

**Sarah Torbert**  
**4-H Youth Development Agent**  
**October-November Extension Committee Report**

**Club Visits**

- Attended Lucky Clovers 4-H Club. Discussed club leadership and redistribution of leadership roles.
- Attended Country Clovers 4-H Club. Held at Madison College in Fort Atkinson, club used computer lab to re-enroll members online as a group.
- Membership is currently at 750 members enrolled online. This is only 20 less than the entire membership enrolled in 2012-13.

**Communication**

- Keeping members up to date through continued use of Facebook page.
- Held final Open House event in Fort Atkinson.
- Continued use of 4-H newsletter to communicate with members about upcoming programs.

**Events and Activities**

- Held meetings for Foods, Project Day, Goats, Promotions and Publicity, Clothing, and Awards committees. Committee process is starting slow.
- Held 4-H Officer Training including club assessment exercise. Clubs would like to grow in Jefferson County and need work organization. Future trainings will focus on identified topics of need.
- Held 4-H Awards Celebration to honor members and leaders for years of service and outstanding achievement.

**Community Partnerships**

- Attended Jefferson County Connections. Group is working on creation of anti-bullying videos to be used in schools.

**Trainings**

- Attended New Colleague Orientation (2 days in Madison).
- Attended 4-H Youth Development Conference (2 day in Wisconsin Dells)
- Attended Youth Development Department Meeting (1 day in Wisconsin Dells). Serving on the Publications and Research Committee for the YDD.

**On the Horizon**

- Reviewing club charters to ensure that clubs are operating using 4-H guidelines and procedures.
- Teaching New Leader Orientation and Training
- Series of e-forums to help leaders gain new resources for club and program success.
- Continued work in establishing committees.
- 4-H Fundamentals Training for new staff.
- Camp Planning
- Strategic Planning Training



*University of Wisconsin-Extension  
Jefferson County Office*

**NEEDS ASSESSMENT AND  
MULTI-YEAR PROGRAM PLAN  
2012 - 2016**

**Planning Team:**

**University Extension Education Committee:**

Glen Borland, Chair  
Sarah Bregant  
Matthew Foelker  
Jennifer Hanneman  
Mike Kelly

**UW-Extension Faculty:**

Kathy Eisenmann  
LaVern Georgson  
Steve Grabow  
Sarah Torbert

**Jefferson County Board Chair**

John Molinaro

**County Administrator**

Benjamin Wehmeier

November 6, 2013 DRAFT

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# **UW-Extension, Jefferson County Office Introduction to Needs Assessment and Program Plan**

## **Program Planning Overview**

Program Planning by UW-Extension occurs approximately every four years. It provides opportunities for counties and the entire UW-Extension system to learn about the needs in our communities. Program Planning represents a mechanism to influence the direction of educational programming over the next few years. It's another way that UW-Extension reaches out to its many community partners and citizens to help meet its institutional vision of being "Wisconsin's educational network for engaging people and their communities in positive change." In this cycle of program planning, this is also being referred to as a "needs assessment".

## **Methods**

A Planning Team consisting of UWEX Faculty and Staff, University Extension Education Committee members, the County Administrator and County Board Chair was selected to guide the process and synthesize findings. The planning approach uses several techniques and multiple steps for the process. A featured component of this process is the input from a UW-Extension Resource Advocacy Network (RAN) which has been established to help engage community leaders in dialogue about UW-Extension and Jefferson County issues, needs and possible educational responses. In this cycle of planning, RAN representatives and other local leaders/clientele from all four program areas participated in a two-hour workshop. For the first time, a second workshop with County Department Heads was held to help UWEX in its responsiveness to key County stakeholders. Also for the first time, a focus group workshop with representatives from the County's minority and underserved communities was held. These three workshops formed a foundation for this cycle of program planning.

This packet represents an overview of the program plan and needs assessment document. It follows a similar format to the last cycle of program planning, and includes sections on the following:

- The Plan for Planning (Process Used)
- The UW-Extension Organizational Framework
- The Dialogue Around Emerging and Future Issues, Needs and Possible Educational Responses (From Various Workshops)
- Recommended Program Plan

## **SECTION I**

### **Plan for Planning**

# **SECTION I**

## **UW-Extension, Jefferson County Office Program Plan Development: An Outline Of the Plan for Planning**

### **Purpose(s)**

- To develop a Long-Range Program Plan (Target for approximately 4 years)
- To provide foundational direction for our personal plans of work
- To provide an opportunity for the University Extension Education (UEE) Committee to give some direction to our programming
- To provide an opportunity for input from our broader constituencies
- To provide influence to the Institution (UWEX) on broader needs (i.e. specialist support)

### **Measures of Effectiveness and Expected Internal Outcomes**

- The plan provides justification/verification of programs
- The plan provides clear direction and information to existing and future committee members (may become a good orientation tool)
- The plan is useful to us and our committee
- Resultant programs are educationally effective and need-based

### **Preliminary Considerations**

- This planning effort attempts to integrate UWEX professional assessments of County and State needs with wants/special interests of stakeholders/interest groups.
- Concern about the budget and constraints.
- Emphasize that this is a flexible plan, and there are always annual reassessments.
- This process benefits from the UW-Extension Resource Advocacy Network.
- There is an opportunity for the UEE Committee to learn the extent of our networking.

### **People and Resources to Involve (Refined for 2012-16 Process)**

- Use existing plans and needs assessments, including ongoing faculty-led planning or assessments such as:
  - United Way
  - Community Action Coalition
  - Jefferson County Government Strategic Plan
  - Jefferson County Government Strategic Plan Monitoring and Assessment
  - Jefferson County Comprehensive Plan Update with Economic Development Emphasis
  - Plan Implementation By Community Proceedings Reports
  - Search Institute
  - Dialogue for Student Success
  - Cultural Competence Assessment (in 4-H)
  - Jefferson County Agricultural Preservation and Land Use Plan 2012
  - Jefferson County Farmland Conservation Easement Commission Plans and Assessments
  - UW-Extension Department of Urban and Regional Planning Graduate Workshop Plans and Reports
  - Glacial Heritage Area Plan
  - Demographic Updates
  - Rock River Coalition Issues.
  - County Board Human Services Assessment: Data

## People and Resources to Involve (continued)

- Planning Committee/Team:
  - UWEX County-based Faculty
  - University Extension Education Committee
  - Gary Petre, County Administrator
  - John Molinaro, County Board Chair
  
- Participants from the Community Partnership Advisory Forums
  
- County Department Heads and Other County Supervisors
  
- Participants from the general and diverse community
  
- Participants from the underserved, minority community

## Process Steps

			<b>Responsible Group:</b>
Step 1	Plan for Planning	Develop process and timeline	UWEX Faculty/Staff Planning Committee/Team
Steps 2 & 3	Mandates and Mission	Review and refine	
Step 3	Stakeholder Analysis	Review and refine	
Step 4	Assessment <ul style="list-style-type: none"> <li>• Refer to existing plans/assessments</li> <li>• Demographic trends information from State</li> <li>• Review Input from Workshops</li> </ul>		Broader Constituency
Step 5a	Preliminary Issue Identification <ul style="list-style-type: none"> <li>• Consider findings</li> <li>• Issue clarification</li> </ul>		Broader Constituency and Planning Team
Step 5b	Strategic Programming Issues <ul style="list-style-type: none"> <li>• Determine relative emphasis</li> <li>• Issue prioritization</li> </ul>		Planning Committee/ Team
Step 6	Review and Present Issues Report for UW-Extension, Jefferson County Office		UWEX Faculty and Staff
Step 7	Strategy Formulation <ul style="list-style-type: none"> <li>• Develop individual plans of work</li> <li>• Interact with UWEX Overall Needs Assessment/Program Planning Process</li> </ul>		UWEX Faculty and Staff

## Time Line

August 27	Plan for Planning Workshop (Staff)
September 10	Process Discussion and Orientation with UEE Committee and Planning Team
October 30	Workshop with County Department Heads/County Stakeholders
November 1	Workshop with General Clientele/Resource Advocacy Network
December 31	Due Date of Report to UW-Extension Administration

<b>Workshop Agenda October 30, November 1 and November 8, 2012</b>	
1 hour	<ul style="list-style-type: none"> <li>■ Orientation to Participants               <ul style="list-style-type: none"> <li>● Prior Planning and Issues</li> <li>● Assessment Results (Successes and Challenges)</li> <li>● Hopes/Opportunities/Program Planning Suggestions</li> <li>● Important On-Going Assessments and Plans (See People and Resources to Involve)</li> </ul> </li> </ul>
1½ hours	<ul style="list-style-type: none"> <li>■ Facilitated Workshop Exercises               <ul style="list-style-type: none"> <li>● Assessment of Successes and Challenges</li> <li>● Opportunities and Hopes Identification</li> </ul> </li> </ul>

<b>Meeting/Workshop Agenda University Extension Education Committee 2013</b>	
½ hour	<ul style="list-style-type: none"> <li>■ Review Draft Needs Assessment and Program Plan from October and November Workshops</li> </ul>
1 hour	<ul style="list-style-type: none"> <li>■ Consider Program Planning Decision Matrix</li> <li>■ Rank Issues in Priority Order</li> </ul>

Prepared by: University of Wisconsin-Extension, Jefferson County Office Faculty



## **SECTION II**

### **UW-Extension Organizational Framework**

- **Cooperative Extension's  
Mission, Vision and Values**
- **Mandates**
- **Stakeholder Analysis**

## **Cooperative Extension Divisional Mission, Vision and Values**

*The mission statement articulates the fundamental, core purpose of an organization. A vision helps describe a desired end-state, and value statements help articulate the philosophy and deep-seeded beliefs of an organization. The UW-Extension, Cooperative Extension, as a statewide institution has embraced the following mission, vision and value statements.*

### **MISSION**

UW-Extension extends the research, knowledge and resources of the University of Wisconsin to people where they live and work.

### **VISION**

Wisconsin's educational network for engaging people and their communities in positive change.

### **WE VALUE**

Research, scholarship and community knowledge. We apply research to address local issues and concerns. We hold ourselves accountable for the highest standards of scholarship. We respect and apply the knowledge of the people we serve.

