

**GENERAL FINANCIAL CONDITION
JEFFERSON COUNTY WISCONSIN
February 1, 2017**

Available Cash on Hand

January 1, 2017	\$	309,141.07
January Receipts	\$	<u>15,483,247.76</u>

Total Cash	\$	15,792,388.83
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Disbursements

General - January 2017	\$	14,131,974.55
Payroll - January 2017	\$	<u>1,315,885.23</u>

Total Disbursements	\$	<u>15,447,859.78</u>
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Total Available Cash	\$	344,529.05
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Cash on Hand (in bank) Feb. 1, 2017	\$	864,946.94
Less Outstanding Checks	\$	<u>520,417.89</u>

Total Available Cash	\$	344,529.05
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Local Government Investment Pool - General	\$	14,023,685.85
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Dana Investments	\$	28,379,787.71
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Local Government Investment Pool -Clerk of Courts	\$	26,116.48
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Local Government Investment Pool -Farmland Preservation	\$	170,576.49
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Local Government Investment Pool -Parks/Liddle	\$	82,004.27
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Local Government Investment Pool -Highway Bond	\$	<u>1,877,581.78</u>
	\$	44,559,752.58

2017 Interest - Super N.O.W. Account	\$	118.91
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2017 Interest - L.G.I.P. - General Funds	\$	3,655.84
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2017 Interest - DANA Investments	\$	41,506.34
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2017 Interest - L.G.I.P. - Parks /Carol Liddle Fund	\$	36.85
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2017 Interest - L.G.I.P. - Farmland Preservation	\$	76.65
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2017 Interest - L.G.I.P. - Clerk of Courts	\$	11.74
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2017 Interest - L.G.I.P. - Highway Bond	\$	<u>843.72</u>
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Total 2017 Interest	\$	46,250.05
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JOHN E. JENSEN
JEFFERSON COUNTY TREASURER

RESOLUTION NO. 2016-__

Authorizing contract for demolition and materials removal for the former Jefferson County Highway site on Woolcock Street

Executive Summary

As part of the County's transition from the old highway site to the new facility, the County engaged with The Sigma Group to assist with professional services to decommission the old highway site. In the beginning of January of 2017, The Sigma Group worked with the County to develop a RFP for the demolition and removal of materials from the old highway site.

The RFP has a base bid for removing the main structure on the old highway site. In addition, there were five alternatives included in the bid. Alternative 1 involved removal of the slab and foundation of the main highway structure and replacing with granular material. This alternative would be implemented pending results from the Wisconsin Department of Natural Resources (DNR) relating to its removal. Alternative 2 involved removal of an existing structure if the current contractor does not complete the removal within the required time. Alternative 3 involved removal of the wood salt sheds if the current contractor does not complete the removal within the required time. Alternative 4 involved the removal of the old office, to include removal of slab and foundation backfilled with granular material. Finally, Alternative 5 would involve removal of the slabs and foundations of structures mentioned in Alternative 2 and 3.

The Sigma Group developed the scope of work and bid documents for purposes of public bidding. In addition, a site visit was coordinated with all potential bidders. The County opened these bids on January 27, 2017. A total of six bids were received. The Sigma Group reviewed the submitted bids for responsiveness and completeness. The bid tabulation was reviewed with the Infrastructure Committee on February 1, 2017. Based on discussion with The Sigma Group, the Committee directed Administration and The Sigma Group to conduct a scope check of the three lowest responsible bidders and the Infrastructure Committee would reconvene on February 14th for the final review of the results and recommendations. After reviewing the scope of services and information from DNR, it was determined that Alternative 1 is not needed at this time. The Infrastructure Committee considered this resolution at its February 14, 2017, meeting and recommended forwarding this resolution to the County Board for approval to contract with Earth for \$82,000 as the lowest responsible bidder.

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

WHEREAS, bids were solicited for demolition and material removal from the former Highway Site at 141 West Woolcock Street, and

WHEREAS, the following bids were received:

Bidder:	<u>Earth</u>	<u>Badgerland</u>	<u>Purpero</u>	<u>Velt</u>	<u>MRD</u>	<u>Stack</u>
Total Base Bid:	\$ 53,000	\$ 58,519	\$ 67,000	\$ 88,185	\$ 134,668	\$171,412
<u>Alternate 1</u> , if removal & recycling disposal of foundations & slabs for Buildings 10-14 and backfill/restoration to grade using granular backfill is accepted, ADD	\$ 61,000	\$ 45,000	\$ 104,000	\$ 82,900	\$ 162,105	\$ 87,542
<u>Alternate 2</u> , if removal of Building 5 to grade is accepted, ADD	\$ 6,000	\$ 5,958	\$ 7,500	\$ 10,960	\$ 26,929	\$ 12,166
<u>Alternate 3</u> , if removal of Building 6 to grade is accepted, ADD	\$ 8,000	\$ 9,519	\$ 13,500	\$ 35,300	\$ 44,870	\$ 16,371
<u>Alternate 4</u> , if removal of entire above ground structure and associated foundations & slabs for Building 1 & backfill/ restoration to grade using granular backfill is accepted, ADD	\$ 10,000	\$ 15,580	\$ 24,500	\$ 25,160	\$ 55,456	\$ 14,154
<u>Alternate 5</u> , if removal of remaining above ground structures & associated foundations & slabs for Buildings 2 & 3 and backfill/ restoration to grade using granular backfill is accepted, ADD	\$ 5,000	\$ 5,800	\$ 22,000	\$ 39,300	\$ 42,255	\$ 15,900
Totals:	\$ 143,000	\$ 140,376	\$ 238,500	\$ 281,805	\$ 466,283	\$317,545

WHEREAS the Infrastructure Committee has reviewed the bids and determined that Earth is the lowest responsible bidder for the project, and

WHEREAS, the Infrastructure Committee recommends accepting the bid of Earth in the amount of \$82,000.

NOW, THEREFORE, BE IT RESOLVED that the County Administrator is authorized to enter into a professional service contract with Earth, of Ordfordville, Wisconsin, in the amount of \$82,000 for demolition and materials removal from the former highway site at 141 West Woolcock Street.

BE IT FURTHER RESOLVED that the project will be allocated an additional \$15,000 in contingency for unforeseen circumstances and a cost not to exceed \$24,000 for project management.

BE IT FURTHER RESOLVED that the County Administrator is authorized to execute any of the four alternative bids as required by project status, with the exception of Alternative 1. The County Administrator will be required to report to the Infrastructure Committee for any alternative bids approved.

Fiscal Note: Adequate funds for this project are in the Capital Projects Fund that has been carried over from prior year's issuance of bonds for the demolition of the old highway facility.

