RESOLUTION NO. 2016-_____

Accepting bid for Hillside Window Replacement

Executive Summary

The Hillside building on the grounds of Human Services serves a vital role to Jefferson County serving as the site for the Comprehensive Community Services program (CCS), outpatient mental health clinic, Children's Long term Support (CLTS) program, Emergency Mental Health (EMH) team and the Coordinated Services staff. Due to the age of the building, installing new energy efficient windows will return a cost savings to the County with decreased energy costs. In addition, this update will create an evacuation route and eliminate the existing safety risks that the current windows pose to staff at Human Services. The replacement of the outdated inefficient windows with new energy efficient windows will keep the Hillside building functional and efficient which is a vital piece to the overall Human Services facilities plan. The bid of $45,800 from Jefferson Glass was determined to be the lowest responsible bid by the Human Service Board at its June meeting and the Infrastructure Committee at its July meeting and both bodies recommend that the County Board accept this bid.

WHEREAS, the Executive Summary is hereby incorporated by reference into this resolution, and

WHEREAS, Hillside building serves Jefferson County as office space for the Comprehensive Community Services program (CCS), outpatient mental health clinic, Children's Long term Support (CLTS) program, the Emergency Mental Health (EMH) team, Coordinated Services staff, Wrap Around, Project Yes, and Headstart, and

WHEREAS, the original windows are inefficient and pose a safety concern for evacuation, and

WHEREAS, installing new windows will decrease utility bills and allow access for evacuation, and

WHEREAS, the following bids were received:

Lueck's, Inc., Oshkosh, WI	$54,180
Softer Lite, Milwaukee/Chicago	$53,435
Baker Glass, Fort Atkinson, WI	$46,760
Jefferson Glass, Jefferson, WI	$45,800

WHEREAS, the Human Services Board and Infrastructure Committee have reviewed all bids and are recommending accepting the lowest responsible bid from Jefferson Glass, Jefferson, Wisconsin, in the amount of $45,800.

NOW, THEREFORE, BE IT RESOLVED that the County Administrator is authorized to execute a contract for Window Replacement with Jefferson Glass, Jefferson, Wisconsin, as the lowest responsible bidder in an amount not to exceed $45,800.

Fiscal Note: The project funding is included in the 2016 Human Services budget.

Ayes_____ Noes_____ Abstain_____ Absent_____ Vacant_____

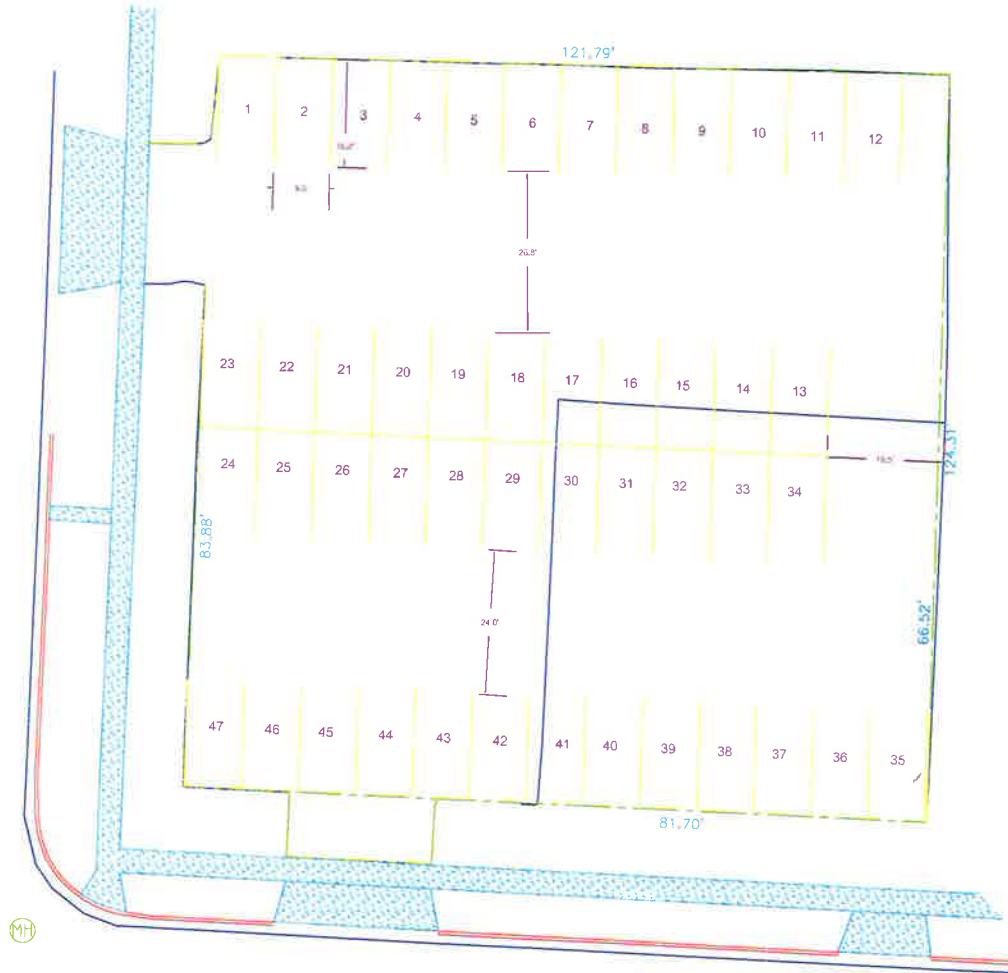Requested by Human Services Board and
Infrastructure Committee   07-12-16
Brent Ruehlow: 06-30-16; J. Blair Ward & Barb Frank: 07-05-16

REVIEWED: Administrator____; Corp. Counsel____; Finance Director ____

S. CENTER AVENUE

121.79'

1 2 3 4 5 6 7 8 9 10 11 12

23 22 21 20 19 18 17 16 15 14 13

24 25 26 27 28 29 30 31 32 33 34

47 46 45 44 43 42 41 40 39 38 37 36 35

81.70'

E. WASHINGTON STREET

N

9.5' Stall Width
18' Stall Depth
19.5' turn-around lane

47 Regular Stalls

0   20   40   60

Proposed Parking Lot		
DRAWN	DATE	
APPROVED	DATE	
SCALE	SHEET	PROJECT NO.

Actions/Strategies Appropriate for the Sustainability Plan

Resources include Toolkit for a Sustainable Community

Notes:
County Supervisor Survey, JCEDC Survey, Dept. Head Survey, Public Hearing Response

Short Term: 0-6 months
Medium Term: 6 months-2years
Long Term: 2+ years
****Demonstrate we are saving the County money and promote the position of County Sustainability Administrator

Energy

Actions:

- Research and Implement PACE Program in Jefferson County: Research the applicability of Property Assessed Clean Energy (PACE Program) in Jefferson County (i.e. Michael Reisner of the Center for Land Use Education (CLUE)) http://www.jeffersoncountywi.gov/UserFiles/county%20board/files/Agendas/2011/2011/12192011/ICC%20December%2019%202011.pdf
- Have Jefferson County write an Energy Policy/Plan; include recommendations from the Sustainability Task Force Energy suggestions

    o Make renewable energy use and efficiency part of the standard procedures. Modify requests for proposals, specification and contract language to ensure sustainable energy policies and procedures are an integral part of each project.

- Investigate biomass activities/projects in Jefferson County: grow biomass to convert to energy in appropriate County owned lands. Include biomass energy source as part of the Jefferson County Energy Policy/Plan.

- Develop a few demonstration renewable energy projects as models, e.g., a renewable energy, vehicle fleet, County buildings, Transportation Department

    o Demo community anaerobic digester at the Jefferson County Fair Grounds; appropriate-scale project that may gather resources from food industry, farming industry, landfills and seek out other sources of fuel. Has the potential for public-private partnership.

