

2017 Report on Master Strategic Plan 2013-2016* Progress

Progress Report Prepared and Presented by County Executive Dreier with
County Board Chair Idsvoog on March 21, 2017

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

PORTAGE COUNTY
Patty Dreier



OFFICE OF THE EXECUTIVE
County Executive

March 21, 2017

Dear County Board and Community,

Enclosed is a progress report on the 2013-2016 Master Strategic Plan, Portage County's first such plan. County Board Chair O. Philip Iidsvoog and I worked together to prepare this report which provides a high level summary of our County's work together in addressing our four strategic priorities.

Chair Iidsvoog and I also developed a process that we would like to undertake with you to update our master strategic plan for the future. We will not be hiring a consultant for this revision process. The update to our master plan will be handled in-house and my office will provide administrative support. Both Chair Iidsvoog and I believe that the four broad strategic goals represent fundamental cornerstones of County government and we generally believe they need to stand as focus areas for moving our County forward. We will look forward to gathering your input to confirm this and gather your thoughts about updated objectives and action strategies.

The Executive Operations Committee will serve as the clearinghouse for County Board Supervisory input. The County Executive's Office will serve the same function from the operational/department perspective. Citizen input will be filtered through both the County Board and County Executive gateways. An outline of this general planning process appears on the last page of this report. It is already underway with this first step progress report. Regular progress reports were also included in our annual budget book under the "Financial Policies and Strategic Planning" tab near the front of the book.

We began our first master strategic planning process about five years ago with the help of Walter Jankowski of Reinvention, LLC. There were surveys, planning sessions, committee discussions and citizen inputs. This time around, Chair Iidsvoog and I have streamlined the process due to the strength of our current plan and our desire to have the updated plan guide development of our 2018 budget. While Portage County has made considerable progress, we know there is still much to be done. We recognize the work "in progress" we are and look forward sharing in the next steps of our progress as we work together to update this plan.

In service,

A handwritten signature in black ink, appearing to read "Patty Dreier", is written over a faint, larger version of the same signature. Below the signature is the printed name "Patty Dreier".