Ayes _____ Noes _____ Abstain _____ Absent _____ Vacant _____

Requested by Infrastructure Committee

02-14-17

Ben Wehmeier: 02-06-17, 02-14-17; J. Blair Ward: 02-08-17, 02-14-17

REVIEWED: Administrator BAW; Corp. Counsel JBL; Finance Director BL

COMMITTEE ASSIGNMENTS 2016- 2018

ADMINISTRATION AND RULES/ICC COMMITTEE: (5 Members - 1 Chair - 1 1st Vice Chair - 1 2nd Vice Chair)
Braugher (V), Hanneman, Nass (S), Rinard (C), Schroeder

AGING & DISABILITY RESOURCE CENTER ADVISORY COMMITTEE (ADRC) Human Services Board Appointment
Bare, Battenberg, Haines, Krause, R. Kutz, Niebler, Ronk, Sawyers, Stengel

BLUE SPRING LAKE MANAGEMENT DISTRICT: (1 Member)
Poulson

BRIDGES FEDERATED LIBRARY SYSTEM BOARD (3 Members – 2 Public)
Ager, Morris, Rhie

COMMUNITY ACTION COALITION
Lund

COUNTY BOARD OF HEALTH: (5 Members - 3 Public)
Morse (S), McKenzie (V), Schultz, Wiesmann (C), Williams

ECONOMIC DEVELOPMENT CONSORTIUM: (3 Members + Municipality Representatives)
Cannon, David (C), Ellefson, Freitag, Hansen, Mode, Rinard, Rudychev, Tietz, Trebatoski (S), Wilke (V)

ECONOMIC REVOLVING LOAN COMMITTEE JCEDC Director Appointment
Brandel, Rue, Tuel

FAIR PARK COMMITTEE: (7 Members)
Buchanan, Foelker (V), Hall-Kind, Hanneman (S), R. Kutz, Poulson (C), Steindorf

FARM DRAINAGE BOARD Judicial Appointment
Griebenow, Hughes, Magnoni

FINANCE COMMITTEE: (5 Members – 1 1st or 2nd Vice Chair)
Hanneman (V), Jaekel, Jones (C), Rinard, R.Kutz

HIGHWAY COMMITTEE: (5 Members)
Braugher, Buchanan (V), Kelly (S), Poulson, Reese (C)

HISTORIC SITES PRESERVATION COMMISSION: (7 Members)
Arbiture, Birmingham, Ince, Levy, Molinaro, Morse, Opager

HOME CONSORTIUM BOARD: (3 County Representatives + 1 Alternate)
Buchanan, Kannard, Schultz, Wineke (Alternate)

HUMAN RESOURCES COMMITTEE: (5 Members)
Braugher (C), David (S), Mode (V), Wineke, Zastrow

HUMAN SERVICES BOARD: (7 Members - 3 Public)
Crouse, Jones (V), R. Kutz, McKenzie (S), Mode (C), J.Schulz, Tietz

INFRASTRUCTURE COMMITTEE: (5 Members)
Borland, David (C), Jones, Kannard (V), Payne

JEFFERSON COUNTY LIBRARY BOARD: (7 Members – 5 or 6 Public)
Ager, Biermeier, Froelich, Hartwick, Lust, Morris, Zaspel

LAKE RIPLEY MANAGEMENT DISTRICT: (1 Member)
Walt Christensen

LAND INFORMATION COUNCIL (11 Members)
Erdman, Hoffman, Jensen, Klotz, Larson, Lindert, Morrow, Nass, Saxby, Watkins, Welsh

LAND & WATER CONSERVATION COMMITTEE: (5 Members - 2 Members of UW Extension + 1 Chair of Farm Service Agency)
Anfang (FSA), Burlingham, Foelker (C), Hartz (UW) (S), Morse (V), Patrick (UW), Zastrow

LAW ENFORCEMENT /EMERGENCY MANAGEMENT COMMITTEE: (5 Members)
Lund (V), Morris (C), Morse, Schultz, Wineke (S)

LOCAL EMERGENCY PLANNING COMMITTEE (LEPC)
Bach, Batterman, Biefeld (C), Bols, Butzine, DeWolfe, Ellifson, Haberman, Hable, Haugom, Leslie, Milbrath, G. Scott, D. Scott, Swinehart,

COMMITTEE ASSIGNMENTS 2016- 2018

LOWER SPRING LAKE PROTECTION & REHABILITATION DISTRICT: (1 Member)

Poulson

MARSH COUNTRY HEALTH ALLIANCE (1 Member)

Mode

NUTRITION PROJECT COUNCIL (Human Services Board Appointment)

Anfang, Ellingson, Gerbig, Granzow, Ingersoll, Kannenberg, Natrop

PARKS COMMITTEE: (5 Members)

Foelker (S), Kelly (V), Nass, Payne, Tietz (C)

PLANNING & ZONING COMMITTEE: (5 Members – 3 Unincorporated)

David (V), Jaeckel, Nass (C), Reese (S), Rinard

SHERIFF'S CIVIL SERVICE COMMISSION

Gaugert, Laudenslager, Leverton, Purcell, Spangler

SOLID WASTE COMMITTEE/AIR QUALITY: (5 Members)

G.Kutz, Lund, Patrick (V), Payne (S), Reese (C)

TRAFFIC SAFETY COMMISSION

Cooper, Davis, Delzer (C), Hinzman, Jenswold, Kern, Kutz, Mayer, Milbrath

UNIVERSITY EXTENSION EDUCATION COMMITTEE: (5 Members – 2 LWCC)

Borland (C), Hartz (LWCC), Kannard (Temp), Patrick (LWCC) (S), Zastrow (V)

WI COUNTY UTILITY TAX ASSOCIATION: (1 Member)

Schroeder (Temporary Appt)

VETERANS SERVICE COMMISSION (5 Members - 4 Public)

Buchanan, Clish, Finn (C), Mcpherson, Standley

WISCONSIN RIVER RAIL TRANSIT COMMISSION (3 Members)

G. Kutz, *Hansen (Alternate), Quimby, Tietz,*

ZONING BOARD OF ADJUSTMENT (3 Members + 2 Alternates)

Carroll, Hynek (1st Alt), Roberts (2nd Alt) Sayre-Hoeft, Weis (C)



