

# Historic Sites Preservation Council

Jefferson County Courthouse  
311 S. Center Avenue, Room 202

Wednesday, April 11, 2018  
8:30 a.m.

## Council Members

Ed Morse, Chair; Matt Foelker, Vice Chair; Robert Birmingham, Secretary; Steve Nass; Steve M  
Mode

## Agenda

1. Call to order
2. Roll call
3. Certification of compliance with open meetings law
4. Review of agenda
5. Public comment (*Members of the public who wish to address the Council must register their request at this time*)
6. Approval of minutes from the February 7, 2018 meeting
7. Communications
8. Proceedings Report from workshop: discussion and possible revisions
9. Outreach to local historical societies
10. Prospective landmark sites
11. Next meeting; June date and location
12. Potential agenda items for Council's next meeting
13. Adjourn

A quorum of any Jefferson County Committee, Board, Commission or any other body, including the Jefferson County Board of Supervisors, may be present at this meeting.

*Individuals requiring special accommodations for attendance at the meeting should contact the County Administrator 24 hours prior to the meeting/visit at 920-674-7101 so appropriate arrangements can be made.*

# Historic Sites Preservation Council

Jefferson County UW Extension  
Rooms 7-8  
864 Collins Road  
Jefferson WI, 53549

Wednesday, February 7, 2018  
9:00 a.m.

## Council Members

Ed Morse, Chair; Matt Foelker, Vice Chair; Robert Birmingham, Secretary; Steve Nass; Steve M  
Mode

## Agenda

- 1. Call to order**  
Morse called the meeting to order at 9:10am
- 2. Roll call**  
Present: Morse, Foelker, Birmingham, Nass  
Absent: Mode  
Others Present: Nimm, Katie Otto, Robin Untz, Wayne Kroll, Steve Grabow
- 3. Certification of compliance with open meetings law**  
Meeting was posted and noticed according to law.
- 4. Review of Agenda**  
Nass/Birmingham motion to approve the agenda. 4/0.
- 5. Public Comment** (*Members of the public who wish to address the Council must register their request at this time*)  
No public comment.
- 6. Approval of minutes from the December 6, 2017 meeting**  
Nass/Foelker motion to approve the minutes. 4/0.
- 7. Communications**  
None.
- 8. Work plan: discussion and development of mission and goals**  
Nass introduced Steve Grabow. Grabow led the group through the work plan development.  
A draft work plan is attached.
- 9. Next meeting; February date and location**  
Next meeting to be scheduled in April/May depending on schedules.
- 10. Potential agenda items for Council's next meeting**  
Report/Draft Work plan review

**11. Adjourn**

Nass/Birmingham motion to adjourn at 11:58am. 4/0

Respectfully submitted,

*Mary S. Nimm, Program Assistant Parks*

# Jefferson County Historic Sites Preservation Council Workshop Proceedings Report

University of Wisconsin-Extension  
February 7, 2018  
9:00 am-12:00 Noon

## **Participants**

(8 Participants at Workshop)

Ed Morse  
Steve Nass  
Matt Foelker  
Wayne Kroll  
Bob Birmingham  
Katie Otto  
Robin Untz  
Mary Nimm

## **Sponsor/Liaison:**

Ed Morse, Chair, Historic Sites Preservation Council and Steve Nass, Council Member

## **Workshop Process Design, Facilitation and Proceedings Compilation By:**

Steve Grabow

GPS: Grabow Planning Systems, [gpsgrabowplanningsystems@gmail.com](mailto:gpsgrabowplanningsystems@gmail.com)  
Professor Emeritus, University of Wisconsin-Extension (Retired), [steve.grabow@ces.uwex.edu](mailto:steve.grabow@ces.uwex.edu)  
414-248-3287

**March 2, 2018 (Draft)**

# Historic Sites Preservation Council Workshop Proceedings Report

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(Including observations provided by Steve Nass, Ed Morse and Others at the workshop)
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### **Overview**

Steve Nass invited Steve Grabow to design and facilitate a planning workshop to address foundational organizational considerations of this new organization, and to develop an action plan for future direction. Subsequently, a scope of work and proposed agenda were developed and agreed-upon (See Appendix). The purpose of the effort was:

- To provide a facilitated forum for foundational organizational considerations associated with the formation of a new group (Historic Sites Preservation Council).
- To bring together a representative group to develop a short and longer term work plan for the Council (Key initiatives, actions and strategies).