Local needs and interests. We build the capacity of citizens to engage in the public work that helps them solve their own problems. The local community provides the context for our work. To address local needs, our continuing local presence is vital.

Excellence and innovation. We explore new approaches to meeting educational needs. We demonstrate the highest standards for program quality and effectiveness.

Partnerships. We seek partnerships with county, tribal, state and federal governments, private and public organizations, campus and county staff, volunteers and community residents. Our success depends on shared interests, responsibility, resources and recognition.

Honesty and Integrity. We are stewards of the public's trust and resources. We create respectful, supportive work environments by acting on our organization's values.

Diversity. We seek diversity in our faculty, staff and clientele and welcome differences in people, ideas, programs and partnerships.

People are our most important resource. We continuously improve the practices that enable us to hire and retain the highest quality workforce.

We embrace open communication and strive to improve our workplace.

## Mandates

*The Planning Team has reaffirmed the following formal and informal mandates. Mandates are sometimes referred to as “organizational musts”. Formal mandates prescribe what must be done under the organization’s charter, laws or codes. Informal mandates evolve through established expectations, but are not formally required.*

### **Formal**

- ◆ Statutory mandates
- ◆ Academic department requirements
- ◆ Program area requirements
- ◆ Federal law
- ◆ Position descriptions
  - Describes what the faculty members do
- ◆ Statements of Mission, Vision, Values

### **Informal Mandates (Expectations)**

- ◆ Education of adults and youth (based on assessment of need).  
Continuing education of adults and youth, based on an assessment of need, with individual programs too numerous to mention. UW-Extension is the educational arm of county government and the only department that is focused on providing university research, knowledge and resources to all county departments and citizens.
- ◆ Educational programming, implementation and evaluation in all four program areas:
  - Family Living
  - Agriculture and Natural Resources
  - Youth Development
  - Community, Natural Resource and Economic Development
- ◆ Expect coordination of curriculum development and delivery.
- ◆ Expectations of individual citizens.
- ◆ Expectation for cooperation and partnership (reaching out for expertise).
- ◆ Expectation for the faculty to be well-rounded in addressing stakeholder needs.

## **UW-Extension Mandates (As Provided by Law)**

UW-Extension represents a unique three-way partnership of the federal, state and county government to provide local citizens access to the Land Grant University system. Partners include the United States Department of Agriculture, the University of Wisconsin and Jefferson County. The mission of the University of Wisconsin-Extension is “to provide, jointly with the UW institutions and the Wisconsin Counties, an extension program designed to apply University research, knowledge and resources to meet the educational needs of Wisconsin people wherever they live and work.”

Wisconsin State Statute 59.87, as provided for by an Act of Congress, 38 Stat. 372, sets forth “the establishment of a county extension program by the county board”. Funding is provided by each of the partners, representing contributions of 60% Federal/State and 40% County.

### **Mandates include:**

Wisconsin State Statute 59.87 (6) states that university extension is authorized to conduct programs in:

- a) Professional and liberal education,
- b) Human resource development,
- c) Economic and environmental development,
- d) Extension work provided for in an act of congress approved May 8, 1914 (38 State. 372) and all acts supplementary thereto,
- e) Any other extension work authorized by local, state or federal legislation,
- f) Take any action that will facilitate the accomplishment of any of the functions listed above, including without limitation because of enumeration, the following:
  1. Training of group leaders and the directing of group activities.
  2. Individual or group instruction or consultation.
  3. Demonstration projects, exhibits and other instructional means.
  4. Group workshops, institutes and conferences.
  5. Creation of citizen advisory committees.
  6. Dissemination of information by any appropriate means, including press, radio and television.
  7. Charging of fees for certain desired educational services when sufficient public funds are not available to cover costs.
  8. Cooperation with other local, state and federal agencies.

Wisconsin State Statute 59.87 (7) establishes the university extension program as a department of county government.

Wisconsin Act 455, Section 10, which creates section 346.925 of State Statute, “operation of agricultural machinery by youthful operators”. Act 455 stipulates that UW-Extension will coordinate the safety training of youth for certification to operate equipment on state roads.

Federal Insecticide, Fungicide and Rodenticide Act, Section 23 (c) stipulates that “the Extension Service will educate pesticide users about accepted uses and other regulations’ in preparation for certification for the use of restricted use pesticides. There is also an Intrastate Service Agreement for Certification of Commercial and Private Applicators and Wisconsin ATCP 29.26 (9) for commercial applicators and ATCP 29.27 (7) for private applicators.

Several federal laws, including the National Security Act of 1947, War Powers Act, Federal Civil Defense Act, Flood Control Act and the Federal Emergency Management Executive Order among others, provide for Extension representation on the USDA County Emergency response Board.

# Stakeholder Analysis

Stakeholders are defined as those individuals or groups that either affect or are affected by UW-Extension and its programming. These were refined for this planning cycle.

## External

### *Agriculture/Horticulture*

- \* Ag Producers
  - Larger
  - Smaller scale
- \* Home Horticulture
- ◆ Ag Service Providers
  - Product
  - Consultants
- ◆ Master Gardeners

### *Communities, Community Coalitions and Individuals*

- \* Community Coalitions
- \* Groups Needing Planning Help
- \* Families
- ◆ Volunteers
- ◆ Nonprofit Organizations
- ◆ Family Serving Agencies
- ◆ Health Representatives
- ◆ Health and Well Being Groups
- ◆ Children
- ◆ Downtown Groups
- ◆ Recreation Groups
- ◆ Citizenry
- ◆ Land Owners
- ◆ County Taxpayers

### *Youth*

- \* 4-H Organizations
- \* Youth- Serving Agencies
- ◆ Child Care Providers

### *Minority Groups*

- \* Latino Community
- \* Underserved Community
- ◆ Ethnic Groups

### *Economic Development*

- \* County Economic Development Consortium, including industry/ business
- \* Development Community
  - Developers, real estate, engineers, etc.
- ◆ Economic Development Groups (Chambers, local economic development entities)
- ◆ Business/Industry
- ◆ Bankers
- ◆ Environmental Groups
- ◆ Tourism Groups

## Internal

- \* County Board
- \* County Committees
- \* University Extension Education Committee
- \* County Administrator
- \* UW-Extension Administration
- \* 4-H Organizations
- \* Farmland Preservation Committee
- ◆ County Departments
- ◆ UW-Extension Colleagues (Faculty)
- ◆ UW-Extension Support Staff
- ◆ Sustainability Initiative Groups

### *Government*

- \* County Board Members
- \* Law Enforcement
- ◆ Federal Agencies
- ◆ State Agencies
- ◆ Local Government
- ◆ County Department Heads/Departments
- ◆ Legislators
- ◆ UW-Extension Colleagues in Other Offices

### *Natural Resources*

- \* Rock River Coalition
- ◆ Sustainability Initiative Groups
- ◆ Town and Country R C & D
- ◆ Natural Resource Entities
- ◆ Environmental Groups

### *Schools*

- ◆ School Administrators
- ◆ School Personnel
- Special Needs (Financial)***
- ◆ Needy People

### *Faith-Based*

- \* Faith-Based Organizations
- ◆ Clergy

### *Media*

- ◆ Newspapers
- ◆ Radio
- ◆ Cable

\* Primary stakeholders (from initial assessment) - Stakeholders of particular importance or emphasis for this cycle of program planning.

### **SECTION III**

## **Dialogue Around Successes, Challenges And Hopes for the Future**

- **Jefferson County Department Heads**
- **Resource Advisory Network and Local Leaders**
- **Partners of Underground Clients**

The UW-Extension convened a diverse group of Jefferson County leaders to dialogue around issues, needs and possible educational responses. The leaders included voices from civic and nonprofit organizations, local school administration, dairy industries, human services, community foundations, agricultural consulting, local economic development and community revitalization, 4-H and youth leadership, crop production, government administration, historic preservation, banking and lending, environmental planning and local UW-Extension oversight.

## Participant List

### Workshop I

Andy Erdman, Land Information

Barb Frank, County Clerk

Donna Haugom, Emergency Management

Gail Scott, Health Department

Gary Petre, County Administrator

Kathi Cauley, Human Services

Rob Klotz, Zoning

Staci Hoffman, Register of Deeds

Terri Palm Kostroski, Human Resources

### Workshop II

Linda Ager

Cindy Arbiture

Bev Dahl

Crystal Hoffmann

Steve Hoffmann

Daphne Holterman

Jody Knoebel

John McKenzie

Laura Paddock

Carol Quest

Tim Roets

Howard Wiedenhoeft

Lois Wiedenhoeft

Mary Anne Wieland

Dean Yandry

### Attended as member of the Jefferson County Board and the Extension Education Committee:

John Molinaro

Matt Foelker

Sarah Bregant

Glen Borland

### Workshop III

Lynn Smith, Head Start of Jefferson and Western Kenosha Counties

Barb LaDuc, Opportunities, Inc.

Alma Mann, People Against Domestic & Sexual Abuse of Jefferson County

Jeanette Pett, Community Action Coalition

**UW-Extension, Jefferson County  
Program Planning Forum  
October 30, 2012  
Forum: Department Heads**

*Participants responded to prompting questions on observed success, challenges and hopes for the future. Responses have been organized into theme areas or categories.*

**Successes**

- What are some of the successes that have been achieved in Jefferson County during the past few years?
- What do you feel good about when reflecting about positive change in Jefferson County?

**Community, Natural Resources and Economic Development**

Economic Development/Tourism/Recreation

How do we enhance the economic vitality of Jefferson County and provide tourism and recreational amenities?

- a. People are “using” parks and trails; people are happy and using our parks actively.
- b. Glacial Heritage Area is a “brilliant resource”, also Glacial River Trail.
- c. Planning/Rec Planning: Have seen a dramatic change in County Supervisors. They now rely on plans (i.e. “What does our plan say”; this guides good decision-making).
- d. Department Heads can remind Supervisors on the important plans.
- e. Strategic Plan – helps major policy (e.g. LPN for Rock River Free Clinic); was cited during County Board meeting.
- f. Strategic Plan – creative thinking.

