JEFFERSON COUNTY
STRATEGIC PLANNING STEERING COMMITTEE

Jefferson County Government Strategic Planning Process
Proceedings Reports: Workshops 1-13
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UW-Extension, Jefferson County Office, Room 8/9 and Room 12

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Introductory Section

OPENER QUESTION

Participants all responded to one or more of these questions:

Think about what is important to you as you fulfill your role as a leader in Jefferson County government. Briefly share with us a response to one or more of these questions:

What do you value and care about most in your current leadership role?

Or

What most motivates you in your responsibilities with Jefferson County government?

Or

Describe what you think is of primary importance to help assure that we have a County government that is functioning at a high level?
ROLES

The facilitator summarized the various roles identified by the Coordinating Work Group. Participants added a role for the Administration and Rules Committee.

Planning Team/Steering Committee

- Responsible for developing the plan
- Responsible for providing input at each workshop

Coordinating Work Group

- Responsible for providing logistics and keeping the process going in between meetings

Facilitator

- Responsible for leading the workshop processes to enable the Steering Committee to work together, including managing the discussion and tools

Project Manager

- Responsible for overseeing the plan process

Other County Board Members/Department Heads

- Opportunity to make additional input at workshops.
- Department Heads to be updated at Department Head meetings

Administration and Rules Committee

- Responsible for status reports to the County Board
MEETING GUIDELINES

The participants reviewed some prototype meeting guidelines. In addition, some new guidelines were introduced by participants.

- Be open to new ideas by respecting others' opinions.
- Actively participate.
- No right or wrong answers/responses (so avoid being judgmental).
- Be concise so everyone can participate.
- Only one person talks at a time.
- Pass if you choose not to speak.
- All are of the same status during our workshop time. Level playing field among Steering Committee members.
- Try to enjoy this.

Additional New Guidelines

- Decision-making:
  - Strive for consensus.
  - Steering Committee (of 15) will be make decision during steps of the process
- Strive not to be parochial
  - Plan is for the whole County
  - Ideas represent the entire County’s interest
- Five-minute break towards mid-point of workshop
DEFINITIONS OF CONSENSUS

a. Consensus is a participatory process by which a group thinks and feels together in route to their decision. (Kaner)

b. Consensus is a state of affairs where communications have been sufficiently open and makes everyone in the group feel they had a fair chance to influence the decision; those who do not agree with the majority alternative nevertheless understand it and are prepared to support it (or live with it). (Trent adapted)

Note:
- This does not mean unanimous agreement.
- There are typically “gradients of agreement”.

Gradients of Agreement

<table>
<thead>
<tr>
<th>Endorse</th>
<th>Agree with Reservations</th>
<th>Stand Aside</th>
<th>Formally Disagree (but won’t stop)</th>
</tr>
</thead>
<tbody>
<tr>
<td>“I like it.”</td>
<td>“I can live with it.”</td>
<td>“Don’t like it, but don’t want to hold up the group.”</td>
<td>“Want my disagreement noted, but I support the process and the decision.” (Kaner adapted)</td>
</tr>
</tbody>
</table>
Struggling to understand a wide range of foreign or opposing ideas is not a pleasant experience. Group members can be repetitious, insensitive, defensive, short-tempered ... When this occurs, most people don't have the slightest notion of what's happening to them. Sometimes the mere act of acknowledging the existence of the Groan Zone can be a significant step for a group to take.
Section 1
STAKEHOLDER ANALYSIS
(Those individuals/groups that we affect and that affect us.)

Participants generated a list of external and internal stakeholders. Participants then nominated a shorter list of primary stakeholders and those that may warrant extra emphasis during development of this plan.

External
- Future Generations
- Businesses (Present and Future)
- People of the County
  - Taxpayers
  - Voters
- Families
- Youth
- Federal Government
- State of Wisconsin
  - Rules and Regulations
  - Lawmakers
  - DNR
- Other Units of Government
- Churches/Faith Groups
- Potential Clients (Countryside)
- Realtors
- Broad-based Customer
- Bordering Counties
- Commuters (Work here.)
- Wildlife
- Guests of Residents
- Ag Groups/Farmers/Producers
- Veterans

Internal
- Employees
- Clients of Departments
- Residents of Countryside
- Individual Departments
- County Board of Supervisors
- Vendors for Departments
- Prisoners
- Volunteers
- Judicial Staff
- Unions
- Boards/Commissions
- Committees

Nonprofits
- Literacy Council
- PADA
- Etc.
- Supporters/Advocates of Jefferson County
- Philanthropists
- Environment
- Tourists
- Tourism
- Media
- Investors
- Absentee Owners/Landlords
- Crime Victims
- Local EMS/Emergency Services
- Transportation
  - Drivers
  - Airports
  - Railroads
- Homeless People
- Transients
- Non-English Speakers
- Migrants

Note:
- Primary Stakeholder
- Secondary Stakeholder
PERFORMANCE CRITERIA/HOW WE WOULD BE JUDGED BY STAKEHOLDERS

Participants developed performance criteria for two primary internal and three primary external stakeholder groups. This could be done for additional stakeholder groups or this type of methodology could be informally used when considering key stakeholders.

Clients of Departments/Customers of Our Services

a. Extent to which we provide safety to our clients/customers
b. Extent to which we provide accessibility (by phone, etc.) to our clients/customers
c. Extent to which we are currently providing what our clients/customers want now
d. Extent to which we provide quality service to clients/customers
e. Extent to which we are responsive/have turnaround
f. Extent to which there is effective communication between us and our customers/clients
g. Extent to which there are satisfactory outcomes for our customers/clients (Did the problem get solved/answers provided?)
h. Extent to which our customers/clients feel we are fair
i. Extent to which our customers/clients feel we practice justice/ethics
j. Extent to which our customers feel we are a good value
k. Extent to which we learn and extent to which we improve/respond to feedback from our customers/clients
l. Extent to which we provide a healthy environment (absence of illness/sense of well being) for our customers/clients
m. Extent to which our customers/clients feel we provide for and protect the common-wealth
n. Extent to which our customers/clients feel that we enable freedom, sustainability, protection

o. Extent to which we plan for anticipated future needs.
Employees and Union

a. Extent to which employees/union feel we are fair

b. Extent to which we enable trust by employees/union

c. Extent to which employees have a sense of security/total compensation package/job security and stability

d. Extent to which employees/union feel we have competent and capable leadership

e. Extent to which employees feel appreciated and recognized

f. Extent to which employees feel involved/included

g. Extent to which we communicate with employees

h. Extent to which employees’ expectations of availability are met

i. Extent to which employees have a sense of accomplishment (have purpose and meaning)

j. Extent to which employees’ personal values match the organization’s

k. Extent to which employees feel safe

l. Extent to which employees feel that the organization is open/honest/transparent

m. Extent to which employees feel they have the “right to organize/negotiate”

n. Extent to which employees feel challenged/given leadership opportunities

o. Extent to which employees are given opportunities for continuous learning/proper training/tools

p. Extent to which employees feel that problems are dealt with in a timely and appropriate manner

q. Extent to which employees feel that expectations are clear

r. Extent to which employees feel that there is mutual accountability and mutual responsibility (for employees and employers)
Businesses

a. Extent to which there is adequate infrastructure (roads, communication, transportation) for businesses

b. Extent to which there is accessibility for businesses

c. Extent to which the County has a welcoming business environment

d. Extent to which businesses feel there is timeliness of response and lack of red tape

e. Extent to which public safety is provided and health care and mental health are accessible and affordable

f. Extent to which businesses feel there is consistency (Zoning) and fairness/appropriateness in regulation

g. Extent to which businesses feel they are able to grow

h. Extent to which businesses feel that the County is interested in a partnership with them

i. Extent to which businesses feel there is accountability in government

j. Extent to which businesses feel there are low taxes, value for taxes and appropriate taxes for value

k. Extent to which businesses feel that there is a high quality of life that is attractive to their employees

l. Extent to which businesses feel there are recreational opportunities and a healthy environment in the County

m. Extent to which there is a strong commitment to education, continuing education and a quality workforce

n. Extent to which businesses are recognized for their gifts to Jefferson County

o. Extent to which there is accessibility to County resources for businesses

p. Extent to which appropriate legal systems are in place

q. Extent to which business needs are supported

r. Extent to which there is open communication between businesses and County government
Future Generations

a. Extent to which future generations will have effective, affordable government

b. Extent to which future generations will have a healthy environment

c. Extent to which future generations will have access to resources

d. Extent to which future generations will have quality of life (clean lakes/rivers)

e. Extent to which future generations will practice the concept of sustainability (continue what we have in Jefferson County: e.g. food/transportation/public safety/educational opportunity/meaningful jobs/recreational opportunities; and will be able to have energy available and will be able to restore ecological and social resources).

f. Extent to which future generations are able to accommodate/respond to/provide for the retired and aging

g. Extent to which future generations have a higher standard of living

h. Extent to which government responds to expectations for on-demand services from a more mobile society

i. Extent to which future generations have open, clean government and trust in the government

j. Extent to which future generations have affordable and high-quality educational opportunities

k. Extent to which future generations have affordable housing and affordable living

l. Extent to which future generations have family-supporting jobs

m. Extent to which future generations respond to increasing diversity
People of the County

The participants suggested that the “People of the County” is of encompassing importance when considering criteria for how Jefferson County government’s performance could be judged. As a reaffirmation, the measures of effectiveness for the following three stakeholder groups represent a set of criteria for the “People of Jefferson County”.

− See Business
− See Future Generations
− See Clients of Departments/Customers of Our Services

Note: We will be paying close attention to this group throughout the process.
Section 2
MANDATES
(Organizational Musts)

Participants first identified, generalized and characterized important formal or codified mandates. In some cases, the source for more detailed identification is cited. This section is organized around County departments and functions, and represents mandates noted and emphasized by participants, recognizing that not all departments and functions were present.

Participants then identified informal mandates or expectations from stakeholders.

Formal

A. Human Services (has a six-page list of federal and state mandates)
   a. Mandated to serve specific populations (elderly, developmentally disabled, mental health, substance abuse, children – abuse/neglect/Birth-3/delinquents, economic support)
   b. Mandated by state/federal government
   c. Mandated to protect the vulnerable
   d. Mandated to provide public assistance and services to all these categories
   e. Mandated to perform some entitlements
   f. Some mandates are court-ordered

Note: Additional details on Human Services formal mandates are available.

B. Sheriff
   a. Constitutional mandates
   b. Provide for public safety (but doesn’t say how)
   c. Attendant to the courts (writs, prisoner transfer, court security/protection of courtroom, warrants)
   d. Some mandates on “pursuit policies”
   e. Maintain the jail (e.g. health, cleanliness, accountability of inmates)
   f. Dispatch for the community/telecommunications (some are formal and some are informal)
   g. Sex offender registration
   h. Traffic (comes under “provide for public safety”)

Notes: There is some discretion on the level of service. Traffic safety is not mandated.

C. County Clerk
   a. Elections
   b. Licenses

D. Treasurer
   a. Collect money
   b. Invest money
E. Clerk of Court
   a. Maintain files
   b. Provide infrastructure to support State

F. District Attorney (State employee)
   a. Mandated State functions for keeping a District Attorney’s office

G. Coroner

H. Register of Deeds
   a. Record documents

I. Highways
   a. Statutory to maintain highways and bridges

J. Lake District
   a. Requires County representation

K. Parks
   a. Park gifts and land grants. There are deed restrictions/conditions on how land must be used (Kanow/Indian Mounds/Garman/Dorothy Carnes)

L. Public Health
   a. Mandated core group to control communicable disease

M. Libraries
   a. Mandated to tax for them and some reimbursement mechanism to other counties

N. Limits
   a. State levy limits; debt levy limits; sales tax limits.

Note: Can refer to Sauk County as a base document since they have researched a long list of typical County formal mandates.
Informal Mandates (Expectations)

A. Professional support among County departments is expected.

B. There is an expectation of informal working relationships/collaboration among departments and the County Board.

C. There is an expectation of staff to help decision-makers.

D. There is an expectation of the County Sheriff to provide additional public safety to local communities
   a. Jefferson County has water-support expectations
   b. There are "mutual aid" expectations; expectations to be able to “count on” each other/among.

E. There is the expectation the “umbrella service” will be provided. (i.e. Economic Development, UW-Extension/4-H, Fair Park, Countryside, Free Clinic, Women/Infants/Children – WIC, Parks).

F. County parks are expected (some use City services; some share in operations).

G. There is an expectation of a high level of service from the Highway Department (but this is a level of service consideration).

H. Towns expect to have the County Highway Department as a “fall-back”.

I. Maintaining State highways is a voluntary contract; not mandated.

J. There is an expectation of some involvement by the County in oversight of libraries (Library Board).

K. Citizens appear to want a Board of Public Health, but his is voluntary. Note: Once we have it, there are mandated functions.

L. There is an expectation to share funding for the County Bike Plan among Corporate Partners/Cities/Town/County.

M. There is an expectation to have Zoning and Smart Growth (blend of formal and informal mandates).
   a. Zoning
   b. All 16 Towns have turned this over to the County.

N. Farmland Preservation has come to be expected..

O. Umbrella – All governments rely on County Land Information.
P. There is an expectation for clean sweeps/hazardous waste removal.

Q. Certain communities have cut back on law enforcement services (Johnson Creek/Palmyra) and this then falls on the County Sheriff (blend of formal and informal).

R. There is an expectation for passports.

S. Snowmobile coordination is expected (with revenue).

T. Emergency Management operations are expected when cities/towns/other are overwhelmed. Note: Then statute dictates how the function is operated.

U. Public Health is expected to address new grant opportunities (i.e. public health preparedness). It’s the same with Economic Development. Note: Again, some mandates kick in after choosing to perform a function.

V. There is an expectation to manage publicly owned farm land (560 acres).

W. The concept of providing nursing care for the elderly is a high public expectation.

X. Flood mitigation has been implemented via policy.
Discussion on Implications of Mandates for Future County Direction

Participants shared perspectives on how they viewed the implications of formal and informal mandates for future County direction.

a. Emphasize collaboration and cooperation among units of government in meeting mandates.

b. There is constant difficulty in various units working together. Jefferson County can be a coordinating entity, but there are opportunities and challenges in getting cities to share this interest.

c. There may be a need to have a sense of priority on informal mandates since we can’t do it all.

d. Informal mandates include functions that are a “safety net”.

e. It will be important to identify “criteria” in helping to provide priorities.

f. There is a need for education/clarity on these mandates.

g. There is a challenge to department heads in providing public education in their leadership roles.

h. There is an expectation by smaller units of government to turn to the County government for their professional resources on education/planning/safety/health ---- which is a challenge.

i. We/the County must determine where we are going to be “the expert/the resource”.

j. Are there ways to meet mandates on a more “regional basis” and on an improved internal/departmental” collaborative basis?

k. Emphasize the importance of County departments responding to formal/informal mandates by better cooperation.

l. As revenue is limited, it restricts our ability to move into new directions and may require consolidation/dropping.

m. How do we meet informal expectations of “continuing education” with limited time and resources?

n. There is an opportunity to get some mandates changed (at the State level) by partnering with other units of government, possibly sharing lobbying efforts with “like-minded” comparable counties.

o. Move toward mandate relief through regional planning/regional efforts.
Step 3: Values and Mission

- **Values Identification Exercise:**
  - What are our core values in Jefferson County government?

  Other ways of framing this question:
  - What do we really care about in relating to key stakeholders?
  - What is our philosophy as to how we would like to be viewed?
  - What are the values that we should have that help indicate how Jefferson County wants to operate?

- **Purpose and Mission Exercises:**
  - As a government organization, what is our county government purpose?

    Other ways of framing this question:
    - What are we here to do?
    - What are the basic social and community needs that we address?

  - As a leadership structure (County Board/Management Team), what is our purpose and role in filling these needs?
Section 3
VALUES AND MISSION

Values Exercise
(Values should articulate how the organization will conduct itself.)

The Steering Committee participated in a “Values Identification Exercise”. The exercise was intended to identify some of the core values in Jefferson County government. The following questions were used to draw out possible core values in Jefferson County government.

- What do we really care about in relating to key stakeholders?
- What is our philosophy as to how we would like to be viewed?
- What are the values that we should have that help indicate how Jefferson County wants to operate?

Draft Excerpts from Section 3: Values and Mission (10/30/09)
Steering Committee’s Alternative for Organizing Values

This section organizes all of the Values Statements within the “Service, Skills and Stewardship” broad categories. All statements are retained, and have been arranged and placed in the order as determined by the results of the straw poll exercise. Those values with four or more votes were emphasized at the workshop and have been highlighted in bold.

■ SERVICE
A. People Interaction (17 votes)
   a. **Respect:** We respect others and people we come in contact with (including future generations); the “Golden Rule” extended over time. (8 votes)
   b. **Transparency:** We need to abide by open meetings laws and welcome public input and be as open as possible. (5 votes)
   c. Compassion: We will understand the needs of others; empathy. (3 votes)
   d. Collaboration: We will collaborate within county government, with other units of government and with the public. (1 vote)
   e. Cultural Diversity: We have to have an understanding of other cultures - other cultures’ motivation; resources available to all cultures (many races, many cultures, beyond just the classic “Midwest Culture” of independence and resilience).
   f. Approachable: People are apprehensive about coming to government because they are fearful of retaliation. People need to feel more at ease with government.
   g. Subsidiary: We are servants of the people.

B. Personality-Like Traits (13 votes)
   a. **Honesty:** We will assess cost and value accurately, holistically and honestly. (7 votes)
   b. **Responsibility:** We have equal and binding responsibility for our many rights. We are responsible for ourselves, our nation, our world and future generations. (4 votes)
   c. Integrity: We stick to what we say we will do and we will stand by our mission. (2 votes)
   d. Dependable: We are here to serve when people need us and they can count on us.
   e. Realistic: We are based in science.
C. Functions (7 votes)
   a. Service: It is government’s job to provide service. We serve the public in police, health care, land usage, highways…all of the entities of government. We serve our clientele somehow. (3 votes)
   b. Service above Self: We are here to provide the public with services they need and want (not to sustain the bureaucracy). (3 votes)
   c. Safety: We will provide all aspects of public safety (sheriff, courts, highways, etc.). (1 vote)

D. Action-Oriented (1 vote) (2 votes)
   a. Responsive: We can get back to our clients in a responsive way, and not let them “hang”. (2 votes)
   b. Timeliness: We cannot be professional without being timely in our response. Do things as quickly as practicable.
   c. Simplify.

■ STEWARDSHIP
A. Trust (20 votes)
   a. Stewardship: We need to be wise stewards of what has been entrusted to us. (financial, timeliness, people resources, natural resources, etc.). (8 votes)
   b. Stewardship: We are stewards of things that are entrusted to us (such as buildings, facilities, equipment, land, vehicles, etc.). (2 votes) (10 votes with a. and b.)
   c. Accountability: We have to be accountable for what we are striving to do; we should have explanations but not excuses. (8 votes)
   d. System Integrity: We would act as intermediaries for the hopes of our citizens to the extent that county government can do this. (2 votes)
   e. Frugal: We are spending other people’s money and we need to be respectful of that.

B. Equity (3 votes)
   a. Equity (2 votes)
   b. Fairness: All our clients have different problems and we treat them fairly and all at the same level. (1 vote)
   c. Secular: We approach things in a religious-neutral way.
   d. Solidarity: All people are equal.
   e. Fairness: We will treat everybody equally.

C. Restore/Maintain Over Time (2 votes)
   a. Sustainable: government can be continued indefinitely. (2 votes)
   b. Resilience: We are operating in a restorative manner in regards to capital (social and ecological capital).
SKILLS
A. Skills (1 vote)/Talent/Proficiency (11 votes)
   a. Competence: Exercise responsibility in doing my job and having the necessary skill-set. (5 votes)
   b. Professionalism and Efficiency: When we deal with the public we handle it in both a professional and quick manner. We will get the answer right away or get them to the right place. (4 votes)
   c. Expert/Leader: We are counted on to provide the leadership and expertise in a variety of areas. We have to be able to respond in a way that the public is confident that we know what we are doing. (1 vote)
   d. Quality: Important to provide quality care and services using many of the five core values that were identified. Caveat: This can only be done up to the level of available resources

B. Thinking/Intellect (9 votes)
   f. Innovation: We are willing to approach things differently than they have been done before; get beyond “that’s the way we have always done it.” (5 votes)
   g. Knowledgeable: We try to get the answers to clients’ questions and we try to do this when people don’t know where to turn. We will get the answer promptly, and we will be their “last call.” (3 votes)
   h. Open-minded: We are open to the views of others including different views and outlooks. (1 vote)
   i. Creative: We are proactive, progressive and not just “cutting”.

Observations and Comments From Workshop 5
The Steering Committee affirmed this section on values, and it reflects an organized set of important values for Jefferson County government. It also indicates those values with more emphasis.
Mission/Purpose of County Government

Mission Exercise
(A mission statement is a clarification of an organization’s purpose; a purpose is what the organization does; the purpose states the core function of the organization.)

The Steering Committee participated in a “Mission Statement Exercise”. The exercise was intended to give each Steering Committee member an opportunity to develop a mission statement for Jefferson County government. The following questions were used to draw out possible mission statements for Jefferson County government.

- What is our fundamental purpose as a County government organization?
- What are we here to do?
- What are the basic social and community needs that we address?

The Steering Committee recognized that additional work in organizing these suggested mission statements will be needed, but this represents the initial effort by the Steering Committee.

A. To provide efficient, responsive, quality service in response to public needs of Jefferson County residents and its future generations.

B. To provide quality and efficient public services.

C. To meet the needs of our people, the environment and the economy.

D. To serve the people with honesty and integrity.

E. To serve and protect people in Jefferson County efficiently and reliably.

F. To provide basic government services to allow people to become self sufficient and accountable for themselves.

G. To meet the needs of the citizens, the environment, the economy while being good stewards of the resources available.

H. To provide visionary leadership in the delivery of quality governmental services.

I. To provide quality care and services to County residents and others.

J. Acting as stewards of the public’s resources to protect and serve.

K. To protect and serve Jefferson County residents to improve quality of life and fulfill government’s responsibilities.

L. Working together for the betterment of the people of Jefferson County now and into the future.

M. Provide for the health, safety and welfare of Jefferson County today and tomorrow.

N. To provide initiatives, services and opportunities for the well-being of all citizens of Jefferson County.
O. To serve and protect,
    with real integrity,
    people and commonwealth.

P. To provide residents and visitors with quality services and maintain our invaluable resources.

Q. Honest and fair in all we do,
    To protect and serve,
    We do that too.

Notes:

a. We underlined some phrases, concepts that appear frequently or capture common themes with some level of agreement.

b. For Item F, could possibly include “help people reach their potential.”

c. Consider notions of “community capacity”.

d. Question: Is the ultimate “quality of life”? Do we want to identify “where we are heading?”

e. Department Mission Statements for Steering Committee.

Refined Mission Statement Alternatives Thus Far

Listed below are alternative mission statements as one way of refining to a shorter list. These are based on the “Observations and Comments” in the prior section. The alternatives have been placed in order of a “purpose-hierarchy” with the broader purpose as Alternative 1 ranging to a more limited purpose in Alternative 5.

Alternative 1
C. To meet the needs of our people, the environment and the economy. (underlined at Workshop 3)

Alternative 2
G. To meet the needs of the citizens, the environment, the economy while being good stewards of the resources available. (from Workshop 3)

Alternative 3
K. To protect and serve Jefferson County residents, to improve quality of life and fulfill government’s responsibility. (from Workshop 3)

Alternative 4
To meet the County’s responsibilities to (the State?), its citizens, the environment and the economy. (suggested at Workshop 4 including notions from C., K. and G. plus a suggestion by the Coordinating Work Group in parentheses)

Alternative 5
To provide the services required and expressly granted by the State. (suggested at Workshop 4)
Observations and Comments from Workshop 5

- Likes 4 but would expand: county’s and states responsibilities, citizens aspirations, environmental realities, and promote economic stability.

- Likes to protect and serve. More limited. Likes Alternative 3.

- “Aspirations” goes too far. Likes alternative 3.

- Alternative 3: can’t control quality of life. Difficult to assure.

- Do not like Alternative 3. “Protect and serve” looks just like law enforcement. Others agree. Like we are big brother. This is on a lot of squad cars. We are not servants in a democracy.

- Strong disagreement on objection to “service”. A good leader is a servant.

- Alt. 1 and 5 are too far out. Need to be somewhere in the middle. Could remove these two to narrow this a little.

- Likes quality of life but not improve. But likes promoting quality of life. Would like to see the quality of life.

- Alternative 4 To fulfill rather than to meet.

- Alternative 3 and 4 Merge: To promote quality of life and fulfill county government’s responsibilities. (Alternative 6: “To fulfill County government’s responsibilities and promote the quality of life in Jefferson County.”)

- Quality of life speaks to economic, environment.

- Are we getting at doing within available resources. Possibly handled in values.

- Next version:. Keep 3 and 4 and indicate the new alternative may bring those together. (Call this merger of alternatives “Alternative 6”)”

- Suggest that we don’t take a final action on this mission until after the general public input.

Mission Statements from Workshop 5

**Alternative 3:** To protect and serve Jefferson County residents, to improve quality of life and fulfill government’s responsibility.

**Alternative 4:** To meet the County’s responsibilities to (the State?), its citizens, the environment and the economy

**Alternative 6 (Merged 3 and 4):** To fulfill County government’s responsibilities and promote the quality of life in Jefferson County.

Note: The Coordinating Work Group recognizes that developing a purpose/mission for County Leadership (County Board and departments) has been talked about. They recommend that this effort be postponed to later in the process or as a future effort.
Observations and Comments on Mission from Workshop 6
The Steering Committee paired-off and reflected on the three short-listed mission statement alternatives (3,4 and 6), and reported out their suggestions from the seven reflecting groups:

a) Like alternative 6; simple and easy; like promote over improve
b) To fulfill: restate what we do?; 6 works but is bland and not referencing the future.
c) Revised 6: “To serve county residents by fulfilling County government’s responsibility and by promoting the quality of life in Jefferson County.” The term “serve” enables response in a variety of ways (for all departments/functions). Likes quality of life. Opens variety. All departments could have a part of this.
d) Revised 6: to promote the quality of life while fulfilling government’s responsibilities.
e) No on alternative 3. Liked Item c. above for a revised 6.
g) Like 6; with two revisions; add responsibilities “to its citizens”; rather than say “promote” say “contribute toward quality of life”. Promotion is just one type of action and is more marketing-oriented rather than what we do.
h) Instead of “contribute” say “advance” in Item g. above.
i) Could wordsmith by a designated group to integrate into a final mission.
j) Question on using “citizens”; citizens may not capture the “people”.
k) Does using citizen leave some people out? Perhaps not since it is implicit that the “citizen” is a way to suggest full “people involvement”.
l) Instead of citizen, use the “people in Jefferson County”
m) Using “Citizens” is broader than residents.
n) In summary, all groups generally like Alternative 6 as the foundation mission. May want to incorporate some of the suggested refinements. The Steering Committee delegated to the Coordinating Work Group the task of coming up with 2 or 3 variations and a possible recommendation.