Patty Dreier

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

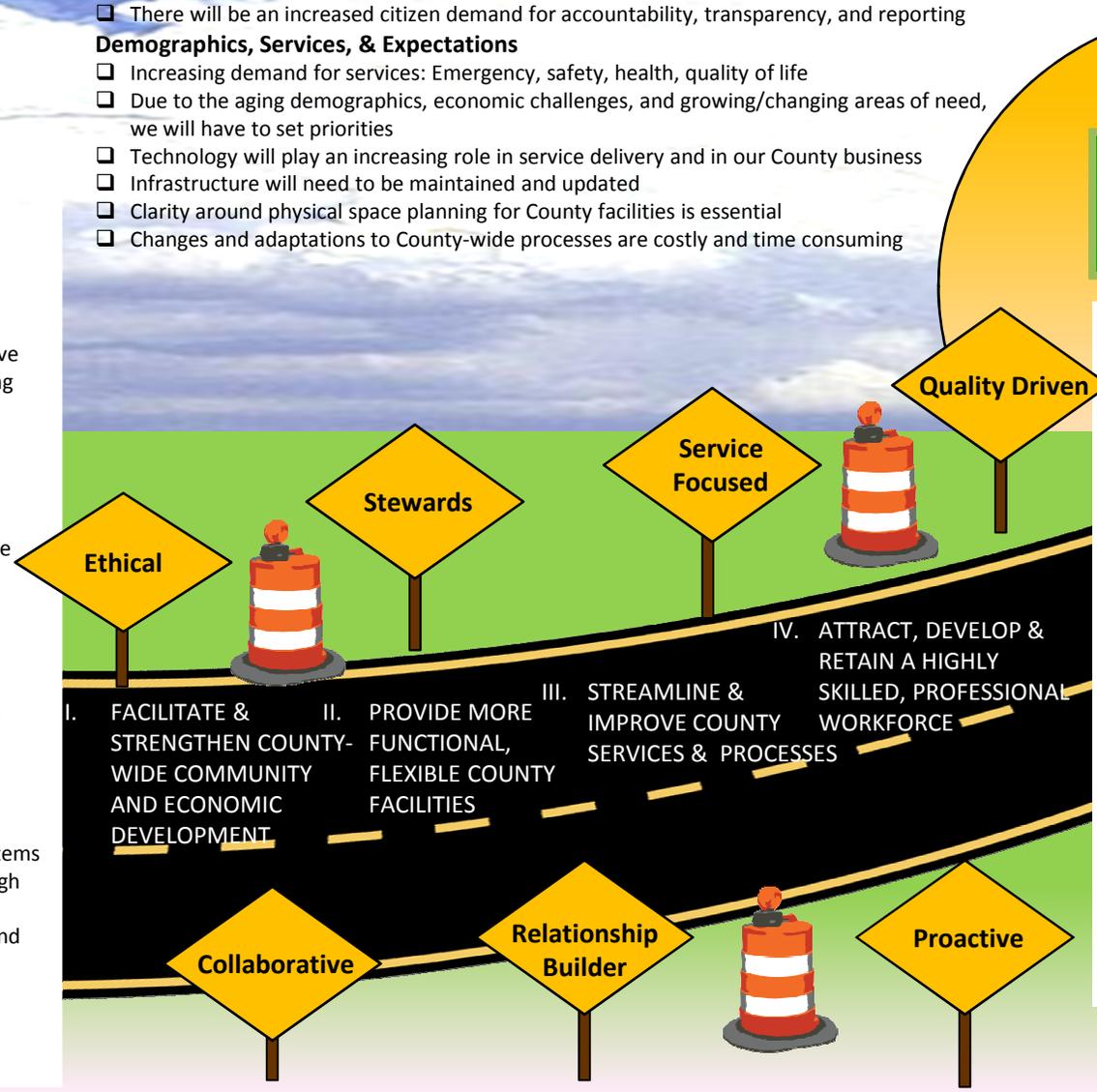
- Departments unified around common goals
- More proactive than reactive
- Adaptable
- Performance based
- Proactive and coordinated leadership
- Employees more valued

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.

March 2017



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
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
6. **Relationship Builders** - We will build a 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 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



March 15, 2013

County strategic plan draft will be released

By **MATTHEW BROWN**
of the Gazette

The Portage County Board of Supervisors will get a look at a first draft of the county's new strategic plan at its meeting Tuesday, March 19.

Walter Jankowski, owner and principle in Reinvention LLC, a Madison-based company that has been working on the plan with the county, will present the draft to the board.

Patty Dreier, Portage County executive, said the three-year strategic plan will continue to evolve over the next several months, with a goal of bringing a final version to the Board for possible approval in June.

level planning within various county departments.

"Nobody sat and looked at who was the stakeholder in the whole system," Dreier said. "What you did is you just answered the immediate need."

Departments conducted different analyses, including cataloging their functions and their statutory mandates, as well as doing SWOT (strengths, weaknesses, opportunities and threats) analysis and infrastructure analysis. Dreier said directors looked at everything from vehicles, to office equipment, business practices and physical space. They also looked at the existing county and departmental plans to figure out which were still relevant.

(the strategic plan) isn't going to be a plan that sits on a shelf."

Dreier also solicited input at listening sessions throughout the county where people have shared their visions for county government.

The consultant helped incorporate the information and solicit more input. A department-level survey was done in December 2012 and the County Board was surveyed in January 2013.

"It's been a long road already," said Dreier. "We really kicked it up a notch by writing it into the budget (this year); \$10,000 to bring in a consultant to help bring it all together."

The past two years of work has been rolled



Strategic Goal

March 2017



**PROGRESS REPORT
ON 2013-2016
STRATEGIC PLAN**

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

Potential Outcomes Measures:

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

Legend

- Not yet addressed
- ✓ Done
- ▲ in process
- ◆ needs to be clarified or updated
- continuous or continuing

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, 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 →

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.

