



## A Strategic Initiative 2017-2021

### Draft for Discussion - Spring 2016

Proposed for the Consideration of the Leaders of the Jefferson County area by the Jefferson County Economic Development Consortium and by the:

#### **2017-2021 GHDP Feasibility Study Steering Committee**

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## IT'S TIME TO GO TO THE NEXT LEVEL

The Jefferson County Economic Development Consortium (JCEDC), including the member communities of Cambridge, Fort Atkinson, Jefferson, Johnson Creek, Lake Mills, Waterloo, Watertown, and Whitewater, was founded more than a decade ago to proactively drive area economic growth. The JCEDC provides direct services to businesses in the areas of alternative business finance, location consulting, workforce recruitment, expansion and investment decision-making, and beyond.

For the last several years, the JCEDC has conducted a national review of economic development, community development, and tourism best practices and considered how it might take the organization and its impact to the next level. Why? Because these sectors today are highly competitive, with competitor communities and regions pursuing new jobs, investment, and brand awareness through aggressive tactics to attract new businesses, retain / expand their existing companies, and grow new companies from the ground up. Many communities—both larger and smaller than the Jefferson County area—have launched ambitious multi-year programs to gain a competitive advantage and ensure they are on the winning side of the continuing economic rebound and beyond.



**JCEDC leadership has concluded that the right approach is for the public sector to partner with and engage the private sector in developing, funding and implementing a dynamic new strategic initiative for economic development, community development, and tourism.**

As an initial matter, the JCEDC is creating a public-private nonprofit organization, the "Glacial Heritage Development Partnership" (GHDP), which will lead and coordinate the area's strategic efforts in economic development, community development, and tourism. The plan is for an expanded JCEDC staff to manage implementation of GHDP's 5-year plan ("2017-2021 Strategic Initiative"), and for the organization to be funded by yet-be-secured private and public sector financial supporters.

As detailed in subsequent pages, the \$4.1 million 2017-2021 Strategic Initiative will:

- Dramatically strengthen our capacity to attract jobs, talent, investment and ideas
- Improve state, national, and international awareness regarding the benefits of visiting and locating in the area
- Align our communities, businesses, and economic development partners in pursuit of our shared economic development, community development, and tourism goals
- Result in significant business growth, job creation, higher average wages, increased tax base, millions in new capital investment, and an improved sustainability and quality of life for the Jefferson County area



## OUTDOOR RECREATION OPPORTUNITY

GHDP believes the Jefferson County area is and should be viewed as the outdoor recreation epicenter of the Midwest – the premiere tourist destination and economic hub for outdoor recreation in the greater region. Accordingly, GHDP has included in the Initiative a variety of strategies and tactics designed to strengthen the area's outdoor recreation offerings, capitalize on these by attracting and retaining talent predisposed to locate near such opportunities, and nurture the area's tourism and outdoor recreation manufacturing economic sectors. GHDP believes that our strategic economic location plus the high quality of life that comes with outdoor recreation opportunities can and will add up to a niche economic (and tourism) brand that will resonate regionally and nationally to strong economic effect and an improved quality of life for all businesses and residents alike.



## GOAL 2 BUSINESSES | GROW BUSINESSES, JOBS, AND CAPITAL INVESTMENT

### PROJECTED OUTCOMES

- Create or retain 4,000 jobs
- Grow new planned commercial and industrial investment by \$100M

### STRATEGIES

**Entrepreneurs & Startups** | Develop and implement an early-stage entrepreneurship program that connects high-potential startups to resources inside and outside the Jefferson County area. GHDP recognizes the important role of area chambers in providing support to startups and small businesses. GHDP intends to supplement these and serve as an area liaison to regional resources.

