



Board of County Commissioners Agenda Request

6A
Agenda Item #

Requested Meeting Date: April 25, 2017

Title of Item: Goal Setting/Strategic Planning

<input checked="" type="checkbox"/> REGULAR AGENDA	Action Requested:	<input type="checkbox"/> Direction Requested
<input type="checkbox"/> CONSENT AGENDA	<input checked="" type="checkbox"/> Approve/Deny Motion	<input type="checkbox"/> Discussion Item
<input type="checkbox"/> INFORMATION ONLY	<input type="checkbox"/> Adopt Resolution (attach draft)	<input type="checkbox"/> Hold Public Hearing* <i>*provide copy of hearing notice that was published</i>

Submitted by: Administrator Jessica Seibert	Department: Administration
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Presenter (Name and Title): Jessica Seibert, Administrator	Estimated Time Needed: 10 minutes
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Summary of Issue:

On January 24, 2017 the Board directed Interim Administrator Wussow to solicit proposals for a goal-setting/strategic planning session. Discussion was held at that time on holding a goal-setting session at LLCC with Commissioners and department heads.

Administrator Seibert submitted two proposals for strategic planning at the March 28, 2017 Board Meeting. More discussion was held on the value of goal-setting. Commissioners asked to get feedback from the department heads and review the planning that had already been partially completed in 2015.

The attached memo summarizes the discussion held at a recent department head meeting and purpose of goal-setting/strategic planning.

Alternatives, Options, Effects on Others/Comments:

Recommended Action/Motion:
Accept written proposal from Big River Group, LLC for strategic planning services.

Financial Impact:
 Is there a cost associated with this request? Yes No
 What is the total cost, with tax and shipping? \$ 4,820.00
 Is this budgeted? Yes No *Please Explain:*
 Not budgeted by previous administration.

AITKIN COUNTY ADMINISTRATION

Aitkin County Courthouse
Jessica Seibert, Administrator
217 Second Street N.W. Room 134
Aitkin, MN 56431
218-927-3093
Fax: 218-927-7374

MEMORANDUM

To: Aitkin County Commissioners
From: Administrator Seibert
Date: April 19, 2017
Re: Goal Setting/Strategic Planning

Goal setting, sometimes called Strategic Planning, provides a framework for County leadership to identify and articulate a clear direction for the county, goals to achieve this vision and measurable objectives. Goal setting can be a valuable tool to establish a culture of collaboration and continuous improvement. It can also align resources to achieve agreed upon goals.

Goal setting does not assume that something is inherently wrong in an organization, but rather focuses on what the team is working towards and how to get there in the most efficient manner. It allows an organization to better tell their story through a clear mission and vision. It can also help create a culture that values and empowers employees which ultimately improves performance and aids in employee retention.

The value of goal-setting can only be realized with the complete support of the Board of Commissioners and leadership team. With that in mind, discussion was held at the most recent department head meeting to consider the benefits of strategic planning. The general consensus among department heads was goal setting can be a valuable tool and they would appreciate the opportunity to have this type of discussion with Commissioners. It is important to the leadership team that goal setting focuses on true goals that Commissioners and staff will work towards and use in regular discussion.

I have attached a copy of the strategic plan that was started in 2015. It is possible that this information can be used as either a starting point for discussion or later to develop more detailed, measurable objectives. This document has been provided to both organizations that have submitted proposals for consideration.



Association *of* Minnesota Counties

Strategic Planning Facilitation (*Estimate*)

Send Invoice to:

Jessica Seibert, Administrator
217 2nd Street NW, Rm. 134
Aitkin, MN 56431

Strategic Planning Session – On-site
per half-day
per full-day

\$1000.00
\$1500.00

ISANTI



COUNTY

Isanti County's Mission
Working Together to Deliver Quality Services that are Valued by the Community, Today and Tomorrow.

County Values

All Isanti County employees are dedicated to upholding these values:

- Be professional, respectful and accountable.
- Foster a culture of collaboration.
- Assure long term fiscal stability.
- Emphasize excellence in customer service.
- Empower people to become self-sufficient.

