

INTRODUCTION

Successful implementation of long-range goals requires a clear and effective plan of action. Long-range actions and on-going activities are frequently identified as a strategy for achieving a long range vision. However, the identification of a short term, actionable implementation plan can kick start the implementation process and begin movement towards a shared vision.

This implementation plan provides an initial strategy for action to move Jefferson County towards achieving the goals identified in the Comprehensive Plan and other County plans. Through an understanding of existing planning efforts, historic and current trends, and collaboration with staff, a number of activities were identified for action in the next one to three years. This list of actions is tailored to respond to the needs, priorities, and goals of Jefferson County. The following pages identify 73 actions that the County can act upon as it makes steps towards its goals.



Actions Regulatory and Policy Development

The following pages identify the process that was used to create Implementation Plan. Departments should utilize this plan as a tool to track progress and activity with each budget cycle to monitor progress a plan for future action. This plan should be considered a living document with updates and modifications as needed.

PROCESS

The Implementation Plan was crafted over an eight week process of collaborating with county departments. The overall process included five primary steps, engaging department heads and staff to identify actions, barriers, and opportunities. The process began with engaging department heads through a series of meetings and a survey. These three initial steps looked to understand opportunities and challenges for each department related to the identified topic areas. The information gathered during these steps was used to create an all staff survey which informed specific activities for consideration. The defining actions workshops were critical in collaborating with staff on specific actions and plans for each topic area. The activities of each step are outlined below.

Implementation Plan Development Process



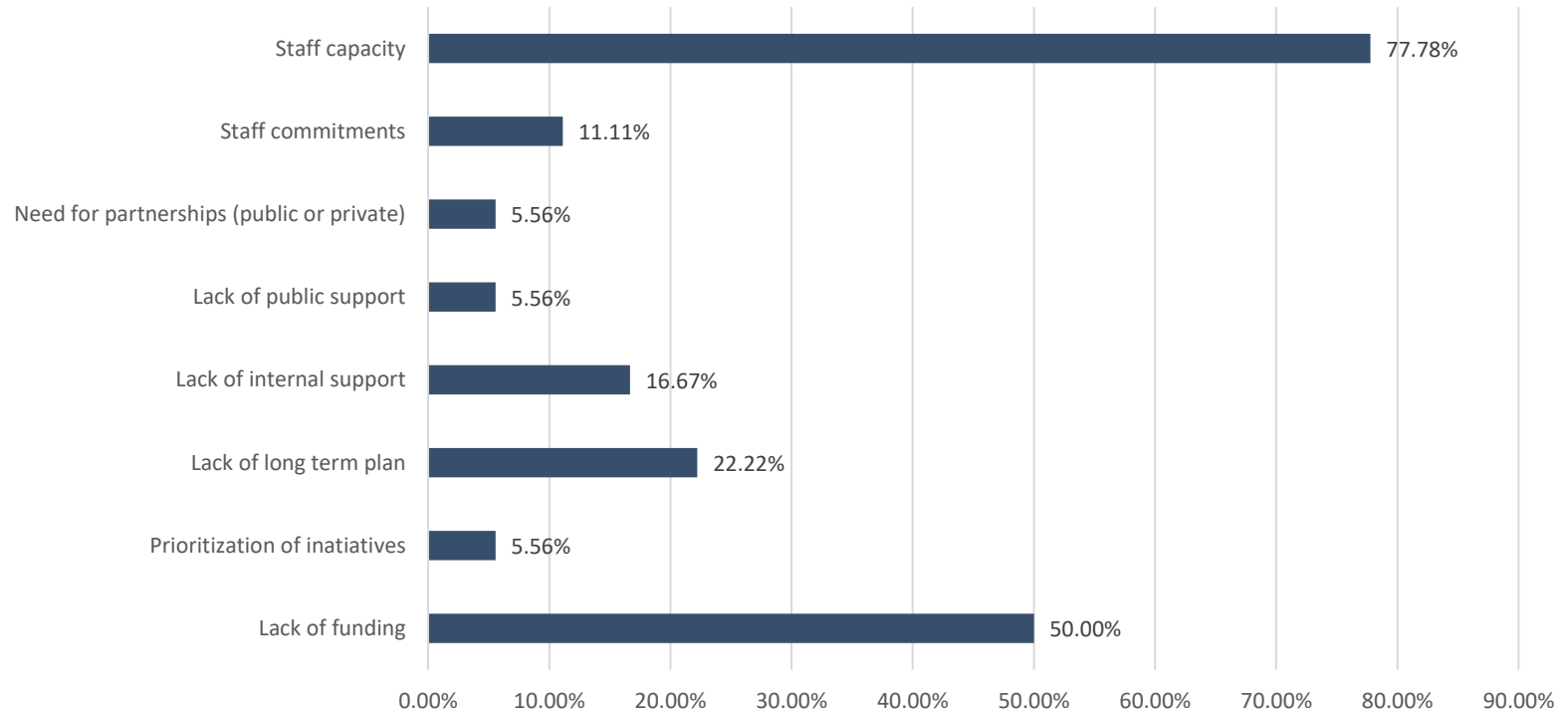
Department Head Kickoff Meeting

Description:	All department heads were invited to a kickoff meeting to initiate the implementation plan process. The hour meeting provided an opportunity for the consultant team to introduce the plan, walk through existing plans and current efforts, and detail the steps of the planning process.
Format/Details:	Zoom Meeting
Participants:	County Department Heads
Meeting Outcomes:	Attendees were informed of the upcoming process and ways to be involved.

Department Head Survey

Description:	An online survey was created to gather specific feedback from department heads regarding the identified implementation topic areas and begin a conversation of the barriers to and opportunities for implementation. Additionally, specific themes were prioritized for each topic area helping to understand 1 to 3 year priorities.
Format/ Details:	Online Survey via Survey Monkey
Participants:	County Department Heads
Meeting Outcomes:	<p>Survey results helped to shape the priorities for implementation across the eleven topic areas. Based on the survey results, Economic Development, Health and Human Services/Health Communities, and Housing/Childcare were identified as the top three priorities.</p> <p>Input also helped to identify barriers that staff and departments are currently facing regarding implementation. Input noted that staff capacity was the biggest hurdle being experienced by departments (77% of responses).</p>

What are the biggest hurdles to implementing initiatives within your department? (Select all that apply)



Assessment Workshop

Description:

The assessment workshop was used to review the results of the department head survey and to discuss implementation actions for all topic areas. In addition, the group discussed obstacles that may be a barrier to implementation.

Format/ Details:

Zoom Meeting – Two workshops were held to include those that work with the implementation on a daily basis as Group A and those that work with it less frequently as Group B.

Participants:

County Department Heads

Meeting Outcomes:

Through these workshops, a list of potential implementation actions was identified for all topic areas. Additionally, the group discussed opportunities that each department has that can be built upon. Responses included:

- **Digitize information** and make available for county staff and public
- **Secure funding** for additional staff

- **Enhance communication** with staff, helping to ensure that departments are aware of each other's work
- **Improve recruiting and retention** of staff
- **Capitalize on the momentum** of community support
- **Expand communication** and collaboration with local municipalities
- Take advantage of **restructuring or new systems** from the COVID-19 pandemic

All Staff Survey

Description:

An all staff survey was created to understand what goals should be prioritized in the next three years and what specific implementation actions will be needed to achieve them. Questions were asked about departmental needs and goals, actions to achieve goals, and areas for improvement.

