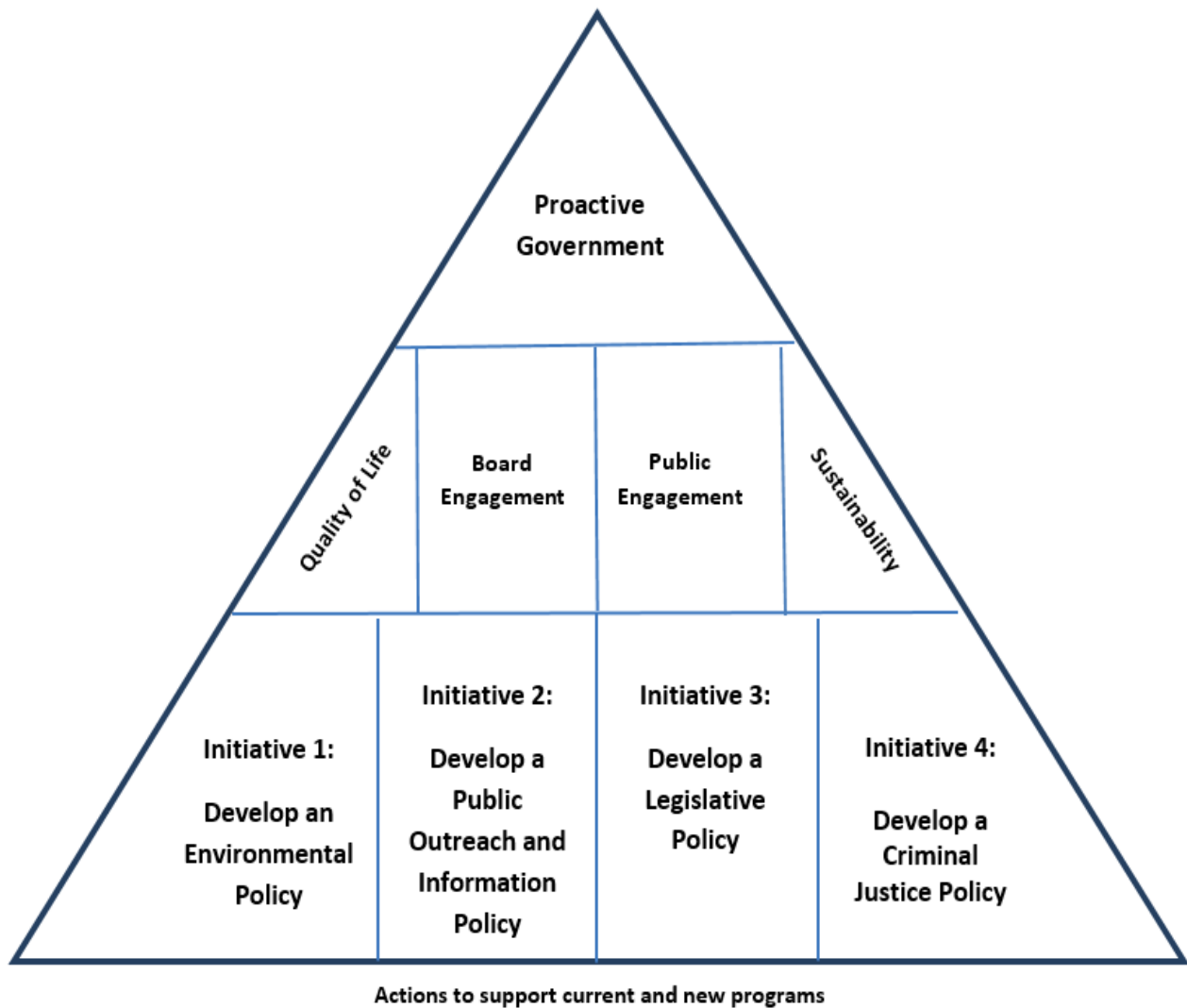




Dunn County, Wisconsin

Directional Plan Process

OUR VISION: To provide quality public services that protect and empower our citizens in a cost effective manner.