County Board Chair Appointment



County Administrator



Other

COMMITTEE ASSIGNMENTS 2016- 2018

1. JONES	Finance, Human Services Board, Infrastructure
2. KELLY	Highway, Parks
3. DAVID	Human Resources, Infrastructure, Planning & Zoning
4. TIETZ	JCEDC, Human Services Board, Parks, WI River Rail Transit Commission (WRRTC)
5. BRAUGHLER	Administration & Rules, Highway, Human Resources
6. BUCHANAN	Fair Park, Highway, HOME Consortium Board, Veterans' Service Commission
7. MORRIS	Bridges Federated Library System Board, Jefferson County Library Board, Law Enforcement/Emergency Management
8. WINEKE	HOME Consortium Board, Human Resources, Law Enforcement/Emergency Management
9. RINARD	2 nd Vice Chair, Administration & Rules, Finance, JCEDC, Planning & Zoning
10. ZASTROW	Human Resources, Land & Water Conservation, UW Extension Education
11. REESE	Highway, Planning & Zoning, Solid Waste/Air Quality
12. HARTZ	Land & Water Conservation, UW Extension Education
13. MORSE	Board of Health, Historic Sites Preservation, Land & Water Conservation, Law Enforcement/ Emergency Management
14. LUND	Community Action Coalition, Law Enforcement/Emergency Management, Solid Waste/Air Quality
15. NASS	1 st Vice Chair, Administration & Rules, Land Information Council, Parks, Planning & Zoning
16. PAYNE	Infrastructure, Solid Waste/Air Quality, Parks
17. R. KUTZ	ADRC, Fair Park, Finance, Human Services Board, Infrastructure
18. HANNEMAN	Administration & Rules, Fair Park, Finance
19. SCHROEDER	Chairman, Administration & Rules, WI Utility Tax Assn. (WCUTA)
20. MODE	JCEDC, Human Resources Committee, Human Services Board, Marsh Country Health Alliance
21. KANNARD	HOME Consortium Board, Infrastructure, UW Extension Education
22. POULSON	Blue Spring Lake Management District, Fair Park, Highway, Lower Spring Lake Protection & Rehabilitation District
23. JAECKEL	Finance, Planning & Zoning
24. SPAANEM	
25. FOELKER	Fair Park, Land & Water Conservation, Parks
26. PATRICK	Land & Water Conservation, Solid Waste/Air Quality, UW Extension Education
27. BORLAND	Infrastructure, UW Extension Education
28. SCHULTZ	Board of Health, HOME Consortium Board, Law Enforcement/Emergency Management
29. SMITH	
30. G. KUTZ	Solid Waste/Air Quality, WI River Rail Transit Commission

**2016 Annual Reports
to the
County Board
Presented during 2017**

Meeting Date		50 copies due to Administration on:
	January <ul style="list-style-type: none"> • None 	_____
February 14th	February – Miscellaneous Services <ul style="list-style-type: none"> • Rock River Free Clinic • Community Dental Clinic • Literacy Council • UW Extension 	
March 14th	March – Constitutional Offices <ul style="list-style-type: none"> • Treasurer • Register of Deeds • County Clerk 	February 14th
(3 rd Tuesday) April 18th	April – Judicial /Legal Services <ul style="list-style-type: none"> • Clerk of Courts • Corporation Counsel • District Attorney • Presiding Judge 	March 14th
May 9th	May - Administration <ul style="list-style-type: none"> • Human Resources • County Administrator • Economic Development Consortium • Finance • Medical Examiner 	April 18th
June 13th	June – Health and Human Services <ul style="list-style-type: none"> • Health Department • Human Services • PADA • Veteran's Service 	May 9th
July 11th	July – Law Enforcement/Other <ul style="list-style-type: none"> • Sheriff • Emergency Management • Child Support 	June 13th
August 8th	August – Parks/Public Works <ul style="list-style-type: none"> • Highway • Parks • Fair Park 	July 11th
September 12th	September– Land Resources/Other <ul style="list-style-type: none"> • Land Information • Planning & Zoning • Land & Water Conservation • Library Board 	August 8th
October 10th October 24th	October <ul style="list-style-type: none"> • None 	_____
November 14th	November <ul style="list-style-type: none"> • None 	_____
December 12th	December <ul style="list-style-type: none"> • None 	_____

Feb. 14, 2017—Presentation to Jefferson County Board of Supervisors

Thank you for the opportunity to speak, your time and attention to this matter.

Cold Spring Egg Farm, Inc. has applied for a conditional use permit to expand its egg production facility and fertilizer manufacturing facility on State Highway 59 (Conditional Use Permit CU1912-17).

The farm requests an increase to 6,000,000 chickens--4 million layers & 2 million pullets. It is currently approved for 3,255,000 birds---2.2 million layers & 1.055 million pullets (per 2010 conditional use permit).

The facility also produces fertilizer onsite (pellet product called Chick Magic) under a WI DATCP license. The farm operates under a WI DNR Air Pollution Permit (good until 10/17/2017). The WPDES wastewater permit (0002437) is not current—it expired on Sep. 30, 2016.

The Livestock Siting application recently submitted to County Land and Water indicates more than 125,000 tons of waste will be produced. According to the map and documents on file at the County Zoning Office, the facility is located within two miles of the Scuppernong River, Mud Creek, and Steel Brook.

Important to note—

1. The WI DNR Air Compliance Engineer assigned to the facility said due to the emission test results (please see attached), the DNR will be looking into whether the farm needs to apply for a different type of air pollution permit. The level of emissions they have been releasing may mean they need to apply as a major pollutant source, he explained, not as a minor pollutant source which is how the operation's currently permitted.
2. The WPDES water pollution permit the facility is operating under covers only 27,275 animal units. It does not cover the proposed expansion to 50,000 animal units—which is nearly double the number of chickens.

Please consider delaying action, tabling voting on the conditional use permit until after the owners of Cold Spring Egg Farm submit their application for the air permit renewal and the DNR approves their new air permit, and until after the DNR approves their wastewater permit application for the increased number of birds.

Thank you for your consideration.

Sincerely,
Anita J. Martin
(920) 648-4720

ajmartin@charter.net

**State of Wisconsin Department of Natural Resources
Bureau of Air Management**

FID: 128003370

FACILITY EMISSIONS SUMMARY

-2015 SUMMARY-	--2015--	--2015--	--2015--	--2015--
<u>--POLLUTANT--</u>	<u>--NR438 THRESH--</u>	<u>--UNCNTRLD/YR--</u>	<u>--CNTRLD/YR--</u>	<u>--OZONE/DY--</u>
CO	10000 LB	14,478.61616 LB	14,478.61615 LB	
NOX	10000 LB	5,265.06359 LB	5,265.06361 LB	14.18888 LB
PM	10000 LB	197,694.36395 LB	154,343.46763 LB	
PM10	10000 LB	95,214.52758 LB	71,681.51928 LB	
ROG	6000 LB	341,233.01741 LB	272,634.33790 LB	789.13618 LB
SO2	10000 LB	268.64688 LB	268.64689 LB	
ACETALDEHYDE (fs)	404 LB	13,371.49272 LB	10,661.29887 LB	
ACETIC ACID (s)	5774 LB	151,327.90760 LB	93,947.24660 LB	
AMMONIA (s)	4097 LB	582,814.93879 LB	506,699.21196 LB	
BENZENE (fs)	114 LB	219.10721 LB	219.10720 LB	
PHENOL (fs)	4528 LB	13,790.57980 LB	9,345.06769 LB	