Format/ Details:

Online Survey via Survey Monkey

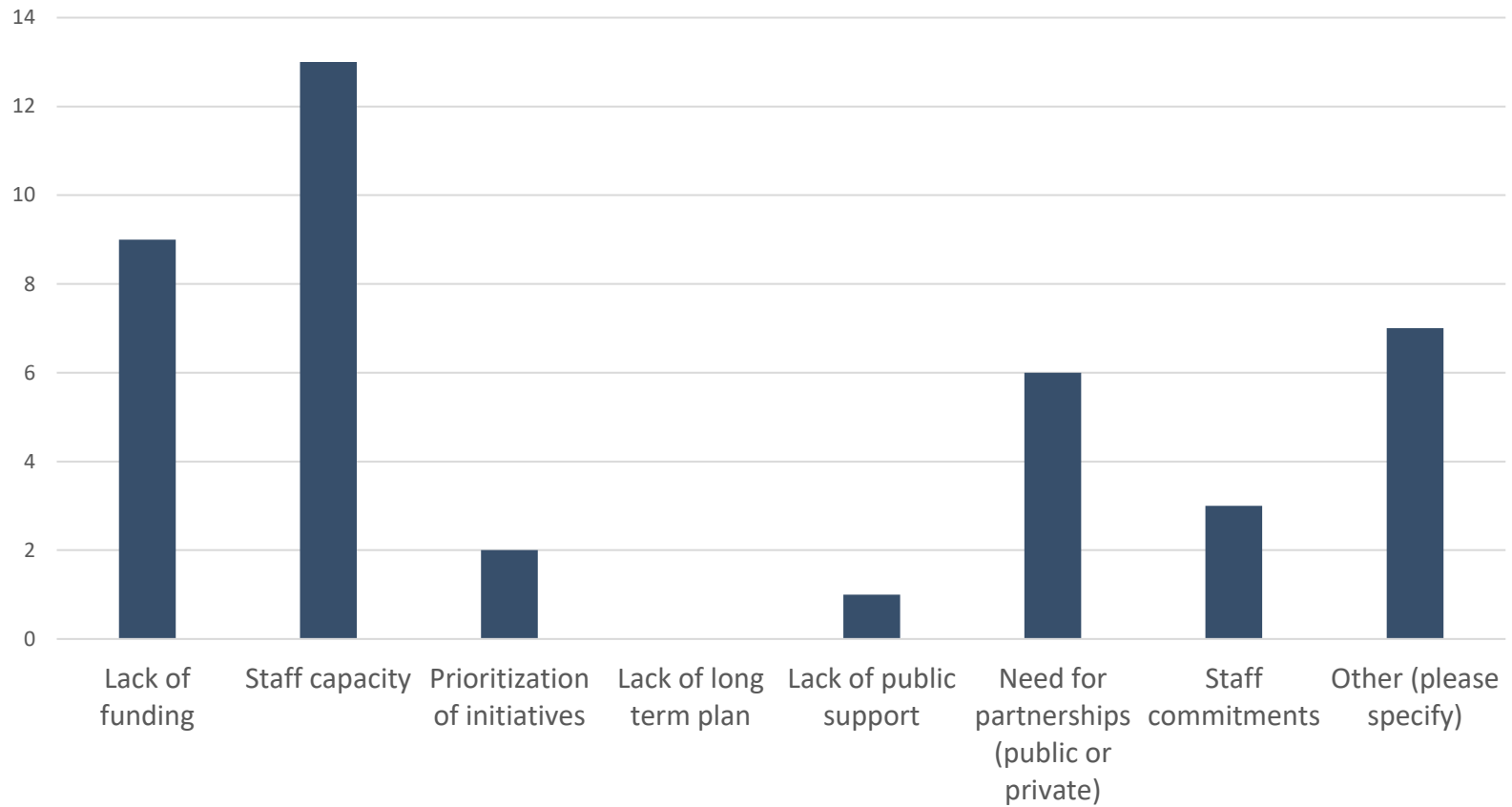
Participants:

All staff were invited to participate in the survey.

Meeting Outcomes:

The results of the survey provided a list potential actions, goals, and barriers for each department.

What obstacles do you currently face in achieving departmental goals?



Defining Actions Workshops

Description:	A series of defining actions workshops was used to solidify actions specific to each topic area. Each workshop focused on a topic area, and participants worked together to discuss potential implementation activities and organize them by impact and ease of implementation.
Format/Details:	Zoom Meeting

Specific departments were identified for each workshop and two representatives from each department were invited.

Participants:

Topic	Local and Regional Perspectives (combined with Economic Development)	Strategic Marketing	Planning	Transportation	Land Management/GIS	Housing, Broadband and Utility Infrastructure	Regulatory and Policy	Agricultural, Natural, Cultural and Recreational Resources
Invited	Planning and Zoning, Administration, Economic Development, Land and Water Conservation, Highway	Administration, Economic Development, Workforce Development, Fair Park, Parks	UW Extension, Planning and Zoning, Administration, Highway, Economic Development, Parks	Highway, Planning and Zoning, Human Services, Parks	Land Information, Register of Deeds, Land and Water, Highway, Planning and Zoning, Parks, MIS	Health, Veterans Services, Planning and Zoning, Human Services, Economic Development	District Attorney, Finance, Human Resources, Treasurer, Corporation Counsel	Emergency Management, Fair Park, Land and Water Conservation, Parks, Planning and Zoning, Human Services

Meeting Outcomes:

To facilitate discussion of potential action items and related obstacles, the online engagement tool *Miro* was utilized. This allowed the group to identify relationships and additional needs in real-time based on the conversation. This exercise helped to understand priorities and details to be considered regarding implementation.

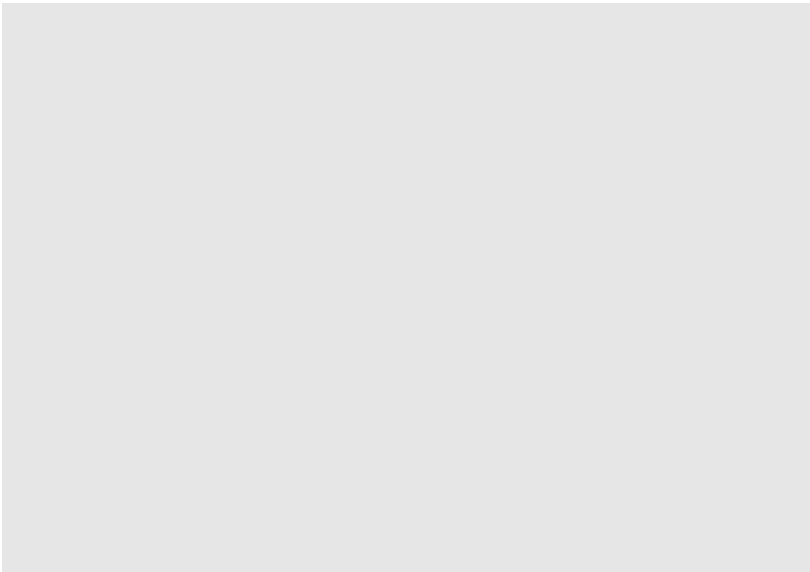


IMPACT



Factors to consider:

- Funding
- Staff capacity
- Staff skillset
- Support (Political, etc.)
- Is this an existing action?
- Does this appear in other adopted plans?
- Do other actions need to be completed first?



HOW TO USE THIS PLAN

The remainder of this plan outlines implementation items for eleven topic areas. These topics include:



Implementation actions are organized utilizing the following format, followed by a description of how each element was determined:

A1. Implementation Action

Detailed description of the Implementation Action

The timeline of the action will be

ONGOING	1 YEAR	2 YEAR	3 YEAR
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LEAD DEPARTMENT Department which will lead this action

SUPPORTING DEPARTMENTS Departments that will support the lead department

COST	\$	\$\$	\$\$\$	\$\$\$\$	UNKNOWN
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BARRIERS TO IMPLEMENTATION List of potential barriers to implementation

RELEVANT PLANS Other adopted plans that relate to this implementation action

RESOURCES Internal and external resources to help achieve this action

CONNECTED ACTIONS Other implementation actions that have connections to this implementation action

How was the Timeline defined?

Actions are organized into four timeline buckets: ongoing, 1 year, 2 years, 3 years, and 3+ years. These timelines provide a suggestion for when the County should initiate steps to achieve the action. The timeline does not indicate the length of time in which the action will be achieved/completed.

How was the Lead Department defined?

A lead department was identified as the key implementer of the action. Each lead department was identified as a group that will be responsible for leading the action, delegating help, and executing success. It is not intended that this department will be the sole implementer of the action.

How were the Supporting Departments defined?

Supporting departments were identified for each action as departments that will play a secondary role in the action's implementation. It is assumed that these departments will contribute staff time, resources, and/or budget dollars to the effort.



How was the Cost estimated?

The cost element was used to identify a general cost comparison for each of the identified implementation actions. However, each action requires a varied level of existing staff resources, the hiring of new staff, funding a new study or program, or purchasing software or materials. The following guidelines were used for each type of cost to identify a cost estimate level for each action. Actions which have been categorized as “unknown” either require further investigation to understand specific actions or may include a wide range of possibilities.

