

**STRATEGIC PLAN
FOR
LENAWEE COUNTY**



2013

STRATEGIC PLANNING PROCESS

DEVELOPMENT OF STATEMENTS AND VALUES

The Lenawee County Board of Commissioners initiated a strategic planning process. Through this planning process a purpose statement, values statement and core values were developed.

DEVELOPMENT OF FUTURE GOALS

In August, 2012 a work session was held where various individuals were invited to attend and participate in a brainstorming session. The purpose of this session was to develop the future goals of the County by: 1) determining the County's strength's and weaknesses; 2) determining a future direction for the County; and 3) to establish a document that can be used as a guide to future planning. As a result of the input and the many hours of discussion, a series of six (6) main goals were identified.

DEVELOPMENT OF MAJOR STRATEGIES

Upon the development of the goals, a series of major strategies were developed. These strategies will be reviewed and refined as we continue our efforts to reach the goals that have been established.

FINAL OBJECTIVE

The final objective is to create a document that will serve as a guide to county government officials and assist them in ensuring Lenawee County government continues to provide its citizens with quality services in the most effective, efficient, and transparent manner.

PURPOSE AND VALUE STATEMENTS

The Lenawee County purpose and value statements were reviewed by the Board of Commissioners to ensure that they align with the preferred future goals of the County. These values will be reinforced among County employees and integrated into decision making at all levels of operation.

PURPOSE STATEMENT:

To provide Lenawee County residents and tax-payers with a plan showing that county government is utilizing its fiscal and physical resources in an efficient, effective, and transparent manner with each department being held accountable to obtaining these objectives.

VALUES STATEMENT:

Lenawee County Board of Commissioners strives for the highest levels of Integrity, Leadership, Collaboration, Responsiveness, Accountability, and Transparency.

CORE VALUES

INTEGRITY

We will ensure public trust through honesty, fairness, consistency, and follow-through.

LEADERSHIP

We are committed to actively guiding Lenawee County toward a higher quality of life.

COLLABORATION

We are dedicated to building partnerships and sharing knowledge and resources.

RESPONSIVENESS

We will deliver customer-focused service that is accessible, user-friendly, respectful, and efficient.

ACCOUNTABILITY

We will prudently manage County resources.

TRANSPARENCY

We are committed to being open and visible in all decision making activities.

FUTURE GOALS

The following six goal statements describe the preferred future state of Lenawee County.

1. OPEN AND TRANSPARENT

Conduct county government operations in an open and transparent manner encouraging participation on the part of county citizens.

2. EFFICIENT USE OF COUNTY FUNDS AND RESOURCES

Ensure that county funds and resources are utilized in an efficient and effective manner to provide county services and be accountable to county taxpayers.

3. PLANNING FOR THE FUTURE

Plan for repair, replacement and expansion of county facilities, vehicles, technology, and infrastructure to meet the current and future needs of county government.

4. QUALITY CUSTOMER SERVICE & WORKPLACE ENVIRONMENT

Create a culture of high quality customer service in county operations and provide a secure and harmonious workplace for employees.

5. COOPERATION AND COLLABORATION

Promote cooperation and collaboration with and between local governments and agencies in and around the county to create efficiencies and enhance communication.

6. ECONOMIC DEVELOPMENT

Encourage and support economic development in the county to broaden the tax base and create opportunity for county residents.

STRATEGIES

The Board of Commissioners identified major strategies for meeting the key goals and achieving the County's preferred future vision in each of the six goal direction areas. The strategies will be further refined as the strategic plan is implemented.

1. OPEN AND TRANSPARENT

MAJOR STRATEGIES:

1. Conduct all meetings in compliance with the Open Meetings Act and provide opportunity for public comment at board meetings.
2. Select appointees to county boards and committees from all parts of the county and from a broad range of backgrounds.
3. Conduct an annual review of communications efforts, website, brochures, etc., and revise as necessary to effectively distribute information.

2. EFFICIENT USE OF COUNTY FUNDS AND RESOURCES

MAJOR STRATEGIES:

1. Maintain accounting records to achieve an unqualified opinion on the annual audit with minimal comments by the auditor.
2. Annually adopt a balanced budget that funds necessary county services with due consideration of projected revenues, expenditures and reserve funds.
3. Maintain an adequate fund reserve to ensure funding through cyclical downturns.