-2014 SUMMARY-	--2014--	--2014--	--2014--	--2014--
<u>--POLLUTANT--</u>	<u>--NR438 THRESH--</u>	<u>--UNCNTRLD/YR--</u>	<u>--CNTRLD/YR--</u>	<u>--OZONE/DY--</u>
CO	10000 LB	12,996.88652 LB	12,996.88653 LB	
PM	10000 LB	180,621.11002 LB	145,437.36426 LB	
PM10	10000 LB	90,676.69163 LB	71,029.84585 LB	
ROG	6000 LB	244,760.07694 LB	232,560.73670 LB	645.70861 LB
ACETALDEHYDE (FS)	404 LB	15,062.90034 LB	12,471.13390 LB	
ACETIC ACID(S)	5774 LB	146,260.66000 LB	91,387.36300 LB	
ACROLEIN(FS)	75 LB	970.87585 LB	970.87586 LB	
AMMONIA(S)	4097 LB	644,375.28325 LB	571,557.73670 LB	
BENZENE(FS)	114 LB	258.24795 LB	258.24795 LB	
PHENOL(FS)	4528 LB	13,767.23660 LB	9,515.98013 LB	
PM2PT5	2000000 LB	48,603.60164 LB	42,202.16558 LB	

Cold Spring Egg Farm

**State of Wisconsin Department of Natural Resources
Bureau of Air Management**

FID: 128003370

FACILITY EMISSIONS SUMMARY

-2013 SUMMARY-	--2013--	--2013--	--2013--	--2013--
<u>--POLLUTANT--</u>	<u>--NR438 THRESH--</u>	<u>--UNCNTRLD/YR--</u>	<u>--CNTRLD/YR--</u>	<u>--OZONE/DY--</u>
PM	10000 LB	179,364.18833 LB	141,634.62958 LB	
PM10	10000 LB	86,937.70902 LB	65,551.55791 LB	
ROG	6000 LB	235,304.71884 LB	220,782.31123 LB	604.73972 LB
ACETALDEHYDE (fs)	404 LB	12,229.64225 LB	9,144.33699 LB	
ACETIC ACID (s)	5774 LB	103,610.04000 LB	38,287.45959 LB	
AMMONIA (s)	4097 LB	587,846.35488 LB	501,186.56744 LB	
BENZENE (fs)	114 LB	258.19569 LB	258.19571 LB	
PHENOL (fs)	4528 LB	10,462.92040 LB	5,402.11564 LB	
PM2PT5	LB	43,557.28264 LB	36,278.21573 LB	

-2012 SUMMARY-	--2012--	--2012--	--2012--	--2012--
<u>--POLLUTANT--</u>	<u>--NR438 THRESH--</u>	<u>--UNCNTRLD/YR--</u>	<u>--CNTRLD/YR--</u>	<u>--OZONE/DY--</u>
PM	10000 LB	148,957.83257 LB	121,868.18736 LB	
PM10	10000 LB	69,063.28757 LB	55,712.48227 LB	
ROG	6000 LB	176,039.96393 LB	176,039.96391 LB	481.86230 LB
ACETALDEHYDE (FS)	404 LB	8,709.10517 LB	8,709.10518 LB	
ACETIC ACID(S)	5774 LB	66,369.48360 LB	66,369.48360 LB	
AMMONIA(S)	4097 LB	430,223.14480 LB	430,223.14480 LB	
BENZENE(FS)	114 LB	196.17872 LB	196.17874 LB	
PHENOL(FS)	4528 LB	6,992.75300 LB	6,992.75300 LB	
PM2PT5	LB	33,313.63570 LB	31,705.46755 LB	

Cold Spring Egg Farm

State of Wisconsin Department of Natural Resources
Bureau of Air Management

FID: 128003370

FACILITY EMISSIONS SUMMARY

-2012 SUMMARY-	--2012--	--2012--	--2012--	--2012--
<u>--POLLUTANT--</u>	<u>--NR438 THRESH--</u>	<u>--UNCNTRLD/YR--</u>	<u>--CNTRLD/YR--</u>	<u>--OZONE/DY--</u>
PM	10000 LB	148,957.83257 LB	121,868.18736 LB	
PM10	10000 LB	69,063.28757 LB	55,712.48227 LB	
ROG	6000 LB	176,039.96393 LB	176,039.96391 LB	481.86230 LB
ACETALDEHYDE (fs)	404 LB	8,709.10517 LB	8,709.10518 LB	
ACETIC ACID (s)	5774 LB	66,369.48360 LB	66,369.48360 LB	
AMMONIA (s)	4097 LB	430,223.14480 LB	430,223.14480 LB	
BENZENE (fs)	114 LB	196.17872 LB	196.17874 LB	
PHENOL (fs)	4528 LB	6,992.75300 LB	6,992.75300 LB	
PM2PT5	LB	33,313.63570 LB	31,791.25825 LB	

-2011 SUMMARY-	--2011--	--2011--	--2011--	--2011--
<u>--POLLUTANT--</u>	<u>--NR438 THRESH--</u>	<u>--UNCNTRLD/YR--</u>	<u>--CNTRLD/YR--</u>	<u>--OZONE/DY--</u>
PM	10000 LB	118,579.82789 LB	118,579.82789 LB	
PM10	10000 LB	55,279.95014 LB	55,279.95014 LB	
ROG	6000 LB	13,188.53929 LB	13,188.53928 LB	36.37716 LB
ACETALDEHYDE (FS)	404 LB	2,791.34649 LB	2,791.34649 LB	
ACETIC ACID(S)	5774 LB	59,086.05000 LB	59,086.05000 LB	
AMMONIA(S)	4097 LB	78,349.27272 LB	78,349.27272 LB	
PHENOL(FS)	4528 LB	4,577.63550 LB	4,577.63550 LB	
PM2PT5	LB	31,576.37613 LB	31,576.37613 LB	

Cold Spring Egg Farm

Recommendations for Feedback

Date: February 9, 2017

To: Cooperative Extension Staff, Partners and Stakeholders

From: The Executive Sponsors of the nEXT Generation Project
Aaron Brower, Karl Martin, Steve Wildeck

Background

Since the beginning of the *nEXT Generation* project, we have been committed to obtaining input from our staff, partners and stakeholders. Input following the release of earlier recommendations in December of 2015 resulted in a new approach to our planning that [Chancellor Sandeen announced in February of 2016](#). Following [the completion of the nine original work groups in the fall of 2016](#), we launched the Integration Work Group in December to formally recommend changes to Cooperative Extension's structures, positions, and partnership agreements.

This document contains the first set of recommendations on the future structure of Cooperative Extension from the Integration Work Group. We are requesting feedback on these recommendations from any staff, partners, and stakeholders who are interested in the future of Cooperative Extension.

Scope of the Recommendations

Cooperative Extension is organized both around geography, as we deliver programs in communities throughout the state, and academic disciplines, as our faculty and staff provide education and research in a variety of content areas. The recommendations in this document focus on Cooperative Extension's geographic structure, specifically the partnership with Wisconsin counties.

We welcome feedback on these recommendations from anyone interested in the future of Cooperative Extension, but realize these recommendations might be of greatest interest to those in county offices and county governments. We anticipate releasing additional recommendations, like those related to campus or tribal partnerships, in the next few months as the Integration Work Group continues its work. Future feedback opportunities could be targeted to special topics most relevant to specific audiences. Our regular communication memos, released to the [project website](#) on Fridays, will include details on future feedback opportunities.

Feedback Process

As of February 9, an online [survey is available](#) to submit feedback on these recommendations. Anyone who is interested in providing feedback may complete this survey. The survey includes a set of targeted questions about these recommendations. We will close the survey on **February 23** at 5 p.m.

