Jefferson County

Adopted 2017

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From the County Administrator

On behalf of the Jefferson County Board and the Strategic Planning Committee we are pleased to present the updated and revised Jefferson County Strategic Plan. This plan will help guide the County's Vision and Budget for the next 10 years. Jefferson County has a strong history of planning. In 2009, the County embarked on its first strategic plan that was adopted in 2010. This document provided a significant framework for the work we are doing on this current Strategic Plan

In 2015, the Jefferson County Board Chair initiated a Task Force on County Operations and Organization to define the short term and long term needs of the County. This Task Force included elected officials, county staff and public members. One of the key outcomes from this process was the need to update the County's Strategic Plan and to include well-defined goals and actionable steps to ensure that the identified goals were accomplished.

The County set aside funds as part of the 2017 Budget to proceed forward with this update. The Administration and Rules Committee issued a request for proposal in the beginning of 2017 which included an interview process, and Chamness Group was engaged to move forward. From February to May of 2017 multiple approaches to collect the public's input were implemented. These conversations provided the information needed to form the 10 year Vision for the County.

The County Board Chair and the Chair of Administration and Rules Committee provided to the County Board a recommended slate of County Officials and public members to serve on the planning committee. The planning committee began the process and subsequently developed our proposed plan.

The execution of the Strategic Plan will be a dynamic process. The Administration and Rules Committee, with support of staff and collaborative working committees, will be responsible to monitor the progress of the Strategic Plan and cause implementation thereof. This will include specific reviews to ensure the intended goals and actions steps to accomplish these goals continue to hold true based on assumptions made at the time of drafting this document. This plan is designed to be reviewed and updated based on conditions occurring within the County and the region on a routine basis. Further, additional action planning steps for years 3-6 and 7-10 will be added to update this document in the future.

We look forward to seeing what the future of what Jefferson County will become while still upholding the values and guiding principles. This plan is intended to be collaborative in nature to ensure that we advance the quality of life in Jefferson County for all stakeholders.

Sincerely,

Ben Wehmeier
Jefferson County Administrator

Jefferson County - The Future

Jefferson County Interstate 94 (I-94) makes up 25 miles of the nearly 78 miles between Milwaukee and Madison. This is one of the most important economic corridors in Wisconsin, and is part of the larger I-Q Corridor from Chicago to the Twin Cities. Furthermore, Jefferson County HWY 26 is quickly becoming a major north/south corridor in the State. This is projected to be a strong development area and constitutes 30 of the 95 miles along the Janesville to Fox River Valley corridor.

Jefferson County is projected to have substantial population growth over the next 30 – 50 years, with specific pressures from the east and west as well as additional pressures from the south. In comparison to the rest of the state, Jefferson County will have a relatively large percentage of the population at working age.

The location of Jefferson County lends itself to a role in the integration of the economies of the Madison and Milwaukee Metropolitan Areas, which in turn could dramatically improve and change the County's economy. The debate has sometimes been framed in absolutes between those who support development versus those who support farmland preservation. It is believed through proper visioning and planning the County can balance both, while respecting the municipalities' autonomy and fiscal constraints.

Overall, we strive for prosperity with a high quality of life for our citizens. We recognize the need for diverse entertainment and cultural experiences for all ages. We have an outstanding network of parks and open space as well as recreational opportunities. Our location, and to some degree our demographics, make possible an emphasis on research, technology, advanced manufacturing as well as appropriate agricultural technologies as potential building blocks for prosperity.