Adopted: March 16, 2016



Steven Rasmussen
County Board Chairman
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March 16, 2016

Fellow Supervisors:

In early 2014, a number of major County Board projects were coming to conclusion. The Neighbors was occupied. The old county health care center remodel was well underway. Plans and funding were in place to renovate the Government and to implement a new countywide ERP System. These were all major initiatives that required much energy and attention by the Board.

So where do we go from here? Supervisors are quite comfortable and capable with their day to day job of supervision and policy development for the various departments for which they are responsible. Long term planning is more of a challenge and most often put aside in favor of dealing with today's issue. It is time to take the "long view."

How can we, as a Board, decide together what direction we should take the county and what are the challenges we face as a board? Thus the concept of strategic or directional planning was born. The process needed to be one that engaged the whole Board, a process when completed would achieve Board consensus and buy-in.

The plan that follows is designed to be used as a process for collaborative planning. It describes the variety of challenges the County faces at this point in time. It provides information on the nearly 200 programs or services currently serving the county's residents' needs. It describes the steps necessary in the process for continuous improvement as a government service provider. Most importantly, it states the values and direction that, together as a Board, guide us in our future work. It provides a framework upon which future Boards can continue to try and look forward in establishing priorities for the use of public assets.

Thank you to the Supervisors and staff for the immense amount of time and energy you have given over to this project.

Steve Rasmussen

Dunn County Board Chair

COUNTY OF DUNN



Department of Administration

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March 16, 2016

Citizens of Dunn County:

The future, present and past are inextricably intertwined. With the passage of time the future becomes the present and the present becomes the past. While no organization has an infallible crystal ball all organizations, public and private, benefit from the creation of as clear a picture of what it wants to look like in the future as can reasonably be achieved. We plan for the future based upon the examination of our past, the experiencing of our present, and our best estimate of what the future will bring.

The Dunn County Directional Plan is the culmination of a current effort to both document and influence what the sitting and future County Board of Supervisors see and hope will be the future direction which is in the best interest of their constituents. This plan is not the first nor should it be the last. Every organization, Dunn County included, has an innate obligation to exercise foresight to the highest degree possible in order to try to achieve the best use of the resources available to it. In the private sector we try to increase revenue and in the public sector to enhance service delivery.

Development of this plan is the result of a great effort by the Board, with the support of the County's staff, to examine county programs, past and present; to debate the basis of its programs; to achieve consensus upon the services demanded by its constituency and to apply through their own reason and knowledge a prioritization of how the County's resources should be applied in the future.

The Board understands that while this plan is a snapshot in time, planning is much more of an album with pictures from the past subject to fade and blank pages for the future yet to be developed while pictures of the present may be crystal clear but subject to interpretation.

Over the long haul this Board of Supervisors has successfully committed itself to creating a picture of what it hopes Dunn County wants to do in the foreseeable future but it appreciates that future Boards have as great an obligation as this one has had to continue the process. The most important thing we can achieve is that there is recognition that the process must endure.

Gene Smith
Dunn County Manager

County Board

Standing Committee

Management

District 1 Carol M. Anderson

District 2 David Bartlett

District 3 Vaughn Hedlund

District 4 Steven A. Rasmussen, Chair

District 5 Gary Stene

District 6 Catherine N Kitz Cleary

District 7 Gary Bjork

District 8 Charles Maves

District 9 Thomas Quinn

District 10 Calvin Christianson

District 11 James R. Anderson

District 12 Jill Noreen

District 13 Timothy Mather

District 14 Todd D. Welch

District 15 Donald Kuether

District 16 Paul DeLong

District 17 Kelly McCullough

District 18 Sheila D. Stori

District 19 Carl Vandermeulen

District 20 Mary Solberg

District 21 Robert Walter

District 22 Sarah Kennedy

District 23 James Tripp

District 24 Jerome Prochnow

District 25 Elton J. Christopherson

District 26 David Schaefer *

District 27 Dale Harschlip

District 28 Richard Creaser, Vice Chair

District 29 Gary Seipel

Executive Committee

Steve Rasmussen (Chair)
Richard Creaser (Vice-Chair)
David Bartlett
Paul E. DeLong
Jill Noreen
Jerome Prochnow
Thomas Quinn
David Schaefer*
James Tripp
Robert Walter