Type of Cost	\$	\$\$	\$\$\$	\$\$\$\$
Existing Staff Time	Short term staff dedication – small workload	Short term staff dedication – large workload	Short term staff dedication – full workload	--
	--	Long term staff dedication – small workload	Long term staff dedication – large workload	Long term staff dedication – full workload
New Staff Time	--	Salary and Benefits (depending on level)	Salary and Benefits (depending on level)	Salary and Benefits (depending on level)
Plan Development (Consultant/ Staff Time)	<\$25,000	\$25,000 to \$100,000	\$100,000 to \$250,000	>\$250,000
Purchase of Materials	<\$25,000	\$25,000 to \$100,000	\$100,000 to \$250,000	>\$250,000

What are the Barriers to Implementation?

During the course of plan creation, a list of potential obstacles to achieving goals were identified. These include:

Funding: The current budget for relevant departments may not cover costs of implementation action.

Staff Capacity: Current staffing levels may not be able to accommodate the time and work required to accomplish this action. To overcome this barrier, conversion of workload responsibilities, hiring of staff, or collaboration with other departments may be needed.

Goals/Policy Support: No existing goals or policies support this action item.

Lack of Plan: There is no defined plan that outlines needs, requirements, or timeline for this action.

Public Support: Previous discussions and feedback from the public suggest there may not be widespread support for this action.

Internal Support: Previous discussions and feedback from staff and departments suggest there may not be widespread support for this action.

Staff Skillset: The skills required to complete this action may not be currently held by staff. To overcome this barrier, additional staff training may be required to build internal skillsets. In some cases, collaboration with other departments or agencies may be required to provide skillset.

Board Support: Previous discussions and feedback from the County Board suggest there may not be support for this action.

What are the Relevant Plans and Resources?

Relevant Plans and Resources were identified to include internal or external plans or agencies that could be used in the implementation process. For example, the Jefferson County Comprehensive Plan may provide policy guidance during implementation, while the Economic Development Strategic Plan may provide additional resources or implementation direction. Identified resource agencies may also identify potential external partners to assist in implementation.

What are Connection Actions?

Connected actions identify other implementation actions that have correlation to the specific action. These may include actions that require another action to be completed first or include actions where results may help to inform or improve the execution of another action. For example, LRP8 – Create a County Intranet Resource includes a number of connection actions where a resource or deliverable will be created that could be hosted on the intranet resource.



Agricultural, Natural, Cultural, and Recreational Resources

Jefferson County's resources have played major roles in shaping the county today and contributing to a high quality of life for residents. Maintenance and enhancement of these resources will preserve the foundation of the county, while building access to a high quality of life.

A2. Identify opportunities to enhance resources

Establish metrics or a process for identifying opportunities to enhance natural, cultural, and recreational resources through county activities. Build a plan for execution of identified activities. An initial inventory of resources must be established with the creation of metrics, to define specific resources.

	ONGOING	1 YEAR	2 YEAR	3 YEAR	
LEAD DEPARTMENT	Parks				
SUPPORTING DEPARTMENTS	Land and Water; Planning				
COST	\$	\$	\$\$\$	\$\$\$\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	Staff capacity, Goals/Policy support, Lack of plan, Board support				
RELEVANT PLANS	Land and Water Plan, Comprehensive Outdoor Recreation Plan				
RESOURCES	Wisconsin DNR				
CONNECTED ACTIONS	A4, A8, A10, A11				

A1. Create plan to assess groundwater

Devise and implement a plan to assess the quality of the groundwater in the County. Expand the resources provided to the public on well testing and any needed actions based on results.

	ONGOING	1 YEAR	2 YEAR	3 YEAR	
LEAD DEPARTMENT	Land and Water				
SUPPORTING DEPARTMENTS	Health				
COST	\$	\$	\$\$\$	\$\$\$\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	Funding, Staff capacity, Lack of plan				
RELEVANT PLANS	Land and Water Plan				
RESOURCES	Local Municipalities, Adjacent Counties, Wisconsin DNR, UW-Stevens Point, US Geological Survey				
CONNECTED ACTIONS	LRP12				

A3. Implement the Agricultural Preservation and Land Use Plan

Implement the activities outlined within the Agricultural Preservation and Land Use Plan. Update plan as needed.

	ONGOING	1 YEAR	2 YEAR	3 YEAR	
LEAD DEPARTMENT	Planning				
SUPPORTING DEPARTMENTS	Land and Water, Parks				
COST	\$	\$	\$\$\$	\$\$\$\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	Staff capacity				
RELEVANT PLANS	Agricultural Preservation and Land Use Plan, Glacial Heritage Area Implementation Plan				
RESOURCES	DATCP				
CONNECTED ACTIONS					

A4. Implement Land and Water Plan

Implement the recommendations and policies of the Land and Water Plan

	ONGOING	1 YEAR	2 YEAR	3 YEAR	
LEAD DEPARTMENT	Land and Water				
SUPPORTING DEPARTMENTS	Administration, Planning, Land Information, Parks, UW-Ext, Health				
COST	\$	\$\$	\$\$\$	\$\$\$\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	Staff capacity				
RELEVANT PLANS	Land and Water Plan				
RESOURCES	Natural Resource Conservation Service, Farm Service Agency, Wisconsin Dept of Ag, Wisconsin DNR, Local Municipalities, local and regional resource groups, American Farmland Trust, WI Land and Water, Producer-Led Groups, Adjacent Counties				

A5. Continue to host and collaborate on agricultural education activities

Provide and contribute to agricultural education for county residents through educational opportunities and outreach.

	ONGOING	1 YEAR	2 YEAR	3 YEAR	
LEAD DEPARTMENT	Land and Water				
SUPPORTING DEPARTMENTS	Administration; Fair Park; UW-Ext				
COST	\$	\$\$	\$\$\$	\$\$\$\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	Funding, Staff capacity, Lack of plan, Internal support				
RELEVANT PLANS	Land and Water Plan				
RESOURCES	Local Businesses, Local Farmers, Producer-Led Groups				
CONNECTED ACTIONS	LRP12				

A6. Market Fair Park facilities

Continue to build and expand materials and communications to market the Fair Park facilities for community use and rental

	ONGOING	1 YEAR	2 YEAR	3 YEAR
LEAD DEPARTMENT	Fair Park			
SUPPORTING DEPARTMENTS	Economic Development; Administration			
COST	\$	\$	\$\$\$	\$\$\$\$
BARRIERS TO IMPLEMENTATION	Funding, Staff capacity			
RELEVANT PLANS				

RESOURCES

CONNECTED ACTIONS LRP12

A8. Implement Comprehensive Outdoor Recreation Plan and Support investment in parks

Implement the findings and recommendations of the Comprehensive Outdoor Recreation Plan and build metrics to monitor the county's continued investment in park infrastructure.

	ONGOING	1 YEAR	2 YEAR	3 YEAR
LEAD DEPARTMENT	Parks			
SUPPORTING DEPARTMENTS	Administration			
COST	\$	\$	\$\$\$	\$\$\$\$
BARRIERS TO IMPLEMENTATION	Funding, Staff capacity			
RELEVANT PLANS	Comprehensive Outdoor Recreation Plan			
RESOURCES	Wisconsin DNR			

A7. Enforce zoning ordinance

Utilize the zoning ordinance regulations to support the agricultural, natural, and cultural resources goals of the Comprehensive Plan. Continue to update ordinance as needed to respond to needs and opportunities.

	ONGOING	1 YEAR	2 YEAR	3 YEAR
LEAD DEPARTMENT	Planning			
SUPPORTING DEPARTMENTS	Corporation Counsel; Administration; Land and Water			
COST	\$	\$	\$\$\$	\$\$\$\$
BARRIERS TO IMPLEMENTATION	Staff capacity, Lack of plan (i.e., lack of ordinance)			
RELEVANT PLANS	Zoning Ordinance, Comprehensive Plan, Land and Water Plan			
RESOURCES	Towns			

A9. Agribusinesses Outreach and Collaboration

Increase department participation in agribusinesses outreach and activities through a regular newsletter or meeting.

