

MASTER STRATEGIC PLAN

2013-2016

Updated By County Executive Dreier and Approved with
Amendments by County Board August 20, 2013

Roadmap to Our Future

2013-2016
STRATEGIC PLAN

Marketplace Realities

Federal & State Political Environment

- Changing laws, regulations, and mandates from federal and state government will increase demands on the County to provide quality services to citizens at a reasonable taxation level
- Rising energy costs will increase demand to be more sustainable
- There will be an increased citizen demand for accountability, transparency, and reporting

Demographics, Services, & Expectations

- 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 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

People/Culture

- Dedicated staff
- Department focused
- More reactive than proactive
- Lack of emphasis on building relationships
- Need for more training
- Change is slow

Process/Information

- Outdated policies
- Need for consistency in core processes
- More data driven analyses needed
- Not well integrated across departments
- Many different methods to accomplish same task
- No established strategic priorities

Technology

- Outdated core support systems
- Not using technology enough to serve citizens
- Homegrown; made by us and for us
- Redundancy

Performance Excellence
Next Exit

Future State

People/Culture

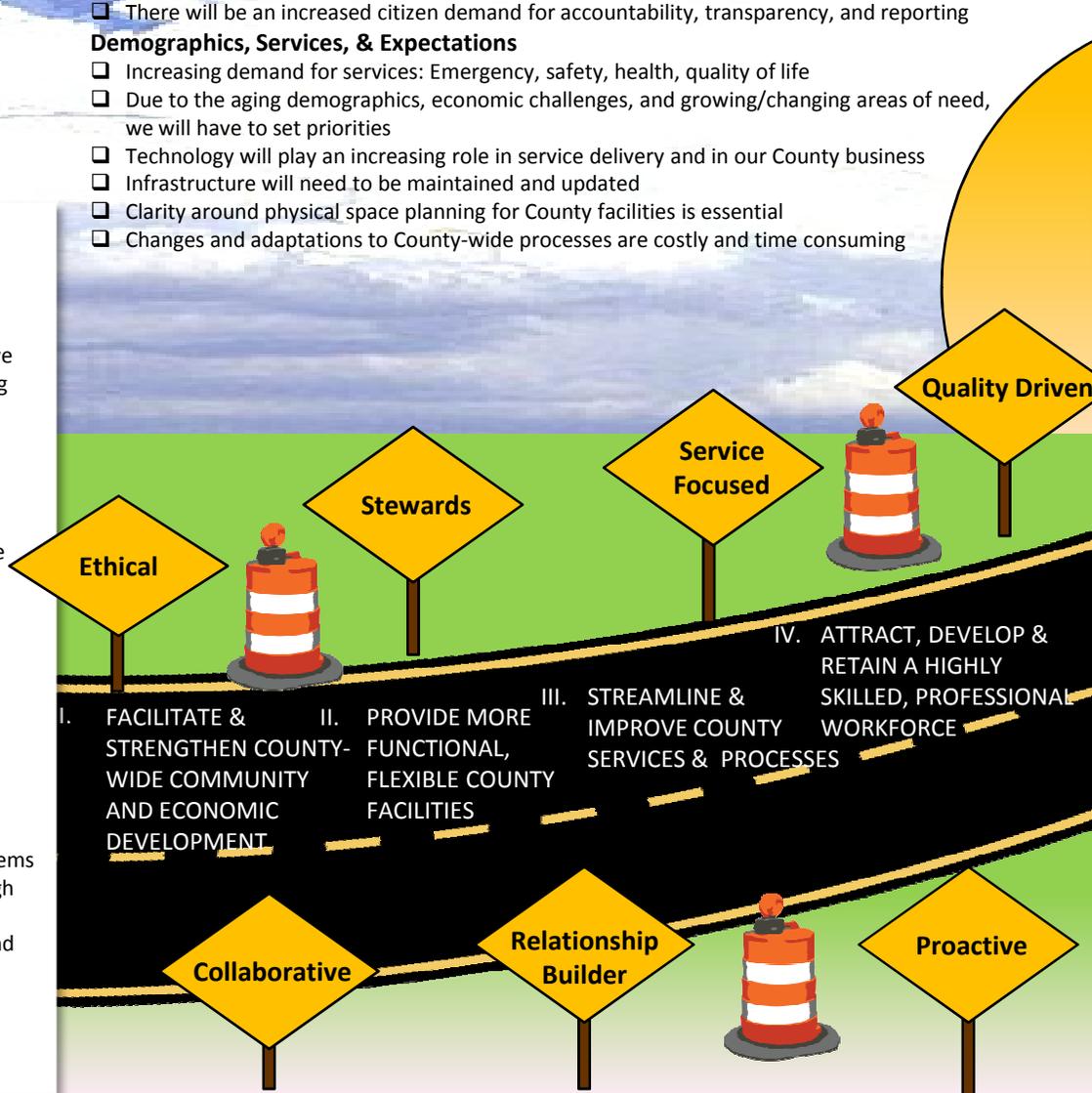
- Departments unified around common goals
- More proactive than reactive
- Adaptable
- Performance based
- Proactive and coordinated leadership
- Employees more valued