- **PoC for Startups** | Serve as the area Point of Contact (PoC) for entrepreneurs to assess their initial needs and refer them to existing support programs such as SCORE, Small Business Development Center (SBDC), Gener8r (accelerator), Starting Block (incubator), MadREP, M7, UW-Whitewater's Innovation Center, etc.
  - Establish formal collaboration with area chambers and support their efforts to serve as additional area PoCs for entrepreneurs
- **Incubation Space** | Develop an area incubator that provides programs, services, and space (co-working space, office space, incubation space for manufacturing, etc.)
- **Entrepreneurship Council** | Establish the Area Entrepreneurship Council – a group of area entrepreneurs in need of targeted programming, networking, and support
- **Network Outside Area** | Plug GHDP into Madison and Milwaukee's entrepreneurial ecosystems and promote MadWaukee region's programs (i.e. angel networks, experts, etc.) to local entrepreneurs
- **Outdoor Business** | Start a "How to Start an Outdoor Business" program
- **Funding** | Develop locally-sourced, non-traditional public and private funding sources (i.e. revolving loan funds, private investor network, etc.) to support small business growth



**Business Retention & Expansion** | Develop and implement a business retention and expansion program that connects existing businesses to resources inside and outside the Jefferson County area.

- **Retention & Expansion Interviews** | Implement a robust business retention and expansion interview program with JCEDC staff conducting at least 100 interviews per year with major employers. **GHDP intends to invite area chambers to partner in this program and interview local small businesses.**
- **Direct Expansion Assistance** | Provide direct support to businesses looking to expand by providing assistance with incentives, property identification and acquisition, etc.
- **Manufacturing Council** | Create Area Manufacturing Council to support area manufacturing executives through CEO round table and lunch & learn sessions on manufacturing-specific topics
- **BRE Survey** | Conduct an annual business survey (in coordination with MadREP) to identify collective business challenges and growth opportunities, and communicate aggregate results to area partners
- **Business Alliance** | Launch Jefferson County Area Business Alliance (JCABA), in partnership with area chambers, to bring the area's business community together. JCABA will host quarterly area-wide education seminars and networking events, and host an annual State of the Area's Economy event.
- **RLF Program** | Administer the Jefferson County Revolving Loan Fund (RLF) - a low-interest loan program available to existing businesses looking to expand in Jefferson County
- **Regional Alliances** | Invest in and partner with MadREP and M7 for the services they provide to GHDP and area employers
- **Government Affairs** | Annually meet with state and federal legislators for an economic development update and discussion

## THE THREE-GOAL INITIATIVE

This Initiative is about taking the Jefferson County area to the next level of economic competitiveness. It reflects a proactive, intentional, and coordinated approach to economic development, community development, and tourism and is consistent with best practice in the industry. Each goal has a set of actionable strategies and measurable outcomes.

The Three Goals addressed in subsequent pages are:

1. **Workforce** | Attract, Develop, and Align Talent
2. **Businesses** | Grow Businesses, Jobs and Capital Investment
3. **Marketing** | Drive Communications & Tourism

## GOAL 1 WORKFORCE | ATTRACT, DEVELOP, AND ALIGN TALENT

### PROJECTED OUTCOMES

- Question to Employers: What outcomes do you recommend? We plan to develop appropriate metrics and track/report progress.

### STRATEGIES

**Attract Talent** | Develop and implement a comprehensive marketing program to attract talent to the Jefferson County area. Sample tactics include:

- **Job Fair** | Host an annual premiere regional job fair
- **Special Focus** | Include a special focus on employees seeking outdoor recreation opportunities
- **HR Departments** | Partner with and provide information to company HR departments to assist them in selling the Jefferson County area
- **Rural Transportation** | Ensure the availability of workers by developing solutions for rural transportation challenges
- **Workforce Design** | Work with WMEP to educate and assist area employers on market-rate workforce design

**Develop & Align Talent** | Ensure the skills of the workforce match employers' needs. Sample tactics include:

- **Labor Study** | Conduct an area-wide labor force study to determine unmet employer needs and the profile of underemployed and unemployed workers in area
- **Align Programming** | Communicate the results of the study to area workforce development partners and assist in aligning programming to area workforce needs
- **Connect. Connect. Connect.** | Connect Jefferson County area employers and employees to:
  - Workforce programs of interest provided by MadREP, M7, and other workforce partners
  - Area educational institutions and programs to ensure employer and employee needs for licensed trades folk, certified employees, and college graduates are met
- **Youth Apprenticeships** | Increase the number of companies and high school students utilizing youth apprenticeships by annually convening for a strategy session area K-12, workforce development board, and higher education institution leaders (supported by BRE program)
- **Soft Skills** | Improve and expand soft-skill (financial literacy, etc.) education programs for students and employees (supported by BRE program)
- **Employee Health** | Support employers in their efforts to improve the health of employees. Sample tactics include:
  - In conjunction with area health providers and employers, develop a healthy-employee program (i.e. Step Challenge)
  - Support efforts to grow pedestrian commuting opportunities through the area trail system



**Business Attraction** | New business attraction efforts will focus within the upper Midwest and collaborate with regional economic partners to attract businesses nationally and internationally.

