



SHERBURNE

C O U N T Y

2021-2023 STRATEGIC PLAN UPDATE

Approved August 2nd, 2022



OUR MISSION:

To provide accessible and cost-effective services to support quality of life for the Sherburne County community.

OUR VALUES:

Innovative – Caring – Communicative – Enduring – Professional

ORGANIZATIONAL GUIDELINES:

Be respectful · Listen to each other · Remain open to new ideas · Be candid · Trust one another · Be thoughtful and fearless
 Be optimistic that it can happen · Everyone’s opinion should be valued

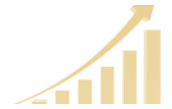
ORGANIZATIONAL OBJECTIVES:

Pillar 1	Pillar 2	Pillar 3	Pillar 4	Pillar 5
Strengthen our healthy, safe, and livable community.	Promote active economic growth.	Foster appropriate partnerships and maintain an informed public.	Promote fiscally responsible government to guarantee the public trust.	Foster organizational excellence.
				



Organizational Objective – Pillar 1: Strengthen our healthy, safe and livable community.

Priorities	Strategies	Measure of Success <i>(1 Year)</i>
<p>1. Identify priorities and set measurable outcomes.</p> <p>2. Continue to engage and expand collaborative partnerships.</p> <p>3. Empower the community through education, outreach, communication and prevention. Share and celebrate successes externally and internally.</p>	<ul style="list-style-type: none"> Identify existing priorities and gaps. <ul style="list-style-type: none"> Develop goals for each identified priority. Evaluate if/how to address identified gaps. Establish milestones/Action steps/Implementation. Develop a uniform reporting and evaluation dashboard/template with measurable metrics that can be used across departments. 	<ul style="list-style-type: none"> All departments have identified at least one priority that addresses this pillar; County board is aware of all priorities; Establish mechanisms for sharing data and information among departments.



Organizational Objective – Pillar 2: Promote active economic growth.

Priorities	Strategies	Measure of Success <i>(1 Year)</i>
<p>1. Diversify tax base by partnering with cities and townships to ensure we are offering the most competitive programs.</p>	<ul style="list-style-type: none"> • Digest and collect current data. • Meet with existing businesses and developers to determine needs. • Review statutory/legislative changes. • Dedicate more resources to economic development (internal/external). • Develop programs based on data. • Identify grant opportunities. 	<ul style="list-style-type: none"> • Economic growth reflects more than one primary industry or sector.
<p>2. Ensure adequate infrastructure through planning, lobbying and financial support when necessary.</p>		
<p>3. Highlight and market existing assets to ensure optimal utilization.</p>		
<p>4. Create a business-friendly environment by taking a comprehensive approach to help entrepreneurs navigate the land use and economic environment.</p>		



Organizational Objective – Pillar 3: Foster appropriate partnerships and maintain an informed public.

Priorities	Strategies	Measure of Success <i>(1 Year)</i>
<p>1. Look for opportunities to share resources with others to improve efficiencies and communication.</p>	<ul style="list-style-type: none"> • Identify and Evaluate current partners/partnerships: <ul style="list-style-type: none"> • Questions: Why? Benefits? Is it still valid? How can communications be most effective? • What criteria will be used to evaluate? • Who is responsible for maintaining effective partnerships? • Review for each partnership: “Is there value?”. • Identify potential areas of improvement for each partnership. • Implement potential improvements. • Revisit the benefits to measure whether the values outweigh the investments. • Consider/Identify new partnerships (Then, start the cycle again). 	<ul style="list-style-type: none"> • County is approached to partner frequently; • Partnerships improve levels of efficiency and effectiveness; • Partnerships are monitored and internally reviewed; • Using defined criteria, partnerships are periodically evaluated and reviewed by the County Board.
<p>2. Utilize technology to expand and enhance internal and external communication.</p>		
<p>3. Expand efforts to educate others and seek feedback from others regarding opportunities.</p>		



Organizational Objective – Pillar 4: Promote fiscally responsible government to guarantee the public trust.