Jefferson County Board of Supervisors

District 1 Dick Jones	District 2 Mike Kelly	District 3 Greg David	District 4 Augie Tietz	District 5 Jim Braughler
District 6 Ron Buchanan	District 7 Dwayne Morris	District 8 Michael Wineke	District 9 SECOND VICE CHAIR Amy Rinard	District 10 Lloyd Zastrow
District 11 Donald Reese	District 12 Peter Hartz	District 13 Ed Morse	District 14 Kirk Lund	District 15 VICE CHAIR Steve Nass
District 16 Laura Payne	District 17 Russell Kutz	District 18 Jennifer Hanneman	District 19 CHAIR Jim Schroeder	District 20 Jim Mode
District 21 John Kannard	District22 Blane Poulson	District 23 George Jaeckel	District 24 Alyssa Spaanem	District 25 Matthew Foelker
District 26 Gregg Patrick	District 27 Conor Nelan	District 28 Dick Schultz	District 29 Mary Roberts	District 30 Gary Kutz

Strategic Planning Committee

A very special thank you to the Strategic Planning Committee, which was made up of Board members, Jefferson County staff, and members of the community, for their work in the creation of this plan.

Jim Schroeder County Board Chair	Steve Nass District 15	Amy Rinard District 9	Jim Mode District 20	Augie Tietz District 4
Laura Payne District 16	Greg David District 3	Jennifer Hanneman District 18	Dick Jones District 1	George Jaeckel District 23
Jim Braughler District 5	Ben Wehmeier County Administrator	J. Blair Ward Corporation Counsel	Kevin Wiesmann Supervisor Parks Department	Rob Klotz Director Planning & Zoning
Mark Watkins Director Land & Water Conservation	Kathi Cauley Director Human Services	Staci Hoffman Register of Deeds	Matt Trebatoski Fort Atkinson City Manager	John Swisher Johnson Creek Village President
Mark Rollefson Jefferson Schools Superintendent	Cassandra Schug Watertown Schools Superintendent	Matthew Mauthe CEO Marquardt Village	Travis Feirtag Co-Owner Holosoft	Christopher Scherer Owner Good Time Music Service
Lindsay Knoebel Family Farmer				Charles Crave Co-Owner Crave Brothers Farm

Strategic Planning Process

Strategic planning is a method for creating order, organization, and improvement both internally and externally. It was the process used to define Jefferson County's vision and goals and how the County plans to meet these goals over the next 5-10 years. The purpose of creating a 10-year strategic plan was to provide a clearly defined map on how to improve, grow, and operate Jefferson County.

A collective and conscious effort was used to outline Jefferson County's future by hosting listening sessions with communities throughout the County. There was extensive countywide interaction with residents, businesses and agricultural groups, the Board, staff and individuals. The research included in-person and phone conversations, focus groups and world cafés, as well as attending business and community meetings. In addition, there was a thorough review of past plans and current operational plans, such as the zoning, comprehensive, and business development plans.

The action plan was divided into three-year increments. This allows the committee to focus on both long-term and short-term goals and prioritize which action steps will be accomplished within that timeframe. Strategic plans are dynamic documents and not static; therefore, the action plans should be reviewed and updated at a minimum of each year to allow for changes within the County and the state. This strategic plan is designed to remain as the foundation for the entire 10-year time frame, regardless of changes in the Board or staff. This is critical in order provide continuity and the accomplishment of goals.

Our Mission

"To fulfill County government's responsibilities to its citizens and advance the quality of life in Jefferson County."

Our Vision

Over the course of 10 years, we have focused our intentions and have worked to build our County and provide a higher quality of life for our citizens. We better marketed our economic and recreational opportunities. We linked our county cities and municipalities with modern transportation systems and a unique system of parks and recreational trails.

Jefferson County is now a greater contributor to economic activity in our region. We are no longer a "drive-through" along the HWY 26 and I-94 corridors. In ten years the County has become a crucial part of these corridors.

The County focused on fostering high-quality, well-planned development that provides economic opportunity for our population and allowed for the continuation of our tradition of land and water conservation. The County took a balanced and proactive approach to growth that has sustained county government services and maintained the quality of life that is important to residents. This includes preservation of agriculture, natural resources, parks, open space and that "small town feel," while also pursuing the desired amenities to retain and attract residents, visitors, and a viable workforce. Growth opportunities have complemented and enhanced these goals, while at the same time taking on the responsibility of guiding the expansion of linking two main metropolitan areas of the state together.

