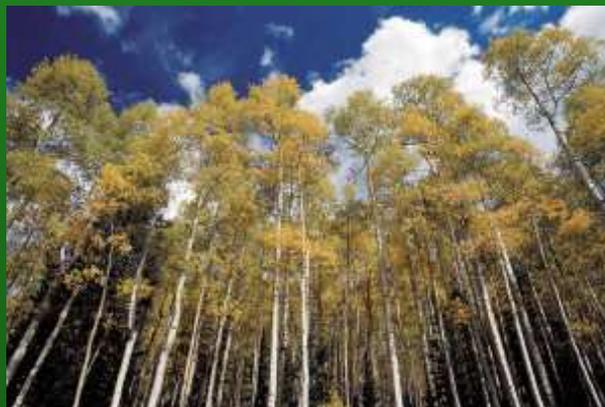


# *Burnett County Strategic Plan 2006*



# 2006 BURNETT COUNTY STRATEGIC PLAN

## BURNETT COUNTY BOARD OF SUPERVISORS



### Board of Supervisors

Steve Briggs, Jeff Schinzing, Eldon Freese, Charles Peterson,  
Mary Falk, Donald Chell, Gene Olson, James Engelhart,  
Wayne Burmeister, Edgar Peterson, Norman Bickford, Christopher Sybers,  
Bert Lund, Jr., Emmett Byrne, Richard Anderson, David Alderman,  
Philip Lindeman, Carsten Endresen, Maury Miller, Gerald Pardun, Clifford Main

### Strategic Planning Committee

Clifford Main (Chair), Philip Lindeman (Vice Chair), Edgar Peterson (Second Vice Chair),  
Eldon Freese, Mary Falk, Norman Bickford,  
David Alderman, Carsten Endresen, Gerald Pardun

### Department Head Participants

Dean Roland, Kathleen Swingle, Dave Ferris, Jake Nichols, Lloyd Arnold,  
Trudy Schmidt, Jeffrey McIntyre, James Flannigan

### Recording Secretary

Julianne Tuel

### Facilitated and Compiled By

Michael Kornmann, Community Development Agent  
University of Wisconsin Extension - Burnett County

Candace Fitzgerald, Burnett County Administrator

# TABLE OF CONTENTS

<i>Planning Process</i> .....	4
<i>Stakeholders</i> .....	5
<i>Internal and External</i> .....	5
<i>Evaluation Criteria</i> .....	6
<i>Mission Statement</i> .....	10
<i>Core Values</i> .....	11
<i>Internal and External Assessment</i> .....	12
<i>Strengths, Weaknesses, Opportunities, Threats (S.W.O.T) - Committee</i> .....	12
<i>Strengths, Weaknesses, Opportunities, Threats (S.W.O.T) – Department</i> .....	13
<i>Public Participation – Hopes and Concerns</i> .....	15
<i>Strategic Plan - Goals, Strategies, and Objectives</i> .....	17
<i>Resolution To Adopt County Mission Statement</i> .....	24
<i>Resolution To Adopt County Strategic Plan</i> .....	25
<i>Signatures of County Supervisors Accepting Strategic Plan</i> .....	26
<i>Appendix</i> .....	27

