

RICHLAND COUNTY

Strategic Planning Committee

September 13, 2021

NOTICE OF MEETING

Please be advised that the Richland County Strategic Planning Committee will convene at 3:30 p.m. September 15th, 2021 in the Richland County Board Room on the third floor of the County Courthouse at 181 W. Seminary Street Richland Center, WI 53581 and via videoconference and teleconference using the following information:

WebEx Videoconference:

<https://richlandcounty.my.webex.com/richlandcounty.my/j.php?MTID=m57d998aa9560c221dbec9ec85b77be21>

Meeting number: 2556 605 5858; Password: richland

WebEx Teleconference: WebEx teleconference phone number: 408-418-9388, Access code: 2556 605 5858

Agenda:

1. Call to order
2. Proof of notification
3. Agenda approval
4. Approval of previous minutes
5. Discussion and possible action on strategic priorities and values
6. Discussion and possible action regarding edits to the proposed strategic plan
7. Discussion and possible action regarding none-mandate services
8. Discussion and possible action on strategic initiatives impacting future county budgets
9. Discussion and possible action regarding committee, board and commission organization
10. Discussion and possible action on scope of evaluation of services
11. Future agenda items
12. Adjournment

A quorum may be present from other Committees, Boards, or Commissions. No committee, board or commission will exercise any responsibilities, authority or duties except for the Finance and Personnel Committee.

CC: Committee Members, County Board, Department Heads, Richland Observer, WRCO, Valley Sentinel, Courthouse Bulletin Board

STRATEGIC PLANNING COMMITTEE

September 2nd, 2021

The Richland County Strategic Planning Committee convened at 1:00 p.m., Thursday, September 2nd, 2021, in the Richland County Board Room in the Richland County Courthouse, at 181 W. Seminary St. Richland Center, WI 53581 and on teleconferencing via WebEx.

Committee members present included County Board Supervisors Ingrid Glasbrenner (Chair), Melissa Luck (Vice), Steve Williamson, Steve Carrow, and Kerry Severson. Others in attendance: Supervisor Lee Van Landuyt, SWRPC Director Troy Maggied, and Administrator Clinton Langreck

1. Call to Order: Chair Glasbrenner called the meeting to order.

2. Proof of Notification: Chair Glasbrenner received verification form Administrator Langreck that the meeting had been properly noticed. Copies of the agenda were sent by email to all Committee members, WRCO and, a copy was posted on the Courthouse Bulletin Board and a copy was emailed to The Richland Observer and the Valley Sentinel.

3. Agenda Approval: Motion by Supervisor Carrow, seconded by Severson. Voice vote. Motion carried.

4 Approval of previous minutes.: Motion Severson, second by Carrow to approve the August 16th minutes as presented.

5. Discussion and possible action on strategic priorities and values:

The committee reviewed the responses from Director Thorson and Director Gudgeon. The committee discussed the responses of the departments and evaluated the need to further survey. Discussion was had on next steps of solidifying priorities and values. Proposal by Chair Glasbrenner to delay in soliciting questions until further development of details. Consensus to move further into agenda and evaluate sending out other departments. No objections. No action taken.

6. Discussion and possible action regarding edits to the proposed strategic plan:

The committee reviewed proposed changes to: “Opportunities and Challenges” to “Strategic Framework”. No objections offered. There was a proposal to add purpose language into the plan. No objections. Proposal to define acronyms and add organizational chart. Discussion was had on having future agenda item to decide of organizational structure is in the scope of the committee’s desired work. Amendments to the vision and mission language were discussed. Committee members were asked to assist the vice-chair in refining the discussion points prior to the next meeting where a revised version will be proposed. The committee discussed focus language and “business of the county” graphic image. Discussion was had on including language of strengths and limitations as well as reincorporating the financial challenges languages. Proposal to remove the graphic diagram from plan. No objections. Proposal to include minor amendment to the considerations section, but keep all evaluation questions to services. No objections. No action taken.

7. Discussion and possible action regarding none-mandate services: No actions taken.

8. Discussion and possible action on strategic initiatives impacting future county budgets

The County Administrator presented draft resolutions. The drafted resolutions are intended as tools to recommend resolution to the county board on the evaluation and/or separation of services. Committee discussed decision processes. No action taken

9. Future Agenda Items: None offered.

(as mentioned in item #6) decision on scope to include county committee organization

(as mentioned in items #7) decision on scope to include evaluation of services

10 Adjournment: Motion by Severson, seconded by Carrow to adjourn to Wednesday, September 15th at 1:00pm in the County Board Room and with WebEx.

