

# Adams County Strategic Plan

2019



### Acknowledgements:

Ad Hoc Committee:

John West, Chair

Peter Hickethier	Barb Morgan
Robert Grabarski	Mark Hamburg
Daric Smith	Jim Boebel
Laura Hook	Jim Bays
Wayne Johnson	Don Ystad
Roberta Pantaleo	Tim Diemert

Casey Bradley, County Manager

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North Central Wisconsin Regional Planning Commission

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## Chapter 1: Introduction

### What is a Strategic Plan?

Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that everyone is working toward common goals and general agreement action items. It is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future.

A strategic plan is a document used to communicate with the organization the overall goals, the actions needed to achieve those goals and all of the other critical elements developed during the planning exercise.

### Our Process

There are many different approaches to strategic planning. While there are no rules regarding the right approach, most follow a similar pattern and have common attributes. Many frameworks cycle through some variation on some very basic phases:

- 1) Assessment, where an understanding of the current internal and external environments is developed,
- 2) Strategy formulation, where a focused strategy is developed,
- 3) Strategy execution, where the high issues are translated into detailed action items, and
- 4) Evaluation, where ongoing refinement and evaluation of performance, culture, communications, data reporting, and benchmarking occurs.

Several documents provided background and direction for this effort. The Strategic Plan is intended to be the document that unifies the entire operation and set overall direction for the county in the next 3 to 5 years. This effort builds off the recently adopted

county comprehensive plan and various department plans, among others. Together these documents form the blueprint for the county.

### Our Timeline

Since this was the first strategic plan effort undertaken by Adams County, an eighteen month planning process was utilized. The timeframe allowed for participation from the county board, department heads, county staff, as well as the ad hoc committee.

### Our County Vision

To provide high quality services in an economical, fair, professional and courteous manner enhancing and protecting the health, welfare, and safety of those who visit, live and work in Adams County.

### Our County Mission

To provide high quality services in an economical, fair, professional, and courteous manner enhancing and protecting the health, welfare, and safety of those who visit, live and work in Adams County.

### Our County Values

Adams County government conducts its affairs in a professional, accountable manner acting with the highest integrity. We are knowledgeable, resourceful, and credible and adhere to these values at all times.

### County Government Overview

Authority for county government is found in the Wisconsin Constitution and Chapter 59 of the Wisconsin State Statutes. County government authority is very different from the authority of cities and villages. While cities and villages have constitutional home rule authority, counties are limited to statutory administrative home rule authority, meaning that while counties may exercise any organizational or administrative power in the conduct of their affairs, they remain subject to the constitution and to any enactment of the Legislature that is of statewide concern and uniformly affects every county. More simply put, counties can only act as the state statutes and constitution allow. The limited authority given to counties reinforces the intent of the state's founders in forming

the partnership between the state and county government – counties act as the local presence of the state and carry out certain critical functions of state government.

The county board of supervisors is both a legislative and visionary body. Their authority is collective versus individual, meaning the entire body has power – not any one individual. Thus, decisions are based on votes of the county board. The county board is also responsible for holding the persons appointed to operate county government accountable. Once policy has been approved by the county board of supervisors through plans, budgets, ordinances, and resolutions, it is the responsibility of county staff to implement the decisions of the board.

Some of the basic county board functions are as follows:

- Involve, represent, and be accountable to the public.
- Adopt the annual budget and levy taxes.
- Determine which services are to be provided.
- Hire, evaluate, and retain good administrators.
- Cooperate with other levels of government.
- Focus on the long-term rather than the past or short-term.
- Conduct strategic planning addressing key issues and opportunities.
- Determine overall mission and purpose.
- Establish county's vision.
- Regulate within statutory authority.

Counties utilize a strong committee structure to conduct their business. The majority of the policy formation work is done by committees prior to debate by the full county board. Committees may hold hearings and consider input from the public and county

staff before making recommendations to the full board. Any new initiative should first be referred to the appropriate committee where it can be reviewed by committee members and staff who have the expertise necessary to fully study the issue.

The county board is not responsible for managing the day-to-day operation of the county; the county board is responsible for establishing policy. The county board enacts policy by adopting plans, budgets, ordinances, and resolutions. Policy can be established by adopting farmland preservation, capital improvement, comprehensive, strategic, parks, and transportation plans. These plans generally provide guidance for the long term – five, ten, fifteen years or even longer – and can be amended as the board sees fit. The annual budget is probably the most important policy document the county board adopts. While it is technically a financial document, it is also the preeminent policy document in county government in that the budget determines what services are provided, the level of funding allocated and the source of revenue.

The county board also establishes policy by approving ordinances and resolutions. Ordinances are local laws prescribing rules of conduct and are enforced by county officials. Ordinances become a permanent part of the governmental code and may be amended from time to time. Ordinances can also be regulatory, dealing with issues such as licensing, zoning, peace and order. Unlike ordinances, resolutions are not a permanent feature of the county code. They are often used to provide an official record of board action, grant special privileges, express opinions, or communicate with other governmental bodies.

## Chapter 2: Demographics

Adams County is home to about 20,000 full-time residents; however, in the summer populations swell to nearly 35,000 because of the many seasonal homes in the county, particularly those in the Lake District in Rome, as well as other waterways, such as the Wisconsin River and the many scattered lakes throughout the county.