A New Day: County Strikes New Agreement With Business Council

Renewed partnership comes after Presley rails against past practices

BY BRANDI MAKUSKI
EDITOR-IN-CHIEF



WEDNESDAY, FEBRUARY 5, 2014

Woodland a special gift

Family property known as Woodtick Woods donated to Portage County, will be added to Jordan Park

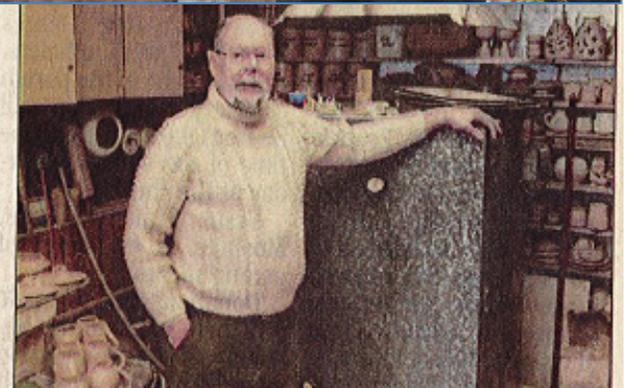
By Nathan Vine
Stevens Point Journal Media
nvine@gannett.com

erty affectionately known as Woodtick Woods for use by residents.

County Parks Department. The property will become part of Jordan Park, a 271-acre parcel

open pavilion, showers, boat ramp, trailer dump station, playground equipment, nature center, nature trail, swimming beach and baseball field.

Schneider, 84, was a professor of art for nearly 30 years at the University of Wisconsin-Stevens Point, and is



Strategic Goal

March 2017



**PROGRESS REPORT
ON 2013-2016
STRATEGIC PLAN**

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

**Develop a Comprehensive
10 to 20 Year County
Physical Space Plan**

Plan to Address:

- Clear explanation of benefits / opportunity

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

Legend

- Not yet addressed
- ✓ Done
- ▲ in process
- ◆ needs to be clarified or updated
- ➡ continuous or continuing

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 stakeholderhood 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

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.

County mulls new jail, health care center

Projects among \$60 million in executive's proposals for 2015 and beyond

By Sari Lesk

Stevens Point Journal Media
slesk@stevenspoint.gannett.com

STEVENS POINT — Portage County would build

If approved by the County Board, the projects would cost an estimated \$18 million through 2015 and more than \$60 million over the

early Thursday board's Capital Investment Plan and Development fee.

The fact that introduced such proposals during a.m. weekday with a generic notice irritated some leaders.

County Gets First Glimpse of Possible New Jail, County Facility

A plan that's being called "the best so far" offers options for new building downtown or a new location, now up for county consideration

By Sarah Minkoff

County leaders on Tuesday finally got a glimpse at three very different options for a new governmental facility—two of which could fundamentally change the downtown area.

What's being billed as the "Portage County Government Facility" would encompass

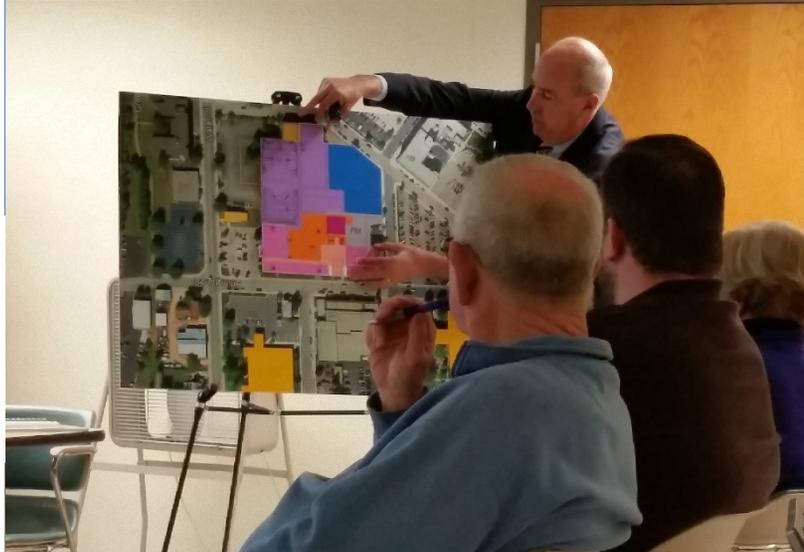
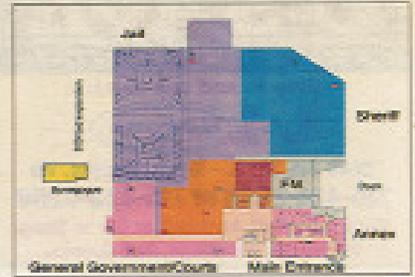
new space for a 200-bed jail, county offices and new courtrooms with updated security, accessibility and parking.