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- Certain percentage of energy from renewable energy sources (wind, solar, biofuels, etc.): be certain to make this financially appealing (possibly include local job creation), Cost-Benefit Analysis

- Reduce natural gas consumption (The natural gas and oil markets have seen dramatic increases in the past few years. Coupled with a volatile energy market, budgeting for gas and oil is difficult and has the potential for huge negative consequences for the County. To help mitigate this uncertainty, we should take proactive steps to reduce our consumption of natural gas and oil.)

- Consider adopting the Kyoto Protocol by signing on to the Mayors' Climate Protection Agreement

- Form an integrated clean energy team as partners to implement the clean energy program, including the local government, local utility and fuel providers, businesses, non-profits and farmers. This team can help to develop, stimulate, promote and attract local green energy initiatives and businesses as an economic development opportunity. Include attendance to JCEDC meetings.

- Create and adopt sustainable energy principles, and incentives including measurable goals such as 10% energy reduction in County operations with a certain percentage of the savings staying with the departments that achieved them.

- We recommend new County buildings meet ENERGY STAR building standards.

- Allocate staff time for training and an adequate budget for energy analysis and upgrades

- Document energy use and respective savings and monitory performance over time

Strategies:

- Influence local building codes, specifications and standards to promote renewable purchase and installation, energy efficiency and green design

- Adopt policies that set targets for renewable energy purchase and installation and energy efficiency goals for government facilities, operations and transportation

- Pass a resolution that the local government will save, power, transport and build green. Consider adopting the Kyoto Protocol by signing on to the Mayors' Climate Protection Agreement

- Initiate a multi-departmental sustainable energy effort in the context of broader sustainable development goals (e.g., smart growth, clean initiatives, transportation policies, community health and infrastructure development)

- Reduce fossil fuel use in public transit, purchase electric vehicles and hybrids, use biodiesel and ethanol, establish minimum fuel efficiency standards

- Develop the urban core for residential living in addition to office and retail

- Provide incentives and guidelines for the private sector to power and drive green

- Assess, monitor and report the effectiveness of clean energy strategies and projects including benefits, achievements and savings to share with local businesses and taxpayers

- Educate city staff, developers and the community about energy efficiency and renewable energy

Water (Lisa Conley: TMDL)

- Water conservation initiatives with Water Utility

- Water Star: The Village of Johnson Creek on Monday was formally recognized for its excellence in managing all operations that deal with water – both drinking and surface water – through engineering, emergency management, public lands management and wastewater treatment. http://dailyunion.com/main.asp?SectionID=36&SubSectionID=110&ArticleID=10627&TM=75923.04

- Examine river basin issues

- Groundwater study of Rock River Watershed

Buildings

Policy items
1. Create Building policy

2. Adopt the U.S. Green Building Council's LEED Green Building Rating System/ Living Building for Existing Buildings (EB) as a performance standard to upgrade and operate city buildings to higher efficiency

3. Adopt a green building resolution in the context of broader sustainable development goals (smart growth, community health, infrastructure development, energy initiatives, transportation policies, etc.)

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4. Living building challenge

5. Adopt sustainable principles and green building policies

6. Allocate staff time for green building training and budget for it. Staff include department managers (decision makers), architects, engineers, code officials, facility managers, and landscape/grounds personnel.

7. Identify sources of light pollution and light trespass and find ways to mitigate the effects

Action Items

1. Porous pavement options (alternative)

2. Motion censored lighting

3. More efficient HVAC systems so individual rooms are more controllable

4. Lighting (Waukesha Cty: replacing bulb-type lights with LED displays to reduce energy use by 30%)

5. Install detection faucets and flush assemblies and low/no flow water closets in our facilities

Recycling

1. Recycling a majority of the construction and demolition debris associated with recent County buildings

2. Using recycled asphalt and other reclamation techniques when repaving or rebuilding highways

Planning

1. Form a multi-departmental green building team—a working group of personnel: parks, public works, water utility, public health, comptroller's office, and purchasing to assist with aspects of green building.

2. Consider initiating an advisory group of staff and outside experts such as: private developers, builders, architects, engineers, utilities, non-profits, haulers, renewable energy providers, and motivated residents.

3. Develop an action plan with long and short term actions to green municipal building stock

4. Create and adopt sustainable building design principles. These can be voluntary and/or mandatory, varying by sector. For example, mandatory LEED certification

for city buildings, phased in for private projects receiving TIF funds and for affordable housing. More than forty municipalities have adopted the LEED Green Building Rating System for municipal buildings, additions, renovations and existing buildings.

5. Allocate staff time for green building training and budget for it. Staff include department managers (decision makers), architects, engineers, code officials, facility managers, and landscape/grounds personnel.

6. Make green building part of standard procedures. Modify requests for proposals, specification and contract language to ensure sustainable building policies and procedures are an integral part of each project. Modify building codes and standards.

7. Pilot green building projects as models, e.g. certify a few new buildings and an existing building using the LEED Green Building Rating System.

8. Create incentives for building owners and developers to design and build green such as green building commercial and residential tax credits, faster project approval times, density bonuses, reduced storm water fees, etc.

9. Assess and monitor the effectiveness of government building energy, water use, and landfilling and respective savings and monitor performance over time. Use quantification to document benefits, achievements and savings to relate to local businesses and taxpayers.

10. Influence local building codes, specifications and standards to promote green design and construction

Benefits of green building to a local government:

1. Decreased cost for building operation and maintenance

2. Decreased costs for community infrastructure (roads, sewer, waste water treatment,   energy generation, and landfills)

3. Increased productivity

4. Reduced electrical peak demand costs and fossil fuel sue

5. Reduced water use

6. Reduced water and air pollution

7. Enhanced competitiveness by spurring private sector work and living environments with   superior health and comfort

Actions:

- Adopt the U.S. Green Building Council's LEED Green Building Rating System/ Living Building for Existing Buildings (EB) as a performance standard to upgrade and operate city buildings to higher efficiency

- Building policy

- Case studies of LEED buildings, make this a standard for all buildings proposed in the budget (cost savings)

- Porous pavement options (alternative)

- Motion censored lighting

- More efficient HVAC systems so individual rooms are more controllable

- Lighting (Waukesha Cty: replacing bulb-type traffic lights with LED displays to reduce energy use by 30%)

- Recycling a majority of the construction and demolition debris associated with recent County buildings

- Using recycled asphalt and other reclamation techniques when repaving or rebuilding highways

- Install detection faucets and flush assemblies and low/no flow water closets in our facilities

- Living building challenge

- Support commitments from local government to build smart. Adopt a green building resolution in the context of broader sustainable development goals (smart growth, community health, infrastructure development, energy initiatives, transportation policies, etc.)

- Form a multi-departmental green building team—a working group of personnel: parks, public works, water utility, public health, comptroller's office, and purchasing to assist with aspects of green building. Also, consider initiating an advisory group of staff and outside experts such as: private developers, builders, architects, engineers, utilities, non-profits, haulers, renewable energy providers, and motivated residents.

- Develop an action plan with long and short term actions to green municipal building stock

- Create and adopt sustainable building design principles. These can be voluntary and/or mandatory, varying by sector. For example, mandatory LEED certification for city buildings, phased in for private projects receiving TIF funds and for affordable housing. More than forty municipalities have adopted the LEED Green Building Rating System for municipal buildings, additions, renovations and existing buildings.

- Allocate staff time for green building training and budget for it. Staff include department managers (decision makers), architects, engineers, code officials, facility managers, and landscape/grounds personnel.