According to the Wisconsin Department of Administration (DOA), the population in Adams County has been steadily increasing and is projected to grow through 2030 and then decreasing from 2030 to 2040. When examining population, there are two groups - the millennials, those between 18 and 35, and those 65 and older. Within the county, there are about 6,700 millennials, which compared to the national average is low, while the older segment is about 9,650, which is above national average for an area this size. Population projections indicate that 40 percent of the population will be over the age of 65, and during that same time period all other groups will see an overall decrease in population. Currently, the median age of Adams County is 52.2 years of age, or 13 years older than the state median age of 39.1.

In 2016, the median household income in the county was \$43,554, which is roughly \$11,000 less than that of the State. However, Adams County has seen a \$3,669 increase in median household income since 2010. The Counties average weekly wage is \$668, which is about \$200 less compared to the States average weekly income of \$876.

Another indicator of the economic health of a region is to observe the percent of people living below poverty level. In 2016, 12.7 percent of people in Adams County were living below poverty level. This rate is similar as the state, and lower than the national average of 15.1 percent. However, the percent of people below poverty level in Adams County has essentially stayed the same since 2010.

In 2016, 7,411 people were employed in Adams County. Major industries in the County include, manufacturing (1,054 employees), health care and social assistance (900 employees), retail trade (842 employees), accommodation and food services (839 employees), and construction (579 employees).



Unemployment is decreasing in both the County and the State. In 2018, unemployment in Adams County was at 5.6 percent, about 2.5 percent higher compared to the State. Unemployment in the County is down nearly 10 percent since 2010.

In 2016, 12.7 percent of Adams County residents have obtained a Bachelor's degree or higher, this is about 15 percent lower compared to the State. Additionally, 23.1 percent of Adams County residents age 25 and older have some college, but have not obtained a degree.

In 2016 there were 17,419 housing units in the County, a small decrease since 2010. 68 percent of housing is Single Family; however, notably Mobile Homes comprise 26 percent of housing in the County, compared to the state average of 3.5 percent. Adams County is among the highest in the state for Mobile Homes.

It is a general rule that homeowners and renters should not spend more than 30 percent of their gross income on housing. Between 2010 and 2016, the percent of owners who were paying more than 30 percent on housing decreased slightly from 31 percent to 27 percent. However over the same time period, renters spending over 30 percent on housing increased from 37 percent to 40 percent.

About 45 percent of the housing in Adams County is used for seasonal purposes, while about 54 percent is year round housing. The Adams-Friendship area has the lowest percentage of seasonal housing; whereas, the towns of Strong's Prairie, Big Flats, Monroe, and Rome, were all over 50 percent.

Between 2013 and 2017, 80 percent of households had a computer. Over the same time period about 69 percent of households had a broadband internet subscription, this is about 10 percent less compared to the State rate.

Adams County is 93 percent White, 3 percent Black or African American, and 2 percent two or more races. While there is minimal racial and ethnic diversity in Adams County, there are other communities that bring a unique variety of culture and customs to the area. It is important to address race and ethnicity because many disparities, including access to healthcare, income levels, and educational attainment are often reflected here.

Much of the health data and information was obtained from the 2017 Community Health Assessment produced by the Central Wisconsin Health Partnership (CWHP).

The adult smoking rate in Adams County is 20 percent, 4 percent higher than the State Goal of 16 percent. In 2016, 25 percent of adults over 20 reported no leisure time physical activity, compared to 22 percent for the state. Access to exercise opportunities is defined as the ability to be physically active, and it looks at factors such as access to facilities, and other barriers to membership. 36 percent of adults in Adams County do not have proper access to exercise opportunities, compared to 81 percent for the state. However, this is not including access to schools or nature.

In 2016, the adult obesity rate in Adams County was at 31 percent, just above the States average of 29 percent. The estimated diabetes prevalence in adults in 2011 was at 9 percent for the County, compared to 10 percent for the State. The rate of cancer diagnosis in Adams County is similar to those of the State. The rates of breast and prostate cancer are statistically lower than the States rates, whereas county lung cancer rates are statistically higher when compared to the State.

Wisconsin's rate of drug related hospitalizations is dropping; however Adams County's rate has been increasing significantly. Additionally, Adams County is among the highest in the State for number of prescription drug doses dispensed per population.

Excessive drinking is defined as both binge (5 or more drinks in less than 2 hours) and heavy drinking (5 consecutive drinks a day for 5 days). 23 percent of Adams County residents over 21 consume amounts of alcohol considered to be excessive; this is the same as the State rate, and 11 percent higher than the National average of 12 percent.

Since the Affordable Care Act's first open enrollment period, Adams County has seen a decrease in their uninsured rates similar to Wisconsin as a whole. The uninsured rate in the County in 2015 was 10 percent, down 5 percent since 2013.

There are 3,370:1 Mental Health Providers per 1,000 people, compared to 640:1 for the State. Additionally there are 10,110:1 Dentists per 1,000 people, compared to 1,590: 1 for the State. Lastly, there are 20,480:1 Primary Health Care Physicians per 1,000 people, compared to 1,220:1 for the State.