Mission Statements from Workshop 6

Alternative 6: To fulfill County government’s responsibilities and promote the quality of life in Jefferson County.

Alternative 6a: To serve county residents by fulfilling County government’s responsibility and by promoting the quality of life in Jefferson County.

Alternative 6b: To fulfill County government’s responsibilities to its citizens and contribute toward the quality of life in Jefferson County.

Alternative 6c: To fulfill County government’s responsibilities to its citizens and advance the quality of life in Jefferson County.
Section 3
VALUES AND MISSION

Approved Mission Statement and Motto

- The Steering Committee reviewed the four final alternative Mission Statements that were developed at Workshop 6. (All four were slight variations of the generally preferred mission statement.)

- The Steering Committee discussed the evolution and rationale of Alternative 6c which represented the final refinement of the candidate Mission Statements at Workshop 6.

- This Mission Statement reads: “To fulfill County government’s responsibilities to its citizens and advance the quality of life in Jefferson County.”

- A straw poll showed strong agreement with this as our mission.

- There was still in interest in a shorter version (i.e. motto) for communication purposes.

- This could be a communications strategy area. To develop this motto.

- Gail suggested a motto: “Responsible government advancing quality of life”; Jim/Carla suggested: “To serve to plan to advance”

- A variation was proposed: “Jefferson County: Responsible government advancing quality of life.”

- There was consensus on both the mission statement and the motto.

Jefferson County Government Mission Statement

“To fulfill County government’s responsibilities to its citizens and advance the quality of life in Jefferson County.”
(Approved by Steering Committee on 8/25/10)

Motto

“Jefferson County: Responsible government advancing quality of life.”
(Approved by Steering Committee on 8/25/10)
Section 4
STRENGTHS, WEAKNESSES, OPPORTUNITIES
AND CHALLENGES (S.W.O.C.) ANALYSIS

The participants responded to these four elements to help clarify the condition that the organization (Jefferson County Government) operates. The strengths and weaknesses look at the past and present, and are assessments of the internal organization. The challenges and opportunities/hopes look into the future. While more emphasis is given to the external environment (especially with the challenges), the opportunities and hopes provided room for thinking about the County government organization of the future. The SWOC analysis supplies an overall systems view of the organization, and it brings to the surface clues for identifying key strategic issues and the contours of effective strategies. The opportunities and hopes exercise provides an early foundation for vision statements for Jefferson County as an overall setting and community as well as an organization.

The input has been organized into theme or possible preliminary issue areas (based in part on the UWEX Governing Body Assessment Tool methodology). The level of agreement or disagreement of these items has not yet been determined.

➢ Current Condition Assessment

INTERNAL STRENGTHS
Internal strengths are resources or capabilities that help an organization accomplish its mission. (Examples include a professional staff, adequate resources, strong leadership, good teamwork, trust, creative environment, physical plant attributes, etc.)

Culture and Values
a. Caring culture.
b. A desire to do the right thing.
c. We have resilience and humor in the face of difficulty.
d. We work in a respectful environment.
e. We have good people. (This lists reflects "good people" over and over again).

Fiscal/Economic
a. Fiscally conservative.
b. Fiscal discipline.
c. Base level of funding guaranteed from property taxes (unlike private sector).
d. We are good at fiscal management and we have good checks and balances; major purchases go through the finance committee; things are scrutinized.

Group Relationships
a. Great teamwork.
b. Good teamwork and the goal of satisfying the consumer.
c. Friendly and cooperative.
d. We have open communication between staff and management and between County Board Committees, County Administrator and staff...we are getting better at this.
e. We have good relationships between the constitutional officers, County Board and County Administrator, Judges: this is not the case in all counties.
f. The non partisan reality of the County Board has still worked out well. There are good working relationships even though different partisan positions.
g. We had unbelievable cooperation among departments during the flood.
**Department/Workforce**

a. Competent staff.
b. The various departments have strong leadership and dedicated employees.
c. A lot of experienced personnel.
d. Strong knowledge and expertise of their area.
e. Experienced, professional managers as department heads.
f. Strong professional and dedicated staff.
g. Caring and compassionate departments.
h. Qualified personnel.
i. Committed staff.
j. Employees, especially some of the long term, accomplished staff.
k. Departments cooperating with one another to serve the public.
l. Institutional knowledge of long term staff.
m. Have a strong UW extension staff to guide a lot of processes.
n. In some departments, there is a very good relationship with the union; when there are problems the union staff looks for solutions (i.e. one union willing to look at a hold on cost of living).

**Environment**

a. Wonderful physical environment.

**Resources/Facilities/Equipment/Technology**

a. Great equipment and tools to do the job.
b. Electronically competent – good computer tools to do the job.
c. The County has very good infrastructure in roads, bridges, parks, trail systems. (these are well maintained).

**Organizational Structure**

a. Strong, thorough County Board committees.
b. We have a good response to emergencies (flood, snow and financial; and health outbreaks).

**Leadership**

a. Bright, capable County Board leadership (chair, vice-chairs, committee chairs).
b. Creative leadership from many department heads.
c. Energetic and proactive County Administrator.
d. Leadership by elected officials and staff to plan for the future via: operational audits, the farmland preservation plan, Glacial Heritage partnership, five-year financial planning, corporate strategic planning, bicycle planning initiative and economic development planning.

**Board**

a. Diverse and engaged County Board.

**Statutory/Rules/Roles/Mission/Plans**

a. Leadership by elected officials and staff to plan for the future via: operational audits, the farmland preservation plan, Glacial Heritage partnership, five-year financial planning, corporate strategic planning, bicycle planning initiative and economic development planning.
b. We respect the open meetings law even more now due to County Board Chair; we are very cognizant of the law.
c. There is a good understanding of the role of policy and the role of administration/management.
d. There is a real respect for the role of policy committees and the importance they play in shaping policy (as opposed to the work at just the County Board level).

**Public/Citizenry/Demographics**
a. There is a strong value for public input; there is a willingness to take this seriously; we engage them and try to respond; this is a credit.

**INTERNAL WEAKNESSES**
*Internal weaknesses are deficiencies in resources and capabilities that hinder an organization from accomplishing its mission. (Example areas include flawed organizational structure, participation concern, problematic group relationships, conflicts, facility limitations, etc.).*

**Culture and Values**
a. Aversion to changing old ways of working and operating.
b. Uncertainty regarding future.

**Fiscal/Economic**
a. Inadequate funding from state and federal governments.
b. Many unfunded requirements.
c. Lack of resources in needed personal and money.
d. Lack of understanding of county’s financial structure/budget pressures.

**Group Relationships**
a. Lack of trust and some jealousy among departments and supervisors.
b. County Board members that do not value staff. This was pointed out at the December 10, 2008 Department Head meeting by consultant John Dahle. Mr. Dahle went on to say that the Jefferson County work environment was dominated by fear and retribution. He further stated that we had no chance of moving forward as an organization until these items were successfully addressed. During this meeting, Mr. Dahle stated that the responses from the Department Heads were nearly unanimous in describing our work environment as “troubled” and “disrespectful”.
c. Some departments make a distinction on “what their job is” which means that sometimes the interdepartmental cooperation is not what it could be.
d. We can always work more on communication.

**Departmental/Workforce**
a. Potential burnout of employees as more and more is being asked of them.
b. Big concern when the experience retires and new people have not been hired to replace those now leaving.
c. Lack of staff in some departments.
d. We have a lot of services available, but not a good way of marketing some of them.(in public health and other departments).
Resources/Facilities/Equipment/Technology
a. We lack a long term capital improvement plan and the commitment to stick with it.
b. We don’t have good physical relationship in some of our infrastructure that limits some operational flexibility (but we are stuck with this infrastructure because it is in too good of shape to redevelop); this forces us to live with this situation.
c. We lack an understanding of the physical constraints we operate in (peak oil, limited resources).

Organizational Structure
a. Flawed structure – too much power in the hands of the few.
b. We have too many “specific job descriptions” instead of some needed general descriptions.
c. We don’t have a central purchasing function; this could add to efficiency.

Leadership
a. Weak leadership in key positions.

Board
a. Some micro-management by County Board members.
b. Unqualified County Board members.
c. Hard for County Board members to form decisions on County Board floor when not part of the policy committee.

Statutory/Rules/Roles/Mission/Plans
a. Onerous regulatory environment.
b. Silo-thinking that leads to a lack of appreciation for the corporate responsibilities of county government.

Public/Citizenry/Demographics
a. Public mistrust.
b. Inability to overcome that a previous County Board said they’d lift the sales tax after the jail was paid for.
Future and Desired Condition

CHALLENGES AND CONCERNS
External challenges are outside factors that can negatively affect your organization or community. (Areas to think about may be negative political trends, declining economic conditions, changing demographics, technological challenges, changing conditions, or concerns about competitive forces, etc.)

Culture and Values
a. Very uncertain future.
b. Flipping and flopping – Do one thing; say another.

Fiscal/Economic
a. Economic climate.
b. Lack of well paying manufacturing jobs.
c. Economy.
d. Money and taxes are the only factors used in making decisions.
e. Challenge of traffic bypassing our community businesses which affects local economy.
f. Challenge for maintenance of tourism, promotion of area, great parks system and the challenges of getting them off the highway to visit our attractions.

Group Relationships
a. A rise of intolerance.
b. Union rigidity.
c. Accomplished staff leaving because of friction with County Board.

Departmental/Workforce
a. Sharing levy money equitably between departments.
b. Challenge of changing face of the workforce: longer work day, more telecommuting, different technological implications of our jobs.

Resources/Facilities/Equipment/Technology
a. Ecological constraints, peak oil, limited resources, peak energy in general (fossil energy sources).
b. Challenge to positively address the implications of Highway 26 as an expressway; this will result in considerable changes and pressures on limited resources.
c. Challenge of the existing Highway 26 study sitting on the shelf.
e. Challenge of more traffic and implications for public safety and enforcement and courts from expanded Hwy. 26.

Board
a. Term limits for County Board and elected offices.

Statutory/Rules/Roles/Mission/Plans
a. State and federal mandates.
b. Med-arb situation.
c. State/federal regulations without funding to support them.
Public/Citizenry/Demographics
a. Lack of public support for government at a time when government could be needed most.
b. General public’s distrust of government as a service provider
c. General public’s resentment of government employees because of pay/benefits
d. General public’s anger/distrust of elected officials as the embodiment of the services they don’t trust and the employees they resent
e. Lack of cohesion in public attitudes about the cost and role of government
f. Lack of engagement by the public in government as seen in low voter turnout and lack of attendance at government meetings.
g. Need for more education to public.
h. Need more education on the need for public involvement.
i. Challenges of aging population and taking care of the people and people not wanting to pay for this change.
j. Challenge of changing demographics and not enough people to take care of the aging population.
k. Challenge of changes in minority population. (along with the opportunities of diversity).
l. Challenge of meeting the needs of people in poverty and people distressed (with services being cut, limited, under-funded).
m. Challenge of population pressures and how they work against our agricultural qualities and bucolic setting (beautiful and pristine natural and rural setting with good habitat); challenge of location between population centers.

OPPORTUNITIES AND HOPES (including organizational considerations)
External opportunities are outside factors or hoped-for situations that can affect your organization or community. Also, provide any descriptors of your hopes or vision ideas for a future Jefferson County governmental organization. (Areas to think about may be potential political support, advantageous demographic projections, positive technological trends, opportunities for partnerships, positive workforce trends, possible facility improvements, desired new initiatives, hopes from existing plans, vision ideas about what a “successful or ideal” Jefferson County government could look like, etc.)

■ PHYSICAL

Fiscal/Economic
a. Economy will improve.

Parks/Recreation
a. Projects like the Glacial Heritage Trails should be a win-win for the future.
b. Jefferson County becomes the center of the Glacial Heritage Area and is known for its recreational opportunities.
c. A hope for successful implementation of the Glacial Heritage Area proposal. This is a once in a lifetime opportunity to help our people, our environment and our economy.

Location
a. Our location.**
b. Hope to build on our great location between major metro counties; we have an ideal location and no one as well placed as Jefferson County.**
**Agriculture**

a. Jefferson County is known for its strong agricultural economy and farmland preservation.

b. Jefferson County is a leader in new agricultural related industries and clean energy production.** put energy elsewhere.

**Community Livability**

a. Jefferson County attracts new businesses and grows existing businesses because it becomes known as a place with a high quality of life (Glacial Heritage) and attractive business sectors (new Agriculture and clean energy sectors) and high functioning county government.

b. Huge potential to build community spirit even with challenges; huge potential to get back to a simpler way of community life.

c. Hope that we retain the balance between the natural side of life and the city/urban make-up. (Keep the balance between the urban and rural make-up of our county).

d. Hope that our “home place” of nice small towns, nice proximity to urban areas, but retain our rich and diverse base of assets.

e. Hope to maintain and improve our environment that maintains and supports a healthy lifestyle and healthy living.

f. Hope for food sufficiency and health care for the future population.

**Resources/Facilities/Equipment/Technology**

a. Opportunity to take advantage of positive technological trends.**

b. Hope for a modern transportation system including high speed rail, human scale transportation/bicycling, interurban links.** too specific ie modern balance system but not too much detail

c. Hope for high speed electric trains.**too specific

**Public/Citizenry/Demographics**

a. Hope that we have our youth staying or coming back to Jefferson County.

b. Hope to understand what an “optimum” county population could/should be.** concern on how we can control.

**Environment**

a. Hope that we have no loss in the non-human species in our environment.**some weeds and snakes and deer; could be phrased differently

b. Hope for ecological improvement and build on what we have rather than see environmental declination.

■ **ORGANIZATIONAL**

**Public/Citizenry/Demographics**

a. Hope the level of trust the community has in Jefferson County Government can improve.

b. Hope to have support for those that commute in and out of Jefferson County.

**Departmental/Workforce**

a. We have a very strong staff and personnel to create a positive vision.
**Group Relationships**
a. We’re not alone -- potential for synergism with other counties and local units of government.
b. Hope for a spirit of cooperation among all elected officials and among all our jurisdictions (we are surrounded by public servants that want to do what is best).
c. Hope to look at ways for a more regionalizing of services (more regional transportation, more regional consortiums like 5 count health consortium, more like the HOME consortium, more collaborative).

**Organizational Structure**
a. Supportive Board and department committees.

**Culture and Values**
a. No agendas other than what is best for the County in its entirety.
b. Hope to be optimistic about the changes affecting us.
c. Hope that we remain optimistic that change is a good thing for our citizens.

**Leadership**
a. Qualified and fully supportive Board with true vision and leadership.
b. Hope for a succession of leaders to retain our vision.

**Community Livability**
a. Jefferson County government (in its services, employees and elected officials) is generally viewed by citizens as being better and different than the stereotypical government agency.
b. Hope that the county retains its safety (low crime, low homicide, overall safe environment).

**Fiscal/Economic**
a. Hope for lots of money to spend** could add wisely; some people might not see the humor; really hope the economy improves; don’t want us to look like were grabbing..
b. Hope that our tax base grows.** is this real? Is this what we want; does it conflict with some livability matters?

**Resources/Facilities/Equipment/Technology**
a. Hope we don’t always have to say no.

**Statutory/Rules/Roles/Mission/Plans**
a. Hope for a strategic energy plan to make us carbon-neutral and energy secure.
b. Hope for world peace!!!!**possibly erase.
Section 5
ISSUES

DRAFT EXCERPTS FROM STRATEGIC ISSUES (10/30/09)

Strategic Issue Worksheet

Key strategic issues are the most critical and important issues facing the organization. Identification of issues creates useful tension needed to prompt organizational change. A short list of strategic issues (i.e. 2-4 priority strategic issues) will eventually be selected by the Steering Committee in Step 5 of the process. This exercise will allow participants to review all prior steps in the process and identify the issue(s) that they believe should be emphasized in this cycle of planning.

Homework Instructions: Complete a separate worksheet for each issue. Phrase the issue as a question that could have more than one answer. (Examples of question format: What are ways that we could ..........? Or How can we ..........?) To get a head start for our workshop, please email or send your worksheet(s) to Linda at UW Extension by Tuesday, October 20th. Email: lindaw@co.jefferson.wi.us

1. What is the issue? Be sure to phrase the issue as a question that has more than one answer. The issue should be one the organization can do something about.

   a. What are ways to increase revenues versus cutting expenditures? Consequences of not addressing: We cannot just keep on cutting expenditures and programs. We are here for a purpose and to continue to cut the programs that justify our existence makes no sense.

   b. How does Jefferson County government maximize the quality of services provided while minimizing the cost to taxpayers? Consequences of not addressing: Inefficient service, low morale, services that aren't valued and high taxes.

   c. How can we restructure County government to meet the service needs/priorities of County residents within public funding levels? Consequences of not addressing: Won’t be able to provide services if not open to doing differently.

   d. What is the appropriate level of spending in County government? Consequences of not addressing: Lost opportunities and further alienating the public.

   e. How do we protect and preserve our environmental and cultural heritage? Consequences of not addressing: Loss of our competitive, locational and cultural advantages that we have.

   f. What are the ways we can improve our image as responsible stewards of our resources? Perception problems. Consequences of not addressing: Continued distrust of government.

   g. What is the government of Jefferson County’s role in fixing the economic distress we are under? We have cut and cut and can’t continue to cut. Consequences of not addressing: We will lose our good employees or employees will leave, and hard to do more with less without skilled employees.
h. How can we make educated decisions about programs and services based on best practice models? Citizens and leaders look to department heads for info and not just based on feelings. Educated decisions. Consequences of not addressing: We can lose opportunity because decisions not based on best practice; can’t deliver needed services; staff morale plummets when staff not used for their expertise. Will lose experienced staff.

i. How do we regain the public’s trust? Perception that we have ulterior motives; public may try to second guess our decisions. Consequences of not addressing: Not sure but we spend a lot of time defending decisions which takes away from us moving forward.

j. How can we communicate with and get cooperation from higher governmental bodies that we are dependent upon? Consequences of not addressing: We will be expected to do more and more with less. (This will be in the long haul.)

k. How can County government educate the public about its mission and services? Consequences of not addressing: Distrust by citizens of employees, elected officials and taxes.

l. How can we meet the mandated services without funding for these mandated programs? Consequences of not addressing: They may not get done and this may stress out our employees.

m. What methods and techniques can be used to cover these increased workloads now that we are expected to do more with less? Consequences of not addressing: Will not be delivering the services and products to the public.

n. How do we change citizens’ attitudes about our government? Consequences of not addressing: Dooms us to failure.

o. How can the cooperative model be used to provide services in partnership with County government (especially applied to Countryside)? Consequences of not addressing: Loss of local control and ownership, loss of social capital, loss of cultural heritage.

p. What can we do to be energy secure while promoting economic activity? Consequences of not addressing: When oil and gas are expensive, the whole system breaks down; affects our future if not addressed.

Notes from Workshop 5 (on Issues)

a. Difficult to deal with trust since it is such a big issue; is a generic problem brought about by local, state, federal government. May be difficult to take on.

b. Some may be issues and some may be strategies. Work group?

c. Seemed like some deal with stewardship.

d. Some deal with expenditures and revenues.

e. Some deal with image and perception.

f. Instead of image and perception, use words like trust and reputation.

g. Issues would likely be different if looked at several years ago, but can’t be bogged down by the current, bad economy.

h. We should still be thinking about the future.

i. We have to figure out the “core work” that we have to do.
Issues Organized by Preliminary Issue Areas
The identified issues have been organized by theme or preliminary issue areas below. This will enable the Steering Committee to review, discuss and “frame” into meaningful and targeted issues.

1. What is the issue? Be sure to phrase the issue as a question that has more than one answer. The issue should be one the organization can do something about.

Trust/Reputation
a. What are the ways we can improve our image as responsible stewards of our resources? Perception problems. Consequences of not addressing: Continued distrust of government.

b. How do we regain the public’s trust? Perception that we have ulterior motives; public may try to second guess our decisions. Consequences of not addressing: Not sure but we spend a lot of time defending decisions which takes away from us moving forward.

c. How can County government educate the public about its mission and services? Consequences of not addressing: Distrust by citizens of employees, elected officials and taxes. Note: educate the public and ourselves (everybody).

d. How do we change citizens’ attitudes about our government? Consequences of not addressing: Dooms us to failure.

Financial/Internal
a. What are ways to increase revenues versus cutting expenditures? Consequences of not addressing: We cannot just keep on cutting expenditures and programs. We are here for a purpose and to continue to cut the programs that justify our existence makes no sense.

b. What is the appropriate level of spending in County government? Consequences of not addressing: Lost opportunities and further alienating the public. Notes: add notion of revenue generation. What are the appropriate levels of spending and sources of revenue in County Government? (assumes this also deals with ways of being innovative and working with others/partnerships)

c. What is the government of Jefferson County’s role in fixing the economic distress we are under? We have cut and cut and can’t continue to cut. Consequences of not addressing: We will lose our good employees or employees will leave, and hard to do more with less without skilled employees.

Partnerships/Cooperation
a. How can we communicate with and get cooperation from higher governmental bodies that we are dependent upon? Consequences of not addressing: We will be expected to do more and more with less. (This will be in the long haul.) Notes from Workshop 6: How can we foster cooperation with other governmental bodies and groups, and promote public and private philanthropy?
b. How can the cooperative model be used to provide services in partnership with County government (especially applied to Countryside). Consequences of not addressing: Loss of local control and ownership, loss of social capital, loss of cultural heritage.

**Environmental/Economic/Cultural**

a. How do we protect and preserve our environmental and cultural heritage? Consequences of not addressing: Loss of our competitive, locational and cultural advantages that we have.

Notes from Workshop 6: Combine the two. How do we protect and preserve our environmental and cultural heritage, and become energy secure while encouraging and supporting sustainable economic activity?

b. What can we do to be energy secure while promoting economic activity? Consequences of not addressing: When oil and gas are expensive, the whole system breaks down; affects our future if not addressed.

**Public Services/Quality**

a. How does Jefferson County government maximize the quality of services provided while minimizing the cost to taxpayers? Consequences of not addressing: Inefficient service, low morale, services that aren’t valued and high taxes.

b. How can we meet the mandated services without funding for these mandated programs? Consequences of not addressing: They may not get done and this may stress out our employees. How do we align services with draft mission/vision? Note from Workshop 6: How do we decide what services we should provide and at what level while responding to quality, quantity and return on investment?

**Decision Making/Techniques**

a. How can we make educated decisions about programs and services based on best practice models? Citizens and leaders look to department heads for info and not just based on feelings. Educated decisions. Consequences of not addressing: We can lose opportunity because decisions not based on best practice; can’t deliver needed services; staff morale plummets when staff not used for their expertise. Will lose experienced staff.

b. What methods and techniques can be used to cover these increased workloads now that we are expected to do more with less? Consequences of not addressing: Will not be delivering the services and products to the public.

Note from Workshop 6: These may inform the issue above. These are technique related.

**Organizational Structure**

a. How can we restructure County government to meet the service needs/priorities of County residents within public funding levels? Consequences of not addressing: Won’t be able to provide services if not open to doing differently.

Note from Workshop 6: This may also be captured in the service issue.
The Steering Committee looked at each “preliminary issue area” from the preceding section, and initiated an extensive dialogue to assure the framing of the issue that would best characterize the essence of the issue or the dilemma being faced as a result of the issue. In most issue areas, there were multiple suggested issue statements. In most cases, the Committee adapted one of the existing issues after significant dialogue. The Committee was prompted by these questions:

- **What is the real issue, conflict or dilemma?**
- **Why is it an issue and what makes it an issue (i.e. what step or prior review provided the clues that this is an issue?)**
- **What would be the consequences of not doing something about it?** (See end of this section for pointers used by the Steering Committee in framing their issues)

This section presents the issue area, lists the initially proposed issues, presents the re-framed issue, and then includes a narrative that attempts to capture the various points and arguments made during the reframing dialogue. It should be noted that the narrative represents the “stream” of conversation, and there is not necessarily agreement or disagreement on the actual narrative. The narrative only reflects the variety of ideas shared during the attempt to reframe the issue.

### A. Education and Communication (formerly labeled Trust/Reputation)

**Initially Proposed Issues:**

- a) What are the ways we can improve our image as responsible stewards of our resources? Perception problems. Consequences of not addressing: Continued distrust of government.

- b) How do we regain the public’s trust? Perception that we have ulterior motives; public may try to second guess our decisions. Consequences of not addressing: Not sure but we spend a lot of time defending decisions which takes away from us moving forward.

- c) How can County government educate the public about its mission and services? Consequences of not addressing: Distrust by citizens of employees, elected officials and taxes.

  Note from Workshop 6: educate the public and ourselves (everybody).

- d) How do we change citizens’ attitudes about our government? Consequences of not addressing: Dooms us to failure.

**Issue A. Education and Communication (Reframed): How can County government educate both the public and its own internal stakeholders about its mission and services?**

**Narrative During Reframing of the Educational Communication Issue**

There is mistrust of government especially at “higher levels” of government (especially State and Federal level). People do not understand the role of government, and they mistrust us.
People make assumptions about government and have unrealistic expectations. This goes to the issue of providing education about government. There is a general perception that government squanders their tax dollars. This creates a burden for government to explain government better which is issue c. Only a small percentage of the population actually cares about county government on any given day. Therefore, how do we educate the public about what we do? If we address issue c., then issues a, b and d go away.

At the Finance Committee “Listening Sessions” on the referendum, the public was angry about the proposed language until they were clearly told about the reasons for the proposed language.

We need to get people to come to events to learn about county government. We need to engage people. We need to try to educate in more innovative ways. Although, we cannot expect citizens to take an evening away from home to come to “County Government School.” Sauk County’s strategic plan also included an issue about the need to reach out to and educate the public. We need to build into our culture the importance of being good with the public. We can never do too much education.

The public needs to be educated about the role that they play in their government. A good time to educate is when an issue is real and when they are impacted. Sometimes we can provide “just-in-time education.”

Interrelated Issue Focus-Trust Between Elected Officials and County Employees:

County employees lose trust and can be hurt when elected officials make offensive or derisive generalizations about public employees (an example was cited). This broadened the issue to include internal considerations of trust.

B. Financial/Internal

a) What are ways to increase revenues versus cutting expenditures? Consequences of not addressing: We cannot just keep on cutting expenditures and programs. We are here for a purpose and to continue to cut the programs that justify our existence makes no sense.

b) What is the appropriate level of spending in County government? Consequences of not addressing: Lost opportunities and further alienating the public.