Committee on Administration

Jill Noreen (Chair)
David Bartlett (Vice-Chair)
James Tripp
Robert Walter
Timothy Mather

Community Resources Committee

James Tripp (Chair)
Mary S. Solberg (Vice-Chair)
Donald Kuether
James Anderson
Todd D. Welch

Facilities Committee

David Schaefer (Chair)*
Elton Christopherson (Vice-Chair)
Dale Harschlip
Jerome Prochnow
Sheila Stori

Health and Human Services Board Committee

Thomas Quinn (Chair)
Mary Solberg (Vice Chair)
Sarah Kennedy
Gary Stene
Carol M. Anderson

Health Care Center Committee

Paul E. DeLong (Chair)
Elton Christopherson (Vice Chair)
Jill Noreen
James Anderson
Vaughn Hedlund

Highway Committee

Jerome Prochnow (Chair)
Richard Creaser (Vice Chair)
Kelly McCullough
Gary Seipel
Charles Maves

Judiciary and Law Committee

David Bartlett (Chair)
Richard Creaser (Vice-Chair)
Sheila D. Stori
Calvin Christianson
Carl Vandermeulen

Planning, Resources & Development

Robert Walter (Chair)
Thomas Quinn (Vice Chair)
Gary Bjork
Catherine Kitz Cleary
Gary Seipel

County Manager

Gene Smith

Department of Administration

Gene Smith

Child Support Agency

Jeanne Stevenson

Circuit Courts

Judge James M. Peterson
Judge Rod W. Smeltzer

Clerk of Court

Clara Minor

Corporation Counsel

Nick Lange

County Clerk

Julie Wathke

District Attorney's Office

Andrea Nodolf

Emergency Management & Communications

Melissa Gilgenbach

Environmental Services

Tom Carlson
Daniel Prestebak
Robert Colson
George Hayducko

Human Services

Kristin Korpela

Medical Examiner

Chris Kruse

Public Health

Wendy MacDougal

Public Works

Jesse Rintala

Register of Deeds

Heather Kuhn

Sheriff

Dennis Smith

The Neighbors

Tony Manzella

Transit

Kent Conklin

Treasurer

Megan Middlestadt

UW Extension

Kristen Bruder

Veterans Services

Greg Quinn

* In Memory; David Schaefer passed away November 30, 2015

(see Appendix A: District Map)

