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INTRODUCTION

IN 2001, THE MARQUETTE COUNTY BOARD OF COMMISSIONERS WENT THROUGH A STRATEGIC PLANNING EXERCISE, RESULTING IN A STRATEGIC PLAN DOCUMENT THAT WOULD BE USED TO GUIDE THE BOARD'S DIRECTION OVER THE NEXT FEW YEARS.

IN LATE 2005, THE MARQUETTE COUNTY BOARD OF COMMISSIONERS UPDATED ITS STRATEGIC PLAN. SIGNIFICANT PROGRESS HAD BEEN MADE ON THE ORIGINAL PLAN, BUT THERE WERE STILL SOME LONG-RANGE GOALS THAT HADN'T BEEN MET WHILE OTHERS WERE MORE REALISTIC AND WERE MET.

ALTHOUGH MANY OF THE GOALS AND OBJECTIVES FROM THE UPDATED 2005 STRATEGIC PLAN ARE STILL VALID AND ONGOING, OVER 10 YEARS HAVE PASSED AND MANY CHANGES HAVE TAKEN PLACE WITH THE COUNTY BOARD, OTHER ELECTED OFFICIALS, DEPARTMENT HEADS, AND COUNTY ADMINISTRATOR. THE BOARD FELT IT WAS TIME TO MOVE FORWARD WITH ANOTHER STRATEGIC PLANNING EXERCISE.

IN EARLY SEPTEMBER 2015, THE BOARD OF COMMISSIONERS MET TO DISCUSS THE OPPORTUNITIES AND CHALLENGES FACING MARQUETTE COUNTY. THEY ALSO IDENTIFIED THEIR SHARED VISION OF THE COUNTY OUT TO 2020. ELECTED AND APPOINTED DEPARTMENT HEADS JOINED THE BOARD IN DISCUSSIONS. THE FOLLOWING SUMMARIZES THE DISCUSSION AND OUTLINES THE STRATEGIC PLAN RESULTING FROM THE DECISIONS OF THE BOARD.

THE FOLLOWING PAGES TAKE THE BOARD AND SENIOR STAFF VISION TOUR AND ASSIGNS ONE OF THE FOLLOWING CATEGORIES:

- 1. COUNTY HAS DIRECT POWER*
- 2. COUNTY HAS INFLUENCE*
- 3. COUNTY LARGELY UNABLE TO AFFECT*

IN ANY LONG-RANGE PLANNING OR STRATEGIC PLANNING PROCESS, IT IS IMPORTANT TO IDENTIFY WHERE THE ORGANIZATION HAS INFLUENCE. WITHOUT THIS STEP, TOO MUCH TIME AND EFFORT MAY BE PLACED ON LARGELY UNACHIEVABLE GOALS. YOU WILL NOTE BY REVIEWING THE CHART THAT THERE IS SOME OVERLAY BETWEEN CATEGORIES.



IV. MAJOR GOAL AREAS | KEY OBJECTIVES | ONE-YEAR TASKS

GOAL AREA ONE INFRASTRUCTURE

FACILITIES

KEY OBJECTIVES FOR INFRASTRUCTURE

- 1. COURTHOUSE SECURITY**
- 2. JAIL INTAKE CHANGES**
- 3. JAIL IMPROVEMENT / NEW JAIL**
- 4. BUILDING ENERGY USE REDUCED**

TECHNOLOGY

KEY OBJECTIVES FOR TECHNOLOGY

- 1. PAPERLESS DOCUMENT MANAGEMENT / TECHNOLOGY / GIS**
- 2. E-RECORDING**

ONE-YEAR TASKS (2015 – 2016)