Notes from Workshop 6: add notion of revenue generation. What are the appropriate levels of spending and sources of revenue in County Government? (assumes this also deals with ways of being innovative and working with others/partnerships)

c) What is the government of Jefferson County’s role in fixing the economic distress we are under? We have cut and cut and can’t continue to cut. Consequences of not addressing: We will lose our good employees or employees will leave, and hard to do more with less without skilled employees.
Issue B. Financial/Internal (Reframed): What are the appropriate levels of spending and sources of revenue in County Government? (Assumes this also deals with ways of being innovative and working with others/partnerships)

Narrative During Reframing of the Financial/Internal Issue
This issue can help in determining the appropriate role of service delivery and associated costs. We may be going through some fundamental shifts in how we deal with governmental services and costs. We should look not only at spending options but also sources of revenue. What is the appropriate mix of spending and revenue generation? We should also look at the appropriate size of government.

There was discussion on looking at other sources of revenue in addition to taxes such as fees such as the wheel tax. People do not see much difference between taxes and fees. There may be some advantages to tax over fees in that some of the taxes may come back because taxes are deductible on income taxes. An advantage of fees is that the user pays for service.

This is also the issue to look at innovative way to add revenue which is helpful. We should look at financial and other partnerships-public and private. We should look at funding initiatives that are “win-win” to bring new revenue. There can be tremendous gains by these innovative partnerships (example Parks).

Some departments may not be involved in partnerships since the tax levy support is appropriate. (i.e. Courts, Constitutional Officers). Although even for these areas there may be innovation such as the use of Huber inmates for service projects. There are limits to what we can do.

C. Partnerships/Cooperation

a) How can we communicate with and get cooperation from higher governmental bodies that we are dependent upon? Consequences of not addressing: We will be expected to do more and more with less. (This will be in the long haul.)
Note from Workshop 6: How can we foster cooperation with other governmental bodies and groups, and promote public and private philanthropy?

b) How can the cooperative model be used to provide services in partnership with County government (especially applied to Countryside). Consequences of not addressing: Loss of local control and ownership, loss of social capital, loss of cultural heritage.

Issue C. Partnerships/Cooperation (Reframed): How can we foster cooperation with other governmental bodies and groups, and promote public and private philanthropy?

Narrative During Reframing of the Partnerships/Cooperation Issue
The notion of cooperation should be expanded beyond just higher governmental bodies. Issue b. was also incorporated into this issue by including reference to “groups” which would include the cooperative entity being explored for the Countryside initiative.
D. Environmental/Economic/Cultural
   a) How do we protect and preserve our environmental and cultural heritage?  
      Consequences of not addressing: Loss of our competitive, locational and cultural  
      advantages that we have.

   b) What can we do to be energy secure while promoting economic activity?  
      Consequences of not addressing: When oil and gas are expensive, the whole system  
      breaks down; affects our future if not addressed.

Note from Workshop 6: Combine the two issues. How do we protect and preserve our  
environmental and cultural heritage, and become energy secure while encouraging  
and supporting sustainable economic activity?

Issue D. Environmental/Economic/Cultural (Reframed): How do we protect and  
preserve our environmental and cultural heritage, and become energy secure while  
encouraging and supporting sustainable economic activity?

Narrative During Reframing of the Environmental/Economic/Cultural Issue

There was extensive discussion during the development of the “Vision Statements” related to  
environmental and economic sustainability. These observations were recognized as  
important and were applied in the development of this issue.

There was a need for clarification of what “cultural heritage” meant. There was a concern that  
this may imply the stereotypical Jefferson County ethnicity; i.e. the Germanic heritage. This  
could imply that we are not able to embrace new cultures. Examples were given to clarify  
notions of culture such as our community events, our festivals and our history. Further  
elaboration included illustrations that the Jefferson County culture included placing  
importance on social capital, equity, emphasis on our schools and our functioning  
governmental systems. This discussion clarified the meaning of culture.

E. Public Services/Quality
   a) How does Jefferson County government maximize the quality of services provided  
      while minimizing the cost to taxpayers? Consequences of not addressing: Inefficient  
      service, low morale, services that aren’t valued and high taxes.

   b) How can we meet the mandated services without funding for these mandated  
      programs? Consequences of not addressing: They may not get done and this may  
      stress out our employees. How do we align services with draft mission/vision?

Note from Workshop 6: How do we decide what services we should provide and at  
what level while responding to quality, quantity and return on investment?
Issue E. Public Services/Quality (Reframed): How do we decide what services we should provide and at what level while responding to quality, quantity and return on investment?

Narrative During Reframing of the Public Services/Quality Issue
This issue has linkages with the Financial/Internal (Issue A). Both a. and b. help get at the essence of why we are here. There were concerns raised on the meaning of using the measure term of “maximizing the quality of service”, and whether this is something that could be measured or actually done. We need to incorporate the “notion of quality improvement.” There was clarification that issue b. gets at the notion of needing to align county services with the draft mission and vision statements which provide the desired future direction and guidance for Jefferson County government services.

F. Decision Making/Techniques
a) How can we make educated decisions about programs and services based on best practice models? Citizens and leaders look to department heads for info and not just based on feelings. Educated decisions. Consequences of not addressing: We can lose opportunity because decisions not based on best practice; can’t deliver needed services; staff morale plummets when staff not used for their expertise. Will lose experienced staff.

b) What methods and techniques can be used to cover these increased workloads now that we are expected to do more with less? Consequences of not addressing: Will not be delivering the services and products to the public.

Notes from Workshop 6: These may inform the issues above. These are technique related.

Issue F. Decision Making/Techniques (Reframed): How can we make educated decisions about programs and services based on best practice models, methods and techniques?

Narrative During Reframing of the Decision Making/Techniques Issue
This issue is related to some of the earlier issues. It helps us address how we can get at program evaluation and effectiveness. This is a more focused and specific issue related to government methods.

G. Organizational Structure
a) How can we restructure County government to meet the service needs/priorities of County residents within public funding levels? Consequences of not addressing: Won’t be able to provide services if not open to doing differently.

Note from Workshop 6: This may also be captured in the service issue.
Issue G. Organizational Structure (Reframed): How can we restructure County government to meet the service needs/priorities of County residents within public funding levels?

Narrative During Reframing of the Decision Making/Techniques Issue
This is also related to the Public Services/Quality issue. The Steering Committee did not take a lot of time to consider the reframing considerations with this issue.

Observations and Comments on Workshop 6
The Coordinating Work Group is interested in having all Steering Committee members fill out a Decision Matrix Worksheet to help them individually determine the relative importance they place on each of the seven issues. This will help determine the strategic nature of each issue. The use of an empirical tool such as a Decision Matrix helps to avoid making decisions on preconceived notions and is more precise than voting. It is based on important and objective decision making criteria. However, it is often the sharing of perspectives after the application of the tool that reveals important insights about the relative importance of each issue so the results of the tool should not be “blindly” followed. The Blank Decision Matrix worksheet is provided on the next page.

Presented below are the pointers used by the Steering Committee in framing their issues.

The Art of Framing Issues

♦ Remain aware that there is an art to framing strategic issues.

♦ Considerable discussion and thoughtful revision of first drafts of strategic issues are likely to be necessary in order to frame issues in the most useful way.

♦ It is important to critique strategic issues to be sure that they really do usefully frame the fundamental policy questions the organization faces.

♦ The members of the strategic planning team should discuss several questions about the issues they have identified before they settle on a set of issues to address. Some useful questions include the following:

  ▪ What is the real issue, conflict, or dilemma?

  ▪ Why is it an issue? What is it about the organization’s mission, mandates, or SWOCs that makes it an issue?

  ▪ What would be the consequences of not doing something about it?

  ▪ What issues are missing from the list?
Foundation for helping to reframe issues:

- In revealing and explaining real conditions, leaders are laying the groundwork for framing and reframing issues facing the organization and strategies for addressing them.

- The framing process consists of naming and explaining the issue, opening the door to alternative ways of addressing it, and suggesting outcomes.

- The reframing process involves breaking with old ways of viewing an issue or strategy and developing a new appreciation of it.

Worksheet for Determining How Strategic the Issues Are

Strategic Issue Decision Matrix

Instructions for filling out the Decision Matrix: For each cell of the matrix, rate the extent to which each issue meets each criterion. Then total up the values for each issue which will enable you to rank each issue. Rate according to a 1-5 scale:

Rating Values:
1 Barely meets criterion
2
3 Moderately meets criterion
4
5 Fully meets criterion

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<th>Issues</th>
<th>Criteria</th>
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DRAFT CONSENSUS VISION STATEMENTS REPORT (11/18/09)
The preliminary, consensus vision statements are based on the identification of opportunities and hopes for the future. The Steering Committee then used a “We-Agree” exercise to determine those “vision ideas” in which there appears to be agreement. Those statements without consensus are also identified. A couple vision statement clarifications and consensus were achieved at Workshop 6.

■ PHYSICAL

Fiscal/Economic

Statement with Consensus
a. Economy will improve.

Parks/Recreation

Statements with Consensus
a. Projects like the Glacial Heritage Trails should be a win-win for the future.
b. Jefferson County becomes the center of the Glacial Heritage Area and is known for its recreational opportunities.
c. A hope for successful implementation of the Glacial Heritage Area proposal. This is a once in a lifetime opportunity to help our people, our environment and our economy.

Location

Statement with Consensus
a. Hope to build on our great location between major metro counties.

Statements without Consensus
a. Our location.

Agriculture

Statement with Consensus
a. Jefferson County is known for its strong agricultural economy and farmland preservation.

Statement without Consensus
a. Jefferson County is a leader in new agricultural related industries and clean energy production.
   Concerns/Rationale:
   a. Put energy elsewhere.
Community Livability

Statements with Consensus
a. Jefferson County attracts new businesses and grows existing businesses because it becomes known as a place with a high quality of life (Glacial Heritage) and attractive business sectors (new Agriculture and clean energy sectors) and high functioning county government.
b. Huge potential to build community spirit even with challenges; huge potential to get back to a simpler way of community life.
c. Hope that we retain the balance between the natural side of life and the city/urban make-up. (Keep the balance between the urban and rural make-up of our county).
d. Hope that our “home place” of nice small towns, nice proximity to urban areas, but retain our rich and diverse base of assets.
e. Hope to maintain and improve our environment that maintains and supports a healthy lifestyle and healthy living.
f. Hope for food sufficiency and health care for the future population.

Resources/Facilities/Equipment/Technology

Statements without Consensus
a. Opportunity to take advantage of positive technological trends.
b. Hope for a modern transportation system including high speed rail, human scale transportation/bicycling, interurban links.
   Concerns/Rationale:
   a. Too specific, i.e. modern balance system but not too much detail.
c. Hope for high speed electric trains.
   Concerns/Rationale:
   a. Too specific.

Public/Citizenry/Demographics

Statement with Consensus
a. Hope that we have our youth staying or coming back to Jefferson County.

Statement without Consensus
a. Hope to understand what an “optimum” county population could/should be.
   Concerns/Rationale:
   a. Concern on how we can control.

Environment

Statement with Consensus
a. Hope for ecological improvement and build on what we have rather than see environmental declination.

Statement without Consensus
a. Hope that we have no loss in the non-human species in our environment.
   Concern/Rationale:
   a. Some weeds and snakes and deer; could be phrased differently
ORGANIZATIONAL

Public/Citizenry/Demographics

Statements with Consensus
a. Hope the level of trust the community has in Jefferson County Government can improve.
b. Hope to have support for those that commute in and out of Jefferson County.

Departmental/Workforce

Statement with Consensus
a. We have a very strong staff and personnel to create a positive vision.

Group Relationships

Statements with Consensus
a. We’re not alone -- potential for synergism with other counties and local units of government.
b. Hope for a spirit of cooperation among all elected officials and among all our jurisdictions (we are surrounded by public servants that want to do what is best).
c. Hope to look at ways for a more regionalizing of services (more regional transportation, more regional consortiums like 5 count health consortium, more like the HOME consortium, more collaborative).

Organizational Structure

Statement with Consensus
a. Supportive Board and department committees.

Culture and Values

Statements with Consensus
a. No agendas other than what is best for the County in its entirety.
b. Hope to be optimistic about the changes affecting us.
c. Hope that we remain optimistic that change is a good thing for our citizens.

Leadership

Statements with Consensus
a. Qualified and fully supportive Board with true vision and leadership.
b. Hope for a succession of leaders to retain our vision.

Community Livability

Statements with Consensus
a. Jefferson County government (in its services, employees and elected officials) is generally viewed by citizens as being better and different than the stereotypical government agency.
b. Hope that the county retains its safety (low crime, low homicide, overall safe environment).
Fiscal/Economic

Statement with Consensus
a. Hope for job retention, job attraction and a sustainable expansion of the tax base in all economic sectors. Note: This vision is more completely developed in the extensive set of Vision Statements for Jefferson County contained in the draft “Economic Vision & Positioning Framework Initiative.”

Statements without Consensus
a. Hope for lots of money to spend.
  Concerns/Rationale:
  a. Could add “wisely”; some people might not see the humor; really hope the economy improves; don’t want us to look like we’re grabbing.
b. Hope that our tax base expands in a sustainable manner.
c. Hope for an adequate economic footing to sustainably support public services.
   Hope for a healthy level in our economic base and our economic activity.
   Hope to grow and encourage existing and new business.
   Concerns/Rationale:
   a. Is this real? Is this what we want? Does it conflict with some livability matters?

Notes from Workshop 6: Is this not a good thing? Is consumption always good? Is it good for society? Would like a vision on the importance of our economic base.

Resources/Facilities/Equipment/Technology

Statement with Consensus
a. Hope we don’t always have to say no.

Statutory/Rules/ Roles/Mission/Plans

Statement with Consensus
a. Hope for a strategic energy plan to make us carbon-neutral and energy secure.

Statement without Consensus
a. Hope for world peace!!!!
  Concerns/Rationale:
  a. Possibly erase.

Observations and Comments from Workshop 6
The Steering Committee reviewed all of the draft consensus vision statements and affirmed this as a reasonable “working vision” for Jefferson County (physical considerations) and Jefferson County government (organizational considerations) with two refinements. The Committee refined and moved to “consensus” a statement under Location (Physical) and a statement under Fiscal/Economic (Organizational).

Note: An extensive set of Vision Statements for Jefferson County is contained in the draft “Economic Vision & Positioning Framework Initiative.” They appear to be complementary to the vision statements in the PHYSICAL part of Section 5. These may be found at: http://www.uwex.edu/ces/cty/jefferson/cnred/documents/Storybook_4_13_09.pdf
Worksheet for Determining How Strategic the Issues Are
Strategic Issue Decision Matrix

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Rating Values:
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<td>How can County government educate both the public and its own internal stakeholders about its mission and services?</td>
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Notes from Workshop 8

Could wait until after survey to determine the short list of strategic issues

For some, not clear differentiation between issues.

All issues are probably good to consider.

We spent a lot of time coming up with these seven issues.

Seems to be a big deal to select the strategic issues. Will need to be thoughtful on the final selection.

Citizen Survey Comments:

Will go to Finance Committee on March 1

Phil provided some comments.

Question on what are we getting out of question 7.

Question 7: gives us input from the public on our government

7h. Can citizens respond to this?

7h. Should there be a preceding question on who you have worked with to provide context?

There are no questions on the courts.

7. Could we be more concrete…were you responded to in a reasonable amount of time with helpful information?

7a. Very good…
7c. Responsive is relative.

7i. How would people know this? 7j. also

There is no question on County website on its usefulness…get feedback on the usefulness of the website.

Would be interested in usefulness of videotaping county board meetings

Really important that we don’t mix mandated and nonmandated

Questions not needed since they are mandated. (10, 11, 13, others…) Instead add a section identifying the mandates.
Another way to deal with mandates is to measure the level of service.

Have to be careful not to be unrealistic in the survey. (i.e. don’t ask questions that appear to be micro-managing)

Harsh…a large part of the value of the survey is the fact that we are asking people questions and involving them. This is very important …asking them is more important than the output…in a sense this is somewhat PR.

40. promote, expand, improve (these are strategies that may or may not apply)…these should be reworded…do not use these strategy words.

40. Is there a reason that we only picked 3 rather than a complete rank order?

Can there be a useful way to rank by mandated and nonmandated? This would be a major change in what we had asked for.

There are challenges in constructing a meaningful public survey…and getting the knowledge out of the people.

Option: Rank Mandated service (pick 10)
And Rank Non Mandated (pick 10)

There is a potential skewing of answers by labeling mandated or nonmandated.

Many people may not have good understanding of key county services…so maybe we should ask how valuable they think services are.

If we test all the mandates, this can be very detailed.

Demographics…be able to sort by city/village and township/rural. Need to know where people live. Add to 51

Quality of life: add a place to recreate

Quality of life: add a place to work or do business.

The first section is pretty basic under quality of life.

Question: How much detail should we be providing? Could be a three hour meeting

**Summary Guidance:**

Remove strategy words in questions (increase/decrease)

Can we provide some questions from the Vision section to test relative intensity? Craft Questions
Don’t try to “sell”.

Want to capture values

Format to help determine some ranking at the end. And some sorting of mandates and nonmandates in analyzing results.

Demographics…be able to sort by city/village and township/rural. Need to know where people live. Add to 51

Concern on the income question. Turns off some people. Compromise: more general. Is knowing income really important for our use?

Do we really need so many demographic questions? Let the researchers let us know.

**Question 40 concerns:**
Add public safety and courts.
Change wording on “expand transportation” to Transportation(Roads/Bridges/Bike/Rail)
Is there a good match between the function categories and the Q. 40 priorities? Or is this Q. 40 more of a need based question. So these don’t have to be consistent.

There are no questions on Clerk of Courts.

There are two Question 10s. (picky point)

Q. 10. Do we need to add “social marketing” item (Facebook; twitter) or other wording…also rather than marking just one, mark three best ways or rank. Another option: Which of the following should be used to keep you informed?

Are there ways to get more at values and general guidance from the citizens?
Keep the functions but possibly have broader/more general questions under these functions.

**Key People to Clean Up Function Sections:** After we get back another version.

Send to Dave and then do a conference call with Gary/SG/Workgroup? to explain what these notes really mean.

What about this option?
Dave responds to our comments and we also do some clean up at the same time.

Gary to contact those taking lead on “Function Clean Up”

**Guidelines for Clean Up:**
Some generalizing of questions.
No more questions than currently under each function.
No acronyms or jargon. (i.e. Badger Care on Q. 28)
Notes from Workshop 9

A “Proceedings Report” was not developed from this workshop since it focused on developing the final questions on the public opinion survey and other matters related to the surveys (public opinion mail-out and online). The Steering Committee gave input to the Project Manager and project facilitator who then worked with the UW-RF Survey Research Center. The online survey was postponed for perhaps 6 months to enable the fuller transition of the new County Board and for things to settle down in the County. It may be an appropriate follow-up strategy depending on which issues are identified as strategic issues.

Notes from Workshop 10

Determining the Shorter List of Strategic Issues:

There was consensus that Issue A. Education and Communication is the highest priority and most strategic issue to address. The Steering Committee observed a need to educate our public about what we do in the County. A main conclusion from the Citizen Survey was that many citizens are not familiar with Jefferson County and its many functions. The Committee believes that this issue impacts all the other issues, and is clearly a strategic issue for this cycle of planning. The group changed the label for this issue area from Trust/Reputation to Education and Communication.

Greg David offered Issue D. Environment/Economic/Culture as a strategic issue. And a handout was shared.

Bill Kern suggested Issue E. Public Services/Quality as another key issue. This was rated highest by those that had completed the electronic survey of the Decision Matrix based on five criteria that could help determine relative importance of issues. Gary Petre agreed that this is a strategic issue. Several members said that we need to build on the public survey to further explore service priorities.

Mark Watkins also argued for Issue D. Environment/Economic/Culture as a strategic issue.

Pam Rogers suggested Issue E. Public Services/Quality as a strategic issue, and talked about the importance of “maximizing the quality of service” which was talked about in the framing narrative of this issue.

While the other four issues are significant, these three issues (Issue A. Education and Communication; Issue D. Environment/Economic/Culture; and Issue E. Public Services/Quality) were agreed to as the Strategic Issues to be addressed in this cycle of planning. The Committee observed that addressing these three strategic issues would also help make progress on the other four issues because of interrelationships. The Committee did not want to rank these strategic issues separately but instead rate all three as the strategic issues to further address and develop strategies around.
As a follow-up, the Steering Committee will develop strategy ideas over the course of the next two workshops. The Steering Committee intends to only provide as much detail on strategy formulation as the time allows. They do believe that they will be able to provide important, general direction on possible actions, tasks, initiatives, policies, etc. (strategy direction) for each of these three strategic issues.

**Revisions/Edits/Comments on the “Jefferson County Citizen Survey Report, 2010”:**

The Steering Committee reviewed in detail this survey report. In general the Steering Committee was very pleased with the report and there was general agreement to one of the observations that: “the interpretation by UW-RF Survey Research Center was very good, and I like the way the findings were presented.”

There were a few areas of concern and comment:

- There was some inconsistency and confusion in how some of the percentages and ratios were presented i.e. in Executive Summary reference to “just one in seven respondents” (without percentages) or just percentages---eighty-seven percent (without percentages) or in the good category (29%) in which it uses the percentage symbol. This is OK for readability but difficult in making sense for comparison purposes.

- There was considerable concern about the weighting of the considerable gender differences. Perhaps it is just that we are not statisticians, but we would appreciate if some thought could be given to some additional ways to clarify this and make sure the lay person understands the implications of the methods used. (Some were challenging the methodology).

- Similarly, there were concerns about the difference between the sample respondents and the census on age groups. Some were concerned that the results are not as useful as could be since fewer people in the 25-44 age group responded (compared to the census) and more older folks over 55 responded (compared to the census). There was particular concern that this influenced some of the answers to questions such as the preferred way for the County to communicate with the public. (i.e. few preferred social marketing and light on electronic means). Some were even interested in seeing if we could get some additional analysis for the question on communication (Chart 5) for the 25-44 group to see if things change for this age group. However, they realized there may be an extra charge for this (what would this breakout cost?), so they would look for further explanation as the first option.

- I was thinking it might be nice to acknowledge the members of the Jefferson County Strategic Planning Steering Committee by listing them. They put in a lot of work on this survey. Our new County Board Chair John Molinaro is now on the Committee (and former Chair Sharon Schmeling is now a former member since she is no longer a County Board Supervisor)

- While the group did not suggest this, the facilitator observed that some changes in the conclusion might strengthen this section. They are shown in red below:
Conclusions

The primary purpose of this survey was to gather public input for a strategic plan for Jefferson County government. The survey was also intended to determine citizens’ opinions about the County’s quality of life, their familiarity and experience with County offices and officials, the County residents’ perceived importance of various Jefferson county services and functions and to gauge support for a set of vision statements for Jefferson County.

Majorities of Jefferson County residents view most County functions as “important,” but the highest importance ratings went to the basic government services of road maintenance, public safety and emergency management. At the same time, residents are only modestly familiar with County operations and are also very concerned about the state of the economy, current taxes and spending. The overall low level of familiarity makes it difficult for residents to know how well their tax dollars are being spent. These findings suggest the need for on-going diligence to ensure tax revenues are used effectively as well as a need to increase the connections between Jefferson County residents and their County government. The latter may be accomplished through information and education outreach efforts. In reviewing these findings, the Jefferson County Government Strategic Planning Steering Committee has determined that “Education and Communication” is one of the most important strategic issues facing the County.

In terms of vision statements, there was fairly strong support for most elements that the Jefferson County strategic planning group has developed. Having broad support for the chosen path forward is important if that vision is to be realized.

The results of this survey should be seen as encouraging on a number of fronts. One important finding is that the residents who profess to know the most about what County government does are more likely to agree that the services provided are a good value in terms of the taxes they pay. A second encouraging result is that citizens who have an opinion (suggesting they have some first-hand experience), tend to feel that County employees and elected officials treated them professionally and in an honest and trustworthy manner. This indicates that the county doesn’t have a significant burden of mistrust to overcome. And third, most people feel that Jefferson County has a high quality of life. Unfortunately, the factors that seem to detract from that assessment, the weak economy and the attendant shortage of jobs, are things over which the County has relatively limited control.
Section 5: THREE STRATEGIC ISSUES

The Steering Committee selected three strategic issues based on a review of the results from the Decision Matrix tool, findings from the citizen opinion survey, and dialogue around the impacts of issues on the future of County government.

Determining the Strategic Issues:

There was consensus that Issue A. Education and Communication is the highest priority and most strategic issue to address. The Steering Committee observed a need to educate our public about what we do in the County. A main conclusion from the Citizen Survey was that many citizens are not familiar with Jefferson County and its many functions. The Committee believes that this issue impacts all the other issues, and is clearly a strategic issue for this cycle of planning. The group changed the label for this issue area from Trust/Reputation to Education and Communication.

Greg David offered Issue D. Environment/Economic/Culture as a strategic issue. And a handout was shared. Mark Watkins also argued for Issue D. Environment/Economic/Culture as a strategic issue.

Bill Kern suggested Issue E. Public Services/Quality as another key issue. This was rated highest by those that had completed the electronic survey of the Decision Matrix based on five criteria that could help determine relative importance of issues. Gary Petre agreed that this is a strategic issue. Several members said that we need to build on the public survey to further explore service priorities. Pam Rogers suggested Issue E. Public Services/Quality as a strategic issue, and talked about the importance of “maximizing the quality of service” which was talked about in the framing narrative of this issue.

While the other four issues are significant, these three issues (Issue A. Education and Communication; Issue D. Environment/Economic/Culture; and Issue E. Public Services/Quality) were agreed to as the Strategic Issues to be addressed in this cycle of planning. The Committee observed that addressing these three strategic issues would also help make progress on the other four issues because of interrelationships. The Committee did not want to rank these strategic issues separately but instead rate all three as the strategic issues to further address and develop strategies around. The three selected strategic issues that were selected by the Steering Committee as the most important to address in follow-up strategy formulation are as follows:

**Issue A. Education and Communication:** How can County government educate both the public and its own internal stakeholders about its mission and services?

**Issue D. Environmental/Economic/Cultural:** How do we protect and preserve our environmental and cultural heritage, and become energy secure while encouraging and supporting sustainable economic activity?

**Issue E. Public Services/Quality:** How do we decide what services we should provide and at what level while responding to quality, quantity and return on investment?
Section 6
STRATEGY FORMULATION

The purpose of Step 6 is to create a set of strategies to address the three priority strategic issues that have been identified in Step 5.

A strategy is defined as a pattern of purposes, policies, programs, projects, actions, decisions and resource allocations that defines what an organization is and does. Strategies respond to the challenges and open-ended question from each strategic issue.

Key Questions for Identifying Strategies

Listed below are prompts that helped the Steering Committee respond to the challenges posed in the three strategic issues. The Steering Committee developed strategy ideas based on these questions.

- **What are ways to address the issue?** (The strategic issues are stated as questions, and the strategies are ways to respond to each issue individually).
- **What are some practical alternatives or initiatives we might pursue to address this issue?**
- **What are the key actions that must be taken to address this issue?**

At Workshop XI, the Steering Committee developed strategy ideas for each strategic issue. The issue is presented, and the responses have been organized using the Major Alternatives, Components and Details (MA, C, D) tool.