We will synthesize the feedback of this survey, review it with the Integration Work Group, and make final recommendations related to this feedback to Chancellor Sandeen for her approval later in February and March. Final decisions will be announced through our regular communication memos.

Your feedback will help inform the final decisions, plans, and schedule for implementation. Our goal is to finalize decisions this spring and begin implementation no later than July 1st. Implementation of project decisions will follow a rolling schedule, given that certain aspects must be in place before other changes can be made. We anticipate that most decisions will require a transition period.

Communications Timeline

What follows is the planned communications timeline for the *nEXT Generation* project in the coming weeks. If you have any questions, concerns, or feedback around the survey and recommendations, or would like to receive our project updates, we encourage you to contact us at nextgencommunications@ces.uwex.edu.

- **Daily Q&A Conference Calls:** The *nEXT Generation* Project Management Team will be holding a daily 30-minute conference call from 8:30 a.m. - 9:00 a.m. for questions related to the recommendations and survey from **February 10** through **February 23**. The conference line for these calls will be: (855) 947-8255, Passcode: 6137001. All are welcome to participate.
- **WCA Q&A Webinar:** WCA will be hosting a Q&A webinar with WCA Executive Director Mark O'Connell and Dean Karl Martin on **February 13** for WCA members.
- **Q&A with the Dean:** The *nEXT Generation* Project Management Team will hold a conference call with Dean Karl Martin to address questions about the recommendations and survey on **February 15** from 10:00 a.m.-11:00 a.m. The conference line for this call will be: (855) 947-8255, Passcode: 6137001. All are welcome to participate.

Summary of Recommendations

The Integration Work Group identified six core recommendations related to the structure and staffing for county offices in the future. These six recommendations are detailed on subsequent pages. We suggest reading these recommendations sequentially as the concepts presented in each lay the groundwork for subsequent recommendations.

- [Maintaining an Extension Office in Every County](#)
- [Restructuring Geographic Administration](#)
- [Connecting Counties/Tribes with Regional & Statewide Resources](#)
- [Differentiating County/Tribe-Based Educational Positions](#)
- [Sharing Educational Positions Across Counties/Tribes](#)
- [Establishing New Agreements Between Counties & Cooperative Extension](#)

We appreciate your patience with and interest in this project. With more than 100 years of history and partnership between the University of Wisconsin and counties, we take your feedback seriously. Given the time required to implement any changes to the structure of Cooperative Extension, we also hope that counties will maintain their future funding at a level similar to what it is currently.

We encourage you to contact us with any questions or comments at nextgencommunications@ces.uwex.edu.

Maintaining an Extension Office in Every County

Background

Through authority granted by both state statute and by UW System policy, Cooperative Extension is charged with fulfilling the Wisconsin Idea by providing the people of Wisconsin access to education beyond formal university classrooms. We currently have staff and offices in each of Wisconsin's 72 counties.

The Recommendation

Cooperative Extension will maintain an Extension Office in every county willing to commit to continued funding and space for Cooperative Extension staff. Cooperative Extension recognizes the value in keeping a local presence in every county and keeping the shortest distance possible between the people of Wisconsin and the Extension staff delivering programming to them.

Cooperative Extension requires dedicated office space for every staff member that the county is co-funding, along with necessary office supplies and access to appropriate space for programming. Cooperative Extension also requires consistent co-branding across all county offices to reflect the brand identities of both Cooperative Extension and the county government.

Rationale for the Recommendation

We feel that it is critical to maintain an Extension Office in every county that wants to continue partnering with Cooperative Extension to successfully accomplish Cooperative Extension's mission and continue the vibrant relationships with counties. The reasons for this recommendation are:

- **Proximity:** We want to maintain the shortest possible distance between Cooperative Extension staff and the people of Wisconsin that we serve to continue our focus on local issues and relevant education.
- **Accessibility:** We want to ensure that the people of Wisconsin and county governments can easily access the resources of the University of Wisconsin System and campuses through local Cooperative Extension staff.
- **Visibility:** We want to ensure that the partnership between Cooperative Extension and county governments is visible and prominent to continue promoting the county government's role as a provider of educational programming and services, and delivering on the Wisconsin Idea.

Restructuring Geographic Administration

Background

Cooperative Extension currently has multiple layers of administration responsible for managing county-based faculty and staff in all 72 county offices around the state. For example:

- **County-based Administrative Leadership:** Currently, 97 staff serve as County Department Heads and County Directors who are primarily responsible for managing county-based faculty and staff and the relationship with county governments. Some counties have one County Director; others have one, two, or three County Department Heads; and some have one County Director and one County Department Head.
 - There are four County Directors who are full-time or near full-time administrators responsible for large county offices with a minimum of 15 staff.
 - There are 93 County Department Heads who work an average of 25-30% of their time on administration and the remainder of their time delivering programming as an Educator.
 - County Governments partially fund all 93 of the County Department Heads and most of the four County Directors, typically providing 40% of the salary and fringe costs while Cooperative Extension funds the remaining 60%.
- **Regional Leadership:** Regional Directors are full-time administrators responsible for managing all county/tribal-based educators, County Department Heads, and County Directors in their regions. Regional Directors have ultimate hiring and budgetary authority for the counties they oversee, and are supported by part-time Regional Associates.
 - There are four regions, each covering 17 - 20 counties.
 - Cooperative Extension fully funds Regional Directors and their offices.
- **Central Leadership:** The Associate Dean is responsible for managing the four Regional Directors and ultimately reports to the Dean of Cooperative Extension.

The Recommendation

Cooperative Extension developed single- and multi-county areas for administrative purposes only. The [map of the Area boundaries](#) was announced in Chancellor Sandeen's February 2016 memo.

We recommend appointing one full-time Area Extension Director to lead each area; these Directors would:

- Be fully-funded by Cooperative Extension;
- Be responsible for managing the relationship with county governments and the county-based staff, including how to best represent Cooperative Extension at local meetings;
- Have ultimate hiring authority for the county-based staff in their area;
- Coordinate programming efforts in the county(ies) they oversee, by identifying needs in the communities;
- Leverage county, regional, and statewide resources to address those needs; and
- Develop program priorities and staffing plans with the county governments.

