LAST UPDATE: [INSERT DATE]

STRATEGIC PRIORITY: EFFECTIVENESS

STRATEGY	TACTIC / ACTION	RESPONSIBLE PARTY	PERFORMANCE METRIC	PERFORMANCE TARGET	START DATE	END DATE (if applicable)	ESTIMATED FINANCIAL COST/SAVINGS	STATUS
Streamline Organizational Structure	Centralize common county-wide processes and systems under the County Administrator	County Administrator	Report completed to inform decision to proceed with modeling and costing.					
	Create a finance, HR, and maintenance department.		Result of decision made in item 1.					
	Create easy to read budget that allows easier tracking	County Administrator/Finacial Officer						
	Create county-wide organizational chart	Strategic Planning Committee	Chart Completed					
	Improve the county's procurement process to be consistent county-wide. Maximize procurement rewards or benefits and identify joint procurement opportunities across departments or with other organizations.	County Administrator	Adopted purchasing policy					
	Create a SOP for MIS review that includes system continutiy, procuring, alinging systems, writing grants and re-occuring costs	MIS	SOP Completed					
	Purchase a payroll program that is uniform for employees across all departments or enterprises. Create working group to evaluate needs of departments to be sure new system will be capable of doing what is needed.	County Administrator/Finacial Officer	Work group created, report containing needs written.					
	Write a comprehensive plan	Strategic Planning Committee	Plan adopted					
	Land Conservation Committee will research how other counties have combined Land Conservation with various other departments (e.g Zoning, Land Information, Waste and Recycling) and prepare a report to be presented to County Administration.		Report completed.					
Improve Financial Practices	Improve the county's bond rating by targeting improvement opportunities identified in Moody's Rating Action of February 2020 and Rating Change of March 2018		Maintain the existing Investment Grade rating for the county's general obligation debt, with improvement from A3 across a 5-year period	A2 Rating by 2025				
	Create budget narratives summarizing how new initiatives or improvements implement the Strategic Plan		Achieve and maintain a general fund balance equal to 25% of annual operating expenses	Set target for 2022, 2023, 2024				
	Define value that could be added with 20% *more* funding, or lost due to a 20% *reduction* in funding		Achieve and maintain a general fund balance equal to 25% of annual operating expenses	Set target for 2022, 2023, 2024				
	Identify cuts that would not impact strategic planning goals or mandated services		Achieve and maintain a general fund balance equal to 25% of annual operating expenses	Set target for 2022, 2023, 2024				
	Identify how departments would respond to unexpected cuts or events		Achieve and maintain a general fund balance equal to 25% of annual operating expenses	Set target for 2022, 2023, 2024				
	Develop a capital improvement plan inclusive of facilities, roads, and equipment		Project implementd					
	Analyze the county's indirect rate to capture highest possible amount of grant funding, and establish a metric for productivity and efficiency		Increase non-tax revenue as a portion of overall revenue through grants and fees	Development of indirect rate by 2023. Maintain steady rate or lower annually				
	Produce annual list of grants applied for and received across all departments during budget process		Report compiled					
	Investigate the need for a Public Health review of financial decisions to recognize what, if any, the public health implications will be from decisions (e.g. well water study being cut)		Recommendation made					
	Increase discretionary and variable revenue source (evaluate fines and fees, grants,state funds etc.) as a portion of the overall budget		Develop baseline date for 2022	Develop baseline data, and set metrics for annual improvement				
Increase Coordination	Engage in joint procurement materials and equipment whenever possible		Develop list of materials for joint procurement					
	Engage in decision making that considers environmental impacts. (see list of ideas)		Devolop policy for implementing environmental stewardship and resiliance when evaluating purchases and procedures.					
	Engage in joint contracting for capital projects to find savings resulting from reduced mobilization fees, increased competitive bidding, (e.g. county highway with townships/city for roads)		Develop list of projects for joint contracting					
	Create additional and modern methods to communicate events and initiatives, and to generate direct input from the community. This could include community engagement via a new website or a social media presence		Investigate and cost a new county website that coordinates with townships/city.					
	Coordinate community develop and land use decision-making in Richland Center among institutional partners such as Richland County, Richland Center, Richland Hospital, and Richland Local School District		Creation of a land use planning working group incorporating these organizations					
	Obtaining market value for employee wages as determined through the county's 2018 wage study		Meet the 2018 salary schedule commitments for county staff.	Market Value wages met by 2025				
	Monitor the compensation and classification system for all positions to ensure positions remain market-competitive		Project Implemented	Market Value wages met by 2025				
	Improve compensation package (e.g. pay,benefit, or time-off) annually.		Project Implemented	Annual Pay Raises built in budgets				

