

Master Strategic Plan Implementation Update

By County Executive Patty Dreier

January 21, 2014

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- Outdated policies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- Outdated core support systems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

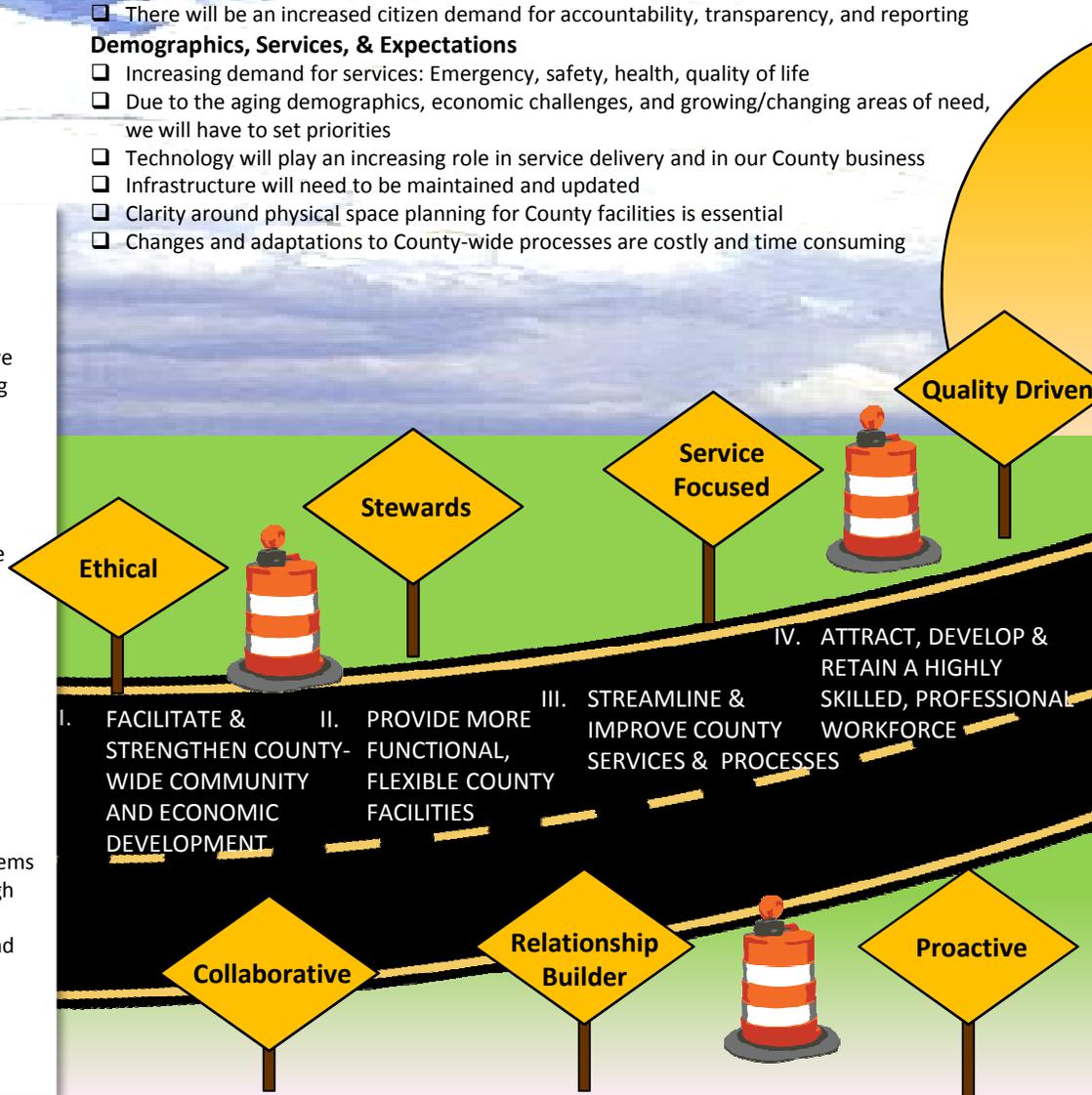
- Departments unified around common goals
- More proactive than reactive
- Adaptable
- Performance based
- Proactive and coordinated leadership
- Employees more valued

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



Goal I

Community & Economic Development

- I.A. Economic Development Committee being assembled with municipal partners and business leaders through Portage County Business Council.
- I.A. & I. C. “Creative Industry” sector uniting innovators for synergies (arts, tech development, entrepreneurs, etc.).
 - Creating a Creative Industries Council.
 - Pre-planning for Governor’s visit.
- I.B. Central Wisconsin Economic Development (CWED) regional revolving loan pool of \$14 million; hiring Executive Director to facilitate regional economic growth and development.

Goal I

Community & Economic Development

- I.B. “Planned Development” zoning ordinance adopted allowing more flexible rural development options.
 - Town of Dewey first to adopt this new zoning district.
- I.B. County web site portal redevelopment gearing up.
- I.C. Jordan Park expanded by 51 acres thanks to land donation by Richard Schneider.
- I.C. Emergency Management Office conducting business outreach on continuity of operations planning.
- I.C. Kicked off new Wis. Dept. of Corrections justice project.
- I.C. Gathering public input through veteran’s survey on potential veteran’s service center.