**Youth Development**

Youth Development Support

- a. Our acts of delinquency have come down (more productive youth activities has had impact).



## All Program Areas

### Intergovernmental Cooperation and Citizen Participation

How can Jefferson County build intergovernmental and intercommunity cooperation and meaningfully engage the citizenry?

- a. Public input has increased dramatically during last 20 years (input has been a huge success)
- b. Do not have arguing on major issues and have “buy-in” on major policies.
- c. Have had excellent facilitated processes and focus group work (program improvement in Human Services).

### Healthy Living

- a. Success in “Healthy Lifestyle Movement”; partnership with Health Department, Hospitals, Schools, Parks and Trails, UW-Extension, others.

### Communication/Education/Libraries/Literacy

- a. Success with media relations; they have positive relations re: elections; all County departments (via web). All Department Heads work with PR and allies in media.
- b. Success with Solid Waste (new video). We can serve the general public and school groups. (County Board liked this.)
- c. Emergency Management: Department has used Ag Newsletter for important, required notices on hazardous chemicals.
- d. Advantage of UW-Extension not being a regulator: Easier to go to “educator” rather than “regulator”.
- e. Successes with on-line tools from many County Departments (Land Information, Zoning, UW-Extension, Register of Deeds, Human Services, other).
- f. Appreciate webinars, WisLine for town and County officials. Helps save County departments time.

### **Challenges**

- What are some of the challenges facing us in Jefferson County?
- What are examples of difficult situations to address in our County?

## **Family Living**

### Families – Community-based Prevention and Intervention

How can we strengthen community-based prevention and intervention efforts to address the needs of an increasingly diverse population of children, older adults, and families in Jefferson County?

- a. Many social and family issues due to economics and other things (heroin; drugs; addictions).
- b. Challenge of “rapidly aging population” (demands for dementia services).

### Family-Serving Organizational Capacity Building:

How can Jefferson County build the capacity of community-based and nonprofit organizations serving children and families?

- a. Challenge of “Preparedness for Families” regarding emergency management.
- b. Challenge of “short memories” on disasters.

## **Youth Development**

### Youth Development Support

How can we support quality youth development programs for all youth and strengthen schools and youth organizations such as 4-H and community and faith-based organizations?

- a. Need younger workforce for new ideas.
- b. Need to get our message out to younger generation (twenty somethings); need new communication methods with younger, social media savvy clients.

## **All Program Areas**

### Organizational Development/Leadership

- a. Challenge of staffing to provide services.
- b. Relationship between Staff and County Board members remains a huge challenge (re: Strategic Planning); probably “us versus them” is everywhere.
- c. Relationships also a challenge with nonprofits (policy level versus management level).
- d. Need to build the “volunteer base” in the County, but no staff to manage/coordinate volunteers.
- e. Difficulties with part-time employees; people now need full-time (a revolving door).

### Government

- a. Challenge of “handed-down” mandates.
- b. Challenges of “uncertainty” (i.e. Act 10, Federal level, other).

### Communication/Education/Libraries/Literacy

- a. So much information is out there and so much “misinformation” (technology can hurt us as well as help us).
- b. Internet has so much misinformation that affects County departments (Public Health, Clerk/Elections); misinformation can be a disaster.
- c. Challenge with media reinforcing the controversies in society. People inflamed by misinformation.
- d. Need County policy on social media re: interaction.

*Department Heads (continued)*

Intergovernmental Cooperation and Citizen Participation

How can Jefferson County build intergovernmental and intercommunity cooperation and meaningfully engage the citizenry?

- a. Challenges of coordination between State agencies and County operations.
- b. Public is demanding more and more (and we cannot do everything).
- c. Some people very angry with public workers. This has escalated with the private sector/public sector “divide”.

Cultural Diversity and Capacity Building

How can we build organizational capacity and develop leadership skills with the increasing Latino/Hispanic population and other emerging cultures that will lead to richer lives for everyone?

- a. Challenge of getting “trust” with Latino population; identifying representatives and how to get “understanding” with Latino population.

Planning

- a. Planning process revealed needs to update our Long-Range Transportation Plan. This was the Number 1 planning need. Lots has changed.
- b. Need for transportation plans for elderly and disabled.
- c. Employers cite the need to address worker transportation needs.
- d. Need private/public run transportation service.
- e. Always have need to “monitor” and “update” and “amend” existing plans (with limited staff time and budget).
- f. Need “succession planning” for our aging workforce (County and other).

Healthy Living

- a. Challenge of “access to food” (need for healthy foods, education).
- b. Need to address the huge challenges of unhealthy living, unhealthy eating.
- c. Huge need for addressing complex mental health issues (even with youth) – from economy/poverty/divides/large institutions like Bethesda and St. Coletta’s.

### **Hopes for the Future**

- What are your hopes for addressing needs in Jefferson County?
- What are your ideas about possible initiatives and actions to make Jefferson County a better place?
- What are your priorities in your role in improving our County?

## **Agriculture and Natural Resources**

### Agriculture – Increased Profitability and Appropriate Technology:

How can Jefferson County agricultural producers (both large and small) increase profitability and evaluate and select appropriate agricultural technology?

- a. Monitor the impacts of this year's drought. (Anticipate more selling of farm land.)
- b. Consider "strategic planning" for farms and farm land.
- c. Follow work of "Farmland Conservation Easement Commission".

## **Community, Natural Resources and Economic Development**

### Economic Development/Tourism/Recreation

How do we enhance the economic vitality of Jefferson County and provide tourism and recreational amenities?

- a. Need programs to understand poverty and a "living wage". (Provide "stories" on what it takes to have a living wage.)
- b. Enhance public-private ventures (Fort Health, TREK, CrossPoint Church, other).
- c. Work with Jefferson County Economic Development Consortium (JCEDC) on public/private initiatives.
- d. Recognize economic development in all of our plans and the importance of "growth".

## Family Living

### Families – Community-based Prevention and Intervention:

How can we strengthen community-based prevention and intervention efforts to address the needs of an increasingly diverse population of children, older adults, and families in Jefferson County?

- a. Understand implications of poverty and neglect, and current situation in Jefferson County.

### Family-Serving Organizational Capacity Building:

How can Jefferson County build the capacity of community-based and nonprofit organizations serving children and families?

- a. Coordinate efforts of the nonprofit/civic organizations.

## All Programs

### Planning

- a. Emergency Management: Need to get deeper into “Continuity of Operations” project.
- b. Proactive program on “Public Transportation”.
- c. Monitor and update all of our good department plans (reaches all aspects of living in the County).
- d. Use our very good plans.
- e. “Integrate” and assure that all of our plans are coordinated (departments and other communities).
- f. Involve all departments in Transportation Plan development.
- g. Consider a “long – term plan” to harness volunteers and community responses (outside of government).

*Department Heads (continued)*

Cultural Diversity and Capacity Building

How can we build organizational capacity and develop leadership skills with the increasing Latino/Hispanic population and other emerging cultures that will lead to richer lives for everyone?

- a. Develop new ways to work with the Latino population. (Struggle in many ways including interpretation; respond to WIC audit.)
- b. Better understanding of the extent of Latino population in Jefferson County.
- c. Develop “capacity” of minority populations while recognizing mandate requirements.
- d. Continue coordination (i.e. Health Department and Human Services) in interpretation/other Latino needs.

Government/Volunteerism

- a. Work on “volunteer” initiatives to address many County issues.
- b. May need a Volunteer Coordinator (create this function in a creative way).
- c. Monitor how other agencies/businesses/nonprofits are involved in volunteer management.

**UW-Extension, Jefferson County  
Program Planning Forum  
November 1, 2012**

**Forum: Resource Advisory Network (RAN) and Local Leaders**

*Participants responded to prompting questions on observed success, challenges and hopes for the future. Responses have been organized into theme areas or categories.*

**Successes**

- What are some of the successes that have been achieved in Jefferson County during the past few years?
- What do you feel good about when reflecting about positive change in Jefferson County?

## **Agriculture and Natural Resources**

### Agriculture – Increased Profitability and Appropriate Technology

How can Jefferson County agricultural producers (both large and small) increase profitability and evaluate and select appropriate agricultural technology?

- a. Continued viable businesses in the agricultural area – consolidation.
- b. Success of “very creative farmers” (save money, environmentally sensitive free-stall barn examples).

### Horticulture/Master Gardeners/Farmers Markets/Farm School

- a. Success in Master Gardeners in making people aware of larger projects such as partnership with schools on gardens; Hoard Museum Gardens; Extensive education series/seminars.
- b. Growth in local farmers’ markets; many communities and Fort and Watertown hospitals involved.

## **Community, Natural Resources and Economic Development**

### Economic Development/Tourism/Recreation

How do we enhance the economic vitality of Jefferson County and provide tourism and recreational amenities?

- a. The implementation of the Glacial Heritage Area concept (tourism, recreation, economy).
- b. New Economic Development Plan is a methodical look at areas to focus on.
- c. Increase in bike trails – influence of cities, County, business, clubs on Glacial River Trail.



*Local Leaders (continued)*

Economic Development/Tourism/Recreation (cont.)

- d. Success in all “silent sports” (river trails).
- e. Impressed with County Fair Park – tourism.

Urban Sprawl/Growth/Rural Character

How can Jefferson County preserve farmland and rural character, protect natural resource areas, and guide higher density growth to areas with available services?

- a. Establishment of County Historic Site Preservation Commission (rural preservation – barns; farmhouses).
- b. Farmland Preservation Commission (Conservation Easement). #1 in farms in PACE Program.
- c. Taking advantage of our location.

Community Revitalization

How can Jefferson County communities be revitalized with strong commercial centers and enhanced vitality, functioning, and design?

- a. We offer a “Midwest/small town” feel.

Transportation

- a. Completion of Hwy. 26 bypass.

**Family Living**

Families – Community-based Prevention and Intervention

How can we strengthen community-based prevention and intervention efforts to address the needs of an increasingly diverse population of children, older adults, and families in Jefferson County?