			Develop baseline data on turnover, identify reasons for turnover, and reduce annual non-retirement and non-termination turnover	Set metric for annual turnover and targeted reduction if needed				
Improve employee pay and HR policies	Develop a uniform performance evaluation process that includes annual reviews, 6-month check-ins, and exit interviews							
	Develop a uniform set of human resources policies and procedures to improve transparency and accountability throughout the organization, including an update to the employee handbook and other related documents		Project Implemented					

STRATEGIC PRIORITY: GROWTH

STRATEGY	TACTIC / ACTION	RESPONSIBLE PARTY	PERFORMANCE METRIC	PERFORMANCE TARGET	START DATE	END DATE (if applicable)	ESTIMATED FINANCIAL COST	STATUS
Maintain investment in workforce and community development	Prioritize new home construction, and development of incentives or programs to attract developers using a balanced approach.		Year-over-year growth in new housing tied to county incentives/programs.	2022 - incentives defined 2023 - 5-15 new homes developed as a result of county engagement				
	Support workforce development initiatives directed at attracting new residents	RED	Participate in Branding, EDA grant, RED- review quarterly					
	Support and invest in broadband expansion throughout the county		Increase the number of county residents with high-speed internet	Annual growth in residents with Broadband Internet				
	Identify financially sustainable use options for the UW Richland campus							
	Evaluate financial sustainability of all non-mandated services	Department Heads	Develop a policy for evaluation of net benefit.					
	Continue to invest in community and economic development partnerships with a demonstrated return-on-investment		Request annual return on investment reports from funded partners, and monitor to ensure ROI is steady or growing across multiple year periods	Annual delivery of ROI reports by funded partners. Annual steady ROI or ROI growth.				
Support business attraction and retention	Develop a portfolio of incentives to support business growth	RED	Develop list of potential incentives					
	Identify priority areas in the county for future industrial, commercial, or residential development	RED/Strategic Planning Committee	Comprehensive Plan/Map created					
	Identify future land uses for county or municipal-owned land informed by economic opportunities and environmental constraints	RED	Comprehensive Plan/Map created					
Improve county identity and marketing	Collaborate with county partners in the development of a distinctive brand for Richland County that will serve to build a sense of identity and pride, and help attract new residents and tourists		Create a distinct Richland County brand and marketing platform targeted at tourists and workforce	Branding completed by 2022				
	Create a new website that improve the county's digital presence, and serves both an effective governmental function as well as serving as an attractive "front door" to the world for new businesses, residents, and tourists looking to discover the county		Create a new website	Website creation by 2023				
	Capitalize on the county's natural beauty and recreational opportunities through the investment and marketing of county parks, campgrounds, and recreational opportunities		Develop or update the county's outdoore recreation plan to guide investment and enable recreation grants	Plan updated by 2022				

STRATEGIC PRIORITY: FOCUS

STRATEGY	TACTIC / ACTION	RESPONSIBLE PARTY	PERFORMANCE METRIC	PERFORMANCE TARGET	START DATE	END DATE (if applicable)	ESTIMATED FINANCIAL COST	STATUS
Prioritize service over staffing	For each unmet existing service or new service being proposed, evaluate staffing needs using the following analysis: Buy, Build, Borrow, Bridge, Stop, Compare		Develop process.					
	Explore opportunities to share or contract staffing services							

