



# Grant County Strategic Plan

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2014 – DRAFT COPY

## A Collaboration of

Grant County Administrative Committee

Grant County Board of Supervisors

Grant County Department Heads

Compiled by



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## Purpose

"A strategic plan is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why it does it" – John Bryson (Strategic Planning for Public & Nonprofit Organizations, p.6).

## Process

The Administrative Committee is charged with the task of reviewing the 2009 Strategic Plan and making necessary changes. Input from the other Grant County Board members as well as Department Heads will be used to help shape the 2014 Strategic Plan. Committee members met for 3-hour blocks of time until they arrived at a document they felt complete.

## Mission

Committee members developed the following statements to describe the mission of the Grant County Board:

- "To provide the Public with goods and services at a cost-efficient manner."
- "To serve the Public."
- "To collect property taxes and set policy as to how those taxes will be used for the good of the Public."

## Values

Committee members identified the following values of the Grant County Board:

- Integrity
- Efficiency
- Respect
- Honesty

These are the guiding principles in which the Grant County Board will act and how it is to be perceived by its stakeholders.

## Stakeholders

Committee elected to use stakeholders listed in the 2009 Strategic Plan:

- City of Lancaster
- Majestic Farms (rents County Farm)
- Foremost
- UW-Platteville/Southwest Technical College
- UW-Madison – UW-Extension
- State of Wisconsin
- Townships, Villages, Cities
- Grant County Tourism Council
- Grant County Economic Development Corporation
- Developers (i.e. Dave Bainbridge, James Schneller, AJ Spiegel, Epic Construction, and Jeff Kaiser)
- Citizens of Grant County
- Sinsinawa Mounds

- Vendors –ex. Tricor Insurance, Broadbeck
- Unified Board, Grant-Iowa County
- Iowa, Lafayette, Jo Davies, Crawford, Richland counties
- Southwest Regional Planning Commission
- Grant County employees
- Major employers
- Retail businesses
- School districts
- Financial institutions

These stakeholders have strong connections to Grant County and whose perceptions and influence are significant.

### **Strengths, Weaknesses, Opportunities, & Challenges**

The Administrative Committee reviewed the results of the 2009 Strengths, Weaknesses, Opportunities, & Challenges and believed that there would be little to be gained by repeating that process. Those items from the 2009 Strategic Plan were used to inform this document as follows.

- **Strengths**
  - Financial
  - Staff/Employees
  - Community Resources
  - Natural Resources/Tourism
  
- **Weaknesses**
  - Communications
  - Economy
  - Rural Location
  - Staff/Employees
  - Facility Planning
  
- **Opportunities**
  - Sharing of Resources
  - Facilities Plan
  - Economic Potential
  
- **Challenges**
  - Employment/Human Resources
  - Government Cooperation
  - Financial

## Strategic Issue Themes

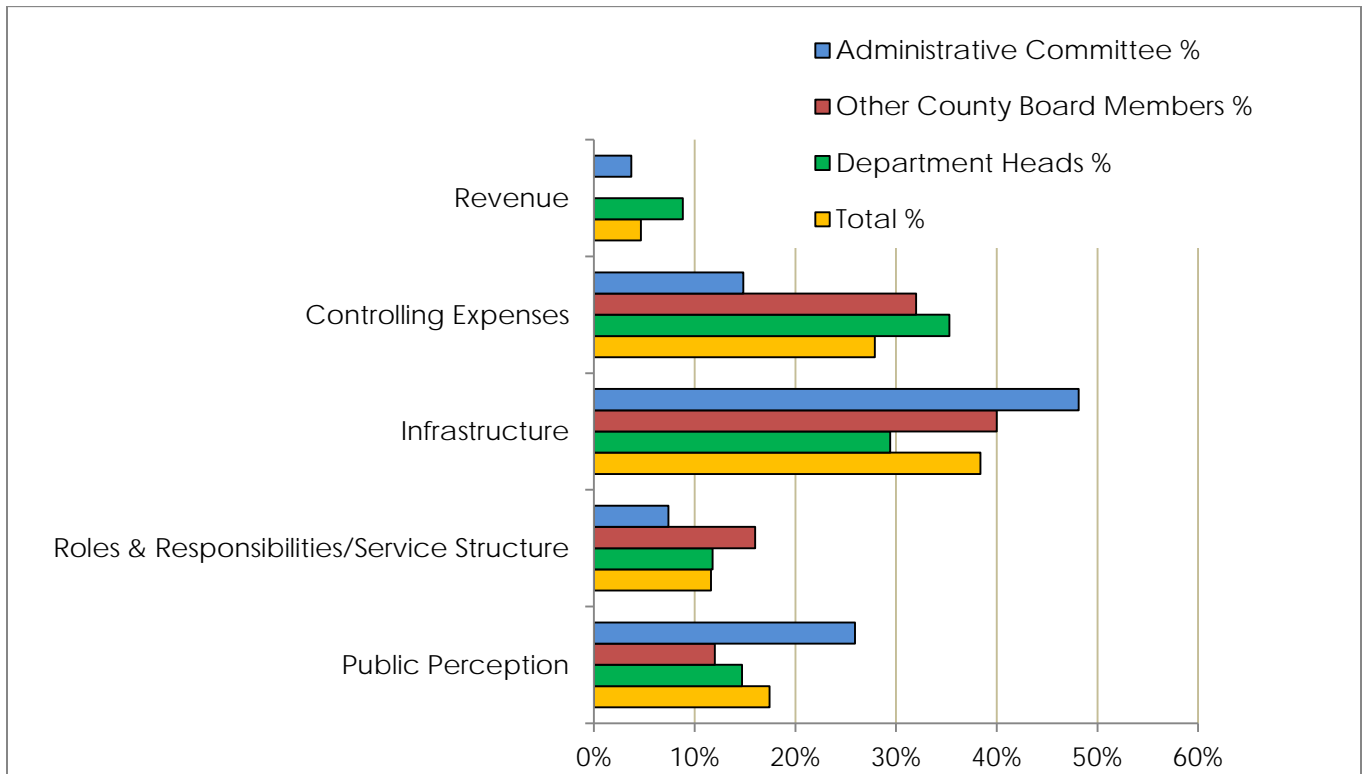
Committee asked for input from Department Heads and County Board Members who are not part of the Administrative Committee. Responses were sorted into the (5) themes identified by the Administrative Committee:

- Revenue
- Controlling Expenses
- Infrastructure
- Roles & Responsibilities/ Service Structure\*
- Public Perception

\*After reviewing the responses "Service Structure" was added to "Roles & Responsibilities" to accommodate similar notions.

Some responses contributed to more than one theme. The figure below illustrates the number of references towards each theme.

Figure 1: Strategic Issues Organized by Themes & Author



The Administrative Committee reviewed the results and developed goals for each of the strategic issues as well as strategies to meet them. After some discussion, it was agreed to combine the strategic issues of "Revenue" and "Controlling Expenses" into one theme titled "Budget".

## Budget (Revenue + Controlling Expenses)

### Goal 1: Maximize All Revenue Sources

It was shared among the board members that the County should make all attempts to maximize all sources of revenue coming in.

- **Strategy 1A: Hire a Professional Administrator**
  - Description: To oversee the financial operations of departments and identify opportunities that would increase revenue.
  - Barriers: Finding enough money to pay an administrator and acquiring enough votes on the Grant County Board to make the change.
  - First Steps: Developing a job description, finding monies within the budget to pay for the position, and looking at other examples of professional administrators.

### Goal 2: Create a Business-Friendly Atmosphere

Committee members identified a common need to retain and attract businesses in Grant County.

- **Strategy 2A: Grant County "Buys Local"**
  - Description: To lead by example by giving preference to local vendors.
  - Barriers: The perceived and actual availability of goods and services.
  - First Steps: To develop a "buy local preference" policy for Grant County government that requires initial contact for pricing to be "local".
- **Strategy 2B: Work With Agencies and Organizations to Attract, Retain, & Expand Businesses**
  - Description: Grow revenue by increasing number of jobs and population in Grant County.
  - Barriers: Government tends to have "strings attached" when working with businesses.
  - First Steps: Continue to support the efforts of Grant County Economic Development Corporation, UW Extension, Southwest Community Action Program, and Workforce Development Board to attract, retain, and expand businesses.

### Goal 3: Control Expenses

Committee members identified a common need to control expenses and look for efficiencies in materials, labor, and space.

- **Strategy 3A: Lean Government Approach to Management**
  - Description: Make a concerted effort to identify areas of collaboration and consolidation to improve efficiencies.
  - Barriers: Reluctance to share.
  - First Steps: Provide Lean Government training to department heads.

## Infrastructure

### Goal 4: Building Plan for the Future

Committee members identified a common need to develop a comprehensive building master plan that would take into account all existing facilities and services and any future facilities and services.

- **Strategy 4A: Develop a Master Plan**
  - Description: Consider existing building studies and look at the “big picture” to allow for the most efficient and appropriate use of space, funds, and services.
  - Barriers: Costs of hiring a consultant; perceived issues with parking; security concerns; resistance to change from staff; political tension among County Board members.
  - First Steps: Hire a consultant who has experience with both government facility master planning and public services in Wisconsin to facilitate a process that will result in an action plan.

### Goal 5: Maintain County Transportation System

Committee members identified a common need to maintain “access” and “standards” of County roads and bridges.

- **Strategy 5A: Maintain Funding & Controlling Costs**
  - Description: Provide adequate funding for transportation projects to assure high-quality standards.
  - Barriers: Increased costs of labor and materials.
  - First Steps: Lean Government training for Highway Department.
- **Strategy 5B: Mitigate Negative Impacts of Implements of Husbandry**
  - Description: Coordinate the adoption and enforcement of Implements of Husbandry (IOH) Ordinances in Grant County among all jurisdictions.
  - Barriers: Political, technical, and legal complexities.
  - First Steps: Work with local units of government to adopt the Grant County IOH Ordinance.

## Roles & Responsibilities/Service Structure

### Goal 6: Identify Possible Efficiencies with Service Structure

Committee members identified a common need to consider the restructuring and possible consolidation of departments prior to or as part of the development of a building master plan.

