



# **PINE COUNTY BOARD OF COMMISSIONERS**

## **SPECIAL MEETING and COMMITTEE OF THE WHOLE Strategic Planning January 15, 2019 – 9:00 a.m. Board Room, Pine County Courthouse Pine City, Minnesota AGENDA**

1. Call to Order
  2. Pledge of Allegiance
  3. Review/Approve Agenda
  4. Review progress on 2018 goals
  5. Department Presentations (est. 20-30 minutes each)  
Focused on priorities and challenges for 2019 and beyond

County Attorney	Reese Frederickson
County Sheriff	Jeff Nelson
Probation	Terry Fawcett
County Auditor-Treasurer	Kelly Schroeder
Auditor-Treasurer, Assessor-Recorder, Planning & Zoning	
Health and Human Services	Becky Foss
Highway	Mark LeBrun
Information Technology	Ryan Findell
Human Resources	Jackie Koivisto
  6. Lunch Ordered In (break for lunch at the discretion of the chair)
  7. County board discussion/development of Mission/Vision/Values statement
  8. Commissioners' Assessment and Discussion of 2018
    - a. What was the most significant accomplishment of 2018?
    - b. What was the most important goal that was not met?
    - c. What was the most frustrating issue?
  9. County Board 2019 goals/priorities
  10. Consider 2019 Special Meeting/COW meeting topics, dates and locations
  11. Other
  12. Adjourn
- Members: District 1 – Steve Hallan  
District 2 – Josh Mohr  
District 3 – Steve Chaffee  
District 4 – John Mikrot, Jr.  
District 5 – Matt Ludwig



# AGENDA REQUEST FORM

Date of Meeting: January 15, 2019

- County Board**
- Consent Agenda**
- Regular Agenda**      5 mins. \_\_\_ 10 mins. \_\_\_ 15 mins. \_\_\_ Other \_\_\_

Agenda Item: Strategic Planning

Department: Administration

Department Head signature

### Background Information on Item:

Annually the county board meets in January to discuss progress on its previous year's goals and establish new goals for the current year.

Last July, department heads conducted a Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis. The notes are attached to give you insight as to what we think is going well and what we might want to improve on.

At the meeting, staff will present in the morning. The presentations will be focused on updates on the department activities, current needs, and goals.

During the afternoon, the board will develop/consider/discuss a county mission statement, vision statement, and values. The purpose of the exercise is to develop a shared understanding of what we (the county) are about and a way to articulate it.

Next we will review the review the previous year's goals, consider the input from the department heads, and set goals for the current year.

### **What is a Mission Statement?**

A mission statement is a concise explanation of the organization's reason for existence. It describes the organization's purpose and overall intention. The mission statement supports the vision and serves to communicate purpose and direction to employees, customers, vendors and other stakeholders.

In other words, why does the organization exist.

Example Mission Statements



To be Earth's most customer-centric company, where customers can find and discover anything they might want to buy online, and endeavors to offer its customers the lowest possible prices."



To organize the world's information and make it universally accessible and useful.



Science. Applied to Life



To prevent and alleviate human suffering in the face of emergencies by mobilizing the power of volunteers and the generosity of donors.

### **What is a Vision Statement?**

A vision statement looks forward and creates a mental image of the ideal state that the organization wishes to achieve. It is inspirational and aspirational and should challenge employees.

Questions to consider when drafting vision statements might include:

- What problem are we seeking to solve?
- Where are we headed?
- If we achieved all our strategic goals, what would we look like 10 years from now?

Example Vision Statements:

- Alzheimer's Association: A world without Alzheimer's
- The Nature Conservancy: To leave a sustainable world for future generations.
- Smithsonian: Shaping the future by preserving our heritage, discovering new knowledge, and sharing our resources with the world

- Boy Scouts of America: The Boy Scouts of America will prepare every eligible youth in America to become a responsible, participating citizen and leader who is guided by the Scout Oath and Law.
- Audi: To delight our customers worldwide, all of the time.
- Harvard University: To develop leaders who will one day make a global difference.

### **What is a Values Statement?**

A values statement lists the core principles that guide and direct the organization and its culture. In a values-led organization, the values create a moral compass for the organization and its employees. It guides decision-making and establishes a standard against which actions can be assessed. These core values are an internalized framework that is shared and acted on by leadership.

Question to consider for a Vision Statement:

What values are unique to our organization?

What values should guide the operations of our organization and employees?

### **Local Government Examples**

#### Dakota County

The mission of the Dakota County government is to provide efficient, effective, responsive government that achieves the Board of Commissioners' vision for Dakota County: a premier place in which to live and work.

#### Olmsted County

The **Mission of Olmsted County** is to: Provide the foundation of a vibrant community

The **Vision of Olmsted County**: A dynamic, world-class county delivering excellence every day

The **Values of Olmsted County**: Integrity, Innovation, Pro-Activity, Respect, Reliability

The **Motto of Olmsted County**: Quality Services Through Community Involvement

#### St. Louis county

The mission of St. Louis County is to promote health and safety, ensure sound infrastructure, embrace our natural resources, and support an environment where communities prosper.