Goal II

Functional, Flexible County Facilities

- II.A. Defining campus plan; reviewed existing plans; updated department physical space inventories.
- II.B. Health Care Center studies (business modeling and facilities) underway.
- II.E. Completed bulk fuel/fueling station analysis.
- II.E. New maintenance work order system improves tracking and will guide facilities related decision making.
- II.F. Phase I wireless access points in facilities completed; budgeted for project completion in 2014.

Goal III Streamline & Improve Services & Processes

- III.A. Continuing conversions to new technologies (e.g., new 911 technology, fax from desktops).
- III.B. Completed Phase III of ERP; selected Tyler Technologies; pre-implementation and change management/leadership efforts underway.
- III.B. Email conversion completed.
- III.C. Gearing up for web site portal revision.

Goal III Streamline & Improve Services & Processes

- III.D. Developing standard department work plan template.
- III.D. Continued evaluation of EMS services with preplanning for county wide EMS Summit in May.
- III.E. Consolidated “facilities” hub in January by adding Portage County Library facility care to Facilities Department mission.

Goal III Streamline & Improve Services & Processes

- III.F. Rolled out new budget book in Fall 2013.
- III.F. Intern program is growing; using volunteer policy as framework.

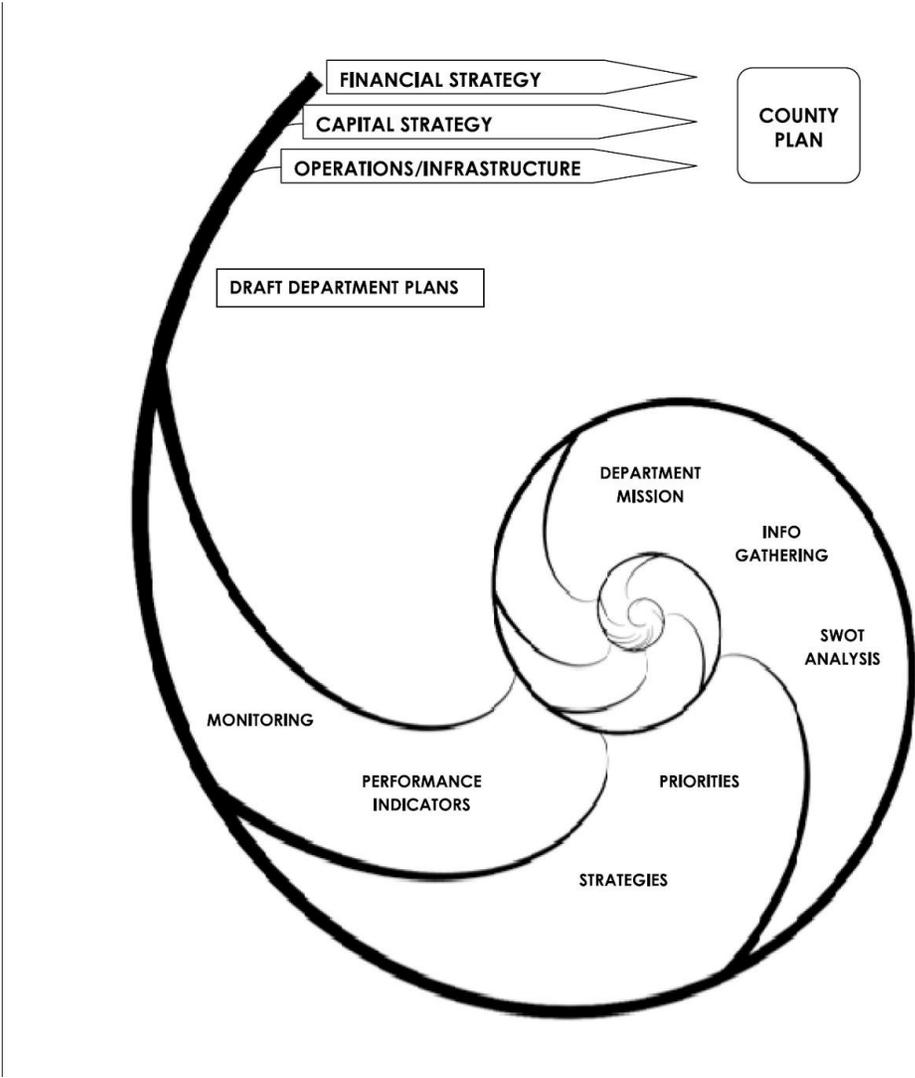
Goal IV Attract, Develop & Retain Highly Skilled, Professional Workforce

- Determining how to realign or augment resources to free up Human Resources Director to lead strategic work on Goal IV.

Next Steps

- Need to integrate department/committee plans to “sync” strategic planning timelines.
- Enhanced orientation/leadership training will help us further focus our energies.

Nautilus Planning Model



Momentum!

- Our strategic plan is regularly referenced in the course of our work and discussion.
- The strategic plan is helping to clarify priorities and guide us forward.

Suggestions? Questions?

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