- JAIL IMPROVEMENTS**
 - ♦ ROOF REPLACEMENT**
 - ♦ AC CHILLER**
 - ♦ UPDATE MAINTENANCE PLAN AND CONTINUE TO INVEST IN STRUCTURES**
- TECHNOLOGY IMPROVEMENTS AND PAPERLESS RECORDS**
 - ♦ EVALUATE STATUS AND PREPARE PLAN OF ACTION TO PROCEED TOWARD PAPERLESS**
- ACTIVATE SAWYER INFORMATION CENTER**
 - ♦ ACTIVATE WITHIN SIX MONTHS**
- ACCESSIBILITY – SPACE NEEDS – EFFICIENCY – COURTHOUSE AND OTHERS**
 - ♦ TASK STAFF TO PROVIDE POSSIBLE PLANS TO IMPROVE ACCESSIBILITY AND SPACE NEEDS**

County Infrastructure

FACILITIES

Courthouse security

Jail intake changes

Jail improvement / new jail

Building energy use reduced

TECHNOLOGY

Paperless document management/technology/GIS

E-recording

County has direct power

County has influence

County largely unable to affect

Technology

Facilities



**GOAL AREA TWO
COMMUNITY**

COMMUNITY WELL-BEING

KEY OBJECTIVES FOR COMMUNITY

- 1. PUBLIC SAFETY**
- 2. EXPANDED VETERAN SUPPORT**
- 3. REDUCTION IN DRUG CRIMES**
- 4. IMPROVED EMPLOYMENT AREA**
- 5. ECONOMIC DEVELOPMENT**

ENERGY

KEY OBJECTIVES FOR COMMUNITY

- 1. REGIONAL ENERGY PLAN**
- 2. ENERGY IMPROVEMENT**
- 3. AFFORDABLE ENERGY SOURCE**

TRANSPORTATION

KEY OBJECTIVES FOR COMMUNITY

- 1. PUBLIC TRANSPORTATION IMPROVEMENTS/AIRPORTS**
- 2. ROAD IMPROVEMENT**
- 3. PUBLIC TRANSPORTATION**
- 4. INCREASED AIRPORT SERVICE / NON-LEGACY CARRIER**
- 5. IMPROVED RAIL SERVICE**
- 6. 41 CORRIDOR DEVELOPMENT**