	ONGOING	1 YEAR	2 YEAR	3 YEAR
LEAD DEPARTMENT	Economic Development			
SUPPORTING DEPARTMENTS	Fair Park; Planning; Land and Water; UW-Ext			
COST	\$	\$	\$\$\$	\$\$\$\$
BARRIERS TO IMPLEMENTATION	Staff capacity, Staff skillset			
RELEVANT PLANS				
RESOURCES	Local Businesses, Local Farmers			

A10. Catalog existing cultural resources

Establish a definition and metrics of cultural resources in Jefferson County and develop a catalog of existing resources

	ONGOING	1 YEAR	2 YEAR	3 YEAR	
LEAD DEPARTMENT	Parks				
SUPPORTING DEPARTMENTS	Planning, Land Information, Land and Water, Economic Development, Administration, Highway				
COST	\$	\$\$	\$\$\$	\$\$\$\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	Funding, Staff capacity, Lack of plan, Internal support, Staff skillset				
RELEVANT PLANS	Comprehensive Plan				
RESOURCES	Historic Sites Preservation Council, Jefferson County Historical Societies, Wisconsin Historical Society, National Register of Historic Places, NRCS – Wisconsin;				



Broadband and Utility Infrastructure

Access to infrastructure is needed for the essential functions of our lives. From grabbing a drink of water to accessing data in the field, broadband and utility infrastructure are needed. There will likely never be a time where we are using less data, so aiming for access for all is vital for future success.

B1. Invest in and support broadband infrastructure

Continue to explore, support, and invest in expanded broadband service for all Jefferson County residents. Activities may include time invested in meeting with local providers and municipalities or expanding programming offerings or tools.

ONGOING	1 YEAR	2 YEAR	3 YEAR
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LEAD DEPARTMENT Administration

SUPPORTING DEPARTMENTS Economic Development, Planning

COST	\$	\$\$	\$\$\$	\$\$\$\$	UNKNOWN
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BARRIERS TO IMPLEMENTATION Funding, Staff Capacity

RELEVANT PLANS Broadband Grant Programs

RESOURCES PSC Wisconsin

B2. Create a utility resource map

Identify and map existing utility resources throughout Jefferson County, including municipal water and sanitary service, broadband, and electric providers. Utilize map to understand gaps in service or areas for opportunity.

	ONGOING	1 YEAR	2 YEAR	3 YEAR	
LEAD DEPARTMENT	Land Information				
SUPPORTING DEPARTMENTS	Administration, Planning, Economic Development, Highway				
COST	\$	\$\$	\$\$\$	\$\$\$\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	Staff capacity				
RELEVANT PLANS	Local Comprehensive Plans				
RESOURCES	Local Municipalities, Local Service Providers				

B3. Large utility uses zoning regulations

Review and update the zoning ordinance related to large utility uses (e.g., 100 megawatts) to ensure the ordinance guides development in a manner that support County goals. Ensure that updates comply with state statute and associated regulatory requirements.

	ONGOING	1 YEAR	2 YEAR	3 YEAR	
LEAD DEPARTMENT	Corporation Counsel				
SUPPORTING DEPARTMENTS	Planning, Administration, Economic Development, Land and Water				
COST	\$	\$\$	\$\$\$	\$\$\$\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	Staff skillset, Local support, Board support				
RELEVANT PLANS	Zoning Ordinance				
RESOURCES	Other County Ordinances, State Statutes				
CONNECTED ACTIONS	R1, R5				

B4. Create a broadband connection toolkit

Develop a toolkit or resource to assist new residents and businesses with identifying and connecting to broadband services.

	ONGOING	1 YEAR	2 YEAR	3 YEAR	
LEAD DEPARTMENT	Administration				
SUPPORTING DEPARTMENTS	Economic Development				
COST	\$	\$\$	\$\$\$	\$\$\$\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	Staff capacity				
RELEVANT PLANS					
RESOURCES	Local Municipalities				

B5. Create an infrastructure plan

Develop an infrastructure plan that assesses future infrastructure needs throughout the County. This plan will look to understand services provided at the municipal level (e.g., sanitary sewer, water) and services provided across boundaries (e.g., electric, telecommunications). Efforts to understand future expansion potential and responding needs to serve as an economic development and planning tool.

	ONGOING	1 YEAR	2 YEAR	3 YEAR	
LEAD DEPARTMENT	Administration				
SUPPORTING DEPARTMENTS	Economic Development, Planning, Land Information, Highway				
COST	\$	\$\$	\$\$\$	\$\$\$\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	Funding, Staff capacity, Lack of plan, Staff skillset				
RELEVANT PLANS	Local Comprehensive Plans				
RESOURCES	Local Municipalities, Utility Providers, Regional Planning Organizations				



Transportation

Mobility in any mode provides opportunities for Jefferson County to live, work and play. Maintaining a system that supports the movement of goods and people by many means is important for maintaining social and economic health.

T1. Local Transportation Funding

Continue to assist municipalities with the identification of funding opportunities for transportation improvements.

ONGOING	1 YEAR	2 YEAR	3 YEAR
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LEAD DEPARTMENT Highway

SUPPORTING DEPARTMENTS Administration

COST	\$	\$\$	\$\$\$	\$\$\$\$	UNKNOWN
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BARRIERS TO IMPLEMENTATION Staff capacity

RELEVANT PLANS Local Comprehensive Plans, State Grant Programs

RESOURCES Wisconsin Department of Transportation

T2. County Transportation Plan

Develop a transportation plan to set priorities and actions for the county's highway system. The transportation plan will expand on bi-annual updates and include policy direction and action across multiple modes and uses (e.g., freight).

ONGOING	1 YEAR	2 YEAR	3 YEAR
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LEAD DEPARTMENT Highway

SUPPORTING DEPARTMENTS Administration, Economic Development, Land and Water, Planning, Parks, ADRC

COST	\$	\$\$	\$\$\$	\$\$\$\$	UNKNOWN
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BARRIERS TO IMPLEMENTATION Funding, Staff capacity

RELEVANT PLANS Highway Plan (CIP)

RESOURCES Wisconsin Department of Transportation, Adjacent Counties, Adjacent MPO/RPCs

T3. Jurisdictional Transfer Assessment

Complete an analysis of the highway system for potential jurisdictional transfers across the entire system.

ONGOING	1 YEAR	2 YEAR	3 YEAR
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LEAD DEPARTMENT Highway

SUPPORTING DEPARTMENTS Administration

COST	\$	\$\$	\$\$\$	\$\$\$\$	UNKNOWN
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BARRIERS TO IMPLEMENTATION Staff capacity, Lack of plan, Board support

RELEVANT PLANS Highway Plan

RESOURCES Local Municipalities, Adjacent Counties, Wisconsin Department of Transportation

CONNECTED ACTIONS T6

CONNECTED ACTIONS

T5

T4. ADA Transition Plan

Pursue the development of an ADA transition plan to identify needed ADA improvements on County owned facilities (both transportation infrastructure and buildings).

3+ YEARS

LEAD DEPARTMENT	Aging and Disability Resource Center					
SUPPORTING DEPARTMENTS	Central Services/Facilities, Finance, Parks					
COST	<table border="1" style="display: inline-table;"> <tr> <td style="background-color: #cccccc;">\$</td> <td style="background-color: #ffcc00;">\$\$</td> <td style="background-color: #ffcc00;">\$\$\$</td> <td style="background-color: #cccccc;">\$\$\$\$</td> <td style="background-color: #cccccc;">UNKNOWN</td> </tr> </table>	\$	\$\$	\$\$\$	\$\$\$\$	UNKNOWN
\$	\$\$	\$\$\$	\$\$\$\$	UNKNOWN		
BARRIERS TO IMPLEMENTATION	Funding, Staff capacity, Lack of plan, Staff skillset, Board support					
RELEVANT PLANS						
RESOURCES	Wisconsin Department of Transportation					

T5. Multimodal Transportation Plan

Explore multimodal transportation needs throughout the county.