Todd Neumann, facilities manager for the county, said the most recent round of discussions over space concerns in several county departments began last September.

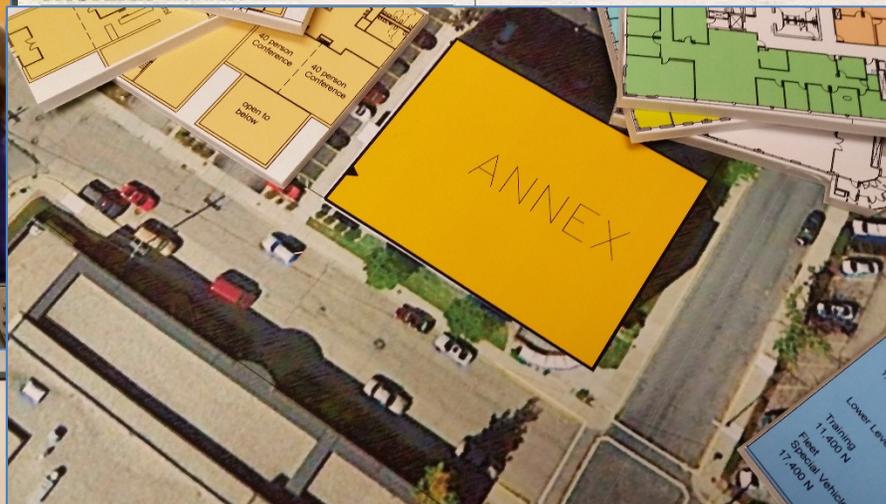
"We had a conversation about space needs with a lot of the department heads, and we decided while we were at it we thought we

FACILITY CONTINUES ON PAGE 3

(Right) A first-floor conceptual plan for a new county building in downtown Stevens Point. (Courtesy: Venture Architects)



FACILITY FROM PAGE 3



courtroom designated for family court and a formal County Board Chamber more easily accessible to the public.

But John Cain, principal architect with Venture, said the similarities between the new building options end there. While the downtown site would be a three-story addition to the existing County Annex building, the green site operates on a single level and could be located in any number of locations—including a currently vacant 20-acre lot in the Portage Co. Business Park.

But any relocation of the county offices, he said, must remain in the city limits to comply with a state law designating the County Seat—which is Stevens Point—as the county's home base.

Cain said he did not recommend the "do-nothing" option. "The staff's best idea is to renovate. There's no other option

County Board Chairman Phil Hasegawa said he wants to see "hard numbers" on staffing costs for the proposed new jail facility.

"The last time we had this discussion, seven or eight years ago, that staffing number was what I would call relative. It changed all the time," he said, adding staffing costs could sharply increase based on ever-changing state requirements. "That staffing number can go up overnight. We had problems with our last jail because of the legislature. I have a real concern with this, we have to have a real microscope on that as far as I'm concerned."

where ever it's safely housed, or inmate transfers by about \$1,000,000 housing inmates in relation about \$400,000 budgeted for.