As a county government, we serve as a model for all and operate in an efficient, effective, and transparent manner. The County took the lead in working with stakeholders of the County and the region to develop a sustainable operation that is to the benefit of all, while maintaining the financial capacity to provide quality services.

Our Guiding Principles

Guiding principles are those values that direct an organization throughout its life in all circumstances, irrespective of changes in its goals, strategies, type of work, or leadership.

1. *As our population increases, we will work to maintain the "small town feel" that is part of what defines Jefferson County.*
2. *We will value conservation and our natural resources. We are respectful stewards of our finite natural resources.*
3. *We will manage County resources in a financially prudent manner.*
4. *We will make policy decisions in an open and transparent manner.*
5. *Our staff is not just a means to an end but people with ideas and abilities. We will manage our human capitol with the same amount of responsibility as we do other aspects of our business.*
6. *Collaboration is important to our future success. We will encourage collaboration among departments, in our towns, cities and municipalities and in our region.*
7. *We will work to find a balance between preserving our agricultural heritage with business and residential development.*
8. *We are committed to the health and well-being of all our stakeholders.*

Goal Creation and Actionable Steps

The following pages outline of the goals that were created by the strategic planning committee. Each goal has detailed strategies that define the steps to accomplish them. For a full list of action items along with details about the person(s) responsible, timeframe and measurements, please refer to the Jefferson County website via this link: www.jeffersoncountywi.gov/StrategicPlan.

The plan is designed to be reviewed and updated based on conditions occurring within the County and the region on a routine basis. Further, additional action planning steps for years 3-6 and 7-10 will occur in order to update this document.

Jefferson County's 10 Strategic Goals

GOAL 1:	**Promote a culture of growth and services by continuing our positive fiscal history**
GOAL 2:	**Create an economic environment resulting in strong income levels and above state average educational goals which will attract and retain residents**
GOAL 3:	**Foster an educational atmosphere that benefits both our youngest and oldest residents**
GOAL 4:	**Establish a cohesive, efficient, and cost-effective program for protective and public services throughout the County**
GOAL 5:	**Initiate an ongoing marketing plan to inform and attract a qualified workforce, tourists and new business**
GOAL 6:	**Coordinate a system where smart growth and natural resources complement each other**
GOAL 7:	**Institute a transportation plan of conventional and non-conventional means to connect resources and residents**
GOAL 8:	**Develop broadband expansion plan to improve the quality and coverage of digital data throughout the county**
GOAL 9:	**Devise an infrastructure plan to improve our county road system and buildings**
GOAL 10:	**Maintain the key agricultural economic drivers while keeping up with advancing related technology**

GOAL 1	Promote a culture of growth and services by continuing our positive fiscal history
Strategy 1.1	Educate Department Heads/County Staff about the County's overall budget a. Host a separate budget presentation specifically for Department Heads b. Invite Board Chairman and Finance chairman to meet with Department heads c. Consider town hall budget education meeting for all county employees
Strategy 1.2	Educate key stakeholders/public about aspects of the budget, fiscal health of the County and other aspects of the strategic plan a. Board to host listening sessions b. Promote events with news coverage
Strategy 1.3	Identify services and programs involved with fiscal aspects a. Look at cost and revenue of each b. Review their status: keep or discontinue c. Apply priority-based budgeting to each d. Review current revenue streams for each e. Identify mandated and non-mandated programs
Strategy 1.4	Explore opportunities to consolidate and/or collaborate these programs a. Develop a working group for just this purpose b. Understand the skill sets needed for each department c. Maintain continuous quality improvement programs (LEAN)
Strategy 1.5	Identify opportunities for collaboration with non-profits, profits, and other governmental agencies
Strategy 1.6	Develop methods for employee education through professional development, leadership training and recruitment
Strategy 1.7	Review county board size and structure for potential consolidation and streamlining
Strategy 1.8	Schedule committee meetings for alignment in order to save time and money
Strategy 1.9	Monitor state and federal legislative changes as they are in process, not after made into law
Strategy 1.10	Develop a better process for engaging state and federal elected officials
Strategy 1.11	Explore options for regional planning opportunities

