needed
- Evaluate management structures County-wide for "span of control"
- Determine performance tracking tools and train on them

2013-2016 Progress

- Team of department directors identified compression, recruitment, and other compensation-related issues, then discussed with HR Committee, Feb – Apr 2015.
- RFP followed (May - Jul 2015); Aug 2015 McGrath Human Resources Group selected.
- 232 positions were surveyed and analyzed against public sector market data and comparables, then placed in a series of grid systems.
- Numerous meetings sharing and discussing consultant's analysis of salary, benefits and implementation strategies.
- Countywide salary study adopted, Sep 2016.
- Stronger candidate pools following salary study and able to hire at Step One on pay scale rather than hiring at mid-scale.
- MUNIS Employee Self Service (ESS) web-based application implemented to allow employees to access/update personal and payroll info and make health insurance selections (Apr – Dec 2016).
- Sexual harassment training for all employees, 2016.