The expected outputs and outcomes from this process included:

- One facilitated workshop of three hours consisting of an opener, purpose/mission observations, stakeholder analysis, initial operating principles (as an organization), initial vision sketch development, and work plan (key initiatives, actions strategies).
- A “Proceedings Report” to document the workshop (compiled by Mary Nimm and Steve Grabow). This report represents the documentation from the February 7th workshop.

## **Section 1: Key Functions, Mission and Organizational Purpose**

Participants were asked to respond to this question: “What are the key functions that you hope will be carried out by the Jefferson County Historic Sites Preservation Council in the future?” Identification of the desired organizational function or organization purpose/mission is an important starting point in considering the future of an organization. A purpose or mission statement is WHAT an organization does. It is its core function; reason for being and what the organization does uniquely well. The Facilitator has captured each idea with the actual wording (or as close as possible) of the participant. Subsequently, the Facilitator labeled the input on the identified key functions. Initially, there was no testing about the extent of agreement or disagreement of these key organizational function statements.

The participants then reviewed some draft mission statements developed at previous Council meetings. They were retrieved from meeting minutes. Observations about how these draft mission statements relate to identified key functions were listed by participants. This led the participants to come up with a synthesis of key functions/purposes along with the recognition that they would like to include a bit of the rationale for “why” the organization exists (this is sometimes referred to as providing a “hint” to the vision for historic preservation). This is common and accepted best practice in mission statement development.

Subsequently, the participants came up with a “working mission statement” along with their observations about this. The participants noted that there is a need for further “wordsmithing”. To assist this effort, the Facilitator has suggested three refined alternatives of the “working mission statement” to prompt further deliberations on this by the Council.

### **Key Functions**

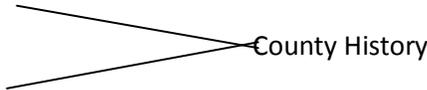
- a) Education, Sharing and Promotion: Promote the history of the County (education, other)
- b) Projects: Identifying and landmarking historic places.
- c) Support and Resource Hub: Act as a “resource”/”hub” to local historical groups
- d) Oversight: Act as “administration” of the different focuses (we are the “overseer”)
- e) Planning: Take the lead of incorporating “history” into upcoming County Comprehensive Plan Development.
- f) Organizational Change Facilitation (Long-Term): Facilitate the establishment of a “County Historical Society” (with a facility and staff)

### **Previously Developed Draft Mission/Purpose Statements (From Minutes of the Council)**

- “Promote history of Jefferson County, in general”
- “Dedicated to preserving the history of Jefferson County.”

### **Observations (Related to Identified Key Functions and Draft Mission Statements)**

- Broad enough to handle our key functions.
- A bit too broad.
- Tell the history of Jefferson County.
- Key punch/action words for key functions or key purposes:
  - Share
  - Preserve
  - Support
- Why (Need to also explain “why we exist” in the mission):
  - To enrich
  - To assure economic and community development
  - For promoting cultural and heritage tourism



### **Working Mission Statement Alternative 1** (Developed by Participants)

***“To share, preserve, support, document the history of Jefferson County in order to gain appreciation of our cultural heritage, historical tourism.”***

### **Observations on the Working Mission Statement**

- It does include a reference to the “benefits” or reason why the Council exists
- Need a description of the desired end-state for “tourism” – one way to describe the desired condition is to include the phrase “gain appreciation”
- Tourism – Including a reference to tourism is important since this relates to economic development

### **Follow-up Mission Statement Wordsmithing**

*The Participants agreed that some follow-up wordsmithing or refinements to their draft “working mission statement” (Alternative 1) was needed. They wanted to deliberate further. In order to assist this effort, the Facilitator has put together additional alternative working mission statements that responded to some of the Participants' observations and other mission/purpose/function ideas. The Facilitator also incorporated some of the initial statements by participants from the “Opener Exercise” on what they believed is “most important” when we consider the future of the Council (See Appendix). These three alternatives are intended to “prompt” further thinking about WHAT the fundamental purpose(s) of the Historic Sites Preservation Council should be.*