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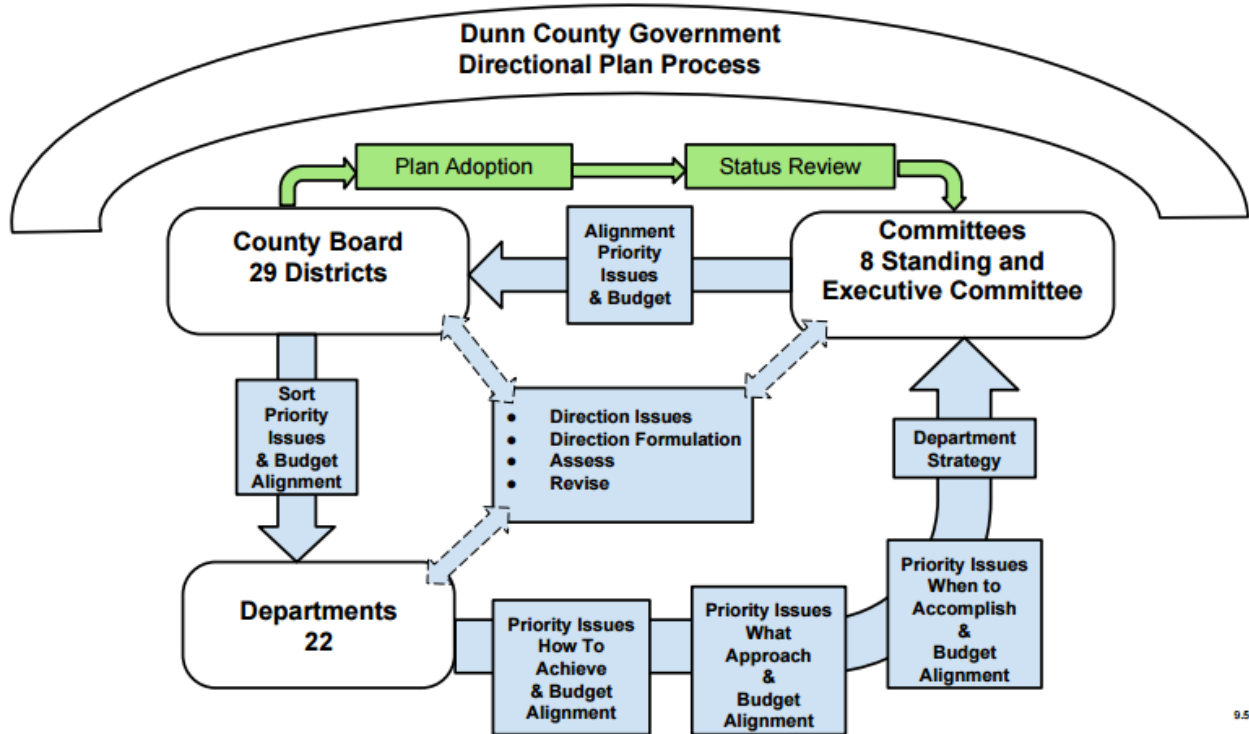
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Introduction and Discovery

The Directional Plan process, represented in the diagram below, was developed to assist the Board of Supervisors and other units of county government make informed and proactive decisions over the long-term.



The first step solicited the active participation from Board members and representatives of the County's staff regarding three key decisions:

- What would the process be?
- How would ideas and issues reach across the organization to incorporate the broadest possible vision?
- How will it be used to guide us in decision-making and resource allocation?

As these decisions were made, it was a clear direction from the County Board that the process would have to be orderly, comprehensive and repeatable across the county government.

Initially, each committee and their representative department personnel brainstormed issues facing their respective areas of responsibility.

To facilitate these discussions worksheets were provided, containing the following:

1. *What is the issue?*
2. *Why is this an issue?*
3. *What are the consequences of not addressing this issue?*
4. *What should our goals be in addressing this issue?*

From the eight committees representing twenty-two departments, forty-two issues were compiled and presented to the Executive Committee (see Appendix B, Summary - Eight Standing Committee Issue Prioritization and Appendix C, Charts 1-9 Issues by Committee).

Analysis and Prioritization

The Executive Committee reviewed, discussed, consolidated and prioritized the 42 issues identified by the standing committees to 14 issues. An important part of prioritization was a determination of whether a specific issue was operational or strategic. Of the 14 prioritized issues the committee agreed that four were operational issues. These issues were removed from the planning process and were given to the appropriate departments for action.

At the conclusion of this set of discussions, the Executive Committee settled on ten categories of issues:

1. **Health Policy** - How can we incorporate health and well-being in all policies?
2. **Environmental Policy/Water Quality** - Would we benefit from an overall Environmental Policy Plan which would address water quality as well as other environmental initiatives?
3. **Broadband** - How can we encourage/promote broadband throughout the county?
4. **Demographic Alignment** - How can we provide and maintain government services resulting from the demands of changing demographics?
5. **Legislative Program** - Should we develop a legislative program that would identify and advocate key policy priorities?
6. **Neighbors Viability**- How do we maintain the viability of The Neighbors?
7. **Criminal Justice Collaboration** - How can we support Criminal Justice Collaboration to improve coordination in all areas of our criminal justice system? Law enforcement, district attorneys, judges, public defenders, social service workers and victim advocates? CJC uses research and data to guide a path to holding offenders accountable, increasing public safety, reducing recidivism and lowering cost.
8. **Public Information** - How can we better communicate and share information both internally and externally?