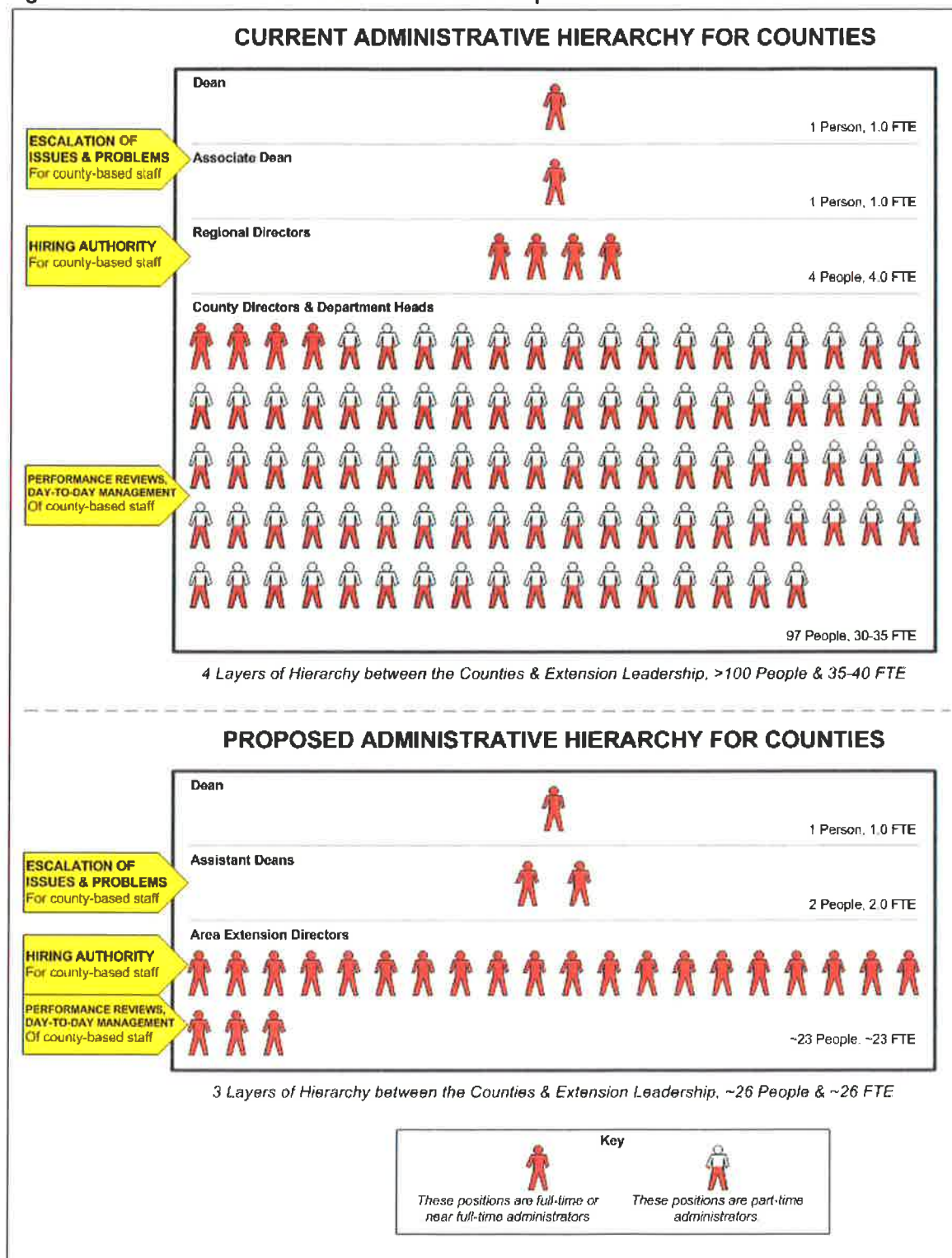
Two Assistant Deans would lead and manage roughly 10 - 15 Area Extension Directors each, and would report directly to the Dean of Cooperative Extension.

Rationale for the Recommendation

We feel that it is necessary to restructure the administrative leadership across all 72 counties to consolidate the number of staff working on administrative tasks and reduce the amount of effort expended on administration. The reasons for this recommendation are:

- **Focused Investment.** Because these Directors would be funded by Cooperative Extension, county funding would go directly to staff delivering programming in the counties - not to administration.
- **Advocacy.** Area Extension Directors would be a conduit to the broader Cooperative Extension network, linking counties and tribes to regional and statewide resources, including UW campuses and Cooperative Extension centers.
- **Commitment to Area Success.** Area Extension Directors would be dedicated to managing and administering extension programs in each county, and would not split their time between management, programming, and scholarship.
- **Efficiency.** As shown in [Figure 1](#), we want to reduce the amount of effort expended on administrative work (moving from 35-40 FTE spread across 100+ staff to ~26 FTE and individuals), and eliminate a layer of administration (moving from four layers in the current state to three).
- **Proximity.** Area Extension Directors would have direct hiring authority for county-based Cooperative Extension staff, moving decision-making closer to the county partners.

Figure 1: Current Administrative Structure versus Proposed Administrative Structure



Connecting Counties and Tribes with Regional & Statewide Resources

Background

Cooperative Extension has historically had two main groups of faculty and staff providing educational programming around the state:

- Locally-based **Educators** who deliver programming relevant to local populations and whose salary and fringe are funded 40% by the county or tribe and 60% by Cooperative Extension; and
- **Specialists** located in Cooperative Extension or on UW System campuses who focus on developing and delivering more specialized programming across the state and whose salary and fringe are funded by Cooperative Extension and/or a UW System campus.

Historically, if a county or tribe wanted programming in a particular academic area, then it needed to hire a county-based Educator. Specialists have provided programming to counties and tribes as well, but it has not always been easy for the Specialists to identify which counties needed programming or for the counties to identify which Specialists are available to meet their needs.

The Recommendation

We recommend that Cooperative Extension provide local communities improved, intentional access to regional outreach and research positions that would be primarily funded by Cooperative Extension. These positions may be housed in counties, in tribes, on UW campuses or in Extension centers, but would serve broad audiences based on local, regional, and statewide needs. Examples include:

- **Extension Specialists:** Faculty focused on performing applied research and scholarship in a specialized discipline in support of developing and delivering programs to local audiences and Cooperative Extension colleagues; and
- **Outreach Programmers:** Staff focused on developing and supporting programming through specialized content expertise and providing technical assistance to Cooperative Extension colleagues.

These faculty and staff would serve a broader geography with a deeper set of expertise. For example, an Extension Specialist focused on cranberry production might be located in a county Extension office and serve growers in all of Wisconsin's cranberry-growing counties, even if a cranberry-growing county does not invest in a local agricultural position.

Area Extension Directors would help coordinate with the Extension Specialists and Outreach Programmers to ensure local needs are met. For example, an Area Extension Director could call on these faculty and staff when a rapid response is required in a specialized area, such as a public health concern, to ensure the counties and tribes in their area have access to the necessary information.

We also recommend that Cooperative Extension continue to invest in positions based at UW campuses, in addition to these regional positions, and that these campus-based positions be connected with county-based and regional positions more intentionally through the Area Extension Directors.

Rationale for the Recommendation

The reasons for this recommendation are:

- **Accessibility:** Counties and tribes would be able to access educational programs even if they are not funding or housing these positions directly.
- **Specialization:** These positions would be considerably more specialized in their areas of focus, enabling counties and tribes to access a broader and deeper array of educational programs and specialists.
- **Flexibility & Speed:** These positions would enable counties and tribes to address emerging issues through new or adapted programs quickly and efficiently.