3+ YEARS

LEAD DEPARTMENT	Highway					
SUPPORTING DEPARTMENTS	Parks, ADRC, Economic Development, Land Information, Administration					
COST	<table border="1" style="display: inline-table;"> <tr> <td style="background-color: #cccccc;">\$</td> <td style="background-color: #cccccc;">\$\$</td> <td style="background-color: #ffcc00;">\$\$\$</td> <td style="background-color: #cccccc;">\$\$\$\$</td> <td style="background-color: #cccccc;">UNKNOWN</td> </tr> </table>	\$	\$\$	\$\$\$	\$\$\$\$	UNKNOWN
\$	\$\$	\$\$\$	\$\$\$\$	UNKNOWN		
BARRIERS TO IMPLEMENTATION	Funding, Staff capacity, Goals/Policy support, Lack of plan, Board support					
RELEVANT PLANS	Highway Plan, Wisconsin Connect 2050, Outdoor Recreation Plan, SEWRPC Vision 2050 for Jefferson County					
RESOURCES	Wisconsin Department of Transportation, Adjacent Counties, Regional Planning Commissions and their plans					

**CONNECTED
ACTIONS**

T2

**CONNECTED
ACTIONS**

T2

T6. Jurisdictional Transfers & Traffic Studies

Complete jurisdictional transfers and traffic studies as needed and identified.

	ONGOING	1 YEAR	2 YEAR	3 YEAR
LEAD DEPARTMENT	Highway			
SUPPORTING DEPARTMENTS	Administration			
COST	\$	\$	\$\$\$	\$\$\$\$ UNKNOW
BARRIERS TO IMPLEMENTATION	Staff capacity, Lack of plan, Board support			
RELEVANT PLANS	Highway Plan (CIP)			
RESOURCES	Local Municipalities			
CONNECTED ACTIONS	T3			



Intergovernmental Cooperation

Partnerships can help to achieve solutions in more effective, inclusive, and meaningful ways. To reach the goals of the county, partnerships should be explored to increase workload, funding mechanisms, and idea generation.

I1. Local Municipality Outreach

Establish a quarterly/bi-annual meeting with local municipalities to provide a forum for information sharing.

ONGOING	1 YEAR	2 YEAR	3 YEAR
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LEAD DEPARTMENT	Administration				
SUPPORTING DEPARTMENTS	Planning, Land and Water, Economic Development, Highways, Parks, Human Services, Health				
COST	\$	\$\$	\$\$\$	\$\$\$\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	Staff capacity, Public support, Board support				
RELEVANT PLANS	Various Department Plans				
RESOURCES	Local Municipalities				

I2. Advocate for county needs at a state level

Advocate for county needs, legislative updates, and policy changes to support county needs and goals.

ONGOING	1 YEAR	2 YEAR	3 YEAR
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LEAD DEPARTMENT	Administration				
SUPPORTING DEPARTMENTS	All Departments				
COST	\$	\$\$	\$\$\$	\$\$\$\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	Staff capacity				
RELEVANT PLANS	Various Department Plans				
RESOURCES	County Board, State Legislators				

I3. County relationships

Nurture existing and develop new relationships with other counties, state agencies, and other organizations to foster collaboration on initiatives.

ONGOING	1 YEAR	2 YEAR	3 YEAR
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LEAD DEPARTMENT	Administration				
SUPPORTING DEPARTMENTS	All Departments				
COST	\$	\$\$	\$\$\$	\$\$\$\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	Staff capacity				
RELEVANT PLANS	Various Department Plans				
RESOURCES					

I4. Review Shared Service Studies

Review shared services studies and agreements to maintain working and mutually beneficial agreements. Explore opportunities for agreements on possible shared services. An example of shared services includes emergency services service areas between the county, cities, villages, and towns. Consider reviews every 3 years

	ONGOING	1 YEAR	2 YEAR	3 YEAR	
LEAD DEPARTMENT	Administration				
SUPPORTING DEPARTMENTS	Planning, Land and Water, Economic Development, Highways, Parks, HS/Health, MIS, Corporate Counsel, Finance, Human Resources				
COST	\$	\$	\$\$\$	\$\$\$\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	Staff capacity				
RELEVANT PLANS	Existing shared services agreements, WI Policy Studies (e.g., Taking the Pulse EMS Study and Greater than the Sum)				
RESOURCES	Local Municipalities				



Economic Development

Local businesses and industries provide options for people to work and play in Jefferson County. Creating and maintaining a diverse and resilient economy that looks out for the health of all sectors helps to provide options for all.

E2. Assist with business marketing, create a toolkit

Assist new and growing businesses with marketing to Jefferson County. Create a toolkit with materials and resources to connect businesses with tools available in Jefferson.

	ONGOING	1 YEAR	2 YEAR	3 YEAR
LEAD DEPARTMENT	Economic Development			
SUPPORTING DEPARTMENTS	Administration			
COST	\$	\$	\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	Staff capacity			
RELEVANT PLANS	<i>Jefferson County Marketing Plan</i>			
RESOURCES				

E1. County departmental relationships and access to resource catalogs

Continue to foster relationships between Economic Development staff and other County departments to foster resource sharing and expanded skillsets and assist with the promotion of County services.

	ONGOING	1 YEAR	2 YEAR	3 YEAR
LEAD DEPARTMENT	Administration			
SUPPORTING DEPARTMENTS	All departments			
COST	\$	\$	\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	Staff Capacity			
RELEVANT PLANS	Economic Development Strategic Plan			
RESOURCES				
CONNECTED ACTIONS	A10, B5, T3, H3			

E3. Create a countywide IDA

Plan for and establish a countywide IDA to further engage economic development activity and actions across all areas of the County.

	ONGOING	1 YEAR	2 YEAR	3 YEAR
LEAD DEPARTMENT	Economic Development			
SUPPORTING DEPARTMENTS	Administration			
COST	\$	\$	\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	Funding, Staff capacity, Staff skillset, Board support			
RELEVANT PLANS	Economic Development Strategic Plan			
RESOURCES	Adjacent Counties			

E4. Implement the economic development strategic plan

Support activities that aid the County in achieving the three goal areas of Business Development, Workforce Development, and Branding and Marketing.

	ONGOING	1 YEAR	2 YEAR	3 YEAR
LEAD DEPARTMENT	Economic Development			
SUPPORTING DEPARTMENTS	Administration			
COST	\$	\$	\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	Funding, Staff capacity, Board support			
RELEVANT PLANS	Economic Development Strategic Plan			
RESOURCES	ThriveED, Adjacent Counties, Local Chambers			

E5. Implement the Heartland Talent Initiative

Continue efforts to implement the Heartland Talent Initiative to continue to support workforce development and maintenance for Jefferson County businesses.

	ONGOING	1 YEAR	2 YEAR	3 YEAR
LEAD DEPARTMENT	Economic Development			
SUPPORTING DEPARTMENTS				
COST	\$	\$	\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	None			
RELEVANT PLANS	Economic Development Strategic Plan			
RESOURCES	Local Chambers, Local Schools			

E6. Create a countywide chamber

Explore and execute the creation of a Jefferson County Chamber of Commerce to broadly promote and support all industries in the County. Efforts will explore the consolidation of local chambers or supporting efforts.

3+ YEARS

LEAD DEPARTMENT Economic Development

SUPPORTING DEPARTMENTS Administration

COST	\$	\$\$	\$\$\$	\$\$\$\$	UNKNOWN
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BARRIERS TO IMPLEMENTATION Funding, Staff Capacity, Lack of plan, Public support, Staff skillset, Board support

RELEVANT PLANS

RESOURCES Local Chambers



Geographic Information Systems (GIS)

Access to accurate, location-based data can improve work processes and results. The maintenance and enhancement of county data that is accessible to a range of parties can be used to improve internal workflow and external knowledge.

G1. GIS Resources - Access/Education

Identify opportunities to manage and enhance the use of GIS throughout county departments. This includes both external and internal use, including education of resources, marketing of the system, and promotional tools. Educate existing and potential users of the tools/resources available within the County and individual departments, and how to request assistance or collaborate with others. Look for opportunities to collaborate with local governments in the county.

ONGOING	1 YEAR	2 YEAR	3 YEAR
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LEAD DEPARTMENT Land Information

SUPPORTING DEPARTMENTS Land and Water, Planning, Highway

COST	\$	\$\$	\$\$\$	\$\$\$\$	UNKNOWN
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BARRIERS TO IMPLEMENTATION Funding, Staff capacity, Lack of plan, Internal support, Staff skillset

RELEVANT PLANS GIS Departmental Resources

RESOURCES Staff skillset, Local Municipalities, Jefferson County Land Information Plan

CONNECTED ACTIONS G3, G5

G2. Enhance file/data sharing

Continue to enhance the sharing of data and files across departments

	ONGOING	1 YEAR	2 YEAR	3 YEAR	
LEAD DEPARTMENT	Land Information				
SUPPORTING DEPARTMENTS	Administration, Human Services, Economic Development, Land and Water, Planning, Fair Park, Parks, MIS, Highway, Health				
COST	\$	\$	\$\$\$	\$\$\$\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	Staff capacity				
RELEVANT PLANS	GIS Departmental Resources				
RESOURCES					

G4. GIS Staffing

Hire a dedicated GIS staff person for department. The job description for the position could include the implementation of trainings identified in G1 and G3, maintenance of resources in G2, and execution of GIS tasks for non-users.