**Issue A. Education and Communication (Reframed):** How can County government educate both the public and its own internal stakeholders about its mission and services?

**STAFF/RESOURCES**

**Components**
- Develop the package of ideas that starts moving on this.
- Form a “Work Group” to do more homework and work with resources like the faculty.

**Details:**
- Designate some of County Board Chair budget to hiring an intern to lead efforts on communication techniques both internally and externally (look at conventional and technical ways to enhance County communication).
- Develop a “Speakers Bureau” that people would volunteer to visit civic groups, schools, other venues to share about their area of expertise. (i.e. Department Heads volunteer).
- Develop Q and A on different County topics.
- Develop a two sided sheet for enclosure in the tax bill that has a summary of how the County tax dollars are being spent (like Budget Booklet Summary) and on the other side key contact information (3 bullet points on the most common questions that come up in County government).
EDUCATION/SCHOOLS

Major Alternative:
Adapt approach of BE SMART program (from Solid Waste) in which an educator was hired to go out to the schools (this was elementary school oriented)

Components:
- Explore integrating County matters into existing school curriculum.
- Develop a package or curriculum or lesson plan for education in schools (both public and private schools)
- Work with schools to see if “presentations” could be worked into the classroom.

Details:
- Look at ways to initiate education in the schools about local government and County government.
- Work with curriculum directors of local schools to explore a package of info into schools.
- Look into Technical School opportunities to teach about local government as an enrichment.
- Explore the 1 credit course in Tech Schools.
- Ask the educators in the “Schools” as to what they think would be a good addition to their curriculum (perhaps the intern could explore this with curriculum directors, other administrators/educators.)
- Build on some of the ideas from Youth Government Day.
- Consider ways to hit different age groups of students.
- Look at ways that teaching children then has a pyramid affect with the parents.

OTHER ORGANIZATIONS (WCA)/CITIES/TOWNS/UWEX/TASK FORCES

Components:
- Consider ways of working with other jurisdictions in their mailings (towns, others)
- Check with other municipalities about how feasible placing information in tax bills is.
- Sustainability Task Force would like to collaborate with the overall initiatives for communication/education.

Details:
- Contact the WCA to see if they have some resource materials that could be shared with local schools.
- Look at ways to use the tax bill as a way to communicate.
- Integrate ideas from the New Supervisors Training (Powerpoints, Phil’s stuff, other handouts from WCA, UWEX).
- Look at sponsors for preparing the handout materials.
DEPARTMENTAL ACTIVITY

Components:

a. Develop a documented list of the many ways that County Departments are already communicating with various clients/citizens.
b. Have Department come of up with the best ways for them to communicate with the public.

Details:

a. Find out how the Sheriff’s Department is involved with outreach.
b. Health Department will develop a YouTube presentation and a Facebook presence that will have short programs on health reminders.
c. Share among County Departments what they actually do in each Department.
d. Use the County Fair and their staff and their marketing ability to look at ways to reach out to the citizenry.
e. Have Departments develop very specific information about how they are responsive and timely to citizen inquiries. (Very specific information on each County department).
f. Develop a handy laminated Fact Sheet about all the County Departments.
g. Need a summary of what each County Department does.

RESEARCH/SURVEY/BEST PRACTICE/FIND OUT

Major Alternative/Component:
Determine which “groups” or “communities” in which we need better communication (i.e. where will be have the impact)

Components:

a. Contact UW Madison/Whitewater faculty to see what recommendations they would have for improving out County communication/education.
b. Contact the Professor of Political Science at UW Whitewater who has expertise in communication and invite them to speak to this SP Committee.
c. Consider use of our pending online survey to get additional information from other communities and officials.

Details:

a. Look into various Direct Mail options in response to the survey.
b. Look at how DOT has improved their WEB site and phone numbers to be responsive to citizens’ inquiries.
c. Determine how much money should be allocated for enhanced communication.
d. Look into the UWEX and opportunities for education/communication.
e. Find out who else does direct mail in Jefferson County.
MEDIA

Details:
- Work with Cable Access or others to film the presentations to capture them, and enable airing in multiple ways.
- Use inserts in newspapers (example is the insert that Solid Waste did for Earth Day).
- Put out a twice a year Newspaper that has key information (like Watertown) that has recycling, police, compost site, parks events.
- Put ads on County Newspaper to defray costs.
- Look at WFAW for snippets on occasion about County government.
- Find out what the “blind spots” are for the radio coverage in Jefferson County.

VISIBILITY METHODS/POLITICAL FIGURES

Components:
- Make better use of parades to hand out information on County government. (This is already used as a means to distribute literature; County Health Department has actually been in parades in the past)
- Figure out ways for people to know their districts and their Supervisors.

Details:
- Have a walking unit of County representatives at parades (but make sure not political)
- Develop flyers to hand out at parades that identify Supervisors. (Include pictures and maps---be careful that this is not campaign oriented)
- Focus on nonpolitical years for appearances by County Supervisors at various events.
- Prepare a “goody bag” on County Government for distribution at the fair. (would be family friendly)

MULTIPLE MECHANISMS

Major Alternative:
Develop multiple mechanisms and communication message techniques.
Issue D. Environmental/Economic/Cultural (Reframed): How do we protect and preserve our environmental and cultural heritage, and become energy secure while encouraging and supporting sustainable economic activity?

FUNDING/INCENTIVES/GRANTS

*Details:*
- a. Increase the funding in LWC Department/Parks Department/Economic Development.
- b. To look at incentives to and from business and other sectors to move towards environmental and economic improvement. (Can we help with renewable energy incentives?)
- c. To build on some notions of TIF districts (incentives and infrastructure opportunities)
- d. Look into grants for this issue area.

EDUCATION AND RESEARCH

*Components:*
- a. Explain to the entire County Board the importance of sustainable and energy efficient ways.
- b. Develop a “systems perspective” in our thinking and decision-making in increasing social, environmental economic capital. (Develop principles).

*Details:*
- a. Look into ways to enhance job creation.
- b. Share research on environment and public health.
- c. Send employees/Supervisors to trainings on energy and savings.

COUNTY/COMMUNITY PROJECTS

*Components:*
- a. Advance the GHA project.
- b. For County building and remodeling projects, we need to look at the most sustainable and energy efficient ways (not just upfront costs) for the long term.

*Details:*
- a. Look into wind turbine opportunities at Fair Park, other County properties using incentives.
- b. Consider community gardens in partnership with County property.
- c. Continue the support of the Hazardous Waste Removal Programs/Clean Sweeps which rated high on survey.
- d. Consider a Permacultural Park to attract people to our County (Natural Resources and Society/Building Resources---holistic use of land and demonstrations; ecological restorations).
- e. Use LEEDs compliance criteria.
SUSTAINABILITY TASK FORCE

Major Alternative:
Many of these individual ideas could be moved forward by the Sustainability Task Force.

Component:
a. Support the new Sustainability Task Force and their work.

PARTNERSHIPS

Major Alternative:
Build on relationships with our large employers (Trek, Fort Health Care, Standard Process, Custom Shop, Nestle’s, others) to advance this issue.

Details:
a. Work in partnerships with other organizations and individuals that have complementary initiatives. (Example GHA partnership with DNR)
b. Explore enhanced business partnerships on this issue.
c. Look at “carrot and stick” approaches to build partnerships with other jurisdictions, towns, etc.

TRANSPORTATION/OTHER PLANS

Major Alternative:
Use the Vision from the JCEDC Storybook and County Economic/Community Vision (this includes cultural aspects).

Components:
a. Put together a transportation plan for the County.
b. Consider a transportation plan as the next “thrust” of County comprehensive planning.
c. Develop an Energy Plan for the County.

Details:
a. Build on the Healthy Lifestyles Forum that linked environment and economy and GHA and other initiatives.

HEALTHY LIVING

Details:
a. Health Department and others to promote community supported agriculture. (including having businesses support)---as a part of Healthy Living and Health Lifestyles.
b. Work with Healthier Dodge/Jefferson County grant initiatives.
Issue E. Public Services/Quality (Reframed): How do we decide what services we should provide and at what level while responding to quality, quantity and return on investment?

DIALOGUE

Details:
- Dialogue in constructive ways on the sensitive topic of needs and wants.
- Assure the public that we continue to look into ways to use the tax dollars wisely.

UNDERSTANDING

Major Alternative:
Determine foundational understanding about the importance and role of County government.

Component:
- Determine foundational understanding about the importance and role of County government.

Detail:
- Communicate to our citizens how “lean” Jefferson County actually is.

Major Alternative:
Identify both what has to be done and what should be done to keep the quality of life in Jefferson County.

Component:
- Identify the importance of our quality of life.

MANDATES INTERPRETATION/PUBLIC GOOD

Components:
- Clarify notions about what mandates mean in various County departments’
- Determine ways to look beyond just “mandates” and how this relates to flexibility and level of service.
- Be responsive to informal mandates by the public (beyond the survey). Example: response to flooding at the local level.
- Identify the responsibilities of being good citizens and the “public good” and not just individual demands.
PLANS/ASSESSMENTS/RATIONALES

Major Alternative:
Use our existing plans to help explain the rationale for determining relative importance.

Components:
- Use surveys and scientific assessments to provide rationale for services.
- Use our existing plans to help explain the rationale for determining relative importance.
- We have to look at “Prevention” initiatives rather than “Reactive” initiatives in looking at priorities.

Details:
- Provide education to our County Supervisors about our existing plans. (make all aware of plans)
- This overlaps with education/communication.
- Provide summary of existing County plans in package of PowerPoints.
- Interpret the “Survey” with caution since there are people who will argue for most all County services.

COUNTY DEPARTMENTS/OPERATIONS

Major Alternative:
Advance this issue through work of individual County Department. (They are most knowledgeable about possible strategies.)

Details:
- Advance this issue through work of individual County Department (they are most knowledgeable about possible strategies)
- Departments prioritize every day, and this is continuous evaluation.
- Get clarity in each Department on how much further they can be stretched.
- Departments need to be more “professional” in our jobs in order to be flexible, creative, nimble.
- Continue to look at ways for the County Departments to work together productively (this has been very good but should continue)

FLEXIBLE/RESILIENT

Major Alternative:
Look at ways to be “resilient” and build in multiple uses in our systems.

Components:
- Look at strategies to enable flexibility and being “nimble”. (Can’t be nimble with deep cuts.)
- Look at ways to be “resilient” and build in multiple uses in our systems.
Notes from Workshop 11 on Mission Statement

- The Steering Committee reviewed the four final alternative Mission Statements that were developed at Workshop 6. (All four were slight variations of the generally preferred mission statement.)

- The Steering Committee discussed the evolution and rationale of Alternative 6c which represented the final refinement of the candidate Mission Statements at Workshop 6.

- This Mission Statement reads: “To fulfill County government’s responsibilities to its citizens and advance the quality of life in Jefferson County.”

- A straw poll showed strong agreement with this as our mission.

- There was still interest in a shorter version (i.e. motto) for communication purposes.

- This could be a communications strategy area. To develop this motto.

- Gail suggested a motto: “Responsible government advancing quality of life”; Jim/Carla suggested: “To serve to plan to advance”

- A variation was proposed: “Jefferson County: Responsible government advancing quality of life.”

- There was consensus on both the mission statement and the motto.

Mission Statement
“To fulfill County government’s responsibilities to its citizens and advance the quality of life in Jefferson County.” (Approved by Steering Committee on 8/25/10)

Motto: "Jefferson County: Responsible government advancing quality of life." (Approved by Steering Committee on 8/25/10)
Section 6
STRATEGY FORMULATION: (AS REFINED)

At Workshop 12, the Steering Committee had extensive dialogue around their initial strategy ideas, and refined their initial work. The Steering Committee gave direction as to which strategy ideas they wanted to emphasize in the plan, and they discussed those strategies that are of larger scope (i.e. the bigger ideas that could have impact in addressing the issue.) The section below conceptualizes these action items as “Major Strategy Initiatives” to pursue. For each Major Strategy Initiative, some of the associated strategy ideas are included as possible “component or more detailed strategy ideas” that could help move the strategy forward. The major strategy initiative along with the highlighted components and details represent a “package” of promising ways to address the strategic issue.

This section also has a listing of “Other Ideas Considered”, but these may or may not be additional ways to address each strategic issue.

Issue A. Education and Communication (Reframed): How can County government educate both the public and its own internal stakeholders about its mission and services?

I. MAJOR STRATEGY INITIATIVE 1:
Staff/Resources-Commit staff and resources to education and communication about County Government.

Components and Details of this Initiative:
- Designate some of County Board Chair budget to hiring an intern to lead efforts on communication techniques both internally and externally (look at conventional and technical ways to enhance County communication). Note: This is already underway.
- Determine which “groups” or “communities” in which we need better communication (i.e. Where will we have the impact?)
- Develop the package of ideas that starts moving on this.
- Form a “Work Group” to do more homework and work with resources.

Other Ideas for Future Reference:
General County
- Develop a “Speakers Bureau” that people would volunteer to visit civic groups, schools, other venues to share about their area of expertise. (i.e. Department Heads volunteer).
- Develop Q and A on different County topics.
- Develop a two sided sheet for enclosure in the tax bill that has a summary of how the County tax dollars are being spent (like Budget Booklet Summary) and on the other side key contact information (3 bullet points on the most common questions that come up in County government).
- Consider ways of working with other jurisdictions in their mailings (towns, others)
- Check with other municipalities about the feasibility of placing information in tax bills.
- Sustainability Task Force would like to collaborate with the overall initiatives for communication/education.
- Look at sponsors for preparing the handout materials.
**County Departments**

a. Have Department come up with the best ways for them to communicate with the public.

b. Develop a documented list of the many ways that County Departments are already communicating with various clients/citizens.

c. Find out how the Sheriff’s Department is involved with outreach.

d. Health Department will develop a YouTube presentation and a Facebook presence that will have short programs on health reminders.

e. Share among County Departments what they actually do in each Department.

f. Use the County Fair and their staff and their marketing ability to look at ways to reach out to the citizenry.

\[...\]

\[...\]

\[...\]

\[...\]

\[...\]

\[...\]

\[...\]

Notes: This appears to be a good set of major initiatives. Rich potential of County Board members to help educate. Many civic and service organizations likely to use us as presenters. The Intern can help with some of this. Use the expertise that different Department Heads and Supervisors have. (Different people will have different skills and expertise, so this can be accessed.) Youth will require a very broad perspective while some education will be very focused.

**II. MAJOR STRATEGY INITIATIVE 2:**

**Education/Schools** Integrate County Government matters into existing school curriculum.

**Components and Details of this Initiative:**

a. Develop a package or curriculum or lesson plans for education in schools (both public and private schools).

b. Work with schools to see if “presentations” or other approach could be worked into the classroom or other venues to engage the students.

c. Invite the School Superintendents to see what they think or work with the Social Studies teachers.

d. Target the 17 and 18 year old student population.

e. Develop methods for “Hands On” learning.

f. Integrate education and communication methods from other organizations such as the Wisconsin Counties Association (WCA) and the UW Extension (UWEX).

g. Contact the WCA to see if they have some resource materials that could be shared with local schools.

h. Integrate ideas from the New Supervisors’ Training (PowerPoints, other handouts from WCA, UWEX).

i. Build on some of the lessons learned from Youth Government Day.

j. Consider education methods that include food and networking/social interactions and is something that is reasonably entertaining.

k. Have youth leaders actually do the “teaching” to their peers.
Other Ideas for Future Reference:

a. Work with curriculum directors of local schools to explore a package of info into schools.
b. Ask the educators in the "Schools" as to what they think would be a good addition to their curriculum (perhaps the intern could explore this with curriculum directors, other administrators/educators.)
c. Look into Technical School opportunities to teach about local government as an enrichment.
d. Explore the 1 credit course in Tech Schools.
e. Consider ways to hit different age groups of students.
f. Look at ways that teaching children then has a pyramid affect with the parents.
g. Adapt approach of BE SMART program (from Solid Waste) in which an educator was hired to go out to the schools (this was elementary school oriented)

III. MAJOR STRATEGY INITIATIVE 3:
County Government Strategic Plan-Communicate and educate about the content and direction of County Government based on the County Strategic Plan.

Components and Details of this Initiative:

a. Prepare various communication mechanisms on the content and direction of County government as identified in the Strategic Plan: stakeholders, mandates, values, new mission, new motto, assessments, detailed vision statements, framed issues, 3 strategic issues, major strategy initiatives.
b. Develop communication methods to let people and elected officials know what is in the Strategic Plan (look at the various packaged ways to communicate the findings in the Strategic Plan and the results of the opinion survey).
c. Determine which “groups” or “communities” in which we need better communication (i.e. where will be have the impact)
d. Target examples of important clients such as Chambers of Commerce, Tourism Council, business groups, municipalities, organizational leaders, other community sub-groups, etc. (These groups are always seeking articles and information).
e. Use the extensive contact lists from the County Economic Development Department; the Health Department also has extensive lists.

IV. MAJOR STRATEGY INITIATIVE 4:
Best Practice and Marketing Research-Use expertise of UW Whitewater faculty and/or others in developing a communication system that is based in sound practice and methods.

Components and Details of this Initiative:

a. Obtain good marketing expertise to do this right.
b. Contact UW Madison/Whitewater faculty to see what recommendations they would have for improving our County communication/education.
c. Contact the Professor of Political Science at UW Whitewater who has expertise in communication and invite this person to speak to this Strategic Planning Steering Committee and/or others.
d. Use of our pending online survey to get additional information from other communities and officials.

e. Get guidance on how to manage this and keep the system up to date; need advice on maintenance of the targeted communication materials.

f. Use a previous “branding of Jefferson County” initiative with faculty and students from the Milwaukee Institute of Art and Design in which professionally designed logos and other marketing materials were developed for Jefferson County. (There was never action or follow-through on this initiative).

g. Use the professionally prepared “feature insert” about Jefferson County that was included in the County Tourism Guide a couple years back.

Other Ideas for Future Reference:

a. Look into various direct mail options in response to the survey.

b. Look at how the Wisconsin Department of Transportation (DOT) has improved their Web site and phone numbers to be responsive to citizens’ inquiries.

c. Determine how much money should be allocated for enhanced communication.

d. Look into the UWEX and opportunities for education/communication.

e. Find out who else does direct mail in Jefferson County.

V. MAJOR STRATEGY INITIATIVE 5:

Media-Package a variety of multi-media communication methods such as films, videos, technology assisted mechanisms, web-site updates, print and other innovative methods.

Components and Details of this Initiative:

a. Build on videos from Youth Government Day (4 or 5) which were done by UWEX and are very good.

b. Obtain professional consultation and/or production to make sure they are entertaining. (where we do not have the expertise)

c. Learn from the initiative by Solid Waste Committee which will be looking for help from UWEX to pull together a video for schools and other users to communicate and market the Clean Sweep Program and other County solid waste programs.

d. Build on efforts of the Farmland Conservation Easement Commission which has developed an initial communication plan, and will be developing a logo and will be putting out signs of those participating in the program.

e. Consider using the City of Jefferson Group who films County Board meetings, and has the ability to do some other filming.

f. Focus on updating our Web site for the County, and this needs to be a major part of the communication package.

Other Ideas for Future Reference:

a. Work with Cable Access or others to film the presentations to capture them, and enable airing in multiple ways.

b. Use inserts in newspapers (example is the insert that Solid Waste did for Earth Day)

c. Put out a twice a year Newspaper that has key information (like Watertown) that has recycling, police, compost site, parks events.
d. Put ads on County Newspaper to defray costs.
e. Look at WFAW for snippets on occasion about County government.
f. Find out what the “blind spots” are for the radio coverage in Jefferson County.
g. Added idea: Have a simulation of following one person thru a day, and have them experience the many ways they are actually accessing County-related departments. This could remove the cynicism of the typical citizen. Could be done thru a video.
h. Added idea: Could have yard signs and posters with the County motto or “Your County Tax Dollars at Work”.
i. Added idea: Talk to leaders of our media outlets or keep them in mind when we have communication pieces that we want to get out.
j. Added idea: Media is very willing to work with us and help us get the message out.
k. Added idea: Come up with a computer “APP” for our work.

Notes: Would be very valuable to have a video that could be used in presentations and as part of our Web site.

Additional Ideas Considered By the Steering Committee
a. Make better use of parades to hand out information on County government. (This is already used as a means to distribute literature; County Health Department has actually been in parades in the past)
b. Figure out ways for people to know their districts and their Supervisors.
c. Have a walking unit of County representatives at parades (but make sure not political)
d. Develop flyers to hand out at parades that identify Supervisors. (Include pictures and maps---be careful that this is not campaign oriented)
e. Focus on nonpolitical years for appearances by County Supervisors at various events.
f. Prepare a “goody bag” on County Government for distribution at the fair. (would be family friendly)
Issue D. Environmental/Economic/Cultural (Reframed): How do we protect and preserve our environmental and cultural heritage, and become energy secure while encouraging and supporting sustainable economic activity?

I. MAJOR STRATEGY INITIATIVE 1:
County and Community Projects- Integrate real County (and community projects) into implementation programs in order to demonstrate County commitment to this issue.

Components and Details of this Initiative:

a. Advance the Glacial Heritage Area project.
b. Look at the most sustainable and energy efficient ways for the long term (not just upfront costs) for new County building and remodeling projects.
c. Engage County Fair Park operations which is very interested in alternative energy method demonstrations (i.e. solar and wind energy and bio-digesters) on the grounds at Fair Park.
d. Empower leadership for this initiative to the Sustainability Task Force.

Other Ideas for Future Reference:

a. Look into wind turbine opportunities at Fair Park and other County properties using incentives.
b. Consider community gardens in partnership with County property.
c. Continue the support of the Hazardous Waste Removal Programs/Clean Sweeps which rated high on the citizen survey.
d. Consider a Permacultural Park to attract people to our County (Natural Resources and Society/Building Resources---holistic use of land and demonstrations; ecological restorations).
e. Use the Leadership in Energy and Environmental Design (LEEDS) program/green building compliance criteria.

Notes: Will use DNR for GHA.

II. MAJOR STRATEGY INITIATIVE 2:
Sustainability Task Force- Use the “charge” of the Sustainability Task Force as a way to move forward individual projects (see Major Strategy Initiative 1. above) and other ideas---including the development of a “County Energy Plan”.

Components and Details of this Initiative:

a. Support the new Sustainability Task Force and their work.
b. Use the Sustainability Task Force when initiating actual projects in the County system (our County buildings, our County hands-on projects); a role for the Task Force would be useful to other County Committees and the County Board.
c. Have the Sustainability Task Force oversee the development of “some kind of” County Energy Plan.
d. Engage this task force when considering the “Green Projects” proposed in the County budget process. (The Task Force has a large charge).
e. Build on and partner with efforts for the new “Solar Park” sponsored by the City of Jefferson. (See Major Strategy Initiative 3 next.)
III. MAJOR STRATEGY INITIATIVE 3:
Partnerships and Relationships- Build on relationships with our large employers and other communities/municipalities to advance this issue (including Trek, Fort Health Care, Standard Process, Custom Shop, Nestle’s, Cities of Jefferson, Watertown, Waterloo, others).

Components and Details of this Initiative:

a. Work in partnerships with other organizations and individuals that have complementary initiatives. (Examples of partnerships to build upon are listed in b-j below.)
b. Work with the DNR in the partnership for the Glacial Heritage Area initiative.
c. Work with the City of Jefferson on their new “Solar Park” initiative. (One of the largest in the nation.)
d. Complement the City of Jefferson’s “25 x 25” Program (State sponsored program to reduce energy).
e. Work with Watertown as they are interested in partnering with the County on energy initiatives.
f. Build on the Jefferson County Economic Development Consortium Board staff’s work in which there is already partnering with the “Solar Park” project.
g. Work with new biomass project on the Kemmeter Farm as a noteworthy project. (A pilot to develop new crops that can be used to create renewable energy.)
h. Partner with Waterloo as the number-one community in US for using green energy (thru leadership at Trek and Crave Brothers)
i. Explore enhanced business partnerships on this issue.
j. Look at “carrot and stick” approaches to build partnerships with other jurisdictions, towns, etc.

IV. MAJOR STRATEGY INITIATIVE 4:
Other Vision Documents, Plans and Transportation Planning- Use the vision ideas from the Jefferson County Comprehensive Plan Update (with Economic Development Emphasis), and follow-up with a rigorous transportation plan.

Components and Details of this Initiative:

a. Use the Vision from the Jefferson County Economic Development’s Economic Vision and Positioning Framework Initiative (JCEDC Storybook) which has been incorporated into the Jefferson County Comprehensive Plan Update (with Economic Development Emphasis). Note-This includes cultural aspects.
b. Use the vision and strategy ideas on economic development and sustainable systems since they are already identified and agreed-upon by many leaders throughout the County. (Agricultural enterprises, small-town living, advanced manufacturing, healthy living, tourism, bioenergy, innovation connections and sustainable systems---these are the 8 focus areas in this plan.) This can fuel and feed the responses to this issue.
c. Put together a transportation plan for the County. The Comprehensive Plan Update recommends the follow-up of a rigorous transportation plan (for all forms of transportation). This should be the next “thrust” of County comprehensive planning.

Note: Transportation planning is key to environmental and economic considerations in the future. There was an extensive discussion on this by the Steering Committee. There was concern about the implications to sound land use if we do not understand the link between sound transportation planning and sound land use (concerns were
expressed about “leap-frogging” of development beyond the by-pass corridors.) Planning is needed to create incentives and disincentives for sound growth that is consistent with County comprehensive planning. There is a need to help business be competitive in our existing downtowns and in our planned growth areas.
d. Build on the Healthy Lifestyles Forum that linked environment and economy and the Glacial Heritage Area project and other initiatives.

Add Major Strategy Initiative 5: Cultural Heritage:
a. Add: Build on our established cultural heritage and long term values. (Tourism, Fair Park, farmland preservation, our history of land use planning and zoning, our glacial heritage---drumlins, lakes and rivers, our native/historical sites, our historic/cultural landscape, small town living, our many festivals, things we all do beyond our individual heritage.)

Note: No specific strategies for culture were noted. Discussion on Culture was included when the issue was framed and also mentioned as part of the County Vision (within vision statements). Cultural heritage applies to many of the asset areas and vision areas in the County Vision. Culture is deeply included in much of the context in the County Vision. Culture is imbedded in many concepts in the County Plan. Dennis described the many places that culture is included in the County Vision. Could also link the County’s new core values as a part of our emerging County culture. Identify how important this concept of culture and culture change is. Also noted were a Historic Site Preservation Survey and its look at ways to preserve the cultural landscape.