Demographics are important since they provide information about the population and with projections we gain a sense of what the future will look like in Adams County.

So how do these demographic trends impact the County?

- The county is getting older; as a result there will be fewer students in our schools, and a shrinking workforce and the remaining workforce will be older as people work longer.
- With an aging population, we need to ensure there are the basic services available, such as assisted care facilities and transportation options.
- Programs to combat health issues are needed.

So how do we change these trends?

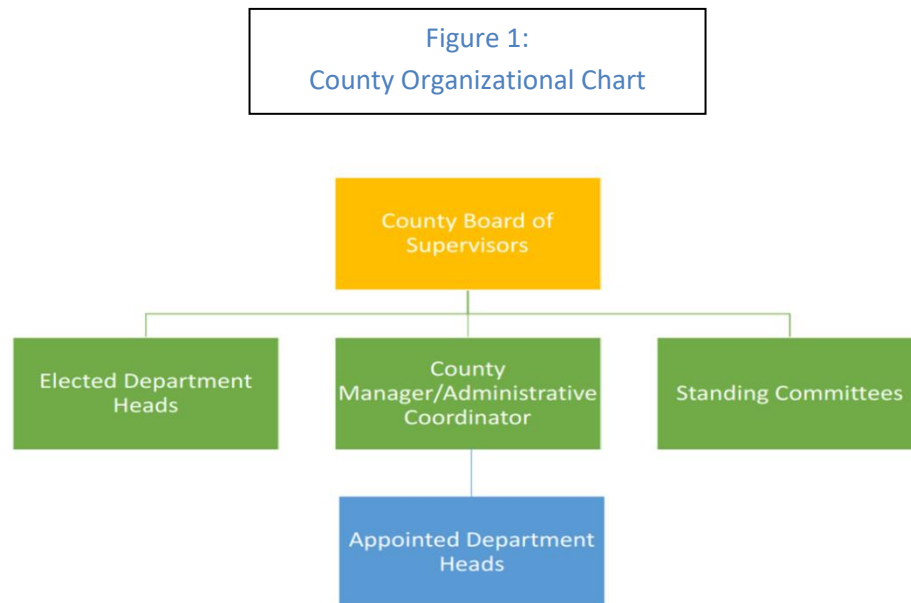
- Attract more young people.
- Attract more living wage jobs.
- Expand health programs to an aging population.

### Chapter 3: County Organizational Overview

Adams County government has 25 departments, six of which are elected and nineteen are appointed. The county employs nearly 300 persons.

There are twenty county board supervisors and several standing committees. The county also has a County Manager/Administrative Coordinator position that is appointed by the County Board and accountable to the Board. That position is responsible for coordinating all administrative and management functions of the county government not otherwise vested by law in boards or commissions, or in other elected officers.

Figure 1 displays Adams County Organizational Structure.



The Counties current total valuation is just over 2.5 billion. Equalized real estate values and the county tax rate have remained flat since the Great Recession.

A set of goals was recently established for each of the following Standing County Committees:

#### Health and Human Services

- Raise Public Awareness regarding the functions of the department

- Continue to reach out and support those in need

#### Highway

- Maintain the current long-range plans

- Collaborative pesticide & insecticide education

- Collaborate more between departments where services overlap

#### Property and Recreation

- Have more building security by having a single point of entry, with key fob access

- Work on a long-term plan for additional uses/sources of revenue for the fairgrounds

#### Solid Waste

- Replace the Pit Scale

- Maintain the equipment replacement schedule

County challenges as identified by the County Manager include the need to foster more collaboration and teamwork both internally and externally. Additional areas of concern include the following: data breach mitigation, policy modernization, and building projects.

Over the last year several changes have been implemented. Below is a list of some of these changes:

Zero levy dollars associated with the operations of the County Parks and only a small amount of sales tax revenues for capital needs

