

*In the next 5 years we will...*

# **GRANT COUNTY**

# **STRATEGIC PLAN**

**2021 UPDATE**  
Submitted June 8, 2021

### ***Our Mission***

*Provide the public with needed goods and services in a cost efficient manner*

*Integrity - Efficiency - Respect - Honesty*

Compiled by  
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## ***Our Mission***

*Provide the public with needed goods and services in a cost efficient manner*

## ***Our Values***

*Integrity - Efficiency - Respect - Honesty*

## ***Why do a Strategic Plan?***



*The purpose of this plan is to provide focus, guidance, and an overall sense of direction for the Grant County Board and its departments over the next five years.*

*The key word is 'guidance'.*

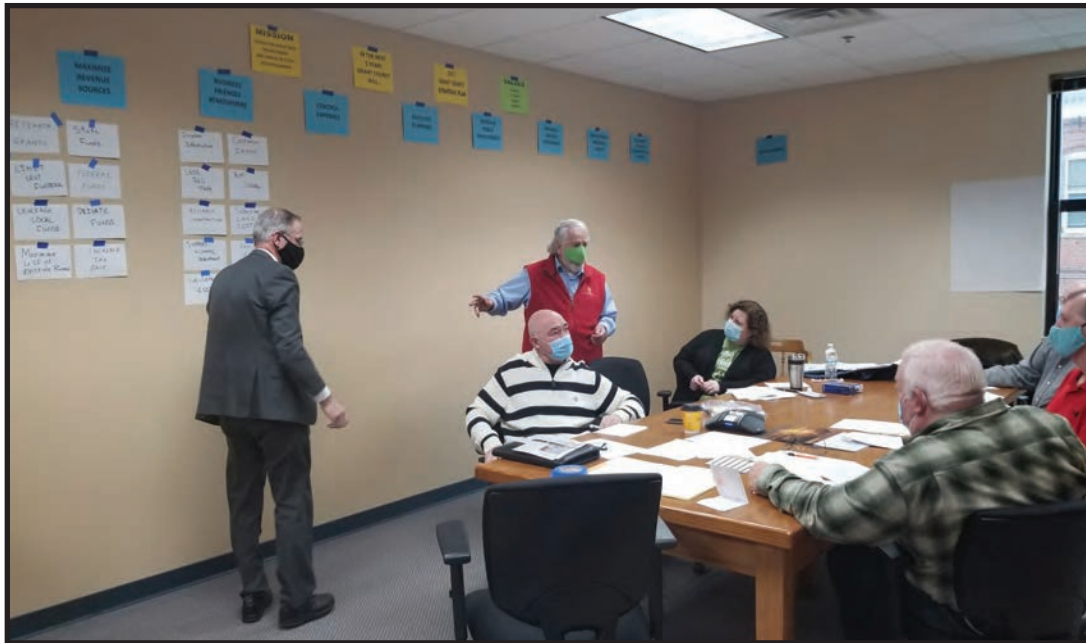
## ***How did we get here?***

- *Our planning process started with an extensive review of the 2014 plan.*
- *We then proceeded to generate ideas using the categories from that plan.*
- *This resulted in a list of nearly 100 items.*
- *We then discussed, refined, and evaluated those ideas.*
- *The next step was to prioritize them and we did that from multiple perspectives.*

*More detailed information on the process is included in Appendix A.*

*These efforts resulted in FIVE priority objectives with 10 supporting goals:*

# **BROADBAND INFRASTRUCTURE ECONOMIC GROWTH TECHNOLOGY FUNDING**



## OUR #1 OBJECTIVE...

*In the next five years Grant County will...*



**...undertake/assist efforts that will dramatically improve broadband availability and quality to all residents and businesses**