Clinton Langreck
Richland County — County Administrator

Chapter 1: Strategic Plan Framework

Strategic planning is the process by which leaders of an organization determine what it intends to be in the future and how it will get there. A strategic plan serves as a community's guide and is used to prioritize initiatives, resources, goals, and department operations and projects. Strategic planning helps your local government realize its long-term vision by setting up goals and objectives in a systematic, incremental manner. Simply put, it makes you take a look at what's going on today, where you want to be tomorrow and which steps you will need to take to get there.

During early 2021, the Richland County Board of Supervisors participated in four strategic planning conversations, facilitated by the Southwestern Wisconsin Regional Planning Commission (SWWRPC). Due to the COVID-19 pandemic, all meetings were held via Zoom. Meetings were open to the public, and invitees included all 21 members of the Board of Supervisors and the County Administrator.

The schedule and topics were as follows:

- January 27 – Core values, stakeholders, mission, and vision
- February 10 – Strength, Weakness, Opportunities and Threats (SWOT) and Political, Economical, Social and Technological (PEST) analyses and development of strategic initiatives
- February 24 – Organizational capability and goal development
- March 10 – Capital facility investments and plan implementation

SWWRPC also conducted one-on-one interviews with individuals who provided additional input into county issues. Citizen and municipal insight was also acquired through community planning work running concurrent to the strategic planning process. All materials for these meetings are retained in the SWWRPC office and available upon request.

Figure 1. Organizational Chart of Richland County Administration and Government

Motion to instruct Zoning dept to create org chart like Iowa County??

Melissa Luck 6/24/2021 4:59 PM

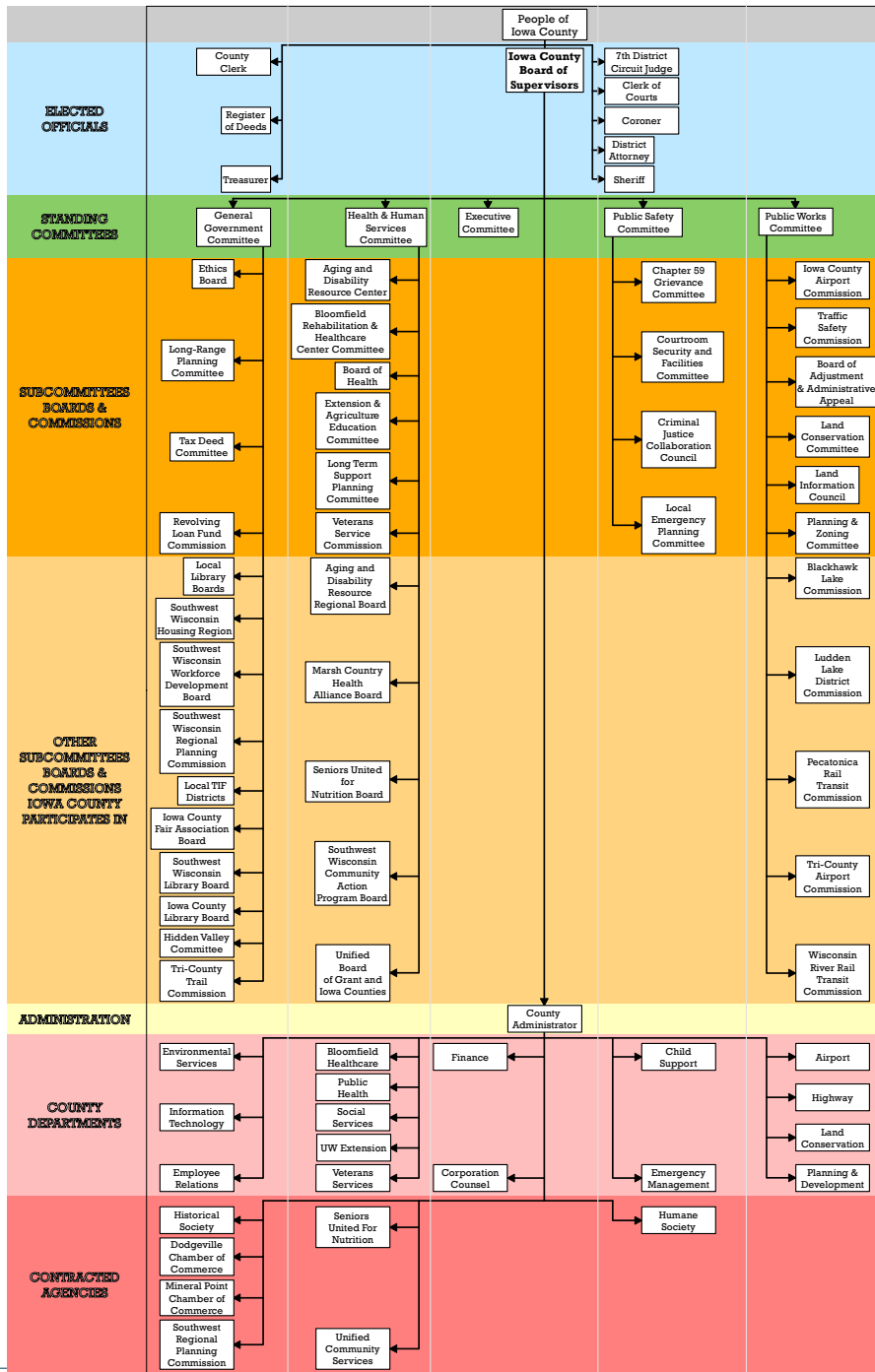
Comment [1]: Can/should we see strategic plan for Richland Center, other communities?

