



Eau Claire County

Strategic Plan
August 2010

Summary

The Eau Claire County Board of Supervisors completed two working sessions to review the County strategic plan on May 4 and May 18, 2010. The County Board members reviewed the County Mission Statement, County Values and Beliefs, and the Strategic Issues. County Board members further prioritized the Strategic Issues as indicated below. The Board then directed the Administration Committee to develop a set of broad strategic initiatives for the three prioritized strategic issues, detailed action plans for each strategic initiative. Based on County Board member feedback, the following Strategic Plan was approved by the County Board of Supervisors on August 17, 2010.

County Mission Statement: “To provide quality, innovative services that safeguard and enhance the well being of all our residents.”

County Values and Beliefs:

- Evaluate, improve and prioritize programs and services
- Equal access and equity in all programs / services
- Efficient service provision
- Prioritization of community needs
- Balancing the needs within the community with the community’s ability to support the programs
- Focus on long-term solutions and prevention services
- Accountability
- Encourage community engagement
- Support for all family units
- Innovation in program design and delivery
- Collaboration and cooperation
- Cooperative stewards of the county’s natural resources

Strategic Issues: Adopt the following priority strategic issues noted below (the number of votes received by each issue is reflected in parenthesis following the issue statement). Comments from Board members regarding the 2010 strategic issues are also noted.

- **How do we encourage job creation and economic development? (14 votes)**
- **In a changing environment, how do we ensure adequate, stable funding to meet our long-term needs? (14 votes)**
 - Combine into this issue: “How do we hire and maintain high quality employees?”
 - Include initiative on changes to current Wisconsin tax policies to establish a sustainable, stable funding
- **How do we provide access to programs and services, while minimizing taxes? (13 votes)**
 - Delete NACo Drug Discount Program initiative (completed)
 - Add prioritization/consolidation
 - Resolve discrepancies between state laws and labor agreements
- **What steps can be taken to reduce mandated services in order to enhance efficient non-mandated services in the long term? (4 votes)**
 - Test the state on the delivery of mandated services
- **How do we employ sustainable practices to address increasing costs? (3 votes)**

-Combine into this issue: "How can we evaluate county services to assure that we are working toward our mission?"

-Combine into this issue: "How do we promote internal and external cooperative efforts to enhance the efficient delivery of government services?"

- **How can we improve communication and engagement with the public? (3 votes)**

-Add more initiatives on engagement

- **How can we address the consequences of increased rates of incarceration? (3 votes)**

The Administration Committee developed a set of broad strategic initiatives for the three prioritized strategic issues noted above. The Administration Committee also develop detailed action plans for each strategic initiative that include a list of specific actions necessary to implement the strategy, a timeline for implementation, definition of who is responsible for each action, and a mechanism for reporting progress back to the County Board.

KEY STRATEGIC ISSUES

1. How do we encourage job creation and economic development?

Strategic Initiatives	Responsible Party	Action Steps
Take action to increase property values and encourage new construction	<ul style="list-style-type: none"> • Committee on Planning & Development • Committee on Parks & Forest • Highway Committee • Industrial Development Agency • Economic Development Corporation • Housing Authority 	<ul style="list-style-type: none"> • Develop plans and initiatives to increase economic development opportunities in community (on-going activity). • Support quality of life issue.
Support Economic Development Corporation mission to recruit critical talent, support area business development and recruit businesses	<ul style="list-style-type: none"> • County Board • County Board Chair • County Administrator 	<ul style="list-style-type: none"> • Provide funding support to the Economic Development Corporation. • Participate in Economic Development Corporation Board and committee work. • Oral report by Economic Development Corporation to County Board of Supervisors.
Continue Support of CVIC, Momentum, Industrial Development Agency, Western Dairyland, NanoRite	<ul style="list-style-type: none"> • County Board liaisons • County Administrator 	<ul style="list-style-type: none"> • County representatives work to advance missions of respective organization.
Support programs and services that promote “quality of life” issues	<ul style="list-style-type: none"> • Committees, councils and boards • Department heads 	<ul style="list-style-type: none"> • Continue to provide effective programs and services

