

# Richland County Strategic Planning

2021



# Strategic Planning: Timeline

- Meetings
  - **February 10 – SWOT & Strategic Themes**
  - February 24 – Goal & Strategy Development
  - March 10 – Implementation
- March 16 – Preliminary report to the Board
- April 20 – Board adoption of the Plan

# Agenda

- Discuss draft Mission, Vision, Core Values
- SWOT Analysis
- Needs & Services Gap Analysis
- Develop Initial Strategic Themes
- Homework and Next Steps

# Core Values

- Integrity
- Public Service
- Accountability
- Open-minded

# Core Value 1: Integrity

- Honesty and transparency in all proceedings
  - Servant leadership
  - Public service
  - Multitude of experiences, breadth of experience
  - Enjoy the work

# Core Value 2: Public Service

- Serving professionally with competence, efficiency, and objectivity
  - Accountability
  - Diligence and follow-through
  - Doing things of relevance
  - Perseverance

# Core Value 3: Accountability

- Assume ownership for our activities with diligence and follow-through
  - Open-minded, broad minded
  - Listening
  - Responsiveness
  - Recognizing the intrinsic value in every person
  - Plant seeds for the future

# Core Value 4: Open-minded

- Desire to listen to others, govern with an open mind. Take all information, varied opinions, and make informed decisions. Compromise (achievable, realistic)



# Core Values

- Integrity
- Public Service
- Accountability
- Open-minded

# Mission Statement: Key Themes

- Services
- Local representation
- Community

# Draft Mission Statement 1

“County government must think strategically and anticipate the future, ensuring that the decisions made today will have lasting value and provide fiscal solvency. The needs of individuals must 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.”

# Draft Mission Statement 1

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# Draft Mission Statement 2

“Richland County strives to provide local access to services with innovation, accountability and responsible management of public resources. We are respectful of the needs of individuals while recognizing our responsibility to the community as a whole.

To encourage community involvement in decision-making by providing a venue for citizens who care to contribute to the betterment of the county.”

# Draft Mission Statement 2

“Richland County strives to provide local access to services with innovation, accountability and responsible management of public resources. We are respectful of the needs of individuals while recognizing our responsibility to the community as a whole.

To encourage community involvement in decision-making by providing a venue for citizens who care to contribute to the betterment of the county.”

# Vision Statement: Key Themes

- Financial
- Economic Development
- Proactive approach
- County management

# Draft Vision Statement 1

“Our vision is to create a vibrant Richland County where people choose to live, work, and raise a family. County government must think strategically and anticipate the future, ensuring that the decisions made today will have lasting value and provide fiscal solvency.”



# Draft Vision Statement 2

“A vibrant Richland County where people choose to live, work, and raise a family.”

# Draft Vision Statement 3

“A vibrant Richland County where people love life, enjoy their work, and raise thriving families.”

# Strategic Planning

- What we do
- How we do it
  
- What we *want* to do
- What we *should not* be doing

# Thoughts or questions on data:

# INTERNAL FACTORS

## STRENGTHS (+)

*What is the organization good at, its unique assets and resources, and how its positive attributes are perceived by others.*

## WEAKNESSES (-)

*Talk necessary improvements, any lacking resources, and how these negative attributes might be perceived by others.*

# EXTERNAL FACTORS

## OPPORTUNITIES (+)

*List doors that are currently open the county, opportunities to capitalize on, and how strengths can create new connections.*

## THREATS (-)

*List any harmful hazards, competitors, and how known weaknesses can open the door to threats.*

<b>P</b>	<b>Political</b>	List issues related to tax, trade, and employment law, regulations and overall stability, all of which are likely to impact your business' activities	
<b>E</b>	<b>Economic</b>	List factors such as inflation, growth, interest rates, and the unemployment rate	
<b>S</b>	<b>Social</b>	List issues such as culture, education, and demographics can influence the viability and development of your products and services	
<b>T</b>	<b>Technological</b>	Technological development, internet use and government-sponsored research and development should also be examined in terms of any potential barriers or advantages for the business	

# Internal Strengths:

## Board Responses

- Large board means high potential for representation and engagement, sharing the load
- Solutions to our local problems can be locally solved
- Supervisors that are engaged in full-time employment and in family, as it pulls in these perspectives. Diversity of ages.
- Engaged board, wanting to do something
- Great staff – pandemic has brought this to the forefront. Staff who see the larger context of county government

# Internal Strengths: Board Responses

- County board invest in its people
- Able to hire and retain well-qualified department heads
- Opportunity to attract workforce based on geography, beauty, safety, etc.



# Internal Weaknesses:

## Board Responses

- In middle of a government form transition to administrator
- Low property valuation and tax base
- High state aid dependency, high poverty rate
- Low job growth last five years
- Low income jobs / housing stock imbalance
- Low education of workforce
- Youth flight, demographic valley in workforce age group

# Internal Weaknesses:

## Board Responses

- Little to no perception by residents of county board members and staff
- Centralization of population in Richland Center – if the city is impacted, the county is impact. Also feeling by outlier communities that Center gets all the attention
- Training and on-boarding of county boards
- In a survival mode, fiscally. Low net new construction

# Internal Weaknesses:

## Board Responses

- Data on how the county compares to comparable counties
- HR Policies and procedures need improved – no structure has replaced Union processes. Documented rational way to identify barriers to innovation and necessary change, and gauge employee performance
- Way county board uses technology to share information
- Financial barriers to create a capital budget – lots of deferred maintenance

# Internal Gaps in ability to sustainably provide service

- Preservation mentality related to jobs. Time may needed to evaluate workforce in light of need
- Generators – set up to run automatically when things are shut down, but some labor and human maintenance is needed to ensure they continue to operate.

# External Opportunities: Board Responses

- Good mix of land use
- Food, recreation, forest – optimal for self-reliance for food preparation
- Stable population and long term living on the land – continuity of culture and knowledge of resource base
- Attraction of work from home knowledge workers and entrepreneurs based on rural living
- Opportunity to attract development which will leverage into housing, jobs, due to land
- Partnerships with Richland Center on EMS, Symons Center, E.D., back-tax properties – this has never been better

# External Opportunities: Board Responses

- Dark skies and beauty
- Leverage resources of the college for local initiatives
- Expand value added business in food production
- Regional connection / coordination to increase voice and synergy potential
- Completion of transition to admin will enable more broad forward thinking
- Potential for the University
- Jobs are here. Need housing to support this
- Outdoors and parks systems – could use county investment in staff to do this

# External Threats: Board Responses

- Broadband
- Political polarization and deadlock at fed level
- Looming economic contraction based on fossil fuels and financial bubble correction
- Brain drain / youth outmigration
- Nothing for young people to do
- Cost of housing vs. pay of of jobs in the county
- Closure of UW Campus

# External Threats: Board Responses

- Crime / drug issues resulting from economic slump
- Economic pressures from commodified food industry
- Loss of major employers
- Significant and prolonged national economic downturn
- State and national legislation / regulation not friendly to rural interests
- School open enrollment and perception of relative districts value
- Ag production loss from resource depletion / climate disruption



# Homework for 2/24

- Review this information and think of:
  - Key Strategic Themes
  - Goals: How will we know we've succeeded?
  - Objectives: Measures and targets to implement
- Review Strategic Plans from other counties – what do you like? Formats, projects, implementation, etc.

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