

# 2026

## Strategic Plan Initiatives

### GOAL 1

**INITIATIVE 1:**  
Design & launch survey.

### GOAL 2

**INITIATIVE 4:**  
Create a performance review for the Administrator.

### GOAL 3

**INITIATIVE 1:**  
Define innovation for Marquette County.

**INITIATIVE 8:**  
Pilot technology Acquisition sub-committee.

### GOAL 4

**INITIATIVE 3:**  
Measure walk-in traffic across departments.

**INITIATIVE 5:**  
Promote EAP to employees and benchmark awareness.

**INITIATIVE 7:**  
Launch employee survey.

**INITIATIVE 8:**  
Formalize exit interview process.

### GOAL 5

**INITIATIVE 2:**  
Adopt governance principles.

### GOAL 6

**INITIATIVE 1:**  
ID vendor relationships that are targets for new solutions.

**INITIATIVE 8:**  
Pilot technology Acquisition sub-committee.

### GOAL 7

**INITIATIVE 4:**  
Department Heads start meeting 1-2 times monthly around issue discussions.

### THE 2026 FOCUS

- ▲ Benchmarking data before making changes
- ▲ Ensuring performance reviews and exit interview processes are formalized and followed
- ▲ Start the beginning cadence of cross-departmental meetings and problem-solving
- ▲ Provide additional education to County Board members

# 2027

## Strategic Plan Initiatives

### GOAL 1

**INITIATIVE 1:**  
Prioritize 1:1 check-ins between department heads and Administrator.

**INITIATIVE 2:**  
Identify 2 half days for county-wide in-service training.

**INITIATIVE 4:**  
Explore forming work groups that are cross-departmental.

### GOAL 3

**INITIATIVE 3:**  
Overhaul existing budget process.

**INITIATIVE 4:**  
Create a “safe to fail” environment that encourage creative problem solving.

**INITIATIVE 7:**  
Departments benchmark how other counties are meeting service needs.

### GOAL 4

**INITIATIVE 1:**  
Explore premium pay model for hard-to-fill positions.

**INITIATIVE 4:**  
Develop clear processes around in-office, hybrid and remote workplace expectations.

**INITIATIVE 6:**  
Create a formal new employee training program that is cross-departmental.

### GOAL 5

**INITIATIVE 1:**  
Incorporate County Board “road trips” to visit county sites Marquette County-wide.

**INITIATIVE 6:**  
Create more opportunities for citizen engagement.

### GOAL 6

**INITIATIVE 4:**  
County Administrator initiates roundtables with other local service providers.

**INITIATIVE 5:**  
Identify opportunities for cooperative service delivery.

**INITIATIVE 6:**  
Identify opportunities for contract cost savings.

### GOAL 8

**INITIATIVE 2:**  
Implement revised budget process.

### THE 2027 FOCUS

- ▲ Implement an entirely new budget process
- ▲ Create an environment where staff can pilot new solutions to tricky problems
- ▲ Continue cross-departmental problem-solving
- ▲ Focus on county-wide service delivery
- ▲ Identify opportunities for collaborative or joint service delivery

# 2028

## Strategic Plan Initiatives

### GOAL 2

- INITIATIVE 1:**  
Offer roles and responsibilities training for the County Board.
- INITIATIVE 2:**  
Evaluate how committee appointment rules have increased representation.
- INITIATIVE 3:**  
Consider changing County Board member compensation model.
- INITIATIVE 5:**  
Explore software options for budget forecasting.

### GOAL 3

- INITIATIVE 2:**  
All departments submit at least one innovation goal in their budget.
- INITIATIVE 5:**  
Develop innovation "sandboxes".
- INITIATIVE 6:**  
Identify training team members who will train colleagues on newly implemented technology..

### GOAL 4

- INITIATIVE 2:**  
Explore more employee retention benefits.

### GOAL 5

- INITIATIVE 3:**  
Explore reducing size of County Board (with community input).
- INITIATIVE 5:**  
Explore holding county-wide listening sessions with community members.

### GOAL 8

- INITIATIVE 1:**  
Acquire budget software that enables forecasting.

### THE 2028 FOCUS

- ▲ Measure how rules changes adopted for 2026 for County Board have worked
- ▲ Continue to solicit community-wide feedback
- ▲ Invest in budget forecasting software
- ▲ Begin establishing innovation goals at the department level

# 2029

## Strategic Plan Initiatives

### GOAL 4

- INITIATIVE 9:**  
Explore coordinated services with other service providers.

### GOAL 5

- INITIATIVE 4:**  
Host one lunch and learn per month for county departments.
- INITIATIVE 7:**  
Create standardized reporting templates for consistency in County Board reports.

### GOAL 6

- INITIATIVE 2:**  
Identify key services where joint service delivery is feasible.
- INITIATIVE 3:**  
Identify hard-to-fill positions for joint staffing opportunities with another service provider.

### GOAL 7

- INITIATIVE 1:**  
Explore board term limits for committee membership.
- INITIATIVE 2:**  
Departments focus on succession planning.
- INITIATIVE 3:**  
Develop a consistent communication strategy for resident outreach.

### GOAL 8

- INITIATIVE 3:**  
Align the budget process with problem-solving vs. service-delivery.
- INITIATIVE 5:**  
Pilot centralized procurement process for one year.
- INITIATIVE 6:**  
Empower County Board with federal and state advocacy tools.

### THE 2029 FOCUS

- ▲ Focus on a consistent communication strategy for the county
- ▲ Pilot centralized procurement
- ▲ Identify hardest-to-fill positions and explore joint/collaborative service provision
- ▲ Standardize templates for County Board reporting
- ▲ Explore Board committee term limits