

Mid-Term Assessment Strategic Issues 2015 - 2017

STRATEGIC ISSUES: *A description of key issues that the organization chooses to address to close the gap between the idealism expressed in the vision and reality.*

In April of “off-election” years (biennially), the Sauk County Board of Supervisors utilizes a process to identify strategic issues facing Sauk County for its upcoming budget and succeeding years. This **Mid-Term Assessment** not only identifies, but prioritizes those issues.

County oversight committees worked to identify the challenges and choices facing the various departmental and functional areas in the County. Below are the Strategic Issues the Board considered during its biennial planning meeting on April 30, 2015.

Strategic Issues for Further Board Consideration 2015 – 2017 Ranked in Order of Importance	
1	<p>Be able to effectively change behaviors of the drugged and drunk drivers. In order to attempt to create change, additional patrol officers are needed to create proactive enforcement rather than reactive enforcement. [LE & J]</p> <p>Achieve and maintain adequate staffing to keep pace with service demands and emerging public safety issues. [LE & J]</p>
2	<p>Establish, develop and expand the Nurse Family Partnership program to assist first time high risk mothers. Near 40 years of evidence proves huge tax savings, while strengthening families, babies and communities in the future. (i.e. youth crimes and arrests (lowered by 40%) Cost “offsets to government, insurers, and out of pocket payments by families. [BOH]</p>
3	<p>Identify key areas of development for county parks and recreation based on analysis of opportunities identified in the Comprehensive Outdoor Recreation Plan and the Comprehensive Plan. [H & P]</p> <p>Develop “Placemaking” as a regional initiative to align county-wide assets to showcase the County as premier place to live, work and play. [ED]</p> <p>Provide for the continued development of the regional recreational trails (Great Sauk Trail). [ED]</p>
4	<p>To keep moving forward on the issue of Building Security. [LE & J]</p>
5	<p>Continuously explore evolving green energy practices to include development of a plan to move Sauk County facilities toward carbon neutrality through business and public partnerships and implement these practices internally when feasible. [P & I]</p>
6	<p>Continued proactive approach to employee wellness, including but not limited to incorporation of an employee fitness facility and other related initiatives. [PERS]</p>
7	<p>Sauk County Health Care Center (SCHCC) is pursuing the development of the continuum of care campus through exploration of adding an assisted living facility. [HCC-BOT]</p>

**Strategic Issues Better Dealt with through Other Processes – Must Do’s or Already in Progress
(i.e. handle via budget, operational decisions, County Board resolution)
Listed in No Particular Order**

1	Expand the CARE (Community Activated Recovery Enhancement) a comprehensive heroin treatment project to other areas of the county. Currently the project is active in the Sauk Prairie area. [HS]
2	Better coordinate the Comprehensive Community Services (CCS) Program for adults with mental health/substance abuse difficulties with the Community Support Program (CSP) for adults with serious and persistent mental illness. These are both Medicaid funded programs with different supervisors operated by the Human Services Department. We need to engage in a process that will promote them operating in a more coordinated and seamless fashion. [HS]
3	Environmental Health Issues: To grow and expand the program to meet the needs of the community by obtaining Full Agent Status and moving to a level III Health Department. To ensure the protection of our community and tourism economy while guaranteeing local control and having the ability to set the rates on licenses with no levy increase. [BOH]
4	Analyze/identify the most effective means of approaching future criminal justice issues; specifically alcohol and drug related crimes (Specialty courts and human services programming for the clients of the court system). [CJCC]
5	Research combined approach for developing programs to reduce recidivism and find alternatives to incarceration that are cost effective and change behavior using culturally appropriate resources. [CJCC]
6	Maintain a safe community with proactive policing with an emphasis on heroin usage and the crimes that occur from heroin addiction. [LE & J]
7	Help develop and cultivate Sauk County leaders to ensure our communities, organizations, and individuals can make informed, evidence-based decisions. [UW- Ext]
8	Bolster the economic impact of agriculture in Sauk County. [UW- Ext]
9	Plan for cohesive development by working with community partners. [CPZ]
10	Use local resources and assets to leverage funding from the state and federal level for natural resources, agricultural, and environmental programs. (Includes developing public/private partnerships to retain essential conservation practices, and funding.) [CPZ]
11	Maintain the existing level of service provided by the Highway Department given significant increases in operational costs and changing technology which may reduce available resources. [H & P]
12	Balancing the needs of the County, as well as the tax payers, while providing a fair, equitable and consistent wage structure to effectively retain employees and recruit talent. [PERS]
13	Enhance Sauk County’s commitment to information security. [E&L]
14	Election Equipment purchase. [E&L]