We serve the public in a manner that earns trust by incorporating these values:

- People Focused
- Stewardship
- Integrity
- Fairness
- Innovation

#### Wright County

Wright County will provide its Citizens with responsive government and quality services in a fiscally responsible manner through innovation, leadership, and dedication.

## Pine City

The City of Pine City's mission is to serve the Pine City community in a friendly, efficient manner while promoting growth, now and in the future. We will provide city services with expertise, dedication, compassion, and respect through a commitment to unity and teamwork.

## Pine County Mission Statements

County: To provide quality services to the citizens of Pine County in a cost-effective, courteous and efficient manner.

Information Technology: Information Technology will provide excellent, friendly and timely service to departments and agencies to meet technology needs, improve efficiency, and allow them to offer new or improved services while ensuring the integrity, accessibility, and security of the county's data.

Health and Human Services: To promote and protect the health, well-being and self-sufficiency of all.

- Values: Quality, engaged team members
- Excellence (quality services, quality programs, programs that work, responsiveness, customer-driven)
- Authentic leadership
- Collaboration

Probation: Pine County Probation's mission, under the direction of the Tenth Judicial Bench in Pine county, is to develop, provide, and promote effective probation series that contribution to a safer community.

### Values

- We value early intervention that is meaningful and effective especially for juveniles, but not eliminating adults.
- We value being proactive in providing rehabilitation programs and services. Resources should be cost effective. They should prevent repeat offenders as substantiated by research.
- We value community safety. Citizens should feel safe in their homes and community.
- We value accountability. Offenders should comply with the terms of their probation.
- We value community restoration for victims and offenders. Victims' rights should be protected as victims are compensated for their losses. Offenders need to be reintegrated into the community through alternatives to incarceration that are positive and therapeutic.
- We value equal resources and programs to all citizens of the county.
- We value culturally competent programming, and are sensitive & responsive to programming which acknowledges the differences in cultures.

## **Exercise:**

Consider/Discuss/Develop the Pine County Mission, vision, and values statements.

What does the county do? Why is it important? What values are important?

### **2018 Pine County Board Goals**

- Building up of funding for technology for 2019 and beyond
  - ✓ 2019 budget maintained \$75,000 for technology.
- Completion and transition to new Sandstone building
  - ✓ Under construction. Opening Spring 2019
- Future of John Wright building
  - ✓ Working to release state's interest. Joint resolution 1/8/19.
- Completion of Pine Government Center remodel
  - ✓ City of Pine City narrowing its options.
- Permanent transfer station in northern part of the county (to include a mobile household hazardous waste site)
  - ✓ DNR owned property at Dago Lake Road is in process of being purchased MPCA Environmental Assistance grant secured and contract executed for site preparation
  - ✓ "Mobile," household hazardous waste events held in Sandstone and Willow River. Approximately 225 households participated. The same model is anticipated for 2019.
- Trails/Outdoor Recreation
  - ✓ National Trails Day event held in June?
  - ✓ Construction started for south side of Cross Lake
- Transition plan for auditor-treasurer position and land/forestry.
  - ✓ Kelly Schroeder appointed Auditor-Treasurer

# Pine County Department Head Strategic Planning SWOT Analysis July 11, 2018

## Goals for the Day

Thoughts to consider before budget—where are we headed?

Where do “I” fit?

Maintain overview of whole process/big picture. How do we all fit?

Feedback on Human Resources

Review topics that may not be budget items, but items that should be discussed.

Transparency

## Communication

### Strengths

- Friday Update
- Insurance Committee
- Department Head Crosstalk
- Committee system—committee vets/carries items to board.
- Committee trust in staff—shared responsibilities
- Use of Facebook by sheriff, attorney, public health

### Weaknesses

- Process to develop / update policies (i.e. purchasing) and staff knowing policies
- Management team meetings
- Dealing with potential commissioner conflicts of interest
- Volume of information to communicate

### Opportunities

- More/better use of technology
- Use of Kronos for job applicants

### Threats

- Dissemination of current information

## Technology

### Strengths

- IT Staff
- Technology Committee
- Redundancy/Disaster Recovery
- Focus on the end user
- Resourceful

### Weaknesses

- Expensive
- Not fully using all current technology
- IT improvements often require changes in user behavior/organizational culture
- IT staff focus (too many “urgent” needs)
- Poor connectivity in places due to large county geography

## Opportunities

- Look for new ways to use existing technology. i.e. text message for probation
- Training

## Threats

- User proficiency
- Disaster preparedness
- Funding

## Staffing

### Strengths

- Have added some staff in recent years
- Quality of staff retained/recruited
- Ability to start experienced candidates above “step 1”
- Stability / long-tenured employees in some areas
- Ability to quickly fill vacant positions if within budget
- Use of grants to fund positions
- Openness to new ideas
- Departments work well together