- a. Success of “Family Promise” through faith-based organizations.
- b. Notion of “Dream Center” to provide places for the homeless, those just out of prison, other people (church consortium – very creative).
- c. Huge outreach from schools, health, other to partner with Head Start. Now creative partnerships and getting stronger (positive start for children 3-5 years old).

## **Youth Development**

### Youth Development Support

How can we support quality youth development programs for all youth and strengthen schools and youth organizations such as 4-H and community and faith-based organizations?

- a. Proud of the successful 4-H program, especially robotics and computers.

## **All Programs**

### Organizational Development/Leadership

- a. The evolution of programs, despite budget cuts, to support families, youth, nonprofits.
- b. Many charity events are strong (Rainbow Hospice Facility, Tomorrow's Hope).

### Law Enforcement

- a. Increased cooperation between law enforcement and communities (Watertown – Governor's Award on work-related domestic violence).

### Healthy Living

- a. YMCA development in Watertown and the County.
- b. Success of Rock River Free Clinic/dental Clinic.
- c. Success of new "Watertown Area Cares" Clinic – free clinic started in 2008.
- d. UW Regional Hospital/Fort Health Care have had successful growth and medical outreach.
- e. Strong "preventive efforts" in healthy living (runs, opportunities for activities).
- f. Outreach to schools in preventive health efforts.

*Local Leaders (continued)*

Communication/Education/Libraries/Literacy

- a. Library Consortium sharing program with 40 libraries.
- b. Enhanced library classes (Spanish, reading, Lego clubs).
- c. Completion of Foster Library renovation.
- d. Enhanced electronic media making progress.

Government

- a. Success of Jefferson County Solid Waste Program – countywide recycling of unwanted drugs, electronics.

Planning

- a. Completion of County Strategic Plan.

**Challenges**

- What are some of the challenges facing us in Jefferson County?
- What are examples of difficult situations to address in our County?

**Community, Natural Resources and Economic Development**

Economic Development/Tourism/Recreation

How do we enhance the economic vitality of Jefferson County and provide tourism and recreational amenities?

- a. Challenge of jobs and unemployment.
- b. Need for living wage jobs to support families.
- c. Need to move forward, but preserve our history (give and take to create jobs).

Urban Sprawl/Growth/Rural Character

How can Jefferson County preserve farmland and rural character, protect natural resource areas, and guide higher density growth to areas with available services?

- a. Disappearance of our “identity” – dairy barns, other structures – and the challenge of funding/grants to preserve them.
- b. Clashing of rural/urban interests.
- c. Challenge of “water quality”. The Rock River Coalition Basin Educator position is vacant and is needed.

Community Revitalization

How can Jefferson County communities be revitalized with strong commercial centers and enhanced vitality, functioning, and design?

- a. Need more vibrancy in our downtowns.

Transportation

- a. Transportation is very challenging for our citizens. People are not able to get to services.

## Family Living

### Families – Community-based Prevention and Intervention

How can we strengthen community-based prevention and intervention efforts to address the needs of an increasingly diverse population of children, older adults, and families in Jefferson County?

- a. Families are struggling socially and economically so it's hard to establish a strong core.
- b. Incredible family stress; not proper awareness of children on assisted lunch.
- c. Larger numbers of families are now in lower income bracket. We need broader awareness.
- d. Abuse of alcohol and an up-tic in heroin use in Jefferson County.

### Intergovernmental Cooperation and Citizen Participation

How can Jefferson County build intergovernmental and intercommunity cooperation and meaningfully engage the citizenry?

- a. Issues of providing County services and looking more to private sector as a partner.

### Planning

- a. Keeping up with rapid change.

### Healthy Living

- a. Many changes in our health care system. Are we prepared for this?

### Communication/Education/Libraries/Literacy

- a. Role of UW-Extension and educator role is important and needs to be maintained.

### **Hopes for the Future**

- What are your hopes for addressing needs in Jefferson County?
- What are your ideas about possible initiatives and actions to make Jefferson County a better place?
- What are your priorities in your role in improving our County?

## **Agriculture and Natural Resources**

### Agriculture – Increased Profitability and Appropriate Technology

How can Jefferson County agricultural producers (both large and small) increase profitability and evaluate and select appropriate agricultural technology?

- a. Establish a new generation of young farmers.

### Horticulture/Master Gardeners/Farmers Markets/Farm School

- a. Engage those commuting along I-94 and Spanish-speaking populations with Master Gardeners.
- b. Develop a “Farm School” campaign; “Green Spot between Milwaukee and Madison”.

## **Community, Natural Resources and Economic Development**

### Community Revitalization

How can Jefferson County communities be revitalized with strong commercial centers and enhanced vitality, functioning, and design?

- a. Hope to improve our “infrastructure”.

### Urban Sprawl/Growth/Rural Character

How can Jefferson County preserve farmland and rural character, protect natural resource areas, and guide higher density growth to areas with available services?

- a. Keep local identity (as in Hebron), and figure out ways to show this off.
- b. Hope we don't become “another Waukesha County”.

*Local Leaders (continued)*

### Transportation

- a. Hope for better funding of our rural roads because of cost-sharing decline by State.

## **Family Living**

### Family-Serving Organizational Capacity Building:

How can Jefferson County build the capacity of community-based and nonprofit organizations serving children and families?

- a. Establish a strong Jefferson County “identity” to get families to stay and raise families.
- b. Strengthening and bringing together the many agencies to make families stronger. Stronger families = Better county.

## **Youth Development**

### Youth Development Support

How can we support quality youth development programs for all youth and strengthen schools and youth organizations such as 4-H and community and faith-based organizations?

- a. Hope that 4-H moves forward in “robotic/other projects” to teach leadership and develop thinkers.
- b. Would like more interaction among those interested in historic preservation and 4-H programs. (Coordinate Historical Society Exhibits, 4-H projects and other ideas.)

## **All Program Areas**

### Organizational Development/Leadership

- a. Hope County maintains support and funding of UWEX and 4-H, contributing to leadership development in our County.
- b. Consider a countywide “leadership Program”.
- c. “Friends in Action” – develop this concept so it reaches a broader section of our county (associated with hospice).

*Local Leaders (continued)*

Communication/Education/Libraries/Literacy

- a. Hope for wireless internet throughout County for more and better communication.
- b. Need better methods of communication (County “friend” on Facebook).
- c. Hope that departments will “rethink” how they market their programs to insure they make a difference and that people understand these important programs. Better marketing is important (e.g. Head Start is doing this).

Intergovernmental Cooperation and Citizen Participation

How can Jefferson County build intergovernmental and intercommunity cooperation and meaningfully engage the citizenry?

- a. Hope local government attracts bright young folks to councils, boards, etc.; recruit them. (Use good strategic planning.)
- b. Reach out to those in our mobile society.

Healthy Living

- a. Help people know where food comes from and do more on local, healthy foods.

Observation: There are many changes since 2007. It is important to do this process.



**UW-Extension, Jefferson County  
Program Planning Forum  
November 8, 2012  
Forum: Local Partners of Underserved Clients**

*Participants responded to prompting questions on observed success, challenges and hopes for the future. Responses have been organized into theme areas or categories.*

**Successes**

- What are some of the successes that have been achieved in Jefferson County during the past few years?
- What do you feel good about when reflecting about positive change in Jefferson County?

**Family Living**

Families – Community-based Prevention and Intervention:

How can we strengthen community-based prevention and intervention efforts to address the needs of an increasingly diverse population of children, older adults, and families in Jefferson County?

- a. Have had a focus on re-entry issues for people coming out of jail. There is now recognition of this.
- b. There is more dialogue about the issue of homelessness and a larger part of the community is aware that homelessness exists in Jefferson County.
- c. At “intake”, CAC now asks more about veteran service. VSD in Jefferson could provide more services with new Federal resources. Calls are increasing by veterans for services.
- d. Veterans Administration is very good with lots of programs, but needs to enhance awareness of veterans’ services.
- e. CAC is very meticulous in “tracking unmet need”. This will help with HUD/Housing programs. These are more aimed at “prevention”. Enables CAC to be more “proactive”.
- f. PADA - more “tracking of unmet need”.

## **Family Living (cont.)**

### Family-Serving Organizational Capacity Building:

How can Jefferson County build the capacity of community-based and nonprofit organizations serving children and families?

- a. Agencies are doing more of a “case management approach”. More holistic approach to assistance and getting to the “roots” of a problem, especially homelessness and housing.
- b. Now there are “Case Management Agreements” signed by those needing assistance. This is a “social work/capacity building approach”.
- c. Providing more “case management” to veterans. This is an increasing program. There has been some outreach, but there is opportunity for more outreach to provide services.

## **Youth Development**

### Youth Development Support

How can we support quality youth development programs for all youth and strengthen schools and youth organizations such as 4-H and community and faith-based organizations?

- a. Movement towards serving new youth segments more i.e. before kids get into crisis/those “living on the edge”. The age segment just coming out of high school needs more help in charting the right career path.
- b. Working more with kids in helping them get it “tech schools”/other educational programs. Often lower-income kids.
- c. Head Start kids pick up English very quickly; one-third are Spanish speaking.

## **All Program Areas**

### Cultural Diversity and Capacity Building

How can we build organizational capacity and develop leadership skills with the increasing Latino/Hispanic population and other emerging cultures that will lead to richer lives for everyone?

- a. Literacy Center offering citizenship classes, self-sufficiency classes for women, language classes.
- b. More libraries are trying to get more resources in Spanish.
- c. Getting more Head Start staff that are bilingual. This has helped.

## **All Program Areas (cont.)**

### Cultural Diversity and Capacity Building (cont.)

- d. PADA has a specific program for Latino women. This program has been going strong for two years.
- e. Responding to needs of Latino population (Waterloo/McKay).
- f. Trying to address more African American needs as there is more migration to Jefferson County.

### Intergovernmental Cooperation and Citizen Participation:

How can Jefferson County build intergovernmental and intercommunity cooperation and meaningfully engage the citizenry?

- a. A lot more people are coming together to increase outcomes. This avoids duplication and creates more collaboration/cooperation in a time of limited resources.
- b. More enhanced relationships.

### Law Enforcement

- a. PADA – Something good has been cooperation with law enforcement in “reporting” crimes, which provides more assistance opportunity to address immigration issues.