- **Targeted Sectors** | Focus marketing and business attraction efforts on the following industry sectors:
  - Agribusiness
  - Advanced Electrical
  - Bioenergy
  - Food Processing
  - Outdoor Recreation
  - Healthcare
- **Prospect Identification**
  - Identify businesses looking for expansion locations in targeted industry sectors within a 3-hour radius
  - Meet with existing businesses to explore opportunities to attract their supply chain partners
- **Site & Demographic Info** | Maintain database of demographic and site information for community leaders, business executives, and site selectors
- **Marketing Partners** | Work with MadREP, M7, WEDC to develop and maintain robust relationships with regional, national, and global site selectors, developers, and commercial/industrial realtors including annual familiarization tours of area assets and opportunities
- **Trade Shows** | Attend key Midwest industry trade shows and events in the targeted sectors (above) and coordinate with regional and state economic development partners on attending national and global events
- **Special Focus** | Focus on growing the outdoor recreation manufacturing industry - host a Midwest outdoor recreation manufacturing trade show, etc.
- **Med College** | Continue to advocate for the establishment of Wisconsin's third medical school (osteopathic) to be in Jefferson
- For additional information on specific business attraction marketing tactics, see Goal 3



**Area Assets & Infrastructure** | GHDP will work to further develop the infrastructure necessary for economic growth.

- **Site Readiness** | Drive efforts with local and regional economic development partners to develop industrial and commercial properties
- **Transportation Plan** | Work with area partners to develop a regional transportation plan that drives the development of key economic infrastructure in the area
- **Rail** | Continue participation in the Wisconsin River Rail Transit Commission
- **Outdoor Amenities** | Support area and regional partners (especially the Rock River Trail Initiative group, County Parks, and the Glacial Heritage Area, Discover Dodge, and JCTC) on continued development of outdoor recreation amenities desired by area workers and employers
- **Revitalization** | Connect Chambers, RDAs, and CDAs to resources for revitalization programs and incentives
- **Brownfields** | Develop and grow the area's brownfields program to redevelop key properties for economic development

**Community Development** | GHDP will work to further develop the infrastructure necessary for economic growth.

- **Retail** | Support local targeted retail attraction programs with area commercial brokers
- **Homebuyer Programs** | Administer the homebuyer grant programs and counseling in the area
- **Financial Literacy** | Develop programming to increase financial literacy of area residents
- **Housing Gap** | Conduct a housing gap analysis - support area communities in advocating to developers to fill gaps in targeted geographic areas

**Emerging Opportunities Fund** | GHDP will apply capital to forward-thinking initiatives for the region's economy.

It is likely that, during the life of this five-year Initiative, opportunities and challenges unforeseen at the time of the Initiative's creation will arise. GHDP must be in a position to respond to these without jeopardizing planned components of the Initiative, and without having to go back to the community repeatedly with urgent funding requests.

An "Emerging Opportunity Fund" is an appropriate and widely used method of "planning for the unforeseeable." This fund will be used to support forward-thinking initiatives to leverage positive change for economic development of the region. Potential opportunities include projects that aid the region's capacity to grow, focused efforts to remove stubborn or difficult barriers to growth, and large-scale projects that capture the community's imagination and enhance the quality of life for the entire area.

A Leadership Council comprised of individuals and representatives of entities that contribute (at least \$5,000 annually) to GHDP will oversee the Emerging Opportunities Fund.