Priorities	Strategies	Measure of Success <i>(1 Year)</i>
<p>1. Conduct disciplined, transparent annual budgeting within the context of strategic planning (e.g. Focus on leveraging partnerships; use relationships and innovation to be good stewards of county resources).</p> <p>2. Define county values to help to drive decision-making. Engage with values-based decision-making.</p> <p>3. Efficient and effective programs and services, but not at the expense of citizen needs (e.g. Look at centralized contracts, procurement, and purchasing (perhaps as a Kaizen); Use staffing differently – retention, cross-training, floating staff, internships).</p>	<ul style="list-style-type: none"> • Explore centralized purchasing, possibly through a Kaizen event and centralized floating staff. • Explore better Contracts Management through LEAN event. • Explore Instruments to Measure Public Trust (National Citizen Survey, Stakeholder Surveys, etc.). 	<ul style="list-style-type: none"> • Identification of developed products and awards. <ul style="list-style-type: none"> • OpenGOV • Annual Financial Reporting • GFOA - Distinguished Budget and Public Report • Evaluate Citizen Engagement/Survey.



Organizational Objective – Pillar 5: Foster organizational excellence.

Priorities	Strategies	Measure of Success <i>(1 Year)</i>
<p>1. Simplify mission statement (e.g. promoting it from the “ground-up;” Incorporate it into HR processes and selection; Use for retention of staff):</p> <ul style="list-style-type: none"> • Focus on the creation of a county-wide culture; • Lead by example; and, • Recruiting through retention (invest in people). 	<ul style="list-style-type: none"> • Approve new mission statement and values. • Incorporate mission and values in New Employee Orientation and New Employee Welcome Session. • Provide examples to new employees of what our mission statement “looks like” in practice. • Add mission statement and values to County website and job postings. • Add mission statement (or applicable language) to email signature lines. • Discuss mission statement and values at staff meetings. • Develop Total Rewards Philosophy. 	<ul style="list-style-type: none"> • At a minimum, employees have a general idea of what the County’s mission statement. • Departments are carrying out the mission and modeling the County’s values. • Further discussion is needed for metrics and barriers. • Bring Total Rewards philosophy to County Board for approval.
<p>2. Be the “Employer of Choice:”</p> <ul style="list-style-type: none"> • Staff training and development (e.g. county-wide and dept. level); • Develop operating procedures; • Create standardized training county-wide; • Implement formalized training for leaders and managers; • Use supervisor onboarding; • Expand the wellness program; • Promote flexibility; • Centralized leadership training with career tracks, long-term goals and “stay interview” approach; and, • Emphasize the “team-approach” and pride in working for Sherburne County. 		
<p>3. Improve and expand county technology and facilities to provide services to residents.</p> <ul style="list-style-type: none"> • Service Center; • Promote new technology with internal and external options; • Improve CISSP (IT) Security; and, • Promote current tools and educate for effective use. 		
<p>4. Implement internal communication for employees.</p>		

Sherburne County Government





Roles & Responsibilities

County Board:

- To provide leadership, direction, and long-range planning for the county;
- To determine policy for the county;
- To adopt an annual budget and levy for the county;
- To represent the collective best interest of the county and its citizens.
- To support a united front and the best decision for the county;
- To work collaboratively with townships and cities as well as state and federal partners;
- To have “our shoulders in the same harness”;
- **To support our staff.**

County Commissioners:

- To represent citizens and be accessible to them;
- To make leadership and policy decisions for the “greater good” of the county;
- To be prepared for and participate in board meetings;
- To act professionally & listen respectfully to the county administrator, staff, & other commissioners;
- To represent the Sherburne County Board as liaisons to government entities, affiliated committees, and associated boards;
- To be comfortable with listening to - and explaining reasons behind – “no” votes;
- To gather information and build consensus;
- To leave a legacy;
- **To support our staff.**

County Elected Officials:

- To meet statutory requirements;
- To work collaboratively with other groups and agencies;
- To provide leadership and expertise as it relates to critical decisions;
- To provide leadership, as it relates to the department and county;
- To develop and manage the dept. budget;
- To implement mandates and county obligations;
- To prepare reports and action items for the county board;
- To share information and communicate openly with the county administrator and county board;
- To manage programs;
- To speak on behalf of the department;

- To collaborate strategically with internal and external partners;
- To hire, coach, train, discipline and terminate employees;
- To foster a positive work environment;
- To professionally represent the county;
- To stay current in their field and be involved in professional associations.
- To communicate respectfully about decisions.
- To frame issues as “stretching across departments -- and not work in silos”;
- To work proactively to ensure that issues do not become personal;
- To serve within affiliate organizations as representatives of Sherburne County;
- **To support our staff.**



