

# **BROOKINGS COUNTY STRATEGIC PLAN**

## **VISION STATEMENT:**

Meeting today's needs and preparing for tomorrow's challenges in Brookings County.

## **MISSION STATEMENT:**

To provide efficient, quality customer service, fiscally responsible public policies, and strategic future planning to enhance the quality of life of all Brookings County citizens.

## **PRINCIPLES & VALUES WE WILL FOLLOW IN ACHIEVING OUR MISSION:**

Integrity – be honest and have strong moral and ethical standards

Respect – hold one another in high regard

Empowerment – give others the necessary authority and responsibility, be accountable

Excellence – carry out the work of the county with professionalism and high standards

Teamwork – work together to build strong communities and maximize resources

Service – commitment to family, community, state and nation

## **GOALS & OBJECTIVES:**

**GOAL 1:** To provide quality county infrastructure, equipment and technology.

Objective 1: Develop and implement a short-range (1-5 year) capital improvement/purchase plan for each department as part of the budgeting process each year using a priority list based on current conditions. This will include:

- i. Facilities
- ii. Equipment
- iii. Technology
- iv. Vehicles
- v. Roads
- vi. Bridges
- vii. Other

Objective 2: Develop and implement a long-range (5-10 year) capital improvement/purchase plan for each department as part of the budgeting process each year using a priority list based on current conditions. This will include:

- i. Facilities
- ii. Equipment
- iii. Technology
- iv. Vehicles
- v. Roads
- vi. Bridges
- vii. Other

Objective 3: Approve the 5-Year Highway Road and Bridge Improvement Plan on an annual basis, taking the Master Transportation Plan into consideration, and implement any recommended changes.

GOAL 2: Staff county government with a competent, well-trained, efficient work force.

Objective 1: Provide training opportunities for all county employees.

- i. Job Training
  - a. Mandatory
  - b. Non-Mandatory
- ii. Safety Training
  - a. Mandatory
  - b. Non-Mandatory

Objective 2: Review the salary study conducted by the First District Association of Local Governments when it is complete (approximately every two years). Research staffing and wage information of comparable counties on a case by case basis when needed for individual county positions.

Objective 3: Review the employee handbook on an annual basis, implement recommended changes, and follow the procedures set forth.

Objective 4: Evaluate employees on an annual basis and implement work-improvement plans where necessary.

- i. Appointed Department Heads will have annual reviews by October 31<sup>st</sup> of each year.
- ii. Department Heads will provide annual performance reviews for their employees on their anniversary dates.

GOAL 3: Provide quality public safety for all Brookings County citizens.

Objective 1: Develop and update a responsive, countywide Emergency Management/Disaster Plan by March 31<sup>st</sup> of each year.

- i. Local Emergency Operations Plan (LEOP)

- ii. Hazardous Materials (HAZMAT) Plan
- iii. Emergency Management State and Local Agreement between the State of South Dakota and Brookings County (SLA)
- iv. Pre-Disaster Mitigation Plan (PDM), reviewed every 5 years

Objective 2: Provide adequate funding and resources for law enforcement and the State's Attorney.

- i. By April 30<sup>th</sup>, the State's Attorney will provide an annual report for the previous years' activities.
- ii. By April 30<sup>th</sup>, the Sheriff will provide an annual report for the previous years' activities.
- iii. By April 30<sup>th</sup>, the Detention Center will provide an annual report for the previous years' activities.

GOAL 4: Create a visionary, long-term plan for county growth.

Objective 1: Implement the 2016 Brookings County Comprehensive Land Use Plan.

Objective 2: Develop and implement ordinances that reflect the 2016 Comprehensive Plan.

Objective 3: Discuss a water/drainage master plan for Brookings County.

Objective 4: Schedule and host a minimum of one annual meeting between county agencies and resources, to include the municipalities and school districts in Brookings County. Continue to attend the quarterly intergovernmental meetings hosted by the Mayor of Brookings, the annual Brookings Chamber of Commerce Intergovernmental Meeting and the annual Towns and Townships Meeting.

Objective 5: Provide a long-term plan and funding for a vibrant 4-H program.

Objective 6: Provide a long-term plan, funding and programming for a vibrant Brookings County Outdoor Adventure Center facility.

GOAL 5: Provide exceptional customer service for Brookings County citizens.

Objective 1: Seek and encourage citizen input and feedback while informing and educating citizens about the county's obligations and services.

Objective 2: Respond to citizens' requests in a respectful, timely manner.

Objective 3: Continue to enhance and expand the county's website, the use of e-alerts, text alerts and other interactive communication tools with Brookings County citizens.

GOAL 6: To continue to be good stewards of Brookings County taxpayer resources.

Objective 1: Conduct an annual review of the County's Strategic Plan in February of each year and review the plan for progress in August of each year.

Objective 2: Provide a balanced budget in accordance with state statutes each year.

Objective 3: Review the process on collecting county liens.

Objective 4: Department Heads will research and identify federal and state grants to meet needs within their departments.

GOAL 7: Department Heads will create a work plan to carry out the goals and objectives of the Strategic Plan each year.