## GOAL 3 MARKETING | DRIVE COMMUNICATIONS & TOURISM

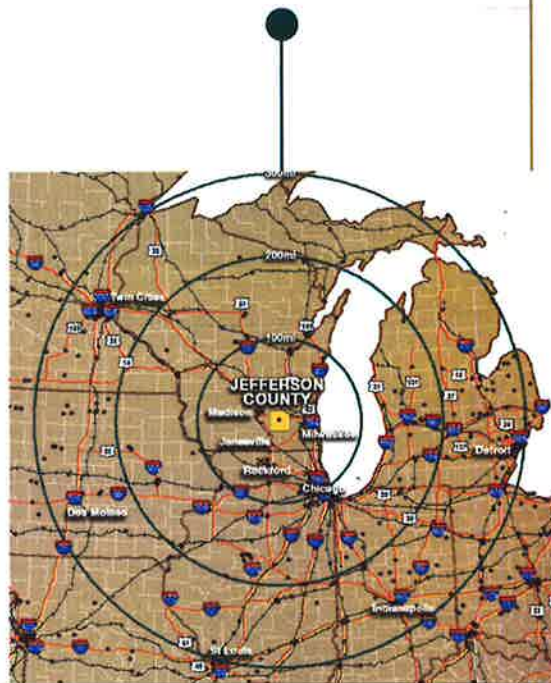
### EXPECTED OUTCOMES

- Triple GHDP social media and website hits
- Increase hotel patronage by 15%

### STRATEGIES

**Communications** | The GHDP brand will raise regional awareness of the area's tourism and economic development assets. The five-year goal for brand penetration for economic development audiences will be the upper Midwest.

- **Branding Campaign** | Develop / implement a regional branding and marketing campaign designed to enhance the area's image as an ideal location within the Chicago-Milwaukee IQ Corridor for outdoor recreation and small town living, both for increasing tourism and driving economic development
  - **Tactics** | Update and strengthen existing branding plan with multi-channel tactics
  - **Materials** | Develop a set of marketing materials for area economic development and tourism; work with regional partners to further the reach of these materials
  - **Communications Committee** | Launch a GHDP Communications Committee to oversee the branding campaign
  - **Promotions** | Support and promote events that build and strengthen outdoor recreation brand
- **Ongoing Communications** |
  - **Website** | Upgrade website and social media platforms to targeted audiences (i.e. site selectors, community leaders, tourists, residents, etc.)
  - **Dashboard** | Maintain an online dashboard of key economic, tourism, and community development indicators to track impact of programs to overall goals
  - **Promotions** | Promote area successes in regional and national publications
  - **E-News** | Publish quarterly newsletters highlighting the area's economic success stories, programs, and news
  - **Presentations** | Regular updates to area local governments, nonprofits, and community organizations
  - **Coordination** | Coordinate announcements with MadREP and M7



**Tourism** | The GHDP will serve as the tourism lead for the Jefferson County area - including the Glacial Heritage Area and Southern Dodge County.

- **Designated Marketing Org** | Serve as the designated marketing organization (DMO) for the area (a Wisconsin Department of Tourism designation) - coordinating and implementing the area's branding campaign
- **Tourism App** | Develop outdoor recreation and tourism app to promote recreation opportunities in the area and to support the local tourism industry
- **Business Engagement** | Launch the Outdoor Recreation Business Engagement Plan to engage the private sector in continued support of outdoor amenities in the area - partner with GHA, County Parks, Wisconsin DOT, Tourism, WEDC, and DNR departments
- **Multi-Channel Promotions** | Promote area's top community and outdoor recreation assets and events to audiences within a 200 mile radius through multiple media channels
  - **Tourism Guide** | Support the Jefferson County Tourism Council (JCTC) on their Tourism Guide

### Investor Relations |

Investor confidence in the Initiative will only be maintained through the highest level of transparency, communications and accountability. It will also require that the Jefferson County area's "first team" of business and elected leaders take an active role in keeping the Initiative on task, on time, and on budget. Specific oversight of the Initiative will be vested in the Board of Directors of GHDP, which will evolve more fully after funds have been committed. The Board of Directors will be comprised of individuals whose financial and leadership investment clearly identifies their commitment to the program's success.

## LOOKING FORWARD...

### PROPOSED STAFFING

CEO | Genevieve Coady, AICP, PhD  
VP of Business Development | To Be Filled  
Manager of Marketing and Communications | To Be Filled  
Manager of Community Development | RoxAnne Witte  
Communications Assistant | To Be Filled

### PROPOSED INITIATIVE BUDGET

The JCEDC estimates that \$4.1 million will be needed to implement the three goal strategy.