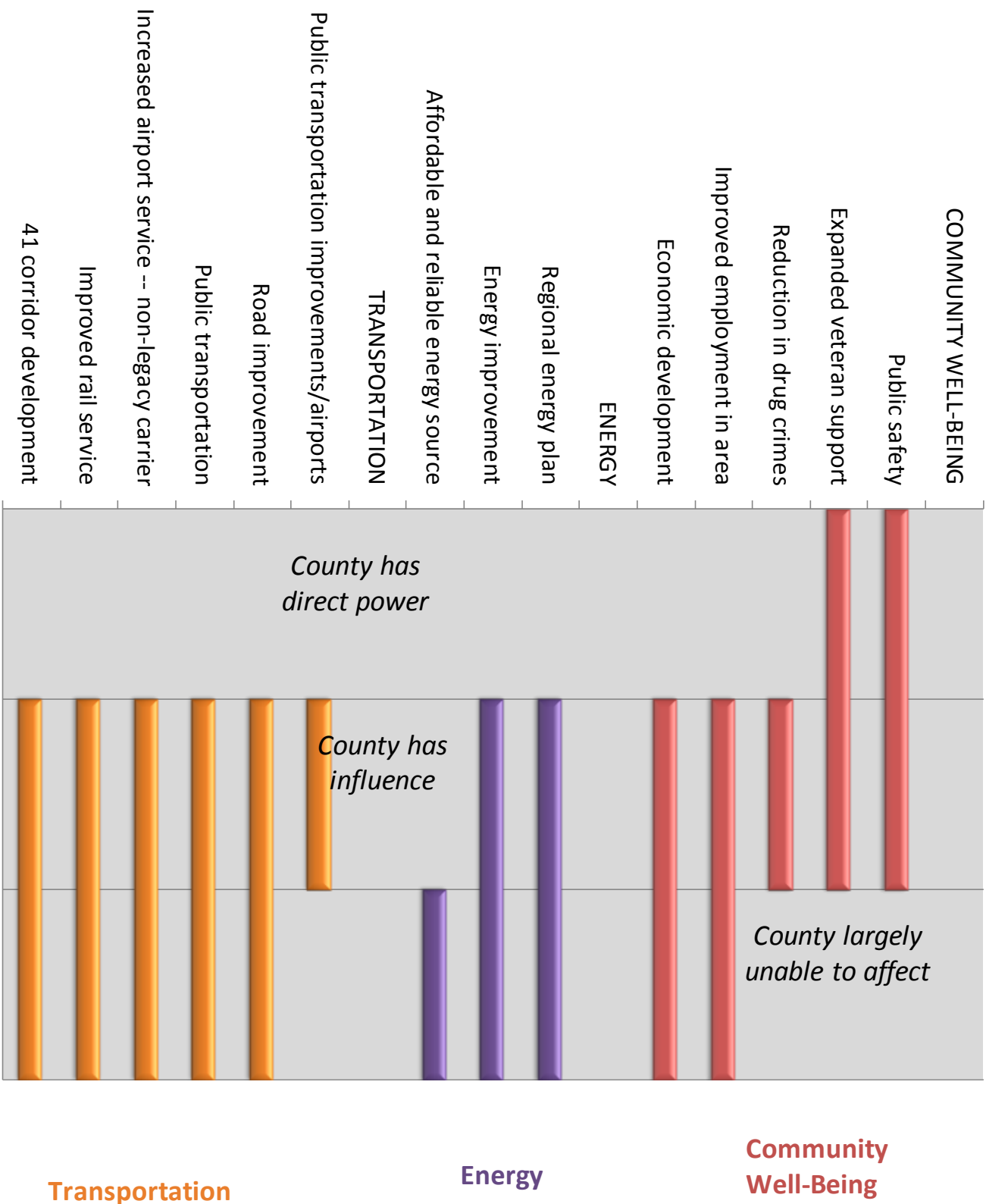


GOAL AREA TWO COMMUNITY

ONE-YEAR TASKS (2015 – 2016)

- **ROADS – SUPPORT ROLE – STATE OF MICHIGAN**
- **ENERGY: SUPPORT ROLE**
 - ◆ **LOCAL GENERATION**
 - ◆ **LOWER MICHIGAN/WISCONSIN**
- **ROAD PATROL**
 - ◆ **ON-CALL OFFICERS**
 - ◆ **VEHICLES AT HOME**
 - ◆ **INITIATE ROAD STUDY**
 - ◆ **WEST END TOWNSHIPS MILLAGES**
 - ◆ **COLLABORATE WITH OTHER JURISDICTION**
- **ECONOMIC DEVELOPMENT**
 - ◆ **SUPPORT EAGLE MINE**
 - ◆ **SUPPORT BUSINESSES/JOBS**
- **REDUCTION OF DRUG CRIMES**
 - ◆ **EDUCATION –COORDINATION BY SHERIFF AND HEALTH DEPARTMENT**
 - ◇ **SCHOOLS**
 - ◇ **HEALTH DEPARTMENT - KIDS**
 - ◇ **ADULT EDUCATION - NMU**
- **VETERAN SUPPORT**
 - ◆ **BENEFIT INFORMATION TO TOWNSHIPS/SERVICE ORGANIZATIONS**
 - ◆ **MARQUETTE COUNTY VETERANS ALLIANCE**
 - ◆ **SERVICE OFFICERS**
 - ◆ **GRANT MONEY FROM STATE OF MICHIGAN**
 - ◆ **INCREASED HOURS – PART TIME TO FULL TIME**
 - ◆ **VETERAN COUNTY ID CARD**

