Pipestone County, Minnesota
2015-2016 Strategic Plan

Mission

The Pipestone County Mission *is to responsibly serve the public by providing effective services that will enhance development, growth and quality of life.*

Strategic Planning

The definition used in 2005 to establish the first strategic plan in Pipestone County holds true to this day. It states "Strategic planning is often defined as a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it." The purpose of developing a strategic plan is to assist the County in establishing and keeping a focus on policy decisions that are critical to the future of the organization and the community. Strategic planning is an essential tool to assist the County in its decision-making, management, leadership and communication responsibilities. Once priorities are identified the essential actions that need to occur for a strategic plan to be successful are to make sure roles are clear and to link the plans with resources and staff time. By understanding the value of strategic planning county leaders ensure that their time will be spent on the most important priorities of the citizens of Pipestone County.

Strategic Planning Process

The County Board adopted their first Strategic Plan in 2005. Throughout the past ten years, and on an annual basis, the County Board and staff conducted various work sessions on the county's priorities, leadership training and budget-focused discussions.

The March 24, 2015 work session held with all five County Commissioners were present along with representatives from County Administration, Department Heads and other elected officials renewed the focus on existing the Strategic Plan Strategies: **Communications and Connection; County Workforce and Delivering Services.**

The strategic plan is designed to be a guide and roadmap for the County moving forward. A strategic plan has varying lengths – generally three to five years is the norm. A strategic plan is updated as needed, both informally and formally. It is prudent to officially update the plan on at least an annual basis as determined by the County Board in partnership with the staff.

PIPESTONE COUNTY
GOAL WORKSHEET

Strategy One: Communication and Connections – within our county and community

➢ **Characteristics**

- o Customer service evaluation
- o Employee orientation
- o Informal Board work sessions
- o Community collaborations
- o Economic development strategy
- o Website enhancements
- o Public service announcements
- o County reputation in community
- o Public-private partnerships

Goals

1.) Strengthen Coordination and Collaboration Among County Leaders to Make Pipestone County Government More Effective, More Accountable and Results Orientated

Action Steps	Assigned	Deadline
a. Convene Board and Department Head Retreat Annually To Communicate and Discuss County Goals	County Board/Administrator	Annually
b. Encourage and Schedule Department Update by Department Head Annually	Administrator	Dec 2015/Annually thereafter
c. On Odd Number Years, Provide New and Existing Board Member Orientation	County Board/Administrator/ Department Heads	Odd number years

2.) Enhance Service to Customers to Foster A Positive Image of Pipestone County

Action Steps	Assigned	Deadline
a. Explore Customer Service Evaluation Methods, Report Methods to County Board	Administrator	Dec 2015
b. Establish and Maintain Social Media Presence on County Website , Provide for User Friendly Mobile County Website Applications	IT Coordinator/Department Heads	Dec 2016
c. Provide County Open House Odd Number Years	County Board/Administrator	Odd number years

3.) Strengthen and Explore Parternships with Community and Other Governmental Agencies to Maximize Effectiveness and Service

Action Steps	Assigned	Deadline
a. Explore Service Consolidations and Partnerships When Vacancies Occur or When Changes in Department/County Operations Prompt Opportunities	County Board/Administrator/Department Heads	On-going

PIPESTONE COUNTY
GOAL WORKSHEET

Strategy Two: County Workforce – development of our team

- ➤ **Characteristics**
  - o Succession planning
  - o Interdepartmental cooperation
  - o Cross training of staff
  - o Pay and class (comp worth)
  - o Leadership development
  - o Employee recruitment
  - o Customer service culture
  - o Safe and healthy workplace
  - o Employee engagement

Goals

1.) Develop and Support an Excellent and Engaged Workforce to Provide Quality Programs and Services

Action Steps	Assigned	Deadline
a. Explore Customer Service Cultural Diversity Training Opportunities, Report Opportunities to County Board	Administrator/HR Coordinator	Dec 2015
b. Complete Comparable Worth Study and Recommend Implementation within Fiscal Capabilities of the County	Administrator/HR Coordinator/Department Heads	Begin April 2014, Complete Dec 2015
c. Identify Employee Cross-Training or Job-blending Opportunities When Vacancies Occur or When Changes in a Department Prompt Opportunities	Administrator/HR Coordinator/Department Heads	On-going
d. Develop Succession Planning Document Identifying Employee Turnover and Training Focus Areas	Administrator/HR Coordinator/Department Heads	Dec 2016

2.) Provide a Safe, Healthy and Productive Work Environment

Action Steps	Assigned	Deadline
a. Continue to Work with MCIT on Educating and Supporting Safety Awareness and Training County-wide	County Board/Administrator/Department Heads	On-going
b. Provide a Safety and Building and Grounds Reporting/Ticket System	Administrator/Building and Grounds Supervisor	Jan 2016

PIPESTONE COUNTY
GOAL WORKSHEET

Strategy Three: Delivering Services – explore best practices

- ➤ **Characteristics**
  - o Workflow analysis (business process)
  - o Lean training and process improvement
  - o Transit consolidation
  - o Department structures
  - o Technology strategy
  - o Regional opportunities
  - o On-line (electronic) payments
  - o Staffing levels
  - o Health care reform

Goals

1.) Maximize the Effectiveness of Structure, Processes, and Operations to Support Quality and Efficient Public Services

Action Steps	Assigned	Deadline
a. Decrease internal processing times for vendor payments by 50%	Auditor	2016
b. Explore Departmental Consolidations When Vacancies Occur or When Changes in a Department/County Operations Prompt Opportunities	County Board/Administrator/ Department Heads	On-going
c. Detail County Infrastructure Needs County-wide, Budget Proportionately Over Time to Minimize Fluctuations with Budget/Levy	County Board/Administrator/ Department Heads	On-going

2.) Promote Efficient and Effective Service Delivery Through Technology to Achieve Operational Improvements and County Business

Action Steps	Assigned	Deadline
a. Increase on-line interactions for public and internal customers by 25%, i.e. on-line forms/reporting	IT Coordinator/Department Heads	Dec 2015
b. Increase by 80% paper to digital stoarge for two County departments	Identified Departments	Dec 2015
c. Identify Information Technology Staff Needs to Meet Strategic Plan Goals and Present to County Board	IT Coordinator	July 2015
d. Information Security Training Completed by all employees	Department Heads/Employees	Dec 2016/On-going for new employees
e. Ensure phone systems and county technology network and email are available 99% of time	IT Coordinator	On-going
f. Complete VOIP system	IT Coordinator	Dec 2015
g. Complete Assessor and Tax Software replacement/enhancement	IT Coordinator/Assessor/ Treasurer/Auditor	Jan 2017
h. Explore increasing connectivity infrastructure options to keep up with demand for connectivity and report options to the County Board	IT Coordinator	July 2015