2. In a changing environment, how do we ensure adequate, stable funding to meet our long-term needs?

Strategic Initiatives	Responsible Party	Action Steps
Develop and implement strategies for the state to more fully fund state mandated programs	<ul style="list-style-type: none"> • Committee on Administration • Other appropriate standing committees 	<ul style="list-style-type: none"> • Support legislation implementing this initiative; be proactive with state legislators and Wisconsin Counties Association.
Continue to support Wisconsin Way	<ul style="list-style-type: none"> • Committee on Administration • Committee on Finance & Budget • All County Board Supervisors 	<ul style="list-style-type: none"> • Support and participate in discussion forums to establish sustainable funding for counties. • Support Wisconsin tax policies that promote stable and sustainable county funding.
Restructure departments for efficiency gains	<ul style="list-style-type: none"> • County Administrator and staff • All appropriate standing committees 	<ul style="list-style-type: none"> • Review and analyze alternative models for department structure. • Provide report and recommendations to oversight committee.
Reengineering programs and services to improve efficiency and effectiveness	<ul style="list-style-type: none"> • Department heads 	<ul style="list-style-type: none"> • Provide report and recommendations to County Administrator. • Review and analyze alternative models for department structure.
Continue efforts to collect money owed to the County	<ul style="list-style-type: none"> • Committee on Finance & Budget • Finance Department • County Treasurer 	<ul style="list-style-type: none"> • Finance department to continue debt collection efforts • Develop and initiate efforts to increase property tax collections.
Fund prevention services with continuous program evaluations	<ul style="list-style-type: none"> • All standing committees • Criminal Justice Collaborating Council 	<ul style="list-style-type: none"> • Develop proposals for inclusion in annual budget process • Report on results
Increase fees as necessary to offset costs of some programs	<ul style="list-style-type: none"> • All standing committees 	<ul style="list-style-type: none"> • Review costs for services provision vs. fees on annual basis; recommendations to County Board

2. In a changing environment, how do we ensure adequate, stable funding to meet our long-term needs? Cont.

Strategic Initiatives	Responsible Party	Action Steps
Reduce services offered after prioritizing	<ul style="list-style-type: none"> • All standing committees 	<ul style="list-style-type: none"> • Each committee prioritize program during budgets; recommendations to County Administrator, Committee on Finance & Budget and County Board.
Review and recommend policies & practices to enable the County to hire and maintain high quality employees	<ul style="list-style-type: none"> • Human Resources Director • Human Resources Department 	<ul style="list-style-type: none"> • Report and recommendations to County Administrator and Human Resources Director.
Review and recommend changes to state labor laws	<ul style="list-style-type: none"> • Human Resources Director • Corporation Counsel • Committee on Human Resources 	<ul style="list-style-type: none"> • Develop analysis and report of proposed state labor law changes.

3. How do we provide access to programs and services, while minimizing taxes?

Strategic Initiatives	Responsible Party	Action Steps
Concentrate on creative long-term prevention programs that bring long-term solutions	<ul style="list-style-type: none"> • Human Services Board • Committee on Judiciary & Law Enforcement • Criminal Justice Collaborating Council • City-County Health Department 	<ul style="list-style-type: none"> • Committees to review options and present proposals during the budget process.
Study ways to partner with other government agencies that provide similar services	<ul style="list-style-type: none"> • Joint Commission on Shared Services Initiatives • Department heads 	<ul style="list-style-type: none"> • Implement intergovernmental operational changes. • Resolutions to County Board for adoption of specific policy changes.
Use best practices with outcome-based evaluations on programs and services; develop strategies to seek out successful innovative models for effective service delivery from other locales	<ul style="list-style-type: none"> • Department heads and staff • County Administrator 	<ul style="list-style-type: none"> • Performance management quarterly and annual reporting to committees and County Board. • Review of best practices/present information to committees by March 31 of each year.
Seek staff input on improving delivery of services	<ul style="list-style-type: none"> • Department heads and staff • County Administrator 	<ul style="list-style-type: none"> • County Administrator to provide summary to committees.
Continually inform and challenge the local members of the State Legislature about the long-range needs for adequate local services	<ul style="list-style-type: none"> • All standing committees 	<ul style="list-style-type: none"> • Communication with legislators • Legislative breakfasts
Seek out grant opportunities	<ul style="list-style-type: none"> • Department heads and staff 	<ul style="list-style-type: none"> • Annual budget to include revised fee structure and new revenue streams. • Provide report on grants applied for and awarded.
Improve website services and content	<ul style="list-style-type: none"> • County Board Chair • County Administrator • Information Services Director • Department heads 	<ul style="list-style-type: none"> • Conduct ongoing reviews of website content. • Implement changes and website update. • Generate website usage reports.