## GOAL 1A...

*To best accomplish this...*

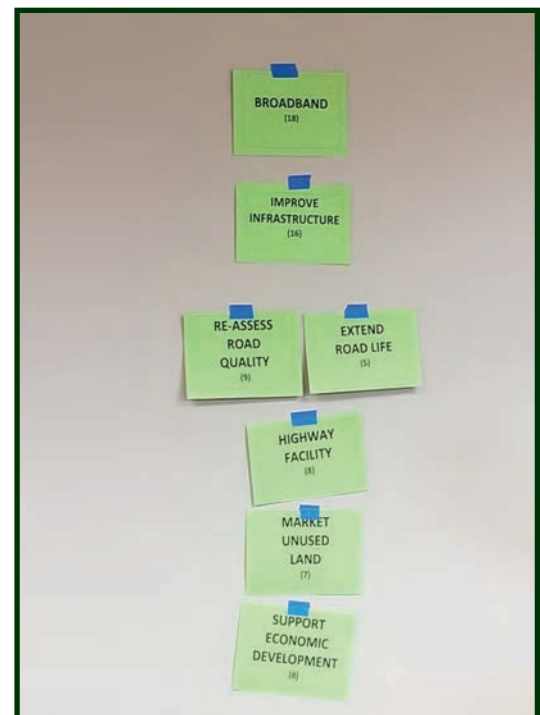
**...establish a fiber backbone loop that provides access to high speed, redundant internet services**

### *Related thoughts:*

- *The NEED is there*
- *The SUPPORT is there*
- *The FUNDING is there*

*The County would not be directly providing internet services but can play a major role in providing access to those services. We have long known that access to technology is important but the recent pandemic underscored the critical need and dramatic shortcomings of our current situation.*

*Add to that the growing potential of funding from several sources and we have an unprecedented and likely fleeting opportunity to have significant impact.*



## **OUR #2 OBJECTIVE...**

***In the next five years Grant County will...  
...reassess and improve infrastructure***



## **GOAL 2A...**

### ***To best accomplish this...***

...we will reassess our current road maintenance and replacement strategy to include

- Extending existing road life
- Ensure that rebuilding new roads meet today's demands
- Meeting current and future safety needs including consideration of shoulders or passing lanes for farm equipment, recreational traffic, etc.

## **GOAL 2B...**

...will build a new Highway Facility

## **GOAL 2C...**

...assess electrical grid and possible impact of vehicle charging stations

- Identify and address ways to increase reliability while meeting expanding needs

### ***Related thoughts:***

*Roads have long been a County priority but demands have increased, farm equipment is larger, recreational use is growing. When major reconstruction occurs we need to build to standards that meet future as well as current needs.*

*Electric powered vehicles are a new consideration as we assess future demands and distribution.*

## **OUR #3 OBJECTIVE...**

***In the next five years Grant County will...***

**...continue to actively promote business and economic growth**

### **GOAL 3A...**

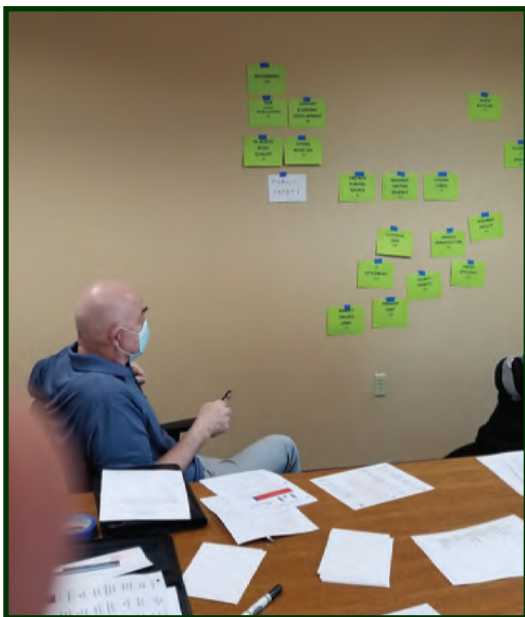
***To best accomplish this...***

...we will continue support of the Grant County Economic Development Corporation (GCEDC)



### **GOAL 3B...**

...we will support efforts to develop outdoor recreation based tourism



#### ***Related thoughts:***

*Grant County has developed an effective economic development program that has had significant positive impact. Continuing that effort is a priority.*

*The local economy has seen increased benefit from tourism and visitor activity, especially as it relates to outdoor recreation. The growth in ATV/UTV use is likely to continue. The area has much potential for growth.*

## **OUR #4 OBJECTIVE...**

*In the next five years Grant County will...*

**...maximize revenue sources and uses of funds**

## **GOAL 4A...**

*To best accomplish this...*

...we will conduct an inventory of existing County properties and properties that may have reverted to County ownership and market unused land

## **GOAL 4B...**

...we will conduct an energy assessment of County facilities

### ***Related thoughts:***

*Time to review both of these areas, especially energy use. Technology is forever changing and energy cost savings can be a significant ongoing benefit.*



## ***OUR #5 OBJECTIVE...***

***In the next five years Grant County will...  
...use technology more effectively***

### ***GOAL 5A...***

***To best accomplish this...***

...we will develop an IT efficiency plan



### ***GOAL 5B...***

...we will update the County website ([www.co.grant.wi.gov](http://www.co.grant.wi.gov))

***What's missing? At first glance, lots of things, but...***

...many mandated and ongoing activities may not be directly addressed in this plan. That does not mean those activities and the actions related to them are not important. The purpose of this plan is to identify and prioritize key issues and activities.

### ***What's next...***

...it's easy to do a plan and then think we're done. Not by a long shot. To be more than a dust catcher on a shelf several things must happen:

- We would ask that all planning and new projects include the basic question, "How does this action align with or advance parts of our overall strategic plan?"
- Regular review - It is essential that this strategic plan be reviewed on a regular basis (annually at a minimum) and updated based on changing needs, progress that may have been made, and items that are deemed completed or no longer to be addressed as a strategic priority.

- END REPORT -



# Grant County Strategic Plan

## 2021 Update

### Appendix A



## **PARTICIPANTS:**

The Grant County Board of Supervisors approved an Ad Hoc Committee with the purpose of updating the Grant County Strategic Plan.



The following were members of that committee:

Gary Ranum	Supervisor
Roger Guthrie	Supervisor
Mark Stead	Supervisor
Porter Wagner	Supervisor
Shane Drinkwater	IT Director
Tonya White	County Clerk

Joyce Roling, County Personnel Director assisted the process.

James Schneider, UW-Extension/Grant County facilitated the work sessions and compiled this report.

### ***March 2, 2021 - Session One***

- The facilitator led the committee members through a full review of the 8 goals listed in the 2014 Strategic Plan
- After reviewing the Mission Statement from the 2014 Strategic Plan, the group decided to continue with that wording
- After reviewing the Values Statement from the 2014 Strategic Plan, the group agreed to continue with those choices

### ***March 17, 2021 - Session Two***

- The group generated 90 project ideas based on the categories from the 2014 Plan
- Strengths - Weaknesses - Opportunities - Challenges reviews (See page A-6)

### ***March 23, 2021 - Session Three (See pages A-2 & A-3)***

- The group reviewed the ideas from Session Two and added additional ideas
- The group prioritized the project ideas

### ***April 7, 2021 - Session Four (See pages A-4 & A-5)***

- The group combined ideas that were similar and then evaluated and prioritized the projects based on several different criteria

# March 23, 2021 RESULTS

## Maximize Revenue Sources

Maximize use of Existing Revenue (15)  
Market Unused Land (7)  
Federal Funds (5)

Find New Funding Source (4)

State Funds (2)  
Research to Find New Grants (2)  
Increase Tax Base (1)  
Limit Levy Funding  
Leverage Local Funds  
Private Funds

## Business Friendly Atmosphere

Improve Infrastructure (16)  
Support Economic Development (8)

Less Red Tape (4)  
Address Housing Needs (3)  
Buy Local (2)  
Tourism (1)  
Reliable Infrastructure (1)

Subsidize Land Cost  
Low Interest Loans

Welcome Visitors  
Resource Awareness  
Customer Driven  
Business Succession Planning  
Encourage Business Training

## Facilities Planning

Energy Efficiency (15)

Manage Debt (10)  
Highway Facility (8)

Building Wish List (2)  
Economies of Scale (1)  
Life Cycle Costs  
County Complex  
Improve Maintenance  
Divestment of Unused Real Estate

## Control Expenses

IT Efficiencies (14)  
Lean Culture (9)  
    Reinvest in Lean  
    Measure Effectiveness  
    Measure Expenditures  
    Continuous Improvement  
    Eliminate Duplication  
    Prioritize Activities  
    Eliminate Silos  
Change Spending Habits (8)

Carry Over Funds (2)  
Cost Planning (1)

Cost Sharing  
Continuous Improvement  
Cost Centric Culture

Vendor Coordination  
Eliminate Duplication  
Be Agile  
Just In Time  
Shared Services  
Life Cycle Costs  
Efficient Equipment  
Coordinating Activities  
Control Inventory  
Prioritize Activities

## Identify/Meet Emerging Needs

Broadband (18)

Electrical Grid (10)

Cyber Security (3)  
Relevant Skilled Workforce (2)  
Electronic Payment (1)  
Smart Cities (1)  
    Electrical Charging Stations

Changing Healthcare  
Long Term Health Care  
Medical Networking



## Increase Public Involvement

County Website (16)

Fair (9)

Public Projects  
Public Events

Public Suggestion Box (5)

Broadcast Public Meetings (3)

County Government Education (2)

Customer Satisfaction Measure (1)

Youth Focus

## Identify/Meet Emerging Needs

Broadband (18)

Electrical Grid (10)

Cyber Security (3)

Relevant Skilled Workforce (2)

Electronic Payment (1)

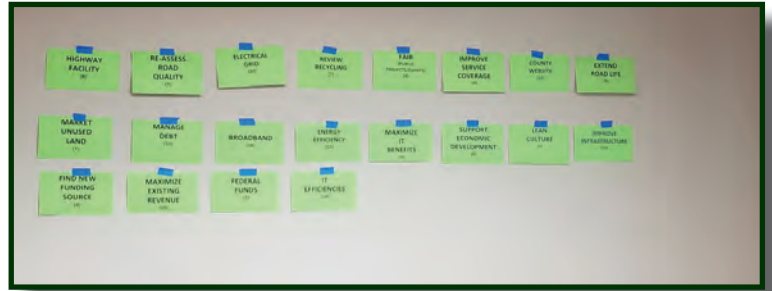
Smart Cities (1)

Electrical Charging Stations

Changing Healthcare

Long Term Health Care

Medical Networking



## Maintain/Improve Transportation System

Re-assess Road Quality (9)

Extend Road Life (5)

Rail Awareness (2)

Subcontracting (1)

Airports

## Enhance Service Efficiencies

Maximize IT Benefits (9)

Re-evaluate Existing Programs (6)

Identify New Opportunities(2)

Corporate Culture

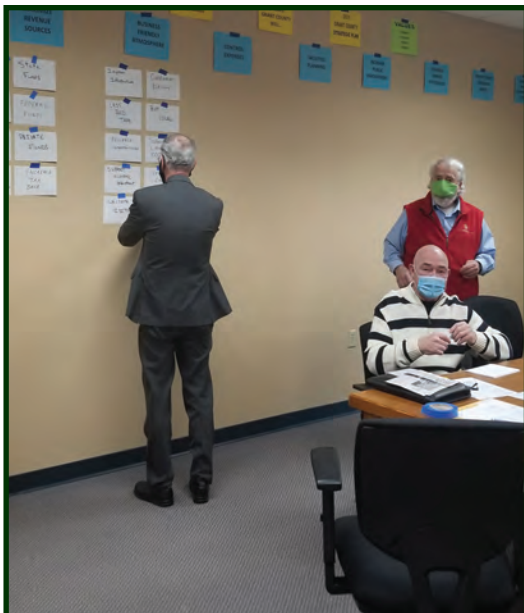
## Miscellaneous

Improve Service Coverage (8)

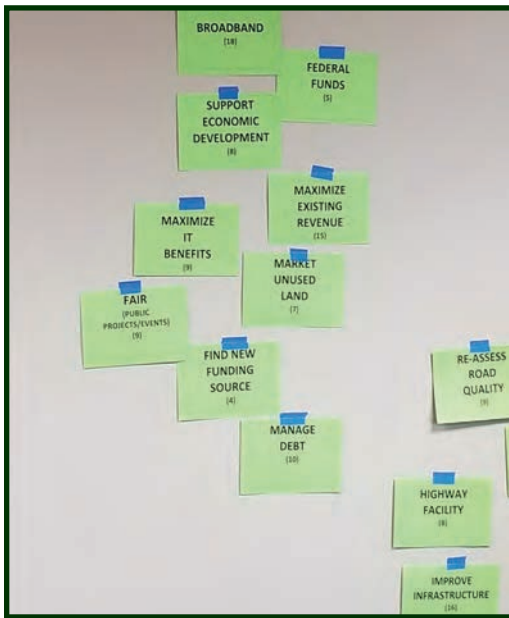
Review Recycling ( 7 )