1. \$800,000 | Attract, Develop, and Align Talent
2. \$2,200,000 | Grow Businesses, Jobs, and Capital Investment
3. \$1,100,000 | Drive Communications and Tourism

### ECONOMIC IMPACT / BENEFITS OF THE PROPOSED INITIATIVE

The 2017-2021 Initiative – IF adequately funded - will result in a variety of tangible and intangible benefits to the region. The most visible of these are new / retained jobs and new / retained capital investment.

As this initial "Feasibility Study" phase moves forward to a campaign, GHDP intends to conduct a full economic impact analysis of new job creation and capital investment. In the meantime, it is appropriate to highlight the primary economic development, community development, and tourism outcomes that will be associated with successful implementation of the Initiative.

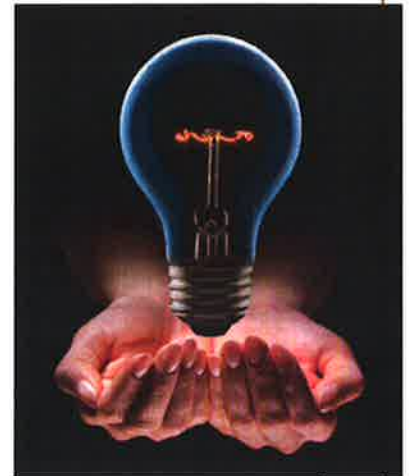
These outcomes include:

- New businesses and expanded existing businesses in the Jefferson County area
- New commercial and industrial capital investment
- New high-grade jobs (quantity); these "direct" jobs will trigger additional "indirect" (supplier-type) and "induced" (service sector) jobs
- Increased workforce quality
- Substantial payroll associated with direct, indirect and induced jobs
- New disposable personal income to be spent inside and outside Jefferson County; all local businesses will benefit
- New deposit potential for area financial institutions
- New sales and property tax revenue to governments throughout the area
- Improved infrastructure support for tourism and economic development
- Substantial increase in tourism spending

## CONCLUSION AND PREMISE FOR FUNDING

The "Feasibility Study" now underway is principally about determining whether the private and public sector leaders of the Jefferson County area are supportive of this stepped-up approach to economic and community development, and ready to assume a new level of leadership and influence over driving economic growth in our area.

In order to implement this Initiative and move the region to the next level, we must have the endorsement and buy-in of the community's stakeholders—public and private. We intend to seek involvement and funding for this Initiative from private and public sources--those with a vested interest in the regional economy's growth and development. Investments in this program should be based on each organization's / individual's capacity, potential for direct benefit, and community leadership. Your thoughtful review and candid feedback of this document is appreciated. Thank you for participating.





## **Jefferson County Economic Development Consortium**

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## JEFFERSON COUNTY SOCIAL MEDIA POLICY

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Jefferson County departments, officials and organizations may utilize social media platforms to further enhance communications with members of the public and other various organizations in support of County goals and objectives. They have Social media provides the ability to publish content, facilitate discussions, and communicate information through various social media related to conducting County business. Social media facilitates further discussion of County issues, operations and services by providing members of the public with the opportunity to connect to county resources using the internet.

### **I. PURPOSE**

This Social Media Policy is intended to promote the safe, orderly, responsible and consistent use of social media by Jefferson County through its departments, officials, agents and employees. Jefferson County encourages, within the rules set forth herein, the use of social media. The County employs social media for the express and limited purpose of communicating with the public on issues of public concern and allowing the public a limited forum in which to communicate with the County. This policy does not create any open public forums for expressive activity of the public. The County reserves the right to edit or remove any content that violates this or any other policy of the County or any Federal, State or local law.

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This policy is further intended to provide a framework for use of social media when authorized by the County as part of a department's official's, agent's or employee's job duties and to. This policy also provides general guidelines for the use of social media by all County departments, officials, agents and employees of Jefferson County. Departments have discretion to create guidelines specific to their department or social media posts as long as such guidelines are not inconsistent with this policy. The forms of social media or technology referred to in this policy include, but are not limited to, Facebook, LinkedIn, MySpace, Twitter, Yammer, YouTube, video or wiki postings, chat rooms, personal blogs or other similar forms of online journals, or newsletters affiliated with the Jefferson County. County-owned technology resources are the property of Jefferson County,

as is all data created, entered, received, stored, or transmitted via County-owned equipment. ~~All use of social media or similar technology is subject to all County policies including, but not limited to, the Computer, Internet, and Telephone Use policy as well as the Harassment Policy, Including Sexual Harassment. Employees may be subject to discipline, up to and including discharge for conduct that violates County policies or rules and regulations, whether such conduct occurs on duty or off duty.~~