Additional Ideas Looked at By the Steering Committee

Funding/Incentives/Grants:
a. Increase the funding in the Land and Water Conservation (LWC) Department/Parks Department/Economic Development Department.
b. Look at incentives to and from business and other sectors to move towards environmental and economic improvement. (Can we help with renewable energy incentives?)
c. Build on some notions of Tax Incremental Finance (TIF) districts (incentives and infrastructure opportunities)
d. Look into grants for this issue area.

Education and Research:
a. Explain to the entire County Board the importance of sustainable and energy efficient ways.
b. Develop a “systems perspective” in our thinking and decision-making in increasing social, environmental and economic capital. (Develop principles).
c. Look into ways to enhance job creation.
d. Share research on environment and public health.
e. Send employees/Supervisors to trainings on energy and savings.

Healthy Living:
a. Build on efforts by the Health Department and others to promote community supported agriculture. (including having businesses support)---as a part of Healthy Living and Health Lifestyles.
b. Work with Healthier Dodge/Jefferson County grant initiatives.
Issue E. Public Services/Quality (Reframed): How do we decide what services we should provide and at what level while responding to quality, quantity and return on investment?

I. MAJOR STRATEGY INITIATIVE:
Understanding about County Government- Determine and develop the foundational understanding about the importance and role of County government.

Components and Details of this Initiative:
  a. Determine foundational understanding about the importance and role of County government.
  b. Identify both what has to be done and what should be done to keep the quality of life in Jefferson County.
  c. Identify the importance of our quality of life.
  d. Dialogue in constructive ways on the sensitive topic of needs and wants.
  e. Assure the public that we continue to look into ways to use the tax dollars wisely.
  f. Communicate to our citizens how “lean” Jefferson County actually is.
  g. Use and model the core values identified in this Strategic Plan, and have this become a way of being for the County Board and Departments.

Note: There was extensive discussion about this initiative by the Steering Committee. This may be the hardest strategy to tackle since so many people are negative about government. The response may fall back to our communication and education strategies. We have the opportunity at the local level to be more “hands-on”. This strategy can be used to “inform” the messages of the strategic issue around communication and education.

II. MAJOR STRATEGY INITIATIVE 2:
Mandates Interpretation and Public Good- Determine County services that are essential for quality of life, environmental stewardship, economic development and the public good, but are not necessarily formally mandated.

Components and Details of this Initiative:
  a. Determine ways to look beyond just “mandates” and how this relates to flexibility and level of service.
  b. Clarify notions about what mandates mean in various County departments.
  c. Be responsive to informal mandates by the public (including and beyond the Jefferson County Citizen Survey, 2010).
  d. Identify the responsibilities of being good citizens and the “public good” and not just individual demands.

Note: There was extensive discussion about this initiative by the Steering Committee. The County Board and Departments are the “public servants”. It is important to link the notion of “the public good” and “public service”. There should be emphasis that County officials are taking on the chore of providing public service. The County Board could be framed as a “Citizen Representatives”. The partisan and nonpartisan elected officials need to work together with County departments in the best interests of the taxpayers.
III. MAJOR STRATEGY INITIATIVE 3:
County Department and County Committees- Advance the response to service provision and quality through the work of individual County departments and policy committees.

Components and Details of this Initiative:
a. Use the extensive knowledge of County departments and policy committees to implement strategies on service provision, service level and quality.
b. Build on the Departments’ operations in which there is already continuous prioritizing of their work product to produce a timely and quality result. (This includes determining their quality standards.)
c. Empower Departments and policy Committees to be “visionary” in their jobs/roles in order to be flexible, creative and nimble.
d. Use a “team approach” of County Committees and Departments to monitor and address this strategy area.
e. Continue to look at ways for the County Departments to work together productively (this has been very good but should continue.)
f. Build on the strong interdepartmental communication approach that began with the County Administrator’s monthly Department Head meetings (which we never had before Gary Petre).
g. Incorporate the ideas from the communication and education strategy initiatives to use our resources more wisely. Note: Departments are already understanding each other better and are less parochial.
h. Get clarity in each Department on how much further they can be stretched; some departments are stretched so far that quality is suffering.

Notes: Lead implementing bodies include Supervisors, County Department Heads, and different ways of gaining continuing involvement from citizen volunteers.

Additional Ideas Considered By the Steering Committee
Plans/Assessments/Rationale:
a. Use our existing plans to help explain the rationale for determining relative importance of services.
b. Use surveys and scientific assessments to provide rationale for services.
c. Use our existing plans to help explain the rationale for determining relative importance.
d. We have to look at “Prevention” initiatives rather than “Reactive” initiatives in looking at priorities.
e. Provide education to our County Supervisors about our existing plans. (make all aware of plans)
f. This overlaps with education/communication.
g. Provide summary of existing County plans in package of PowerPoints.
h. Interpret the “Citizen Survey” with caution since there are people who will argue for most all County services.

Flexible/Resilient:
a. Look at ways to be “resilient” and build in multiple uses in our systems.
b. Look at strategies to enable flexibility and being “nimble”. (Can’t be nimble with deep cuts.)
c. Look at ways to be “resilient” and build in multiple uses in our systems.
Notes from Workshop 12

- Facilitator will take the input from the Steering Committee review of Section 6: Strategy Formulation, and provide a refined Strategy Formulation section based on notes of where the Steering Committee wanted to place emphasis and preferred direction. The method for doing this will continue but include adaptations from the Major Alternatives, Components and Details tool. Discussion points and rationale for preferred direction was captured in these notes and will also be included in the refined strategy section.

- Next meeting look at the full “Proceedings Report” from Workshops 1-12.

- Discuss format of different reports to help with Step 7: Plan Review and Adoption Protocol.

- Need to link to the various “key” plans referenced in the Vision and Strategies.

Other Notes from Workshop 13:

- Final Plan (shorter than the Proceedings)---To Administration and Rules Committee

- Executive Summary (5 or 6 pages)---To County Board

- Very short message point summary. (Possibly a memo from Steering Committee to Board)---To County Board

- County Board Resolution.

- Discussion on Approval of This Plan By Steering Committee: County Administrator asked the Steering Committee if anyone had any of the strategies in this plan. There were no objections and there was consensus (and unanimity of agreement on this plan)

Review and Plan Check-In and Plan Oversight:

- Administration and Rules Committee: Will be the “formal” policy committee for periodic check-in to the plan’s progress. This committee will have general “oversight” of this strategic plan.

- Many “lead implementation bodies” will take the lead in plan implementation. (Including several County Policy Committees, County Administrator and Department Heads).

- Intend to empower the implementation of this plan by many different individuals and groups (will need leaders to step up in leadership roles for components of this plan). This will require creative and visionary leaders to make sure this moves forward.

- Interest in an update of this plan in 2-3 years (not as rigorous as this plan, but a reassessment of how the strategies are working)

- There needs to be encouragement for many to use this plan and live this plan.

- Intent that things don’t get lost so periodic monitoring of this plan is important.
Appendix

- Meeting Agendas
- Participants at Each Workshop
- Jefferson County Citizen Survey Report, 2010
- Contextual Resources:
  - Profile the Planning Effort Report
  - February 4, 2009 Report to the County Board on Strategic Planning
  - August 11, 2009 Report to County Board on Strategic Plan
  - December 3, 2009 Strategic Planning Process Status Report to the County Board
Jefferson County
Strategic Plan Steering Committee
Workshop #1

May 20, 2009
1:00 p.m.

UW Extension
864 Collins Rd, Rooms 8/9
Jefferson

AGENDA

Steering Committee Members:
Jim Braughler, Richard Jones, Carol Ward Knox, Steve Nass, Don Reese,
Pam Rogers, Sharon Schmeling
Dennis Heling, Bill Kern, Paul Milbrath, Joe Nehmer, Carla Robinson
Earlene Ronk, Gail Scott, Mark Watkins

1. Call to Order
2. Roll Call
3. Certification of Compliance with Open Meeting Law Requirements
4. Welcome and Review of Agenda (Gary Petre)
5. Opener by Project Facilitator (Steve Grabow)
6. Roles of Planning Team/Steering Committee and Coordinating Work Group,
   Facilitator, Project Manager and others (e.g. other County Board members,
   Department Heads, others)
7. Discussion and Initial Guidelines for Working Together
8. Orientation and Resources
   a. Strategic Planning Process Overview; Profile of Planning Effort; Glossary
      of Terms and Vocabulary; Agreed Upon Process
   b. Examples of County Strategic Plans
   c. Context of Internal and External Economic Considerations
   d. Questions by Planning Team
9. Stakeholder Analysis Exercises (Facilitated)
   a. Identifications
   b. Expectations
10. Step 2: Mandates Exercises (Facilitated)
    a. Formal
    b. Informal
11. Possibly begin Step 3: Values/Mission/Purpose Exercises
12. Wrap Up and Follow-up for Next Workshop (June 17th 1:00 p.m.)
13. Adjourn

Next Meeting Dates:

June 17th; August 19th, September 16th
UW Extension Rm. 8/9
1:00 p.m.
Jefferson County
Strategic Plan Steering Committee
Workshop #2

June 17, 2009
1:00 p.m.

UW Extension
864 Collins Rd, Rooms 8/9
Jefferson

AGENDA

Steering Committee Members:
Jim Braughler, Richard Jones, Carol Ward Knox, Steve Nass, Don Reese,
Pam Rogers, Sharon Schmeling
Dennis Heling, Bill Kern, Paul Milbrath, Joe Nehmer, Carla Robinson
Earlene Ronk, Gail Scott, Mark Watkins

1. Call to Order
2. Roll Call
3. Certification of Compliance with Open Meeting Law Requirements
4. Review “Proceedings Report” from Workshop 1
5. Refinements to Workshop 1 Components and Possible Review of Criteria for Additional Stakeholders
6. Step 2: Mandates Exercises (Facilitated)
   a. Formal
   b. Informal
7. Step 3: Values/Mission/Purpose Exercises (Facilitated)
8. Wrap Up and Follow-up for Next Workshop (August 19th 1:00 p.m.)
9. Adjourn

Next Meeting Dates:
August 19th, September 16th
UW Extension Rm. 8/9
1:00 p.m.
AGENDA

Steering Committee Members:
Jim Braughler, Richard Jones, Steve Nass, Don Reese, Pam Rogers
Sharon Schmeling, Carol Ward Knox,
Dennis Heling, Bill Kern, Paul Milbrath, Joe Nehmer, Carla Robinson
Earlene Ronk, Gail Scott, Mark Watkins

1. Call to Order

2. Certification of Compliance with Open Meeting Law Requirements

3. Review “Proceedings Report” from Workshop 1 and 2-brief

4. Refinements/Enhancements to Workshop 2 Components

5. (Including comments on Mandates from Coordinating Workgroup)

6. Step 3: Values/Purpose/Mission Exercises (Facilitated)

7. Wrap-Up and Follow-up for Next Workshop(s) (September 24th); will discuss timetable from County Board Status report.

8. Adjourn

Next Meeting Date:

September 24th
UW Extension Rm. 8/9
1:00 p.m.
AGENDA

Steering Committee Members:
Jim Braughler, Richard Jones, Steve Nass, Don Reese, Pam Rogers
Sharon Schmeling, Carol Ward Knox,
Dennis Heling, Bill Kern, Paul Milbrath, Joe Nehmer, Carla Robinson
Earlene Ronk, Gail Scott, Mark Watkins

1. Call to Order
2. Certification of Compliance with Open Meeting Law Requirements
3. Review “Proceedings Report” section from Workshop 3-brief
4. Values Follow-up
5. Discussion on the grouping of values by themes and relationship of ideas.
6. Straw-Poll on Values that most agree to emphasize and embrace
7. Wrap-up discussion on how we are currently living-out our values and implications for the future.
8. Mission Statement Refinement
   a. Narrow-down; merge; wordsmith possible mission statements
   b. Consider developing a purpose/mission statement for the
9. Leadership structure (County Board/Management Team)
10. Step 4: S.W.O.C. Analysis (Facilitated Exercise)
11. Wrap-Up and Follow-up for next workshop(s) – October 22nd
12. Adjourn

Next Meeting Date:
October 22, 2009
UW Extension Rm. 8/9
1:00 p.m.
Jefferson County
Strategic Plan Steering Committee
Workshop #5

October 22, 2009
1:00 p.m.

UW Extension
864 Collins Rd, Rooms 8/9
Jefferson

AGENDA

Steering Committee Members:
Jim Braughler, Richard Jones, Steve Nass, Don Reese, Pam Rogers
Sharon Schmeling, Carol Ward Knox,
Dennis Heling, Bill Kern, Paul Milbrath, Joe Nehmer, Carla Robinson
Earlene Ronk, Gail Scott, Mark Watkins

1. Call to Order
2. Certification of Compliance with Open Meeting Law Requirements
3. Review “Proceedings Report” from Workshop 4
4. Step 5 Strategic Issues (Facilitated Exercise)
5. Wrap-Up and Follow-up for next workshop(s)
6. Adjourn

Next Meeting Date:

November 17, 2009
UW Extension Rm. 8/9
1:00 p.m.
Jefferson County  
Strategic Plan Steering Committee 
Workshop #6 

November 17, 2009  
1:00 p.m. 

UW Extension  
864 Collins Rd, Rooms 8/9  
Jefferson 

AGENDA 

Steering Committee Members:  
Jim Braughler, Richard Jones, Steve Nass, Don Reese, Pam Rogers  
Sharon Schmeling, Carol Ward Knox,  
Dennis Heling, Bill Kern, Paul Milbrath, Joe Nehmer, Carla Robinson  
Earlene Ronk, Gail Scott, Mark Watkins 

1. Call to Order 

2. Certification of Compliance with Open Meeting Law Requirements 

3. Review “Proceedings Report” section 3-5 from Workshop 5-brief 

4. Mission Statement Refinement  
a. Consider an “Interim Mission” from the narrowed list of 3 alternatives. 

5. Discussion and suggestions around the preliminary consensus vision statements 
(Physical and Organizational) 

6. Discussion and “Framing of Issues” from the preliminary issue areas and suggested issues. 

7. Discussion and possible exercise on the relative “strategic nature” of issues. 

8. Discussion about follow-up public involvement processes and/or survey techniques  
(See “Profile the Planning Effort” report in Tab 4 of binder: Item 14. Options for Broader Public Involvement.) 

9. Wrap-Up and Follow-up for Next Workshop(s) - Not yet determined 

10.Adjourn 

Future Meeting Date(s):  
To be determined  
UW Extension Rm. 8/9  
1:00 p.m. 

6
Jefferson County
Strategic Plan Steering Committee
Workshop #7

January 19, 2010
1:00 p.m.

UW Extension
864 Collins Rd, Rooms 8/9
Jefferson

AGENDA

Steering Committee Members:
Jim Braughler, Richard Jones, Steve Nass, Don Reese, Pam Rogers
Sharon Schmeling, Carol Ward Knox,
Dennis Heling, Bill Kern, Paul Milbrath, Joe Nehmer, Carla Robinson
Earlene Ronk, Gail Scott, Mark Watkins

1. Call to Order

2. Certification of Compliance with Open Meeting Law Requirements

3. Review “Proceedings Report” including Workshop 6

4. Public Involvement: Review, discuss and take action on a proposal from the UW-River Falls Survey Research Center for services associated with a scientific public opinion survey and governing assessment instrument.

5. Follow-up processes

6. Adjourn

Future Meeting Date(s):
To be determined
UW Extension Rm. 8/9
1:00 p.m.
Jefferson County
Strategic Plan Steering Committee
Workshop #8

February 23, 2010
1:00 p.m.

UW Extension
864 Collins Rd, Rooms 8/9
Jefferson

AGENDA

Steering Committee Members:
Jim Braughler, Richard Jones, Steve Nass, Don Reese, Pam Rogers
Sharon Schmeling, Carol Ward Knox,
Dennis Heling, Bill Kern, Paul Milbrath, Joe Nehmer, Carla Robinson
Earlene Ronk, Gail Scott, Mark Watkins

1. Call to Order
2. Certification of Compliance with Open Meeting Law Requirements
3. Review “Proceedings Report” including Workshop 7
4. Review results of Decision Matrix on Strategic Issues
5. Review first draft of community survey questions
6. Review first draft of local officials/employee assessment tool
7. Set next meeting date and agenda
8. Adjourn

Future Meeting Date(s):

To be determined
UW Extension Rm. 8/9
1:00 p.m.
AGENDA

Steering Committee Members:
Jim Braughler, Richard Jones, Steve Nass, Don Reese, Pam Rogers
Sharon Schmeling, Carol Ward Knox,
Dennis Heling, Bill Kern, Paul Milbrath, Joe Nehmer, Carla Robinson
Earlene Ronk, Gail Scott, Mark Watkins

1. Call to Order
2. Certification of Compliance with Open Meeting Law Requirements
3. Review “Proceedings Report” including Workshop 8
4. Review final draft of community survey questions
5. Review first draft of local officials/employee assessment tool
6. Set next meeting date and agenda
7. Adjourn

Future Meeting Date(s):
To be determined
UW Extension Room 8/9
1:00 p.m.
Jefferson County
Strategic Plan Steering Committee
Workshop #10

August 11, 2010
2:00 p.m.

UW Extension
864 Collins Rd, Room 12
Jefferson

AGENDA

Steering Committee Members:
Jim Braughler, Richard Jones, Steve Nass, Don Reese, Pam Rogers, John Molinaro
Dennis Heling, Bill Kern, Paul Milbrath, Joe Nehmer, Carla Robinson
Earlene Ronk, Gail Scott, Mark Watkins

1. Call to Order
2. Certification of Compliance with Open Meeting Law Requirements
3. Welcome new Steering Committee member – County Board Chair John Molinaro
4. Discussion and review of 2010 calendar for the Strategic Planning Process and steps for completion at future workshops
5. Reminders on the intent on incorporating (with limitations/context) the Public Opinion Survey into the Strategic Planning Process (Step 5: Refining Issue Statements/Determining Short List of 2-4 Strategic Issues)
7. Revisit Step 5: Strategic Issues, select a short list of Strategic Issues from the 7 identified issues facing Jefferson County Government
8. Determine the strategic issue(s) for follow-up in Step 6: Strategy Formulation (select 2 Strategic Issue for focus and emphasis)
9. Closing discussion to prepare for next workshop.
10. Set next meeting date and agenda
11. Adjourn

Future Meeting Date(s):

August 25th - 1:00 p.m. UWX Rm 12
September 8th - 2:00 p.m. UWX Rm 8/9
September 23rd – 1:00 p.m. UWX Rm 8/9
October 14th – 1:00 p.m. UWX Rm 8/9

Administration & Rules Committee
October 27th – 8:30 a.m. Courthouse, Rm 112

County Board Meeting
November 9th – 7:00 p.m. Courthouse, Rm 205
Jefferson County  
Strategic Plan Steering Committee  
Workshop #11  

August 25, 2010  
1:00 p.m.  

UW Extension  
864 Collins Rd, Room 12  
Jefferson  

AGENDA  

Steering Committee Members:  
Jim Braughler, Richard Jones, Steve Nass, Don Reese, Pam Rogers, John Molinaro  
Dennis Heling, Bill Kern, Paul Milbrath, Joe Nehmer, Carla Robinson  
Gail Scott, Mark Watkins  

1. Call to Order  
2. Certification of Compliance with Open Meeting Law Requirements  
3. Review “Proceedings Report” including notes from Workshop 10  
4. Background information review on Step 6: Strategy Formulation  
5. Strategy Formulation Exercises:  
   2. Strategic Issue A. Education and Communication  
   3. Strategic Issue D. Environment, Economic, Cultural  
   4. Strategic Issue E. Public Services, Quality  
   5. (It is anticipated that two workshops will be needed for Step 6)  
6. Affirm the Jefferson County Government Mission Statement  
7. Closing discussion to prepare for next workshop  
8. Reminder for next meeting date (September 10th, 9am)  
9. Adjourn  

Future Meeting Date(s):  

September 10th - 9:00 a.m. UWX Rm 12  
September 23rd – 1:00 p.m. UWX Rm 8/9  
October 14th – 1:00 p.m. UWX Rm 8/9  

Administration & Rules Committee  
October 27th – 8:30 a.m. Courthouse, Rm 112  

County Board Meeting  
November 9th – 7:00 p.m. Courthouse, Rm 205
Jefferson County
Strategic Plan Steering Committee
Workshop #12

September 10, 2010
9:00 a.m.

UW Extension
864 Collins Rd, Room 12
Jefferson

AGENDA

Steering Committee Members:
Jim Braughler, Richard Jones, Steve Nass, Don Reese, Pam Rogers, John Molinaro
Dennis Heling, Bill Kern, Paul Milbrath, Joe Nehmer, Carla Robinson
Earlene Ronk, Gail Scott, Mark Watkins

1. Call to Order
2. Certification of Compliance with Open Meeting Law Requirements
3. Review “Proceedings Report” including notes from Workshop 11
4. Review a method for organizing possible strategies called the “Major Alternatives,
a. Components and Details (MA, C and D) Tool”.
5. Continue work on Step 6: Strategy Formulation in three areas:
   • Strategic Issue A. Education and Communication
   • Strategic Issue D. Environment, Economic, Cultural
   • Strategic Issue E. Public Services, Quality
6. Determine preferred strategy direction for these areas.
7. Closing discussion to prepare for next meeting.
8. Reminder for next meeting date (September 23rd, 1pm)
9. Adjourn

Future Meeting Date(s):

September 23rd – 1:00 p.m. UWX Rm 8/9
October 14th – 1:00 p.m. UWX Rm 8/9

Administration & Rules Committee
October 27th – 8:30 a.m. Courthouse, Rm 112

County Board Meeting
November 9th – 7:00 p.m. Courthouse, Rm 205
Jefferson County
Strategic Plan Steering Committee
Workshop #13

September 23, 2010
1:00 p.m.

UW Extension
864 Collins Rd, Rooms 8/9
Jefferson

AGENDA

Steering Committee Members:
Jim Braughler, Richard Jones, Steve Nass, Don Reese, Pam Rogers, John Molinaro
Dennis Heling, Bill Kern, Paul Milbrath, Joe Nehmer, Carla Robinson
Gail Scott, Mark Watkins

1. Call to Order
2. Certification of Compliance with Open Meeting Law Requirements
3. Review draft of “Proceedings Report” including notes from Workshop 12
4. Complete any outstanding work on Step 6: Strategy Formulation in three areas:
   Strategic Issue A. Education and Communication
   Strategic Issue D. Environment, Economic, Cultural
   Strategic Issue E. Public Services, Quality
5. Review and adopt the Plan process – Step 7
6. Closing discussion to prepare for next meeting.
7. Set next meeting date (October 14th, 1pm) and possible agenda items
8. Adjourn

Future Meeting Date(s):
October 14th – 1:00 p.m. UWX Rm 8/9

Administration & Rules Committee
October 27th – 8:30 a.m. Courthouse, Rm 112

County Board Meeting
December 14th – 7:00 p.m. Courthouse, Rm 205
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Staff and students working for the Survey Research Center at UW-River Falls were instrumental in the completion of this study. We would like to thank Denise Parks, Ted Cannady, Danielle Hammer, Mandy Speerstra, Grady Stehr, Ashley Julka, Aaron Peterson, and Hannah Stuttgen. We gratefully acknowledge their hard work and dedication.

Jefferson County staff and officials were crucial to the completion of this project. The SRC would like to thank UW Extension Educator Steve Grabow and Jefferson County Administrator Gary Petre for their guidance and suggestions. In addition, we want to express our appreciation to the current and past members of the Steering Committee for their input and suggestions: John Molinaro, Sharon Schmeling, James Braughler, Dennis Heling, Dick Jones, William Kern, Paul Milbrath, Steven Nass, Joe Nehmer, Donald Reese, Carla Robinson, Pamela Rogers, Earlene Ronk, Gail Scott, Mark Watkins, and Carol Ward Knox.

Finally, we would like to thank the Jefferson County residents, who took the time to complete their questionnaires.
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Executive Summary

The purpose of this study was to gather public input for a strategic plan for Jefferson County government. County officials chose to work with the Survey Research Center (SRC) at the University of Wisconsin – River Falls to gather these data.

In May 2010, the SRC mailed surveys to 1,146 Jefferson County households. The initial mailing was followed by a second mailing to non-respondents. The overall response rate was 41% (450 completed questionnaires). The results provided in this report are expected to be accurate to within plus or minus 4.6% with 95% confidence. Statistical tests do not indicate that “non-response bias” is a problem in this sample. However, the demographic profile of the sample contains fewer women, renters and young people than would be expected. Statistical analysis indicated that that men and women have statistically significant differences of opinion in about 38 of the 110 variables included in the survey. As a result, the SRC chose to weight the survey results as if the sample contained the same proportion of adult men (49.2%) and adult women (50.8%) as were estimated in the 2008 Census Bureau American Community Survey. The SRC notes differences of opinion among the demographic groups throughout the report.

Jefferson County respondents said they are generally pleased with the quality of life they enjoy. A large majority, 87%, rated the quality of life as “good” or “excellent”, and just 14% of respondents rate it as only “fair” or “poor.” Majorities gave positive ratings to Jefferson County as a place to raise children and to the County’s recreational opportunities. Respondents expressed ambivalence in their ratings for the County as a place to retire, as a place to do business, and as a place to work; about the same proportion gave positive ratings as gave negative ratings. Perhaps reflecting the deep economic recession at the time of the survey, they were displeased with the overall economy in the County and the job prospects within the County.

A majority of respondents said they are at least “somewhat” familiar with Jefferson County governmental offices and services. Respondents are most likely to be familiar with the Clerk of Courts, Human Services, and Parks.

Respondents gave lukewarm ratings to the value of services they receive for taxes paid to Jefferson County. On a scale from “poor” to “excellent,” the largest proportion (43%) gave a rating of “fair.” The next largest response was in the “good” category (29%), but six times as many said the value to tax ratio was “poor” (13%) as said it was “excellent” (2%).

Among respondents who expressed an opinion about County employees and elected officials, a majority give good marks to the people with whom they had contact.

Respondents said direct mailings and local newspapers are their preferred methods to be informed about important County issues and decisions.

When asked to rate the importance of 26 Jefferson County services and operations on a scale from “very important” to “not important,” at least 50% of the respondents rated 23 of the 26 County services/operations as “very important” or “important.” The top priorities were maintenance of roads and bridges, responding to public safety concerns, and coordination of disaster/emergency responses. Also ranking relatively high were
Clean Sweep hazardous waste collections, services to seniors, services to families, management of surface and ground water quality, enforcement of child support orders, and services to veterans.

When given a list of priority actions for Jefferson County, three priorities emerged at the top. Control of taxes and spending was the highest priority. Providing public safety and promoting economic development were in a statistical tie for second place.

Large majorities of respondents said they “agree” or “strongly agree” with four of five proposed vision statements for the future of Jefferson County:

- the County is attractive to future generations for its healthy, small town living;
- the County retains a strong agricultural economy & preserves farmland;
- the County is home to a growing and diverse mix of businesses; and
- the County is a steward of its economic, social, and natural environment.
Survey Purpose

The purpose of this study was to gather public input for a strategic plan for Jefferson County government. County officials chose to work with the Survey Research Center (SRC) at the University of Wisconsin – River Falls.