- Make green building part of standard procedures. Modify requests for proposals, specification and contract language to ensure sustainable building policies and procedures are an integral part of each project. Modify building codes and standards.

- Pilot green building projects as models, e.g. certify a few new buildings and an existing building using the LEED Green Building Rating System.

- Create incentives for building owners and developers to design and build green such as green building commercial and residential tax credits, faster project approval times, density bonuses, reduced storm water fees, etc.

- Document government building energy, water use, and landfilling and respective savings and monitor performance over time. Use quantification to document benefits, achievements and savings to relate to local businesses and taxpayers.

Strategies:

- Adopt sustainable principles and green building policies for their own facilities

- Influence local building codes, specifications and standards to promote green design and construction

- Provide incentives and guidelines for the private sector to build green

- Assess and monitor the effectiveness of green strategies and projects

- Educate city staff, developers and the community about green building

Benefits of green building to a local government:

- Decreased cost for building operation and maintenance

- Decreased costs for community infrastructure (roads, sewer, waste water treatment, energy generation, and landfills)

- ~~Increased productivity~~
- ~~Reduced electrical peak demand costs and fossil fuel sue~~
- ~~Reduced water use~~
- ~~Reduced water and air pollution~~
- ~~Enhanced competitiveness by spurring private sector work and living environments with superior health and comfort~~

Transportation/Mobility

Actions:

- Adopt human resource management practices that foster innovative working arrangements that support sustainability objectives. For example, allowing employees to telecommute (work from home) can improve a local government's transportation sustainability. Perhaps the amount of parking can be reduced. By reducing the amount and costs of parking and/or allowing employees to work at home the local government can promote and perhaps even subsidize the use of alternative transportation modes, and/or less driving to work, which means less pollutants in the air, less fuel used, and potentially healthier employees.

- Build bike trails and lanes and provide bike racks

- Transportation policy and comprehensive transportation plan

- Ride share programs

- Incentive programs for employees to walk, bike, carpool

- Preferred parking for those who drive hybrid or fuel efficient vehicles

- Educational resources for citizens on transportation: i.e. http://www.cityofseattle.net/waytogo/

- Hold transportal meetings

- Workforce mobility

- No idling policy County Government vehicles

- LED for traffic lights

- Evaluate and install roundabouts at various intersections in the County. Cost to maintain roundabouts is 90% less than control sections. The average vehicle delay at a roundabout is 20%, reducing fuel consumption and emissions

- Efficient traffic signal systems

- Storm water management

- Walk-able and bike-able communities

- Proposal to change the name from Highway Department to Transportation Public Works Department

Municipal Fleet Vehicles

- Purchase of lease fleet vehicles that are the most fuel efficient in their class and/or powered by renewable fuel sources (this includes not only passenger vehicles, but garbage trucks and other community services vehicles). This can include a vehicle fleet fueled by compressed natural gas, methane captured from landfills, ethanol (E85), electric and ultra-low sulfur diesel

- Convert existing diesel vehicles to biodiesel (e.g. school buses—Oconomowoc, and trucks)

- Keep vehicles well maintained to ensure efficient performance (e.g. proper tire pressure, regular tuning, etc.)

- Provide incentives for employees to operate vehicles efficiently

- Switch to refined motor oil for fleet vehicles, and look for products that meet eco-label standards

- Train employees and community members in eco-friendly driving techniques that conserve fuels, release fewer emissions into the atmosphere and prolong vehicle life.

- Consider creating a "bicycle fleet" for employees to use for local work-related trips in order to improve employee health, air quality and reduce fleet vehicle costs.

Parking

- Change parking policies at the work site to make it easier for employees to switch to transportation alternatives

- Provide parking priority and reduced-price or free parking to people who ride share of drive super-low emitting hybrids or electric vehicles

- Support those who walk, cycle or bus tow ork through incentives and alternatives to parking benefits.

Commuter Options and Transportation Alternatives

- Evaluate which transportation options are currently subsidized by the community and whether those subsidies promote sustainable transportation choices

- Improve transit service and equipment

- Work with neighboring local governments to coordinate regional public transit opportunities including mass transit, shuttle buses, carpooling and vanpooling, bicycle and pedestrian infrastructure

- Promote Transit Oriented Development (TOD) that minimizes the need to drive to work, school, errands, recreation and other typical destinations

- Provide and encourage ride sharing programs

- Provide hybrid car-share cards or become a "member" of an existing car share program so employees can take advantage of community car sharing

- Make it more convenient for people who choose to cycle, walk or run to work by providing showers, lockers, and secure bicycle parking at work sites, and by designing safe, connected streets and dedicated bicycle trails and lanes with adequate lighting and bike racks that encourage pedestrian and bicycle use and discourage high speed traffic

- Allow for variable work hours to help connect potential ride sharers and eliminate car trips

- Allow telecommuting

Miscellaneous

- Work with private businesses to reduce truck trips by increasing truck load capacity, coordinating trips with other distributors, creating flexible pick-up/ drop-off times, utilizing empty trucks for "green returns" (return of recyclable materials)

- Maintain existing local stores and markets in residential neighborhoods and develop new ones so that customers can shift from driving to biking or walking for short trips.

Strategies:

- Identifying current transportation policies

- Evaluating current transportation policies throughout the local government—across departments rather than just within the streets, parking, transit and other departments traditionally associated with transportation

- Determining how transportation policies relate to and affect other governmental/organizational policies. Work to ensure that land use, business development policies, public transit, and municipal transportation policies all operate as a system whose parts work together toward reduction of fossil fuel use

- Outlining the rational basis for adopting a sustainable transportation policy

- Identifying immediate and logner term policies

- Setting short and long-term goals

- Identifying measurements to track achievement toward goals

Procurement

Actions:

- Encourage purchasers to examine environmental considerations along with traditional factors such as product safety, price, performance, and availability when making purchasing decisions. Each of these factors, including environmental performance, provides important information about a product's or service's overall value and quality. As a result, environmental considerations should be a regular part of the normal purchasing process.

- Compare environmental attributes such as recycled content, energy efficiency, or reduced toxicity of competing products. A product's environmental attributes can serve as a measure of its overall environmental impacts.

- Procurement policy

    o Adopt purchasing policies for ENERGY STAR equipment and computers

- Greening the supply chain

Strategies:

- Identify current procurement policies

- Discuss and evaluate current policy(ies) with Department Heads

- Explain the rational basis for adopting an Environmentally Preferable Purchasing policy

- Adopt an Environmentally Preferable Purchasing Policy and Implementation Guidance for the policy.

- Use a "best value" approach for most purchases as opposed to a "low bid wins" purchasing approach. With best value purchasing, purchasers can identify and consider a wider variety of factors. A purchasing evaluation score sheet, for example, might base 40% of the total score on price, 30% on performance, and the remaining 30% on environmental or other preferential purchasing considerations (e.g. local supplier, or small or woman- or minority-owned businesses)

Investments

Actions:

- Decide if the local government wants to model sustainability through its own actions and policies.

- Decide if the local government wants to have an investment approach that reflects its sustainability and, perhaps, other environmental and social principles.

- Do research on the basics of investing, the current investment strategies of the local government, and the basics of socially responsible investing.

- Agree upon a set of principles, at the community level, that will be used as the basis of the local government's investment decisions.

- Set the environmental and social priorities that will determine the type of "screened" investment portfolio the local government wants to have. (Positive screening identifies those types of companies and funds that the local government wants to support and invest in) Negative screening identifies those types of companies and funds that the local government does not want to support or invest in) Determine how strictly to enforce or follow positive and negative screening choices. Consider a take-no-prisoners attitude where it screens no matter how small the transgression.

- Consider how far along the supply chain to hold companies accountable.