Differentiating County- and Tribe-Based Educational Positions

Background

There are roughly 350 locally-based faculty and staff serving as educators in Cooperative Extension - nearly half of all the faculty and staff in Cooperative Extension. This reflects our educational mission and our deep value of education. Practically, however, those serving as educators differ on a wide range of qualifications and responsibilities, like:

- Educational attainment, ranging from bachelor's degrees or high school diplomas (for peer educators) to doctorates (for research-focused faculty members);
- Employment relationships, ranging from annual staff appointments to tenured faculty positions; and
- Educational methods, ranging from providing community-based peer training to creating new educational programs by applying independent research.

Grouping staff with such a wide array of responsibilities and qualifications under the same position has created a number of issues. In some cases, the outlined responsibilities for a position may not match the qualifications or intentions. Also, some educators may perform similar responsibilities but have different qualifications or employment relationships (e.g., some may be tenured faculty while others may be academic staff).

The Recommendation

In addition to the regional and statewide positions listed in the previous recommendation, we recommend creating three different positions that counties or tribes may fund in the future:

- **Associate Extension Educators:** Staff with a high school diploma or bachelor's degree, focused on teaching, delivering programs, and providing educational services throughout the county or tribe. These staff would leverage curricula and educational materials developed by statewide resources based on the UW campuses and Extension centers;
- **Extension Educators:** Staff with a bachelor's degree or master's degree focused on independently adapting research-based programs to be most relevant to the residents of the county or tribe and delivering those programs to the residents; and
- **Program Coordinators:** Staff with a bachelor's degree or master's degree focused on providing operational support to volunteers and Associate Extension Educators delivering a specified program within a county or tribe.

These positions better align job responsibilities with educational qualifications. Staff serving in these positions would be aligned with a disciplinary focus (e.g., 4-H Community Club Program Coordinator, Organizational Development Extension Educator, FoodWise Associate Extension Educator). The use of these positions would be determined by program needs and not all of these positions would be utilized in a given program. For example, if a program is largely delivered by volunteers then it may require Program Coordinators, rather than Extension Educators.

Rationale for the Recommendation

The reasons for this recommendation are:

- **Alignment:** These new positions would better align the responsibilities with qualifications to ensure all faculty and staff are set up for success and that their programming efforts optimally use and leverage their talents, skills, and abilities.

- **Flexibility:** These positions would allow for more flexibility in how programs are delivered, and positively moves the organization away from the one-size-fits-all approach in the current model.
- **Diversified Applicant Pool:** There would be new opportunities for people with diverse experiences and backgrounds to apply for positions within the organization that were not there before because of minimum qualification barriers.

Sharing Educational Positions Across Counties/Tribes

Background

Of the 350 county-based Educators, roughly 250 are co-funded by the counties or tribes (the other 100 are largely funded through grants in the FoodWise program). Nearly 95% of these locally-funded Educators are assigned full-time to work with an individual county. Only 17 Educators are assigned to work in two counties and three Educators are assigned to work in three counties. Though some of these sharing relationships have been in place for years, most have emerged in the past two years to address vacancies in certain counties given reduced budgets.

The all-or-nothing approach of requiring counties to fund full-time Educator positions has created inequities across the state related to workload, retention, and accessibility. Some counties have hired an additional full-time Educator to meet a part-time programming need, while others have left certain programming needs unfulfilled because they could not fund or justify a full-time position. 4-H Youth Development Educators offer a good example of this situation: If a county wants to have the 4-H Community Club program, then they must fund at least one full-time 4-H Youth Development position. In one county, a full-time 4-H Youth Development Educator supports one club (five volunteers and 24 youth) while in another county, a full-time Educator supports 19 clubs (114 volunteers, and 344 youth). Although most 4-H Youth Development Educators provide programming beyond the 4-H Community Club program, this incongruence highlights the lack of flexibility in current hiring practices.

This all-or-nothing approach has also created a situation where many Educators must be generalists, covering a broad array of topics and programs. For example, Family Living Educators cover programs ranging from nutrition to financial literacy, parenting to drug addiction. Many of the initial nine Work Groups on the *nEXT Generation* project cited the need to allow Educators to specialize more into narrower disciplines, both to allow for richer programming and for Educators to stay current in the field. However, the current structure of one Educator to one county does not allow for specialization except in larger counties, like Milwaukee and Dane, that can support multiple Educators within the same discipline.

The Recommendation

We recommend allowing counties and tribes to share or hire part-time Associate Extension Educators, Extension Educators and Program Coordinators in the future. The Area Extension Directors would advise and guide counties and tribes on options for sharing staff based on their knowledge of the programming needs across neighboring counties and tribes.

As the examples in [Figure 2](#) illustrate, county and tribal assignments could take a variety of forms. Some counties and tribes may choose to continue funding full-time positions in the future; others may choose to split funding for certain positions with one or more counties and tribes. Given that areas are only administrative boundaries for the Area Extension Directors, counties or tribes would not be restricted to only co-funding positions with others in their area. For example, if two adjacent counties in two different areas determine that they each need a part-time Horticulture Associate Extension Educator, then the two Area Extension Directors would work together to hire and onboard one full-time staff member. In these situations, Cooperative Extension would identify one Area Extension Director as the formal hiring and managerial authority to avoid situations of staff having two direct supervisors.

Sharing staff could also allow for more specialized positions. As an example, if three neighboring counties identify that they each need Family Living programming, then they could each individually fund full-time

Family Living Extension Educators or they could collectively fund three specialized Extension Educators - one focused on parenting, one focused on nutrition, and one focused on financial literacy.

Rationale for the Recommendation

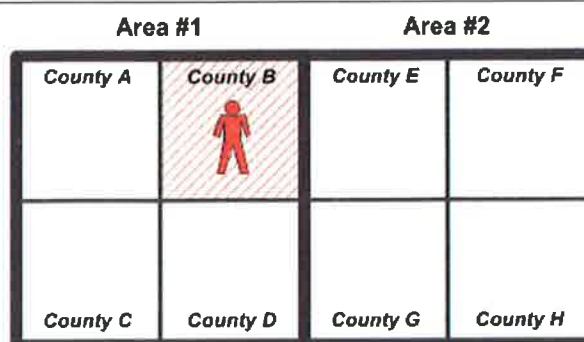
The reasons for this recommendation are:

- **Flexibility:** Counties and tribes would be able to fund part-time or full-time staff based on their programming needs.
- **Cost Sharing:** Counties and tribes would be able to split or share the costs for certain staff if they cannot fund full-time positions.
- **Specialization:** Cooperative Extension would be able to structure positions to be more specialized, offering counties and tribes the opportunity to more accurately meet their programming needs at a local level.