### **Working Mission Statement Alternative 2-Variation of Participants' Working Mission Statement** (Developed by Facilitator in response to observations by Participants)

***“To share, support and document the history of Jefferson County in order for all to gain appreciation for and preservation of our cultural heritage and historic tourism.”***

### **Working Mission Statement Alternative 3-Includes Network Considerations** (Developed by Facilitator in response to observations and other ideas by Participants)

***“To document and educate about the history of Jefferson County and to complement local preservation network efforts for the preservation of our cultural heritage and established historic tourism attractions.”***

### **Working Mission Statement Alternative 4-Includes Network Mobilization** (Developed by Facilitator in response to observations and other ideas by Participants)

***“To document and educate about the history of Jefferson County, and to mobilize our local preservation network efforts around cultural heritage preservation and historic tourism.”***

## **Section 2: Stakeholder Analysis**

*Stakeholders are defined as those individuals or groups that affect or are affected by the Historic Site Preservation Council. Participants responded to this question: “Who are the key stakeholders? (those that affect or are affected by the Historic Site Preservation Council). Participants generated a list of internal and external stakeholders. While all of the stakeholders are important, the participants were asked to highlight a short-list of stakeholders that might require special attention or emphasis as the Council continues to consider its organizational future. Four external stakeholders were identified as “primary stakeholders” (requiring special attention or emphasis). These are identified in italics. For two of these primary stakeholders, the participants listed some criteria that the stakeholder group might use to judge the effectiveness of the Council. Note: This is a useful exercise that could be applied to all primary stakeholders.*

### **Key Stakeholders**

#### **External Stakeholders**

##### **Primary External Stakeholders (Those Requiring Special Attention or Emphasis)**

- *Local Historical Societies (and criteria to judge effectiveness of the Council below):*
  - The extent to which there is active participation in Council work.
  - The extent to which local societies come to the Council as a place for resources
  - The extent to which the societies might consider networking into a “County Historical Society”
  - The extent to which the Council helps address the local society's limitations
- *County Administration (and criteria to judge effectiveness of the Council below):*
  - The extent to which Administration buys into work of the JCHSPC
  - The extent to which the County incorporate preservation into their planning
  - The extent to which there is meaningful activity by the Council
  - The extent to which there is a historical network presence in the County.
- *Tourism Council*
- *Newspapers and Media*

##### **Other External Stakeholders**

- Tourists/Visitors
- Main Street Programs (Lake Mills, Watertown, Whitewater)
- JCEDC
- Cultural Groups
- State Historical Societies
- National Preservation Trust
- Schools
- History Educators – Madison College, UWW, other Libraries
- Units of Government
- County Board
- County Register of Deeds
- Owners (Historic Properties)
- Developers
- Social Media

### **Internal Stakeholders**

- Jefferson County Historic Sites Preservation Council – 5 members
- Parks Committee
- Parks Staff/Liaison/Support
- Representatives/Advisers from local historical/tourism groups
- Students
- Project subcommittees (future)

## **Section 3: Operating Principles**

### **Jefferson County Historic Sites Preservation Committee Operating Principles---(How do we want to work as a group?)**

*Since the Council is a new organization, the Facilitator asked the participants to identify principles that could guide how the Council would like to work as a group for actually getting things done. This is a particularly important exercise for self-directed organizations that have been newly created. These represent practical considerations for the carrying out of tasks, leadership, time management, realistic capabilities and linkage efforts. The Facilitator has organized the suggested operating principles by affinity and has labeled each category/theme.*

*This was intended to be a preliminary effort that should be revisited at future Council meetings. For several of the principles, the participant's have specifically stated that they will have to further develop some detailed protocol and follow-up about how they will actually carry out this work.*

#### Establishment and Use of Volunteers to assist the Council

- Marshall volunteers

#### Use of Work Plans and other Guides that have been developed

- Use "work plan"

#### Importance of Administrative and other Processes

- Mary Nimm and the Parks Department are our administrative support
- Continue to work with applications. (flesh out application process)
- Landmarking: Council to figure out detailed steps of this process