	ONGOING	1 YEAR	2 YEAR	3 YEAR	
LEAD DEPARTMENT	Land Information				
SUPPORTING DEPARTMENTS	Administration, Human Resources				
COST	\$	\$	\$\$\$	\$\$\$\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	Funding, Internal support, Board support				
RELEVANT PLANS					
RESOURCES					

G3. GIS Training and Education

Increase awareness of GIS and benefits throughout the county staff. Support training of staff to maintain and enhance GIS skills. Educate staff about the tools and benefits of GIS to increase awareness and overall use of tools. As a result, more staff may be trained in GIS.

	ONGOING	1 YEAR	2 YEAR	3 YEAR	
LEAD DEPARTMENT	Land Information				
SUPPORTING DEPARTMENTS	Administration, Human Services, Economic Development, Land and Water, Planning, Fair Park, Parks, MIS, Highway, Health				
COST	\$	\$	\$\$\$	\$\$\$\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	Staff capacity, Board support				
RELEVANT PLANS	GIS Departmental Resources				
RESOURCES	GIS Trainings				

G5. GIS Request Workflow

Establish a workflow for GIS requests or needs throughout the departments.

	ONGOING	1 YEAR	2 YEAR	3 YEAR	
LEAD DEPARTMENT	Land Information				
SUPPORTING DEPARTMENTS	Administration				
COST	\$	\$	\$\$\$	\$\$\$\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	Staff capacity				
RELEVANT PLANS					
RESOURCES					

G6. GIS User Group

Create a GIS user group that identifies trained GIS staff across departments. Provide an opportunity for the group to gather to share resources, tricks and tools

	ONGOING	1 YEAR	2 YEAR	3 YEAR	
LEAD DEPARTMENT	Land Information				
SUPPORTING DEPARTMENTS	Administration, Human Services, Economic Development, Land and Water, Planning, Fair Park, Parks, MIS, Highway				
COST	\$	\$\$	\$\$\$	\$\$\$\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	Staff capacity				
RELEVANT PLANS					
RESOURCES					
CONNECTED ACTIONS	G5				



Health and Human Services/Healthy Communities

Access to healthy options and choices through programs, resources, and assistance provides all Jefferson County residents with opportunities to improve their quality of life. From physical health to social wellbeing, caring for individual health is important to the county's health overall.

HS2. Marketing available services

Continue to market and promote County services that promote continued or improved health and well-being. Efforts may include broadened awareness across geographic areas or targeting new residents

ONGOING	1 YEAR	2 YEAR	3 YEAR
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LEAD DEPARTMENT Human Services

SUPPORTING DEPARTMENTS Administration, Planning, Economic Development

COST \$ \$\$ \$\$\$ \$\$\$\$ UNKNOWN

BARRIERS TO IMPLEMENTATION Funding, Staff capacity, Staff skillset

RELEVANT PLANS Community Health Assessment

RESOURCES Local Municipalities

HS1. Implement relevant health and human services plans

Continue efforts to support and implement activities and programs identified through the health and human services departments. Activities will vary in response to changing health assessments and new data.

ONGOING	1 YEAR	2 YEAR	3 YEAR
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LEAD DEPARTMENT Health, Human Services

SUPPORTING DEPARTMENTS Administration

COST \$ \$\$ \$\$\$ \$\$\$\$ UNKNOWN

BARRIERS TO IMPLEMENTATION Funding, Staff capacity

RELEVANT PLANS Community Health Assessment, Community Health Improvement Plan & Process

RESOURCES State Health Department, Adjacent Counties

HS3. County health/human services mandates

Continue to monitor changing service mandates at the State and Federal level to assess needed impacts or changes for County services. Advocate for changes that best serve the County's population

ONGOING	1 YEAR	2 YEAR	3 YEAR
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LEAD DEPARTMENT Health, Human Services

SUPPORTING DEPARTMENTS Administration

COST \$ **\$\$** \$\$\$ \$\$\$\$ UNKNOWN

BARRIERS TO IMPLEMENTATION Staff capacity, Staff skillset

RELEVANT PLANS Community Health Assessment, Community Health Improvement Plan & Process

RESOURCES State Health Department, Adjacent Counties

HS4. Increase awareness and availability of mental and behavioral health services/providers

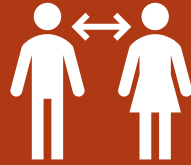
Collaborate with local mental and behavioral health service providers to provide access to needed services throughout all of the County. Explore funding opportunities to expand access and resources

	ONGOING	1 YEAR	2 YEAR	3 YEAR	
LEAD DEPARTMENT	Human Services				
SUPPORTING DEPARTMENTS	Administration				
COST	\$	\$\$	\$\$\$	\$\$\$\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	Funding, Staff capacity, Public support, Board support				
RELEVANT PLANS					
RESOURCES	Adjacent Counties, Local providers				

HS5. Provide services for all ages

Continue to provide services that are targeted to benefiting user groups. Provide access to services for all residents, especially those over the age of 60 or those with mobility challenges to access services.

	ONGOING	1 YEAR	2 YEAR	3 YEAR	
LEAD DEPARTMENT	Human Services				
SUPPORTING DEPARTMENTS	Administration				
COST	\$	\$\$	\$\$\$	\$\$\$\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	Funding, Staff capacity, Lack of plan, Staff skillset				
RELEVANT PLANS	Community Health Assessment, Community Health Improvement Plan & Process				
RESOURCES	Adjacent Counties, Transportation Services				



Local and Regional Perspectives

Perspectives are based on past experiences and can dictate how individual interact, how investments are determined, or what decision are made. Creating positive perspectives of the county at both a local and regional level will help to build opportunities for growth, development, and preservation.

LRP1. Create a feedback forum

Provide a platform for the public to submit feedback to County staff through an online platform (e.g., comment box on website). Establish process for responding to feedback and disseminating comments to appropriate departments.

ONGOING	1 YEAR	2 YEAR	3 YEAR
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LEAD DEPARTMENT Administration

SUPPORTING DEPARTMENTS All Departments

COST	\$	\$\$	\$\$\$	\$\$\$\$	UNKNO WN
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BARRIERS TO IMPLEMENTATION None

RELEVANT PLANS

RESOURCES

LRP2. County Board Education

Create a County Board Education session(s) that could be used as an orientation for new board members and as a way to share new tools, resources, and programs with board members.

ONGOING	1 YEAR	2 YEAR	3 YEAR
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LEAD DEPARTMENT Administration

SUPPORTING DEPARTMENTS All Departments

COST	\$	\$\$	\$\$\$	\$\$\$\$	UNKNO WN
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BARRIERS TO IMPLEMENTATION Staff capacity

RELEVANT PLANS

RESOURCES

LRP4. Provide departments with access to update internet content

Identify opportunities and train selected staff within departments to update content on department webpages. Establish a policy for web updates, noting the specific training and workflow.

ONGOING	1 YEAR	2 YEAR	3 YEAR
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LEAD DEPARTMENT MIS

SUPPORTING DEPARTMENTS All Departments

COST	\$	\$\$	\$\$\$	\$\$\$\$	UNKNO WN
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BARRIERS TO IMPLEMENTATION Internal support, Staff skillset

RELEVANT PLANS

RESOURCES

LRP3. Internal training

Support training opportunities to grow staff skillsets and capacity. Through training opportunities look for opportunities to increase efficiencies and share skillsets across departments.

ONGOING	1 YEAR	2 YEAR	3 YEAR
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LEAD DEPARTMENT Administration

SUPPORTING DEPARTMENTS All Departments

COST	\$	\$\$	\$\$\$	\$\$\$\$	UNKNO WN
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BARRIERS TO IMPLEMENTATION Funding, Staff capacity, Lack of plan

RELEVANT PLANS

RESOURCES

LRP5. Use one online payment system for the county

Select a single online payment system to be used by all County departments for online payments.