Community





**GOAL AREA THREE
REVENUE GENERATION AND STABILITY**

AIRPORT

KEY OBJECTIVES FOR AIRPORT

- 1. MILITARY CONTRACTS**
- 2. WORK TOWARD LEASE REVENUE TO BREAK EVEN**
- 3. NEW BUSINESSES / K.I. SAWYER FACILITIES**
- 4. MEDICAL SUPPLY / MEDICAL DEVICE DEVELOPMENT**
- 5. CUSTOMS PRESENCE AT AIRPORT**
- 6. INCREASE IN SUPPLIERS TO MEDICAL PROFESSION**

BUDGET

KEY OBJECTIVES FOR BUDGET

- 1. FISCAL RESPONSIBILITY**
- 2. BALANCED BUDGET WITHOUT USING RESERVES**

STATE

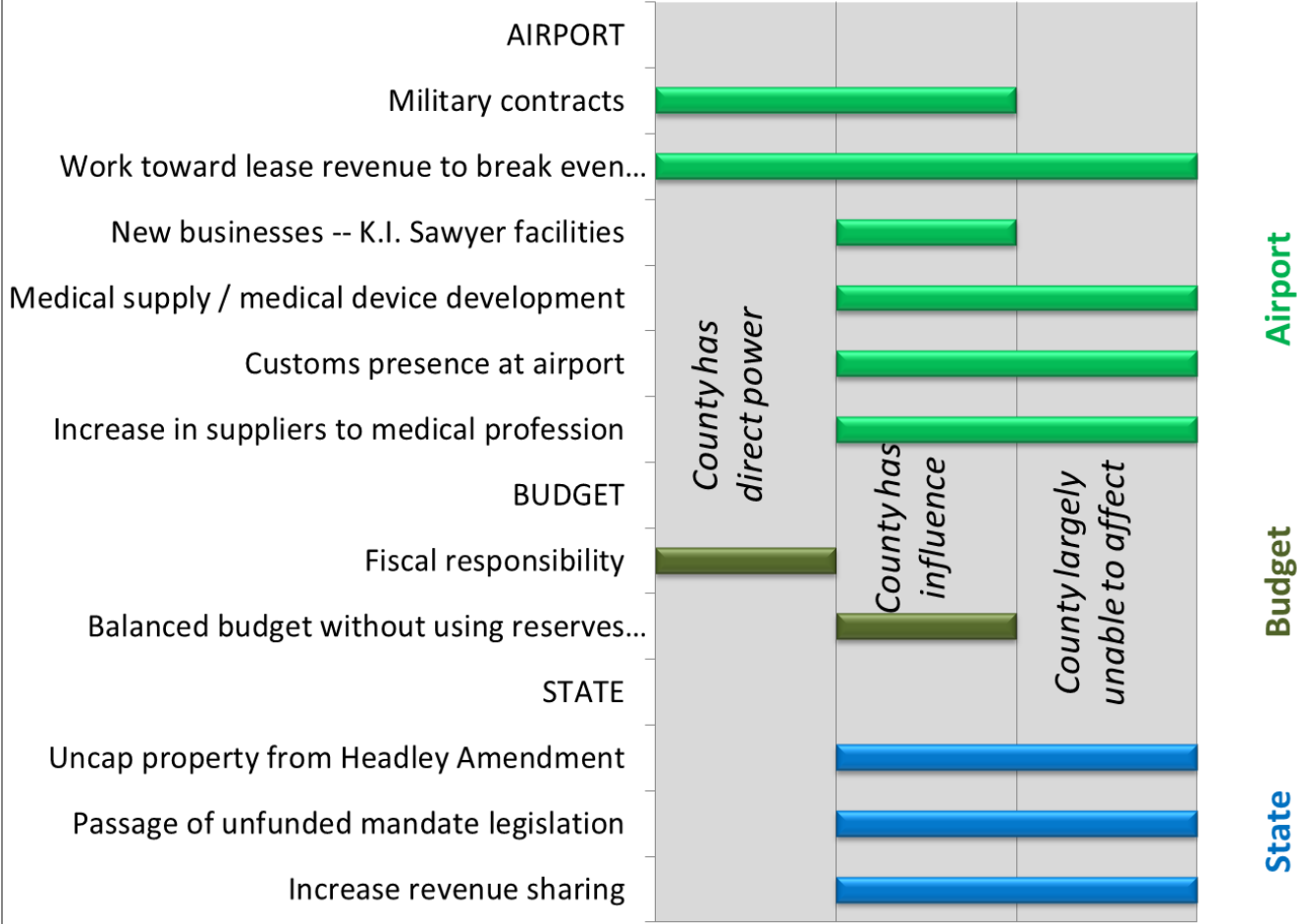
KEY OBJECTIVES FOR STATE

- 1. UNCAP PROPERTY FROM HEADLEY AMENDMENT**
- 2. PASSAGE OF UNFUNDED MANDATE LEGISLATION**
- 3. INCREASE REVENUE SHARING**

ONE YEAR TASKS (2015 – 2016)

- ♦ PASS AND CIRCULATE RESOLUTION REGARDING CHANGE TO UNCAP PROPERTY VALUE FORMULA**
- ♦ CONTINUED STRONG SUPPORT/RESOLUTION TO REDUCE UNFUNDED MANDATES**