GOAL 2	Create an economic environment resulting in strong income levels and above state average educational goals which will attract and retain residents
Strategy 2.1	Review current salary requirements a. Compare in-house and out of house salary data b. Understand local supply and demand for workers
Strategy 2.2	Support the strategic plans for the JCEDC and GHDP
Strategy 2.3	Inventory all resources within the county regarding economic resources a. Loan funds b. Chambers of Commerce c. Tourism groups d. Farm and agriculture organizations
Strategy 2.4	Inventory existing sites available for industrial purpose
Strategy 2.5	Record these sites into searchable database connected to JCEDC website
Strategy 2.6	Review barriers to economic development
Strategy 2.7	Establish work group with the following goals: a. Get all local governmental agencies (towns, villages, cities) together b. Streamline local zoning language c. Streamline permit processing
Strategy 2.8	Develop locally controlled incentives that are tied to all local wages
Strategy 2.9	Develop a consistent revenue stream to support economic competitiveness
Strategy 2.10	Collaborate with neighboring workforce development boards to attract worker, including training on needed skills

GOAL 3	Foster an educational atmosphere that benefits both our youngest and oldest residents

Strategy 3.1	Assess what is currently being done and what has historically been done
Strategy 3.2	Build upon the present ideas a. Provide parenting skills and health education b. Partner with schools for workforce development c. Continue to foster relationships with all levels of educational institutions
Strategy 3.3	Explore an "Every Child Thrives" Program based on research done by the Every Child Thrives Initiative that was developed by the Greater Watertown Community Health Foundation

GOAL 4	Establish a cohesive efficient and cost effective program for protective and public services throughout the county

Strategy 4.1	Identify shared services not offered by the county
Strategy 4.2	Identify shared services by individual departments
Strategy 4.3	Contract with outside facilitator (non-county employee) to implement similar program or Public Policy Forum

GOAL 5	Initiate an ongoing marketing plan to inform and attract a qualified workforce, tourists and new business
Strategy 5.1	Identify our target demographic with help from the JCEDC, local chambers and workforce boards to help determine what is attractive to workers, residents, visitors and commuters. Also consider interests of Millennials, Gen Xers and Baby Boomers
Strategy 5.2	Market the JCEDC to better attract: • Businesses • New workers • Residents • Tourists
Strategy 5.3	Determine Phase II of the JEM program which will help to discover funding possibilities and maximize state dollars
Strategy 5.4	Identify and understand existing amenities and resources within the county
Strategy 5.5	Inventory and catalogue existing amenities and resources • Parks and recreation opportunities • Businesses • Heritage
Strategy 5.6	Inventory current housing stock and determine what type of additional housing is needed a. Work with housing developers and real estate professionals in developing plan ideas b. Develop a long-term plan for housing
Strategy 5.7	Identify existing amenities and resources in neighboring counties to help determine what is available in other small communities and what incentives exist to keep workers in their county
Strategy 5.8	Catalogue what individual communities within the county are doing
Strategy 5.9	Connect the individual communities with the overall county plan
Strategy 5.10	Consider a Jefferson County Tourism Bureau

GOAL 5	Initiate an ongoing marketing plan to inform and attract a qualified workforce, tourists and new business

Strategy 5.11	Work with technical colleges and high schools to develop workforce and skill development programs
Strategy 5.12	Collaborate with technical colleges in the recruiting process
Strategy 5.13	Collaborate with county high schools about high tech skill programs
Strategy 5.14	Engage all governmental agencies and local chambers of commerce in workforce development
Strategy 5.15	Develop and execute a comprehensive Economic Development plan a. Work with JCEDC and GHCP b. Develop a consistent brand county-wide c. Reach out to the business community d. Look at farm and agriculture opportunities
Strategy 5.16	Work with the JCEDC and GHDP to develop and execute comprehensive Marketing Plan that creates a County-wide brand