## II. Application:

~~This policy applies to all County programs, divisions, departments, officials, agents, employees, subunits (boards, committees, commissions, other bodies) and agencies; to all County official websites, both internet and intranet; to all other websites hosted by the County; to any division, department, agency, or subunit receiving direct services from Jefferson County Management Information Systems (MIS). This policy does not apply to elected officials of the County of Jefferson. Anyone subject to this policy who fails to comply with the terms of this policy is acting outside the scope of their employment or official duties and may be subject to discipline, up to and including involuntary termination of employment and personal civil liability.~~

## H.III. POLICY

1. All Jefferson County social media platforms shall be approved by the County Administrator and the Department Head of the requesting Department. ~~Head~~. All content must be published using approved County social media platform and tools ~~set forth in this policy or other county policies, including additional requirements specific to a department or social media platform~~. All content must be approved by ~~the~~an assigned ~~moderator~~site administrator as defined below ~~before posting~~. ~~Any fundraising efforts through social media must be approved by the County Administrator and reviewed by the Corporation Counsel prior to posting.~~

2. All Jefferson County social media platforms shall adhere to applicable ~~Federal, Sstate, federal,~~ and local laws, regulations and County policies including, ~~but not limited to, the Jefferson County Computer, Internet, and Telephone Use policy as well as the Harassment Policy, including Sexual Harassment; the Jefferson County Ethics Policy and Personnel Policy~~. Employees may be subject to discipline, up to and including involuntary termination of employment for conduct that violates

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County policies, rules and regulations, whether such conduct occurs on duty or off-duty.

~~the Jefferson County Ethics Policy and Personnel Policy.~~

3. Public records laws and policies apply to social media content and therefore content must be able to be managed, stored and retrieved to comply with these laws. All social media platforms and entries shall clearly indicate that any articles and any other content posted or submitted for posting are subject to public disclosure.

4. Content deemed not suitable by Jefferson County because it is not topically related to the particular objective, or is deemed prohibited content based on the criteria in this or other policies, may be taken off the platform, but shall be retained pursuant to the records retention schedule along with a description of the reason the specific content is deemed not suitable for posting.

5. The County reserves the right to restrict or remove any content that is deemed in violation of this policy or any applicable law.

6. Each Jefferson County social media platform shall include an introductory statement which clearly specifies the purpose and topical scope of the platform. Social media platforms may include links to information and content from other non-county media platforms and websites provided that there is no copyright infringement or use in violation of the social media or website policy. Where possible, social media platforms should link back to the official Jefferson County Internet site for forms, documents and other information.

7. Each Jefferson County social media platform account is proprietary and created for the exclusive use of Jefferson County for the benefit of the public. ~~Moderator~~ Site administrators are authorized to create and post content on behalf of Jefferson County, but do not own the accounts. When the function of ~~moderator~~ site administrator ends, ~~the employee~~ that person shall surrender all rights, including administrative authority and passwords, to these accounts.

8. Jefferson County social media content and comments containing any of the following shall **not** be allowed for posting:

- a. Non-topically related content
- b. Profane language or content

- c. Content that promotes, fosters, or perpetuates discrimination on the basis of race, creed, color, age, religion, gender, marital status, status with regard to public assistance, national origin, physical or mental disability or sexual orientation or other protected class
- d. Sexual content or links to sexual content unless such content is topically related
- e. Conduct or encouragement of illegal activity
- f. Content that may compromise the safety or security of the public or public systems
- g. Content that violates copyright or other legal interest of any other party
- h. External links constituting official endorsement or representative views on behalf of the Jefferson County, ~~or~~
- i. Content promoting political outcome, a political candidate, or political party
- j. Content promoting or endorsing any religion ~~or~~ religious organization
- k. Content regarding or relating to any private commercial transactions or engagement in private business activities
- l. Duplicate comments, i.e. posting the same comment multiple times by the same person for no apparent reason
- k.m. Posting of links with no text which do not advance the discussion or make the commentator's point of view clear
- l.n. Other non-topically related content outside the limited public forum established to discuss specific County issues, operations and services

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9. All County social media ~~moderators~~site administrators shall be trained regarding the terms of this ~~Jefferson County~~ policy, including their responsibilities to review content to ensure compliance with the Social Media Policy and guidelines.

