



2017 ORGANIZATIONAL STRATEGIC PLAN *DRAFT*

MAY 3 & 17, 2017 STRATEGIC PLANNING SESSIONS

Compiled by:
Local Government Center
Montana State University Extension

Park County Organizational Mission

Park County, Montana responsibly provides quality public services and education for the health, safety, and prosperity of all community members, businesses, and guests while supporting our exceptional natural and historic assets.

Park County Organizational Vision

Park County, Montana is a trusted and thriving team engaging and empowering citizens and guests to enjoy quality of life, success in business, and world-class recreational and cultural opportunities.

Park County Organizational Core Values



- **Teamwork:** We are a team of teams supporting each other with open minds toward common goals.
- **Quality Service:** We deliver professional, quality services that respond to the changing needs of our diverse community in a dynamic environment.
- **Integrity:** We are honest, trustworthy, fair, and committed to doing the right thing.
- **Courage:** We have the strength to tackle difficult and controversial issues, be innovative in our approach, and embody the values of Park County.
- **Work-Life Balance:** We appreciate each employee's ability to provide outreach and excellent service while honoring their personal lives.

Park County Organizational Goal Statements

- **Safe and Healthy Community:** Work with our communities to ensure public health and safety through outreach, education, service, and prevention, and provide safe opportunities for travel and recreation.
- **Public Engagement:** Invite public participation at all levels through transparent processes that provide accurate and timely information.
- **Service Excellence Through Quality Workforce:** Provide a positive work environment that attracts and sustains knowledgeable, valued, and inspired employees and volunteers who provide courteous and competent services.
- **Financial Stewardship:** Responsibly allocate resources through intentional decision making, partnerships, and innovation.

Safe and Healthy Community

Work with our communities to ensure public health and safety through outreach, education, service, and prevention, and provide safe opportunities for travel and recreation.

STRATEGY	ACTION	RESOURCES	YEAR	STATUS
Provide Public Safety (law enforcement and DES)	Increase staff, resources, recruiting and training			
	Education/Outreach for community: clean streets, gun safety, defensive tactics for students and women, K9 program			
	Training Staff: promote from within, recognition and retention, staff evaluations			
Promote Active and Healthy Communities	Education: tobacco use and prevention, mental health strategies, suicide prevention, nutritional needs			
	Strengthen/Create Partnerships: seamless coordination of services, create coalitions, community needs assessments			
	Active Transportation			
Infrastructure: Roads, Transportation, Recreation	Road/Bridge: inventory rating system, schedule maintenance repair, sidewalks			
	Active Transportation/Roads: bike paths, signage, ADA accessibility, use and analysis of opportunities			
	Building and Maintenance: ADA accessibility, museum updates, new jail, IT needs			
	Recreational: maintenance, acquisition, development, signage			

STRATEGY	ACTION	RESOURCES	YEAR	STATUS
	Funding Options: CIP, Grant Opportunities			

Safe and Healthy Community

Potential strategies and actions identified during May 3, 2017 strategic planning session:

Strategy/Action	Priority Votes
Increased Law Enforcement and Fire Protection	14
Increased Infrastructure Improvements	10
Wellness Programs	8
Parks, Trails, Rec	7
Mental Health Services	5
Public Safety Mill Levy	5
911 Funding—Radios, Equipment, Personnel	5
Bike, Alt Transportation & Education	4
Indoor Swimming Pool & Track	2
Drug Prevention	2
Increased Education and Health	2
DES	1
Public Transportation	0
Community Wellness Strategic Plan	0
Safe and Healthy Party—Celebrate Accomplishments	0
New/Strengthen Partnerships	0
Better Integration of Services	0
Public Recreational Safety Promotion	0

Public Engagement

Invite public participation at all levels through transparent processes that provide accurate and timely information.

STRATEGY	ACTION	RESOURCES	YEAR	STATUS
Training employees for public engagement	Real Colors Training			
	Orientation for Employees and Volunteers on Boards			
	Research Department Needs for Training			
	Teaching Adults How to Get Information Across			
Coordinated Communications Plan	Identify All Media Outlets and Channels			
	Develop Yearly Plan			
	Define Who Coordinates and Oversees			
Increase Transparency Through Online Presence and Better Access	Implement Granicus			
	Redesign Website			
	Maintain and Enhance Social Media			
	Implement Online Payments			

Public Engagement

Strategy/Action	Priority Votes
Training Employees: Engagement, Communication	11
Improved/Open Communication	8
Website Redesign (front end)	8
Courthouse Wayfinding/Service	7
Utilizing New/Multiple Technologies to Better Engage the Public	7
Community Presentations	7
Rebranding/Unified Message/Marketing Strategy	6
Park County at Farmers Market	1
Educate on County	1
Define Engagement	0
Celebration/Welcome Them In	0
Museum	0
Leadership Programs	0
P.R., Surveys	0

Service Excellence Through Quality Workforce

Provide a positive work environment that attracts and sustains knowledgeable, valued, and inspired employees and volunteers who provide courteous and competent services.