- Determine whether to invest in individual companies or in mutual funds (where the fund manager does the research on the financial and social sides, but where the local government may not agree with every company chosen)

- Determine the local government's financial goals

  - Assess the level of risk it is comfortable with

  - Assess how important rates of return are to its portfolio

- Determine whether the local government is focusing on short-term, longer-term or a mixed portfolio of investments
- Decide whether the local government will manage its investment or if it will have others do it (such as a financial manager or a mutual fund manager).
    - There are many socially responsible mutual funds available the choice does not have to be overwhelming. Here are three steps to follow:
    1. Get a list of funds by doing an internet search for "socially responsible investing" or "socially responsible mutual funds" (SRI Mutual Fund Chart at www.socialinvest.org)
    2. Check out each fund's web site before requesting a "prospectus" from them.
    3. After locating a preferred mutual fund, the local government can order a prospectus online or call the mutual fund's 1-800 number.
- Investment policy
- Social responsible investments
- Socially responsible involvement in the community
- Promote participatory Democracy – instant runoff voting

Strategies:

- Socially responsible investment includes three fundamental strategies— screening, shareholder advocacy (or corporate engagement), and community investing. A local government can pursue all three strategies, just one of them, or any combination that it decides upon.

    - **Screening:** the gist of screening local government investments is summed up with the maxim "Invest your principal with your principles". That guideline can be applied to both stocks and bonds, and takes the form of positive or negative screens. Intuitively, screening seems like the best way for an investor to express disapproval or support for a public company. The criteria for inclusive, proactive positive screens can range over a spectrum of concerns. Negative or avoidance screening excludes companies that are directly or partially involved in certain industries, practices, or services. Virtually any screen can be used positively or negatively. Examples of issues underlying screens include: environment, human rights, labor, abortion, contraception, animal rights, tobacco, alcohol, gambling, defense, pornography, biotechnology, community investment/support, corporate governance, business practices,

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employment equality, employment diversity, non-marital partner benefits, workplace conditions, foreign operations, nuclear power, renewable energy, beneficial products and services, and sustainability. Screens may also extend to the company's suppliers or customers.

- **Shareholder Advocacy:** shareholder advocacy efforts include engaging in dialogue with companies and submitting and voting on shareholder resolutions. Action is focused on positively influencing corporate behavior. Socially conscious investors often work cooperatively to steer management on a course that they believe will improve financial performance over time and enhance the well-being of all the company's stakeholders—customers, employees, vendors, communities and the natural environment, as well as stockholders.

- **Community Investing:** Community investing provides capital to people in low-income, at-risk communities who have difficulty accessing it through conventional channels. Many social investors earmark a percentage of their investments to community development financial institutions (CDFIs) that work to alleviate poverty, create jobs, and provide affordable housing and small business development financing in disadvantage communities. Community investing is the fastest-growing component of SRI, with total assets more than tripling from %5.4 billion in 1999 to more than $18 billion in 2005. This growth is assets has been accompanied by an increase in the number of options that are readily available to both individual and institutional investors. There were eleven certified CDFIs in Wisconsin as of April 2006.

Human Resources

Actions:

1. Educate employees about The Natural Step approach to sustainability, or other another sustainability framework that the local government is using

2. Contract issues for HR

    a. Compensate employees fairly. Ensure fair compensation internally (between staff that hold similar positions) and externally (between your employees and the market value of those positions)

    b. Pay employees a 'livable' wage for the community. Paying staff a livable wage will increase loyalty, reduce staff turnover, improve customer service, and ultimately strengthen the community by allowing employees to live and participate in the community where they work and contribute to a healthy local economy

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c. Offer medical and dental benefits to employees

d. Consider prorated health care benefits for part-time employees

e. Empower employees to think creatively, generate ideas, and make decisions. Encourage them to do so regardless of whether success is guaranteed. Employees will feel more ownership if they can contribute innovations and ideas

f. Try to avoid layoffs. Develop a list of other cost-cutting options that could be implemented before layoffs. Include staff in identifying options

g. Hire and promote people with diverse backgrounds, experiences and perspectives

h. Provide time off or flexible work arrangements for employees who volunteer in the community

i. Promote and support career development. This can be done through activities/programs such as goal setting, mapping out a career plan, establishing a mentoring program, and supporting/rewarding skills development

j. Develop an open, trusting, democratic environment where issues and ideas can be comfortably raised. Employees, customers, suppliers and other stakeholders will be more likely to share issues and ideas if they feel comfortable doing so. Their ideas may bring new innovations to the local government and increased awareness of surfacing issues may enable the local government to respond to them before they become unmanageable

k. Encourage school visits to the workplace and allow employees to become student mentors

3. Consider conducting a confidential survey annually to ensure that employee needs are being met and filter it through the lens of TNS principles and discuss with Department Heads

4. TNS Training (Sherrie Gruder)

5. Develop guidelines for transportal meetings (Skype, WebEx, etc.)

6. MAP (mastery-training, autonomy-given general guidelines and left from there to create a sense of purpose)

7. Orientation plan: Infuse environmental awareness into all training programs, particularly orientation. Train staff to think about department relationships.

Education

- Peak oil education

- SWOC– overcoming obstacles to educating County Board Supervisors and Department Heads

- Facebook, Twitter, LinkedIn page

- Community discussion on the state of society today based on the book: "A Revolution of the Middle...and the Pursuit of Happiness" by John Ikerd→ public/ private partnership potential

- Talking points for each proposal the TF comes up with

- Find some way for integrate of sustainability between departments, County Administrator Gary Petri "CEO buy-in"; Administrator should include in his analysis common definition that the Sustainability Task Force Plan defines; encourage teach Gary (combine this action with community discussion?)—sales pitch: contact Madison, other TNS municipalities, etc. to make the business case for sustainability (see Mandy's New Tech Report 2012)

- Municipality tree from TNS from page 24: how a County can function holistically as a system—solving complex issues systematically

- Top-level staff be trained in the TNS methodology, give reference "authority" for them to teach others

Other

- Mr. Buck Smith's Business Incubator project, see Reichertz for project details (link with production of biofuels)
- Pesticide/herbicide elimination or substitution
- Recycle bins at special events and encourage use
- Enforce the green purchasing plan
- Reducing printing paper purchase by at least 50% by defaulting double sided printing, using electronic documents, saving documents to computers rather than printing, using black ink only and color when necessary
- Partnering with 13 municipalities to innovatively compost yard waste
- Natural plantings, low maintenance landscaping, ecologically smart landscaping (creating highway median and roadside horticultural plantings to replace grassy areas.. replacing mowed areas in the parks with naturalized plantings or tall grass areas. This will reduce fuel consumption, exhaust emissions and equipment maintenance costs while providing improved wildlife habitat)

- Reduce salt use
- Switch to phosphorus-free fertilizer to minimize the detrimental effects of phosphorus on soils and surface waters
- Continue to promote conservation development standards to increase open space and reduce development infrastructure construction and maintenance cost
- Educate for sustainability
- Business partnerships (funding, publicity, peer pressure)
- Transparent, easy to use sites for the public covering all these sectors
- Precautionary principle
- Sustainability grants
- http://www.communitycar.com/
- http://www.sciencedirect.com/science/article/pii/S0967070X02000288
- http://www.waukeshacounty.gov/defaultwc.aspx?id=39785
- http://www.carsharing.net/
- Partnership with municipalities to college private waste for free and incinerate it cleanly for energy
- Peak oil analysis education
- Sustainability aspect/feature on every agenda

Talk to Kevin about heating their whole parks building on reused motor oil

Notes:

How to Move Toward Sustainability:
1. Convene a task force
2. Commit to becoming a sustainable community through a formal resolution
3. Adopt a guiding principle or framework for sustainability
4. Establish a standing committee or advisory board
5. Establish a department, reconfigure existing departments, or appoint or hire a director of sustainable development
6. Educate and train staff and officials across departments about sustainability
7. Establish demonstrations
8. Adopt full cost accounting (FCA)
9. Measure, track, record and report progress and results
10. Publicize

Resources
- Focus on Energy www.focusonenergy.com/page.jsp?pageId=130
- The Center for Renewable Energy and Sustainable Technology (CREST) www.crest.org
- Community energy Opportunity Finder www.energyfinder.org/
- Database of State Incentives for Renewable Energy (DSIRE) www.dsireusa.org
- Energy Center of Wisconsin www.ecw.org
- Green-E renewable Electricity Program www.green-e.org
- ICLEI Local Governments for Sustainability www.iclei.org
- Midwest Renewable Energy Associate www.the-mrea.org

- Midwest Rural Energy Council www.mrec.org/index.htm
- RENEW Wisconsin www.renewwisconsin.org
- Wisconsin Energy Conservation Corporation (WECC) www.wecc.usa.org
- University of Wisconsin-Extension www.shwec.uwm.edu
- AIA, "Writing the green RFP: Sustainable Design Language for Consultant Requests" www.aia.org/cote-rfps
- U.S. Green Building Council State and Local Government Tool Kit www.usgbc.org
- U.S. Green Building Council www.usgbc.org
- Wisconsin Green Building Alliance www.wgba.org
- "Whole Building Design Guide" www.wbdg.org
- 1000 Friends of Wisconsin www.1kfriends.org
- City of Portland, Oregon's Transportation Sustainability Program www.portlandonline.com/transportation/index.cfm?c=35707
- Whistler Canada's Comprehensive sustainability Plan-Transportation www.whistler.ca/files/PDF/Admin/Whistler_2020/August_Final_Drafts/ Transportation_Draft_Strategy_Final.pdf
- Community Car Sharing www.carsharing.net/ and www.communitycar.com/
- Using bikes to replace other vehicles in the workplace: "Bicycles in the Workplace for a Healthy Business" www.breezerbikes.com/docs/ BreezerFleetBrochure.pdf, www.ibike.org/economics/workbike.htm
- "From the Margins to the Mainstream: A Guide to Transportation Opportunities in your Community" www.transact.org/PDFs/margins2006/ STPP_guidebook_margins.pdf
- Toward Sustainable Transportation Indicators for California, MTI REPORT 02-05, August 2003 http://transweb.sjsu.edu/mtiportal/research/publications/ documents/02-05/Lee_4Mar04.htm
- Seattle, Washington: "Way to Go" Program www.cityofseattle.net/waytogo/ , www.cityofseattle.net/waytogo/carcostworksheet.htm, www.seattle.gov/ transportation/commute.htm, www.cityofseattle.net/waytogo/onelesscar.htm
- National Association of Counties. Local Government Environmental Purchasing Starter Kit: Introduction www.newdream.org/procure/start/overview.pdf , www.newdream.org/procure/start/naco.php
- "Establishing Green Purchasing Priorities" www.newdream.org/procure/ Establishing_Green_Purch_Priorities.pdf
- "Finding the Best Green Value: Strategies Balance Cost, Human Health, and Environmental Concerns" www.newdream.org/procure/Green-Value.pdf
- Environmentally Preferable Purchasing (EPP) Programs and Strategies: Integrating Environmental and Social Factors into Procurement Practices www.p2pays.org/ref/24/23958.pdf
- The local government investment pool: www.swib.state.wi.us/lgip.asp
- Socially responsible investing resources on the web include:
    - Changemakers: www.changemakers.org
    - Ethical investment mutual funds: www.rawdc.org/invest/funds.html
    - Good money: www.goodmoney.com
    - Ethical investment research service: www.eiris.org
    - Green Century: www.greencenturyfunds.com
    - GreenMoney Journal: www.greenmoney.com
    - Interfaith Center on Corporate Responsibility: www.iccr.org
    - Natural Investing: www.naturalinvesting.com

- Open Directory—Business Investing Socially Responsible: http://dmoz.org/business/investing/socially_responsible
- RSF: www.rsfsocialfinance.org
- Shared Interest: www.sharedinterest.org
- Social Investment Forum: www.socialinvest.org
- Social Investment Organization: www.socialinvestment.ca
- SocialfFunds.com www.SocialFunds.com
- Socially Responsible.org www.sociallyresponsible.org/investing.htm
- SRI News.com: www.srinews.com
- SustainableBusiness.com: www.sustainablebusiness.com
- Vision Capital Management: www.visioncapitalinvestment.com
- The Natural Capital Institute: www.naturalcapital.org, www.naturalcapital.org/Projects.html
- The Community Investing Center: www.communityinvest.org
- The Community Development Financial Institutions Fund: www.cdfifund.gov
- The Coalition of Community Development Financial Institutions: www.cdfi.org
- U.S. Conference of Catholic Bishops
- Socially Responsible Investing: How the SRI industry has failed to respond to people who want to invest with conscience and what can be done to change it. Natural Capital Institute, Sausalito, CA. Hawken, Paul, October 2004
- SRI in the US www.firstaffirmative.com/news/sriArticle.html
- The Living Wage Campaign: www.livingwagecampaign.org
- Sustainable Development in Government Operations www.pwgsc.gc.ca/realproperty/text/pubs_sd_gov/goals-e.html
- A deeper look at System Condition Four www.naturalstep.org/learn/docs/articles/sc_four.pdf
- Whistler—It's Our Nature www.whistleritsournature.ca/toolkits/smallbusiness/smallbizframe.html

Jefferson County Sustainability Task Force

Compilation of Proceedings Reports
Workshops 1 – 4

Participants:
Walt Christensen (Workshops 1,3)
Greg David (All Workshops)
Amanda Goetsch (Workshops 2,3,4)
Dick Jones (Workshops 2,3,4)
Craig Peterson (Workshop 1)
Amy Rinard (All Workshops)
Jan Roou (Workshops 2,3,4)

Guest
Bill Reichartz (Workshops 2,3,4)

TABLE OFCONTENTS

Facilitated and Compiled By:
Steve Grabow, Professor and Community Development Educator
University of Wisconsin-Extension, Jefferson County Office

November 2, 2010

Jefferson County Sustainability Task Force

Workshop 1: Proceedings Report
June 23, 2010

Participants:
Walt Christensen
Greg David
Craig Peterson
Amy Rinard

Diagnosis/Preliminary Education/Design the Response (Plan for Planning)

<u>Facilitated Workshop Setting - Purpose of Effort Tonight</u>
- Some elements from agenda and other
- Purpose and Clarity - To obtain agreement/consensus on the purpose and extent of the effort
- Other process/response framing

*The intent is to capture perspectives on this from the group and move toward common understanding and agreement on the response(s)/process(es).

<u>5 Purposeful Activities (Used to Diagnose Primary Purpose(s):</u>
1. Learning/Education
2. Assessment/Evaluation
3. Planning and Design
4. Research
5. Operating/Supervising (Management Leadership)

<u>Plan for Planning</u> (*The core group used the "Profile the Planning Effort" worksheet to help them diagnose their situation and further describe the type of initiative they would like to create.*):

1. Whose plan?
   a. Government Plan (County)
      i. Of/for the people done in a "broader context" of community
      ii. Some confines to the boundaries of County government and departments
      iii. In response to the charge/mission of County government
      iv. Internal County plan

2. Sponsors
   <u>Formal</u>
   a. Infrastructure Committee
   b. Full County Board
   c. Administrative and Rules Committee

   <u>Informal</u>
   a. Grass roots organizations
   b. Community leaders (mayors, engineers)

3. Champions
   a. Core group of County Supervisors (Craig, Walt, Greg, Amy, +)
   b. Self-Directed team

<u>Purpose of Effort</u>
    a. To start small.
    b. To achieve substantial support for the notion that this is a finite world with finite resources and that to optimize quality of life, these resources have to be allocated carefully (more of a mission/goal statement).
    c. To educate the County Board.