Survey Methods

In May 2010, the Survey Research Center (SRC) at the University of Wisconsin – River Falls mailed surveys to a random sample of 1,146 Jefferson County households. The initial mailing was followed by a second mailing to non-respondents.

The net response rate was 41% (450 completed questionnaires). Based on the estimated number of adults in the population of Jefferson County (62,283)\(^1\), the results provided in this report are expected to be accurate to within plus or minus 4.6% with 95% confidence.

Any survey has to be concerned with “non-response bias.” Non-response bias refers to a situation in which people who don’t return a questionnaire have opinions that are systematically different from the opinions of those who return their surveys. Based upon a standard statistical analysis that is described in Appendix A, the Survey Research Center (SRC) concludes that there is little evidence that non-response bias is a concern for this sample.

In addition to numeric data, respondents provided additional written answers. Appendix B contains the compilation of the comments.

Appendix C contains a copy of the survey questionnaire with a complete quantitative summary of responses by question.

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# Profile of Respondents

Table 1 summarizes the demographic profile of the survey respondents. Where comparable data were available from the US Census Bureau (2008 American Community Survey) or the State of Wisconsin Demographic Services Center, they were included to indicate the degree to which the sample represents the underlying adult population in Jefferson County.

<table>
<thead>
<tr>
<th>Table 1. Demographic Profile of Respondents</th>
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<tbody>
<tr>
<td>Gender</td>
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<tr>
<td>State estimate³ (Age 18+)</td>
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<tr>
<td>Count</td>
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² Census data does not contain a length of residence category.
³ Wisconsin Department of Administration, January 1, 2009 Final Population Estimates
Overall, the sample matches the American Community Survey and Wisconsin Official State Estimates quite well. However, there are fewer people under 35 years of age in this sample than the Census indicates should have been included and fewer renters than reported in the Census. Our experience is that younger residents and renters in most jurisdictions are less likely to participate in surveys. The sample contained a slightly higher proportion of respondents with post-secondary education than was reported in the Census.

The largest discrepancy between the sample and Census Bureau data is in regard to gender; there are substantially more males in the sample than would be expected. Statistical tests indicate that men and women have significant differences of opinion in about 38 of the 110 variables included in the survey. As a result, the SRC chose to weight the survey results as if the sample contained the same proportion of adult men (49.2%) and adult women (50.8%) as were estimated in the 2008 Census Bureau American Community Survey. The percentages shown in the charts and tables in the text of this report reflect the values after gender weighting. Likewise, the percentages in Appendix C were modified with the gender weightings. Because of sample was disproportionately male, weighting the data by gender was necessary in order to eliminate gender bias in the results. The gender weighting process has increased the probability that the results of the survey accurately reflect the opinions of the Jefferson County adult population. In half of the 38 variables with statistically significant differences between men and women, the actual percentage difference was relatively small. There were 19 variables with noteworthy percentage differences between male and female respondents. These variables will be noted in the text of the report.

As we analyze the data, we will identify when there are statistically significant differences across other demographic variables (e.g. age, education, etc.).

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<td>10%</td>
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</table>
Quality of Life

Residents are generally pleased with the quality of life in Jefferson County. As shown in Chart 1, a large majority said the overall quality of life was "good" (71%) or "excellent" (16%). This distribution of results compares favorably with the quality of life ratings of citizens from other SRC surveys that asked this question.

There were no differences in the responses among the demographic groups.

![Chart 1. Overall Quality of Life Rating](chart1.png)
When asked to rate specific aspects of the quality of life in Jefferson County, respondents gave the highest ratings to Jefferson County as a good place to raise children and to the County’s recreational opportunities (Chart 2). In Chart 2, excellent and good ratings are shown in the top bar in each pair and fair and poor ratings in the bottom bar. More than 80% of respondents said the County was a “good” (63%) or “excellent” (21%) place to raise children. The County’s recreational opportunities were rated good or excellent by 60% of respondents, and 50% of respondents believed Jefferson County is a good or excellent place to retire. Reflecting the current national and global economic difficulties, 78% of the respondents said the County’s economy was “fair” or “poor.” The current economic conditions likely also influenced the ambivalent ratings given to Jefferson County as a place to work and a place to do business.

Among the demographic groups, a smaller percentage of renters said Jefferson County is a “good” or “excellent” place to raise children (65%) than did homeowners (86%). Only 42% of renters said Jefferson County recreational opportunities are “good” or “excellent” compared to 64% of homeowners. Residents who have lived in the County fewer than 20 years were more likely to have “no opinion” about the County as a place to work than those who have lived in the County for more than 20 years.

![Chart 2. Ratings of Quality of Life Factors](chart2.png)
**Jefferson County Government Offices – Familiarity and Experience**

When asked to assess their overall level of familiarity with Jefferson County offices and services, only about 18% said they are “unfamiliar” with the County’s offices and services (Chart 3). However, only 28% said they are “familiar” or “very familiar” with the County offices and services. A majority (54%) were “somewhat familiar.” This relatively moderate level of knowledge about the County’s offices and services suggests a need for County officials to increase their connections with the County’s residents.

There were no differences in the response patterns across any of the demographic variables.
Respondents were presented a list of 23 County offices/departments and asked to indicate those with which they are familiar. The results are shown in Chart 4, which suggests that residents have a modest level of familiarity with most offices and departments in Jefferson County. No County office was familiar to more than 50% of the respondents. The Clerk of Courts (42%), Human Services (39%), and Parks (39%) had the highest levels of familiarity. Between 32% and 34% of respondents said they are familiar with the County Fair Park, Register of Deeds, Sheriff, and Health Department. The County Clerk, Highway Department, and Child Support are familiar to 23% to 27% of respondents. No more than 20% of respondents are familiar with the remaining 13 offices/departments.

Among the demographic groups, there were several differences in the levels of familiarity with the County offices/departments.

- **Gender:** Men were more familiar with the County Board, Highway Department, Sheriff, and Zoning/Planning. Women were more familiar with Child Support, Health Department, Human Resources, and Human Services.
- **Income:** Respondents with over $50,000 annual household income were more familiar with the County Board, Highway Department, Sheriff, and Zoning/Planning.
- **Residential location:** Town residents were more familiar with the County Board, Land Conservation, and Zoning/Planning.
- **Length of residence:** Long-term residents (20+ years) were more familiar with the County Board, Highway Department, and Sheriff.
- **Home ownership:** Homeowners were more familiar with the County Board, County Clerk, Highway Department, Land Information/Surveyor, Register of Deeds, Sheriff, and Zoning/Planning. Renters were more familiar with the Health Department, Human Resources, and Human Services.
- **Employment status:** Retirees were more familiar with Veterans Service but less familiar with the Clerk of Courts and Parks.
- Children: Households with dependent children present were more familiar with Child Support and Clerk of Courts.
- Education: College graduates were more familiar with Zoning/Planning.

**Preferred Method of Communication.** As shown in Chart 5, respondents have definite preferences regarding their preferred methods of communication from the County about important issues and decisions. When asked for the two best ways to receive communication, two methods stood out at the top. In the survey, 60% included direct mailings among their two choices; local newspapers were close behind, with 55%. Newsletters, email, the County website, radio, local access cable TV, and Internet social networks were far behind, polling no more than 32% and as little as 1%. Since only 28% of residents said they are “familiar” or “very familiar” with Jefferson County government offices and services (Chart 3), County officials may wish to focus on direct mailings and local newspaper coverage to keep residents informed about important issues and decisions.

![Chart 5. Two Best Ways to Disseminate County Information](image)

Among the demographic groups, the local newspaper was a stronger preference for long-term residents. Although still ranked in third place, a slightly higher percentage of renters and households with under $50,000 annual income included newsletters in their top two choices.

The SRC performed additional analysis to see if younger respondents were more likely to favor Internet-based media (email, website, and social networking), but we found no support for that hypothesis. This finding is consistent with other SRC surveys in which we have asked this question. Even among young adults, Internet-based media are not as popular for information dissemination from institutions such as local governments.

**Contact with County employees and officials.** Respondents were asked their opinions about their experiences when contacting the County’s offices and elected officials. The results are shown in Chart 6. The top bar shows the combined percentage of those who “strongly agree” and “agree.” The bottom bar indicates the combined percentage of those who “disagree” and “strongly disagree.”
Majorities, ranging from 51% to 71%, said they agreed or strongly agreed with nine of the eleven statements in this question (honest/trustworthy workers, respectful treatment, accessible offices, well-trained workers, fair treatment, responsiveness, effective communication, efficiency, honest/trustworthy elected officials). However, less than half of respondents said their input was welcomed (45%) and that the County is willing to innovate or try new approaches (33%).

This group of questions produced a particularly high proportion of “no opinion” responses, ranging from 20% to 44%, indicating that many residents have not had contact with County employees or County officials. This is consistent with the results shown in Chart 3 and Chart 4, which indicated that residents have a modest level of familiarity with Jefferson County governmental offices.

There is a good news/bad news story in Chart 6. The good news for Jefferson County is that much larger proportions of citizens had positive responses (top bar) compared to the negative responses (bottom bar) for most of the items in Chart 6. The bad news is that there is a fairly consistent 10% of residents who seem to have had negative experiences with county offices and officials. A relatively clear goal for the County would be to reduce the proportion of disgruntled customers below the 10% level by improving customer service.

![Chart 6. Opinions About Contact with County Employees & Officials](chart.png)
By demographic slice, there were no differences in the opinions of the respondents.

Value for Taxes Paid. When asked to rate the value of County services for the taxes they pay to the County, the overall response was lukewarm. As shown in Chart 7, the largest proportion (43%) gave a rating of “fair.” The next largest response was in the “good” category (29%). While relatively few (13%) said the value of County services relative to taxes paid was “poor,” this was six times as many as said the ratio of services to taxes was “excellent” (2%).

![Chart 7. Value of County Services for Taxes Paid](image)

Given the relatively low level of familiarity that many Jefferson County residents have with County government, perhaps it is not surprising that the largest portion of respondents give a “middling” rating to the value of County services for the taxes they pay. Lacking familiarity with County government, residents may find it difficult to make a judgement (either positive or negative) about the value of the services provided by their tax dollars.

The SRC compared the responses to this question with the responses to three earlier questions: how they rated the quality of life in Jefferson County, their overall familiarity with Jefferson County government, and their opinions about County employees and elected officials. “No opinion” responses were excluded from the analysis. We found that:

- Value for taxes paid and quality of life. A significantly higher proportion of respondents who rated the value for County taxes paid as “excellent” or “good,” also rated the quality of life in the County as “excellent” or “good.” Likewise, those less happy with taxes rated the quality of life in the County significantly lower.
• **Value for taxes paid and familiarity with County government.** A significantly higher percentage of those who rated the value of County services relative to taxes paid as “excellent” or “good” also said they were “very familiar” or “familiar” with Jefferson County services and offices.

• **Value for taxes paid and opinions about County employees and elected officials.** For this analysis we compared the customer service features discussed in Chart 6 (e.g. being treated respectfully) and respondents’ opinions about the value of County services relative to the taxes they pay. Significantly higher percentages of respondents who rated the value of services for taxes paid as “excellent” or “good” also had positive opinions (“agree” or “strongly agree”) regarding their experiences with County employees and elected officials.

The relationships described in the bullets above do not establish causality – we can’t say that good customer services causes people to believe that the County services they get for their tax dollars are worth it, for example. But, collectively, they suggest an interesting storyline. It is likely that if the economy were in better shape, the proportion of residents who rate the quality of life in Jefferson County as good or excellent would increase (see Charts 1 and 2). The first bullet point suggests that if more people were happy with the quality of life in Jefferson County they would likely be less upset about the taxes they are paying for the services they receive. The second bullet suggests that familiarity, rather than breeding contempt as the old adage holds, seems to create a higher level of agreement that the taxes they pay provide services that they value. So, if the public were better informed about County government services, they might view taxes less negatively. Finally, the third bullet suggests that by treating people respectfully, making sure that County workers get the training they need to do their job effectively, and other basical customer service strategies could increase the value of services to taxes paid ratio.

**Importance Ratings of County Functions and Services**

The largest portion of the survey was devoted to asking respondents to rate the level of importance of 26 Jefferson County services and operations across five topical categories: natural resources and environment; public safety and law enforcement; human services and health; transportation, and other. Respondents were asked to rate each item on a “very important” to “not important” scale that also included an “unfamiliar/no opinion” option.

**Overview of All Functions and Operations**

Before analyzing the specific categories, we will examine the combined data of all 26 items across all categories.

In Chart 8 the percentages of “very important” and “important” responses for each service and operation were combined and shown in descending order. At least half of the respondents rated all but three Jefferson County services and operations items as “very important” or “important.” Three services and operations exceeded 90%: road and bridge maintenance, responding to public safety concerns, and inter-jurisdictional coordination during emergencies and disasters. Between 80% and 84% of respondents said six services and operations were “important” or “very important:” clean sweep hazardous waste collections, services to seniors, services to families, managing groundwater and surface water quality, enforcement of child support orders, and services for veterans.
There were only three services and operations rated as “very important” or “important” by fewer than half of the respondents: County purchase of agricultural conservation easements (39%), mass transit options (37%), and providing online land records for a fee (29%). Two of these items had relatively high percentages of “no opinion” responses: providing online land records for a fee (30%) and purchase of agricultural conservation easements (25%).

**Chart 8. Importance of County Services and Operations**

- Very Important + Important

<table>
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<tr>
<th>Service</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>Maintenance of roads and bridges</td>
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<tr>
<td>Respond to public safety concerns</td>
<td>93%</td>
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<tr>
<td>Coordination of all jurisdictions for emergencies</td>
<td>84%</td>
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<tr>
<td>Provide clean sweep (hazardous waste collection)</td>
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<tr>
<td>Services to seniors</td>
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</tr>
<tr>
<td>Services to families (child protection, foster care, etc.)</td>
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</tr>
<tr>
<td>Manage ground and surface water quality</td>
<td>81%</td>
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<tr>
<td>Enforce child support orders</td>
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<td>Services for veterans</td>
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<tr>
<td>Public health services</td>
<td>81%</td>
</tr>
<tr>
<td>Enforce soil and water regulations</td>
<td>72%</td>
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<tr>
<td>Environmental health services</td>
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<td>Financial services (food stamps, etc.)</td>
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<tr>
<td>Mental health services, including crisis and psychiatric</td>
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<tr>
<td>Technical assistance to land owners who protect soil &amp; water</td>
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<tr>
<td>County-level land use, planning and zoning</td>
<td>59%</td>
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<td>University Extension programs</td>
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</tr>
<tr>
<td>Treatment for drug and alcohol abuse</td>
<td>54%</td>
</tr>
<tr>
<td>County Fair Park</td>
<td>54%</td>
</tr>
<tr>
<td>Glacial Heritage area plan</td>
<td>52%</td>
</tr>
<tr>
<td>Countywide system of branch libraries</td>
<td>51%</td>
</tr>
<tr>
<td>Bike and pedestrian paths</td>
<td>39%</td>
</tr>
<tr>
<td>County purchase of ag. conservation easements</td>
<td>37%</td>
</tr>
<tr>
<td>Mass transit options</td>
<td>37%</td>
</tr>
<tr>
<td>Provide online land records on-line for a fee</td>
<td>29%</td>
</tr>
</tbody>
</table>
Natural Resources

As shown in Chart 9, Jefferson County respondents gave high levels of importance to County functions related to the protection of the County’s natural resources and environment (top bar). Clean Sweep hazardous waste collections and management of the quality of ground water and surface water stand out at the top of the importance ratings, with each rated as “important” or “very important” by more than 80% of respondents. Majorities ranging between 59% and 68% said it was important or very important to enforce soil and water regulations, to provide natural resource-oriented land for environmental protection, and recreation, to provide technical assistance to landowners implementing conservation measures, and to provide County-level land use planning and zoning services. A majority also support the Glacial Heritage Area plan for connecting parks, natural areas, and communities.

Jefferson County respondents are less sure about the importance of County purchase of agricultural conservation easements and providing online land information for a fee. About the same number said agricultural easements are important or very important (39%) as said they are somewhat important or not important (36%). Despite a good deal of local coverage and discussion about conservation easements and a definition of agricultural conservation easements in the glossary of terms included with the questionnaire, 25% were unfamiliar with or had no opinion about the importance of this policy option.” With regard to providing online land records for a fee, only 29% said this is important or very important, while 41% said it is somewhat important or not important.

Among the demographic groups, women and households with under $50,000 annual income were more likely to choose “unfamiliar/no opinion” regarding online land records. Women also were more likely to choose the “unfamiliar/no opinion” response regarding technical assistance to landowners.
wanting to install conservation measures and regarding purchase of agricultural conservation easements.

**Public Safety and Law Enforcement**

When asked to rate three items related to public safety and law enforcement, Chart 10 shows very large majorities rated all four as “very important” or “important” (top bar). Unlike most services and operations included in the survey, more respondents rated these items as “very important” compared to those who rated them as “important.” As noted in Chart 8, Jefferson County residents said responding to public safety concerns and inter-jurisdictional coordination during emergencies/disasters were among the most important of the County’s services and functions. The percentage of “somewhat important” and “not important” responses (bottom bar) was very low for this group of questions.

There were no differences among the demographic groups.
Human Services and Health

Jefferson County respondents were also asked to rate the importance of human services and health functions. As shown in Chart 11, services to seniors and services to families rated particularly high, with at least 80% of respondents rating these functions as “very important” or “important” (top bar). The combined percentages of “somewhat important” and “not important” are shown in the bottom bar.

Majorities ranging between 63% and 72% rated public health services, environmental health services, financial services, and mental health services “very important” or “important.”

A smaller majority (58%) also rated alcohol and drug treatment as “very important” or “important.”

Women, households under $50,000 annual income, and renters, gave greater levels of importance to drug and alcohol treatment. Mental health treatment received higher importance ratings from women and renters. Renters also gave higher importance ratings to environmental health services.
Transportation

The top bar of Chart 12 indicates that Jefferson County residents place particularly high importance on the maintenance of roads and bridges, and the largest portions (58%) included it in the “very important” category. Respondents were evenly split regarding the importance of bike and pedestrian paths, with 51% saying they are “important” or “very important.”

Mass transit options received noticeably lower importance ratings. A majority (56%) said it is “somewhat important” or “not important” (bottom bar), and 37% of respondents said this function is “important” or “very important.”

Among the demographic groups, the only notable difference was that women gave higher importance ratings for bike and pedestrian paths.
**Other Services/Functions**

The last section asked respondents to rate the importance of four items that did not fit into the previous categories. This group included support services to veterans, the countywide system of branch libraries, the County office of the University of Wisconsin – Extension, and the County Fair Park. The top bar of Chart 13 shows that majorities rated all four functions as “important” or “very important” and that services for veterans stood out at the top, with 81%. Smaller majorities of respondents, ranging from 52% to 58%, rated University Extension, County Fair Park, and the countywide system of branch libraries as “important” or “very important.” The percentage of “somewhat important” and “not important” responses is shown in the bottom bar.

Among the demographic groups, women and renters gave higher importance ratings to the countywide library system. Women also viewed the Fair Park as more important.
**Overall Jefferson County Priorities**

Respondents were presented a list of 14 potential priority actions for Jefferson County and asked to choose their top three priorities and then to identify their overall highest priority from the listed items. Chart 14 combines the results of both questions. The top bar indicates the percentage of respondents placing each action among their top three priorities, and the bottom bar shows the percentage of respondents choosing each action as their overall highest priority. The rank order of the preferred priorities is very similar, whether ranked by the percentage in the “top three” or by the percentage of “highest priority.”

Three priorities stood out at the top of the list from the remaining choices. Not surprisingly, controlling taxes and spending was the top-ranking priority; it was included among the top three priorities by 69% of respondents and chosen by 30% as their highest priority. (In other surveys conducted by the SRC, concern about taxes and spending is usually the top issue among respondents.)

Providing public safety and promoting economic development/jobs were in a statistical dead heat for second place among the top three priorities, with for 54% and 51% respectively. They were the highest priority for about 20% of respondents. This result is somewhat surprising given the results shown in Chart 4, which indicates that residents of Jefferson County have relatively low levels of familiarity with the County’s public safety and economic development operations.

Protecting natural resources and the environment placed a distant fourth, with 24% including it in their top three priorities, and 4% choosing it as their highest priority.

Across the demographic groups the top three priorities were the same (taxes/spending, public safety, and economic development), but the rank order varied slightly. Among women, public safety was the top priority, and taxes/spending ranked second. Renters placed economic development at the top of their priorities and ranked taxes/spending as a distant third priority.
**Jefferson County Vision Statements**

When asked their opinion regarding five vision statements for the future of Jefferson County, large majorities of respondents supported four of the five visions. As shown on the top bar of Chart 15, between 80% and 90% agreed or strongly agreed with the following vision statements:

- the County is attractive to future generations for its healthy, small town living;
- the County retains a strong agricultural economy & preserves farmland;
- the County is home to a growing and diverse mix of businesses; and
- the County is a steward of its economic, social, and natural environment.

Of particular interest among this group of questions is the relatively high percentage (39%) of “No Opinion” responses regarding whether the County should become the center of the Glacial Heritage Area. Among respondents who expressed an opinion, 67% said they “agreed” or “strongly agreed” with this vision statement. The high percentage of “no opinion” responses contrasts with the responses to a similar question about the Glacial Heritage Area plan that was asked earlier in the survey in which only 15% said they had no opinion (see Chart 9). Among respondents who expressed an opinion regarding this vision statement, 67% said they “agree” or “strongly agree,” which is nearly the same percentage as those who said they “agree” or “strongly agree” in the earlier question. The wording of the vision statement was slightly different from the earlier question and included the phrase that the County should become the “center” of the Glacial Heritage Area. It is unclear whether the 39% of respondents who said they had no opinion didn’t understand what it would mean for Jefferson County to become the “center” of the Glacial Heritage area or if they support the idea of the planning for the Glacier Heritage area (Chart 9) but don’t see this as a defining element of Jefferson County’s future.

Among the demographic groups, women were more likely to have “no opinion” regarding Jefferson County becoming the center of the Glacial Heritage Area.
Additional Comments

Near the end of the survey, respondents were asked the following open-ended question, “Please add any comments that you would like considered that would enable Jefferson County to provide better service in the future.” The returned surveys included responses from 89 individuals. The SRC grouped the answers into broad topical categories. When a particular comment contained multiple topics, the comment was split among the appropriate categories, resulting in 128 comments. The results are summarized in Table 2. The complete list of responses is included in Appendix B.

The most frequent topics were related to economic development (17%) and taxes (15%) and paralleled the two of the three priorities shown in Chart 15. The following quotes express the overall sentiment of these two concerns:

“The county needs to focus on getting and retaining decent paying jobs.”

“Please control spending. Property taxes in FA are vastly overpriced!”

The third most frequent topic focused on aspects of Jefferson County government (13%) and contained suggestions for cost-savings as well as requests to address specific concerns.

Comments related to transportation issues completed the list of those topics that received at least 10% of the comments. Several concerns were included among the comments, including road maintenance and the Highway 26 bypass.

Conclusions

The primary purpose of this survey was to gather public input for a strategic plan for Jefferson County government. The survey was also intended to determine citizens’ opinions about the County’s quality of life, their familiarity with County offices and officials, to assess the County residents’ perceived importance of various Jefferson county services and functions, and to gauge support for a set of vision statements for Jefferson County.

Majorities of Jefferson County residents view most County functions as “important,” but the highest importance ratings went to the basic government services of road maintenance, public safety, and emergency management. At the same time, residents are only modestly familiar with County operations and are also very concerned about the state of the economy, current taxes and spending. The overall low level of familiarity makes it difficult for residents to know how well their tax dollars are being spent. These findings suggest the need for on-going diligence to ensure tax revenues are used effectively as well as a need to increase the connections between Jefferson County residents and their County government. The latter may be accomplished through information and education.
outreach efforts. In reviewing an earlier draft of this report, the Jefferson County Government Strategic Planning Steering Committee determined that “Education and Communication” is one of the most important strategic issues facing the County.

In terms of vision statements, there was fairly strong support for most elements that the Jefferson County strategic planning group has developed. Having broad support for the chosen path forward is important if that vision is to be realized.

The results of this survey should be seen as encouraging on a number of fronts. One important finding is that the residents who profess to know the most about what County government does are more likely to agree that the services provided are a good value in terms of the taxes they pay. A second encouraging result is that citizens who have an opinion (suggesting they have some first-hand experience), tend to feel that County employees and elected officials treated them professionally and in an honest and trustworthy manner. This indicates that the County doesn’t have a significant burden of mistrust to overcome. Third, most people feel that Jefferson County has a high quality of life. Unfortunately, the factors that seem to detract from that assessment, the weak economy and the attendant shortage of jobs, are things over which the County has relatively limited control.
Any survey has to be concerned with “non-response bias.” Non-response bias refers to a situation in which people who don’t return a questionnaire have opinions that are systematically different from the opinions of those who return their surveys. For example, suppose most non-respondents gave low ratings to the overall quality of life in Jefferson County (Question 1), whereas most of those who returned their questionnaires gave high ratings to the County’s quality of life. In this case, non-response bias would exist, and the raw results would overrate public’s opinion about the quality of life in the County.

The standard way to test for non-response bias is to compare the responses of those who return the first mailing of a questionnaire to those who return the second mailing. Those who return the second questionnaire are, in effect, a sample of non-respondents (to the first mailing), and we assume that they are representative of that group. In this survey, 328 people responded to the first mailing, and 122 responded to the second mailing.

We found only six variables with statistically significant differences between the mean responses of these two groups of respondents out of 110 tested. Table A1 indicates that even when statistical differences exist, the magnitude of this difference is very small and the interpretation of the results is not affected. The Survey Research Center (SRC) concludes that there is no evidence that non-response bias is a concern for this sample.

<table>
<thead>
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<th>Table A1 – Statistically Significant Differences Between Responses of First and Second Mailings</th>
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<tbody>
<tr>
<td><strong>Variable</strong></td>
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<tr>
<td>15. Provide Clean Sweep collection programs</td>
</tr>
<tr>
<td>20. Glacial Heritage Area plan</td>
</tr>
<tr>
<td>24. Services to families</td>
</tr>
<tr>
<td>29. Treatment for drug and alcohol abuse</td>
</tr>
<tr>
<td>30. Mental health services</td>
</tr>
<tr>
<td>42. Land Information/Surveyor</td>
</tr>
</tbody>
</table>
Appendix B – Written responses

Question 38. “Other” priorities (12 responses)

- Education.
- Have better streets there all very rough.
- Help Vets.
- Keep bars and restaurants open.
- Lost health care countryside.
- Protect landowners from mining damage and devaluation of property caused by mining - Jeff. Co. should challenge vague laws.
- Provide play areas.
- Provide services to families.
- Restrict home development on farm land.
- Service for veterans.
- Stop prejudice in court/jails better officers and judges/some that follow the law.
- Tax breaks.