"ISANTI COUNTY IS A STEP ABOVE THE REST!"

County Vision Priorities

Cutting Edge Technology Development to Better Serve Public Needs

1. Determine each county departments online service options.
2. Increase accessibility of quality customer services for the public through technology options.
3. Work with technology department, non-profit technology experts such as Blandin Foundation and community partners to establish a countywide effort to expand broadband.
4. Explore options for EDMS for departments.
5. Research each county departments technology needs for the future.
6. Develop cost projections for county technology needs to enable the county to expand access.
7. Improve staff technology education options.

"ISANTI COUNTY GOVERNMENT IS NOW TOTALLY AVAILABLE ON-LINE!"

"ISANTI COUNTY PROVIDES MORE FOR LESS!"

Maintain and Enhance a County Employee Workforce That is Efficient and Effective in Meeting Public Needs.

Evaluate Barriers:

- Research other comparable counties to gather information on job descriptions, benefits, and salary structures.
- Compare Isanti County to this data. (Internal comp worth study)

Internal Evaluation:

- Determine accurate data on turnover rates within departments.
- Complete exit interviews of former employees.

Research Current Employee Perspectives:

- Research why county employees stay in county government.
- Gain feedback at office meetings on engagement and satisfaction levels.

Hire and Retain Quality Employees:

- Use information gathered above to strategically retain employees.

Streamline County Service Infrastructure and Processes to Increase Efficiency.

Emphasize Lean Process implementation:

- Consider lean coordinator position feasibility.
- Promote lean culture throughout the county.

Explore and identify opportunities to streamline service infrastructure:

- Hold more strategic planning retreats both countywide and among similar service areas (EE, public safety, land records).
- Research and review what other counties have done to streamline infrastructure.

"ISANTI COUNTY IS THE PLACE TO LIVE AND THRIVE!"

Initiate and/or Support Economic Development Efforts to Build a Strong Future for Isanti County.

1. Develop a committee or working with current committee infrastructure to identify barriers to economic development.
2. Identify the key stakeholders that need to be involved to move the effort forward.
3. Pursue connections with other county economic development structures in the county and regionally.
4. Explore county possibilities to initiate or support increased residential development.
5. Research infrastructure needs for development (sewer and water).

"ISANTI COUNTY IS THE FUTURE... FOLLOW US!"



Aitkin County, MN • March 2017

Proposal for Retreat for County Commissioners

Purpose

The purpose of this proposal text is to describe a process designed to guide and assist the Aitkin County Commissioners through the problem-solving and planning necessary to build on current successes, refine work systems & styles, and help new and experienced Commissioners & new Administrator identify desired processes & procedures, and make progress on:

- 1) ID values & vision to guide completion of strategic plan
- 2) Completion of strategic plan
- 3) ID desired roles & responsibilities for all key decision-making positions

Proposal Design & Plan

This proposal has been developed to provide a systematic method for the Aitkin County Commissioners to move through the identification and refinement of their methods of doing business. The session materials proposed have been used extensively with elected councils & boards from governmental, service and educational organizations; including cities, counties, school districts, interagency collaboratives, educational service cooperatives, non-profit organizations; as well as with corporate boards.

Development & Delivery of Retreat Project

1) Pre-session Work

- A) Telephone conversations with each Commissioner (& department heads?)
- B) Draft agendas & Session materials developed & presented to County Administrator & Commissioners for review, edits and/or approval prior to sessions

2) Work Sessions

Each of the session agendas will be developed to address items as identified by Commissioners during phone calls.

Session 1 (approx. two hours)

- A) Briefly review prior work to develop elements of strategic plan
- B) ID & discuss elements of desired values to guide completion of plan
- C) ID elements of a desired long-term vision for the county
- D) Discuss next steps & evaluate the session

Session 2 (approx. two hours, with department heads)

- A) Briefly review prior work to develop elements of strategic plan
- B) Review updates & progress within departments that may affect final Plan
- C) Commissioners identify benchmarks for progress on plan
- D) Discuss next steps & evaluate the session

Session 3 (approx. two hours)

- A) Briefly review results from both prior sessions
- B) Review & specify desired roles & responsibilities
- C) Discuss next steps & evaluate the session

3) Post-Session Work

- A) We prepare all final products from the session & e-mail results to County
- B) Additional assistance via phone, Skype or in-person for one year

About the Proposer

Dr. Bruce Miles is the owner & CEO of the Big River Group, LLC. He has also been an Assistant Professor & taught Graduate & Doctoral coursework in the areas of leadership, research, planning, finance & personnel. He is a national-level presenter and trainer in the areas of strategic planning, organizational improvement, organizational conflict, & difficult employees.