Additionally, through discussion during the prioritization session, new broad-reaching issues were brought forward for discussion. These new issues were referred to County committees / boards that oversee departments with programs related to the issues.

Issue	Referred to Committee(s)
Tax Levy	Finance Committee
Effects of incarceration on families	Board of Health Human Services Board Criminal Justice Coordinating Council
Programs to measure/foster self-reliance	Board of Health Human Services Board UW-Extension, Arts & Culture

Questions committees used for identifying strategic issues:

- a. What should the organization look like 5 years from now?
- b. What should the organizational structure be?
- c. What should the organization’s budget situation be?
- d. What do the customers need/want?
- e. What do the employees need/want?
- f. What legislative issues will the organization be facing?
- g. What types of global issues will the organization be facing?
- h. What barriers should be anticipated?

Acronyms Dictionary

- HCC-BOT- Health Care Center- Board of Trustees
- HS- Human Services
- BOH- Board of Health
- CJCC- Criminal Justice Coordinating Counsel
- LE & J- Law Enforcement & Judiciary
- H & P- Highway & Parks
- UW-Ext- UW Extension
- CPZ- Conservation Planning & Zoning
- ED- Economic Development
- E & L- Executive & Legislative
- PERS- Personnel
- P & I- Property & Insurance

Most Important **2nd Most Important** **3rd Most Important**
Points --> **3** **2** **1**

	# Votes	# Votes	# Votes	Points
Be able to effectively change behaviors of the drugged and drunk drivers. In order to attempt to create change, additional patrol officers are needed to create proactive enforcement rather than reactive enforcement. [LE & J]	10	4	6	44
Achieve and maintain adequate staffing to keep pace with service demands and emerging public safety issues. [LE & J]				
Establish, develop and expand the Nurse Family Partnership program to assist first time high risk mothers. Near 40 years of evidence proves huge tax savings, while strengthening families, babies and communities in the future. (i.e. youth crimes and arrests (lowered by 40%) Cost "offsets to government, insurers, and out of pocket payments by families. [BOH]	5	8	3	34
Identify key areas of development for county parks and recreation based on analysis of opportunities identified in the Comprehensive Outdoor Recreation Plan and the Comprehensive Plan. [H & P]				
Develop "Placemaking" as a regional initiative to align county-wide assets to showcase the County as premier place to live, work and play. [ED]	5	4	5	28
Provide for the continued development of the regional recreational trails. (Great Sauk Trail). [ED]				
To keep moving forward on the issue of Building Security. [LE & J]	3	4	3	20
Continuously explore evolving green energy practices to include development of a plan to move Sauk County facilities toward carbon neutrality through business and public partnerships and implement these practices internally when feasible. [P & I]	3	3	2	17
Continued proactive approach to employee wellness, including but not limited to incorporation of an employee fitness facility and other related initiatives. [PERS]	0	2	5	9
Sauk County Health Care Center (SCHCC) is pursuing the development of the continuum of care campus through exploration of adding an assisted living facility. [HCC-BOT]	0	1	3	5
	26	26	27	157
Parking lot (new issues referred to committees)	1	1		5
Tax levy.				
Effects of incarceration on families.				
Programs to measure/foster self-reliance.				
	27	27	27	162