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    d. To plan.***
        • To create and implement a working plan that will forward our notions on sustainability.
            1. A working vision.
            2. A set of principles.
            3. Strategies (for the Task Force to work on).

   ***The consensus was that this is the primary purpose of the Task Force.

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    e. To recommend/slam dunk strategies.
    f. To provide a means for the public and others to come up with ideas for all of us (including County government) to be more sustainable.
    g. Study
        i. To learn about sustainability from experts.
        ii. To learn from others' plans/real examples.
        iii. To make learning available to many.

<u>Steering Committee</u>
- 9 people
- County Supervisors:
  - Walt
  - Greg
  - Dick
  - Craig
  - Amy

<u>Criteria for others?</u>
- Advisory type people
- Citizen advisors
- Community representatives
  - City of Watertown
  - Surrounding Towns and communities
- Business community

Jefferson County Sustainability Task Force

Workshop 2: Proceedings Report
August 24, 2010

Participants:
Greg David
Dick Jones
Amanda Reichartz
Amy Rinard
Jan Roou

Guest: Bill Reichartz

Facilitated and Compiled by:
**Steve Grabow, Professor and Community Development Educator
University of Wisconsin-Extension, Jefferson County Office**

Facilitated Workshop

Agenda
a. Quick review of June 23rd proceedings
b. Workshop exercise:
    a. Outputs (smaller details)/outcomes (larger)/vision and ideas (describable) of what would come out of a "sustainability task force"
    b. Organize into "functional components" ie:
        i. Projects
        ii. Plans
        iii. Education
        iv. Assessment
        v. Other

Ground Rules for Workshop Component
- Ideas welcome one at a time
- Be respectful
- Concise but thorough
- Facilitator to manage process (may be firm in keeping on focus)

Systems Approach
Purpose-based planning systems approach
People involved
Future Ideal (Vision) – tonight
Living solution (Feasible/Real/Doable) – next workshop

Outputs/Outcomes/Vision Ideas

Education/Learning/Ideas
a. Education that has impact on those intended (example: educate employees about using energy efficient heaters; turn lights off, etc.)
b. County employees educated about energy reducing methods
c. County Board educated on notions of sustainability
d. Educational workshops made available to County Staff/Supervisors (Examples: UW Nelson Institute/Sustain Jefferson series as co-sponsors of various topics)
e. County Board Supervisors exposed to concepts of peak oil, resource availability, future constraints, triple bottom line (people, planet, profits)
f. Education on a broad spectrum (from little behavior change to large/complex concepts)
g. Employees/department heads/authorized to attend trainings (i.e." One day energy plans - how to write an energy plan" sponsored by Focus on Energy)
h. Broader public support on sustainability (to put pressure on elected officials)
i. Get ideas from department heads on ways County to be more sustainable (example methods: surveys, dialogue sessions, etc.)
j. Get private businesses to think more about sustainability (provide template resources)
k. Educate Task Force on certain topics (i.e. bring UWEX specialists such as Jerry Hembd from UW-Superior/UWEX)
l. Educational workshops for Task Force and other on Principles of Sustainable Community Design (UWEX Resources)

Assessments
a. An assessment process of what people currently know about "sustainability"
b. As assessment process that documents current department activity on "sustainable" projects/initiatives (survey of Department heads)
c. Examine County/community plans/zoning code for sustainability

Projects/Topics
a. Slam dunk project (i.e. ITSFREE - advisory committee on energy efficiency/ conservation)
b. Explore locally-sourced foods and energy for County operations/facilities
c. Explore permaculture, local food movement, local energy source

Report Format and Scope
a. Reports to County Board (regularly on activities)
b. A "comprehensive report"
c. Distribution of reports/plans from the Solid Waste/Air Quality Committee to Sustainability Task Force

Collaborations
a. Collaborate with Solid Waste/Air Quality Committee and support its initiatives
b. Support/collaborate with any County committee working on "sustainability" initiatives

Definitions
a. Create a definition of "sustainability"
b. Look at other dimensions of sustainability: targeted at special communities (aging communities, innovative housing needs)

Funding
a. Outputs/outcomes efforts are on a $0 budget (for now)
b. Grants possible to support some efforts

Plans
a. A "comprehensive plan for sustainability"

Jefferson County Sustainability Task Force

Workshop 3: Proceedings Report
September 13, 2010

Participants:
Greg David
Walt Christensen
Dick Jones
Amanda Goetsch
Amy Rinard
Jan Roou

Guest: Bill Reichartz

Facilitated Workshop

<u>Agenda</u>

   a. Review "Proceedings" from Workshops 1 and 2

   b. Consider "County Government Strategic Plan" and issue/strategy related to Task Force

   c. Determine "Outcome Areas" to do "detailing"

   d. Determine strategy process parameters:
      o Scope of detailing desired
      o If less detailed, general scope and timeline charting
         ▪ Education
         ▪ Assess
         ▪ Plan development
      o If more detailed, system dimensions to consider

Outcomes/Vision Idea Areas to Focus On as a Task Force

   Suggestion:
      – Merge County Strategic Planning Committee strategies from Issue D-Environment/Economy/Culture with "Outcomes" from this Task Force

Outputs/Outcomes/Vision Ideas (From Workshop 2)-Merged with Ideas from County Strategic Plan

Education/Learning/Ideas
   a. Education that has impact on those intended (example: educate employees about using energy efficient heaters; turn lights off, etc.)
   b. County employees educated about energy reducing methods
   c. County Board educated on notions of sustainability
   d. Educational workshops made available to County Staff/Supervisors (Examples: UW Nelson Institute/Sustain Jefferson series as co-sponsors of various topics)
   e. County Board Supervisors exposed to concepts of peak oil, resource availability, future constraints, triple bottom line (people, planet, profits)
   f. Education on a broad spectrum (from little behavior change to large/complex concepts)
   g. Employees/department heads/authorized to attend trainings (i.e." One day energy plans - how to write an energy plan" sponsored by Focus on Energy)
   h. Broader public support on sustainability (to put pressure on elected officials)
   i. Get ideas from department heads on ways County to be more sustainable (example methods: surveys, dialogue sessions, etc.)
   j. Get private businesses to think more about sustainability (provide template resources)

k. Educate Task Force on certain topics (i.e. bring UWEX specialists such as Jerry Hembd from UW-Superior/UWEX)
l. Educational workshops for Task Force and other on Principles of Sustainable Community Design (UWEX Resources)
m. Merged with Strategic Plan---the Task Force believes "b)" applies to Education and "c)" should be added to Plans (with the Task Force supporting and informing the proposed transportation plan).

MAJOR STRATEGY INITIATIVE 4 (From Environment/Economy/Culture-County Strategic Plan):
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.

Assessments
a. An assessment process of what people currently know about "sustainability"
b. As assessment process that documents current department activity on "sustainable" projects/initiatives (survey of Department heads)
c. Examine County/community plans/zoning code for sustainability
d. Get ideas from department heads on ways County to be more sustainable (example methods: surveys, dialogue sessions, etc.)

Projects/Topics
a. Slam dunk project (i.e. ITSFREE - advisory committee on energy efficiency/ conservation)
b. Explore locally-sourced foods and energy for County operations/facilities
c. Explore permaculture, local food movement, local energy source
d. Merged with Strategic Plan - the Task Force believes all three components/details below apply.