There is more “accountability” by clients.

### **Challenges**

- What are some of the challenges facing us in Jefferson County?
- What are examples of difficult situations to address in our County?

## **Agriculture and Natural Resources**

### Agriculture – Increased Profitability and Appropriate Technology:

How can Jefferson County agricultural producers (both large and small) increase profitability and evaluate and select appropriate agricultural technology?

- a. Farm labor. Rosy Lane, Dettman, Hasel, Crystal Farms, Daybreak, other large ag enterprises need employees and Latino workers are a good fit for ag enterprise.

## **Community, Natural Resources and Economic Development**

### Economic Development/Tourism/Recreation

How do we enhance the economic vitality of Jefferson County and provide tourism and recreational amenities?

- a. Need to “educate employers” on these distinct cultures.

## **Family Living**

### Families – Community-based Prevention and Intervention:

How can we strengthen community-based prevention and intervention efforts to address the needs of an increasingly diverse population of children, older adults, and families in Jefferson County?

- a. Head Start sees more grandparents and other guardians raising children often due to incarceration or drug problems of the parents.
- b. Latino domestic violence issues. Women are afraid to report because they don’t want their husband deported.
- c. Latino alias makes it very complicated for Head Start to contact parents for emergency purposes.
- d. Great challenge of “immigration status”.

### Housing/Shelter

- e. Lack of affordable housing (Section 8).
- f. Challenge of smaller supply of rental housing.
- g. Challenge of affordability. People paying 50% to 70% of income for rent.
- h. Challenge of many displaced single men needing housing.
- i. Many Latino families living together with two or three families having to live in one house – doubling up.

### **4-H Youth Development**

- a. Challenge of those “expelled from high school”, but then turn 18. This group needs special help. Find services to help this group.
- b. Difficult to “engage” those 18 to 21 years old who need help. Workforce Development programs are available, but not being accessed.

### **All Program Areas**

#### Organizational Development/Leadership

- a. Need to “celebrate” our successes.

#### Cultural Diversity and Capacity Building

How can we build organizational capacity and develop leadership skills with the increasing Latino/Hispanic population and other emerging cultures that will lead to richer lives for everyone?

- a. Employer Challenge – Challenges of “paper work” with Latino population, and getting them into the work force.
- b. Latino children have Social Security numbers, but parents do not, thus there is a fear of deportation.

*Local Partners of Underserved Clients (continued)*

Cultural Diversity and Capacity Building (cont.)

- c. Latino documentation situation is very complex for service-providing agencies.
- d. Challenges of the “culture of poverty”. More understanding is needed. “Membership Theory of Poverty” – (research from UW helps understand how to understand behavior in the poverty culture.)
- e. Distinct needs of “generational poverty” vs. “Latino population”. They want to work.

Health Care and Healthy Living

- a. Challenge of more youth with mental health issues, i.e. increased autism.
- b. Head Start sees more families having “mental health” needs. Latino families have language barriers with therapists.

### **Hopes for the Future**

- What are your hopes for addressing needs in Jefferson County?
- What are your ideas about possible initiatives and actions to make Jefferson County a better place?
- What are your priorities in your role in improving our County?

## **Family Living**

### Families – Community-based Prevention and Intervention

How can we strengthen community-based prevention and intervention efforts to address the needs of an increasingly diverse population of children, older adults, and families in Jefferson County?

- a. Many social and family issues due to economics and other things (heroin; drugs; addictions).
- b. Challenge of “rapidly aging population” (demands for dementia services).

### Family-Serving Organizational Capacity Building

How can Jefferson County build the capacity of community-based and nonprofit organizations serving children and families?

- a. Partner more with the “faith-based” initiatives to address social service needs.
- b. CAC – to provide technical assistance to faith-based initiatives.

## Housing

- a. Hoping for some type of emergency shelter or home. There is a great need for something that works.
- b. Learn from other “successful shelters”. The domestic violence shelter model in Waukesha could be adapted to Jefferson County.
- c. Obtain resources to provide a new “shelter presence” in Jefferson County, both for domestic violence and homelessness, which are different needs.
- d. Building on programs addressing “transitional housing, examples: CrossPoint Church in Jefferson; Dream Center, Calvary Baptist Church.
- e. Make “case management” a part of all transitional housing. TBRA is an example of a program type that should be considered.

## **All Program Areas**

### Cultural Diversity and Capacity Building

How can we build organizational capacity and develop leadership skills with the increasing Latino/Hispanic population and other emerging cultures that will lead to richer lives for everyone?

- a. Enhance bilingual skills in more jobs; advertise for this.
- b. Provide ways to get more bilingual resources into agencies.
- c. Provide more bilingual newsletters and resource materials to reach the increasing Latino population.

### Communication/Education/Libraries/Literacy

- a. Make people aware of our programs and bring these statistics out to our decision makers.
- b. Develop educational programs and “public campaign” to raise awareness of all these needs.
- c. Develop stories to be told to high school freshmen. Stories from those experiencing homelessness, poverty, reckless behavior, drunk driving.
- d. Develop ways to get attention of the high school kids on prevention. (Stories by clients of CAC.)
- e. Bring the “emotion” into prevention education.
- f. Connect more with our County Board members. Share these proceedings with our County/City leaders and particularly with our County Board.
- g. Provide more opportunities to share these “programs” serving the underserved and minority folks with County Board members and other County leaders.
- h. Continue “marketing” of Head Start programs with UWEX assistance.



**SECTION IV**  
**Synthesis of Hopes for the Future**

## **SECTION IV**

# **Synthesis of Hopes for the Future**

### **Hopes for the Future**

- What are your hopes for addressing needs in Jefferson County?
- What are your ideas about possible initiatives and actions to make Jefferson County a better place?
- What are your priorities in your role in improving our County?

### **Agriculture and Natural Resources**

#### Agriculture – Increased Profitability and Appropriate Technology:

How can Jefferson County agricultural producers (both large and small) increase profitability and evaluate and select appropriate agricultural technology?

- a. Monitor the impacts of this year's drought. (Anticipate more selling of farm land.)
- b. Consider "strategic planning" for farms and farm land.
- c. Follow work of "Farmland Conservation Easement Commission".
- d. Establish a new generation of young farmers.

#### Horticulture/Master Gardeners/Farmers Markets/Farm School

- a. Engage those commuting along I-94 and Spanish-speaking populations with Master Gardeners.
- b. Develop a "Farm School" campaign; "Green Spot between Milwaukee and Madison".

### **Community, Natural Resources and Economic Development**

#### Economic Development/Tourism/Recreation

How do we enhance the economic vitality of Jefferson County and provide tourism and recreational amenities?

- a. Need programs to understand poverty and a "living wage". (Provide "stories" on what it takes to have a living wage.)
- b. Enhance public-private ventures (Fort Health, TREK, CrossPoint Church, other).
- c. Work with Jefferson County Economic Development Consortium (JCEDC) on public/private initiatives.
- d. Recognize economic development in all of our plans and the importance of "growth".

### Urban Sprawl/Growth/Rural Character

How can Jefferson County preserve farmland and rural character, protect natural resource areas, and guide higher density growth to areas with available services?

- a. Keep local identity (as in Hebron), and figure out ways to show this off.
- b. Hope we don't become "another Waukesha County".

### Community Revitalization

How can Jefferson County communities be revitalized with strong commercial centers and enhanced vitality, functioning, and design?

- a. Hope to improve our "infrastructure".

### Transportation

- a. Hope for better funding of our rural roads because of cost-sharing decline by State.

## **Family Living**

### Family-Serving Organizational Capacity Building:

How can Jefferson County build the capacity of community-based and nonprofit organizations serving children and families?

- a. Continue to develop organizational leadership including succession planning
- b. Continue to strengthen family-serving agencies so they may deliver programs/services that have highest impact
- c. Build organizational cultural competence for program delivery – especially with Latino families.

### Families – Community-based Prevention and Intervention:

How can we strengthen community-based prevention and intervention efforts to address the needs of an increasingly diverse population of children, older adults, and families in Jefferson County?

- a. Continue to address issues of families facing multiple challenges (economic need; alcohol and drug abuse; domestic violence; housing & homelessness; school readiness; healthy living; aging adults)
- b. Continue to provide family policy education to local elected, appointed and volunteer leaders so they may make more informed decisions.

## **Youth Development**

### Youth Development Support

How do we develop youth and adult leadership and volunteer engagement to build the capacity of 4-H and youth serving organization?

- a. Hope that 4-H moves forward in using projects to teach leadership and develop thinkers.
- b. Consider a countywide “leadership program.”
- c. Hope county maintains support and funding of UWEX of 4-H, contributing to leadership development in our county.
- d. Work on “volunteer” initiatives to address many county issues.
- e. Need to build the “volunteer base” in the county, but no staff to manage/coordinate volunteers.
- f. Hope that 4-H moves forward in “robotic/other projects” to teach leadership and develop thinkers.
- g. Would like more interaction among those interested in historic preservation and 4-H programs. (Coordinate Historical Society Exhibits, 4-H projects and other ideas.)

### Youth Workforce Skills

How do we develop workforce skills and educational access for youth and young adults?

- a. The age segment just coming out of high school needs more help in chartering the right career path.
- b. Working with more kids in helping them to get it - “tech/school”/ other educational programs. Often lower-income youth.
- c. Difficult to “engage” those 18 to 21 years old who need help. Workforce Development programs are available but not being accessed.
- d. Establish a new generation of young farmers.
- e. Need younger workforce for new ideas.

## **All Programs**

### Communication/Education/Libraries/Literacy

- a. Hope for wireless internet throughout County for more and better communication.
- b. Need better methods of communication (County “friend” on Facebook).