9. **Supervisor Education/Communication** - Is there a way for increased engagement of all supervisors?
10. **Rec Park Plan** - How can we develop a Dunn County Rec Park Plan that serves the needs of the various current and future users?

Following both a quantitative survey (a point system based rating) and a qualitative survey (High, Medium, Low priority levels), the Executive Committee created a triangle framework that included a Vision, Mission, Values and Initiatives. (See Appendix D, E, and F – Surveys.)

The Executive Committee defined vision, mission, values and initiatives to assist in application of the Directional process.

Vision - What the county wants to be. A source of inspiration.

Mission - The justification for the vision; today and into the future. The mission is the means of achieving the vision.

Values - Keys to success. Shared beliefs of its stakeholders. They drive the County's philosophical priorities and establish a framework for decision making.

Initiatives - Strategy to address county priorities

Additionally, the Supervisors rephrased specific language to create "Statements of Intent" which were adopted.

The mission statement is:

Proactive Government - Dunn County commits to the development of a culture of proactive thinking, decision-making and leadership. Proactive thinking involves actively seeking; new information to apply to issues, new methodologies to apply to situations and new directions to apply to the pursuit of goals.

The four value statements are:

Sustainability - Dunn County encourages and promotes sustainability. Sustainable practices not only meet the needs of the present but also implement strategies and procedures that can be used with success by future generation. Sustainability is often referred to having "three pillars": Economic, Environmental and Social.

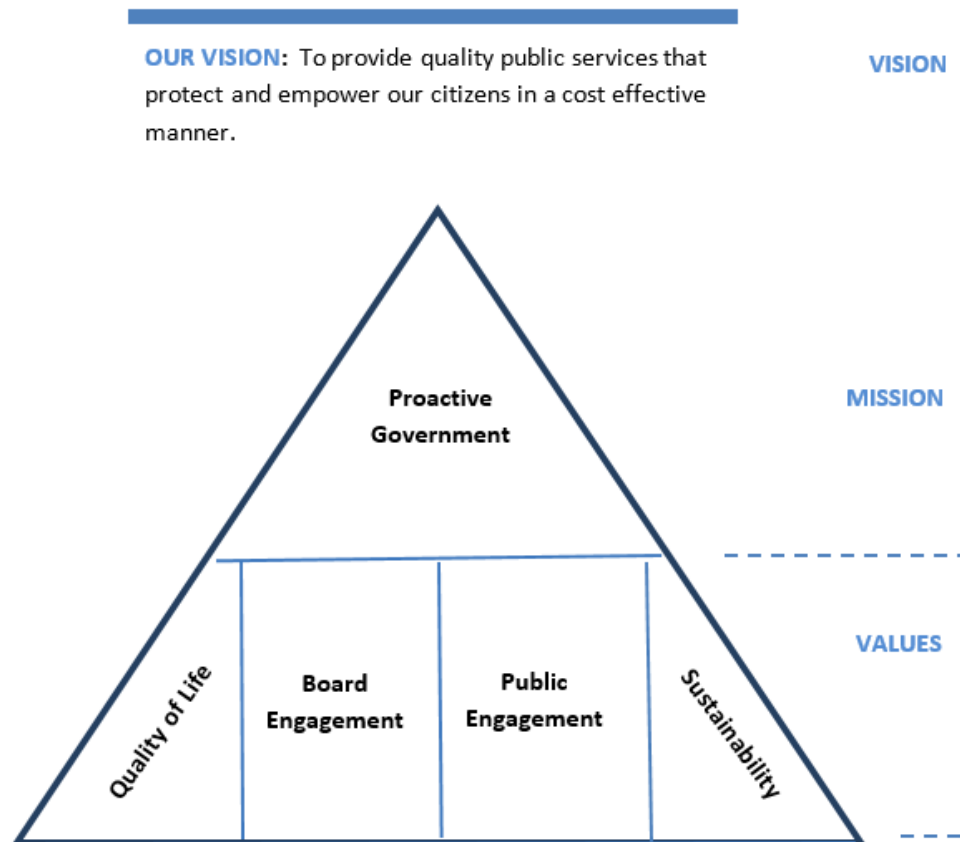
Board Engagement - The Dunn County Board will build on its ability to engage in innovative and creative problem solving. Each supervisor commits to become more knowledgeable and involved