ONGOING	1 YEAR	2 YEAR	3 YEAR
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LEAD DEPARTMENT Finance

SUPPORTING DEPARTMENTS All Departments

COST	\$	\$\$	\$\$\$	\$\$\$\$	UNKNO WN
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BARRIERS TO IMPLEMENTATION Internal Support

RELEVANT PLANS

RESOURCES Existing payment systems

LRP6. Regional Planning Commissions (RPC)/Metropolitan Planning Organizations (MPO)

Explore the benefits of RPC/MPO membership across different departments. Study the Capital Area RPC and Southeastern Wisconsin RPC for approaches, tools and resources to best fit Jefferson County. Also review expansion of Census defined Metropolitan Areas.

	ONGOING	1 YEAR	2 YEAR	3 YEAR	
LEAD DEPARTMENT	Administration				
SUPPORTING DEPARTMENTS	Planning, Highway, Economic Development, Land and Water				
COST	\$	\$	\$	\$	UNKN WN
BARRIERS TO IMPLEMENTATION	Lack of plan, Public support, Internal support, Board support				
RELEVANT PLANS	RPC/MPO Planning Documents				
RESOURCES	Southeastern Wisconsin RPC/MPO, Capital Area RPC/MPO, Adjacent Counties				

LRP7. Improve online information access for the public

Work with each department to understand the most commonly sought after materials and ensure they are easily accessible via the website. Explore needs to add material not currently available. Utilize social media in promotional planning.

	ONGOING	1 YEAR	2 YEAR	3 YEAR	
LEAD DEPARTMENT	Administration				
SUPPORTING DEPARTMENTS	All Departments				
COST	\$	\$	\$	\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	Staff capacity				
RELEVANT PLANS					
RESOURCES					

CONNECTED ACTIONS

LRP4

LRP8. Enhance County Intranet Resources/Streamline Access

Enhance the internal Jefferson County Intranet resource where internal information can be accessible to all staff. Resources may include HR forms and paperwork, along with commonly accessed department information (i.e., requests, forms). Efforts may also include increased promotion and education of existing intranet resources.

ONGOING	1 YEAR	2 YEAR	3 YEAR
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LEAD DEPARTMENT Administration

SUPPORTING DEPARTMENTS All Departments

COST \$ \$\$ \$\$\$ \$\$\$\$ UNKNOWN

BARRIERS TO IMPLEMENTATION Staff capacity, Lack of plan, Staff skillset

RELEVANT PLANS

LRP9. Succession Planning

Establish a process for departments to follow regarding succession planning. Process should consider known departures (e.g., retirement), inter-County transitions (e.g., department transfers), and short-term departures (e.g., resignations).

ONGOING	1 YEAR	2 YEAR	3 YEAR
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LEAD DEPARTMENT Human Resources

SUPPORTING DEPARTMENTS All Departments

COST \$ \$\$ \$\$\$ \$\$\$\$ UNKNOWN

BARRIERS TO IMPLEMENTATION Staff capacity, Goals/Policy support, Staff skillset, Internal Support

RELEVANT PLANS

RESOURCES**CONNECTED ACTIONS**

A10, B2, B4, E1, G1, G2, HS2, LRP2, SM2, H3, H5

RESOURCES**LRP10. Create an engagement coordinator position**

Develop an Engagement Coordinator position with a job description that responds to external and internal needs. Job duties may include coordinating collaboration of departments and connecting stakeholders and residents to tools, resources, and volunteer opportunities.

ONGOING	1 YEAR	2 YEAR	3 YEAR

LEAD DEPARTMENT Administration**SUPPORTING DEPARTMENTS**

COST	\$	\$\$	\$\$\$	\$\$\$\$	UNKNOWN

BARRIERS TO IMPLEMENTATION Funding, Staff capacity, Internal support, Board support**RELEVANT PLANS****RESOURCES****CONNECTED ACTIONS** SM3, R3**LRP11. Review hiring processes and policies**

Review existing hiring processes and policies to understand gaps and barriers in the attraction and hiring of new County staff. The review should include identifying a need to hire/establish a position through the onboarding process.

ONGOING	1 YEAR	2 YEAR	3 YEAR

LEAD DEPARTMENT Human Resources**SUPPORTING DEPARTMENTS** Administration, Corporation Council, All Departments

COST	\$	\$\$	\$\$\$	\$\$\$\$	UNKNOWN

BARRIERS TO IMPLEMENTATION Staff capacity, Goals/Policy support, Staff skillset**RELEVANT PLANS****RESOURCES****CONNECTED ACTIONS** LRP9

LRP12. Marketing budgets for departments

Establish a consistent fund for department marketing activity. This fund can be spent by each department to market resources, tools, and skills, broadening the connection to stakeholders, residents, and businesses.

	ONGOING	1 YEAR	2 YEAR	3 YEAR	
LEAD DEPARTMENT	Finance				
SUPPORTING DEPARTMENTS	All Departments				
COST	\$	\$\$	\$\$\$	\$\$\$\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	Funding, Lack of plan, Board support				
RELEVANT PLANS					
RESOURCES					

LRP13. County Staffing Plan

Review staffing needs across all departments, including an assessment of department activities, full time and seasonal workload needs, planned staff transitions (e.g., retirements), and partnership opportunities. Utilize assessment to create a staffing plan that defines roles and staff needs for each department. Include implementation plan that defines the creation of job descriptions and hiring plans for new positions.

	ONGOING	1 YEAR	2 YEAR	3 YEAR	
LEAD DEPARTMENT	Administration				
SUPPORTING DEPARTMENTS	All Departments				
COST	\$	\$\$	\$\$\$	\$\$\$\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	Lack of plan				
RELEVANT PLANS					
RESOURCES					



Regulatory and Policy Development

Decisions, approvals, and actions at the county level are typically influenced or mandated through a regulation or policy (e.g., Comprehensive Plan, Ordinances, and Standards). Ensuring that policies and regulatory tools respond to current needs is important for continuing to serve the county.

R1. Review the zoning enforcement process

Review existing ordinance regarding the overall enforcement process for common violations to determine needed updates or changes. Assess ordinance amendments to respond to identified issues and/or pursue processes/tools to solidify roles and next steps.

ONGOING	1 YEAR	2 YEAR	3 YEAR
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LEAD DEPARTMENT Corporation Counsel

SUPPORTING DEPARTMENTS Administration, Planning, Land and Water

COST

\$	\$\$	\$\$\$	\$\$\$\$	UNKNOWN
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BARRIERS TO IMPLEMENTATION Funding, Staff capacity, Lack of plan

RELEVANT PLANS Comprehensive Plan, Zoning Ordinance

RESOURCES Adjacent Counties

R2. Review hiring policy and identify needed improvements

Review existing hiring policies and procedures for County employees. Identify barriers or needed changes.

ONGOING	1 YEAR	2 YEAR	3 YEAR
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LEAD DEPARTMENT Human Resources

SUPPORTING DEPARTMENTS Administration

COST \$ \$\$ \$\$\$ \$\$\$\$ UNKNOWN

BARRIERS TO IMPLEMENTATION Staff capacity, Staff skillset, Board support

RELEVANT PLANS

RESOURCES Adjacent Counties

CONNECTED ACTIONS LRP11

R3. Hire a County Public Relations/Engagement staff person

Develop a public relations/engagement position within the County structure. This individual would assist with marketing materials and manage external and internal communications.

ONGOING	1 YEAR	2 YEAR	3 YEAR
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LEAD DEPARTMENT Administration

SUPPORTING DEPARTMENTS Human Resources

COST \$ \$\$ \$\$\$ \$\$\$\$ UNKNOWN

BARRIERS TO IMPLEMENTATION Funding, Lack of plan

RELEVANT PLANS

RESOURCES

CONNECTED ACTIONS SM3, LRP10

R4. Create Zoning Information sheets

Develop info sheets that describe key elements of the zoning ordinance (ex: One-pager for each zoning district that outlines regulations such as lot size, lot width, setbacks).