Solid waste, need to make the departments as self-sustaining as possible

First capital budget developed

Temporary infusion of sales tax into Budget

Maintenance issues-- less contracting more internal services

Added deputy assistant district attorney

Health and Human Services transitioned to Family Care

Major change in employee health insurance yielding a savings

Maintaining competitive employee compensation

Implementing and funding a Capital Replacement Program

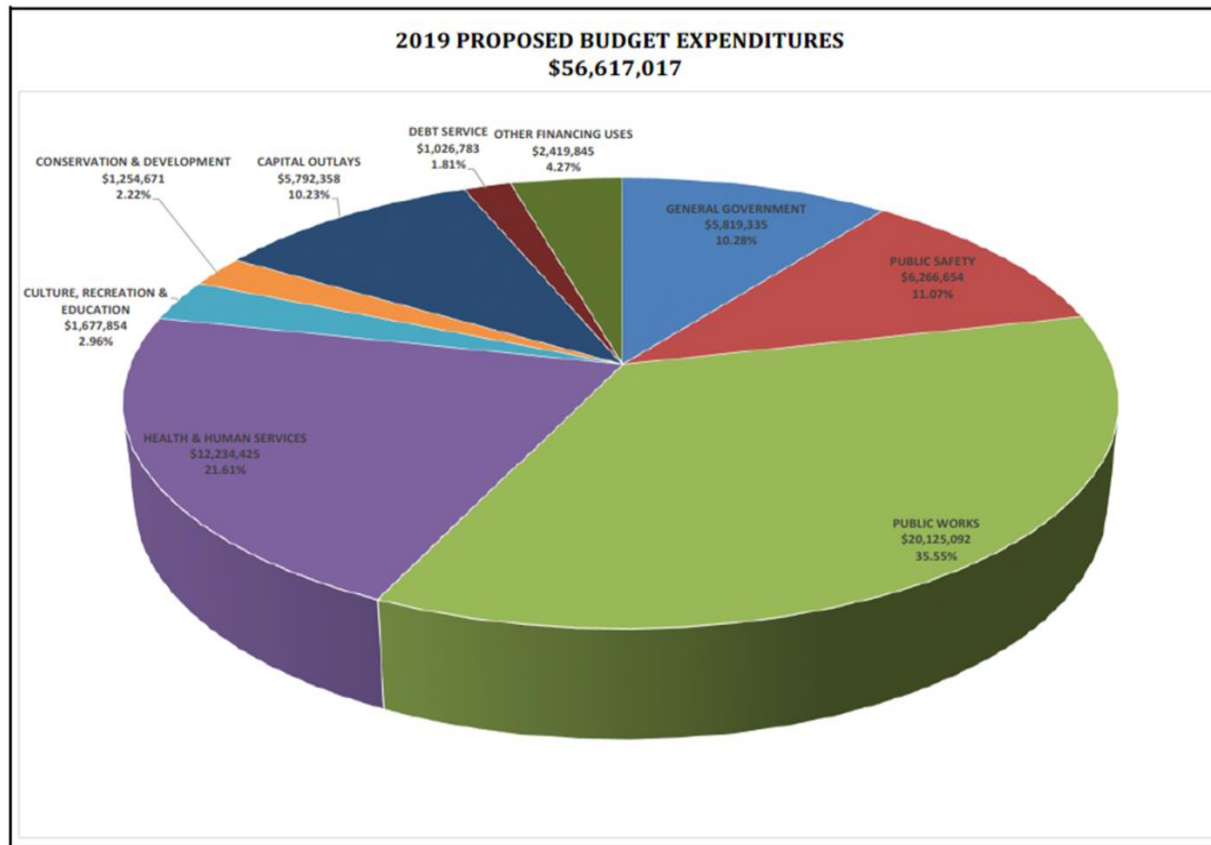
Established life cycle planning for all assets

Trying to transition to a proactive structure rather than reactive

The Adams County 2019 Budget, shows overall expenditures exceed \$56,600,000.

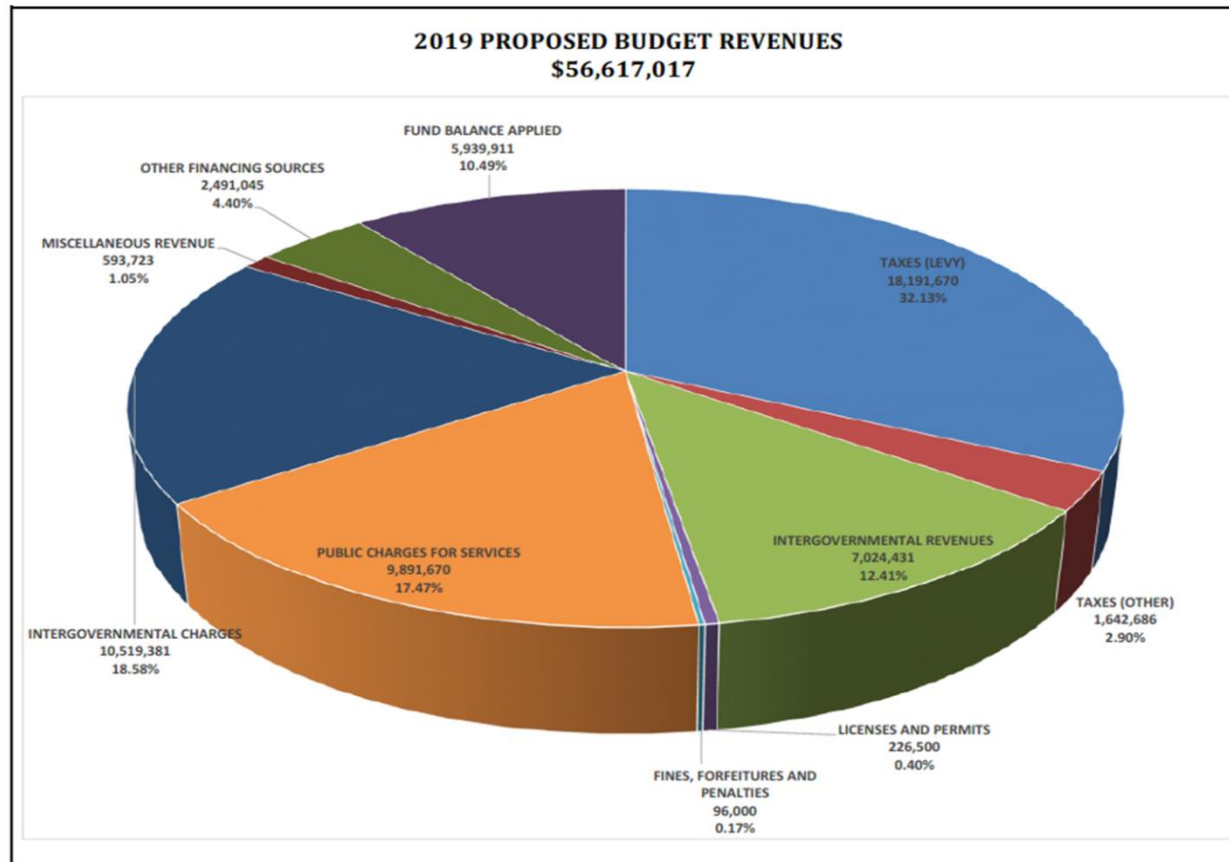
The two largest areas of spending are for public works at over \$20,000,000 and Health & Human Services at over \$12,000,000. Combined these two areas account for over 57 percent of spending.