and to understand and pursue their leadership roles to achieve goals and objectives for the County community. With diverse viewpoints and experiences, we choose to work together for continued collaboration and consensus on present and future issues.

Public Engagement - We believe that knowledge-based decisions will build trust and social capital, thereby increasing community cohesiveness, citizen satisfaction and effective solutions to community needs. We will advance and promote public participation, awareness and engagement.

Quality of Life - We believe our core responsibility is to improve and advance our communities in ways that increase our citizen' health, happiness and well-being. This is best achieved by encouraging education, research and the development of innovative solutions to our communities' challenges. Our continued economic development demands a modern, well-managed infrastructure.

In a meeting of the entire Board the Executive Board's definitions and statements, as well as the hierarchy of issues that were developed were shared. A Directional Planning Triangle resulted that was used throughout the remainder of the planning process. This triangle captures the components:



Next, the Board ranked issues on a one to ten rating system and the following four were considered to be of the highest priority:

- Environmental
- Public Outreach and Information
- Legislative
- Criminal Justice

(See Appendix G - Board 1-10 Results)

Alignment and Policy Development

The next step was to review the established list of roughly 180 current county programs and services to analyze how they aligned with any or all of the Directional Plan's four prioritized issues. (See Appendix H - Program Worksheet) In some cases, specific existing programs could align with more than one of the issues. Program evaluation formed a deeper understanding that was the true starting point for integrating Directional Planning into the organization.

The program inventory included:

- Department, Division, Program/Service Name
- If the program is mandated or not with citations of relevant federal regulation, state statute and/or County ordinance or resolution.
- Explanations of program alignment with each of the four prioritized initiatives

(See Appendix I - Program Sheets 1-8)

As the reviews of county programs were underway, the Executive Committee began writing individual policies for each of the Initiatives following passing of the Resolution of Prioritized Initiatives (see Appendix J- Resolution 85). These were developed to formalize their positions on the Legislative Policy, Environmental Policy, Public Outreach and Information Policy and the Criminal Justice Policy. The policy statements are:

Environmental Policy

To include environmental impact in the decision making process. In particular, to develop an Environmental Policy including emphasis on water quantity and quality, to prevent contamination of groundwater and surface water, addressing both point and nonpoint sources, and to preserve public water provided by aquifer systems.

Public Outreach and Information Policy

Share information internally and externally. Work with county programs, citizens, neighborhood associations, news media, and other interested groups to distribute accurate and timely information about county services, activities, and issues.