Bruce has worked as a consultant for the past thirty-four years and works with more than 8,000 participants/110 organizations each year in the areas of:

- Strategic "Chainsaw" planning
- Workplace climate issues
- Leadership training
- Personnel selection & onboarding
- Resistant employees
- Differentiated coaching
- Succession Planning
- Reducing organizational conflict
- Followership training
- Hiring & firing
- Sales management / training
- 360-Feedback projects

Recent clients & organizations include:

- City, county & regional governmental units
- School districts, colleges and universities
- Educational Service Cooperatives
- Medical practices, hospitals and related organizations
- Financial service organizations
- Law firms
- Businesses & manufacturers
- Nonprofit agencies & service providers
- Interagency family service and mental health collaboratives
- Monks
- Hockey Teams

Bruce can be reached @ (800) 500-7017 (office) 320-260-2612 (cell), by e-mail at bruce@bigrivergroup.com, or on his website at www.bigrivergroup.com.

Tasks & Costs

1) Pre-session Work	Steps A, B	\$720.00
2) Work Sessions		
Session 1	Steps A, B, C, D	\$4100.00
Session 2	Steps A, B, C, D	
Session 3	Steps A, B, C	To be negotiated if necessary
3) Post-Session Work	Steps A, B	(No charge)

Strategic Theme: Community Wellbeing and Health	3
Objective: Ensure the safety of vulnerable individuals in the county	4
Objective: Provide access to education and resources to improve the health of individuals and families	5
Objective: Administer federal, state and local financial support programs while providing education and resources for individuals and families	6
Objective: Pro-actively help individuals and families reach their highest possible potential	7
Strategic Theme: Natural Resources	8
Objective: Protect and preserve natural resources for future generations	9
Objective: Provide access to education and resources to promote the judicious use of natural resources	10
Objective: Develop and maintain recreational land use opportunities in Aitkin County	11
Strategic Theme: Public Safety	12
Objective: Ensure the safety of the traveling public throughout Aitkin County.	13
Objective: People and property are safe while they are in Aitkin County; living, recreating or conducting business.	14
Strategic Theme: Infrastructure	15
Objective: Improve and construct a sustainable transportation infrastructure that facilitates the safe and efficient transport of people and goods throughout Aitkin County.	16
Objective: Maintain the safety of transportation infrastructure by ensuring reasonable access, passability, pavement conditions and sightlines.	17
Strategic Theme: General Government	19
Objective: Conduct all general government activities in a transparent, efficient and accurate manner	20
Strategic Theme: Strategic and Efficient Government	21
Objective: Provide excellent customer service to all people we serve.	22
Objective: Ensure the county's finances are stable, sustainable and equitable.	23
Objective: Ensure that the county's finances are transparent, accountable and consistent.	24
Objective: Ensure secure, stable and forward thinking IT infrastructure and technology tools for all county departments.	25
Objective: Build and maintain IT tools that help the public access information and conduct business through internet applications.	26
Objective: Train the workforce to be able to fully utilize technology for internal processes and to help the public to utilize technology to the greatest extent possible.	27
Objective: HR Objective	28
Objective: HR Objective	29



Objective: HR Objective

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Objective: Maintain clean, energy efficient facilities that support efficient operations and excellent customer service.

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Strategic Theme: Community Wellbeing and Health

Primary Departments of responsibility: Health and Human Services

Secondary Departments of responsibility: Sheriff's Department, County Attorney

Overview

Values

- We value dignity and respect for the individual, families and our community in all we do.
- We value helping individuals and families to realize their full potential and to build and maintain self-sufficiency to the greatest extent possible
- We value the ability of families and our community to support people in need, and strive to make connections outside of typical governmental channels.
- We value taking pro-active steps to help individuals and families; an ounce of prevention is worth a pound of cure.