Melissa Luck 6/24/2021 5:10 PM

Comment [2]: Should the SWOT and PEST results be added as an addenda?

Melissa Luck 6/24/2021 5:30 PM

Comment [3]: . I contacted Iowa County to see how they did their Org Chart and it was done using a program the zoning office has access to through the GIS mapping. I have inserted Iowa Counties as a place holder and to see if we really want it inserted in this document or as an addendum



Strategic Priorities

The following strategic priorities will address the challenges identified in this plan, and form the basis for recommended actions. .

- **Effectiveness** – Implement operational efficiencies to reduce the costs and free up revenue.
- **Growth** – Work to increase the county’s population and tax base fund services in a balanced manner. Richland County must find a balance between infrastructure, workforce, housing, and population.
- **Focus** – Evaluate, prioritize, and scale back or eliminate discretionary services in order to focus resources on providing services with sustainable revenue or which generate measurable community wealth.
- **Improvement** – Create a culture of continual improvement to sustain progress.

Framework for Decision-Making

The county will have to make several hard decisions in the coming years, and it’s beyond the ability of this document to detail each step in that process. However, it will serve as a guide during the decision-making process. Prioritizing future investments should be informed by the following criteria.

Core Values

The county’s practices must be tethered to its principles if it is to have some coherent strategy moving forward. Core values form the basis for decisions, since they bind decision-makers to their decisions. The County Board provided the following core values during the planning process:

Integrity – Engage in county work with honesty and transparency in all proceedings. Meet commitments. Value the multitude of experiences on the board and the diversity of opinions this brings to decision-making.

Public Service – Serve the county professionally and with competence. Be efficient and objective in decision-making. Focus on doing work that is relevant to both current and future generations of county residents.

Accountability – Assume ownership of decisions. Be diligent and follow-through on projects. Be responsive to the needs of county residents as a whole, while recognizing the intrinsic value of every person. Make decisions that plant seeds of success for the future.

Open-minded – Govern in a collaborative manner, unbiased by personal interest. Listen to the needs of residents, while being aware of future demands on county services

Mission and Vision

Mission: Richland County will think strategically and anticipate the future, ensuring that the decisions made today will have lasting value and provide fiscal solvency. The needs of individuals will be respected while recognizing responsibility to the community as a whole. Vital community involvement in decision-making is encouraged by providing a venue for citizens who care to contribute to the betterment of the county.

[Alternate Mission Statement: Richland County will foster a stable and adequate tax base such that services to the community are financially sound. With this base, the county will strive to continually improve its wisest use of tax revenues to provide quality services for the common good.](#)

[NEW OPTIONS FOR MISSION NEXT PAGE](#)

NEW MISSION STATEMENT

OPTION 1:

To ensure fiscal solvency and the long-term value of decisions made today, Richland County will embrace a strategic approach and anticipate the future, fostering a stable and adequate tax base. By consistently improving its use of tax revenues for the common good, the county will provide quality services for individuals while recognizing its responsibilities to the community as a whole.

OPTION 2:

(Who) "Richland County employees, elected officials, district supervisors, and contracted partners..."