Process/Information

- Strategic in our priorities
- Efficient and accessible processes
- Integrated approaches and systems
- Communication and cooperation between departments
- Continued financial stability
- Facilitating community growth and vitality

Technology

- Leveraging technology to serve citizens better and keep them informed
- Match best technology to service



Guiding Principles

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

The Master Strategic Plan will always be a flexible document subject to change in the future by amendment.

August 2013



2013-2016 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
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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 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 MORE FUNCTIONAL, FLEXIBLE COUNTY FACILITIES

- II. Develop a Comprehensive 10 to 20 Year County Physical Space Plan
 - II.A Define & Develop County Campus Plan; Identify Facilities That Will Not Be Part of Campus
 - 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 Consolidate Services Only When It Increases Organizational Effectiveness & Efficiency; Consolidation Must Be a Cost Effective Thing To Do
- III.F Increase Public Feedback & Awareness of County Services & Value

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 Improve Communications With & Feedback From Employees
- IV.D Develop a Training Plan for Our Leaders & Staff
- IV.E Develop County Policies & Reporting Tools for the Purpose of Creating a Performance Based Workplace Culture

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Strategic Goal

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

Potential Outcomes Measures:

- Increase in taxable value
- Job creation
- Advancement on health indicators

***Bolted "owners"** are primary leads to coordinate actions and report on progress

Objectives - WHAT

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

- Identify major stakeholders and willing partners; sponsor public/municipal dialog on economic development
- Engage stakeholders to create/commit to common economic development vision/plan with public buy-in
- Clarify roles of partners/County
- Develop tools to track and report progress to community
- Leverage partnership opportunities (local, regional, and state)
- Identify/Market regional competitive advantages
- Develop strategic capacities (organizational structure, funding, etc.)
- Ensure we are fully tapping existing local, regional, state, and federal resources
- Identify new avenues for development options
- Attempt to ensure regulations/processes of various municipalities and County are as seamless as possible
- Negotiate new Portage County Business Council contract with performance measures

- Provide a "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
- Improve County website to create better, more streamlined access to economic development tools/info; integrate various department web services that overlap
- Link partner websites with County for better access/unified approach
- Attempt to ensure regulations/processes of various municipalities and County are as seamless as possible
- Deploy tools/financial incentives/resources in partnership with others
- Assist County businesses with stay, expand, growth plans
- Evaluate local and regional economic infrastructure needs and opportunities; develop and sustain (airport, interstate access, etc.)