General government accounts for about 10 percent of overall spending.



The budget shows that revenues come from a variety of sources to fund the many services provided to residents, property owners and visitors. In 2019 over \$56,600,000 is expected to be collected from all sources.

Property Taxes account for only 32 percent of revenues, while Intergovernmental Charges and Public Charges for Services account for 18 and 17 percent respectively.





## Chapter 4:

### Strengths, Weaknesses, Opportunities & Threats

During the planning process a series of facilitated discussions took place with the Ad Hoc Strategic Planning Committee. Many additional persons joined the meetings so many voices were heard. One of the major efforts related to the identification of county strengths, weaknesses, opportunities and threats. All of these were also ranked to select the top issues from each.

County Strengths – these are things the county is doing well internally. Below is the list of identified strengths:

- Ability to coordinate services/partnerships
- Always improving facilities and the work environment
- The creation of administration positions to address lack of oversight
- Strong council/team
- Not “Shying” away from challenges
- Strong parks system
- Strong schools
- County employees are welcoming and professional
- Civic involvement
- Collaboration between departments
- Fiscal responsibility
- Service delivery from the front line to department heads

County Weaknesses – these are things that the county needs to improve internally. Below is the list of identified weaknesses:

- North and South of County are disconnected
- External communications poor
- Need to market services better
- County and municipality communications are poor

- Need to get better at educating the public and other public outreach
- Lack of upscale and workforce housing
- Lake quality
- Do not want change
- Lack of involvement, civic engagement, and volunteers support
- Ag and Non-Ag disconnect
- Broadband infrastructure
- Lack of business growth
- Poor infrastructure and facilities
- Skilled labor has high turnover
- Public transportation
- Fiscal responsibility
- Many are struggling with modernization, and the willingness to change opinion, stay current, or see past tomorrow

Opportunities – these are external to county government that can be leveraged. Below is the list of identified opportunities:

- Recreation & Tourism – golf courses, park facilities, camping, ATV/Snowmobile trails, silent sports, natural resources
- Capitalize on area agriculture, innovative farming & agricultural operations, including agri-tourism
- Fully implement the Adams County economic development strategy
- Tourism marketing efforts underway could be expanded or targeted
- Substantial affordable developable land – need to market and promote
- Asset based investment strategy – there are opportunities, need to channel resources to maximize these
- Focusing active citizen involvement – such as groups working on water issues and other local issues within the county
- Celebrate the good things occurring in the County – change the image/narrative from negative
- Strong municipalities – local leadership
- Centrally located in the state
- Wholesome clean living – no congestion/traffic

- Untapped potential of STHs 13 & 21
- Façade improvements in Adams – Friendship to upgrade image
- Seasonal housing residents to become full-time residents and/or relocate businesses

Threats – these are external concerns outside of county government that needed to be addressed. Below is the list of identified threats:

- Drugs in the Community – impacts nearly everything from law enforcement, to HHS, the school system, and the overall community. (Labor force/economy) Opportunity cost. Foster Care – cost to County 1M
- Loss of Millennials – see no future in community (impacts to school enrollments & labor force)
- Lack of local citizen involvement – especially under the age of 50
- Undereducated/unmotivated labor force (drugs)
- Lack of public transportation and the availability of Uber and Lyft in the area
- Water quality and environmental concerns – especially related to algae and lakes
- Transportation investment and maintenance and other capital needs
- Negative politics/misinformation – reluctance to change or try new approaches
- Aging population / fewer kids
- Housing availability & affordability
- Retirees resistant to change
- Unfunded state mandates
- Levy limits set by the State
- Poverty entrenched in the community – working poor
- Mental health crisis

All of these items were discussed and then ranked to identify the top five or six for each. See the figure on the next page.