OBJECTIVE: ENSURE THE SAFETY OF VULNERABLE INDIVIDUALS IN THE COUNTY

Strategic Theme: Community Wellbeing and Health

Owned by: HHS Director/Child Welfare Supervisor/Adult Services Supervisor

Importance

- Essential function of government and measure of society to provide for protection of those who cannot protect themselves.
- Children who are at risk or grow up in abusive homes have a strong tendency to be higher users of government services in the long term.
- Long term governmental costs can be controlled when we maintain safety of vulnerable members of society.
- The community as a whole is strengthened when the most vulnerable members are supported to lead safe, productive lives.

Intent

- Strive to ensure that vulnerable individuals in the county are physically safe at all times whether at home or in the care of others
- Preserve the financial security of vulnerable individuals.
- Hold the rights and dignity of vulnerable individuals above the rights of their caretakers.
- Be proactive, to break the cycle of domestic violence and at risk behavior.
- Seek to use community and family support structures to keep vulnerable individuals safe and promote permanent living situations.

Measures

- Number of repeat maltreatment reports
- Number of repeat out-of-home placements

Initiatives

TBD



OBJECTIVE: PROVIDE ACCESS TO EDUCATION AND RESOURCES TO IMPROVE THE HEALTH OF INDIVIDUALS AND FAMILIES

Strategic Theme: Community Wellbeing and Health

Owned by: HHS Director, PH Supervisor

Importance

- A healthy population is an indicator of community stability
- Healthy populations result in lower governmental costs for health care and other governmental service
- Healthy populations have a higher economic potential

Intent

- Strive to ensure that vulnerable individuals in the county are physically safe at all times whether at home or in the care of others
- Preserve the financial security of vulnerable individuals.
- Hold the rights and dignity of vulnerable individuals above the rights of their caretakers.
- Be proactive, to break the cycle of domestic violence and at risk behavior.
- Seek to use community and family support structures to keep vulnerable individuals safe and promote permanent living situations.

Measures

- Percent of health care assistance applicants approved within mandated timelines
- Number of attendees at educational events held, press releases, and other outreach activities

Initiatives

TBD



OBJECTIVE: ADMINISTER FEDERAL, STATE AND LOCAL FINANCIAL SUPPORT PROGRAMS WHILE PROVIDING EDUCATION AND RESOURCES FOR INDIVIDUALS AND FAMILIES

Strategic Theme: Community Wellbeing and Health

Owned by: HHS Director, Financial Support Supervisor

Importance

- Financial instability can in many times cause other types of instability, by providing a base point for financial wellbeing, many other higher level risks can be avoided

Intent

- Efficiently and effectively administer financial support programs
- Use interactions and communications with low risk individuals and families to offer community based resources, education and other opportunities to help ensure that risks and negative outcomes do not increase because of financial circumstances
- Foster dignity and self-sufficiency while helping individuals and families realize their full economic potential

Measures

- Percent of MFIP/DWP adults working 30 hours or more per week or off cash assistance within three years from initial application (Self Support Index)
- Percent of court ordered child support collected

Initiatives

TBD



OBJECTIVE: PRO-ACTIVELY HELP INDIVIDUALS AND FAMILIES REACH THEIR HIGHEST POSSIBLE POTENTIAL

Strategic Theme: Community Wellbeing and Health

Owned by: HHS Director

Importance

- Being proactive is the greatest cost control opportunity that the county has
- By being proactive the county can intervene at the appropriate level to help ensure that individual or family situations do not devolve

Intent

- Focus on prevention instead of cure, get resources to individuals and families before they have a significant problem
- Use data and analysis of risk signals to determine the best use of available resources to decrease costs and increase positive outcomes
- Intervene and/or offer assistance to at risk individuals and families at the right time to decrease the possibility of negative outcomes