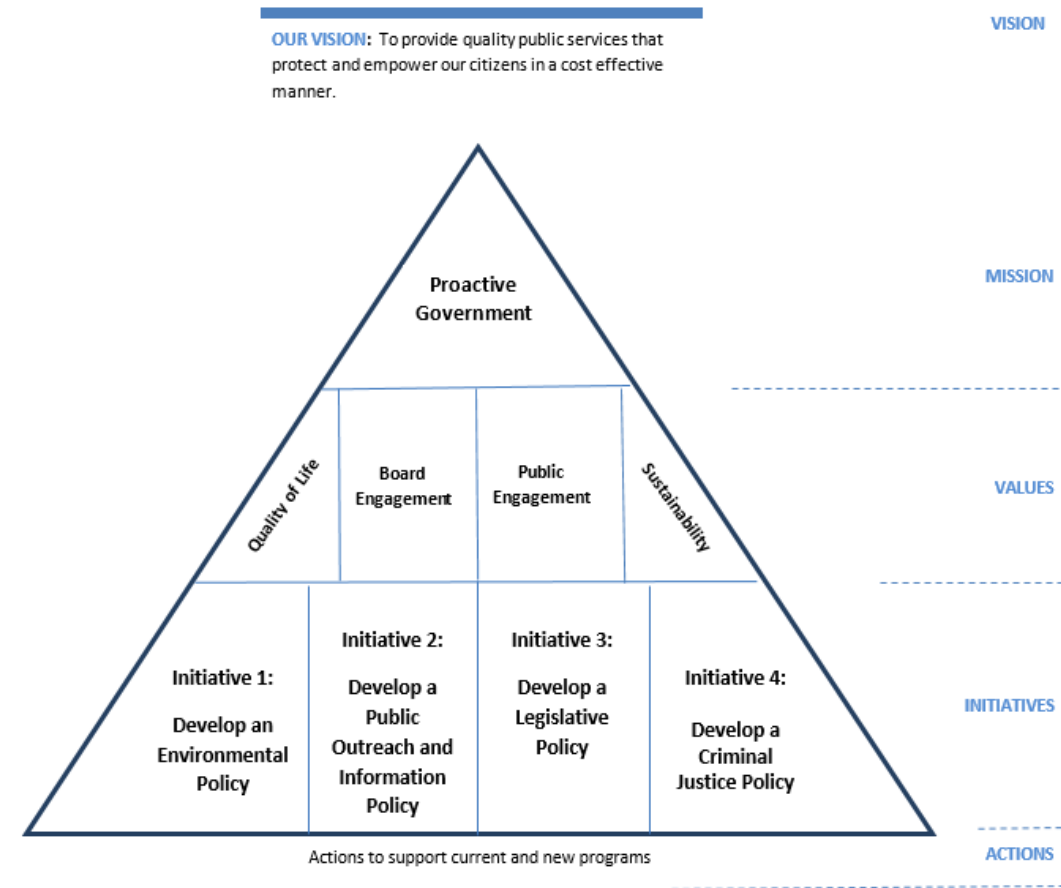
Legislative Policy

Identify concerns important to the County and its residents and work for the enactment of legislation that is beneficial to our residents. Encourage an open dialogue with state legislators. To be an information resource for state government knowing the true needs on the local level.

Criminal Justice Policy

Develop a smart, collaborative, evidence-based criminal justice policy. Recognize the importance of interrelationships among criminal justice agencies and between these agencies and the community and the strong, steady advocacy necessary to achieve comprehensive planning and policy coordination goals. Advocate for the commitment of adequate resources to support all components of the criminal justice systems.

The following triangle displays the complete Directional Plan framework.



Implementation

The purpose of implementation is to guide an action or decision (issue) towards meeting the County's mission; "Proactive Government".

The diagram below shows how an issue would navigate the implementation process. In general an issue is introduced into the process by either the County Board, a Standing Committee or a Department Head. It then moves through the process as follows:

An issue enters at the Initiatives tier of the triangle where it is compared with each Initiative and aligned accordingly. An issue can align with one or more Initiatives. It does not need to align with all the Initiatives but, it cannot move up to the Values tier until consensus regarding its alignment is reached.

- To reach consensus regarding the scope, purpose and/or alignment, an issue may need to move back and forth between the triangle and planning cycle.
- After consensus is reached an issue moves up to the Values tier.

An issue enters the Values tier of the triangle where it is assessed against each of the Values for consistency/compliance. An issue must be consistent/compliant with all four values before it can move up to the Proactive Government tier.

- To achieve consistency/compliance the scope and purpose of an issue may need to move back and forth between the triangle and the planning cycle.
- After consistency/compliance is reached an issue moves up to the Proactive Government tier.

An issue entering Proactive Government tier places the County one step closer to achieving its Vision.

- An issue reaching the Proactive Government tier is ready for final action by the appropriate body (Department, Standing Committee and/or County Board).