**Figure 2: SWOT Rankings**

<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>• Administration</li> <li>• Coordination/Partnerships</li> <li>• Fiscal Responsibility</li> <li>• Parks System</li> <li>• Service Delivery</li> <li>• Schools</li> </ul>	<p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>• External Communications</li> <li>• Employment and Business Growth</li> <li>• Lack of Upscale and Workforce Housing</li> <li>• Modernization</li> <li>• Infrastructure/Facility Needs</li> <li>• Reluctance to change</li> </ul>
<p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>• Recreation &amp; Tourism Assets – golf courses, park facilities, camping, ATV/Snowmobile trails, silent sports and natural resources</li> <li>• Capitalize on area agriculture, innovative farming &amp; agricultural operation, including agri-tourism</li> <li>• Celebrate the good things occurring in the county – change the image/narrative from negative to positive</li> <li>• Asset based investment strategy – there are opportunities, need to channel resources to maximize these</li> </ul>	<p><b>Threats:</b></p> <ul style="list-style-type: none"> <li>• Drugs in the community – impacts nearly everything from law enforcement, to health and human services, the school system, and the overall community (labor/force opportunity costs)</li> <li>• Loss of Millennials – they see no future in community (impacts school enrollment &amp; labor force)</li> <li>• Poverty entrenched in the community – working poor</li> <li>• Negative politics/misinformation – reluctance to change or try new approaches</li> </ul>

<ul style="list-style-type: none"><li>• Focusing active citizen involvement – such as groups working on water issue and other local issues within the county</li></ul>	<ul style="list-style-type: none"><li>• Water quality and environmental concerns – especially relate to algae and lakes</li></ul>
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## Chapter 5: Surveys

As part of the strategic planning process to gain insights from various groups surveys were used. Three surveys were conducted with three critical groups: County Board, Department Heads and County Staff. Each survey was unique to that group, but there were five overlapping questions. The surveys were completed online, paper forms were also available, and the results were combined for each group. In addition to the specific questions asked of each group, there were five overlapping open-ended questions. Those questions are displayed below:

- What is one thing Adams County government does well?
- What is the one thing you would change with Adams County government?
- What is the greatest challenge facing Adams County government?
- Beyond county government, what is one thing holding the county back?
- Again, beyond county government, what is the best thing about the county?

A separate *Adams County Strategic Plan Survey Report* was prepared as part of this effort. The report includes all three surveys and all responses. There is considerable valuable information within that report.

Below are some brief highlights of those surveys.

- County Board Survey

There are twenty county board supervisors and only ten completed the County Board Survey or a fifty percent response rate. Some of the key findings are summarized below.

Generally the county board questions focused on the workings of the county board and leadership, standing committees, and county administration.

There was concern what the board should accomplish and that the members did not work well together. There was also concern that the board did not reach consensus on the issues. Teamwork could be encouraged more by county leadership. Responses overwhelmingly stated that the board was driven by budget, rather than county goals.

Responses related to the standing committees were generally positive as were response for county administration.

- Department Head Survey

There are twenty five departments in Adams County and twenty completed the Department Head Survey or an eighty percent response rate. Some of the key findings are summarized below.

Department heads were asked to agree or disagree to a variety of statements related to their departments, oversight committee, and administration, among others.

There was a strong split on the question if Adams County was a preferred employer - nearly as many disagreed as agreed. County board recognition of department heads is an area that could be improved. Most respondents disagreed that this occurs very regularly. Only about half of respondents agreed that they were able to recruit staff. Department head annual evaluations are not taking place and there is concern that the wage and benefit package is not competitive with other counties. Overall, department heads are satisfied with their position.

- Staff Survey

There are about 275 staff and 165 completed the Staff Survey or a 60 percent response rate. Some of the key findings are summarized below.

Generally over 70 percent of staff responded that they were happy with their current position, although wages and benefits were a concern. Most agreed that their current job description reflects their duties; however, less than twenty percent responded that they have a formal annual evaluation.

The open ended questions provided a variety of comments, including the abundance of natural and recreation resources in the county.

## Chapter 6:

### Strategic Priorities

Following the discussions, the SWOT analysis and the surveys, ten strategic priorities were identified:

- Clear Communications...the need to have clear, correct information articulated rather than misinformation and rumors.
- Robust Infrastructure...the need to have adequate county facilities to provide services to residents.
- Moving Forward...the need to look ahead and tell the story of the good things happening in the county.
- Thriving Economy...the need to have a diverse local economy that provides economic opportunity for residents.
- Attract Talent...the need to create a community that draws people to live and work.
- Embracing Technology...the need to update and modernize county policies, processes, and equipment.
- Housing Diversity...the need to have varied living options for all life stages throughout the county.
- Environmental Sustainability...the need to blend safeguards and resource utilization in the county.
- Drug Crisis...the need to begin addressing this issue.
- Break the Cycle...the need to change the generational factors that lead to long-term dependence on assistance programs.

Each of these ten strategic priorities is displayed on the following page, along with issues, actions, evaluation criteria, and responsible parties. This becomes the work plan for the Strategic Plan effort.