The total cost, he said, of the county comes to \$9.8 million housing inmates elsewhere factored in, he said that cost to

And it's not a cost that's unique to county documents, the last average daily population of 14

increasing of the past couple Venture's concept options a what a final project would look can be changed to meet what public input, and all costs are "draft numbers".

"These are just very early numbers," Cain said. "We need to get too excited; decide to be kind of money we have to do it." Cain added the plans do not certification or performance for energy efficiency.

Also added to the growing list was a possibility of co-locating into a new county building, as implications of a downtown relocation discussions on the potential to

"There's need to ask thing off in ourselves to go along," are this too get a lot of this now at can go, but and the cost I think we're something, be positive.



Strategic Goal

March 2017



**PROGRESS REPORT
ON 2013-2016
STRATEGIC PLAN**

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

Potential Outcomes Measures:

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

Legend

- Not yet addressed
- ✓ Done
- ▲ in process
- ◆ needs to be clarified or updated
- ➡ continuous or continuing

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

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.



New resource planning system speeds up county processes

By SARAH McQUEEN
of The Gazette

After nearly two years of planning, Portage County will go live with phase one of its new enterprise resource planning (ERP) system Monday, May 11.

The new system will be installed in three phases and for a total of \$1.6 million will replace the custom designed 20-year-old financial system the county has been using.

“We are replacing our existing financial sys-

ment were also included in the contract.

The ERP system will store, organize and process information relating to every financial aspect of the county. It will track everything from paychecks and receipts to the annual countywide budget, and it will record data regarding who enters information or who makes changes to budgets.

With the old system, information would have to be entered in multiple places, and consistency across the departments was lacking. With the

es records. We were not very standardized.”

The system will also make it easier for county officials to track spending in the county and know exactly where the budget stands at any given moment.

“When it comes to some of our reporting, we spend a lot of time calculating where our budgets are or what our deductions are going to be,” Jossie said. “This gives a clearer snapshot for folks like me and Patty (Dreier). The departments know where they’re at. The departments

Strategic Goal

March 2017



**PROGRESS REPORT
ON 2013-2016
STRATEGIC PLAN**

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

Potential Outcomes Measures:

- Job satisfaction
- Employee retention
- Productivity
- Stronger candidate pools for open positions

Legend

- Not yet addressed
- ✓ Done
- ▲ in process
- ◆ needs to be clarified or updated
- ➡ continuous or continuing

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

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.



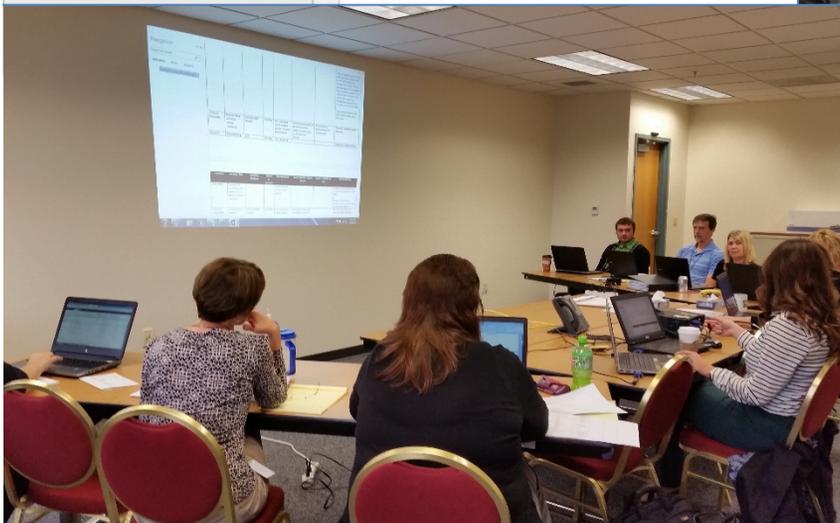
Portage County
the heart of Wisconsin

Home

Citizen Self Service

MUNIS Self Service, Vers

Welcome to MUNIS Self Service, Version 11.



