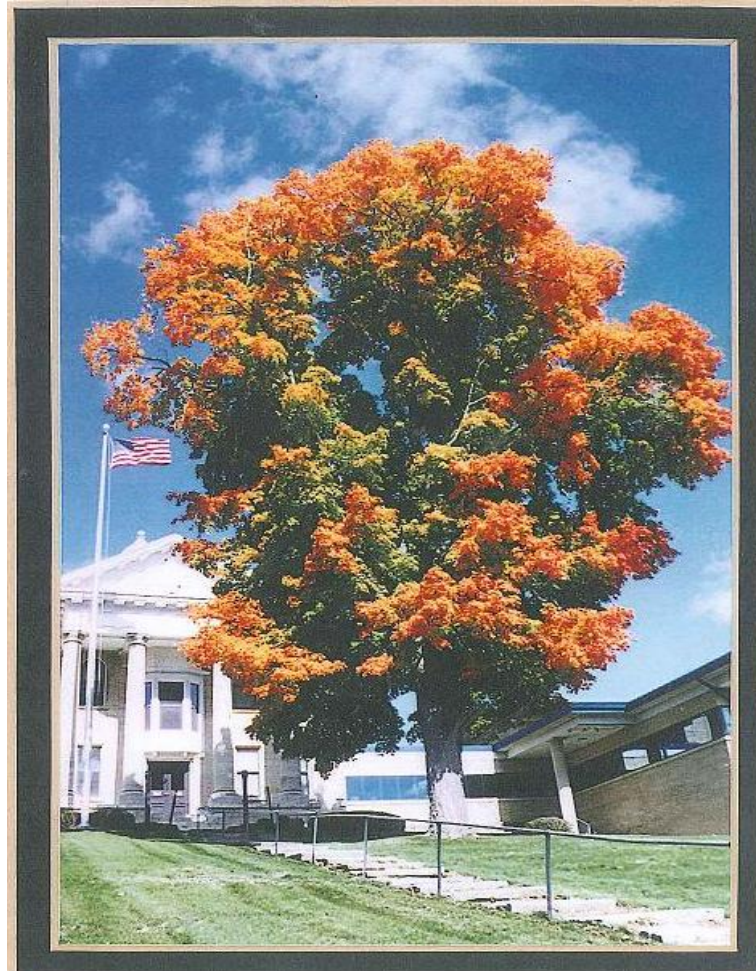


Dodge County Courthouse Mantorville, Minnesota



DODGE COUNTY



STRATEGIC PLAN OBJECTIVES & GOALS

2011-2012

STRATEGIC PLANNING AREAS



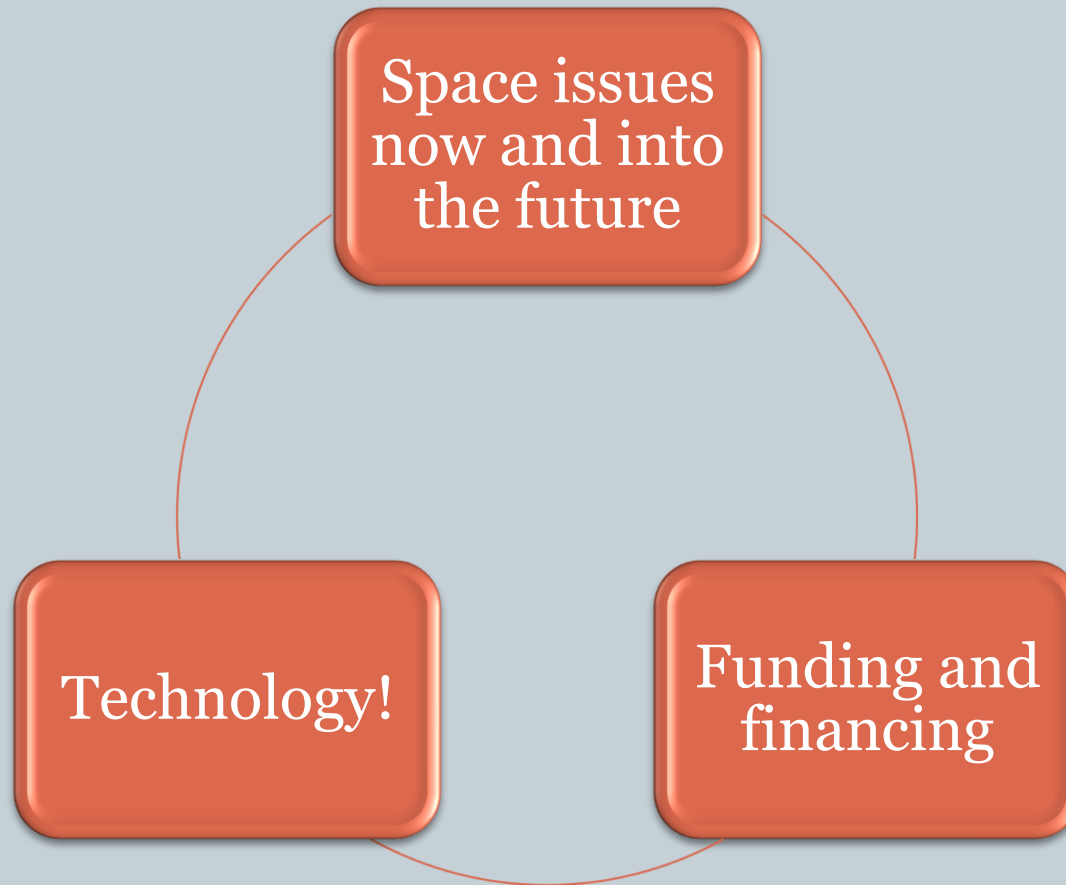
Tools of the
Workplace

Organizational
Structure

Organizational
Culture

TOOLS OF THE WORKPLACE

MAKING DECISIONS ON TOUGH, BUT LINGERING ISSUES



TOOLS OF THE WORKPLACE

MAKING DECISIONS ON TOUGH, BUT LINGERING ISSUES



Space issues now and into the future

- The space study completed in 2006 should be updated and acted upon.
- Office space is not adequate for both the short-term and long-term county-wide needs.
- Parking is problematic.
- There are historic considerations for the courthouse as it is the oldest “working” one in the State.

Funding and financing

- Considerable concern for funding and financing in these economic times.
- We now have a “new normal” – what we knew in the past is not how we can operate today.
- Our financial resources are impacted by state decisions as their financial volatility significantly impacts us.

Technology!

- Technology needs are considerable and growing in many areas.
- In order to capitalize on collaboration opportunities, technology will need to move quickly.
- Software/hardware requirements are challenging for staff to stay updated.
- Understaffed in the county relative to Dodge County Information Technology.

TOOLS OF THE WORKPLACE

MAKING DECISIONS ON TOUGH, BUT LINGERING ISSUES



Space Issues Now and Into the Future

Goal: Upon review of the space planning study, comprehensive options and recommendations for addressing the space concerns will be forwarded to the Dodge County Board.

Action: A committee of department heads and an engineering consultant will develop a plan for both short-term and long-term space solutions. Departments will define a plan of action to best address the space concerns laid out through the strategic planning process that will attempt to comprehensively address department-wide needs.

Anticipated timeframe for recommendations to the County Board: Spring, 2012.

TOOLS OF THE WORKPLACE

MAKING DECISIONS ON TOUGH, BUT LINGERING ISSUES



Funding and Financing

Goal: Develop a five-year financial management plan which includes funding scenarios, and other possible revenue sources, including grants.

Action: The County Administrator and Finance Director will work with each department head to develop five-year fiscal budgets for planning purposes outlining potential growth projections, financial models, capital needs, and economic trends.

Anticipated timeframe: 2012.

TOOLS OF THE WORKPLACE

MAKING DECISIONS ON TOUGH, BUT LINGERING ISSUES



Technology!