10. All social media platforms shall clearly indicate they are owned and maintained by Jefferson County and shall have Jefferson County contact information prominently displayed.

11. Where appropriate, County Management Information Systems (MIS) policies shall apply to all social media platforms and related content.

12. All County-related communication through social media tools shall be professional and conducted in accordance with County policies, practices, and expectations.

13. Jefferson County logos, marks, and insignia may be used on County social media platforms owned and maintained exclusively for County business and

related County purposes. -Jefferson County's name, logos, marks and insignia may not be used to promote any political party, candidate or for any other political purposes or to conduct private commercial transactions or activities.

14. ~~Employees~~ Anyone subject to this policy found in violation of to have violated this policy may be subject to disciplinary action up to and including involuntary termination of employment.

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15. Administrative Structure: any County authorized social media site will require the following:

**Assigned ModeratorSite Administrator:** this person will be responsible to ~~see to it ensure~~ that the use of the social media site adheres to this policy and all related County policies. The name of the proposed site ~~administratormoderator~~ must be filed with the County Administrator along with the request for an authorized social media platform, or if a social media platform has already been established, within 30 days following enactment of this policy. It is the responsibility of the sponsoring department head or official to update this information should authorized personnel change.

**Backup ModeratorSite Administrator:** to prevent issues related to site administration during the absence of the site administrator, all authorized sites must have a named ~~backup site administratormoderator also~~ to be filed as part of the request for an authorized social media platform, or if a social media platform has already been established, within 30 days following enactment of this policy. It is the responsibility of the sponsoring department head or official to update this information should authorized personnel change.

**Approved content authors:** sponsoring departments and elected officials must authorize all ~~employee~~ content authors for their departmental or official social media platform who will be directly responsible for posting to social media sites.

**Login and Password Information:** Login and password information for all social media sites must be filed as part of the request for an authorized social media platform, or if a social media platform has already been established prior to enactment of this policy, within 30 days following enactment of this policy. It is the responsibility of the sponsoring department head to update this information should authorized personnel change.

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16. The County Administrator may approve exceptions to this policy in writing on a case by case basis for good cause.

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#### **IIIIV. DEFINITION OF TERMS**

**Blog:** Web sites with dated items of content in reverse chronological order, self-published by bloggers. Items—called posts—may have key word tags associated with them, are usually available as feeds, and often allow commenting.

**Comments:** Blogs may allow readers to add feedback comments under posts, and may also provide a feed for comments as well as for main items.

**Content:** Including, but not limited to: comments, Text, graphics, video, icons, images, and avatars.

**Content Authors:** Persons responsible for creating and posting social media content on behalf of Jefferson County. This includes, but is not limited to, comments, text, graphics, video, icons, images, and avatars.

**Platform:** Social media sites including, but not limited to, Facebook, Twitter, LinkedIn, Blogger, and YouTube.

**Podcasts:** Audio or video content that can be downloaded automatically through a subscription to a website so you can view or listen offline.

**Posts:** Item Content on a blog or forum social media platform.

**Presence online:** Has (at least) two aspects. One is whether you show up when someone does a search on your name. The second is whether you use tools that show you are available for contact by instant messaging, voice over IP, or other synchronous methods of communication.

**Publish:** Posting, pasting, commenting, etc., to any social media platform.

**Profile:** Information that users provide about themselves when signing up for a social networking site. This may include As well as a picture and other basic information, this may include personal and business interests, a “blurb” and tags to help people search for like-minded people.

**RSS:** Short for “Really Simple Syndication.” This allows subscribers to receive content from blogs and other social media sites and have it delivered through a feed.

**Moderator/Site Administrator:** Jefferson County employees, designated as such in writing and authorized agents, and/or contractors, designated as such in writing, whose duties are to review content to ensure compliance with the Social Media Policy and guidelines.

**Social Media:** Tools and platforms people used to publish, converse, and share content online. The tools include blogs, wikis, podcasts, and sites to share photos and bookmarks.

**Social Networking:** Online place where people can create online profiles.

**Transparency:** Enhances searching, sharing, self-publishing, and commenting across networks; makes it easier to find out what’s going on in any situation where there is online activity.