Question 41. Additional Comments (128 comments)

Economic Development and Jobs (22 comments)

- A more proactive attitude towards the promotion of business expansion would help draw jobs.
- Assistance in drawing skilled labor to the area would help the existing manufacturing sector to grow.
- Bring jobs to the area (good ones).
- Economic Development.
- Get real! We need real jobs!
- I believe it is very important to provide jobs for everyone.
- I strongly believe they are running business out of this county to make Retirement City, USA. The city I live in has lost a lot of businesses over the past 15 years and has not replaced anything.
- Job creation.
- Job growth has the widest impact on the county. Focus on jobs and everything else will come much easier! Not govt/county/tax payer growth, but manufacturing/small business real growth.
- Lake Mills needs to expand businesses without repeating existing. i.e. Added another cell store, sub store, haircutting place, and hardware store. In less than 1 year hardware store that was here closed.
- Living in the city of Jefferson-there needs to be more jobs created.
- More appealing businesses, restaurants, etc. need to be brought in.
- Most jobs in this area do not pay well enough for the high prices of renting.
- Please do not allow the county to become a big-box store/strip mall eyesore, such as is happening in other areas of the state. Poor-paying retail jobs should not outweigh our small-town economies and natural beauty.
- The county needs to focus on getting and retaining decent paying jobs.
- The future of the county is jobs! jobs! jobs! Not environment.
- This county is a joke when it comes to jobs.
- We did not need Wal-Mart.
- We do not need a river walk or to give tons of money to [DELETED] for a bar.
- We need a reason for a business to come here.
- We need people in our government to seek out businesses to come here, not people who say "No".
- Wonder if it is even possible to keep a ag. economy with no profit possible in farming (no. B above) old farmers dying off and young going elsewhere.
Taxes (19 comments)
- Less Taxes. (2 x)
- Be fiscally responsible to keep property in control-Wisconsin residents are taxed enough in all areas!
- Control spending to keep taxes in check.
- Decrease the county's reliance on the property tax by increasing use of the sales tax and a county income tax.
- Do not want to live here any longer being retired on fixed income and my largest investment being devalued. I get to pay high taxes on an investment I may not even be able to sell due to disclosure of blast damage. Jefferson Co. is not for the "little guy." But be sure you pay your taxes on time.
- I don't appreciate my '05 sales tax supporting the fair grounds. This tax was for the jail in 1994.
- I think the property tax should show what is for county taxes, city taxes, and school taxes.
- Less government, less taxes. Let's get back to the basics-Law Enforcement & Infrastructure.
- Living on a fixed income, it's a challenge to make ends meet and with the taxes continually going up (new high school) it is more than we can handle.
- Lower property taxes would increase home buying. Lower taxes.
- Please control spending. Property taxes in FA are vastly overpriced!
- Replace all taxes destroyed by the ugly bypass.
- School taxes should be based on income.
- Taxes are way too high.
- Taxpayers financing lifelong provisions for criminals is ridiculous; do away with 'em!
- The county needs to open job opportunities, lower taxes and give senior citizens a reprieve from taxes and social living.
- The tax cuts for the upper class makes it harder for the middle class on down.

County Government Operations (17 comments)
- County Board needs to have a better picture of economy in this county.
- Cut county board members by 2/3.
- Cut the size of the county board.
- Elected officials should be more responsive to the voting people's needs and desires.
- For the most part, I think the county does a fine job but wish the Senators would stop with the war words and help the middle class on down. It's hard to survive when costs keep going up and a person has losses in income.
- Haven't had any contact with Jefferson Cty offices except nurse and pay taxes. County board could be reduced-Don't need that many people to run the county.
- I don't support something that doesn't support our country, we have to get rid of the old farmers on the county board and make people understand that this county has become business and residential not save the land people, or for the bicycle people.
- I would like to eliminate duplication of services where cities have strong structure.
- Make fire and EMS under 1 roof and run under city government. Fire and EMS under one roof running together like Milwaukee and Madison do and other big cities.
- Maybe parks and highway dept. should merge. They would become more efficient.
- Previous elected officials did a great job-the new crew will lead us a stray if were not careful.
- Reduce benefits for county board members...too much stagnation and old thinking brought about by members with too much tenure.
- This is the worst county in the nation for anything. We should impeach the county government.
- Townships gov. should combine and share equipment and resources - 2 or 3 or more townships should be combined together to save money, etc.
• Until that happens the board needs to stop spending money on luxury items and maintain the core items.
• We are the County Seat & there is nothing to help future generations. I believe the city & county need to work together to fix this.
• Why are the further out towns not such a priority to the county? Always last at everything.

Transportation (14 comments)
• Also, make sure the roads including 106 get cleared properly in winter.
• Consent to plow all cities & roads at the same level. Rail Road maintain the same through the county by fixing poor crossings.
• County must maintain your roads at a reasonable cost though its employees not contracting equipment or work.
• Do not allow those ugly power lines along nice rustic roads. They took the beauty from Newville Rd. (Destroyed it) Cut thousands of trees. Should have went along Hwy 89-between Waterloo and Lake Mills We will be sad about that till the day we die.
• Fixing small/outrated water/sewer lines under roads.
• Hwy 26 bypass north of Ebenezer Road has those 4 billboards. It sure does not look nice - it looks cheap and disgraces the rural landscape that Jefferson Co. has. Please pass legislation to prohibit this from happening in other scenic areas.
• Job out road paving- that is the most inefficient process I have ever seen, a private contractor can do it faster and cheaper.
• Less highways, bypasses, 4-lane roads and public lands - we have enough!!
• Road maintenance.
• The county does a poor job of maintaining roads on the fringes of the county and does a poor job of controlling storm water and maintaining culverts and ditches.
• They Hwy 26 bypass will allow the people from out of this area to escape as fast as they can. We will get sucked up by Waukesha and Dane County.
• Towns and cities inter-transportation.
• Transportation: restore railroads instead of permanent destruction of bypass!
• We did not need the bypass.

Parks and Recreation (11 comments)
• Additional parks services should be put on hold. Very few of the parks have more than a few users.
• ATV Trail System.
• Be able to purchase seasonal launch passes.
• Bring recreation to the area. Too much focus on bikes!
• I think the county spends too much money on parks and recreation, including fair park.
• Need county parks for camping, horseback trails, ATV trails, and other recreational uses.
• No more dog parks.
• People are the priority in an economic downturn, not bike trails and parks.
• Thank you for addressing the connecting of parks and preserving our parks/environment. It should be easier for anyone to find out what a house sold for, taxes paid, etc. This information should be free and made available via the internet.
• We could use some ATV trails. We have more ATV's licensed than we do snow mobiles.
• Would like to see the public hunting and lakes more protected and more accessible to those who use them. The map would help a great deal so you don't have to ask people who live by them. These people get very mad and rude.
Community Programs (9 comments)
- As for an energy assistance programs, Jefferson County has a good assist. But Lake Mills wants to do their own and it is not as good as Jefferson County. Actually it sucks!
- Concentrate on programs and services we already have to make the best use of them and communicate more effectively to the state government.
- Continue with Birth to 2 program;-excellent speech therapist-Lisa.
- Do less for illegal aliens. Focus aid/assistance on legal residents.
- Have more services for families with disabled children. Have more help finding a missing parent for child support. Should have detectives assigned to do this. Lots of $ lost. Please help.
- Human services is underfunded and under staffed during a time when they are needed most.
- Provide programs for teens.
- Repeat information on available programs as some no longer need them but the next person may and not know it's available through county offices.
- With the social work/school background, I would like to see more activities available to children/teens in this area. Maybe a YMCA or something.

Public Safety, Law Enforcement, and Courts (9 comments)
- Concerned about growing Hispanic Community and how it has made our town unsafe.
- I have lived in Jefferson County all my life and am very concerned with the crime and gangs that is going on in the recent years.
- Increased public safety efforts.
- Jefferson County Family Courts are gender biased when it comes to child support orders. They will enforce a father to maintain two jobs to ensure child's lifestyle, but when mothers are ordered to pay child support when physical placement is awarded and given to the father they take a blind eye, because it might affect visitation with mother. Did or do they think of that when it comes to the fathers' visitation? No! Just ask Judge [UNREADABLE].
- Jefferson County has a reputation of prejudice by our courts-the judges and officers fail to follow the law. They favor sides both sexually by gender and political alliances.
- Keep drugs out of our communities by offering alternative solutions to our children.
- Stricter law enforcement. Too many traffic violations are going unnoticed. Bicycle and Automobile.
- The county does not enforce child support orders. They give way too many chances. My ex-husband owes me $40,000. How can this happen. Much needed improvement in this area!!
- When state legis. fast track state budget and pass laws that in effect remove due process from town and county. Zoning issues, Wis. Stat 84.06 for example. County should bring before court to have ruling on vague issues such as what borrow site and aggregate mining are defined. Not leave it to Jeff. Co. taxpayer, homeowner, and damaged party to do after the fact. I no longer have faith in Jeff. Co.

Planning and Zoning (8 comments)
- Allow flexible zoning and variances so that un-farmable property may be split off for a rural residence. It cost the same money to plow past one house per mile of roadway as it does 5 houses. The difference is 4 times more tax money to fix the road.
- I strongly disagree with Jefferson County planning and zoning policies.
- I would like to sell an adjoining 2nd farm that I own. Both farms have property on both sides of the road. I was told I can only sell property on one or the other side of the road, but not each individual farm because they are adjoining property. If this is true, it's a stupid rule which the zoning department (or other parties involved) needs to revise.
- It up and sells the one thing needful to the elder people, the county home. This is after they spent big bucks rebuilding it 4 or 5 years ago. DUMB!
- Stop taking farm lands away for development. Keep us "small town living."
• The county zoning plan is bias and needs to be reworded. They do not support the business owners or farmers.
• The county's position midway between Milwaukee & Madison makes it imperative that the county face up to the inevitable and make a controlled transition to a multi-faceted semi urban area.
• Very disappointed in County to get flood damaged property turned down!

**Education (6 comments)**
• Educate!! All levels-all people-all the time.
• I also think that it is everybody's responsibility to give children the tools to succeed in the future.
• I would also like to see more businesses/schools utilize UW-Whitewater students. Set up a lunch buddy program, use them for marketing, events, etc. The students love to be active.
• Jefferson County is lacking in its funding for education.
• Need to promote education more. Very little is said about education. To a large extent, higher levels of education drive economic development.
• Schools: as much effort and money for music and the arts as for sports!

**Natural Resources and Environment (3 comments)**
• Attention to the increasing problem of erosion along the Rock River from motor boats.
• Please fix the dike in Princes Point Wildlife Area. I've asked many times still nothing has been done. It's been 1 year. Also, there are culverts being left open and are draining water. Where was once an amazing habitat for duck and water fowl has gone to waste. And now no reason to even try to hunt in it. One dump truck load is all it would take to fill in the breech in the dike. Please do something. It's one of the top marshes in Wisconsin.
• Provide some trees in new developed areas.

**Housing (2 comments)**
• Affordable housing.
• One of my biggest concerns is not enough affordable housing. There are so many single people and single mothers with children who can't find decent affordable housing.

**Miscellaneous (8 comments)**
• Get a better website. Many of us do not get a paper to keep track of happenings in Jeff. Co.
• Need more community involvement, fairs, fundraisers, festivals, to raise money for our town. They only do Weiner/Kraut and that's it! Roads are poor, businesses are failing, the town itself is unappealing.
• None.
• Stronger focus on quality of life.
• The county needs options for high speed internet connectivity. Let's be a leader in the state for internet accessibility. Thank You.
• The enforcement of handicapped accessible businesses. Several in Fort Atkinson are not.
• The only thing Waterloo seems to care about is their carousel.
• Too much to do, too little money.
• We should have a humane law enforcement agency for all the abandoned animals and abused animals.
Question 44. “Other” responses (9 responses)
- Disabled. (7x)
- Retired but working.
- Student.

Question 51. ZIP code frequencies

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Appendix C – Quantitative Summary of Responses by Question
Jefferson County Citizen Survey – 2010

**GENDER WEIGHTED**

Using blue or black ink, please fill the circle that most closely matches your response on the following:
Please fill the circle: Like this ● Not like this ☐ ☒ ☧

### QUALITY OF LIFE

<table>
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<th>How would you rate Jefferson County in terms of:</th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
<th>No Opinion</th>
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<td>1. Overall quality of life?</td>
<td>16%</td>
<td>71%</td>
<td>12%</td>
<td>2%</td>
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<td>2. A place to raise children?</td>
<td>21%</td>
<td>63%</td>
<td>11%</td>
<td>1%</td>
<td>4%</td>
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<td>3. A place to work?</td>
<td>7%</td>
<td>37%</td>
<td>36%</td>
<td>13%</td>
<td>7%</td>
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<td>4. A place to do business?</td>
<td>6%</td>
<td>40%</td>
<td>39%</td>
<td>8%</td>
<td>7%</td>
</tr>
<tr>
<td>5. Recreational opportunities?</td>
<td>10%</td>
<td>50%</td>
<td>32%</td>
<td>7%</td>
<td>1%</td>
</tr>
<tr>
<td>6. A place to retire?</td>
<td>11%</td>
<td>38%</td>
<td>29%</td>
<td>15%</td>
<td>6%</td>
</tr>
<tr>
<td>7. The economy?</td>
<td>1%</td>
<td>19%</td>
<td>54%</td>
<td>23%</td>
<td>3%</td>
</tr>
</tbody>
</table>

### JEFFERSON COUNTY GOVERNMENT

<table>
<thead>
<tr>
<th>How familiar are you with County government offices/services in Jefferson County?</th>
<th>Very Familiar</th>
<th>Familiar</th>
<th>Somewhat Familiar</th>
<th>Unfamiliar</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>7%</td>
<td>21%</td>
<td>54%</td>
<td>18%</td>
</tr>
</tbody>
</table>

9. Thinking about your dealings with Jefferson County government offices and elected officials, do you feel that:
   a. You were treated respectfully?                                                | Strongly Agree | Agree | Disagree | Strongly Disagree | No Opinion |
   |                                                                                | 8%             | 63%    | 6%       | 2%               | 20%         |
   b. You were treated fairly?                                                     | 8%             | 59%    | 9%       | 3%               | 22%         |
   c. The County was responsive to your questions/concerns?                        | 5%             | 52%    | 10%      | 3%               | 29%         |
   d. Your questions/concerns were handled efficiently?                           | 5%             | 51%    | 11%      | 3%               | 30%         |
   e. Your input was welcomed?                                                     | 5%             | 40%    | 12%      | 4%               | 38%         |
   f. The County communicated with you effectively?                               | 5%             | 51%    | 11%      | 2%               | 31%         |
   g. County workers/officials were accessible (by phone or in-person)?           | 8%             | 58%    | 8%       | 2%               | 25%         |
   h. County workers are well-trained for their jobs?                              | 8%             | 50%    | 7%       | 2%               | 33%         |
   i. County workers act in an honest and trustworthy manner?                     | 9%             | 55%    | 5%       | 2%               | 29%         |
   j. County elected officials act in an honest and trustworthy manner?           | 5%             | 45%    | 10%      | 2%               | 37%         |
   k. The County is willing to innovate/approach things differently?               | 2%             | 31%    | 17%      | 5%               | 44%         |

How would you rate Jefferson County in terms of:
10. The value of County government services compared to the taxes paid to the County?

<table>
<thead>
<tr>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
<th>No Opinion</th>
</tr>
</thead>
<tbody>
<tr>
<td>2%</td>
<td>29%</td>
<td>43%</td>
<td>13%</td>
<td>13%</td>
</tr>
</tbody>
</table>

11. What are the TWO BEST ways for the County to inform you of important issues and decisions? Mark ● two only.

<table>
<thead>
<tr>
<th>Direct Mailings</th>
<th>Radio</th>
<th>Local Newspaper</th>
<th>Newsletters</th>
<th>County Website</th>
<th>Email</th>
<th>Local Access Cable TV</th>
<th>Social Networks (e.g. Facebook)</th>
</tr>
</thead>
<tbody>
<tr>
<td>60%</td>
<td>11%</td>
<td>55%</td>
<td>32%</td>
<td>13%</td>
<td>15%</td>
<td>8%</td>
<td>1%</td>
</tr>
<tr>
<td>Priority of Jefferson County Services/Operations</td>
<td>Very Important</td>
<td>Important</td>
<td>Somewhat Important</td>
<td>Not Important</td>
<td>Unfamiliar/No Opinion</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td>----------------</td>
<td>-----------</td>
<td>--------------------</td>
<td>---------------</td>
<td>----------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. Provide land records on-line for a fee</td>
<td>7%</td>
<td>22%</td>
<td>25%</td>
<td>16%</td>
<td>30%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13. Enforce soil and water protection rules and regulations</td>
<td>30%</td>
<td>37%</td>
<td>18%</td>
<td>2%</td>
<td>12%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14. Provide technical assistance to land owners implementing soil and water protection measures (see glossary)</td>
<td>19%</td>
<td>43%</td>
<td>16%</td>
<td>5%</td>
<td>17%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15. Provide Clean Sweep (hazardous waste collection) programs</td>
<td>45%</td>
<td>38%</td>
<td>10%</td>
<td>2%</td>
<td>5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>16. Manage ground &amp; surface water quality</td>
<td>41%</td>
<td>41%</td>
<td>9%</td>
<td>2%</td>
<td>7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>17. County purchase of agricultural conservation easements (see glossary)</td>
<td>11%</td>
<td>28%</td>
<td>25%</td>
<td>11%</td>
<td>25%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18. County-level land use, planning and zoning</td>
<td>16%</td>
<td>42%</td>
<td>24%</td>
<td>5%</td>
<td>12%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>19. Provide natural resource-oriented land for environmental protection, public health and recreation (see glossary)</td>
<td>25%</td>
<td>40%</td>
<td>18%</td>
<td>7%</td>
<td>11%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>20. The Glacial Heritage Area plan of connecting our parks, natural areas, and communities</td>
<td>20%</td>
<td>34%</td>
<td>22%</td>
<td>9%</td>
<td>15%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>How important are County Gov’t public safety/law enforcement functions:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21. Respond to public safety concerns</td>
<td>58%</td>
<td>35%</td>
<td>4%</td>
<td>1%</td>
<td>2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>22. Enforce child support orders</td>
<td>43%</td>
<td>38%</td>
<td>11%</td>
<td>2%</td>
<td>6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>23. Coordination of all jurisdictions (city, town, state) to disasters and emergencies</td>
<td>56%</td>
<td>36%</td>
<td>4%</td>
<td>1%</td>
<td>3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>How important are County Gov’t human services/health functions:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24. Services to families (child protection, foster care, delinquency services, etc.)</td>
<td>44%</td>
<td>38%</td>
<td>10%</td>
<td>2%</td>
<td>6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>25. Services to seniors (nutrition, transportation, socialization, benefits counseling, educational experiences, etc.)</td>
<td>44%</td>
<td>39%</td>
<td>12%</td>
<td>2%</td>
<td>4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>26. Financial services (medical assistance, food stamps, child care subsidies, etc.)</td>
<td>33%</td>
<td>32%</td>
<td>22%</td>
<td>7%</td>
<td>5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>27. Public health services (vaccinations, home visits, etc.)</td>
<td>34%</td>
<td>38%</td>
<td>21%</td>
<td>3%</td>
<td>3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>28. Environmental health services (health inspections, human hazards, etc.)</td>
<td>30%</td>
<td>37%</td>
<td>25%</td>
<td>4%</td>
<td>5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>29. Treatment for drug and alcohol abuse</td>
<td>29%</td>
<td>29%</td>
<td>28%</td>
<td>9%</td>
<td>6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>30. Mental health services, including crisis and psychiatric services</td>
<td>29%</td>
<td>35%</td>
<td>23%</td>
<td>8%</td>
<td>6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>How important are County Gov’t transportation functions:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>31. Maintenance of roads and bridges</td>
<td>58%</td>
<td>38%</td>
<td>3%</td>
<td>0%</td>
<td>1%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>32. Bike and pedestrian paths</td>
<td>20%</td>
<td>30%</td>
<td>34%</td>
<td>14%</td>
<td>2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>33. Mass transit options</td>
<td>14%</td>
<td>22%</td>
<td>26%</td>
<td>31%</td>
<td>7%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
How important are other County Gov’t functions:

<table>
<thead>
<tr>
<th>Function</th>
<th>Very Important</th>
<th>Important</th>
<th>Somewhat Important</th>
<th>Not Important</th>
<th>Unfamiliar/No Opinion</th>
</tr>
</thead>
<tbody>
<tr>
<td>A countywide system of branch libraries</td>
<td>18%</td>
<td>34%</td>
<td>30%</td>
<td>14%</td>
<td>4%</td>
</tr>
<tr>
<td>University Extension programs (Ag., Family Development, 4-H/Youth, Nutrition, and Community Development)</td>
<td>18%</td>
<td>40%</td>
<td>30%</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>Services for veterans</td>
<td>39%</td>
<td>42%</td>
<td>12%</td>
<td>4%</td>
<td>3%</td>
</tr>
<tr>
<td>County Fair Park</td>
<td>17%</td>
<td>38%</td>
<td>31%</td>
<td>11%</td>
<td>4%</td>
</tr>
</tbody>
</table>

JEFFERSON COUNTY PRIORITIES

38. From the following list, a – o, mark what you feel should be the **THREE** most important priorities for Jefferson County government. **Mark three only.**

<table>
<thead>
<tr>
<th>Priority</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assist the economically disadvantaged</td>
<td>69%</td>
</tr>
<tr>
<td>Promote economic development/jobs</td>
<td>7%</td>
</tr>
<tr>
<td>Provide transportation options</td>
<td>12%</td>
</tr>
<tr>
<td>Manage growth/development (land use)</td>
<td>5%</td>
</tr>
<tr>
<td>Promote affordable housing</td>
<td>10%</td>
</tr>
<tr>
<td>Protect natural resources/environment</td>
<td>5%</td>
</tr>
<tr>
<td>Provide senior citizen programs</td>
<td>3%</td>
</tr>
<tr>
<td>Other, specify <strong>See Appendix B</strong></td>
<td></td>
</tr>
</tbody>
</table>

54% a. Provide public safety (e.g. sheriff, emergency management, public health)

39. From the preceding list, a – o, write the **LETTER** of the **HIGHEST PRIORITY** for Jefferson County government. → **______**

Please write one letter only.

<table>
<thead>
<tr>
<th>Priority</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assist the economically disadvantaged</td>
<td>36%</td>
</tr>
<tr>
<td>Provide public safety (e.g. sheriff, emergency management, public health)</td>
<td>1%</td>
</tr>
<tr>
<td>Promote economic development/jobs</td>
<td>1%</td>
</tr>
<tr>
<td>Provide transportation options</td>
<td>1%</td>
</tr>
<tr>
<td>Manage growth/development (land use)</td>
<td>1%</td>
</tr>
<tr>
<td>Promote affordable housing</td>
<td>1%</td>
</tr>
<tr>
<td>Protect natural resources/environment</td>
<td>1%</td>
</tr>
<tr>
<td>Provide senior citizen programs</td>
<td>1%</td>
</tr>
<tr>
<td>Other, specify <strong>See Appendix B</strong></td>
<td></td>
</tr>
</tbody>
</table>

23% h. Provide public safety (e.g. sheriff, emergency management, public health)

40. Please indicate the degree to which you agree with the following vision statements of Jefferson County’s future.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>No Opinion</th>
</tr>
</thead>
<tbody>
<tr>
<td>The County becomes the center of the Glacial Heritage Area</td>
<td>6%</td>
<td>36%</td>
<td>13%</td>
<td>5%</td>
<td>39%</td>
</tr>
<tr>
<td>The County retains a strong ag. economy &amp; preserves farmland</td>
<td>28%</td>
<td>56%</td>
<td>7%</td>
<td>2%</td>
<td>7%</td>
</tr>
<tr>
<td>The County is home to a growing and diverse mix of businesses</td>
<td>26%</td>
<td>57%</td>
<td>7%</td>
<td>1%</td>
<td>9%</td>
</tr>
<tr>
<td>The County is attractive to future generations because of its healthy, small town living</td>
<td>29%</td>
<td>57%</td>
<td>5%</td>
<td>2%</td>
<td>6%</td>
</tr>
<tr>
<td>The County is a steward of its economic, social and natural environment</td>
<td>27%</td>
<td>53%</td>
<td>7%</td>
<td>2%</td>
<td>12%</td>
</tr>
</tbody>
</table>
41. Please add any comments that you would like considered that would enable Jefferson County to provide better service in the future.