#### Value our partnerships and the emerging network

- Partner with local/state societies on specific properties (i.e.: landmarking) – (continue describing this)
- Clarify the details of how we as a Council want to "partner"
- Continue to work with landowners. (we will do this as a group)
- Serve as a historical resource for the JCEDC/Schools/County Planning

#### Effectiveness of Meetings

- In establishing the Council, we have been allowed six meetings per year. (this could be changed if we need more meetings)
- Consider some evening meetings to help participation with local societies

## **Section 4: Vision Sketch: Jefferson County Historic Sites Preservation Council (Operational and Organizational Considerations)**

*Participants were asked to respond to these questions: What are your hopes for the future for what you would like to see around the topic of historic preservation in Jefferson County? (both operationally and organizationally); What would “success” look like?; What would you like to see in place over the next 5 years? Participants generated a long list of ideas in response to these questions. The facilitator has organized the ideas by affinity or theme/category. Those vision ideas in italics were also incorporated as detailed elements for the “Action Plan”, and are also cross-referenced to the corresponding action item in the next section.*

### **Presence (See Action Plan A.)**

- *Hope to develop our website/Facebook presence. (nothing historical on website now)*
- *Hope to negotiate/determine format of website*
- *Hope to populate Facebook page*
- *Hope to check County rules on social media. (protocol/find out what we need to do)*
- *Hope to involve newspapers in education*

*Note: Also see “Focal Point/Clearinghouse” vision ideas in this section.*

### **Identity/Branding (See Action Plan B.)**

- *Hope for a logo and branding of the Council (give face to the Council).*

### **Sites/Landmarking (See Action Plan C.)**

- *Hope to identify and landmark historical properties. (local and inventory lists)*
- *Hope for a “process” for this identification and inventory.*

### **Network/Collaboration (See Action Plan D.)**

- *Hope for close interaction/support with local societies (they are not all robust/understaffed/ and at times it is hard for them to respond)*
- *Hope to help local societies*
- *Hope to build on already strong local societies (i.e.: Watertown and Fort Atkinson)*
- *Hope to learn lessons from challenges faced by local societies*
- *Hope to assess capacity of local societies to partner with the Council*
- *Hope to assess the capacities of our local societies.*

### **Organizational Structure (See Action Plan E.)**

- *Hope for a “call” to form a County Historical Society (identify the path to create this)*
- *Hope for “County Historical Society.” (embarrassing that we don’t have one)*
- *Hope to identify potential “headquarters” for a County Historical Society (possibly partner with a local society to be the County headquarters)*
- *Hope to develop a process to establish headquarters. (size/established/capacity to take on)*

### **Education (See Action Plan F.)**

- *Hope for the public to know about Council's work.*
- *Hope to advance “education” about historical preservation*
- *Hope to use “students” and work with high schools*

### **Research/Projects**

- Hope for interactive/web-based inventory (CLIO/App/GIS county to develop)
- Hope to look at successful Counties on historic preservation. (LaCrosse/Shawano/Waukesha – they have successful websites – we could use them as a model to adapt)
- Hope to look at/understand CLIO (from Missouri State U) [Google this]
- Hope to identify projects that could be done by high school students/high school teachers/UW-Whitewater, UW-Milwaukee, UW-Madison, Madison College, other institutions.

### Tourism

- Hope to establish/identify needs of the Jefferson County Tourism Council
- Hope to initiate “communication” with the County and local tourism councils

### Focal Point/Clearinghouse

- Hope to be a “clearing house” of information. (i.e.: where do we go and where does info appear? Document on our website)
- Hope to develop a “protocol” for this clearinghouse function; start with:
  - a. Phone #
  - b. Presence

### Planning

- Hope for rules and plans for preservation in County codes (See County Administration criteria in Stakeholder Analysis).