- ♦ FULL COURT PRESS TO INCREASE AIRPORT REVENUES – CUSTOMS, MILITARY CONTRACTS, MORE FLIGHTS. DRONES? NATIONAL GUARD?**
- ♦ BALANCED BUDGET WITH PROVISIONS FOR TAX TRIBUNAL CHANGES**
- ♦ REQUEST DEPARTMENTS TO ACTIVELY SEARCH FOR NEW AND INCREASED REVENUES**

Revenue Generation and Stability





**GOAL AREA FOUR
HUMAN RESOURCES/ORGANIZATION DEVELOPMENT**

HUMAN RESOURCES / BENEFITS

KEY OBJECTIVES FOR HUMAN RESOURCES / BENEFITS

- 1. JOB SHARING**
- 2. INCREASED EMPLOYEE BENEFITS**
- 3. GOOD WORK ENVIRONMENT**
- 4. DEVELOPMENT OF STAFF**
- 5. CODES DEPARTMENT CUSTOMER SERVICE**
- 6. MINIMIZE MIOSHA VIOLATIONS AND FINES**
- 7. UNFUNDED HEALTH AND PENSION COSTS**

ORGANIZATIONAL DEVELOPMENT

KEY OBJECTIVES FOR ORGANIZATIONAL DEVELOPMENT

- 1. TAKE HOME ROAD PATROL CRUISERS**
- 2. ROAD PATROL 24/7**
- 3. RESTRUCTURED COURT SYSTEM - FOUR**

ONE-YEAR TASKS (2015 – 2016)