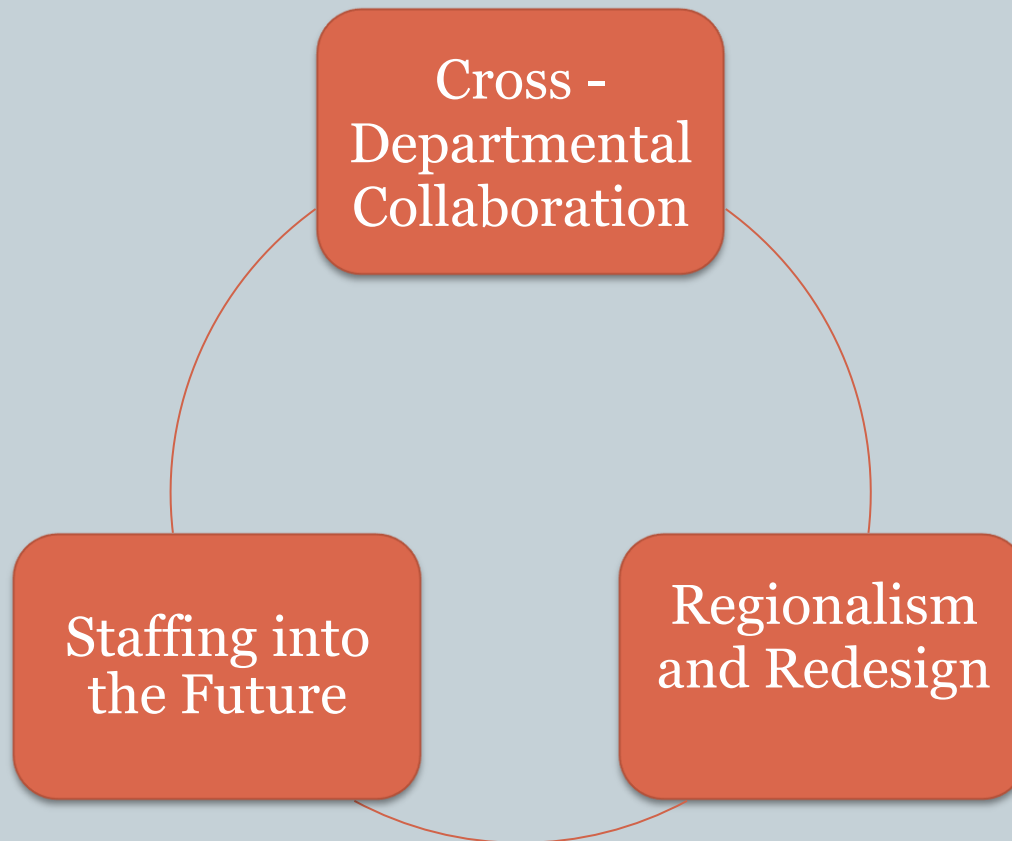
Goal: Develop a five-year plan to identify and fund technology investments, including staffing and hardware/software needs.

Action: Each department will itemize a five-year technology needs template and rationales for why it makes sense. Data will be collected and reviewed by the IT Director and County Administrator. Once reviewed, they will report back to the department heads to determine the best plan for moving forward and ultimately delivered to the County Board.

Anticipated timeframe for recommendations to the County Board: 2012

ORGANIZATIONAL STRUCTURE

Partnering and organizing for efficiency and results.



ORGANIZATIONAL STRUCTURE

Partnering and organizing for efficiency and results.



Cross - Departmental Collaboration

- With service costs going up, can savings and efficiency be achieved through inter-departmental cooperation?
- Are service-delivery models being continually explored?
- Services needing to provide for best results.
- A customer-friendly system is desired.

Regionalism and Redesign

- The State of Minnesota is endorsing new methods of providing services into the future.
- With revenue going down and service demands going up, how can our deliveries of services be sustainable without considerable levy increases.
- Human Services redesign is underway.
- A study of PSAP's in the region started in 2009.