## **Section 5: Work Plan 2018**

*Participants were asked to respond to these questions in the development of the Council's 2018 Work Plan:*

- *What are key initiatives, actions, tasks or strategies that would respond to or move the organization toward its vision ideas?*
- *What are priority actions that should be taken over the next year or so? (prompting criteria: readiness, capability, commitment, organizational fit, resources, general feasibility, other)*
- *Who has the capacity and commitment to lead or convene priority initiatives?*
- *What is the potential sequencing of a your "action agenda"*

*Subsequently, the participants developed the major initiatives that they would like to proceed with over the next year. Some of the detailed ideas for carrying out these initiatives were prompted by the Vision Sketch exercise in the previous section (See previous section for elements in italics and the cross-referencing to this Action Plan).*

- A. Establish a presence for the Historic Sites Preservation Council (that we exist).
- a. Get us on County Directories.
  - b. There are a number of ways to do this:
    - Web
    - Directories
    - Facebook
    - Articles in Paper

Obtain guidance from County on the proper protocol for website development.

- c. Chair – Place on Agenda (when?)
  - d. Mary Nimm/Steve Nass – Make contact
- B. Develop the Council's identity/brand.
- C. Develop a detailed process for identifying and landmarking historical properties.
- D. Initiate contacts and meaningful relationship building with our local societies.
- E. Develop initial steps in facilitating the establishment of a County Historical Society as a non-profit organization (with the understanding that this is a longer-term initiative to fully implement).
- F. Provide "education" on this Work Plan.
- a. Steve Grabow/Mary Nimm to document this workshop in a Proceedings Report\*.

*\*Ed Morse/Steve Nass : Invite County Administrator/Board Chair to next meeting. The intention is to get their 'Yes' or 'No' on this Proceedings Report and Work Plan plus their reaction and guidance.*

## APPENDIX

### **Historic Sites Preservation Council Organizational Future and Planning Session**

UW Extension, Rooms 8 and 9  
Jefferson, Wisconsin-Extension  
February 7, 2018  
9:00 -Noon

#### **Project Understanding and Scope**

Purpose of Effort:

- To provide a facilitated forum for foundational organizational considerations associated with the formation of a new group (Historic Sites Preservation Council)
- To bring together a representative group to develop a short and longer term work plan for the Council. (Key initiatives, actions and strategies)

Project Facilitator: Steve Grabow

Project Sponsors/Liaison: Ed Morse and Steve Nass

Outputs/Outcomes of Process:

- One facilitated workshop of about three hours consisting of an opener, purpose/mission observations, stakeholder analysis, initial operating principles (as an organization), initial vision sketch development, and work plan (key initiatives, actions, strategies).
- Agreement by participants on Meeting Guidelines and meeting format.
- A Proceedings Report to document workshop (compiled by Steve Grabow in conjunction with Mary Nimm)

#### **Agenda**

##### Background

- Welcome, background and introduction to process: Steve Nass and Ed Morse
- Review of Project Understanding, Scope and Agenda Review
- Meeting Guidelines Review and Affirmation

##### Foundational Questions

- a. Opener: Introduce yourself and what do you think is most important as we consider the future of the Jefferson County Historic Sites Preservation Council?
- b. Mission/Organizational Purpose: What are the key functions that you hope will be carried out by the Historic Sites Preservation Council?
- c. Stakeholder Analysis: Who are the key stakeholders (those that affect or are affected by the Historic Sites Preservation Council)?
- d. Operating Principles: How do you want to work as a group?

##### Vision Sketch

- a. What are your hopes for the future for what you would like to see around the topic of historic preservation in Jefferson County? (both operationally and organizationally).
- b. What would "success" look like? What would you like to see in place over the next 5 years?

### Work Plan

- ◆ What are key initiatives, actions, tasks or strategies that would respond to or move the organization toward its vision ideas?
- ◆ What are priority actions that should be taken over the next year or so? (prompting criteria: readiness, capability, commitment, organizational fit, resources, general feasibility, other)
- ◆ Who has the capacity and commitment to lead or convene priority initiatives?
- ◆ What is the potential sequencing of a your “action agenda”

### Wrap-up and Future Direction

Adjourn: Noon

Prepared By: Steve Grabow, GPS: Grabow Planning Systems, and Professor Emeritus, UW Extension (Retired), February 5, 2018

## **Suggested Facilitated-Meeting Guidelines** **(To help assure a productive workshop)**

- Be open to new ideas by respecting others' opinions
- No right or wrong answers/responses (so avoid being judgmental).
- Be concise so everyone can participate fairly
- Only one person talks at a time.
- Actively participate.
- Pass if you choose not to speak
- All of same status during our workshop time
- Try to make the agreed-upon process work
- Try to enjoy this.

