

**TUESDAY, APRIL 16, 2013**

**APPROVED MINUTES OF THE  
STRATEGIC PLANNING SESSION HELD**

**STATE OF MINNESOTA)  
DODGE COUNTY)**

**COUNTY ADMINISTRATION OFFICE  
MANTORVILLE, MN**

**2013-01 Strategic Planning  
Session**

The Dodge County Commissioners met in a Strategic Planning Session April 16, 2013, in the conference room at the Dodge County Courthouse Annex, Mantorville, MN at 10:00 a.m. CDT. Lyle Tjosaas opened the meeting at 10:00 a.m. CDT.

Meeting Convened

The Chair acknowledged those present and established that there was a quorum:

Those Present

Members present:	John Allen	District #1
	Lyle Tjosaas	District #2
	Rodney Peterson	District #3
	David Erickson	District #4
	Steven Gray	District #5
Members absent:	None	
Also present:	Jim Elmquist	County Administrator
	Lisa Hager	Employee Relations Director
	Paul Wiltgen	IT Director
	Guy Kohlhofer	County Engineer
	Jim Jensen	Sheriff
	Jane Hardwick	Human Services Director
	Peggy Espey	Public Health Director
	Roger Friedt	Building Operations Supervisor
	Mark Gamm	Environmental Services Director
	Lisa Kramer	Finance Director
	Patty Ball	Court Administrator
	Toni Smith	AMC Facilitator

There was an outlining of the vision and mission worked on at a previous meeting between department heads and commissioners.

Strategic Plan  
Discussion

Vision:

Dodge County provides services the community and staff take pride in.

Mission:

To efficiently operate within a budget while providing excellent service, maintaining a rural character, and preparing the county to operate effectively for years to come.

Identification of key Dodge County government challenges for the next three years.

There were three tables of individuals asked to list three to five key goals for the next three years that are specific, measurable, achievable, and timely. Small groups were to identify the major challenges and report back to the facilitator.

1. Facility space needs. \*
  - a. Determine plan for a specific property and if needed, acquire.
  - b. Develop financial and overall master plan within nine months.
  - c. Execute plan by 2016.
2. Changing agriculture market with economic and environmental impacts.
  - a. Investment in roads to accommodate needs.
  - b. Being responsive to competing demands.
  - c. Possible zoning change considerations.
3. Legislative changes that may require increased collaboration.
  - a. MnChoices.
  - b. Examine where we can share services in county departments.
  - c. Need to take a more proactive legislative view.
4. Increasing services/demands by public while maintaining workforce. \*
  - a. Changing population demographic with different service expectations.
  - b. Limited funds available. How do we generate new funds?
  - c. Proactive viewpoint rather than reactive.
  - d. Determine implications for Rochester's investment to Mayo plan to our county.
5. Maintaining core services.
  - a. There are services that are mandated and others that are discretionary. Prioritization process could be helpful.
  - b. Can we clear trails when roads are the primary?
  - c. Prioritization exercise of services.
6. Technology. \*
  - a. Fully mobile staff compatibility.
  - b. Paperless Courts and Human Service system by 2016.
  - c. GIS system accessible to the public.
  - d. Online applications for forms.
  - e. Web-based access – countertop service.

Strategic Plan  
Discussion -  
Continued

#### Previous Strategic Planning Goals Review:

County Administrator listed previous goals as stipulated in 2010-2011 strategic planning process (refer to tracking document and status on each item) and updated as to status of each item.

#### Goals listed in 2010-2011:

1. Upon review of the space planning study, comprehensive options and recommendations for addressing the space concerns will be forwarded to the Dodge County Board.
2. Develop a five-year financial management plan which includes funding scenarios, and other possible revenue sources, including grants.
3. Develop a five-year plan to identify and fund technology investments, including staffing and hardware/software needs.
4. A consolidated effort between the “natural” partners of Finance, Records, Assessor, and Environmental Services (Planning & Zoning) to potentially create efficiency improvements with shared staffing.
5. The creation of a fleet management program.
6. Joint process mapping in Public Health and Human Services to determine if there are more effective ways of serving mutual customers resulting in better customer services, outcomes, and efficiencies.

7. Prepare a long term plan for how the County Recorder will transition to appointed status.
8. Prepare a county-wide succession plan (identify potential retirements within five years; prepare a plan for replacement; identify the relevant information that needs to be retained to fill the positions; and identify training needs to fill key leadership positions) by June, 2012.
9. An active participant in the Human Services redesign as well as other regional redesign initiatives.
10. Implement new ideas for improving both internal (within the courthouse) and external (with the public) communication.

Strategic Plan  
Discussion -  
Continued

The groups then met in small groups to discuss possible priority work going forward.

After some discussion amongst the groups and also with the facilitator, the groups agreed that the three primary goals they wanted to move forward with were:

1. Facility space needs.
2. Increasing services/demands by public while maintaining workforce.
3. Technology.

The tables were divided into three areas where people could choose to focus on one of the areas of concentration moving forward. After some time people were allowed to switch tables if they chose. The facilitator asked the groups to report the vision and goals for the individual topics.

#### Facility Space Needs

Vision for Success: To make a decision and finalize a plan for meeting the county's space needs moving into the future.

Goals:

1. Determine property for new county facility by October, 2013. – Commissioners, Finance Director & Administrator
2. Determine financing and facility needs for the execution of the plan. – Maintenance Supervisor, Finance Director & Administrator (2013 and ongoing)
3. Obstacle to overcome – Cost, public education as to the need.

#### Increasing Services/Demands by Public while Maintaining Workforce

Vision of Success: Having services provided align with what Dodge County citizens demand.

Goals:

1. Gather and analyze information of demographic information for Dodge County. – Environmental Services Director and Administrator (2013)
2. Determine best measures for how to best gauge demand for county services from Dodge County citizens. – Department Heads and Commissioners (ongoing)
3. Obstacle to overcome – Difficulty figuring out the information you need.

Technology

Strategic Plan  
Discussion -  
Continued

Vision for Success: A technology system allowing for the services Dodge County citizens demand.

Goals:

1. Present the findings from the individual department meetings and present to department heads in May, 2013. – IT Director and Administrator
2. Develop an overall IT plan and present to the County Board. – Technology Committee, IT Director and Administrator May – July, 2013.
3. Revise and upgrade website. (2013)
4. Budget for an overall Technology Plan. – Technology Committee – 2013-2014
5. Obstacle to overcome – Cost of various projects moving forward.

Individuals were asked to share thoughts about the strategic process and what his or her greatest concern was for success moving forward:

There was excitement expressed for the engagement of the process between department heads and commissioners and an overall feeling that plans are moving forward. The primary concerns were in regards to financing, attaining public support for a building project, and when unknown obstacles present themselves on any of the goals, can we continue to move forward?

The meeting was adjourned at 2:00 p.m. CST.

Meeting Adjourned

**ATTEST:**

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LYLE TJOSAAS  
CHAIR, COUNTY BOARD

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JIM ELMQUIST  
CLERK

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DATED: