



**Langlade
County**™



"WISCONSIN'S COUNTY OF TRAILS"

STRATEGIC PLAN 2024-2026

**FOLLOW THE TRAIL TO RECREATION,
BUSINESS, FRIENDSHIP AND YOUR
FAMILY'S FUTURE!**

Summary

At the beginning of 2020, the Langlade County Board deemed it appropriate and necessary to take the time to evaluate its past and, more importantly, chart a course for the future. Moving forward, this would ensure that Langlade County's Mission and Core Values are updated, relevant and at the forefront of its operations. The County has gone through and experienced some significant changes over the past several years (environmental and cultural) that have caused the County Board to step back and re-evaluate its strategic position and goals. Mandated services are the core of the County and providing those services in an excellent fashion is of great importance. In addition, Langlade County wants to drive innovation and economic development by welcoming businesses to locate and/or sustain themselves within the community. By collaborating with the surrounding communities, Langlade County welcomes a strong workforce, diverse cultures and innovative ways of business thinking. Langlade County desires to ensure that its constituent communities are best served by offering programs/opportunities that foster growth, education and family values while taking advantage of its natural resources and continuing to be a destination of choice for its communities and those visiting them. As a governmental organization, financial pressures are ever prevalent; therefore, being efficient with our resources is crucial to our success. This plan articulates the County Board's vision for the future and creates alignment, clarity and focus across the Organization and within Langlade County's communities.

Members of the Strategic Planning Committee included:

Bruce McDougal- Langlade County Supervisor District # 13 - Towns of Antigo- Ward 1, Polar- Ward 2

Bob Benishek- Langlade County Supervisor District # 1 - First Ward - Antigo

Judy Nagel- Langlade County Clerk

Jason Hilger- Langlade County Administrator

Mark Desotell- City of Antigo Director of Administrative Services

Robin Stowe- Langlade County Corporation Counsel

Al Murray- Langlade County Forestry, Parks and Recreation Administrator

Angie Close- Executive Director Langlade County Economic Development Corporation

Art Lersch- Langlade County Area UW- Extension Director

This plan has been thoughtfully created/evaluated by the entire County Board and its Strategic Planning Committee. All involved agree that the strategies laid out, best position Langlade County to fulfill its mission successfully. This plan is a living document and will be periodically reviewed throughout its three-year cycle and updated on an annual basis or as deemed necessary.

Mission Statement

The primary mission of Langlade County Government is to provide essential services in a fiscally responsible manner that protects and promotes the health, safety, economic well-being, and environmental stewardship of our community. Through collaboration and partnership, we enhance and promote innovation that enriches our community, natural resources and businesses.

Core Values

During the 2023 Planning Sessions with the Strategic Planning Committee, Langlade County identified the following seven core values that are advocated throughout the organization:

- **Stewardship** - Langlade County elected officials and employees will act carefully and responsibly in the management of the financial, human and natural resources entrusted to them, in an effort to ensure current and future success.
- **Respect Thru Diversity** - Langlade County's elected officials and employees will respect each other's differences and value diversity as we foster empathy, kindness, creativity, innovation, inclusion and empowerment. We will conduct business with respect, honor, and esteem for each other and the community with due regard for the wishes, rights, and traditions of all involved in our organization and communities.
- **Integrity Thru Transparency** - Langlade County elected officials and employees will conduct business ethically, fairly and responsibly so that the public/community can confidently place their trust in us. We will strive to make the right decisions because it is the right thing to do and we will be accountable for our actions.
- **Continuous Improvement** - Langlade County elected officials and employees are committed to being accountable, creative and of a mindset of identifying problems and finding solutions - both large and small.
- **Can-Do Attitude** - Langlade County elected officials, employees, contractors, and volunteers will accomplish our mission and goals while serving the public with a can-do attitude.
- **Shared Purpose** - Through our shared purpose, Langlade County elected officials and employees will build confidence and trust through collaboration and teamwork; actively involving our community in the decision-making process with the ultimate goal of achieving our mission and core values.
- **Excellence** - Langlade County elected officials and employees are committed to doing the best job that they can every day by responding to our customer's requests in an equitable, timely, informative and thorough manner.

Strategies

During the 2023 Strategic Planning Sessions with the Strategic planning Committee, Langlade County agreed that to reach its goals in the next 3 years (2024 - 2026), Smart Goal strategies (consisting of 4 primary goals) will require great focus, effort and resources.

SMART GOALS: Specific, Measurable, Achievable, Relevant, Time-Bound

- **Specific:** An effective goal should be ultra-specific and leave little room for misinterpretation.
- **Measurable:** Goals should be quantifiable and the progress easy to track, providing accountability when a benchmark or the finish line is reached.
- **Achievable:** Where the rubber meets the road. Is a goal attainable? Goals must be realistic and with a determination that a specific goal is truly achievable, or an unrealistic ask.
- **Relevant:** Big picture time. Does the goal contribute to your bigger overarching goals? Ensure that setting goals contributes to planned accomplishments.
- **Time-Bound:** SMART objective goals should have defined start and end times, and, if large enough, should have defined dates to meet specific objectives.

1. GOAL NUMBER 1- ESTABLISH LANGLADE COUNTY AS A DESTINATION FOR RESIDENTIAL RELOCATION, INDUSTRIAL GROWTH AND RECREATIONAL OPPORTUNITIES

Purpose: To achieve business and industrial recruitment, higher sales tax revenue, additional net new construction, advances in employee recruitment and retention, lower unemployment and increased recognition of Langlade County as a location for personal and industrial location and recreation.

Designated Goal Leadership: Langlade County Economic Development Corporation, Langlade County Forestry, Parks & Recreation Department, City of Antigo Parks & Recreation Department, Antigo/Langlade County Chamber of Commerce, and the Langlade County Human Resource Taskforce.

Planned Achievable Objectives:

- a. **Establish Countywide Branding and Marketing- “Langlade County Wisconsin’s County of Trails”**

- Enhance branding identification by standardization of the County logo for utilization and messaging across all County programs including letterhead and correspondence by 12/31/2024.
 - Increase promotion of the County brand and message on all websites and social media sites by 12/31/2025.
 - Promote use of the standardized branding by local businesses and industry.
 - Establish signage on roads and trails promoting the brand and message by 12/31/2026.
- b. Promote Labor Recruitment and Retention**
- Identify and market quality of life opportunities in Langlade County by 12/31/2025.
 - Identify and market recreational benefits of Langlade County.
 - Establish a marketing plan for recruitment/retention of both private and public sector employees by 12/31/2025.
 - Develop a plan for affordable daycare. This may include employer-sponsored daycare as joint efforts to enhance employee recruitment and retention by 12/31/2026.
 - Work directly with NTC for programming support of labor needs within the County by 12/31/2026.
 - Create a plan to promote and sustain population growth to benefit local businesses and industry by 12/31/2026.
- c. Establish and Enhance Partnerships with Existing Businesses**
- Establish quarterly meetings with direct invitations to all known businesses, Cities, Villages and Towns by 12/31/2024.
 - Identify business needs for ongoing expansion and retention by 12/31/2026.
- d. Promote Recruitment of New Business and Industry**
- Foster collaboration to provide broadband fiber or high-speed tower transmission across the County by 12/31/2025.
 - Actively market and share capabilities of business locations, raw material supply, primary producers, and labor availability within the County through the Economic Development Corporation by 12/31/2024.
 - Actively market business locations currently available for acquisition through the Economic Development Corporation by 12/31/2024.
 - Identify vacant land available for business development and market those properties through the Economic Development Corporation by 12/31/2025.
 - Actively market agricultural and raw material supply capacity, primary industrial processing capacity, and existing industrial capacity through the Economic Development Corporation by 12/31/2025.

2. GOAL NUMBER 2 - ENHANCE COLLABORATION AND PARTNERSHIPS BETWEEN COUNTIES, CITIES, VILLAGES, TOWNS, NATIVE AMERICAN TRIBES, LOCAL EDUCATIONAL ORGANIZATIONS AND LOCAL CIVIC GROUPS.

Purpose: Establish common goals and collaborate on projects to provide community enhancements within Langlade County and the larger region through interactions and support.

Designated Goal Leadership: Langlade County Administrative Committee, County Administrative Team, Assigned County Department Heads, and other Langlade County, City, Village and Town leadership units.

Planned Achievable Objectives:

a. Enhance Intergovernmental and Civic Group Communications

- Establish a joint annual meeting of all Cities, Villages, Towns and Civic Groups within Langlade County by direct invitation by 12/31/2024.
- Establish joint quarterly meetings of all Cities, Villages, Towns and School Districts within the Langlade County and local regional economic development groups, and technical colleges by 12/31/2024.
- Establish a joint annual meeting of all Cities, Villages, and Towns within Langlade County, neighboring Counties and the Mole Lake, Forest County Potawatomi and Menominee Tribal Governments by 12/31/2025.
- Develop plans for Joint City/County/Town projects as needed.

b. Enhance Services Provided to Residents Related to Safety and Health

- Plan and develop a Diversion Program and Opioid Treatment Plans to reduce recidivism, reduce jail populations and keep taxpayers in productive roles in the community by 12/31/2024.
- Develop a County-Wide Risk Management Plan to address needs for emergency services, dispatching, election security, and a cyber-incident response. Consider consolidation of services across municipal boundaries where efficiency and enhancements may be made by 12/31/2025.
- Create a plan of action to address EMS and recruitment/retention of EMS employees in Langlade County and across the region by 12/31/2026.

c. Enhance Services Provided to Residents Related to Transportation

- Create a plan for enhancements to roads, trails and the airport for multimodal transportation efficiency within Langlade County by 12/31/2025.
- Review and revise the current land use and recreational plans to ensure support/promotion of motorized/non-motorized recreational trail maintenance/development to provide connections to all communities within Langlade County to other Counties and the State-wide trail systems by 12/31/2025.

- Create a plan for additional public utilization and preservation of current public transportation system by 12/31/2026.
- d. **Extend County and Local Government Planning Authority to Federal and State Programs**
 - Require coordination of this strategic plan along with other County and Local plans (established or developed) with Federal and State land use plans, as required, in various State and Federal regulations by 12/31/2026.
 - Promote legislative changes directly and through partner organizations to further the goals of this plan as needed.

3. GOAL NUMBER 3 - ENHANCE COUNTY PROGRAM MANAGEMENT AND REVENUE STREAMS

Purpose: Improve County program efficiency and enhance services to residents.

Designated Goal Leadership: County Administrative Team, County Department Heads, and Langlade County Employees.

Planned Achievable Objectives:

a. Maximize Funding for Programs and Services

- Review existing grant success and focus on additional grant writing opportunities.
 - Establish internal grant review partnerships amongst department heads by 12/31/2025.
 - Require annual grant application summary reporting of departments by 12/31/2025.
- Identify additional income sources from programs where that potential exists.
 - Document revenue generation efforts in annual reports from departments by 12/31/2025.
- Reduce cost of operations through planning and facility enhancements.
 - Establish a capital enhancement plan for cost reductions for each department by 12/31/2025.

b. Enhance Department Efficiency through Technology and Software Upgrades

- Develop a plan and implement a schedule to transition all software off the AS400 system to a new system by 12/31/2026.

c. Enhance Communication with Elected Officials, Employees, Taxpayers, and Constituents

- Simplify County websites to improve navigation to departments by 12/31/2025.
- Increase the use of social media platforms by departments by 12/31/2026.

4. GOAL NUMBER 4 - CONSERVE AND MANAGE NATURAL RESOURCES AND PROVIDE LAND USE NEEDS OF LOCAL COMMUNITIES AND RESIDENTS

Purpose: To conserve the water, lands and resources of Langlade County while providing for the land use needs of the community.

Designated Goal Leadership: County Forestry, Parks and Recreation Administrator, County Conservation Director, and the County Zoning Department Director.

Planned Achievable Objectives:

a. Support Active Management of Forest Lands

- Review and revise the current land use plan to ensure support of active management of all forested lands within the County.
- Recognize the raw material supply, recreational opportunities and ecosystem services of water quality protection, air quality protection, soil protection and fish/wildlife habitat that the forest provides to Langlade County, the State of Wisconsin and the United States of America.
- Recommend legislative actions to preserve Langlade County's ability to plan and regulate future land use within Langlade County by 12/31/2025.
- Support staffing levels and funding to adequately manage all County Forest lands.
- Monitor and support the forested lands under the Wisconsin Managed Forest Law.

b. Support Agricultural Activities on all Established Farms and Agricultural Lands.

- Recognize and market the importance of the food products that the agricultural lands provide to Langlade County, the State of Wisconsin and the United States of America.
- Recommend legislative actions to preserve Langlade County's ability to plan and regulate future land use within Langlade County by 12/31/2025.

c. Support of Activities of the Land Conservation Programs Related to Water Quality and Soil Productivity

- Support State funding to provide staffing levels which provide regulatory inspections of land management activities to limit negative effects on water quality of drinking water by 12/31/2024.
- Support State funding to provide additional monitoring of waste deposition, pesticide and fertilizer applications by 12/31/2025.
- Support State funding to provide water testing of wells and water supplies to ensure safe drinking water for all residents of the County by 12/31/2025.

d. Support of Activities of the Parks and Recreation Programs to Meet Recreational Needs

- Support staffing levels and funding to maintain and improve current parks, recreation and fairgrounds facilities; utilizing grant funding where available.
- Support staffing levels and funding to maintain and improve current motorized and non-motorized recreational trails; utilizing grant funding where available.
- Support staffing levels to maintain and improve current public campground facilities; utilizing grant funding where available.
- Create a capital Improvement plan for motorized and non-motorized trails by 12/31/2024.
- Create a capital improvement plan for campground facilities by 12/31/2024.
- Create a capital improvement plan for parks, recreation and fairground facilities by 12/31/2025.

REVIEW/UPDATES

A strategic plan is not a static document but rather serves as a compass to a flexible blueprint for action. The intent of this document is to identify key goals, to provide clear measurements of success, to create efficiencies in operations and to serve the Mission of Langlade County; exemplifying our Core Values.

This strategic plan will be formally evaluated/updated at the beginning of each fiscal year by project leads to redefine annual objectives and to identify/define any changes. Updates, sent to the Strategic Planning Committee, will ensure that Langlade County is working from the most updated version.