
HUBBARD COUNTY

STRATEGIC PLAN 2021



The Mission of Hubbard County is to provide high quality, cost effective public services.

Abundant natural resources make Hubbard County a great place to live, work and play. We work diligently to improve the quality of life providing a foundation for business, residents and visitors.

We Will: Lead with integrity
 Provide with transparency
 Serve with Excellence

Employee Development

We will develop a human resources strategy that improves our ability to attract and retain high quality employees and to provide excellent service to Hubbard County.

We will develop a comprehensive **Training** program that supports all employees of the organization that recognizes the needs of the person as well as the needs of the organization.

- Conduct County Board and Department Head communication styles training.
- Create a coaching program for new supervisors.
- Develop leadership training for department heads and supervisors.
- Train supervisors on appropriate use of performance management.
- Supplement existing onboarding with the development of a first-year employee training program.
- Create an environment of respect for individuals and provides support for the wellbeing of every employee.

We will develop strategies that allow us to attract and support a high quality **Workforce**.

- Develop a comprehensive staff recruitment program to identify the best internal candidates and to recruit the best possible pool of external candidates for vacant county positions.
- Review compensation (wages and benefits) structure and policy to ensure a competitive place in the market.
- Develop strategies to ensure that our workforce is representative of the communities we live in.
- Build in opportunities for employee engagement in work space and throughout the organization.

We will review current organizational structure and look for ways to streamline and strengthen our **Organization**.

- Review alternative county organizational structures.
- Implement an organization wide Supervisor meeting to provide an opportunity for ongoing, timely training and to promote communication across department lines.
- Work to develop a culture of innovation.
- Review current organizational charts and develop a succession and continuation of operations plan.

We will review our organizational **Policies** and remove barriers to high performance while creating opportunities for success.

- Implement Remote Work Policy and review other employee policies for flexibility.
- Develop an employee wellness and appreciation policy.
- Tie employee performance expectations and job performance to elements from the strategic plan.

People are the strength of our organization. We will provide them with the support they need to be successful here.



Communications

Our communications strategy will include providing skillful and accurate information to the right audience at the right time while creating an environment that promotes the sharing of ideas and work.

We will develop a communications strategy to improve communications with the public, employees and elected officials that encourages transparency, builds trust and enables the county to better serve the community.

We will develop a county **brand identity** based upon organizational mission and values that is the basis for our internal and external communications.

- Implement iCompass Meeting Manager and Video Manager to provide comprehensive communication regarding public county meetings and provide the opportunity to consolidate internal county meetings.
- Develop communications standards and templates.
- Create Communications Committee to identify, develop and manage regular communications.

We will identify technology, strategies and training to facilitate communication **throughout** the organization.

- Develop countywide intranet to consolidate communications with staff.
- Create and utilize committee structures to develop and review county business and policy prior to action by the board.

We will develop technology, standards, and content to provide regular communication to **countywide** audiences.

- Develop communications policy and regular communications with the public and media agencies.
- Capitalize on positive community relations.
- Update data practices policies and integrate opportunities for public access to county business.
- Develop social media presence for public communications of county business and services.
- Develop communications strategies to involve cities and townships in county-wide planning.
- Develop and implement public survey instruments to measure public satisfaction and effectiveness of county programs.

Technology

We will develop a technology strategy that enables better communications, more efficient operations, more efficient service delivery in a safe and secure electronic environment.

We will develop a **culture of change** that allows us to review current practices and identify and adopt new technology that improves our ability to deliver services.

- Investigate opportunities to use the county website for increased customer service.
- Integrate online payment for county services.
- Create an IT Master Plan.

We will develop and maintain a **stable and secure platform** for our work and communications.

- Research alternatives and options for the county website.
- Implement Office 365 to improve workforce flexibility, internal communications and collaboration.
- Develop countywide intranet to consolidate communications with staff.

We will work to identify **best practices** and best tools for the most efficient delivery of county services.

- Inventory all computer systems used by the county and look for new solutions and opportunities for coordination and collaboration.
- Continue to develop GIS system and applications.

We will use existing and emerging technologies to become change agents for county service delivery.



Economic Development

We will develop and support economic policies that allow for a balance between economic development and growth and effective management of natural resources and public lands for the benefit of all.

We will develop an economic strategy that leverages relationships with governmental entities and the private sector to improve economic development that complements the rich natural resources of the county.

We will identify the tools and partnerships needed to support and develop the currently **healthy county tax base**.

- Work with local, regional and statewide planning partners to identify community needs and impactful projects that support the economy of Hubbard County.
- Investigate economic development trends and tools that will help to capitalize on economic opportunities throughout the county.
- Support the development of Broadband access to underserved areas of the county.

We will work to develop and support the natural resources that support our recreational and **tourism economy**.

- Work with countywide user groups to develop and maintain impactful recreational facilities and opportunities to continue to support the healthy recreation and tourism economy in the county.
- Develop a culture of change to look for and capture economic opportunities.

We will create policies that allow for the best use of public and private **lands** in the county.

- Review land use policies and ordinances to make sure that development and use of land in Hubbard County protects resources and provides opportunity for enjoyment and development.
- Review current land management practices and opportunities to develop properties to their best use.

Financial Planning

We will develop a financial and capital planning strategy that addresses current financial needs and accounts for the future growth and development of the county.

We will develop a **capital plan** to create and maintain the physical spaces necessary for us to do our work in providing services to the community.

- Conduct a physical assessment of all county facilities and begin a capital planning process.
- Conduct a space needs analysis of all county departments to review for possible organization efficiencies.
- Create a long-range plan to budget for future capital needs.

We will develop a long range **financial policy** that provides the resources necessary to provide services, capitalizes on opportunities and maintains a low and stable tax rate.

- Review current county financial position and needs and develop fund balance and budgeting policies.
- Review changes in county demographics and tax capacity to leverage current opportunities while maintaining sound fiscal responsibility to the public.
- Develop a strategy to capture additional tax capacity created by the new Enbridge pipeline.
- Develop a plan to maximize the impact of ARP funds in Hubbard County.
- Review county investment policy and investment goals.

We will be good stewards of public resources by balancing operational efficiency with effective long range planning.