### Weaknesses

- Workload—quality suffers when too much work for staff, impacts morale and sense of accomplishment/ability to make a difference
- Growth in demand—i.e. 3<sup>rd</sup> district court judge impacts many areas—attorney, probation, social services, jail/court security
- Focus on goals vs. mandates

### Opportunities

- Can be creative
- Local recruiting opportunities
- Generally positive moral

### Threats

- With 10 unions co-workers may be working under different Collective Bargaining Agreement with different requirements
- Retention/turnover

## Equipment

### Strengths

- Fleet management
- Office equipment

### Weaknesses

- Time to get new vehicles into service after the annual budget is approved
- Deployment of new equipment/computers

### Opportunities

- Long-term acquisition and funding plans

### Threats

- Unplanned events (accidents) and vehicle downtime
- Expiration dates on equipment (ballistic vests, protective masks)/replacement plans
- State of MN software requirements/changes



## Human Resources

### Strengths

- Knowledgeable HR staff—manager and generalist
- Service minded
- Timely/responsive
- Good business partner

### Weaknesses

- Recruitment/retention of some positions
- Policy development and training of staff on policies
- Turnover
- Recruitment process—understanding roles/responsibilities. Different process for some departments
- Training/coaching supervisors on performance evaluations
- Training employees on mandatory recurring trainings
- Applicant pool for some positions

### Opportunities

- HR staff—develop and expand role
- MCIT (resource for training)
- Digital media for recruiting
- Enhanced onboarding process
- Exit/separation process/exit interviews
- Employee engagement and recognition

### Threats

- Retention
- Funding
- Workload
- Timely coaching and discipline—review good & bad

## County Board Process

### Strengths

- Timeline; clarity on consent versus regular agenda
- Staff does not feel micromanaged
- Board generally supportive, reasonable, and effective
- Relationship and trust
- Committee of the Whole meetings around the county

### Weaknesses

- Timing for personnel committee items
- Lack of technology at Askov for presentations

### Opportunities

- New Sandstone building
- Staff presentations to county board
- Better/regular communication with the public/public relations
- Better web/social media presence

### Threats

- Commissioner turnover

## Budget/Finance

### Strengths

- Know what to expect in the process
- Quarterly financial updates to the county board
- Human Resources role in estimating personnel costs

### Weaknesses

- Budget Committee meetings don't always stay focused on the "big picture"
- Dependent on flat/declining state and federal revenues

### Opportunities

- Explore new revenue sources? (i.e. sales tax for transportation)
- Cross-department review of budgets (review with a new perspective)
- Better overall review of budget and requests—keep focus on big picture
- Tie county goals to budget
- Expand/improve relationship with MLBO, review statement of principles
- Prevention focus

### Threats

- Funding levels
- "politics"
- MLBO relationship
- Public perception of "needs" versus wants and role of mandates

## Training / Professional Development

### Strengths

- Employees are encouraged to go to training
- Pine County leadership is good

### Weakness

- No tuition reimbursement
- Large county with multiple work locations—difficult to get employees together

### Opportunities

- Identify employees who could be trainers on certain topics
- Improve schedule of "mandatory" in-county trainings and offer "voluntary" trainings (i.e. brown bag) on useful topics.
- Intentionality

### Threats

- Time
- Funding
- Understanding policies

### Participants

Reese Frederickson, County Attorney  
Jeff Nelson, Sheriff  
Paul Widenstrom, Chief Deputy  
Terry Fawcett, Probation Director  
Becky Foss, Health & Human Services Director

Kelly Schroeder, Land Services Director  
Ryan Findell, IT Manager  
David Minke, County Administrator  
Jackie Koivisto, Human Resources Manager

## **Possible 2019 COW Topics**

Social Host Ordinance	1/22 board meeting
Environmental Resolution (East Central School students)	Jan/Feb—Final action March Board meeting
Annual Road Tour	May/June
U of M Extension/Ag. Educator	1 <sup>st</sup> half of year

## 2018 COW meetings

March 16      Zoning/Comp Plan

May 1<sup>st</sup>          Annual Road Tour—Mark

Focus on Pine City area and Oberstar segment of munger trail to Hinckley.

May 22, St. Croix State Park. 9:00 a.m. (Rick Dunkley st. park contact)

- HHS/Public health (early childhood development)
- Cindy Stolp, head start
- Susanne H-Extension
- County Commissioner Professional Development

June 5, (special meeting 9:00 a.m. prior to regular meeting)

Legislative update. Jason & Tony invited to meeting.

July 10<sup>th</sup> – Sandstone – PHASE

- Snowplowing
- Road program, sales tax

July 19 – Courthouse

- Land services--Solid Waste Programs Update-WCA Update - County Zoning Update
- Extension Summer Food & Fun Program & Tour

Other topics

~~Tri County Disposal/solid waste~~

~~Comp Plan Update~~

Economic Development Summit