MAJOR STRATEGY INITIATIVE 1 (From Environment/Economy/Culture-County Strategic Plan):
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) Look at the most sustainable and energy efficient ways for the long term (not just upfront costs) for new County building and remodeling projects.
      b) 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.
      c) Empower leadership for this initiative to the Sustainability Task Force.

Report Format and Scope
a. Reports to County Board (regularly on activities)
b. A "comprehensive report"
c. Distribution of reports/plans from the Solid Waste/Air Quality Committee to Sustainability Task Force

Collaborations
a. Collaborate with Solid Waste/Air Quality Committee and support its initiatives
b. Support/collaborate with any County committee working on "sustainability" initiatives
c. Merged with Strategic Plan---the Task Force believes "d)" and "e)" should be added to Collaborations and the others also apply as Collaborations, too.

MAJOR STRATEGY INITIATIVE 3 (From Environment/Economy/Culture-County Strategic Plan):
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.

Definitions
a. Create a definition of "sustainability"
b. Look at other dimensions of sustainability: targeted at special communities (aging communities, innovative housing needs)

Funding
a. Outputs/outcomes efforts are on a $0 budget (for now)
b. Grants possible to support some efforts

Plans

a. A "comprehensive plan for sustainability"
b. Merged with Strategic Plan---the Task Force believes "c)" should be added to Plans and "d)" and "e)" should be added to Collaborations.

MAJOR STRATEGY INITIATIVE 2 (From County Strategic Plan):
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)

Possible Sustainability Task Force Program Emphasis

Scope of Work (Where to put program emphasis)
The Task Force had an initial discussion of where they believe they should be placing their emphasis in developing a "Program Plan" for the Task Force response to their charge. Four areas of "Program Emphasis" were offered by the Task Force.

Education/Learning/Ideas:
Yes. Emphasis needed.

One purpose for Education is to bring the Task Force to a better level of understanding on the County's current situation.

Assessment:
Modest effort level desired by Task Force.

Possible: Bring In/Interview/Dialogue with knowledgeable Department Heads to find out where we are at.

Technical observations from Department Heads is an opportunity.

Collaborations:
Determine "people involvement" of those to collaborate with

Purpose: To emphasize the "projects" for collaboration i.e.
- ITSFREE
- Fair Park

To be a "source" for education as speakers/resources

Plan:
The extent of planning is still to be determined. (Many questions remaining such as: Role of Task Force? How should they be developed? Resources to do major plans?)

The Task Force did not have time to discuss in detail.

Jefferson County Sustainability Task Force

Workshop 4: Proceedings Report
October 11, 2010

Participants:
**Greg David
Dick Jones
Amanda Goetsch
Amy Rinard
Jan Roou**

Guest: Bill Reichartz

Facilitated and Compiled by:
**Steve Grabow, Professor and Community Development Educator
University of Wisconsin-Extension, Jefferson County Office**

November 2, 2010

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Facilitated Workshop

Agenda

- Review "Proceedings Report" from Workshop 3

- Limitations and Capability of Task Force (Feasibility of accomplishing long list of "Ideal" outcome ideas)

- Select "Short List" of "Doable" Task Force Initiatives
  Possible Format:

Outcome Topic	Initiative	Task Force Role
a. _____	• _____	• _____
b. _____	• _____	• _____
c. _____	• _____	• _____
d. _____	• _____	• _____

- Check-In: Is this enough focus and direction to get the Task Force going on its desire initiatives?

- Assumed Workshop Duration: 4:30 – 6:00 p.m.

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Limitations/Capabilities of the Task Force

The Task Force looked at their work on Outputs/Outcomes/Vision Ideas and recognized that there are limitations to their abilities to address all ideas. This exercise documents limitations, but also identifies some capabilities of the Task Force.

Limitations:
a. Have no money (could possibly squeak out some -- could ask)

b. Have no staff

c. Could write for grants (not much capacity now)

d. Grants require:
  a. Purpose/Objectives
  b. Scope of work
  c. Search for sources of grants

e. Some Supervisor who is not enthusiastic about Task Force

f. Task Force time availability (would be helpful to have identified "projects" before knowing about time commitment)

Capabilities:
a. Have capability to influence policy/legislation
  a. Can bring resolutions forward

b. Have capability to "bring parties/partners" together - Collaboration Function

c. Still have three Task Force slots

d. The Strategic Plan gives some legitimacy to the Task Force

e. To bring forward some ideas that can save the County money

f. To help educate and understand concepts of sustainability (and define "sustainable")

g. To "collaborate" with businesses

Outcomes/Vision Idea Areas to Focus On as a Task Force: A Short-List of "Doable" Task Force Initiatives

The Task Force considered the list of possible "Outputs/Outcomes/Vision Ideas which are generated by topic area in Workshop 3 Proceedings Report. They then identified a focused set of Task Force initiatives and initial ideas on the appropriate role of the Task Force and/or others.

Outcome Topic: Education/Learning/Ideas (Source: Workshop 3 Proceedings)

Recommended Task Force Initiatives
1. Training(s): To better understand ways to do Energy Planning; Focus on Energy Training (See Item g. from Workshop 3) Role of Task Force: To attend as a Task Force and to suggest possible attendees.

2. Employee and County Department Education/Marketing on Sustainability: To develop energy saving points and hints (See Items a and b from Workshop 3). Role of Task Force: Figure out the "fire-power" about who could help the Task Force develop a marketing program.

3. Conference on County Sustainability (Pertaining to County Functions): To put on a once-a-year major conference with relevance to many County functions/Departments (See Item c and others from Workshop 3). Role of Task Force: Task Force sets up the program and agenda for the conference; and develop conference details. This summit could provide practical ideas for implementation.

Outcome Topic: Assessments (Source: Workshop 3 Proceedings)

Recommended Task Force Initiative
1. Department Head Interviews: To do an assessment of County Departments (various formats such as Department Head workshop and follow-up interviews (See Items a,b and d. from Workshop 3). Role of Task Force: Help craft the survey instrument and content in Department Head Workshop. Analyze results.

Outcome Topic: Collaborations (Source: Workshop 3 Proceedings)

Recommended Task Force Initiative
1. County Committee Collaborative Projects: Partner with ITSFREE and County Fair Demonstration Project ((and Other Departments - Sheriff? Health? Highway? Other?)(See Projects/Topics; County and Community Projects; and Collaborations from Workshop 3)). Role of Task Force: Task Force becomes a clearinghouse/intermediary/ advisor/ assessor/relayer of information on the County projects underway.

Outcome Topic: Plans (Source: Workshop 3 Proceedings)

Recommended Task Force Initiative

1. Sustainability Plan: Develop a working plan for Jefferson County that has a definition of sustainability, a working vision of what "sustainability" would look like in Jefferson County government, a set of principles, and the key strategies that the Task Force would like to see progress on (See Plans and Definitions from Workshop 3). Role of Task Force: Task Force to be the key participants on a Planning Body to develop the plan along with some invited guests/advisors. Note: This would be targeted in the second year of the Task Force's work.

