



2017-2019 STRATEGIC PLAN

Vision

Be a model of service in the State for effective, sustainable governance, vibrant economy and quality rural and urban life

Mission

St. Croix County government provides services that promote the safety, health and welfare of our citizens and other public, through cooperation and innovation, in a fiscally responsible and accessible manner.

Guiding Principles – We Will...

- 1. Responsible** - We will make effective use of tax dollars, time, County and natural resources
- 2. Respect** - We will respect those we have been entrusted to serve, co-workers, and leadership
- 3. Honesty** - We will communicate openly and honestly
- 4. Accountability** - We will hold each other accountable through our culture and practices
- 5. Integrity** - We will build trust
- 6. Transparent** - We will share information with stakeholders to increase engagement and awareness
- 7. Cooperation** - We will work together for the common benefit of the whole County and it's citizens
- 8. Innovative** - We will take a prudent and creative approach to problem solving

Strategic Goal - Area that needs significant improvement in the next 3 years

Strategic Issue: Allocation of Services for Improved Response and Service Delivery

Goal: Develop a process to evaluate programs and costs using data and information to identify mandated versus optional programs, chart program statistics and trends, and track changing demand for County services.

Discussion: This goal addresses the need for the County to effectively identify changes in demand for its services, and respond to those changes through reallocation of resources as needed. This goal recognizes the real limits on available resources and the need to systematically and fairly realign limited resources according to priority and need.

Strategic Issue: Funding and Revenue

Goal: Identify expenditure reductions and non-tax levy revenue increases of 10% in the face of State imposed levy limits within 2 years.

Discussion: This goal was developed in recognition of the need to meet the financial requirements needed for effectively providing services for the citizens of St. Croix County, while also avoiding increased tax burdens. This goal was further supported by the recognition that financial resources for the county are shrinking.

Strategic Issue: Staff Training and Education

Goal: Create County and department orientation onboarding programs within 1 year for new staff during their first year of employment.

Discussion: This goal was developed from a concern for the County to ensure that staff fully understand their position within the larger workforce environment, and to also ensure that staff are able to perform and progress effectively in their positions. It is also believed that more effective onboarding will reduce staff turnover.

Strategic Issue: Staff Development and Retention

Goal: Improve staff development programs which will contribute to maintaining a turnover rate below the national average.

Discussion: This goal seeks to address the issue of finding ways to retain high quality staff for the County. Advertising, recruiting, hiring, training, and onboarding of staff pose a considerable cost to the County. Reducing turnover presents a potential cost savings for the county and allows for more effective delivery of services. This goal addresses a wide range of issues looking specifically at the correlation between well trained supervisors, staff development opportunities, and retention.

Strategic Issue: Technology

Goal: Develop and implement a staff technology training program that is aligned with the modernization of the County's Information Technology services within 2 years.

Discussion: This goal addresses the need to continually train staff to keep up with the ongoing evolution of technology.

Allocation of Services for Improved Response and Service Delivery

Goal: Develop a process to evaluate programs and costs using data and information to identify mandated versus optional programs, chart program statistics and trends, and track changing demand for County services.

- Administration will lead analysis of County programs to direct resources to biggest needs
- Community Development Department will seek better balance between need for change and ability to coordinate resources to better manage volume of change and find a better balance with workload
- Emergency Support Services will improve response readiness to internal and external challenges and needs
- Health and Human Services will develop and implement planning to better address increasing complex needs of consumers, both for children and adults
- Human Resources will develop strong relationships between departments and be a strong internal resource
- The Medical Examiner Office will collect the data to look at current model of 24 staffing contract US employee status
- Facilities will analyze data to determine energy projects that reduce energy costs and move the County toward sustainability.

Funding and Revenue

Goal: Identify expenditure reductions and non-tax levy revenue increases of 10% in the face of State imposed levy limits within 2 years.

- Administration will look for additional revenue sources to address funding challenges
- Child Support will increase child support collections to increase support passed on to families and reduce need for public assistance
- CJCC will apply for more grant funding
- CJCC will promote changes to criminal justice system to make it more efficient
- The County Board will advocate for change at State and Federal levels
- Finance Department will work cooperatively to look for ways to achieve sustainable funding within the context of existing levy limits
- Health and Human Services will continue collaboration efforts with community partners and recruitment of new providers to expand service array
- Register of Deeds will enhance opportunities for recording, and internal & external increasing partnerships.

Staff Training and Education

Goal: Create County and department orientation onboarding programs within 1 year for new staff during their first year of employment.

- Child Support will improve the path for continuing education and promotion to staff
- Corporation Counsel will lead relevant training for County employees
- County Clerk will continue to provide and improve Elections Training
- Finance Department will provide staff development and plan for staff succession
- Health and Human Services will improve onboarding and training of employees
- Health and Human Services will become a Trauma Informed Agency, including improvements to address the impact of secondary trauma.
- Health Center will develop policies and marketing for potential employees in high demand positions
- Human Resources will educate staff and develop a train the trainer model
- Information Technology will reduce risk of loss of institutional knowledge when staff retire/vacate positions
- Register of Deeds plan for more effective capacity to handle cyclical workloads that are beyond their control with low staffing levels during times of higher work flow.
- Register of Deeds will utilize skilled & experienced staff that are fully cross trained.
- Sheriff Department (Staff) will improve data services for timely review to project proper staffing for influx of population.
- Sheriff Department will increase training on mental health and drug dependence in the County .

Staff Development and Retention

Goal: Improve staff development programs which will contribute to maintaining a turnover rate below the national average.

- Administration will develop policies to hire and retain best employees for the county
- Community Development Department will adapt to changing staff expectations to reduce turnover and minimize loss of knowledge
- Community Development Department seek support for increased staff, support for cross-training budget, and a flexible multi-generational workforce
- Highway Department will look to minimize impact of seasonal constraint on the quality, quantity and resourcefulness of their work
- Human Resources will establish HR policies that are legally compliant and adhere to best practices in the industry
- Human Resources will improve education of county benefits, resources, and policies to end users
- Information Technology will increase efficiencies to meet increased demand from users and systems
- UW-Extension will work to minimize uncertainty with their future staffing plans.

Goal: Develop and implement a staff technology training program that is aligned with the modernization of the County's Information Technology services within 2 years.

- Clerk of Court Office will use the e-Filing mandate to work toward a paperless work environment to the extent they are able and improve service to their justice partners and the people we serve
- Corporation Counsel will increase utilization of technology
- District Attorney Office will use E-filing mandate to convert to a generally paperless office
- Health and Human Services will focus on technology improvements and improve what they are currently using
- Health and Human Services coordinate with IT to directly implement or budget for training to find ways to increase efficiencies by using technology in creative ways
- Information Technology will replace and enhance aging security systems to mitigate threat of data breach and intrusion
- Veterans will bring new technology to office to remain current with changing veteran population and claims process.

Operational Initiatives

- **Document Control:** To develop and implement a uniform records retention, filing, access and destruction system for County Departments.
- **Continuous Improvement (Process):** To implement a program to assist departments in assessing existing processes to identify options for increasing efficiency in service delivery.
- **Education of Services (Internal and External):** To create face-to-face and other opportunities for active sharing of activities and services by County Departments each year.
- **Sustainable Development:** To seek and promote an interdependent balance for protection of the County's natural resources, economic development, and unique cultural setting.