Roles & Responsibilities

County Administrator:

- To serve as COO for the county, lead the workforce, and manage daily operations;
- To prepare and facilitate information for the county board, to make data-based policy and program recommendations, and implement adopted policies;
- To provide leadership and foster a positive work environment;
- To develop, propose, and administer county's annual budget;
- To share information and communicate openly with the board, leadership, & employees;
- Authorize hiring of personnel;
- Assure all programs and personnel are operating under the county's mission, vision and core values.
- Facilitate strategic and long-range planning.
- *To "run the show";*
- *To provide the conduit between County Board and staff;*
- *To guide the Board toward not taking action, as appropriate – to act as an "insulator" or "firewall";*
- *Conduct ongoing "environmental scans";*
- *Be the conduit and, at times, the amplifier or resistor or insulator or defender.*
- **To support our staff.**

County Department Directors:

- To provide leadership, as it relates to the department and county;
- To develop and manage the dept. budget;
- To implement mandates and county obligations;
- To prepare reports and action items for the county board;
- To share information and communicate openly with the county administrator and county board;
- To manage programs;
- To speak on behalf of the department;
- To collaborate strategically with internal and external partners;
- To hire, coach, train, discipline and terminate employees;
- To foster a positive work environment;
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Appendix: Pillar 1

Notes

- Communicate parks and recreation developments;
- Work collaboratively with schools and public health to serve families;
- Explain the importance of combined and supportive emergency services;
- Maintain an outward focus with outreach strategies;
- Make ADA accessibility efforts visible;
- Recognize the power of programs like RAP, re-entry program;
- Be responsive to constituents;
- Develop methods for board updates from departments;
- Promote periodic education sessions for projects throughout the year;
- Design metrics and snapshots that can easily be shared and communicated internally and externally;
- Support use of tools, like SharePoint and televisions in government center;
- Look at ICMA for models of sharing data; and,
- Promote quality services.



Appendix: Pillar 2

Notes

- Look at trends in housing and workforce;
- Review broadband improvement;
- Embrace who are as a county and *invest in that* rather trying to be something that we're not;
- Learn strategies to “set the table” and “prime the pump” for attracting partnerships;
- Prioritize opportunities and go after them;
- Maintain regional perspective;
- Decide role for Sherburne County:
 - What is the “sweet spot” for government leadership?
- Most counties have a full-time EDA:
- Develop metrics to help the county board to weigh decisions;
- Look at possibilities of public/private partnerships;
- Continue to support an active and vibrant EDA.



Appendix: Pillar 3

Notes

- Do a more thorough job of explaining to the public “why” certain partnerships are important;
- Inventory current partnerships and review effectiveness;
- Explore county role in public/private partnerships;
- Embrace our neighbors;
- Use community feedback;
- Understand the “value proposition” for partnerships;
- Develop tools and knowledge that support partnership decisions (e.g. how and when to get involved?);
- Revisit whether partnerships have been “outgrown;”
- Board periodically reviews the value of JPAs; and,
- Invest in relationships with cities and townships as well as federal and state partners.



Appendix: Pillar 4

Notes	
<ul style="list-style-type: none">• Budget growth maintained at moderate, steady level;• Facilities maintained for comfort without being ostentatious;• Take a long-term view/don't be short-sighted;• Do what we need to do and be disciplined about approaches and processes;• Publicly supporting staff and the important work that they do; and,• "Just because you can doesn't mean you should."	



Appendix: Pillar 5

Notes	
<ul style="list-style-type: none"> • To present “big ideas” without fear; • Continue to develop access to the county board through methods like video recording; • Support flexibility to be responsive to a range of needs; • To be the “Employer of Choice;” • Discuss how actual investment in staff is critical; • Invest in trust and communication across departments staff/elected; • Board invites staff to continually look at efficiency and service improvements; • Emphasize leadership development opportunities for current staff; • Make the “philosophical shift” of understanding that low unemployment means it is more difficult to recruit and retain staff; • Maintain beautifully maintained new space; and, • Continue to foster a vision which will develop a legacy. 	