Measures

- Percent of food support applications approved within mandated timelines
- Percent of Medicaid enrolled children who received a well-child visit
- Percent of population with health care coverage

Initiatives

TBD



Strategic Theme: Natural Resources

Primary Departments of responsibility: Environmental Services, Land Department, Long Lake Conservation Center

Secondary Departments of responsibility: Highway Department, Sheriff's Department, Economic Development

Overview

Values



OBJECTIVE: PROTECT AND PRESERVE NATURAL RESOURCES FOR FUTURE GENERATIONS

Strategic Theme: Natural Resources

Owned by: Environmental Services Director, Land Commissioner

Importance

- Environmental factors such as clean air and water are vital to the well-being of all living things.
- Protecting ecosystems reduces the likelihood of negative consequences such as soil erosion and global warming.
- Responsible forestry preserves natural resources for future generations.

Intent

- Seek to reduce, reuse, recycle and properly dispose of solid and hazardous waste
- Actively use and manage responsible forestry practices
- Develop and enforce policies that protect Aitkin County’s natural resources
- Maintain personal property rights with responsibility to preserving natural resources

Measures

- Number of people served during hazard waste disposal events or amount of hazardous waste disposed of
- Number of trees planted by type
- Amount of net income generated from tax-forfeited lands

Initiatives

TBD



OBJECTIVE: PROVIDE ACCESS TO EDUCATION AND RESOURCES TO PROMOTE THE JUDICIOUS USE OF NATURAL RESOURCES

Strategic Theme: Natural Resources

Owned by: Environmental Services Director, Land Commissioner, LLCC

Importance

- Individuals are more likely to support prudent natural resource practices when they understand the importance and implications of their actions.
- Natural resource policies can only be successful if individuals are aware of the policies' intent and existence.

Intent

- Provide access to education and resources to help individuals understand the importance of protecting natural resources
- Proactively provide resources that inform individuals of environmental and land use policies.

Measures

- Number of educational events held and public informational media created
- Number of individuals attending educational events
- Number of students attending Long Lake Conservation Center

Initiatives

TBD



OBJECTIVE: DEVELOP AND MAINTAIN RECREATIONAL LAND USE OPPORTUNITIES IN AITKIN COUNTY

Strategic Theme: Natural Resources

Owned by: Environmental Services Director, Land Commissioner, Economic Development

Importance

- Recreational opportunities attract visitors and new residents to the area which supports economic growth.
- Recreational land use activities create opportunities for stakeholders to appreciate area natural resources and builds a sense of ownership.
- Recreational opportunities often introduce visitors to Aitkin County and can make an impression regarding the county as a whole.

Intent

- Create sustainable recreational land use opportunities, such as ATV trails, ski trails, and lakes, to encourage the use of Aitkin County resources.
- Support economic growth by attracting visitors and new residents to the area.

Measures

- Number of people using public campgrounds annually

Initiatives

TBD



Strategic Theme: Public Safety

Primary Departments of responsibility: Sheriff's Department, County Attorney

Secondary Departments of responsibility: Highway Department

Overview

Values



OBJECTIVE: ENSURE THE SAFETY OF THE TRAVELING PUBLIC THROUGHOUT AITKIN COUNTY.

Strategic Theme: Public Safety

Owned by: County Sheriff, County Attorney

Importance

- Regular DWI patrolling of roadways reduces safety risks for travelers by taking dangerous drivers off the road
- Monitoring road conditions assists others departments in identifying possible safety risks

Intent

- Enforce all criminal, traffic, and safety laws to protect travelers
- Cooperate with all levels of law enforcement and governmental units to identify potential safety hazards on the roadways

Measures

Initiatives

TBD



OBJECTIVE: PEOPLE AND PROPERTY ARE SAFE WHILE THEY ARE IN AITKIN COUNTY; LIVING, RECREATING OR CONDUCTING BUSINESS.