Staffing into the Future

- Are we ready for the multitude of retirements that will likely occur as baby-boomers reach eligibility status?
- How do we capture the knowledge-base lost with retirements?
- Upon the retirement of the Recorder, should appointed status of the office be explored?
- Working with other Counties as an opportunity to jointly meet service needs.

ORGANIZATIONAL STRUCTURE

Partnering and organizing for efficiency and results.



Cross-Departmental Collaboration

Goal: Department Heads will work together to identify and plan a new multi-departmental collaboration (identify a new subject or topic that is not already underway or expected within three months and prepare a plan of action within six months).

Action: Identified as collaboration projects and to be reported back to the County Board (Each initiative will meet and develop a timeline to report to the County Board).

1.

A consolidated effort between the “natural” partners of Finance, Records, Assessor, and Environmental Services (Planning & Zoning) to potentially create efficiency improvements with shared staffing.

2.

The creation of a comprehensive fleet management program.

3.

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.

ORGANIZATIONAL STRUCTURE

Partnering and organizing for efficiency and results.



Regionalism and Redesign

Goal: An active participant in the Human Services redesign as well as other regionalization initiatives.

Action: County departments will participate in service redesign in the Southeast Region in identified areas dedicated to service improvements and/or efficiencies.

Anticipated timeframe: Ongoing.

ORGANIZATIONAL STRUCTURE

Partnering and organizing for efficiency and results.



Staffing into the Future

Goal: Prepare a long term plan for how the County Recorder will transition to appointed status.

Action: The Recorder, Employee Relations Director, and County Administrator will meet with the County Board before the end of the year and outline options to move the Recorder position to appointed status upon the Recorder's retirement.

Anticipated timeframe: Meet with Board in December, 2011 – February, 2012

ORGANIZATIONAL STRUCTURE

Partnering and organizing for efficiency and results.



Staffing into the Future

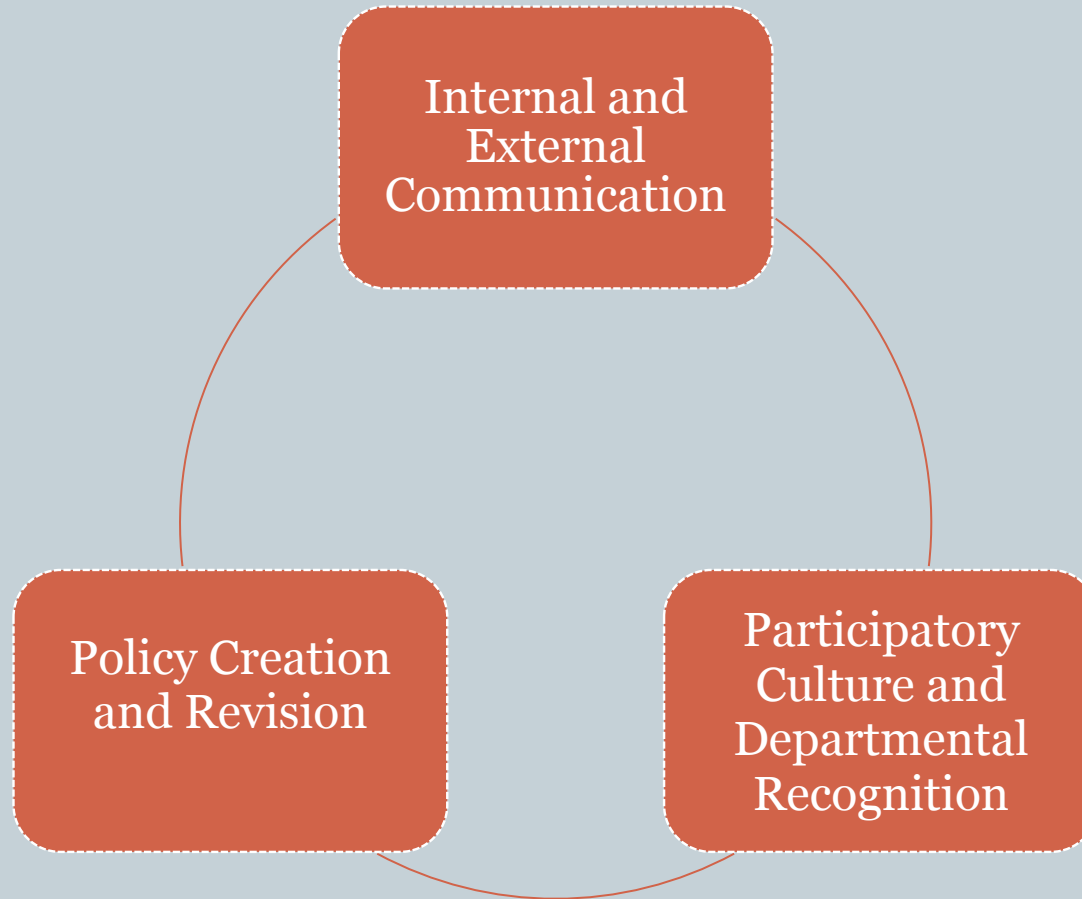
Goal: Prepare a county-wide succession plan (identify potential retirements within five years; prepare a plan for replacement; identify the relevant information needed for a smooth transition to the new employee; and identify training needs).