(What) "...effectively provide mandated and desired non-mandated services and representation..."

(Where/impact) "...to eligible residents, clients, businesses, and organizations..."

(When) – [skip]

(How) "...with effectiveness, professionalism, and fiscal responsibility..."

(Why) "...to meet the service needs of the community and facilitate prosperity."

Richland County employees, elected officials, district supervisors, and contracted partners effectively provide mandated and desired non-mandated services and representation to eligible residents, clients, businesses, and organizations with effectiveness, professionalism, and fiscal responsibility to meet the service needs of the community and facilitate prosperity.

Vision: Richland County will be a leader for resilient rural counties and a place where people love life, enjoy work, and are empowered to raise thriving families.

Alternate Vision Statement: To achieve a resilient local economy where housing, jobs and population are in balance, and natural resources and amenities are preserved such that Richland county is a good place to live now and far into the future.

NEW VISION STATEMENTS

OPTION 1:

To achieve a resilient local economy in which housing, jobs, and population are balanced, natural resources and amenities are preserved, and a place where people love life, enjoy work, and are empowered to raise thriving families.

OPTION 2:

Richland County's ten-year vision is to continue enhancements to the structure of the County organization, ensure the fiscal solvency of operations and develop accepted processes of evaluating and prioritizing services. Through these efforts Richland County hopes to help lead the community in: 1)identifying problems appropriate for government intervention or services, 2)facilitating public discussions and collaborations to solve problems, and 3)engaging with stakeholders on outcomes that benefit future generations. This vision is built on the understanding of balancing the dreams and possibilities of the future with the realities of the present.

Melissa Luck 9/13/2021 8:07 PM

Comment [4]: option written by Administrator Langreck

Melissa Luck 9/13/2021 8:07 PM

Comment [5]: Option written by Administrator Langreck

Focus

The defining problem for the Richland County Board of Supervisors is the need to choose which services and enterprises it will financially support. Continuing inherited practices and commitments challenge the ability to plan for future commitments and needs. The county must focus its efforts on the needs of the future.

The current challenge stems from several factors outside of the county's control, including:

- Stagnating population growth, evidence for which is found in census data, population projections, school enrollment trends, and reports on the county's bond rating (Appendix B).
- State-imposed levy and debt limits.
- Inherited contractual agreements and investments for discretionary enterprises and services.

The "Business" of the County

The primary causes of the county's financial issues stem from an inability to make hard choices and focus its efforts through intentional action. It must choose which discretionary services to abandon, while simultaneously investing in community and economic development efforts to grow its population and tax base. Failure to focus will result in budget deficits, inability to pay competitive wages, and deferred maintenance of critical functions and facilities.

In addition to its statutory function, Richland County is currently in the "business" of Tri-county Airport, Symons, Pine Valley and UW Platteville-Richland etc. by way of its support or ownership of facilities used in these sectors. Maintenance debt services expenditures associated with discretionary enterprises compete for the same levy funding as statutorily required services, and impact the county's ability to fully fund its core operations.

Considerations

When facing difficult decisions, the county will answer the following questions to prioritize investments:

- For each discretionary enterprise, ask the question: *If we weren't already doing this, would we start doing it today?*
- What action or objective is within the county's *sphere of control*?
- What is the next *proximate advantage* that will allow the county to make progress towards a larger goal?
- What is the *economic return to the tax payer* associated with this project?
- What is the *social or public good* associated with this project, and *would it cease to exist* if funding was cut?
- Are services able to be effectively *provided by another party or organization*?
- *Is the service we're providing mandated*, and if so, *is the means of service provision mandated*? If the means of service provision is not mandated, *is there a more effective way of providing the service*?
- Is the project *a lever for creation of additional value or resources*, or *an impediment to service and innovation*?
- How might the county *premeditate actions of other parties* in order to improve its position?
- For discretionary enterprises, *are both the operational and capital outlays affordable over the next 20 years*?

"The essence of strategy is choosing what not to do."

- Michael Porter, "What is Strategy?"