- **Strategy 6A: Evaluate Existing Service Structure**
  - Description: Work with a skilled facilitator to examine department structure for the purpose of identifying potential improvements.
  - Barriers: Possible costs in hiring a consultant. Resistance to change from staff.
  - First Steps: Locate a skilled facilitator in either UW Extension or in the private sector with extensive knowledge of county services.

### **Goal 7: Provide Better Meal Program for Elderly**

Committee members identified a common need to provide a nutritious and convenient meal program to the elderly that lacks a negative “stigma”.

- **Strategy 7A: Investigate Alternative Meal Programs**
  - Description: Support current efforts to investigate the feasibility of a “restaurant voucher” system instead of the current meal site program.
  - Barriers: Unknown costs or legal considerations. Resistance to change from staff.
  - First Steps: Ongoing

## **Public Perception**

### **Goal 8: Allow Public to Be a Part of the Process**

Committee members identified a common need to provide opportunities for the Public to be more involved in Grant County government.

- **Strategy 8A: Promote Good Governance Through Youth**
  - Description: Work with local students to create and manage social media to educate the Public about Grant County government.
  - Barriers: School districts may not have an interest. Content may be sensitive.
  - First Steps: Contact Tom Martin at CESA 3 to identify school districts that may have an interest in working with Grant County government.

## Selection

The Administrative Committee reviewed the identified goals and strategies and developed a ranking for priorities. Committee members were asked, “What are we ready to do?”, “What are we capable of doing?”, and “What do we have energy to do?” The chart below lists the strategies along with their secondary impacts, and ranking.

Strategy	Ready	Capable	Energy	Secondary Impacts										Ranking	
				1A	2A	2B	3A	4A	5A	5B	6A	7A	8A		
1A: Hire a Professional Administrator	☐	■	☐	■	☐	▲	■	▲	▲	▲	▲	▲	▲	▲	2
2A: Grant County “Buys Local”	■	■	■	☐	■	■	☐	☐	☐	☐	☐	☐	■	■	1
2B: Work With Agencies and Organizations to Attract...	■	■	■	☐	■	■	▲	☐	■	☐	■	■	■	■	-
3A: Lean Government Approach to Management	■	■	■	▲	▲	▲	■	■	■	▲	■	▲	■	■	-
4A: Develop a Master Plan	■	■	■	☐	☐	☐	■	■	■	☐	■	▲	▲	■	4
5A: Maintain Funding	■	■	■	☐	☐	▲	■	■	■	■	▲	▲	▲	■	-
5B: Mitigate Negative Impacts of Implements...	■	■	■	☐	☐	☐	▲	▲	☐	■	☐	☐	▲	■	1
6A: Evaluate Existing Service Structure	■	■	■	▲	☐	☐	■	■	▲	☐	■	■	▲	■	3
7A: Investigate Alternative Meal Programs	■	■	■	☐	■	☐	■	☐	☐	☐	■	■	▲	■	-
8A: Promote Good Governance Through Youth	■	■	■	■	■	■	■	■	■	■	■	■	■	■	1

■ = Yes, ▲ = Maybe, ☐ = No

## Sequencing

The Administrative Committee recognized that strategies 2B, 3A, 5A, and 7A are largely activities that are “ongoing” and need little “new” action to be taken. Strategies 2A, 5B, and 8A are strategies in which implementation could occur immediately with little effort from the Administrative Committee and should begin as soon as possible. Although strategy 4A is perhaps the “most important” strategy among Committee members, it was agreed that both 1A and 6A should be addressed prior.



## Action Plan

Strategy	Timeline	First Steps
1A: Hire a Professional Administrator	3 - 6 months	Contact UWEX Local Government Center for "best practices" .
2A: Grant County "Buys Local"	3 months	Contact Corporation Counsel to develop policy language.
2B: Work With Agencies and Organizations to Attract...	ongoing	Continue to work with existing partners.
3A: Lean Government Approach to Management	ongoing	Continue to support training efforts.
4A: Develop a Master Plan	1 year	Find a reputable firm with Wisconsin county services background and facility master planning experience.
5A: Maintain Funding	ongoing	Provide Lean government training.
5B: Mitigate Negative Impacts of Implements...	3-6 months	Work with Highway Commissioner, Sheriff, and Corporation Counsel to develop a letter to local government. Be sure to include input from Wisconsin Towns Association and the Wisconsin League of Municipalities.
6A: Evaluate Existing Service Structure	6 months – 1 year	Contact UWEX Local Government Center for "best practices" . May need to hire a private consultant.
7A: Investigate Alternative Meal Programs	ongoing	Contact Corporation Counsel to develop policy language.
8A: Promote Good Governance Through Youth	3 months	Contact CESA 3 to assist in finding school districts interested in working with Grant County government.

## Plan Implementation & Maintenance

The Grant County Strategic Plan was developed by the Grant County Administrative Committee and recommended for adoption by the Grant County Board of Supervisors. The Administrative Committee is charged with the implementation of strategies to achieve its goals. Periodic review of the plan is required to ascertain performance and determine relevancy.