July 22, 2016

County approves salary schedule for employees

By HEATHER McDONALD
of The Gazette

Portage County Supervisors made a move to bring county employees more in line with average market wages, which for many means a raise.

After more than a year of study and development – as well as five amendments – Portage County Board of Supervisors Tuesday, July 19, approved 20 to 2 a resolution to adopt a new salary schedule for non-represented employees that will bring many of the county's positions in line

with neighboring counties and similar positions across the state as far as wages are concerned.

Voting for the resolution were Meleesa Johnson, Dave Medin, Julie Morrow, "Bud" Flood, Dan Dobratz, Larry Siplorski, Bo DeDeker, Bob Gifford, Stan Potocki, Don Butkowski, Don Jankowski, Allen Haga, Chair Phil Idsvoog, Jerry Walters, Larry Raikowski, Charles Gussel, Jeanne Dodge, Matt Jacowski, Barry Jacowski and Gerry Zastrow. Those voting against the resolution were Tom Mallison and Chris Doubek.

Supervisors Jim Gifford, Dale O'Brien and James Zdroik were excused.

The schedule also will include longevity dollars and Highway Department workers, after amendments for both those items passed on the floor.

With so many changes to the presented schedule, Human Resources and Finance departments will work together to reconfigure the schedule and present the revised plan at a later meeting for

(See Salary, page 28)

on/Compensation
Schedules
Board

on Study Executive Report for Portage County and Recommendation for S

PORTAGE COUNTY MASTER STRATEGIC PLAN REVISION PROCESS 2017

<p><i>Preparation</i></p>	<ul style="list-style-type: none"> * Clarify process to revise master strategic plan (this 1-pager) —Patty/Phil * Share process —Patty/Phil * Gather input on report of accomplishments from 2013-2016 Plan —Patty 						
<p><i>Report on Accomplishments: 2013-2016 Master Plan</i></p>	<ul style="list-style-type: none"> * Draft after action report —Patty/Jami * Finalize after action report —Patty/Phil * Co-present after action report and process we will use to update master plan —Patty/Phil at March County Board meeting (March 21) 						
<p><i>Draft 2017-2021 Master Plan</i></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; padding: 5px;">Executive Branch</th> <th style="text-align: left; padding: 5px;">Legislative Branch</th> </tr> </thead> <tbody> <tr> <td style="padding: 5px;"> <ul style="list-style-type: none"> * Feb and Mar Department Leader Meetings: Discuss Revision of Plan * Recruit ideas on after action report * Patty drafts plan * Patty shares draft with Phil </td> <td style="padding: 5px;"> <ul style="list-style-type: none"> * Executive Operations Committee discusses revisions of plan at March and April meetings * March County Board: Phil asks for County Board input to Executive Operations Committee * Phil shares input with Patty </td> </tr> <tr> <td colspan="2" style="text-align: center; padding: 5px;"> <p>THEN Patty and Phil finalize draft 2017-2021 Master Strategic Plan</p> </td> </tr> </tbody> </table>	Executive Branch	Legislative Branch	<ul style="list-style-type: none"> * Feb and Mar Department Leader Meetings: Discuss Revision of Plan * Recruit ideas on after action report * Patty drafts plan * Patty shares draft with Phil 	<ul style="list-style-type: none"> * Executive Operations Committee discusses revisions of plan at March and April meetings * March County Board: Phil asks for County Board input to Executive Operations Committee * Phil shares input with Patty 	<p>THEN Patty and Phil finalize draft 2017-2021 Master Strategic Plan</p>	
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<p><i>Finalize/Adopt 2017-2021 Master Plan</i></p>	<ul style="list-style-type: none"> * Co-present draft 2017-2021 Master Strategic Plan at April 18 County Board Meeting —Patty/Phil * Invite public input —Patty/Phil between April and May County Board Meetings * Integrate public input —Patty/Phil * Pass resolution and adopt 2017-2021 Master Strategic Plan through Executive Operations Committee and County Board meeting (hopefully May 2017) in time to enlighten 2018 Budget/Capital planning efforts 						