Strategic Theme: Public Safety

Owned by: County Sheriff, County Attorney

Importance

- One of the main functions of government is to provide a structure for society by enforcing laws that promote safety
- A safe environment encourages people to live, work, and play in Aitkin County

Intent

- Plan for large scale disasters to reduce negative impacts on people and property
- Respond to criminal reports in a timely manner
- Proactively investigate and respond to potential public safety issues
- Provide leadership and education on public safety issues

Measures

Initiatives

TBD



Strategic Theme: Infrastructure

Primary Departments of responsibility: Highway Department

Secondary Departments of responsibility: Economic Development

Overview

Values



OBJECTIVE: IMPROVE AND CONSTRUCT A SUSTAINABLE TRANSPORTATION INFRASTRUCTURE THAT FACILITATES THE SAFE AND EFFICIENT TRANSPORT OF PEOPLE AND GOODS THROUGHOUT AITKIN COUNTY.

Strategic Theme: Infrastructure

Owned by: Highway

Importance

- Aitkin county residents and guests expect to be able to move freely and safely throughout the county, our local transportation infrastructure facilitates that movement.
- An effective transportation system can reduce accidents and contribute to the safety and quality of life of travelers.
- Transportation systems support economic development, emergency services, government agencies, and encourage travelers to visit Aitkin County.

Intent

- Design and construct roads and bridges to meet public needs based on usage and potential development.
- Ensure surface types are appropriate for the usage of each segment.
- Ensure long term maintenance needs are met, existing infrastructure can be structurally maintained and any new infrastructure is funded.
- Plan, fund and construct infrastructure projects prior to significant deterioration of transportation infrastructure to reduce long term costs.
- Manage enforcement of weights to protect infrastructure

Measures

- Percentage of construction projects completed on time and within budget
- Miles paved/maintained
- Pavement quality index

Initiatives

TBD



OBJECTIVE: MAINTAIN THE SAFETY OF TRANSPORTATION INFRASTRUCTURE BY ENSURING REASONABLE ACCESS, PASSABILITY, PAVEMENT CONDITIONS AND SIGHTLINES.

Strategic Theme: Infrastructure

Owned by: Highway

Importance

- Regular monitoring and maintenance extends the life of current roadways and bridges reducing the costs associated with replacement or upgrades.
- Regular monitoring and maintenance of infrastructure reduces safety risks.

Intent

- Ensure safe roadways and bridges by regularly monitoring road conditions and making repairs as needed.
- Maintain sightlines and signage in accordance with applicable standards, inspect and analyze higher danger intersections or sections of roadway for additional signage or safety improvements.
- Ensure that roads are cleared and are passable by a reasonable time following snow or other weather events which may obstruct roads and bridges.
- Reduce infrastructure costs by increasing the life of the current transportation system.

Measures

- Number of accidents reported on Aitkin County roadways (joint with public safety)
- Number of accidents reported on Aitkin County roadways (joint with public safety)

Initiatives

TBD



Strategic Theme: General Government

Primary Departments of responsibility: Auditor, Treasurer, Assessor, Recorder

Secondary Departments of responsibility: All Departments

Overview

Values



OBJECTIVE: CONDUCT ALL GENERAL GOVERNMENT ACTIVITIES IN A TRANSPARENT, EFFICIENT AND ACCURATE MANNER

Strategic Theme: General Government

Owned by: Auditor, Treasurer, Recorder, Assessor

Importance

- Everything Aitkin County does is on behalf of or for the public.
- The public has a right to know (generally) what the County is doing and why.
- The county has an obligation to deliver services in the most efficient way possible, meaning the right services, at the right cost, at the right time.

Intent

- The county will seek out opportunities to improve our internal processes to decrease costs and deliver even better services.
- When the opportunity exists we will do our best to help the public understand “why” the county is providing a service on their behalf.

Measures

- TBD

Initiatives

TBD



Strategic Theme: Strategic and Efficient Government

Primary Departments of responsibility: County Administration

Secondary Departments of responsibility: All Departments

Overview

Values



OBJECTIVE: PROVIDE EXCELLENT CUSTOMER SERVICE TO ALL PEOPLE WE SERVE.

Strategic Theme: Strategic and Efficient Government

Owned by: Administration

Importance

- As a governmental organization we must be aware that our existence is to serve the public interest.
- Excellent customer service does not mean that a customer always gets what they want, but it means that all people who do business with the county for any reason will be treated with dignity and respect.
- Excellent customer service in the long term builds trust and good will between our customers and our organization.