- c. Hope that departments will “rethink” how they market their programs to insure they make a difference and that people understand these important programs. Better marketing is important (e.g. Head Start is doing this).
- d. Make people aware of our programs and bring these statistics out to our decision makers.
- e. Develop educational programs and “public campaign” to raise awareness of all these needs.
- f. Develop stories to be told to high school freshmen. Stories from those experiencing homelessness, poverty, reckless behavior, drunk driving.
- g. Develop ways to get attention of the high school kids on prevention. (Stories by clients of CAC.)
- h. Bring the “emotion” into prevention education.
- i. Connect more with our County Board members. Share these proceedings with our County/City leaders and particularly with our County Board.
- j. Provide more opportunities to share these “programs” serving the underserved and minority folks with County Board members and other County leaders.
- k. Continue “marketing” of Head Start programs with UWEX assistance.

## Planning

- a. Emergency Management: Need to get deeper into “Continuity of Operations” project.
- b. Proactive program on “Public Transportation”.
- c. Monitor and update all of our good department plans (reaches all aspects of living in the County).
- d. Use our very good plans.
- e. “Integrate” and assure that all of our plans are coordinated (departments and other communities).
- f. Involve all departments in Transportation Plan development.
- g. Consider a “long – term plan” to harness volunteers and community responses (outside of government).

## Cultural Diversity and Capacity Building

How can we build organizational capacity and develop leadership skills with the increasing Latino/Hispanic population and other emerging cultures that will lead to richer lives for everyone?

- a. Develop new ways to work with the Latino population. (Struggle in many ways including interpretation; respond to WIC audit.)
- b. Better understanding of the extent of Latino population in Jefferson County.
- c. Develop “capacity” of minority populations while recognizing mandate requirements.
- d. Continue coordination (i.e. Health Department and Human Services) in interpretation/other Latino needs.
- e. Enhance bilingual skills in more jobs; advertise for this.
- f. Provide ways to get more bilingual resources into agencies.
- g. Provide more bilingual newsletters and resource materials to reach the increasing Latino population.

## Government/Volunteerism

- a. Work on “volunteer” initiatives to address many County issues.
- b. May need a Volunteer Coordinator (create this function in a creative way).
- c. Monitor how other agencies/businesses/nonprofits are involved in volunteer management.

### Organizational Development/Leadership

- a. Hope County maintains support and funding of UWEX and 4-H, contributing to leadership development in our County.
- b. Consider a countywide “leadership Program”.
- c. “Friends in Action” – develop this concept so it reaches a broader section of our county (associated with hospice).

### Intergovernmental Cooperation and Citizen Participation

How can Jefferson County build intergovernmental and intercommunity cooperation and meaningfully engage the citizenry?

- a. Hope local government attracts bright young folks to councils, boards, etc.; recruit them. (Use good strategic planning.)
- b. Reach out to those in our mobile society.

### Healthy Living

- a. Help people know where food comes from and do more on local, healthy foods.

Observation: There are many changes since 2007. It is important to do this process.

## **UW-Extension, Jefferson County Office Program Planning Priorities October 2013**

*The Planning Team incorporated the workshop input with emphasis on the “opportunities and hopes” ideas. This was analyzed and reframed resulting in the identification of 10 issues facing Jefferson County and its communities. All of these issues represent important challenges for Jefferson County that need to be addressed. The issues have been presented with a key phrase and an open-ended question stating the challenge.*

### Agriculture – Increased Profitability and Appropriate Technology:

How can Jefferson County ag producers (both large and small) increase profitability and evaluate and select appropriate agricultural technology?

### Families – Community-based Prevention and Intervention:

How can we strengthen community-based prevention and intervention efforts to address the needs of an increasingly diverse population of children, older adults, and families in Jefferson County?

### Youth Development Support

How do we develop youth and adult leadership and volunteer engagement to build the capacity of 4-H and youth serving organization?

### Economic Development:

How do we enhance the economic vitality of Jefferson County and its communities, and provide a focused response around transportation systems?

### Agriculture-Horticulture and Natural Resources:

How do we continue to support the high demand areas of horticulture, Master Gardener programming/volunteer development, local food system initiatives and other related natural resources functions?

### Family-Serving Organizational Capacity Building:

How can Jefferson County build the capacity of community-based and nonprofit organizations serving children and families?

### Community Vitality and Positive Change:

How can Jefferson County and its communities build upon the strong strategic, comprehensive and functional area planning and implementation efforts? (including land use, natural resource, parks, economic, downtown, organizational, etc.)

### Youth Workforce Skills

How do we develop workforce skills and educational access for youth and young adults?

### Governmental Leadership and Citizen Participation:

How can Jefferson County enhance governmental, intergovernmental and intercommunity leadership and meaningfully engage the citizenry?

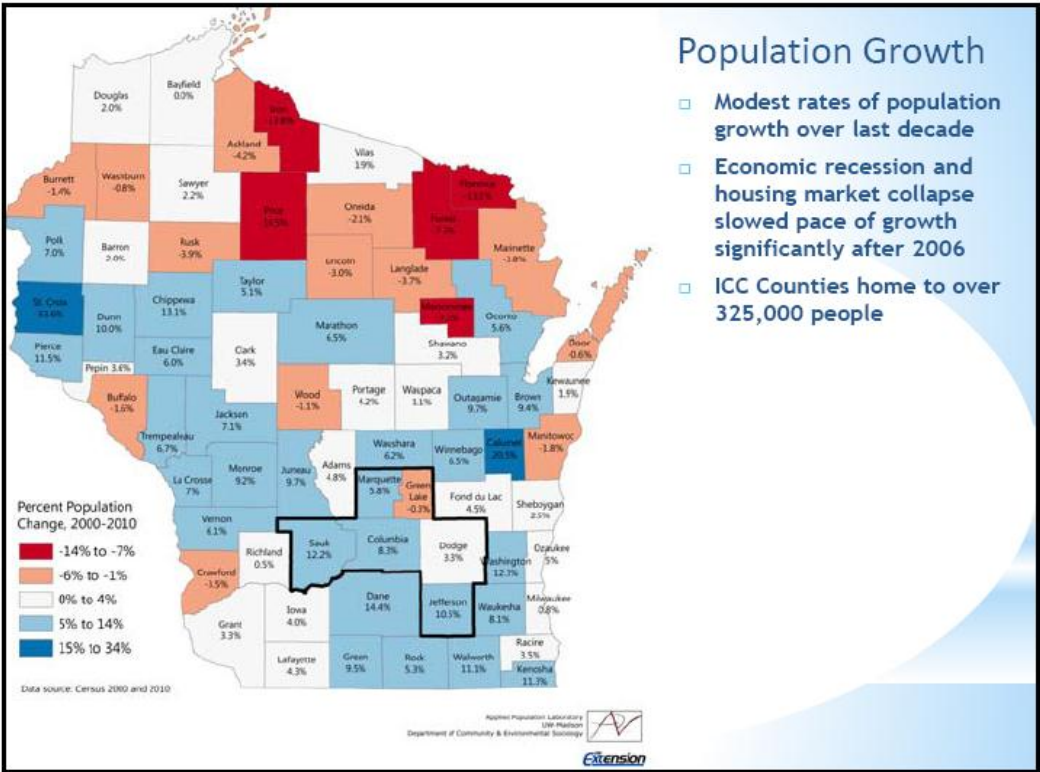
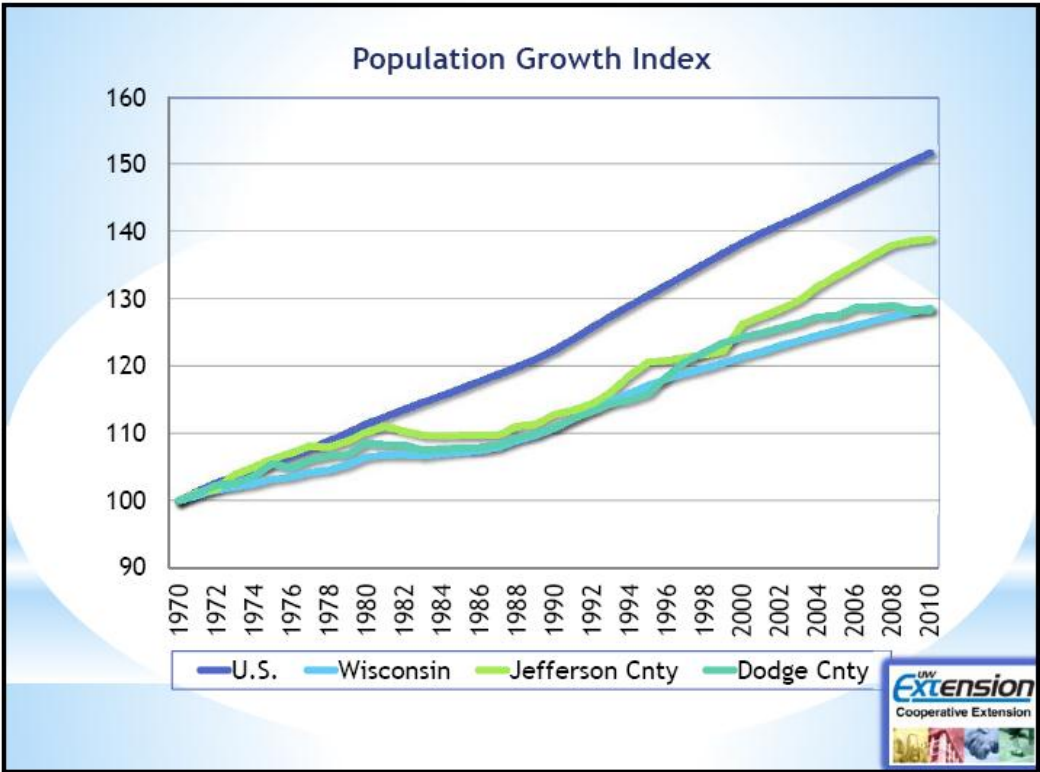


### Cultural Diversity and Capacity Building

How can we build organizational capacity and develop leadership skills with the increasing Latino/Hispanic population and other emerging cultures that will lead to richer lives for everyone?