Steering Committee

Jim Braughler, County Supervisor, At-Large
Dennis Heling, Director, Economic Development
Richard Jones, County Supervisor, Human Services
Bill Kern, Highway Commissioner
Carol Ward Knox (former County Supervisor, At-Large)
Paul Milbrath, Sheriff
John Molinaro, County Board Chair, Admin./Rules
Steve Nass, County Supervisor, Planning and Zoning
Joe Nehmer, Parks Director

Don Reese, County Supervisor, Solid Waste
Gary Petre, Co. Administrator/Project Manager
Carla Robinson, Clerk of Circuit Court
Pam Rogers, County Supervisor, Finance
Earlene Ronk (former Countryside Home Admin.)
Sharon Schmeling (former County Supervisor),
   Admin./Rules
Gail Scott, Health Director
Mark Watkins, Land and Water Conservation Director

Observers/Participants

Ellen Braatz, Benefits Administrator
Kathi Cauley, Human Services Director
Walt Christensen, County Supervisor
Greg David, County Supervisor
Kathleen Eisenmann, UW-Extension Educator

Andy Erdman, Land Information Director
Terri Palm-Kostroski, Human Resources Director
Jeff Parker, Chief Deputy Sheriff
Amy Rinard, County Supervisor
Jan Roou, County Supervisor

Facilitated and Compiled by:
Steve Grabow, Community Development Educator
University of Wisconsin-Extension, Jefferson County Office

Administrative and Program Support by:
Linda Woolridge, Administrative Secretary

October 14, 2010

success for Jefferson County government. Shown below is a selection of five prominent vision statements that were tested in the citizen survey.

Jefferson County will:
- Be known for its strong agricultural economy and farmland preservation.
- Attract new businesses and grow existing businesses because it becomes known as a place with a high quality of life, attractive business sectors and high functioning County government.
- Be our "home place" of nice small towns with proximity to urban areas, but retain our rich and diverse base of assets.
- Maintain and improve our environment that supports a healthy lifestyle and healthy living.
- Become the center of the Glacial Heritage Area and be known for its recreational opportunities.

Section 6- Strategy Formulation

The purpose of this step is to create a set of strategies to address the three priority strategic issues that have been selected. A strategy is defined as a pattern of purposes, policies, programs, projects, or actions initiated by the organization. Strategies respond to the challenges and open-ended question from each strategic issue.

Strategic Issue 1. Education and Communication: How can County government educate both the public and its own internal stakeholders about its mission and services?

MAJOR STRATEGY INITIATIVES FOR EDUCATION AND COMMUNICATION:

1. Staff/Resources - Commit staff and resources to education and communication about County Government.

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

3. County Government Strategic Plan - Communicate and educate about the content and direction of County Government based on the County Strategic Plan.

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.

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.

Strategic Issue 2. 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?

MAJOR STRATEGY INITIATIVES FOR ENVIRONMENTAL, ECONOMIC, AND CULTURAL:

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

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".

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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.

<u>Clients of Departments/Customers of Our Services</u>

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.

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" are of encompassing importance when considering criteria for how government's performance could be judged. As a reaffirmation, the measures of effectiveness for the three stakeholder groups represent a set of criteria for the "People of Jefferson County".

Note: We will be paying close attention to this group throughout the process.

Section 3
VALUES AND MISSION

Values
(Values should articulate <u>how</u> 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?*

This section organizes all of the Values Statements within the broad categories of "Service, Skills and Stewardship". 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.

The Steering Committee saw all these values as important for Jefferson County government. But it also identified those values that should be given more emphasis.

- ■ **SERVICE**
  - A. <u>People Interaction</u> (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. <u>Personality-Like Traits</u> (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 (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. Talent/Proficiency (10 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 do not 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".

Mission Statement

A mission statement is a clarification of an organization's purpose; a purpose is <u>what</u> the organization does; the purpose states the <u>core function</u> of the organization.

The Steering Committee participated in a "Mission Statement Exercise". The exercise was intended to give each member an opportunity to develop a mission statement. 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. Phrases and concepts that appear frequently or capture common themes are underlined.

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

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 <u>serve and protect</u> people in Jefferson County efficiently and reliably.

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

G. To meet the needs of the citizens, the environment, the economy while being good <u>stewards</u> 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 <u>residents</u> 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 <u>now and into the future</u>.

M. Provide for the health, safety and welfare of Jefferson County <u>today and tomorrow</u>.

N. To provide initiatives, services and opportunities for the well-being of <u>all citizens</u> of Jefferson County.

O. To serve and protect, with real integrity, people and commonwealth.

P. To provide <u>residents and visitors</u> with quality services and maintain our invaluable resources.

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

Refined Mission Statement Alternatives

Listed below are alternative mission statements as one way of refining to a shorter list. 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
To meet the needs of our people, the environment and the economy.

Alternative 2
To meet the needs of the citizens, the environment, the economy while being good stewards of the resources available.

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 5
To provide the services required and expressly granted by the State.

Further Refinement of Possible Mission Statements

The Steering Committee had extensive dialogue around mission and came up with four variations of a preferred mission statement.

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.

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.
d. Challenge of taking care of the expanded Highway 26.
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. They also provide any descriptors of your hopes or vision ideas for a future Jefferson County governmental organization. (Areas to think about: 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.)

In this section, there was an effort to gauge consensus through a "We-Agree" tool. Those ideas marked with "****" were without consensus.

■ 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.** Reason - Not a complete thought.
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.** Reason – A fact, but not a hope for the future.

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.** Reason – We should put the idea of energy somewhere else.

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.** Reason – Not a vision.
b. Hope for a modern transportation system including high speed rail, human scale transportation/bicycling, interurban links.** Reason – This is too specific; ie. Modern, balanced system but not too much detail.
c. Hope for high speed electric trains.** Reason – This is 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.** Reason – There was concern on how we can control.

Environment
a. Hope that we have no loss in the non-human species in our environment.** Reason – Some weeds, snakes and deer will be lost; 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.

b. How can the cooperative model be used to provide services in partnership with County government (especially applied to Countryside). Consequences: 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: 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: 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: 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: 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: 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: 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: 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.)

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?)

Section 5
CONSENSUS VISION STATEMENTS

A vision statement is a "description of a desired end-state" or a "description of what is desired to be in place at a future point in time". For each statement, the prefix of "Jefferson County will..." is assumed. The consensus vision statements are based on the identification of opportunities and hopes for the future. The Steering Committee used a "We-Agree" exercise to determine those "vision ideas" in which there was agreement.

■ PHYSICAL

Fiscal/Economic
a. Have an improved economy.

Parks/Recreation
a. Have projects like the Glacial Heritage Area that are a win-win for the future.
b. Become the center of the Glacial Heritage Area and be known for its recreational opportunities.
c. Have 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. Build on our great location between major metro counties.

Agriculture
a. Be known for its strong agricultural economy and farmland preservation.

Community Livability
a. Attract new businesses and grow 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. Build community spirit even with challenges; huge potential to get back to a simpler way of community life.
c. 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. Be our "home place" of nice small towns, nice proximity to urban areas, but retain our rich and diverse base of assets.
e. Maintain and improve our environment that supports a healthy lifestyle and healthy living.
f. Have food sufficiency and health care for the future population.

Public/Citizenry/Demographics
a. Have our youth staying or coming back to Jefferson County.

Environment
a. Have ecological improvement and build on what we have rather than see environmental declination.

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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?

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:
   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.

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:
   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.
   e. Build on and partner with efforts for the new "Solar Park" sponsored by the City of Jefferson. (See Major Strategy Initiative 3.)

Issue: Partnerships/Cooperation: How can we foster cooperation with other governmental bodies and groups, and promote public and private philanthropy?						162	6	1 (0) 2 (1) 3 (0) 4 (1) 5 (4) 6 (3) 7 (1)	7.3	6
Issue: 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?						187	3	1 (4) 2 (0) 3 (1) 4 (0) 5 (2) 6 (0) 7 (3)	5.4	4
Issue: Trust/Reputation: How can County government educate both the public and its own internal stakeholders about its mission and services?						175	4	1 (0) 2 (3) 3 (3) 4 (0) 5 (1) 6 (3) 7 (0)	5.4	4

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:

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 No. 1 community in US for using green energy (thru leadership at Trek and Crave Brothers).
i. Explore enhanced business partnerships.
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:

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). 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