STRATEGIC PRIORITY: IMPROVEMENT

STRATEGY	TACTIC / ACTION	RESPONSIBLE PARTY	PERFORMANCE METRIC	PERFORMANCE TARGET	START DATE	END DATE (if applicable)	ESTIMATED FINANCIAL COST	STATUS
Develop a culture of support for employees	Celebrate success and the professional and personal achievements of employees. Recognize new hires, retirements, and year-of-service milestones. Build a culture that supports and celebrates its people		Develop parameters for this process, empower staff to lead					
	Increase vacation time for new employees		Increased vacation for new employees	2022 - research practices, develop and implement vacation policy 2023 - vacation policy implemented				
	Evaluate flexible work schedules		Flexible work policy implemented	2022-2023 - research practices, develop and implement flexible work policy 2024 - flexible work policy implemented				
	Enable and empower departments to develop celebratory or team-building events. Day-long departmental retreats or other benefits can help build culture at a minimal expense		Develop parameters for departmental budgets. Submit with 2022 budget					
	Create a total benefits program for employees that highlights total compensation and investment of the county in its employees, inclusive of salary, fringe benefits, wellness, and professional development		Process implemented					
	Encourage employee attendance and/or participation in professional development when appropriate.		Project Implemented	Procedures set up in 2022. Draft in 2023. Implemented by 2024				
Improve Transparency of County Meetings	Evaluate the adoption of iPads for use by Committees and boards, with folders for all meetings							
	Evaluate the addition of meeting materials for all meetings on the county website							
	Evaluate the development of a Listserv to automatically send agendas to the public and interested parties on a subscription basis. Investigate potential to incorporate this function during the development of the new website.							
	Evaluate the addition of recordings from county board and committee meetings on the website							
Invest in education of County Board Supervisors	Creation of a mentor program partnering tenured Supervisors with new Supervisors		Process Implemented					
	Hold informal meetings with outgoing Supervisors and their successors to facilitate knowledge transfer		Process Implemented					
	Fund new Supervisors' attendance at annual Wisconsin Counties Association training or conferences		Process Implemented					
	Create an on-boarding folder summarizing expectations for supervisors		Project implemented					
	Support the attendance by new Supervisors at major Committee meetings, such as attending Finance Committee meetings during the annual budget development process. Create a mechanism to share agendas with all County Board Supervisors in order to facilitate this		Process explained and supervisors invited and empowered					
	RED Presentation to Board about what it means to develop community from wholistic standpoint (economic proficiency, community wealth and health). Partner with regional economic board presentation - SWWRPC.		Presentation offered to new board members					
	Support cross-training, collaboration, and peer learning between County Board Supervisors and their counter parts on the boards of outside partners, such as peer county boards, Neighborhood Services of Southwest Wisconsin, Southwest Wisconsin Community Action Program, Southwestern Wisconsin Regional Planning Commission, and the Southwest Wisconsin Workforce Development Board		Process explained and supervisors invited and empowered					
	Conduct annual on-going training covering basic concepts of local government, such as the role of counties, county government finances, the role of county boards, elections, and departmental work		Process implemented	2022 - establish training schedule 2023 - Begin implementing training				
Deepen staff training in leadership and management	Sponsor department head training targeted at leadership and management, including Lean process training or UW Continuing Education certifications in Public Management or Human Resources		Process implemented	2022 - Identify department heads looking for training, build into 2023 budget				
	Educate employees on how government works and the need for teamwork and partnership within county departments		Evaluate options and feasibility on process.					
	Create a culture of sharing information and learning from peer counties		Evaluate options and feasibility on process.					
	Ensure conference attendance and professional development is aligned with the goals of the Strategic Plan (bring back information to share/educate other employees)		Process implemented	2022 - Build this review into annual performacne evaluations, updating evaluation forms as needed and establishing procedures for evaluations if they don't exist.				
	On-going training or education targeted at the evaluation, adoption, and implementation of new technology to improve operational efficiency		Evaluate options and feasibility on process.					
	Investigate options for diversity, equity & inclusion training and make recommendation		Look in to how other county/state agencies are offering this training and cost.					