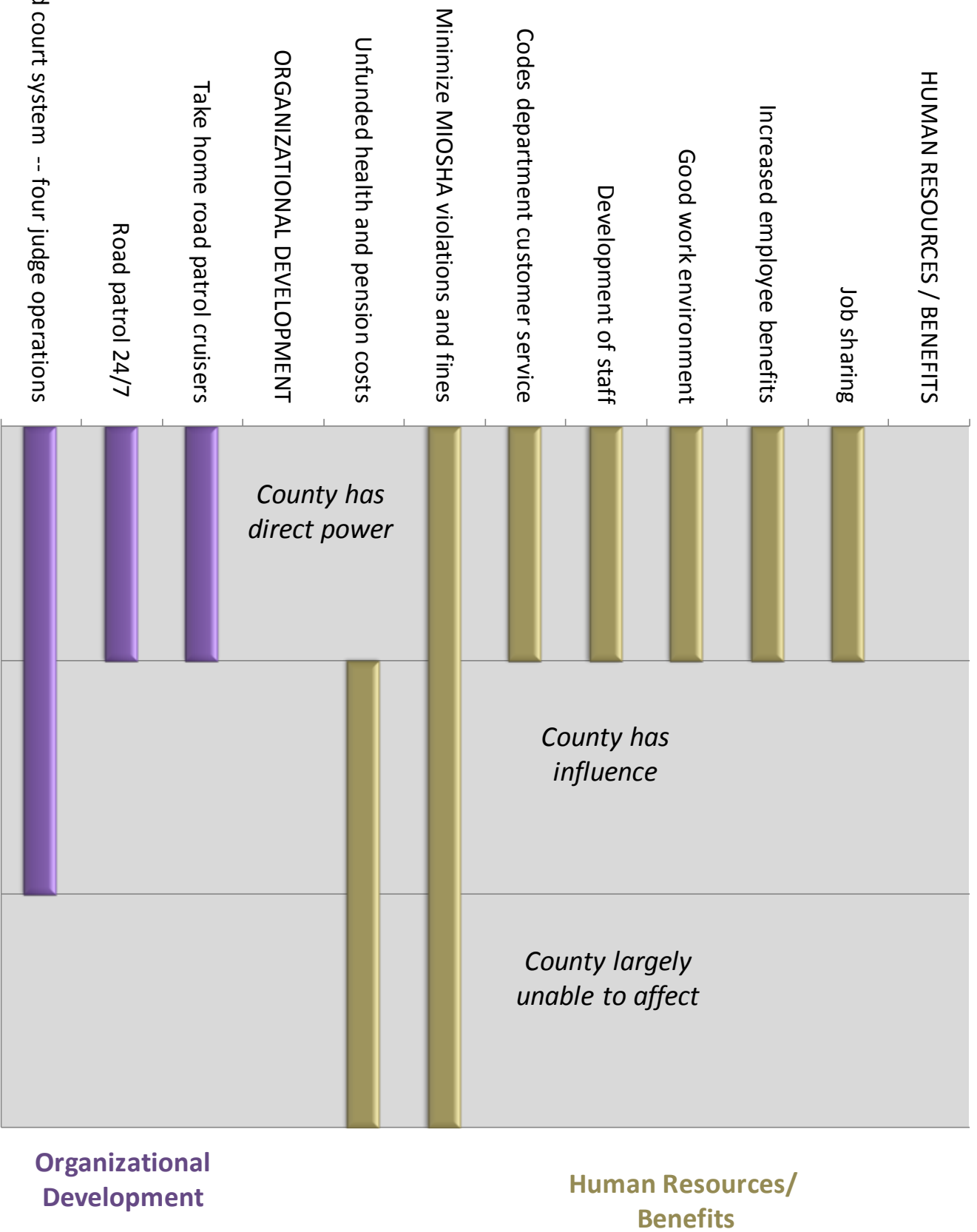
• COURT ORGANIZATION

- ♦ DETERMINE LEVEL OF NEED FOR ADDITIONAL JUDICIAL STAFF SUPPORT**
- ♦ ALL-COURT ADMINISTRATOR**
- ♦ RETOOL ADMINISTRATIVE RESPONSIBILITIES OF EXISTING DEPUTY-TYPE POSITIONS IN ALL COURTS**
- ♦ DIVISION OF COURT DOCKETS**
- ♦ REVIEW SPACE NEEDS**

• JOB SHARING

- ♦ DETERMINE IN WHICH AREAS/DEPARTMENTS JOB SHARING IS FEASIBLE/NECESSARY**
- ♦ DEVELOP JOB DESCRIPTIONS AS A RESULT OF JOB SHARING**
- ♦ POINT FACTOR/EVALUATIONS FOR SHARED JOBS**