Intent

- All customers and citizens will be treated with dignity and respect when they do business with the County.
- We will strive to be timely and to ensure that our customers can access the services they need with as little wait time as possible.
- We will ensure that our facilities and organizational structure are most conducive to providing excellent customer service.
- Customer service expectations will be consistent across all county departments.

Measures

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Initiatives

TBD



OBJECTIVE: ENSURE THE COUNTY'S FINANCES ARE STABLE, SUSTAINABLE AND EQUITABLE.

Strategic Theme: Strategic and Efficient Government

Owned by: County Administrator

Importance

- The county has many potential revenue sources, but some are unstable – we need to ensure that when the county takes on a long term cost, that the funding for that cost is stable as well.
- We must ensure that property taxes levied by the county are equitable, do not impede development and are used for purposes most needed by the county community.

Intent

- We will maintain an equitable property tax rate as compared to other counties
- Any expenditure which is the result of unstable or unsustainable revenues with is directly connected to said revenue.
- The county will maintain reasonable fund balances to cash flow, and to limit any potential loss of revenue or large increases in expense to manage the levy impact.

Measures

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Initiatives

TBD



OBJECTIVE: ENSURE THAT THE COUNTY'S FINANCES ARE TRANSPARENT, ACCOUNTABLE AND CONSISTENT.

Strategic Theme: Strategic and Efficient Government

Owned by: County Administrator

Importance:

- As a government organization that is entrusted with the public's dollars we must be transparent and accountable with the usage of those funds.
- Our accounting, budgeting and financial systems need to be consistent to accurately report and monitor our finances.

Intent:

- We will ensure that the county's accounting and budgeting practices are aligned with best practices of accounting and budgeting
- We will ensure that the county is consistent in our accounting methodologies
- We will make financial information accessible and as easy to understand as possible

Measures

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Initiatives

TBD



OBJECTIVE: ENSURE SECURE, STABLE AND FORWARD THINKING IT INFRASTRUCTURE AND TECHNOLOGY TOOLS FOR ALL COUNTY DEPARTMENTS.

Strategic Theme: Strategic and Efficient Government

Owned by: IT Director

Importance

- Technology tools can help the county to conduct business as efficiently as possible, lowering long term costs.
- Keeping data safe is of utmost importance in today's world.
- Technology will continue to advance and more and more people will expect to use technology to quickly access information from wherever they are.
- Excellent technology tools can help the county to utilize mobile workforce technology, enhancing employee productivity.

Intent

- Improve efficiency through deployment of technology tools including work flow automation and mobile technology.
- Ensure that the technology platform is up, running and accessible at the greatest consistency possible
- Work closely with departments to understand their business needs and deploy targeted solutions within the context of the IT strategic plan.
- We will strive to ensure that our technology tools maintain continuity, interoperability between software applications as well as hardware.

Measures

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Initiatives

TBD



OBJECTIVE: BUILD AND MAINTAIN IT TOOLS THAT HELP THE PUBLIC ACCESS INFORMATION AND CONDUCT BUSINESS THROUGH INTERNET APPLICATIONS.

Strategic Theme: Strategic and Efficient Government

Owned by: IT Director

Importance:

- The public will gradually expect to be able to access greater amounts of information, and to conduct business with the county.
- We can improve efficiency by providing more information to the public prior to their need to visit our offices.
- We can improve staff efficiency by helping the public to complete applications, and interact with the county on the web, as well as improve customer service by decreasing the number of office visits necessary to conduct business.

Intent:

- The county's website will be easily accessible for the public, including intuitive interface and ease of usability.
- We will actively seek out methods to make the submission of forms or to ask questions via technology tools.

Measures

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Initiatives

TBD



OBJECTIVE: TRAIN THE WORKFORCE TO BE ABLE TO FULLY UTILIZE TECHNOLOGY FOR INTERNAL PROCESSES AND TO HELP THE PUBLIC TO UTILIZE TECHNOLOGY TO THE GREATEST EXTENT POSSIBLE.