Action: Department Heads will identify suspected retirements of the next five years. If help is needed from Employee Relations in identifying these employees, Department Heads will schedule a meeting with the Director.

Anticipated timeframe: 2012 and ongoing.

ORGANIZATIONAL CULTURE

Building Trust and Developing Pride in Public Service



ORGANIZATIONAL CULTURE

Building Trust and Developing Pride in Public Service



Internal and External Communication

- Improving communication with the public, staff and County Board.
- Internet and Intranet communication.
- Newsletter enhancement.
- Press release development.

Participatory Culture and Departmental Recognition

- Spending time learning what other staff members do.
- Need to prevent against a “Silo Mentality” – where departments do not actively share information or knowledge with others.
- Social club disbanded due to lack of participation and due to the same individuals finding themselves doing most of the work.
- Staff morale a question.

Policy Creation and Revision

- Trying to find the right balance with internal policies.
- Some policies considered outdated.
- Do we have a system that allows for staff input into policy formulation?

ORGANIZATIONAL CULTURE

Building Trust and Developing Pride in Public Service



Internal and External Communication

Goal: Implement new ideas for improving both internal (within the courthouse) and external (with the public) communication.

Action: The County will develop a communications strategy and action plan with the intent of implementing both internal and external objectives for stronger fluidity of information exchange.

Anticipated timeframe for recommendations to the County Board: 2011-2012.

ORGANIZATIONAL CULTURE

Building Trust and Developing Pride in Public Service



Participatory Culture and Departmental Recognition

Goal: Create an event or activity which focuses on sharing and learning about the Dodge County staff including who they are and what they do.

Action: The county will conduct:

- (1) Enhancements to its internal newsletter highlighting a specific department's functions and processes and,
- (2) Survey employees as to the types of events or gatherings they would like to see to incorporate a more united culture.

Anticipated timeframe: 2011 - 2012.

ORGANIZATIONAL CULTURE

Building Trust and Developing Pride in Public Service



Policy Creation and Revision

Goal: Engage the Department Heads in a conversation about the county's historical philosophy on internal policies, in particular, review the credit card and meal policy.

Action: Twice a year and with the consensus of department heads, current policies or processes will be reviewed, potentially updated, and advanced with a recommendation to the County Board for consideration.

Anticipated timeframe: First review to take place in Spring, 2012 and then ongoing.

STRATEGIC PLANNING, 2011-2012



Goals and objectives approved by County Board in three phases, from August to October, 2011.



Will be reviewed with Department Heads at their monthly meetings & reviewed with County Board quarterly.



Updated and revisited annually