3. PLANNING FOR THE FUTURE

MAJOR STRATEGIES:

1. Annually update a capital improvement plan with five (5) to ten (10) year projections on existing improvements and projections as necessary on special improvements.
2. Adequately fund, with due consideration to Goal 2, Strategy 2, the capital improvement fund to properly maintain county functions.
3. Annually review, with each department, their near term needs.

4. QUALITY CUSTOMER SERVICE & WORKPLACE ENVIRONMENT

MAJOR STRATEGIES:

1. Ensure that county employees in each department are properly trained to meet the needs of their customers in an efficient and courteous fashion.
2. Provide a secure and friendly workplace where employees can focus on their primary goals of customer service and job performance.
3. Ensure that county employees have the necessary tools to perform their work in an efficient and effective manner.

5. COOPERATION AND COLLABORATION

MAJOR STRATEGIES:

1. Be constantly aware of opportunities to work with other governments and agencies to provide services cooperatively in an effort to reduce costs and improve delivery.
2. Annually review the existing collaborative efforts and survey local units for additional opportunities.
3. Maintain a current list of available services and equipment that may be of interest to other governments and agencies.

6. ECONOMIC DEVELOPMENT:

MAJOR STRATEGIES:

1. Support the economic development efforts of local governments and non-profits by whatever means available.
2. Be ambassadors for the County by providing information on the County website, at speaking engagements and when attending meetings outside the county.

2013 OPERATIONAL GOALS

Operational goals are very specific types of goals that are to be accomplished by a specific board, committee, or department. Operational goals will be evaluated throughout the year for progress. Operational goals may change from year-to-year. Some of the operational goals that have been identified through this process to date are:

Major Strategy:

Annually adopt a balanced budget that funds necessary county services with due consideration of projected revenues, expenditures, and reserve funds.

Operational Goal:

1. Balance budget and cash flow without dipping into fund reserve
2. Set priorities for allocation of budgeted funds and being accountable with revenues.

Major Strategy:

Annually update a capital improvement plan with five (5) to ten (10) year projections on existing improvements and projections as necessary on special improvements.

Operational Goal:

1. Create a long term and short term plan for the Sheriff Department building such as a public safety facility
2. Further development of parks and activities.

Major Strategy:

Annually review, with each department, their near term needs.

Operational Goal:

1. Evaluate the technology needs to improve effectiveness and efficiency of departments and determine what impact those improvements will have on the I.T. Department.

Major Strategy:

Ensure that county employees in each department are properly trained to meet the needs of their customers in an efficient and courteous fashion.

Operational Goal:

1. Departments working together to promote county services and see how departmental resources can be developed.
2. Develop processes to cross-train within departments and break down barriers by working together

Major Strategy:

Provide a secure and friendly workplace where employees can focus on their primary goals of customer service and job performance.

Operational Goal:

1. Review security needs in departments

Major Strategy:

Ensure that county employees have the necessary tools to perform their work in an efficient and effective manner.

Operational Goal:

1. Evaluate the technology needs to improve effectiveness and efficiency of departments and determine what impact those improvements will have on the I.T. Department.

Major Strategy:

Be constantly aware of opportunities to work with other governments and agencies to provide services cooperatively in an effort to reduce costs and improve delivery.

Operational Goal:

1. More of a connection between Commissioners and human service related functions

Major Strategy:

Annually review the existing collaborative efforts and survey local units for additional opportunities.

Operational Goal:

1. Research the possibility of utilizing Region 2 to assist in determining whether Lenawee Transportation Service needs to be expanded.
2. How can we collaborate with local governments and agencies?
3. Support Department on Aging in efforts to develop senior citizen centers.

Major Strategy:

Maintain a current list of available services and equipment that may be of interest to other governments and agencies.

Operational Goal:

1. Creation of a departmental assist list (unusual assets) that can be shared by all departments.

Major Strategy:

Support the economic development efforts of local governments and non-profits by whatever means available.

Operational Goal:

1. How to increase revenue and create jobs in Lenawee County.

Other Items To Consider:

1. Come up with an evaluation process of Administrator and Administrator's Office and determine whether there should be a change in the type of government that may give more authority to the Administrator over finance (i.e. Controller)
2. To maintain a safe level of deputies for the County
3. Plan for making the Airport more self-sufficient.