Facilitator: Steve Grabow, GPS: Grabow Planning Systems and Professor Emeritus, University of Wisconsin-Extension (Retired)  
Project Liaison: Steve Nass, Historic Sites Preservation Council and Jefferson County Board

Jefferson County Historic Sites Preservation Council-Organizational Future Discussion and Work Plan Workshop, February 7, 2018.

## **Background on the Jefferson County Historic Sites Preservation Council: Organization and Structure**

*Council members provided an overview on the workshop along with background on the Jefferson County Historic Sites Preservation Council. In particular, some clarification on how the organization has changed from its previous structure as a “Commission” to its current structure as a “Council” was shared and discussed.*

### **Overview and Observations by Steve Nass**

- The structure has changed from a Commission to a Council, and organizationally the Council is under the Parks department.
- Observations and Opportunities for the New Council:
  1. The Council has an opportunity to be more of a “clearinghouse” to local societies, and there is an opportunity for the purpose of the organization to be expand beyond just focusing on sites.
  2. There is lots of History to promote in Jefferson County
  3. Involvement with historical tourism could be a part of the Council's role.
  4. Do for all the County
  5. The Council could work with local history groups
- As the Council considers its future, everything is on the table

### **Additional Background by Ed Morse, Steve Nass and Other Council Members**

Context about the old “Commission” was shared (including some accomplishments and challenges without the Commission status):

- Old Commission was based, in part, on federal grants administrated by cities;
- County Board did not recognize language in the codes/mandates establishing the old Commission which contributed to the change in the organization structure;
- The old Commission spent \$100,000 on County surveys;
- The State will only give money to “commissions” (Council therefore has lost this funding for surveys);
- Did small grants to help people get their properties on the registry;
- The old Commission helped people apply for individual grants (which cost \$4000-\$6000 each)
- There are only a few “Commissions” in the State;
- It is disappointing from some perspectives to have lost this “Commission” status.

**Responses to Opener Question:  
“What do you think is most important  
as we consider the future organizational structure of the Historic Sites  
Preservation Council?”**

*At the beginning of the workshop, the Facilitator introduced an “Opening Question” in which each participant, in a round-robin fashion, responded to this question: “Introduce yourself and what do you think is most important as we consider the future organizational structure of the Historic Sites Preservation Council?” Each response was captured, and subsequently the Facilitator organized the responses by affinity (by theme or category). The ideas were further organized by frequency of elements within theme areas. There was no effort to test the extent of agreement or disagreement on these ideas during this exercise.*

Education/Sharing/Stories/Promotion

- ◆ Sites promotion/oral history/education/tell the stories
- ◆ Sometime the written word background information on the County (research by Wayne Kroll of brewing, cheese factories).
- ◆ No one knows some important history.
- ◆ 40 years of photos of cheese factories.
- ◆ History through photos and stories
- ◆ Special places in our history like one room school houses and people congregation places
- ◆ How do we tell our story (all ways, photos, tours, in person);
- ◆ All agree on telling story of Jefferson County history, but this is huge!
- ◆ Federal/State Aid has been a funding resources (for government interests), so a local group needs to promote historic preservation.

Network/Collaboration

- ◆ Most important to network with all societies
- ◆ A collaborative entity and network
- ◆ See Council as having a bipolar base with local organizations
- ◆ Net neutrality of all societies
- ◆ Leave preservation to local Historical Societies.

Focal Point/Clearinghouse

- ◆ How can we be a clearinghouse by being center of the County's historic preservation work.
- ◆ Congregation point for agriculture/sharing.
- ◆ Prioritize what is important.
- ◆ Council should have a narrow focus
- ◆ Narrow our work to designating landmarks in County.

Organizational Structure Change

- ◆ Need a Jefferson County Historical Society (role of Council: facilitate the development of a County Historical Society with a facility.)
- ◆ Get some “founding members” to start process of starting a Jefferson County Historical Society.
- ◆ Need people to step up and think big about a County Society.

- ◆ Link to tourism.
- ◆ Historical tourism is paramount

#### Sites

- ◆ Need well maintained sites.
- ◆ Preservation of sites