Strategic Priorities	Issue	Actions	Action Evaluation
External Communication/ “Clear Communications”	Lack of Social Media efforts to provide accurate timely information	Upgrade website Develop a written social media plan Secure time weekly on local radio and create podcasts to provide accurate information Attend local government meetings Work with local media and write issue focused articles	Already completed Yes/No  # of radio spots/podcasts  # meetings attended  # of articles
	Spreading of negative or misinformation	Develop and conduct semi-annual County Board training Conduct Annual Retreats	Yes/No  Yes/No
	Ability to reach people with current and accurate information	Broadly distribute agendas & minutes in a timely fashion including towns, city, and village YouTube channel board meetings	Yes/No Yes/No
	Gain regular input from County Board, Department Heads and Staff	Conduct regular surveys to gage issues and concerns Internal communications – staff awareness of hires/changes/etc. Review & Summarize surveys	# surveys administered  Establish practice to disseminate results  Complete in-depth review of surveys and address issues

**Responsible Entities/Players:**

County: County Board, Administrative & Finance Committee, County Administration, and County Clerk’s Office

Other: Local units of government, Media, Wisconsin Counties Association, and Wisconsin Towns Association

Indicators: Positive stories/coverage, agenda development, and team development

Aged Infrastructure and Facilities/ “Robust Infrastructure”	Courthouse upgrade is needed	Finalize plans and move forward	Yes/No
	Health & Humans Services upgrade is needed	Finalize plans and move forward	Yes/No
	Recycling Center upgrade needed	Finalize plans and move forward	Yes/No
	County highways need to be maintained long-term	Continue road maintenance and improvements as needed	Yes/No
	Consideration of alternative transportation needs throughout the county	Prepare a study looking at various transportation needs in county	Yes/No
	Limited and poor broadband in some areas of the county	Promote improvements to broadband technology	Prepare assessment study and pursue implementation funding
	Downtown “Main Street” needs improvements to change image of the area	Create and implement an aesthetics code for area Establish a program for façade and building upgrades	Prepare an aesthetic code with City of Adams and Village of Friendship Strengthen enforcement efforts
	Develop and maintain a long-term county facilities plan	Establish and fund a capital improvements plan to implement	Projects completed per plan

#### Responsible Entities/Players:

County: County Board, Ad Hoc Building, Property & Recreation, Highway, and Public Safety & Judicial Safety Committees, County Administration, and various County Departments

Other: City of Adams, Village of Friendship, Towns, and WisDOT

Indicators: New facilities, capital investment, other

Reluctance to Change/ <b>“Moving Forward”</b>	People reluctant to change and doing things in a new way	Establish an on-going education and information program	Yes/No
	The image/perception of area as “backward” – a stigma	Establish an on-going education and information program	Yes/No
	Too much focus on bad things – need to celebrate successes occurring in the county to help change perceptions	Encourage and support local festivals and celebration of events	Yes/No
		Develop a recognition program for area businesses or person of the year	Yes/No
		Host a weekly radio show/podcasts telling positive stories	Yes/No
		Work with local media to highlight good things happening	Yes/No
		Develop an Annual Report showing progress/changes/etc.	Yes/No
		Develop an App with all community, school, and other local activities	Yes/No
	Consider a “Futures” discussion Forum to inform elected officials and public of issues confronting county	Assemble community leaders and the public to hold focused discussions on various topics with various experts	# Events held

**Responsible Entities/Players:**

County: County Board, various County Standing Committees, County Administration, and various County Departments

Other: Media

Indicators: Festivals/events, positive media coverage, establish Futures Task Force, other

Lack of Business Growth/ “Thriving Economy”	Retaining local youth and talent	Develop programs to encourage youth to stay in community	Yes/No
	Slow population growth	Promote county as a place for people to relocate Promote seasonal residents transition to full-time	Yes/No Yes/No
	Lack of a skilled labor force	Promote existing workforce training and support program development	Yes/No Yes/No
	Lack of broadband throughout county	Promote improvements to broadband technology	Prepare assessment study and pursue implementation funding
	Limited economic development infrastructure in Rome	Support water and sewer for business development	Support grant application efforts
	Develop an entrepreneurial environment for business	Prepare a new county-wide economic development plan focused on Asset-Based strategies	Yes/No

**Responsible Entities/Players:**

County: County Board, Administrative & Finance Committee, County Administration, and various County Departments

Other Partners: Adams County Economic Development, Chamber of Commerce, School Districts, Area Employers, local units of government, CWED, Adams-Columbia Co-op, and WEDC, among other state and federal agencies

Indicators: New jobs/firms, wages levels, diversity of job type, workforce demographics

Loss of Millennials/ “Attract Talent”	Young people leaving community, in part because of limited job opportunities/housing options	Conduct survey of high school students to gauge future plans, reasons for leaving or staying Conduct annual “bus tour” of area employers Expand Apprenticeship and Internship programs with various businesses and other organizations	Yes/No  Yes/No  Yes/No
	Difficult to attract Younger people, because of limited job opportunities/housing options	Develop website to attract younger people by promoting area amenities	Yes/No
	Promote quality of area schools and cost of living	Promotional tools, such as website, advertising	Yes/No
	Promote other Quality of Life issues, such as recreation opportunities and nearness to Wisconsin Rapids and Wisconsin Dells	Promotional tools Pursue development of a community gym/workout facility Pursue other amenities to maintain area’s competitiveness	Yes/No Create Task Force to explore options Conduct Community Needs Assessment

**Responsible Entities/Players:**

County: County Board, Administrative & Finance Committee, County Administration, and various County Departments