- With partners, plan for, maintain, enhance the health, safety and well-being of Portage County individuals, families and 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
- Enhance vibrancy and promote creativity by building/supporting the creative economy
- With partners, build human capital (education, skills, job readiness, young professionals, etc.) that enhances attainment of community development goals
- Help to preserve Portage County's cultural traditions and history
- 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

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- Proactive** – We will continually strive to be strategic and responsive to citizens' needs

Strategic Goal

II. PROVIDE MORE FUNCTIONAL, FLEXIBLE COUNTY FACILITIES

Potential Outcomes Measures:

- Operational cost savings
- Scheduled capital plans
- Energy savings

Objectives - WHAT

II.A Define & Develop County Campus Plan; Identify Facilities That Will Not Be Part of Campus
 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

- Review existing plans; inventory existing facilities with consideration of operational needs and energy savings (Energy Plan)
- Project future needs and benefits of county campus
- 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 stakeholdership of campus plan through public outreach

- Make decision to build, sell or keep and improve (e.g., build small pod style private room housing at HCC campus?)
- Develop associated funding strategies

- Decide on building storage facility for Highway equipment
- Add fiber optic cable to Highway Department

- 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, evaluate alternate/renewable energy options and integrate into all facilities plans
- Evaluate opportunities for improved fueling stations/strategies and alternate fuels related options in accordance with Energy Plan
- Continually evaluate ownership of Material Recovery Facility (MRF)
- Make decision on evidence/impound yard improvements
- Develop funding strategies for all other facilities-related actions
- Present annual facility reports to County Board

- Evaluate proposal for "Concierge" one-stop front desk at Courthouse
- Evaluate signage and make improvements
- Review ADA compliance for all facilities and develop plan for needed upgrades
- Provide wireless access points in facilities for public users

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Strategic Goal

III. STREAMLINE & IMPROVE COUNTY SERVICES & PROCESSES

Potential Outcomes Measures:

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

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 Consolidate Services Only When It Increases Organizational Effectiveness & Efficiency; Consolidation Must Be a Cost Effective Thing To Do

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

III.F Increase Public Feedback & Awareness of County Services & Value

Owner(s): **County Executive** with various directors

Strategies / Tactics - HOW

- Identify opportunities for technology enhancements: software, virtual desktops, e-communication for county board, new email (including Sharepoint) and internal intranet
- Training for users on new technologies
- Continue GPS projects—county-wide project that carries over into several departments such as P&Z, Register of Deeds/property listing, Highway, Emergency Management

- ERP Phase I (integrated human resources/finance) – Conduct ERP Needs Assessment
- ERP Phase II – Solutions/Design requirements
- ERP Phase III: RFP Development (4th Q 2013, vendor selection)
- Email conversion by August 2013
- Implement (phased in) ERP system user training
- Move from transaction processing to data driven decision making

- Develop plan for improving the County website
- 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 strategic plan and deploy with mechanisms to track progress (Sharepoint; quarterly reports)
- Continue to improve the budget planning process including capital improvement project planning
- 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

- Make decision on unified communications center
- Investigate reorganization of County government into "mission hubs" such as public safety, health and human services, judicial, public works, conservation & development, culture/recreation & education to streamline operations and pool resources
- Enhance communication and cooperation between departments

- Promote “what your tax dollars pay for” and advertise County services available
- Promote County budget book and public feedback on budget process
- Improve communications with the public regarding on-going and upcoming projects
- Develop and promote coordinated intern program
- Provide public computer/printer access at main locations

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Strategic Goal

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

Potential Outcomes Measures:

- Job satisfaction
- Employee retention
- Productivity
- 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 Improve Communications With & Feedback From Employees

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 a Performance Based Workplace Culture

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

Strategies / Tactics - HOW

- Research & educate on different workplace cultures
- Develop methodologies to incorporate culture
- Identify resources needed to incorporate culture
- Define standards of performance for the culture
- Development of culture to proceed concurrent with compensation study

- Review incentives for employees
- Complete County-wide salary study
- Compensation study to proceed concurrent with culture development

- 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 with defined culture
- Find a permanent "home" for volunteer policy
- Evaluate management structures County-wide for "span of control" of 5-7
- Determine performance tracking tools and train on them