STRATEGY	ACTION	RESOURCES	YEAR	STATUS
Enhance positive work environment	Communication: change Dept head meetings to focus on strategic plan; Use “meetings that matter”			
	Community/External Participation			
	Teambuilding: monthly group rotation			
Develop and Retain Employees	Identify Training Opportunities for All Employees: continuing education, internal and external opportunities			
	Compensation Committee			
	Explore Flex Time/Extra Days Off			
Attract New Employees	Hiring Committee: replace job service			
Service Excellence	SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)			
	Welcoming Environment: uniform signage, in/out info, contact info			
	Community Survey			

Service Excellence Through Quality Workforce

Potential strategies and actions identified during May 3, 2017 strategic planning session:



Strategy/Action	Priority Votes
Training for Workforce	12
Set Goals/Define Service Excellence	10
Retain Quality Workforce	9
Competitive Wages	9
Improve Workforce Environment	5
Leadership Training for Dept. Heads, E.O.s	4
Create Flexible Environment	3
Team Building—Know One Another	3
Cross Training	2
Employee Recognition	2
Public Feedback (survey, listening sessions)	1
Performance Evaluations	1
Safe Work Environment	1
Form a Committee for Public Feedback	0
Socials/Fun Party Offsite	0
Creative Recruitment	0
Free Ice Cream	0
Employee Assistance Program	0
Improve Communications	0

Financial Stewardship & Innovation

Responsibly allocate resources through intentional decision making, partnerships, and innovation.

STRATEGY	ACTION	RESOURCES	YEAR	STATUS
Expand General Revenues	Engage Park County representatives to review county needs, opportunities, and issues			
	Review and prioritize existing funding mechanisms, such as mill levy, RID, local option tax, etc.			
Focus on External Funding Opportunities: grants, partnerships	Be good stewards for existing grants and partnerships			
	Actively seek new grants and partnerships			
Focus on Allocation of Resources and Intentional Decision Making	Continue CIP and Maintaining Balanced Budget			
	Evaluate Fees and Revenues			
	Utilize New Technology for Efficiency and Quality Service			
	Strive for Zero Audit Findings			

Financial Stewardship & Innovation

Potential strategies and actions identified during May 3, 2017 strategic planning session:

Strategy/Action	Priority Votes
Actively Work with Legislature (Representatives) to Explore Optional Funding Strategies	14
Partnerships	12
Grants	11
Responsible Allocation of Revenues	9
Crowdfunding and Fundraisers	3
New Revenues and Fees	3
New Technology	3
Workforce Analysis/Audit/Awareness/Teaming Up	2
Asset Preservation	2
Effective Investment of Funds	2
Transparency/Communication with Public	1
RID	0
Philanthropy	0
Research and Leverage Outside Funding	0
501(c)3→private funds/funding model	0
CIP Involvement/Education to All	0
Coordinate Travel	0



2017 Strategic Planning Work Session Participants:

Montana State University Local Government Services Facilitators

Dan Clark
Blake Christensen

Park County Staff

Mike Inman – Planner
Craig Caes- Sanitarian
Heather Jurvakainen – Public Health Director
Greg Coleman – DES Manager
Emily Post – Public Communications Admin
Cling Tinsley - Commissioner
Martha Miller - Auditor
Paul Shea – Museum Director
June Little – Clerk of Courts
Bill Berg - Commissioner
Jill Ouellette – Human Resource Manager
Shannan Piccolo – Deputy County Attorney
Martiza Reddinton – Clerk and Recorder

Kim Knudson – Fair Manager
Parks Frady – Public Works Director
Scott Hamilton – Sheriff
Clay Herbst – Deputy Sheriff
Erica Hoffman – IT Manager
Kevin Larkin - Treasurer
Erica Strickland – Finance Director
Katie Weaver –Econ/ Comm Dev Agent
Mary Anne Keyes - 4-H/Fam Con Science Agent
Steve Caldwell - Commissioner
Jo Newhall – Superintendent of Schools
Lawson Moorman – Planner II
Kristen Galbraith – Nittany Grantworks