"At the core, strategy is about focus, and most complex organizations don't focus their resources. Instead, they pursue multiple goals at once, not concentrating enough resources to achieve a breakthrough in any one of them"

- Richard Rumelt, *Good Strategy/Bad Strategy*

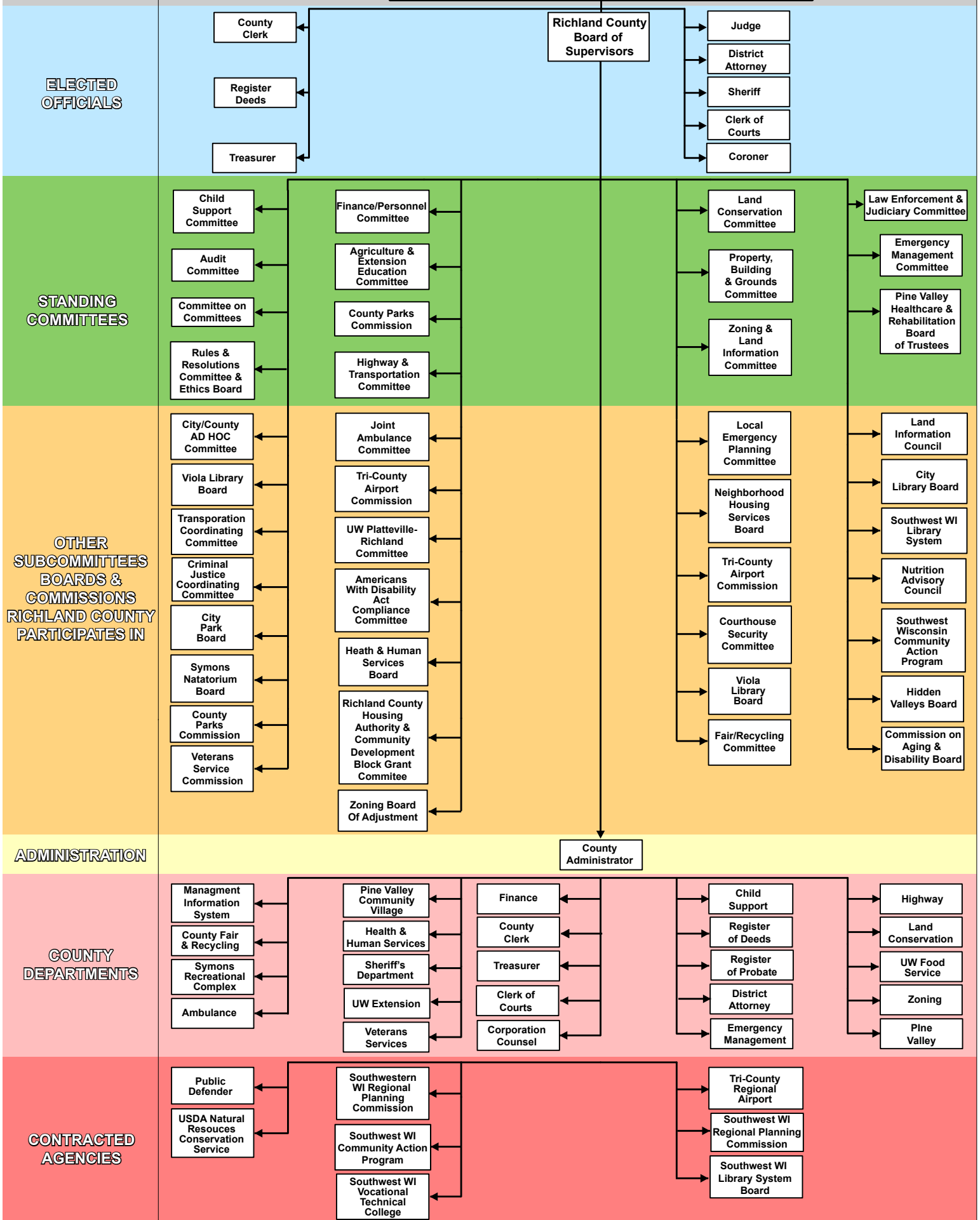
Melissa Luck 5/27/2021 11:24 AM

Comment [6]: Need to include our strengths first, then our challenges. Add language that the challenges inform our plan. One strength is our increasing fund-balance, rich natural resources, outdoor recreation, dedicated staff, community investment, younger people involved in government, investment in economic development,

Melissa Luck 9/2/2021 2:07 PM

Comment [7]: MAKE Draft strengths paragraph

People of Richland County



ELECTED OFFICIALS

STANDING COMMITTEES

OTHER SUBCOMMITTEES BOARDS & COMMISSIONS RICHLAND COUNTY PARTICIPATES IN

ADMINISTRATION

COUNTY DEPARTMENTS

CONTRACTED AGENCIES