Figure 1: Examples of Possible Staff Sharing Configurations

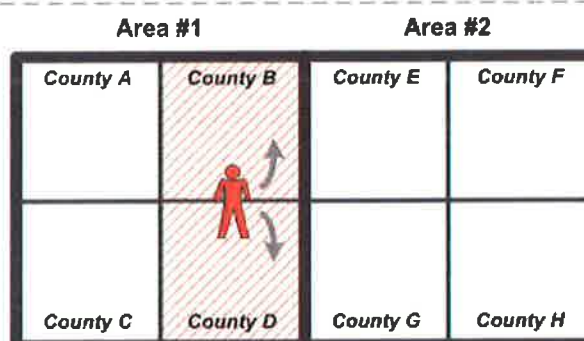
Example #1: Staff Dedicated to a Single County

County B identifies a need for dairy programming.
County B contracts with Cooperative Extension to fund a full-time Dairy Associate Extension Educator.
A Dairy Associate Extension Educator works full-time for County B delivering dairy programming.



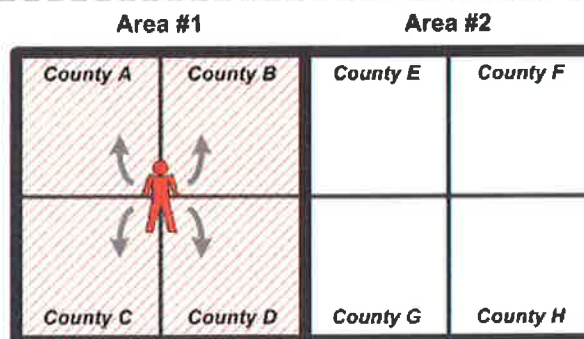
Example #2: Staff Dedicated to a Few Counties in a Single Area

Counties B and D identify a need for parenting programming, but cannot individually fund a full-time Parenting Extension Educator.
Both counties individually contract with Cooperative Extension to fund half of a Parenting Extension Educator.
A Parenting Extension Educator works part-time for both counties delivering parenting programming.



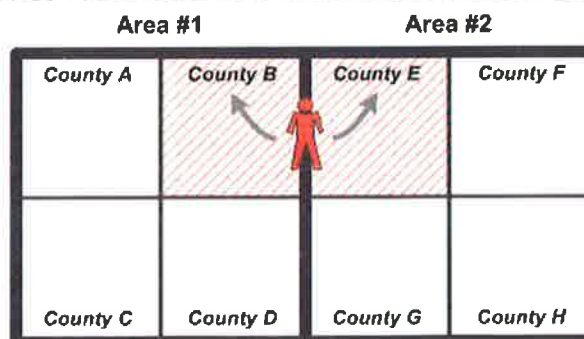
Example #3: Staff Dedicated to a All Counties in a Single Area

Counties A, B, C and D identify a need for leadership programming, but each county only needs a quarter of a Leadership Extension Educator.
All four counties individually contract with Cooperative Extension to fund a quarter of a Leadership Extension Educator.
A Leadership Extension Educator works part-time for all four counties delivering leadership programming.



Example #4: Staff Dedicated to a Two Counties in a Different Areas

Counties B and E identify a need for 4-H community club programming, but given the number of clubs in the two counties, each county only needs half of a 4-H Community Club Program Coordinator.
Both counties individually contract with Cooperative Extension to fund half of a 4-H Community Club Program Coordinator.
A 4-H Community Club Program Coordinator works part-time for both counties.



Establishing New Agreements Between Counties & Cooperative Extension

Background

Currently, each county signs an annual contract with Cooperative Extension identifying the general programs they are funding and the amount that they are paying to Cooperative Extension. The amount of fees are determined based on the salary and fringe rates for the identified staff, who may be paid at different rates.

Determining county investment tied directly to salary and fringe costs creates a number of issues. It requires additional negotiation effort by both parties each time there is a staff change or a salary change. For example, whenever staff receive a raise or promotion, Cooperative Extension and the county need to negotiate for an increase in the fees. Also, if Cooperative Extension and the county determine that they need to shift staff between counties, then the contract must be renegotiated to reflect the difference in staff salaries even if the position remains the same.

In addition to contributing to salary and fringe in the annual contracts, counties set aside money in the county budgets for travel and professional development for the faculty and staff they fund. Since each county can have different expense policies, faculty and staff across Cooperative Extension receive different levels of support. Staff who are shared between counties need to navigate multiple counties' accounting systems and policies, plus those for Cooperative Extension.

Like expense and travel policies, IT policies and services also vary between counties.

The Recommendation

We recommend instituting two agreements between Cooperative Extension and individual counties in the future:

- An annual **Contract** identifying the FTE and types of positions that the county would fund and the fees for those positions; and
- A multi-year **Memoranda of Understanding** (MOU) to supplement the annual contracts that standardizes processes, expectations, and lines of authority between Cooperative Extension and the county.

The MOU would identify the types of services and programs that Cooperative Extension can provide to the county (depending on the positions it funds) and the types of services and resources the county would provide to Cooperative Extension (e.g., office space for staff, office supplies). The MOU would also outline general approval processes (e.g., hiring process and authority for new staff, approval process for annual contracts) and expectations for how the counties and Cooperative Extension would work together.

Building on the MOU, Area Extension Directors would develop an annual contract with individual counties that would identify the FTE and types of positions the county is funding (e.g., 1.0 FTE of 4-H Youth Development Program Coordinator, 0.5 FTE of Family Living Extension Educator). The contract would not contain the names of staff serving in those positions, just the position titles and associated FTE. The contract would be up for renegotiation annually to allow counties the opportunity to make changes based on their needs.

Each county would pay standard fees based on the discipline and position level (e.g., 1.0 FTE of a 4-H Youth Development Program Coordinator might cost a different amount than 1.0 FTE of a Master Gardener Program Coordinator). These fees would be relatively standard across the state, but Cooperative Extension could modify the fees charged to each county based on economic indicators.

These fees would cover the costs for salary, fringe, travel, professional development, and technology (e.g., hardware) for the staff funded by counties, meaning that the counties would not be required to separately set aside money and develop line items in their budgets for travel, technology, and professional development as they do currently.

Given that counties would pay standard fees for each position instead of specific staff, the fees would not change in a given year unless both parties agree to change the positions or FTE. For example, the fees for the counties would remain the same even if Cooperative Extension provides mid-year raises to the staff or if the county and Cooperative Extension agree to change staffing for a position before the next contract begins. These fees may change year-over-year based on the availability of funding, cost of living changes, and other metrics.

Rationale for the Recommendation

The reasons for this recommendation are:

- **Clarity:** Both Cooperative Extension and the counties would clearly understand their expectations, responsibilities, and lines of authority.
- **Transparency:** Counties would now have full information of and insight into the suite of programs and types of staff available to meet local needs.
- **Predictability:** Counties would now know their all-in costs for the contracts with Cooperative Extension at the beginning of the year, and would not need to adjust their budgets mid-year unless they decide to increase or decrease the FTE for their positions.
- **Reduced Administrative Burden:** Counties would not need to set aside separate funding and support for technology, travel, and professional development for Cooperative Extension staff (though funding would still be needed for county employees supporting Cooperative Extension), and would be able to reduce the amount of administrative effort required to support the Extension office.
- **Standardization:** Staff serving counties would have one set of policies and procedures to follow for travel, professional development, etc. rather than needing to follow the policies and procedures for each individual county plus Cooperative Extension.