	ONGOING	1 YEAR	2 YEAR	3 YEAR	
LEAD DEPARTMENT	Planning				
SUPPORTING DEPARTMENTS	Administration, Land and Water				
COST	\$	\$	\$\$\$	\$\$\$\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	Staff capacity				
RELEVANT PLANS	Comprehensive Plan, Zoning Ordinance				
RESOURCES					
CONNECTED ACTIONS	R1, R5				

R6. Utilize priority based budgeting

Continue to use priority based budgeting to set department needs and budget

	ONGOING	1 YEAR	2 YEAR	3 YEAR	
LEAD DEPARTMENT	Finance				
SUPPORTING DEPARTMENTS	All Departments				
COST	\$	\$	\$\$\$	\$\$\$\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	Staff skillset; Internal Support; Board Support				
RELEVANT PLANS					
RESOURCES					

R5. Review the Zoning Ordinance every other year for updates

Complete an assessment of the Zoning Ordinance every other year to identify impacts or needed changes based on changing trends/needs or as a result of administration challenges.

	ONGOING	1 YEAR	2 YEAR	3 YEAR	
LEAD DEPARTMENT	Corporation Counsel				
SUPPORTING DEPARTMENTS	Planning, Land and Water, Zoning Committee				
COST	\$	\$	\$\$\$	\$\$\$\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	Staff capacity, Goals/Policy support, Lack of plan, Staff skillset				
RELEVANT PLANS	Comprehensive Plan, Zoning Ordinance				
RESOURCES	Adjacent Counties, Local Municipalities				
CONNECTED ACTIONS	R1				



Strategic Marketing

Marketing strategies help to solidify Jefferson County is and encourages people to engage. Strategic marketing will help set a county brand and develop outreach methods to market the county to a range of groups.

SM1. Marketing Plan

Create a county marketing plan that sets priorities and identifies Jefferson County's brand. Outcomes could include: identification of county amenities, partnerships to leverage work, communications plan, county brand

ONGOING	1 YEAR	2 YEAR	3 YEAR
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LEAD DEPARTMENT Administration

SUPPORTING DEPARTMENTS Economic Development, Land and Water, Planning, Fair Park, Parks

COST \$ \$ \$ \$ \$ UNKNOW

BARRIERS TO IMPLEMENTATION Funding, Staff capacity, Lack of plan, Staff skillset, Board support

RELEVANT PLANS

RESOURCES

CONNECTED ACTIONS SM2

SM3. Marketing Position

Create a marketing staff person that manages all internal and external marketing activities for Jefferson County.

ONGOING	1 YEAR	2 YEAR	3 YEAR
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LEAD DEPARTMENT Administration

SUPPORTING DEPARTMENTS

COST \$ \$ \$ \$ \$ UNKNOW

BARRIERS TO IMPLEMENTATION Funding, Goals/Policy support, Board support

RELEVANT PLANS

RESOURCES

CONNECTED ACTIONS LRP10, R3

SM2. County Brand Standards

Create county brand standards that establish the logo, colors/fonts, templates, etc. that solidify the look and feel of county materials. Could also include the update of a County slogan/catch phrase. Use results to establish letterhead for each Department.

ONGOING	1 YEAR	2 YEAR	3 YEAR
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LEAD DEPARTMENT Administration

SUPPORTING DEPARTMENTS All Departments

COST \$ \$ \$ \$ \$ UNKNOW

BARRIERS TO IMPLEMENTATION Funding, Staff capacity, Lack of plan, Staff skillset, Board support

RELEVANT PLANS

RESOURCES

**CONNECTED
ACTIONS**

SM1





Housing/Childcare

Access to safe, affordable, and accessible housing and childcare is needed to provide for a high quality of life for all. As two major costs for residents, tools and resources a four housing and childcare are needed.

H2. Pursue Zoning Ordinance updates to respond to housing needs

Monitor housing needs throughout the county and identify ordinance limitations to responding to needs. Amend ordinance as needed. Review Comprehensive Plan and Agricultural Preservation and Land Use Plan for policy guidance and amend if needed.

	ONGOING	1 YEAR	2 YEAR	3 YEAR
LEAD DEPARTMENT	Planning			
SUPPORTING DEPARTMENTS	Administration, Human Services, Economic Development			
COST	\$	\$	\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	Staff capacity, Lack of plan, Staff skillset, Board support			
RELEVANT PLANS	Comprehensive Plan, Agricultural Preservation and Land Use Plan, Zoning Ordinance, Local Comprehensive Plans			
RESOURCES	Local Municipalities			

H1. Implement the findings of the Housing Study

Implement the findings of the Housing Study and support the implementation of findings at the local level.

	ONGOING	1 YEAR	2 YEAR	3 YEAR
LEAD DEPARTMENT	Administration			
SUPPORTING DEPARTMENTS	Human Services, Economic Development, Planning			
COST	\$	\$	\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	Funding, Staff capacity, Goals/Policy support, Staff skillset			
RELEVANT PLANS	Housing Study, Local Housing Studies			
RESOURCES	Local Housing Authorities, WHEDA, Department of Human Services, HUD			

H3. Housing Assessment/Needs Map

Create a map that provides an assessment of housing and overall county needs to serve as a visual tool. Effort should utilize the capacity needs by community identified within the Housing Study.

	ONGOING	1 YEAR	2 YEAR	3 YEAR
LEAD DEPARTMENT	Economic Development			
SUPPORTING DEPARTMENTS	Human Services, Planning, Land Information			
COST	\$	\$	\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	Staff capacity, Lack of plan, Staff skillset			
RELEVANT PLANS	Housing Study, Local Comprehensive Plans			
RESOURCES	Local Municipalities			

H4. Support increased before/after school care options

Collaborate with school districts to identify opportunities to expand before/after school care, timing, allowed ages, enrichment opportunities, etc. to provide additional care options for school aged children and care for children of faculty.

ONGOING	1 YEAR	2 YEAR	3 YEAR
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LEAD DEPARTMENT Human Services

SUPPORTING DEPARTMENTS Administration, Human Resources

COST	\$	\$\$	\$\$\$	\$\$\$\$	UNKNOWN
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BARRIERS TO IMPLEMENTATION Staff capacity, Lack of plan

RELEVANT PLANS

RESOURCES

H5. Share Childcare tools internally

Identify a platform to share tools or resources regarding child care (availability, licensing options, etc.) across departments

ONGOING	1 YEAR	2 YEAR	3 YEAR
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LEAD DEPARTMENT Human Services

SUPPORTING DEPARTMENTS Human Resources

COST	\$	\$\$	\$\$\$	\$\$\$\$	UNKNOWN
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BARRIERS TO IMPLEMENTATION None

RELEVANT PLANS

RESOURCES

CONNECTED ACTIONS LRP8

H6. Toolkit for daycare certification

Create a toolkit to guide providers through the certification process. The toolkit would identify State regulations, policies, and paperwork that must be completed for the certification process. The toolkit is intended to serve as a tool to facilitate and encourage certification of providers.

	ONGOING	1 YEAR	2 YEAR	3 YEAR	
LEAD DEPARTMENT	Human Services				
SUPPORTING DEPARTMENTS	Administration				
COST	\$	\$	\$\$\$	\$\$\$\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	Staff capacity				
RELEVANT PLANS					
RESOURCES	Wisconsin Department of Children and Families				

H7. Financial Programs/Tax Incentives

Expand offerings and awareness of tax incentives and financial programs that support housing (new housing, maintenance, etc.) to respond to needs identified in the Housing Study. Programs should be assessed annually to monitor the impact (positive and negative).

	ONGOING	1 YEAR	2 YEAR	3 YEAR	
LEAD DEPARTMENT	Human Services				
SUPPORTING DEPARTMENTS	Administration, Economic Development, Finance				
COST	\$	\$	\$\$\$	\$\$\$\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	Funding, Staff capacity, Goals/Policy support				
RELEVANT PLANS					
RESOURCES					

H8. Explore county supported/sponsored childcare options

Explore opportunities for the county support additional childcare options throughout the county. For example, the county could identify space options that providers could utilize.

	3+ YEARS				
LEAD DEPARTMENT	Administration				
SUPPORTING DEPARTMENTS	Human Services, Economic Development, Planning, Human Resources				
COST	\$	\$	\$\$\$	\$\$\$\$	UNKNOWN
BARRIERS TO IMPLEMENTATION	Funding, Staff capacity, Goals/Policy support, Staff skillset				
RELEVANT PLANS					
RESOURCES	Wisconsin Department of Children and Families				