Strategic Plan Background (from 2005 Strategic Planning sessions):

The key to success for public and nonprofit organizations is satisfying important stakeholders according to each stakeholder's criteria for satisfaction. Mission should therefore be thought about in relation to those stakeholders (Bryson, 1995).

Stakeholders:

A stakeholder is any person, group or organization that can place a claim on the organizations' resources, attention, output or is affected by its output (Bryson, 1995). County Board participants identified the following stakeholder groups at the first Strategic Planning session. Those stakeholder groups in bold were deemed to be those that are most influenced by the organization, or that can heavily influence the work of the organization.

- **Citizens**
 - Taxpayers
 - Voters
 - Constituents
 - Recipients of services
 - Youth and families

- **Other Units of Government**
 - Partners within local, state and federal governments
 - State legislators

- **Providers of Services**
 - Staff
 - Contract providers
 - Law Enforcement and Judges

- **Transportation / Infrastructure System Users (EMS, Communications, Highways, etc.)**

- Disabled Citizens
- Students of the University of Wisconsin – Eau Claire, Chippewa Valley Technical College, Immanuel Lutheran College and Globe University/Minnesota School of Business
- Developers
- Businesses
- Media
- Future residents
- Elderly and caregivers
- Those with addictions and their families
- Voters – constituents
- Recipients of services
- Finance and budget reps
- Youth and families
- Staff and contract providers
- Partners at all levels of government
- Service organizations
- Those interested in using the environment
- Economically disadvantaged
- Diverse residents

Strategic Planning Committee members then defined criteria that key stakeholder groups might use to gauge the performance of Eau Claire County.

Citizens:

Specific criteria this key stakeholder group may use to evaluate the performance of Eau Claire County.

- Level of property taxes
- Availability of services
- Quality of services
- Variety of services
- Protective services
- Health and economic security
- Cost effectiveness
- Innovation
- Leadership
- Direct link between citizen and county (service need). Results in the citizen evaluating this service.
- Protective
- Quality of life (education, culture, environment, etc.) – Outcome based
- Vote / election
- Put common good ahead of special interests.
- Communication (transparency) – Media coverage
- Expect Board to be in attendance & working to address county needs.
- Progressive – Think of the future
- Level of cooperation with other governments – no duplication

Other Units of Government:

Specific criteria this key stakeholder group may use to evaluate the performance of Eau Claire County.

- Reputation
- Mandated requirements for program delivery & evaluation – providing incentive
- No duplication of services
- Provision of leadership
- Experience & expertise, access to the expertise and enforcement authority
- Financial Resources for local projects
- Do we keep our word – Do what we say we will do
- Cooperation with other counties on regional issues
- Willingness to cooperate to deliver programs & services
- State believes they have better judgment

Providers of Services:

Specific criteria this key stakeholder group may use to evaluate the performance of Eau Claire County.

- Adequate staff for delivery of services
- Staying within budget
- Regular evaluation of services & staff
- Size of paychecks / benefits
- Administration at levels above where service is delivered
- Receptiveness to new / innovative practices
- Does the board listen?
- Clear program objectives & goals – realistic expectations

- Select the right providers for the service – good selection process
- Fairness
- Necessary resources to implement the program
- Ability to do what we say we will do

Transportation / Infrastructure System Users (EMS, Communications, Highways, etc.):

Specific criteria this key stakeholder group may use to evaluate the performance of Eau Claire County.

- Snow removal / salt / emergency maintenance
- Does it work well?
- Number and depth of potholes
- Quality of life (trails – walking, biking, winter use, etc.) – maintenance
- Road quality
- Safety
- Responsiveness / Timeliness
- Planned Maintenance
- Planning for the future
- Cost effectiveness
- Protection of the environment – parks, waters, natural resources
- Make technologies available to keep people safe and secure.
- AORI – Business
- Systems in place to help those who cannot travel alone – public / special transport.