Strategic Theme: Strategic and Efficient Government

Owned by: IT Director

Importance:

- The public will gradually expect to be able to access greater amounts of information, and to conduct business with the county.
- We can improve efficiency by providing more information to the public prior to their need to visit our offices.
- We can improve staff efficiency by helping the public to complete applications, and interact with the county on the web, as well as improve customer service by decreasing the number of office visits necessary to conduct business.

Intent:

- The county's website will be easily accessible for the public, including intuitive interface and ease of usability.
- We will actively seek out methods to make the submission of forms or to ask questions via technology tools.

Measures

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Initiatives

TBD



OBJECTIVE: ENSURE BEST PRACTICES OF HUMAN RESOURCES ARE USED CONSISTENTLY ACROSS THE COUNTY.

Strategic Theme: Strategic and Efficient Government

Owned by: HR Director

Importance

- Developing and following a standard way (best practice) of doing things that multiple departments can use is intended to increase efficiency and productivity.
- Consistent use of human resources practices across departments promotes equality for all employees and reduces overall liability.

Intent

- Developing and following a standard way (best practice) of doing things that multiple departments can use is intended to increase efficiency and productivity.
- Consistent use of human resources practices across departments promotes equality for all employees and reduces overall liability.

Measures

- Number of HR procedures audited annually

Initiatives

tbd



OBJECTIVE: ENSURE THAT ALL EMPLOYEES ARE OFFERED TRAINING AND PROFESSIONAL DEVELOPMENT OPPORTUNITIES.

Strategic Theme: Strategic and Efficient Government

Owned by: HR Director

Importance

- Training and professional development supports departmental efforts to provide services in the most efficient and effective way possible.
- Training and professional development fosters positive employee relationships.
- Investing in employees can reduce professional liability by reducing errors and ensuring compliance with regulations.

Intent

- Research and provide information to department heads on training and professional development opportunities. Meet with department heads to determine each department's training needs/wants.
- Offer annual onsite training opportunities for department heads, supervisors, and employees.
- Assess staff performance improvement needs and organize developmental programs for new and existing employees.

Measures

- Number of professional development opportunities offered
- Number of employees attending professional development opportunities

Initiatives

**OBJECTIVE: PROVIDE LEADERSHIP AND MANAGEMENT SUPPORT AND RESOURCES TO PROACTIVELY
MANAGE STAFF PERFORMANCE.**

Strategic Theme: Strategic and Efficient Government

Owned by: HR Director

Importance

- Providing resources allows departments to focus on their core business.
- Shared resources can reduce costs by increasing efficiencies.

Intent

- Develop a county-wide performance management system that delivers regular performance feedback, establishes clear expectations, identifies career paths, and recognizes top performers.
- Consult, advise, and build relationships with employees throughout the organization.
- Improve employee performance through coaching and career planning.

Measures

Initiatives



OBJECTIVE: BECOME AN “EMPLOYER OF CHOICE” BY FOCUSING ON EMPLOYEE ENGAGEMENT AND BUILDING A CULTURE OF HIGH PERFORMANCE.

Strategic Theme: Strategic and Efficient Government

Owned by: HR Director

Importance

- There is a connection between employee engagement, productivity, customer satisfaction, and employee retention, positive attitudes, and individual health. Job satisfaction, employee retention, and loyalty are some of the reasons employee engagement is important.
- Attracting qualified employees is important in providing efficient and effective services as demands for services increase.

Intent

- Attend IPMA webinar training on Employee Engagement in April 2015.
- Research Gallup Q12, 12 factors to determine the level of engagement.
- Identify areas for employee development, noting different professions will have their own specifics which need to be addressed during the engagement building process.

Measures

- Average employee retention rates



OBJECTIVE: MAINTAIN CLEAN, ENERGY EFFICIENT FACILITIES THAT SUPPORT EFFICIENT OPERATIONS AND EXCELLENT CUSTOMER SERVICE.

Strategic Theme: Strategic and Efficient Government

Owned by: County Administrator

Importance

Intent

Measures

Initiatives