Develop Historical Activities (2)

Encourage Cultural /Business Friendly Atmosphere



# April 7, 2021 RESULTS



## MOST COMFORTABLE

Broadband  
Fair (Public Projects/Events)  
Support Economic Development  
Re-Assess Road Quality (9) /Extend Road Life  
Public Safety

## HARDEST

Highway Facility

## MOST NOTICEABLE

Broadband  
Improve Infrastructure  
Reassess Road Quality / Extend Road Life  
Highway Facility  
Market Unused Land  
Support Economic Development

## KEY PROJECTS

Broadband  
Improve Infrastructure  
Electrical Grid  
Highway Grid  
Highway Facility  
Energy Efficiency  
Market Unused Land  
IT Efficiencies  
County Website

## SAVE / GENERATE MOST MONEY

Energy Efficiency  
Broadband  
Federal Funds  
Support Economic Development  
Maximize Existing Revenue  
Maximize IT Benefits  
Market Unused Land  
Fair (Public Projects/Events)  
Find New Funding Source  
Manage Debt

## EASY TO DO IN ONE YEAR

County Website  
Support Economic Development  
Market Unused Land  
Manage Debt

## MOST COSTLY \$\$\$

Highway Facility  
Broadband  
Improve Infrastructure  
Electrical Grid  
Energy Efficiency  
IT Efficiencies

*As part of our assessment of the prior strategic plan, links to an online survey or paper copies were sent out to all county employees, department heads, County Board members, and all county municipalities.*

*The responses were summarized and presented to the Ad Hoc Committee.*

**WON'T BE NOTICED**

- Lean Culture
- Energy Efficiency
- Maximize Existing Revenue
- Market Unused Land
- Extend Road Life
- Electrical Grid
- Manage Debt

**LIKELY TO GET LOST IN THE SHUFFLE**

- Review Recycling
- County Website
- Find New Resources
- Maximize IT Benefits
- Improve Service Coverage

**MOST FUN**

- Fair (Public Projects/Events)
- Broadband

***Defining Two Key Terms...  
...Objectives and Goals***

*For purposes of this report we define 'objectives' as actions that provide direction. They are usually general in nature or ongoing so they are often measured by progress made and not by tasks completed. Have efforts been made? Did change occur?*

*Goals are defined as something that requires action that is specific, measurable, attainable, and challenging. They can be completed.*

**VOTE YOUR TOP FIVE**

- 25 points      Broadband
- 17 points     Electrical Grid
- 8 points       Improve Infrastructure
- 7 point        Highway Facility
  
- 4 points       Maximize IT Benefits
- 4 Points       Fair (Public Projects/Events)
- 4 Points       Support Economic Development
  
- Other:
- 3 points       IT Efficiencies
- 2 points       Energy Efficiency
- 2 points       Market Unused Land
- 2 points       Manage Debt
- 1 point        Federal Funds
  
- 0 points       Maximize Existing Revenue
- 0 points       County Website
- 0 points       Improve Service Coverage
- 0 points       Extend Road Life
- 0 points       Review Recycling
- 0 points       Find New Funding Source
- 0 points       Re-Assess Road Quality
- 0 points       Lean Culture



## We also discussed but did not dwell on....

### OPPORTUNITIES

Technology Resources  
Incubator  
Room to Grow  
Low Development Cost

### CHALLENGES

Rural  
Deploy/Maintain Infrastructure  
Losing Young Talent  
Wage Levels  
Aging Population  
Cultural Diversity

### WEAKNESSES

Broadband  
Challenging Topography  
Spread Out  
Limited Special Services  
Conservative Funding  
Brain Drain  
Aging Housing Stock  
Climate

### STRENGTHS

People of Grant County  
Resources  
Diversity  
Cooperation  
Work Ethic  
Can-Do Attitude  
Educational System  
Medical System  
Emergency Services  
Workforce  
Diverse Economy  
Quality Infrastructure  
Ag Powerhouse  
Clean Water  
Unique Topography  
Safety  
Cost of Living

### STAKEHOLDERS

We reviewed the lists from earlier plans to help guide our thoughts about projects and activities.

This process was completed with the assistance of the  
University of Wisconsin-Extension/Grant County

James L Schneider  
Community Development Educator



Extension