Human Resources and Organizational Development





V. NEXT STEPS

- 1. THE ADMINISTRATOR AND TEAM WILL REVIEW, REVISE, AND PROPOSE A FINAL STRATEGIC PLAN TO THE BOARD.***
- 2. AFTER FORMAL ADOPTION, THE BOARD WILL:***
 - A. HOLD MONTHLY DISCUSSIONS REGARDING SOME ELEMENT OF THIS STRATEGIC PLAN.***
 - B. SIX TO SEVEN MONTHS AFTER THE ADOPTION OF THE PLAN, THE BOARD WILL REVIEW THE STRATEGIC PLAN AND REVISE AS APPROPRIATE.***
 - C. TWELVE TO THIRTEEN MONTHS AFTER FORMAL ADOPTION, THE BOARD AND STAFF WILL REVIEW AND REVISE THE PLAN AND IDENTIFY THE ONE YEAR-TASKS FOR 2016-2017.***
- 3. FUTURE DECISIONS BY THE BOARD SHOULD BE REVIEWED IN LIGHT OF THE STRATEGIC PLAN.***

APPENDIX

SWOT

- **INTERNAL ORGANIZATION: STRENGTHS AND WEAKNESSES**
- **EXTERNAL ENVIRONMENT: OPPORTUNITIES AND THREATS**

<p style="text-align: center;">INTERNAL ORGANIZATION STRENGTHS</p> <p>LEADERSHIP</p> <p>STAFF COHESIVENESS</p> <p>PROACTIVE</p> <p>DIVERSIFIED DEPARTMENTS</p> <p>GOOD INSTITUTIONAL KNOWLEDGE</p> <p>GOOD PEOPLE, STAFF</p> <p>INTER-DEPARTMENTAL COHESIVENESS, TEAMWORK</p> <p>LONGEVITY</p> <p>STRONG EMPLOYER</p> <p>FISCAL RESPONSIBILITY</p> <p>ADMINISTRATION</p> <p>TRANSPARENCY/ACCOUNTABILITY</p> <p>F&I MANAGEMENT</p> <p>COMMUNICATION</p> <p>SEASONED AND NEW EMPLOYEE</p> <p>FUNDING, GRANTS</p> <p>MATRIX TRAINING</p>	<p style="text-align: center;">INTERNAL ORGANIZATION WEAKNESSES</p> <p>ATTRACTION AND RETENTION OF GOOD EMPLOYEES</p> <p>WAGES AND BENEFITS</p> <p>AGING INFRASTRUCTURE</p> <p>LEGACY COSTS</p> <p>SPACE NEEDS, LAYOUT</p> <p>ACCESSIBILITY</p> <p>SECURITY</p> <p>AGING WORKFORCE – LOSS OF INSTITUTIONAL KNOWLEDGE</p> <p>BUDGET LIMITATIONS, REVENUE STREAM HISTORY</p> <p>DUTIES DELEGATION</p> <p>STAFF DEFICIENCIES</p> <p>OFFICE EFFICIENCIES</p> <p>FUNDING FOR CREATIVE IDEAS</p> <p>MATRIX TRAINING</p>
<p style="text-align: center;">EXTERNAL ENVIRONMENT OPPORTUNITIES</p> <p>GEOGRAPHIC RESOURCES, TOURISM, NATURAL RESOURCES</p> <p>ECONOMIC STABILITY – PROPERTY VALUES</p> <p>EMPLOYMENT/TECHNOLOGY HAS REDUCED IMPACT OF REMOTENESS</p> <p>ECONOMIC OPPORTUNITY FROM EAGLE MINE</p> <p>REGIONAL SERVICES</p> <p>FOUR-YEAR UNIVERSITY – CULTURAL MEDICAL</p> <p>PUBLIC TRANSPORTATION</p> <p>MINING</p> <p>ECONOMIC DEVELOPMENT</p> <p>NATIONAL GUARD</p> <p>COURT COORDINATION</p> <p>COUNTY MILLAGE INCREASE</p> <p>QUALITY OF LIFE</p>	<p style="text-align: center;">EXTERNAL ENVIRONMENT THREATS</p> <p>DARK STORES/TAX TRIBUNAL</p> <p>POWER PLANT CLOSURE – AVAILABILITY OF POWER AT A REASONABLE COST</p> <p>UNFUNDED LIABILITY</p> <p>CLOSURE OF EMPIRE MINE</p> <p>UNCERTAINTY RE: CLIFFS CONTRACTS</p> <p>UNFUNDED MANDATES</p> <p>POTENTIAL MINE CLOSURE</p> <p>AGING POPULATION</p> <p>STATE OF MICHIGAN</p> <p>LEGACY COSTS</p> <p>HEALTH CARE</p> <p>UTILITIES</p> <p>DRUG PROBLEM</p> <p>PROPERTY TAX</p> <p>BLIGHTED PROPERTY</p>