GOAL 6	Develop a system where smart growth and natural resources complement each other
Strategy 6.1	Identify ALL current plans (land use, smart growth, comprehensive, etc.)
Strategy 6.2	Develop a master plan incorporating all county plans
Strategy 6.3	Educate municipalities regarding county zoning
Strategy 6.4	Consider options for sustainable efforts • Energy plan • Trash and refuse collection • Park and recreation • All forms of transportation • Manufacturing • Agriculture
Strategy 6.5	Educate public and private sectors on implementation of sustainable efforts
Strategy 6.6	Create talking points to communicate with all governmental entities
Strategy 6.7	Formulate a plan to sustain the Glacial Heritage Area vision to include the following: • Funding, • Bike trails, • Outdoor recreation • Clean water • Agricultural land-use • Brewing history • Historical sites
Strategy 6.8	Create key talking points and define how to communicate with municipalities, towns and cities following state process

GOAL 7	Institute a transportation plan of conventional and non-conventional means to connect resources and residents
Strategy 7.1	Form a Transportation Plan Steering Committee comprised of: • Administrator • Highway Department • Infrastructure Chair • Highway Chair and committee • HS representatives • Economic development representatives
Strategy 7.2	Complete a review of regional, local, municipal, state and county plans as well as existing services related to transportation such as: • Highway Department 5 Year Capital Improvement Plan • Veteran Services Van Program • County Bike and Pedestrian Plan
Strategy 7.3	Define and contact experts (internal and external) for information
Strategy 7.4	Define availability and access to all forms of external transportation
Strategy 7.5	Collect data for accessibility to all forms of external transportation
Strategy 7.6	Determine new technologies related to transportation
Strategy 7.7	Consult budget/financial director as needed
Strategy 7.8	Develop a comprehensive plan based on research

GOAL 8	Develop a broadband expansion plan to improve the quality and coverage of digital data throughout the county
Strategy 8.1	Form a Broadband Steering Committee to potentially include members from: • County • Municipalities • Towns • Tech experts • Economic development • Business community • Public
Strategy 8.2	Review existing public and private broadband plans for potential examples
Strategy 8.3	Research grant opportunities via state or federal sources a. Determine person to attend seminar for more information
Strategy 8.4	Prepare and submit ***Broadband Forward!*** application to get certification in WI
Strategy 8.5	Prepare and submit other grant applications available

GOAL 9	Devise an infrastructure plan to improve our county road system and our building complexes
Strategy 9.1	Review, update and amend buildings and facilities plans with input from the following: • Facility Dude • Central Services • HS • Workforce Development • Sheriff's Department • Court system • Parks and Fair Park • City of Jefferson • Utility departments
Strategy 9.2	Review, update and amend existing county highway infrastructure plan with input from the following: • Internal and external experts • Existing I-94 corridor plans {Waukesha, Jefferson, Dane} • All necessary WI DOT plans • Local municipalities
Strategy 9.3	Develop an I94 and Hwy 26 Corridor Plan specific to Jefferson County
Strategy 9.4	Present and infrastructure report to County Administrator and Board Chair
Strategy 9.5	Present a highway report to County Administrator and Board Chair
Strategy 9.6	Present all final reports to County Board

GOAL 10	Maintain the key agricultural economic drivers while keeping up with advancing related technology
Strategy 10.1	Continued implementation of the current Ag Preservation Plan
Strategy 10.2	Update the plan subject to DATCP approval and be sure to include all types of agriculture
Strategy 10.3	Host a successful Farm Technology Days
Strategy 10.4	Form an Agriculture Education Committee to determine the best methods to promote Ag tourism industries and educate the general public by input from the following: • Tourism • Chambers of Commerce • Municipalities • County Officials • UW Extension • Technical Colleges • High Schools
Strategy 10.5	Investigate Ag Technologies including Bio Fuel sources
Strategy 10.6	Explore the creation of an Inmate Co-op

Comments and Questions

Thank you to all members of the Board, staff and community who participated in the discovery process by sharing their ideas and comments in focus groups, world café sessions, one-on-one interviews, phone conversations and as participants in the planning process.

Comments or Questions

This project and publication was a collaborative effort. Comments and inquiries are welcome and should be directed to:

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