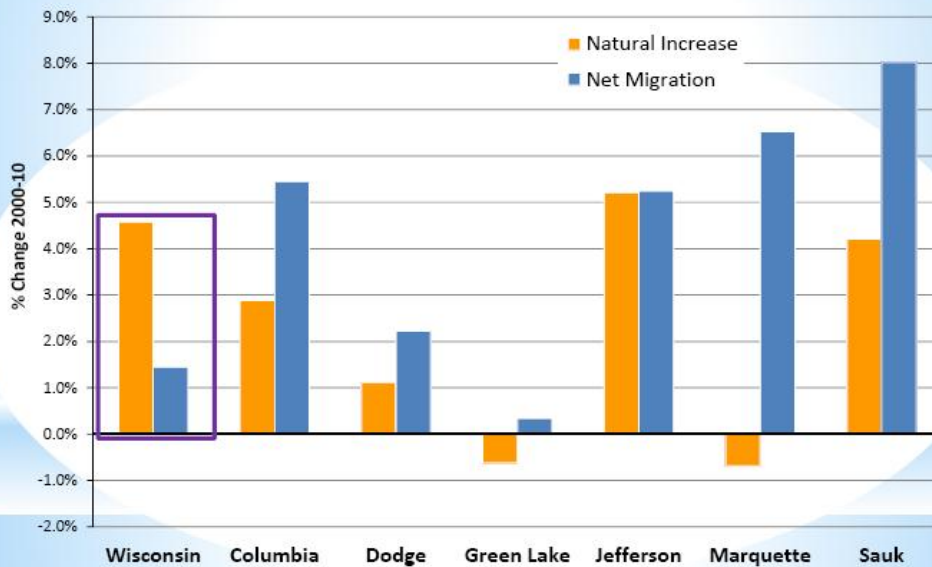
## **APPENDIX**

### **Demographic Overview for Jefferson County**



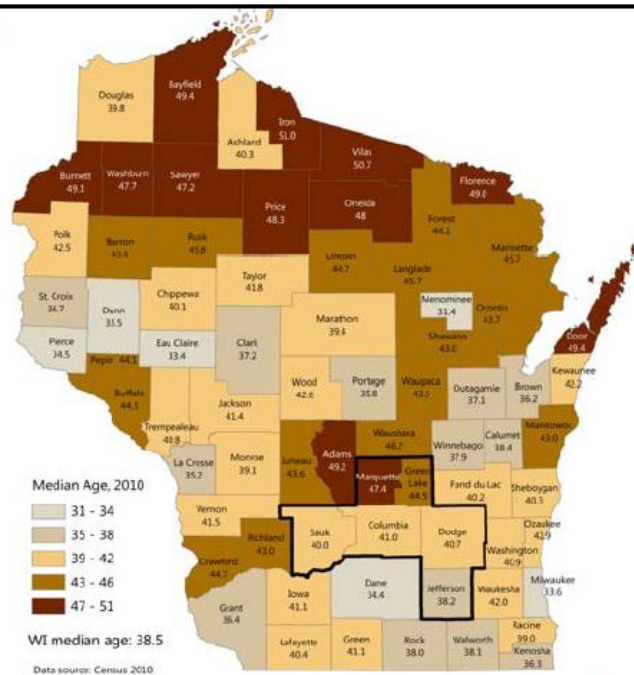
# What Drives Population Change?

Population Change, 2000-2010:  
ICC Counties



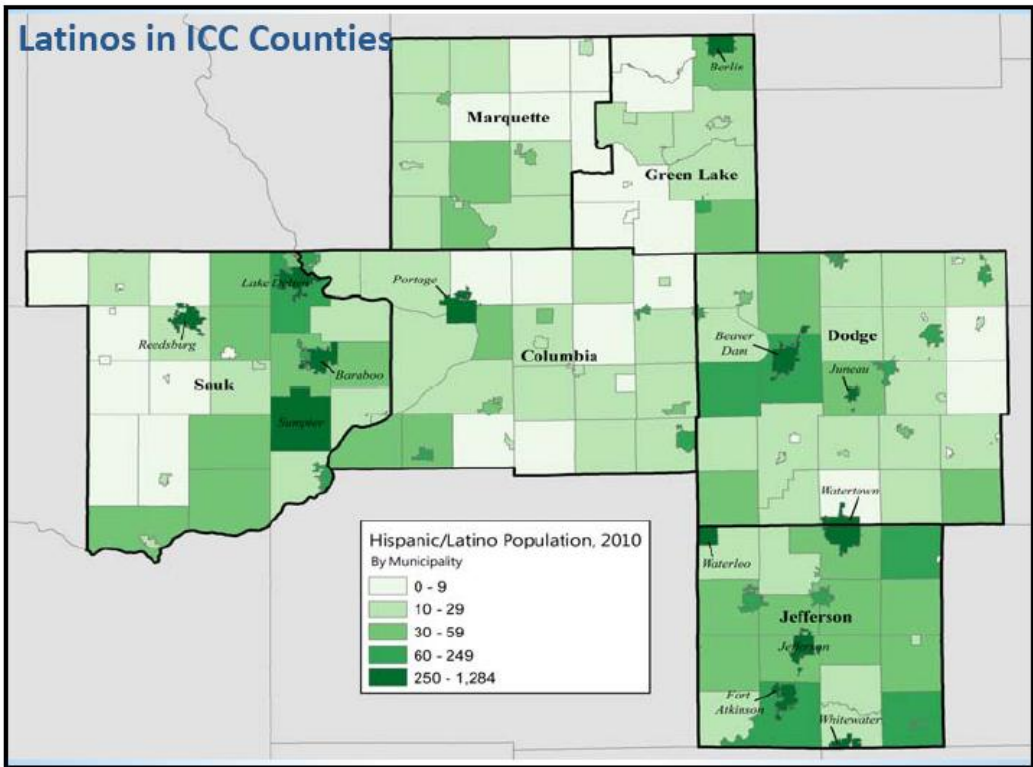
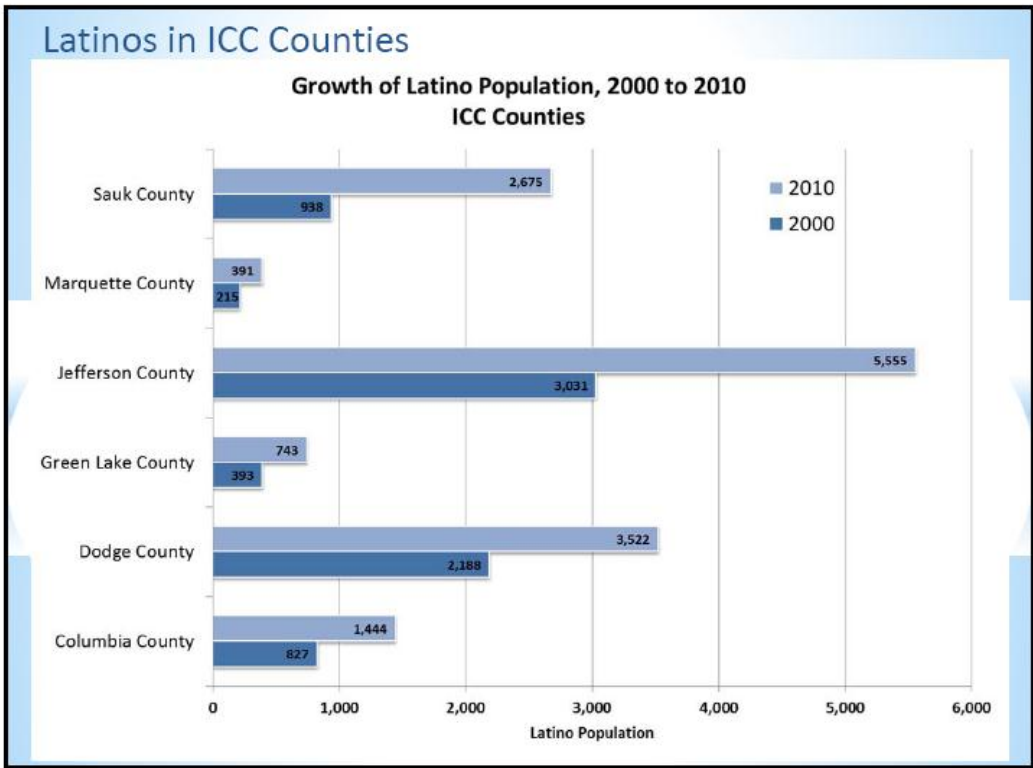
# Age

- ❑ "Oldest" median ages in state's history in 2010
- ❑ ICC counties in middle of pack compared to other areas
- ❑ Differences in patterns of aging
  - ❖ Local economies and job opportunities
  - ❖ In-migration of families and workers
  - ❖ Aging in place in Ag areas



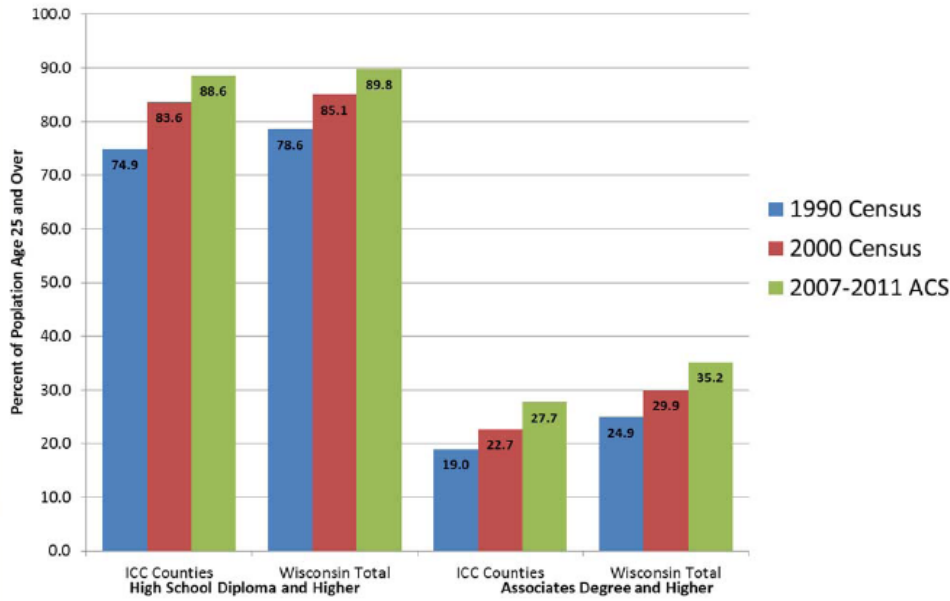
Applied Population Laboratory  
LW Rabson  
Department of Community & Environmental Sociology