See Appendix B

42. With which of the following are you familiar? Mark all that apply.

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Position/Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>22%</td>
<td>Board of Supervisors</td>
</tr>
<tr>
<td>19%</td>
<td>District Attorney</td>
</tr>
<tr>
<td>15%</td>
<td>Human Resources (Personnel)</td>
</tr>
<tr>
<td>38%</td>
<td>Sheriff</td>
</tr>
<tr>
<td>18%</td>
<td>Child Support</td>
</tr>
<tr>
<td>7%</td>
<td>Economic Development</td>
</tr>
<tr>
<td>31%</td>
<td>Human Services</td>
</tr>
<tr>
<td>13%</td>
<td>Treasurer</td>
</tr>
<tr>
<td>40%</td>
<td>Clerk of Courts</td>
</tr>
<tr>
<td>12%</td>
<td>Emergency Mgmt.</td>
</tr>
<tr>
<td>15%</td>
<td>Land Conservation</td>
</tr>
<tr>
<td>17%</td>
<td>UW-Extension</td>
</tr>
<tr>
<td>7%</td>
<td>County Administrator</td>
</tr>
<tr>
<td>36%</td>
<td>Fair Park</td>
</tr>
<tr>
<td>12%</td>
<td>Land Info/Surveyor</td>
</tr>
<tr>
<td>14%</td>
<td>Veterans Services</td>
</tr>
<tr>
<td>10%</td>
<td>County Attorney</td>
</tr>
<tr>
<td>26%</td>
<td>Health Dept.</td>
</tr>
<tr>
<td>40%</td>
<td>Parks</td>
</tr>
<tr>
<td>23%</td>
<td>Zoning/Planning</td>
</tr>
<tr>
<td>28%</td>
<td>County Clerk</td>
</tr>
<tr>
<td>32%</td>
<td>Highway Dept.</td>
</tr>
<tr>
<td>32%</td>
<td>Register of Deeds</td>
</tr>
</tbody>
</table>

### DEMOGRAPHICS

<table>
<thead>
<tr>
<th>Gender</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>49%</td>
<td></td>
<td>51%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Age</th>
<th>18–24</th>
<th>25–34</th>
<th>35–44</th>
<th>45–54</th>
<th>55–64</th>
<th>65+</th>
</tr>
</thead>
<tbody>
<tr>
<td>2%</td>
<td>10%</td>
<td>18%</td>
<td>21%</td>
<td>21%</td>
<td>28%</td>
<td></td>
</tr>
</tbody>
</table>

44. Employment Status

<table>
<thead>
<tr>
<th>Status</th>
<th>Employed full-time</th>
<th>Self-employed</th>
<th>Employed part-time</th>
<th>Unemployed</th>
<th>Retired</th>
<th>Other</th>
<th>See Appendix B</th>
</tr>
</thead>
<tbody>
<tr>
<td>44%</td>
<td>11%</td>
<td>6%</td>
<td>7%</td>
<td>30%</td>
<td>3%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of children (under 18) in household</th>
<th>0</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5+</th>
</tr>
</thead>
<tbody>
<tr>
<td>68%</td>
<td>12%</td>
<td>13%</td>
<td>5%</td>
<td>2%</td>
<td>0%</td>
<td></td>
</tr>
</tbody>
</table>

46. Highest level of Education

<table>
<thead>
<tr>
<th>Level of Education</th>
<th>Less than high school</th>
<th>High school diploma</th>
<th>Some college/tech</th>
<th>Tech college graduate</th>
<th>Bachelor’s degree</th>
<th>Graduate or professional degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>4%</td>
<td>27%</td>
<td>25%</td>
<td>12%</td>
<td>20%</td>
<td>12%</td>
<td></td>
</tr>
</tbody>
</table>

47. Residential Status

<table>
<thead>
<tr>
<th>Status</th>
<th>Own (Year-round resident)</th>
<th>Rent (Year-round resident)</th>
<th>Seasonal/part-time resident</th>
</tr>
</thead>
<tbody>
<tr>
<td>85%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

48. If a year-round resident, how many years have you lived in Jefferson County?

<table>
<thead>
<tr>
<th>Years</th>
<th>0 to 10 years</th>
<th>11 to 20 years</th>
<th>Over 20 years</th>
<th>Not applicable (seasonal/part-time resident)</th>
</tr>
</thead>
<tbody>
<tr>
<td>23%</td>
<td></td>
<td>18%</td>
<td>58%</td>
<td>&lt;1%</td>
</tr>
</tbody>
</table>

49. Is your primary residence in Jefferson County located in a:

<table>
<thead>
<tr>
<th>Location</th>
<th>City</th>
<th>Village</th>
<th>Town</th>
</tr>
</thead>
<tbody>
<tr>
<td>56%</td>
<td></td>
<td>8%</td>
<td>36%</td>
</tr>
</tbody>
</table>

50. Annual Household Income Range

<table>
<thead>
<tr>
<th>Income Range</th>
<th>Less than $15,000</th>
<th>$15,000 - $24,999</th>
<th>$25,000 - $49,999</th>
<th>$50,000 - $74,999</th>
<th>$75,000 - $99,999</th>
<th>$100,000 or more</th>
</tr>
</thead>
<tbody>
<tr>
<td>9%</td>
<td>14%</td>
<td>28%</td>
<td>22%</td>
<td>15%</td>
<td>13%</td>
<td></td>
</tr>
</tbody>
</table>

51. What is the Zip Code of your primary residence? See Appendix B
Workshop 6  Profile the Planning Effort

1. Whose plan is it? The strategic plan is for:
   
   X The whole organization
   The whole organization and separate plans for major divisions, units, etc.
   Part of the organization (specify division, unit, program) __________________________
   Other, such as a community or county coalition (specify) __________________________

   The plan is County government’s plan for addressing the future needs of its citizens. It’s for County Board, County departments and citizens.

2. What Period will the plan cover?
   
   2 years
   5 years
   10 years
   Other (specify)

   This is a long-term/long-range plan. A long-range plan is desirable to enable forward thinking. Also recognizes that this plan will likely have short-term implications. Routine monitoring and check-in on County government conditions will help determine plan update needs. Most framed this as a 5 to 10-year plan.

3. What concerns, problems, or issues do you hope the plan will address? (Identify potential organizational issues for the purpose of gauging the energy of the members and the interest of the members and the interest in designing a planning system)

   The primary purpose of this question is to gauge the energy of the members and their interest in planning. The responses to this question indicate there are many issues that have arisen within the Jefferson County government as an organization to address. The facilitator is satisfied as well as convinced that there are organizational issues to deal with. Cautionary Note: Strategic Planning focuses on organizational issues and as a process is not intended to deal with all of the technical matters facing government (such as special financial goals which likely requires a special process).

4. What measures of effectiveness should be used to evaluate the success of the planning effort? (The final product is a useful strategic plan, all key stakeholders were involved, the process went smoothly)

   Many valid measures were identified such as adoption by the County Board; consensus of all County Board members that the plan represents their needs and goals; Integration of County staff and employees’ concerns; and solicitation of concerns from the public. Three of the four responses call for a very inclusive process as an important measure of effectiveness.
5. What is the purpose of the planning effort? (To figure out what is really important, to reach an agreement on priority issues, to work together to address issues)

A major purpose is to develop a plan through an organized process that results in consensus on key or strategic issues. Other purposes are to have a process for discovery, education, movement toward a consensus vision and a strategy framework.

6. Who is sponsoring the process? (Sponsors are individuals who legitimize the process. (They are typically leaders with prestige, power and authority to commit organizations and resources to strategic planning and to hold people accountable.)

The sponsors legitimize the process and typical leaders identified include County Board members; County Administrator; Department Heads; and the Administration and Rules Committee. These could be considered formal sponsors.

7. Who are the process champions?

There was some overlap between sponsors and process champions.

Who is the primary champion who will manage the process? (Champions provide the energy and commitment to follow through. They are usually the people who have primary responsibility for coordination of the strategic planning process from day-to-day. They promote the process and model the kind of behavior they hope to get from other participants.)

The primary project manager for the proposed process would be the County Administrator. UW-Extension could provide facilitation and continuing educational support.

8. What kind and what size of team will work best in your organization?

- Facilitator suggests that up to 15 planning team members are manageable as a planning body
- But there will likely be a need for a process for direct input by County Department Heads and County Board members not formally on the planning team.

What does this mean for the composition of a strategic planning team?

A suggested team could include: seven chairs of large committee or their designees; seven Department Heads from large County departments; one County Administrator. A mechanism for additional direct input by other County Board members and other Department Heads will likely be important.

Who should be involved on the planning team? (The strategic planning team coordinates the day-to-day process and plan needs, and is responsible for developing the plan over time in cooperation with designated stakeholders.)

See prior section.
9. Who should be involved in the overall guidance and review of the plan? (The strategic planning coordinating planning committee sets process policy and direction and provides accountability and final review.)

This is a small coordinating group that keeps the process going in between meetings and is the contact/client group for the facilitator. A suggested coordinating group is similar to the current workgroup, i.e. County Administrator; UW-Extension Agent; Two Administration and Rules Committee members (Jim B and Steve N.); and one additional at-large supervisor. (Carol K.)

10. Are you using consultants and other resource experts?

Yes
No
X Unsure

If unsure, what kind of help do you need?
This depends. UW-Extension could be the designated facilitator, however if we want some broader community information through a survey instrument, we may need a paid resource such as the UW-River Falls Survey Research Center.

11. What type of written plan do you envision?

Short executive summary
Full strategic planning report
Other (describe)

A summary, a full proceedings report (documenting each workshop’s results) and a more user-friendly presentation format.

12. How many hours do you wish to give to planning meetings?

1 – 12
12 – 24
24 – 40
40+

24 – 40 hours appears to be in the ball park for actual workshop time. Just six workshops at three to four hours each could result in workshop time of 24 hours. If a couple listening sessions were included along with several focus group sessions, another 15 to 20 hours of meeting time could be expected. Additional time to design, arrange and manage survey work is required if this is chosen as an element of the work plan. In addition, the in-between coordinating committee time would be required.
13. What is the expected time frame for the planning process?

6 months  
12 months  
Other  
It is important to be realistic and the expected time-frame depends on when the process actually begins. A realistic estimate of time is probably 6 to 12 months, with some suggesting that 12 months is a realistic expectation.

14. Process Steps

An important question (see Question 14 in Handout Packet from June 25) is about the suggested steps to be used in the Strategic Planning process. Described below are the specific step suggestions to consider.

1. Plan for Planning (Being done now)  
   Stakeholder Analysis (Initial stakeholder work being done now, and additional stakeholder implications during plan development)

2. Mandates Step – Formal/Informal

3. Values/Mission/Purpose

4. Assessments: (Internal and External – SWOC Analysis) - facilitated sessions and broader input options
   Options for Broader Involvement
   − Opinion Survey  
   − Listening Sessions (North Side/South Side of County, for example)  
   − Focus Groups for Identified High-Profile functions (i.e. Countryside, UW-Extension, Other)  
   − Use Planning Team and Involve Advisors  
   − Department Head - Governing Body Assessment Tool for internal assessment  
   − County Board - Governmental Body Assessment Tool for internal assessment

5. Strategic Issues (2 to 4 Key Issues)

6. Strategy Framework (for 2 highest priority strategic issues)

7. Review and Approval Process

8. Follow-Up Detailing and Implementation Mechanisms
REPORT
to the
Jefferson County Board
on
STRATEGIC PLANNING

Background
In June 2008, Mr. Steve Grabow, our U.W. Extension Community Development Agent, made a presentation to the County Board’s Administration and Rules Committee on strategic planning. Based on Mr. Grabow’s presentation, the Committee asked County Administrator Gary Petre to work with Mr. Grabow on developing their ideas on a timeline and structure under which the County could undertake a strategic planning process.

Discussions regarding strategic planning continued during subsequent meetings of the Committee. Mr. Petre and Mr. Grabow shared their ideas on a timeline and structure for the planning process. The Committee asked Supervisors Jim Braughler and Carol Ward Knox to work with Mr. Petre and Mr. Grabow as members of a Strategic Plan Coordinating Workgroup, to respond to a series of questions in a Profile for the Planning Effort document. Supervisor Greg David assisted the Workgroup in developing the Profile responses. This Profile would enable the Committee to further identify the participants, time commitment and resources necessary to develop a Strategic Plan for county government. As a result of the discussions that took place between the committee members, other participating County Board members, Mr. Petre and Mr. Grabow, the Committee requested that a report be prepared to the County Board. In addition, the Committee unanimously voted to seek support from the County Board to proceed with the strategic planning process.

Report
In order to provide County Board members with more information about strategic planning, this report will answer some of the primary questions about strategic planning and the process that is needed to develop a meaningful Strategic Plan.

1. What is a Strategic Plan?
A Strategic Plan is a disciplined effort to produce fundamental decisions and actions that shape and guide an organization and what it does. For purposes of Jefferson County, this means a plan that county government needs to follow in order to ensure that it provides services and programs based on the needs and dictates of its citizens.

A Strategic Plan focuses on county government’s organizational dynamics, and typically identifies 2-4 strategic issues (or fundamental challenges to organizational effectiveness). A Strategic Plan provides a strategy or action framework to address the specific strategic issues.

2. Why do we need a Strategic Plan?
A Strategic Plan is needed so that we gain a clear understanding of what programs and services the citizens want; and establish mission and vision statements for county government that will meet the citizen’s needs. The mission statement would define the County’s purpose and core functions. It would also define the County’s intentions towards serving its citizens. The vision
statement would define what county government wants to look like in the future and how it will function in order to achieve its mission. The Strategic Plan will put into place a roadmap strategy for addressing those citizen needs and thereby meeting the mission of county government and reaching the vision of what we want to be in the future. A Strategic Plan can help Jefferson County leaders to think, learn and act strategically through dialogue and strategic conversations. A good strategic planning process can lay an important foundation for addressing complex challenges by moving towards agreement on county government’s mission/purpose, stakeholders’ needs, core values, initial vision ideas of what success looks like, key issues and an initial strategy framework.

3. What is a strategic planning process?
Strategic planning is an organization’s process of defining its strategy, or direction. It includes making decisions on allocating resources to pursue this direction, including capital and people. For Jefferson County, it is the way that we will go about developing our Strategic Plan, including the time, resources, coordination and participation that it will require. Once the Plan is developed, and we know what our mission is, we will then need to implement the steps necessary to achieve our mission. Implementation of the County’s Strategic Plan will be monitored by the Administration and Rules Committee, with periodic status reports to the County Board. Jefferson County is being encouraged to use a research-based strategic planning process that is customized for a public planning and decision-making environment. A copy of “An Overview of Strategic Planning” prepared by Mr. Grabow can be found on the County’s website at www.co.jefferson.wi.us.

4. Who will be involved in the planning process?
The planning process will include virtually anyone who wants to be involved, including County Board members, department heads, community agencies, and citizens (See Exhibit 1). The process would be guided by a Steering Committee comprised of 12-15 members, including County Board committee chair or chair’s designee from major committees and department heads from major departments. The Steering Committee would be facilitated by Mr. Grabow. Mr. Petre would function as the Project Manager (See Exhibit 2). Those County Board members and department heads who are not assigned to the Steering Committee will be invited to attend planning workshops and will have input into the development of the Plan.

A five-member Coordinating Workgroup comprised of Mr. Grabow, Mr. Petre and three County Board members: Supervisors Jim Braughler, Carol Ward Knox and Steve Nass, will be responsible making sure that the work of the Steering Committee gets done and keeping the planning process moving forward. Jefferson County community agencies and citizens will also have input in the Plan. All workshops will be open to the public. It is anticipated that public input will also be solicited through community listening sessions and surveys.

5. When will the planning process begin?
The planning process will begin with the approval by the County Board of Supervisors. The Administration and Rules Committee is seeking this approval through a resolution that will be presented to the County Board at its February 10, 2009, meeting.
6. How long will this planning process take?
The exact length of time could vary, but it is anticipated that the process will take 6 to 12 months. A 12 month planning process time frame is probably most realistic.

7. How much will this Plan cost?
Since the planning process will be facilitated by Mr. Grabow; managed by Mr. Petre and led by the Steering Committee, there will not be any cost for staffing the process. There will be costs relating to meeting per diems for Steer Committee County Board members. There may also be a cost for obtaining public input through the development of a public service, or public listening sessions. Staff time and supplies for preparing for meetings and participation in the planning process, will also be expended.

8. What are realistic expectations about strategic planning?
Strategic planning is no panacea, especially the first time an organization develops this kind of plan. Strategic planning focuses on organizational dynamics, and is a different process than program evaluation, comprehensive planning or budgeting. It is likely to result in an organization’s “statement of intentions”, but additional hard work and important follow-up activities are required. For example, Marathon County’s strategic plan had focused on strategic issues and strategy development for: 1) Developing department and program “outcomes” or departmental “visions” and 2) Establishing service needs and priorities. However, these recommended strategic issues and strategies came after 2 years of development of their Strategic Plan. These strategies are now being worked on after laying the foundation through a very deliberative strategic planning process.

Conclusion
The Administration and Rules Committee, along with several other members of the County Board, have discussed the need for county government to develop a Strategic Plan. They believe that it is in the County’s best interest to proceed with the planning process as quickly as possible. The County Board needs to know what programs and services are most important to the community. This can be accomplished as part of the strategic planning process. Once those needs are identified, the mission of county government can be defined, a long range vision for the future of county government can be clarified and the issues that need to be addressed can be acted upon.

[Signatures]
Gary R. Petre
County Administrator

Steve Grabow
Community Development Agent
Strategic Planning Participation

EXHIBIT 1
February 4, 2009

County Residents

Community Agencies

County Board Members

County Department Heads

Plan Steering Committee

Administration & Rules Committee

County Board of Supervisors

Strategic Plan

Plan Coordinating Workgroup
Jefferson County
Strategic Plan

Steering Committee

7 County Board Supervisors representing major Committees

- Administration and Rules
- Finance
- Highway Solid Waste
- Human Services
- Law Enforcement-At large (Workgroup)
- Parks At large (Workgroup)
- Planning and Zoning

7 8County Department representatives

- Clerk of Courts
- Countryside Home
- Economic Development
- Highway
- Human Services Land and WaterConservation
- Parks
- Sheriff
- Health

1 Project Manager

- County Administrator

1 Project Facilitator

- Community Development Agent
TO: County Board Members

FROM: Strategic Plan Coordinating Workgroup

DATE: August 6, 2009

SUBJECT: Strategic Planning Process – Status Report

Attached for your review is a copy of a status report on the Jefferson County Strategic Planning Process. This report will be presented to the County Board at its August 11, 2009 meeting.

On August 4, 2009, the Coordinating Workgroup met to discuss a number of topics relative to the Strategic Planning Process and future work of the Strategic Plan Steering Committee. As noted in the attached report, the workgroup has tentatively scheduled Steering Committee meetings over the next few months, in order to continue with the development of a Strategic Plan for Jefferson County. These meetings are open to any County Board members, County department heads and general public who wish to attend.

If you have any questions relative to the attached report, feel free to contact me or any of the other Strategic Plan Coordinating Workgroup members:

Supervisor Carol Ward Knox
Supervisor Jim Brauchler
Supervisor Steve Nass
Steve Grabow, Community Development Educator

Gary R. Petre
County Administrator

cc: Strategic Plan Steering Committee members
Department Heads
Summary of Status
Jefferson County Government Strategic Planning Process
Presented to the Jefferson County Board
August 11, 2009

At the February 4, 2009 County Board meeting, the Supervisors were presented a report which described the activity of strategic planning and addressed basic questions about needs, process, involvement, timetable, costs and expectations of the intended strategic planning process for Jefferson County government. Subsequently, the initiative was authorized. The Strategic Planning Steering Committee and the Coordinating Work Group have begun work on the strategic plan. It is hoped that the full County Board will follow the progress of the strategic planning process. To assist the County Board, periodic status reports will be presented. County Board members and Department Heads are also welcome at the Steering Committee meetings.

Steering Committee Workshops

Two Steering Committee workshops have been held on May 20th and June 17th. The third workshop will be held on August 19th.

May 20th Workshop: At the first workshop, considerable time was spent on committee start-up activities. These included:

- Sharing perspectives on leadership responsibilities in assuring quality in Jefferson County governance
- Determining the roles in the strategic planning process for Steering Committee members, Coordinating Work Group members, the Facilitator, the Project Administrator, the Administration and Rules Committee, other County Board members and Department Heads.
- Determining workshop meeting guidelines for working together.
- Determining the use of consensus as a decision-making process.
- Committee orientation and review of resource materials:
  - Strategic Planning Process Overview, Profile of Planning Effort, Glossary of Terms and Vocabulary, Agreed-upon process.
  - Examples of County Strategic Plans
  - Context of Internal and External Economic Considerations
  - Questions and Discussion by Steering Committee members.

The major facilitated exercise at the first workshop was the Stakeholder Analysis in which those individuals or groups that are affected by or affect County government were identified. Over 50 external stakeholders (outside of the County government) were identified. The planning team identified 12 internal stakeholders. These stakeholder groups were organized by “primary stakeholders” and “secondary stakeholders” to help figure out which stakeholders might warrant extra attention for this cycle of planning. The Steering Committee then developed performance criteria for two primary internal and three primary external stakeholder groups. This exercise helped the planning team think about the criteria that stakeholders might use to judge the performance of County government.
June 17th Workshop: At the second workshop, the Steering Committee reviewed and refined the Stakeholder Analysis. The participants then worked on Step 2 of the strategic planning process—Mandates. The Steering Committee identified, generalized and characterized important “formal” or codified mandates. These “organizational musts” were organized around County departments/functions, and represent the mandates noted and emphasized by participants. The Steering Committee also identified “informal” mandates which are those activities that are expected from stakeholders. The Steering Committee then shared perspectives on how they viewed the implications of formal and informal mandates for future County direction.

Preview of Upcoming Steps and Workshops

The next steps of the agreed-upon process that will be addressed at future workshops include:

- Step 3: Values and Mission (August 19th Workshop)
- Step 4: Assessments (Internal Strengths and Weaknesses; External Opportunities and Challenges); facilitated session with Steering Committee (September Workshop)
- Step 5: Strategic Issues (October Workshop)
- Public Involvement Processes: See Profile the Planning Effort Report—Options include survey, focus groups, assessment tools, listening sessions, etc. (November workshop thru January)
- Step 6: Strategy Formulation
- Steps 7-10 (Plan Management Steps)

The duration of the strategic planning process, as developed and identified by the Strategic Plan Coordinating Work Group, is a 5 month to 12 month process with the expectation that a 12-month duration is a realistic timeline for a thorough and inclusive process.

Draft Proceedings Reports

The output from each of the workshops has been captured in what will be a series of updated “Proceedings Reports”. These will be continually reviewed, referred to and refined by the Steering Committee. The “Proceedings Reports” and other strategic planning resource materials have been posted on the UW Extension website. The draft “Proceedings Report” from the May 20th and June 17th workshops can be viewed at: http://www.uwex.edu/ces/city/jefferson/

Hard copies of any of these materials can be printed from the website or will be made available to County Supervisors upon request of the County Administrator.

Prepared by Steve Grabow and Gary Petre, August 5, 2009 with input by the Coordinating Work Group at their August 4th meeting.
TO:       County Board Members

FROM:     Strategic Plan Coordinating Workgroup

DATE:     December 3, 2009

SUBJECT:  Strategic Planning Process – Status Report

Attached for your review is a copy of a status report on the Jefferson County Strategic Planning Process. This report will be presented to the County Board at its December 8, 2009 meeting.

As noted in the attached report, the Strategic Plan Steering Committee has met four times since our last status report to the County Board. The Committee has been working on the development of “core values” in Jefferson County government; a Mission Statement for County government; the County’s Strengths, Weaknesses and Opportunities and Challenges (SWOC); and a Vision Statement for County government.

Future Steering Committee meetings will address public involvement in identification of program and service priorities for County government; establishment of the County’s Mission Statement; and determination of the primary Strategic Issues that the County needs to address. These meetings are open to any County Board members, County department heads and general public who wish to attend.

If you have any questions relative to the attached report, feel free to contact me or any of the other Strategic Plan Coordinating Workgroup members:

   Supervisor Carol Ward Knox
   Supervisor Jim Braoughler
   Supervisor Steve Nass
   Steve Grabow, Community Development Educator

Gary R. Petre
County Administrator

cc:    Strategic Plan Steering Committee members
       Department Heads
Summary of Status
Jefferson County Government Strategic Planning Process
Presented to the Jefferson County Board
December 15, 2009

August 19th: At the third workshop, the Steering Committee generated a list of 37 “core values”; they responded to these questions:
- What do we really care about in relating to key stakeholders?
- What is our philosophy as to how we would like to be viewed?
- What are the values that we should have that help indicate how Jefferson County wants to operate?

The Steering Committee also was asked to respond to these questions:
- What is our fundamental purpose as a County government organization?
- What are we here to do?
- What are the basic social and community needs that we address?

This resulted in 17 potential Mission Statements.

September 24th: At the fourth workshop, the Steering Committee reviewed the Values Statement identified three broad value categories and seven individual values that they would like to emphasize. These values are:

Service:
- Respect: We respect others and people we come in contact with (including future generations); the “Golden Rule” extended over time.
- Transparency: We need to abide by open meetings laws, welcome public input and be as open as possible.
- Honesty: We will assess cost and value accurately, holistically and honestly
- Responsibility: We have equal and binding responsibility for our many rights. We are responsible for ourselves, our nation, our world and future generations.

Stewardship:
- Trust and Stewardship: We need to be wise stewards of what has been entrusted to us. (financial, timeliness, people resources, natural resources, etc.). We are stewards of things that are entrusted to us (such as buildings, facilities, equipment, land, vehicles, etc.)
- Accountability: We have to be accountable for what we are striving to do; we should have explanations but not excuses.

Skills:
- Competence: Exercise responsibility in doing my job and having the necessary skill-set.
- Professionalism and Efficiency: When we deal with the public we handle it in both a professional and quick manner. We will get the answer right away or get them to the right place.
- Innovation: We are willing to approach things differently than they have been done before; get beyond “that’s the way we have always done it.”

The Steering Committee also did further refinement of the Mission Statement, and short-listed five Alternatives to consider.

October 22nd: At the fifth workshop, the Steering Committee affirmed its values statements, refined the potential Mission Statements to three alternatives, developed a set of 16 possible issues to address, and agreed to a draft set of Consensus Vision Statements. (There was not consensus on some suggested vision statements.) In between meetings, the Coordinating Work Group reviewed a grouping of the issues which were organized into 7 preliminary issue areas.

November 17th: At the sixth workshop, the Steering Committee looked at its three alternative Mission Statements and agreed that Alternate 6 is very close to being a consensus Mission Statement. In break-out pairs, the Steering Committee came up with three variations on this preferred alternative.
Alternative Mission Statements:

Alternative 6: To fulfill County government's responsibilities and promote the quality of life in Jefferson County.

Alternative 6a: To serve county residents by fulfilling County government's responsibility and by promoting the quality of life in Jefferson County.

Alternative 6b: To fulfill County government's responsibilities to its citizens and contribute toward the quality of life in Jefferson County.

Alternative 6c: To fulfill County government's responsibilities to its citizens and advance the quality of life in Jefferson County.

The workshop involved sharing perspectives about the seven preliminary issue areas. There appeared to be consensus on a following issues facing Jefferson County government.

Reframed Issues:

Issue A, Trust/Reputation: How can County government educate both the public and its own internal stakeholders about its mission and services?

Issue B, Financial/Internal: What are the appropriate levels of spending and sources of revenue in County Government?

Issue C, Partnerships/Cooperation: How can we foster cooperation with other governmental bodies and groups, and promote public and private philanthropy?

Issue D, Environmental/Economic/Cultural: How do we protect and preserve our environmental and cultural heritage, and become energy secure while encouraging and supporting sustainable economic activity?

Issue E, Public Services/Quality: How do we decide what services we should provide and at what level while responding to quality, quantity and return on investment?

Issue F, Decision Making/Techniques: How can we make educated decisions about programs and services based on best practice models, methods and techniques?

Issue G, Organizational Structure: How can we restructure County government to meet the service needs/priorities of County residents within public funding levels?

After a short list of strategic issues has been agreed upon, the Steering Committee will be in a position to develop possible strategies to address choice one.

Preview of Upcoming Steps and Workshops

The next steps of the agreed-upon process that will be addressed include:

- Public Involvement Processes
  The Coordinating Work Group will be meeting with the UW River Falls Survey Research Center on December 16th to explore public opinion survey and other public input mechanisms. It is expected that this process will take the winter months. A Steering Committee meeting has been scheduled for January 19th to consider the public input methods.
  - Step 6: Strategy Formulation (Will start after the public input phase)
  - Steps 7-10 (Plan Management Steps)

Draft Proceedings Reports

The "Proceedings Reports" and other strategic planning resource materials have been posted on the UW Extension website. They may be viewed at: http://www.uwex.edu/ces/cfyjefferson/

Hard copies of any of these materials can be printed from the website or will be made available to County Supervisors upon request of the County Administrator.