Other: Chamber of Commerce, School Districts, Local Employers, and Wisconsin Economic Development Corporation among other various state and federal agencies

Indicators: Population change, median age, other

Modernization/ “Embracing Technology”	Technology outdated	Website update underway Other software needs must be reviewed and upgraded	Yes/No Software upgrades made
	Personnel policies written for a different generation	Prepare and implement a new personnel policy handbook for employees	Yes/No
	Benefits system needs to be revised	Prepare and implement a new benefits – pay system	Yes/No
	Need for Evaluations	Implement annual evaluations for Department Heads & staff	Yes/No
	Hire, develop and retain talented employees	Improve compensation program and develop Equitable Pay System Establish a Tuition Reimbursement program for professional development	Yes/No  Yes/No

**Responsible Entities/Players:**

County: County Board, Administrative & Finance, Property & Recreation, Workforce Safety Committees, County Administration, and various County Departments

Other: Vendors/Consultants

Indicators: Employee satisfaction, turnover rate, other

Lack of Upscale & Workforce Housing/ <b>"Housing Diversity"</b>	Limited supply of newer housing, especially rental	Encourage new construction for both single family and apartments	# of new units Median Home Price/Median Rent
	High costs of new construction	Develop local programs to subsidize housing costs and assemble funding	Yes/No
	Developers focused on Senior and Assisted Living Housing	Identify demand for housing in all segments	Prepare housing study to show demand for all housing
	Much of housing stock is older and has not been updated for current demands	Promote state and local housing various programs to upgrade older units	Participate and promote programs
	New employees having difficulty finding desired housing	Work with employers and realtors to maintain a listing of available units Establish a working group to discuss in detail housing issues	Yes/No  Yes/No

**Responsible Entities/Players:**

County: County Board, Administrative & Finance Committee, County Administration, and various County Departments

Other: Developers, Contractors, Builders, Area Employers, local units of government, Central Wisconsin Community Action Council, and various state and federal agencies

Indicators: New units, types of units, cost of units, other

Water Quality/ “Environmental Sustainability”	Preserve environmental amenities of water and woodlands to maintain and promote tourism	Review and enforce zoning controls	On-going with possible updates
	Need to protect surface water and minimize algae production	Promote education efforts and regulations to reduce pollution/chemicals runoff	Yes/No
	Protect groundwater related to high capacity wells	Monitor with DNR - number and location of wells	Yes/No
	Promote parks and recreational amenities throughout the county	Develop joint advertising with various organizations	Yes/No
	Work with existing engaged citizen/local groups	Support efforts of organized groups working on various issues	On-going

**Responsible Entities/Players:**

County: County Board, Property & Recreation Committee, County Administration, Land Conservation and Planning & Zoning Departments

Other: Local citizen groups, chamber of commerce, landowners, farmers, foresters, and others

Indicators: Decrease of algae events/phosphorus levels, acres in agriculture and woodlands, recreational visitors, other



Drug Epidemic in Community/ “Drug Crisis”	Drugs impact nearly every county function	Prepare a white paper examining the costs to the county	Yes/No
	Multi-tiered approach	Work in conjunction with various organizations to develop long-term strategies to address issue Move to implementation of evidence –based programming aimed at decreasing alcohol and drug misuse for youth and adults	On-going  Yes/No
	Rehab facilities vs jail	Explore options related to detox & training vs. incarceration	On-going
	Youth protection	Child placement options or alternatives Support intervention and services to include families at risk	On-going  Yes/No
	Improve image of drug abuse rates in the Community	Decrease rates and improve image overtime	On-going
	Overall Health of Community	Support development of a Health Impact Assessment (HIA) Distribute and educate the community about the HIA and the various priority areas Engage in social norming campaigns to educate community on health behaviors	Yes/No  Yes/No  Yes/No

**Responsible Entities/Players:**

County: County Board, Administrative & Finance, Planning & Zoning, and Public Safety & Judiciary Committees, County Administration, Public Health Officer, Sheriff’s Office, District Attorney, Courts, Health & Human Services, among other departments

Other: Adams County Drug Free Task Force, Central Wisconsin Health Partnership, various state agencies, local units of government, other

Indicators: Overall costs, # kids in protective custody, # court cases/convictions/incarcerations, recidivism, training programs, other

Poverty Entrenched/ “Break the Cycle”	Influence of drugs on the local community	Create Task Force to study and educate community about the challenges of poverty, undertake a poverty simulation exercise	On-going  Yes/No
	Job training assistance	Work with various entities to develop programs, such as: Partner with employers to develop transportation resources to employment places	On-going  Yes/No
	Child care programs	Maintain and expand options Explore opportunities for providers to work with 2 <sup>nd</sup> and 3 <sup>rd</sup> shift working families	On-going
	Change attitudes and perceptions	Support development of behavioral programming in the community Support community engagement in the UniverCity Alliance Project to shift cultural perception of Adams County	On-going  Yes/No

**Responsible Entities/Players:**

County: County Board, Administrative & Finance and Health & Human Services Committees, County Administration, and Health & Human Services Department

Other: State agencies, ADRC, social organizations, faith based organizations, media, others

Indicators: Cultural shift, poverty rate, # receiving assistance, other