## Latinos in ICC Counties

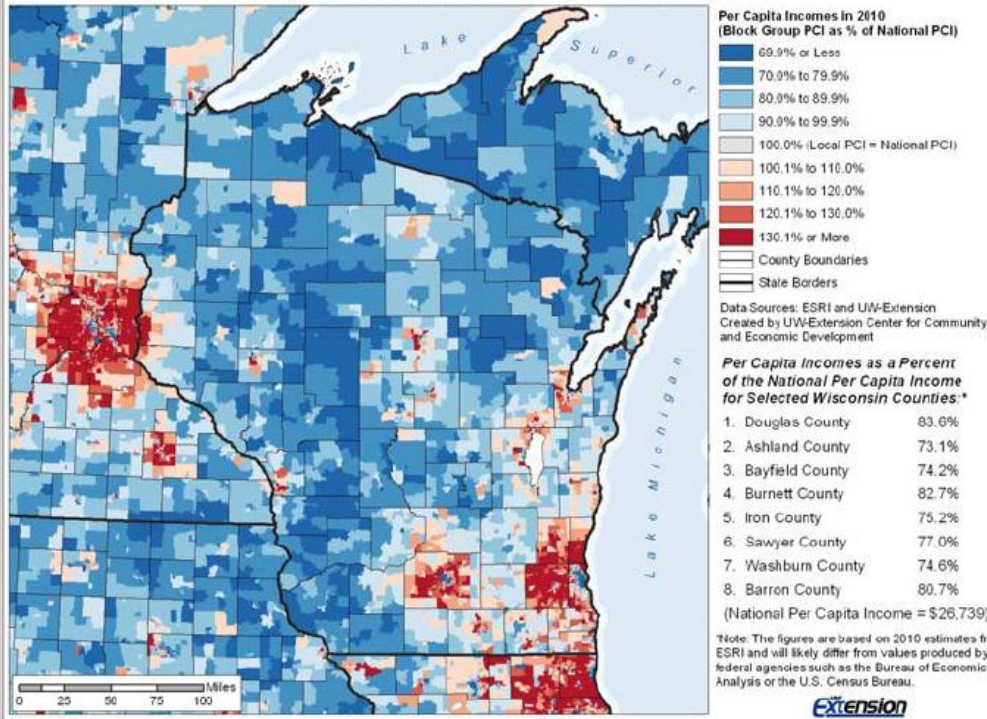


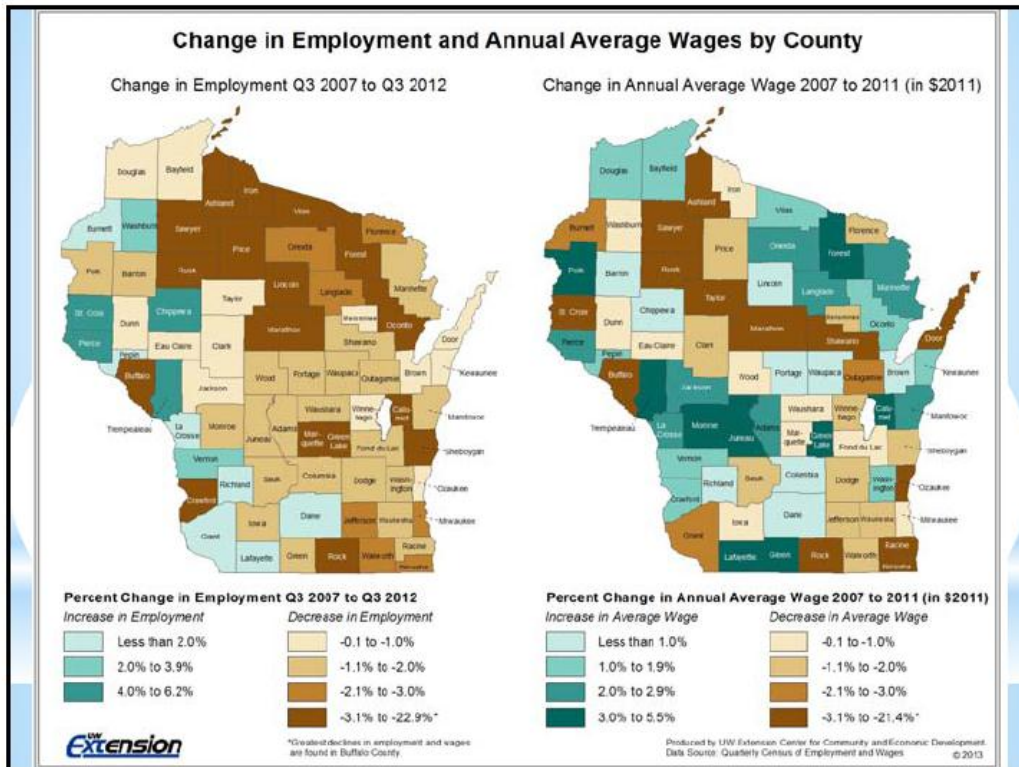
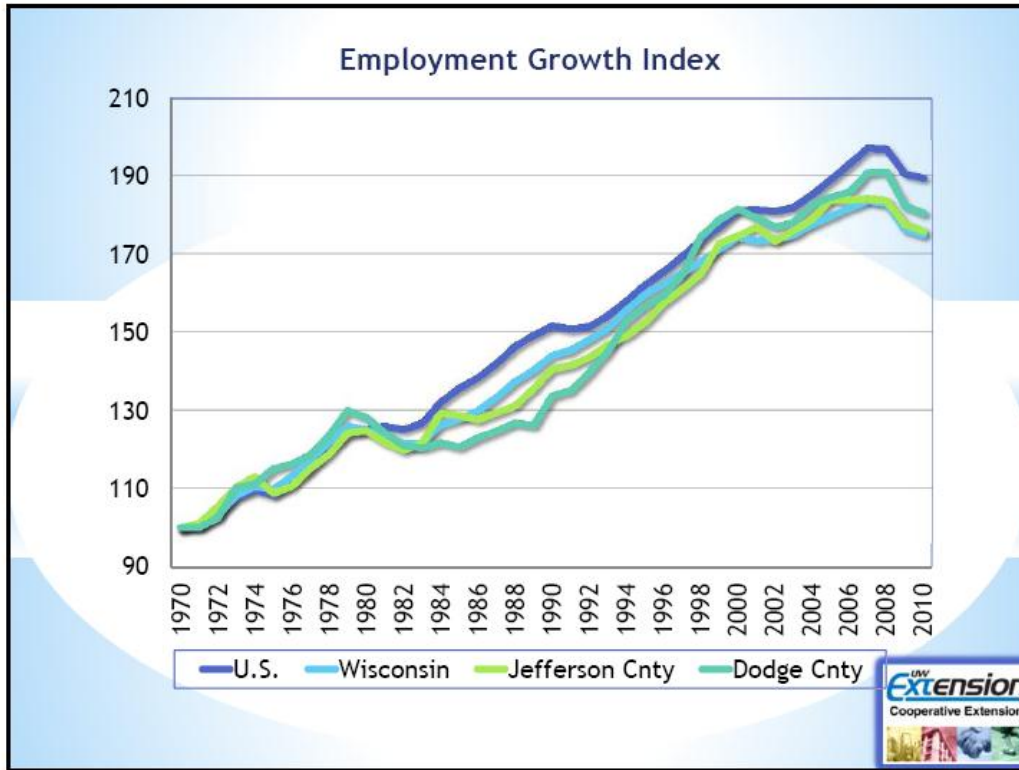
# Educational Attainment

## Educational Attainment, 1990 to 2007-2011 ACS ICC Counties and Wisconsin



## Wisconsin Per Capita Incomes by Census Block Group in 2010 Shown as a Percentage of the National Per Capita Income





Jefferson County Cluster Analysis: Level One

	LQ 2010	Change 2000 to 2010	Share of Employment
<b>Strength and Growing</b>			
Utilities	3.162	0.326	0.3
Manufacturing	3.029	0.054	19.5
Farm	2.626	0.302	3.9
State and Local Govt	1.865	0.082	8.3
Federal Military	1.659	0.123	0.5
Arts, Entertainment and Recreation	1.581	0.394	2.6
Other Service Except Govt	1.107	0.195	5.0
Information Serv	1.050	0.274	1.7
Construction	1.035	0.272	4.7
<b>Strength and Declining</b>			
Administration and Waste Services	2.299	-1.676	6.6
Health Care and Social Assistance	1.297	-0.323	8.1
Real Estate, Rental and Lease	1.200	-0.687	4.4
<b>Weakness and Growing</b>			
Management of Companies and Enterprises	0.879	0.501	0.6
Finance and Insurance	0.953	0.140	4.6
Transportation and Warehousing	0.859	0.105	2.7
Wholesale Trade	0.454	0.101	4.4
Forestry, Fishing and Related	0.490	0.087	0.6
Professional and Technical Services	0.542	0.031	3.8
<b>Weakness and Declining</b>			
Federal Civilian	0.276	-0.061	0.4
Accommodation and Food Services	0.667	-0.121	5.7
Mining	0.218	-0.174	0.2
Educational Services	0.519	-0.247	1.3
Retail Trade	0.782	-0.554	10.0



ECONOMIC VISION SUMMARY



JEFFERSON COUNTY, WI will be a leader in home-grown business development and innovation linkage, agricultural enterprises, and healthy small-town living.

Summary of Message Points on Manufacturing in Jefferson County

1. Manufacturing is a strength.
2. Manufacturing is a cluster of specialization.
3. Manufacturing is growing locally relative to the nation and Wisconsin.
4. Manufacturing is a priority for attention and emphasis in the Jefferson County "Economic Vision"; this priority has been reaffirmed locally in Watertown.
5. New ideas on modern manufacturing and business climate implications present opportunities for our area.
6. The entire business, economic development and civic sectors have key roles in strengthening the manufacturing sector.