**IV. V. SHARING JEFFERSON COUNTY NEWS AND EVENTS THROUGH SOCIAL MEDIA TOOLS IS AN EXCELLENT, LOW-COST WAY TO ENGAGE THE COMMUNITY. THE SOCIAL MEDIA RULES: FOLLOWING GUIDELINES ARE TO BE FOLLOWED WHEN ENGAGING IN SOCIAL MEDIA ON BEHALF OF JEFFERSON COUNTY:**

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**Maintain confidentiality**

Do not post confidential or proprietary information about Jefferson County or its employees. Use good ethical judgment and follow County policies and federal requirements, such as the Health Insurance Portability and Accountability Act (HIPAA) of 1996 and the Family Educational Rights and Privacy Act (FERPA)

### **Maintain privacy**

Do not discuss a situation involving named or pictured individuals on a social media platform without their permission. As a guideline, do not post anything that you would not present in any public forum.

### **Do no harm**

~~Let your social media presence(s) do no harm to Jefferson County or to yourself whether you are navigating those platforms on the job or off.~~

### **Write what you know**

~~Ensure you write and p~~**Maintain Professionalism**  
Post only about your area of expertise, as it relates to your position with the County. ~~Write in the first person.~~

### **Understand your personal responsibility**

~~Moderators are personally responsible for the content they publish. Be mindful that what you publish will be public for a long time — protect your privacy.~~

### **Be aware of liability**

~~You are responsible for what you post on social media platforms personally and professionally. Be sure that what you post today will not come back to haunt you.~~

### **Maintain transparency**

~~Be Professional~~  
The line between professional and personal ~~business is sometimes blurred. opinions can be difficult to distinguish.~~ Be thoughtful about content and ~~potential audiences. Be honest about your identity. Be clear that the views expressed are those of you are sharing your views as a representative of~~ Jefferson County.

### **Correct mistakes**

~~If you make a mistake, admit it. Be upfront and be quick with your correction. If you are participating in any social media platform, you may choose to modify earlier content — just make it clear that you have done so.~~

### **Respect others**

You are more likely to achieve your goals or sway others to your view(s) if you are constructive and respectful while discussing a bad experience or disagreeing with a concept or person.

### Be a valued member

Make sure you are contributing valuable content. Do not hijack the discussion and redirect by posting self/organizational promoting information. Self-promoting behavior is viewed negatively and can lead to you being banned from platforms or groups.

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### Think before you post

What you write is ultimately your responsibility. There is no such thing as a "private" social media platform. Search engines can turn up content years after being published. Content can be forwarded or copied. Archival systems save information even if you delete content. If you feel angry or passionate about a subject, it is wise to delay your social media participation until you are calm and clear-headed. Publish only content that you would be comfortable sharing with the general public (current and future peers, employers, etc.).

### If it gives you pause, pause. Think Before You Post.

If you are about to publish something that makes you even the slightest bit uncomfortable, take a minute to think about what you are posting. don't shrug and hit "send." Take a minute to review these guidelines and try to figure out what is bothering you, then fix it. If you are still unsure, check with your manager, site administrator or supervisor. Ultimately, the decision about what you publish is yours—as is the responsibility. So be sure.

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### Topic restrictions

Do not post any links or write any content ~~or postings~~ that involve or are related to the following:

- Items involved in Current or possible litigation involving the County or ~~could be in the future~~
- Nonpublic information ~~of any kind~~
- ~~Illegal or banned substances and narcotics~~
- Pornography or other offensive Mmaterials unrelated to County business
- Defamatory, libelous, offensive or demeaning material.
- Do not engage in a Argumentative combative exchanges with members of the public

- Personal opinions about posted topics or comments made by members of the public
- Private/Personal matters of/about yourself or others
- Disparaging or/ threatening comments about or related to anyone
- Personal, sensitive or confidential information of any kind

I acknowledge that I have read, ~~and~~ understand, and by my signature below agree to comply with, the Jefferson County Social Media Policy and Guidelines. ~~for Moderators.~~

Moderator /Backup Moderator

Name: \_\_\_\_\_ Date: \_\_\_\_\_

(print name)

Date of Training: \_\_\_\_\_

Trainers: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_