II. BOARD VISION TOUR

IN 2020, A VISITOR TO MARQUETTE COUNTY COULD BE GIVEN A TOUR AND SEE THE FOLLOWING:

- ***NEW BUSINESSES – KI SAWYER FACILITIES***
- ***INCREASED EMPLOYEE BENEFITS***
- ***ENERGY***
- ***INCREASED AIRPORT SERVICE – NON-LEGACY CARRIER***
- ***UNCAP PROPERTY FROM HEADLEY AMENDMENT***
- ***RAILROADS***
- ***COORDINATED COURT SYSTEM***
- ***ROAD PATROL 24/7 – TAKE HOME CRUISERS***
- ***JAIL INTAKE CHANGES***
- ***E-RECORDING***
- ***COURTHOUSE SECURITY***
- ***ROADS***
- ***AFFORDABLE AND RELIABLE ENERGY SOURCE***
- ***PASSAGE OF UNFUNDED MANDATE LEGISLATION***
- ***WORK TOWARD LEASE REVENUE TO BREAK EVEN WITH EXPENSES AT AIRPORT***
- ***ELIMINATE MIOSHA VIOLATIONS + ZERO FINES***
- ***COORDINATION OF COURT SERVICES***
- ***UNFUNDED HEALTH AND PENSION COSTS***
- ***BALANCED BUDGET WITHOUT USING RESERVES (INCREASE RESERVES)***
- ***PUBLIC TRANSPORTATION***
- ***ECONOMIC DEVELOPMENT***
- ***ROAD IMPROVEMENT***
- ***ENERGY IMPROVEMENT***
- ***AIR TRANSPORTATION – ALSO GET CUSTOMS PRESENCE***
- ***ACTIVATE INFORMATION CENTER (KI SAWYER)***
- ***SUSTAINABLE (SELF-SUFFICIENT) AIRPORT***
- ***INCREASE REVENUE SHARING***



II. BOARD VISION TOUR (CONTINUED)

IN 2020, A VISITOR TO MARQUETTE COUNTY COULD BE GIVEN A TOUR AND SEE THE FOLLOWING:

- ***PUBLIC SAFETY***
- ***CODES DEPARTMENT***
- ***CUSTOMER ORIENTED—CONTINUE TO PURSUE CUSTOMER ORIENTATION IN COUNTY DEPARTMENTS***
- ***MILITARY CONTRACTS***
- ***FISCAL RESPONSIBILITY (AS ALWAYS)***
- ***GOOD WORK ENVIRONMENT***
- ***DEVELOPMENT OF STAFF***



III. BOARD / SENIOR STAFF VISION TOUR – FIVE YEARS

- **RESTRUCTURED COURT SYSTEM – FOUR -JUDGE OPERATIONS**
- **JOB SHARING**
- **TECHNOLOGY UPGRADE – PAPERLESS**
- **PUBLIC TRANSPORTATION IMPROVEMENTS/AIRPORTS**
- **UPGRADE/NEW JAIL**
- **41 CORRIDOR DEVELOPMENT**
- **INCREASE IN SUPPLIERS TO MEDICAL PROFESSION**
- **MORE COMPANIES LIKE PIONEER – RTI**
- **SELF-SUSTAINING AIRPORT**
- **REDUCTION IN DRUG CRIMES**
- **PAPERLESS DOCUMENT MANAGEMENT/TECHNOLOGY/GIS**
- **IMPROVED EMPLOYMENT IN AREA**
- **EXPANDED VETERAN SUPPORT**
- **REGIONAL ENERGY PLAN**