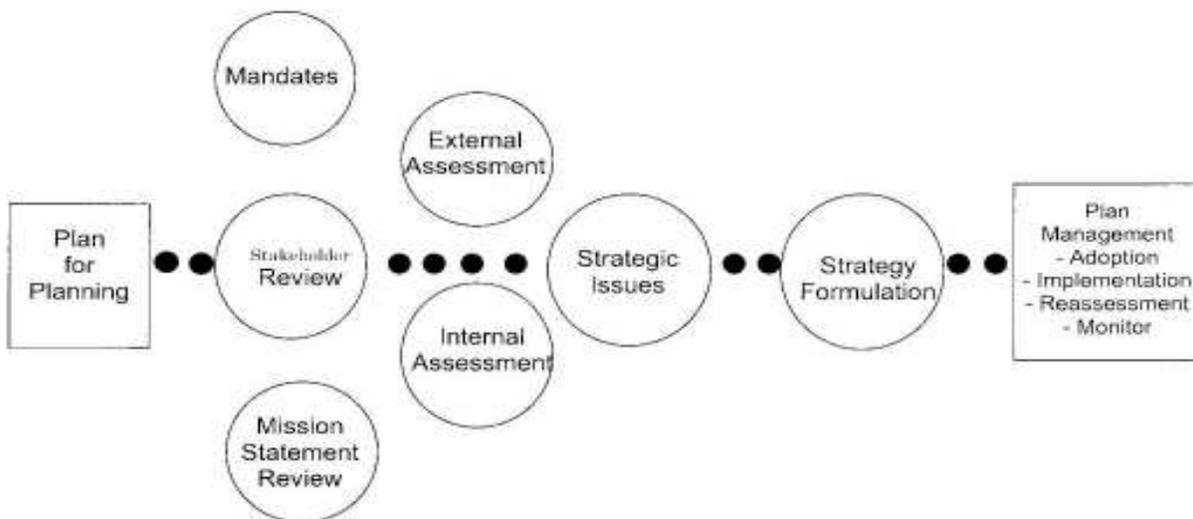
## *Committee Agendas and Minutes of Meetings*

<i>April 7, 2005 Agenda</i>
<i>April 7, 2005 Minutes</i>
<i>April 28, 2005 Agenda</i>
<i>April 28, 2005 Minutes</i>
<i>May 13, 2005 Agenda</i>
<i>May 13, 2005 Minutes</i>
<i>May 26, 2005 Agenda</i>
<i>May 26, 2005 Minutes</i>
<i>June 2, 2005 Agenda</i>
<i>June 2, 2005 Minutes</i>
<i>June 30, 2005 Agenda</i>
<i>June 30, 2005 Minutes</i>
<i>July 14, 2005 Agenda</i>
<i>July 14, 2005 Minutes</i>
<i>July 28, 2005 Agenda</i>
<i>July 28, 2005 Minutes</i>
<i>August 15, 2005 Agenda</i>
<i>August 15, 2005 Minutes</i>
<i>August 30, 2005 Agenda</i>
<i>August 30, 2005 Minutes</i>
<i>November 16, 2006 Agenda</i>
<i>November 16, 2006 Minutes</i>

# STRATEGIC PLANNING PROCESS

At the March meeting, a presentation was given on strategic planning and several reasons for planning were identified including changing demands and programs, more pressure to be efficient, a need to integrate at many levels, and diminishing resources to name a few. Many of these issues are facing Burnett County today. Lastly, the definition of strategic planning was defined as “a disciplined effort to produce fundamental decisions and actions that shape and guide an organization and what it does” (Bryson, 1995). The Burnett County Board of Supervisors committed to pursuing a strategic plan for the County of Burnett by unanimous vote in March of 2005. The process used for the plan is outlined in the graphic below.

## OVERVIEW OF STRATEGIC PLANNING PROCESS



v "Strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide an organization and what it does.  
x "It's a powerful tool that helps organizations figure out what's really important and what to do about it."

Source: Bryson, John M. and Alison K. *Strategic Planning for Public and Nonprofit Organizations*. Jossey-Bass Publishers, San Francisco, 1995.

County Board Appointed by Chairman Clifford Main, the Strategic Planning Committee consisted of the following: Clifford Main (Chair), Phil Lindeman (Vice Chair), Ed Peterson (2<sup>nd</sup> Chair), Carsten Endresen, David Alderman, Mary Falk, Eldon Freese, Norman Bickford, Gerald Pardun. The group met on a regular basis from April through late fall. Often times the committee met twice a month. Stakeholder involvement included department heads as well as the public. Five public meetings were held throughout the county to collect public input. Also feedback was also collect via the county's web page.

The following pages summarize the proceedings of the process in developing the 2006 Burnett County Strategic Plan. The outcomes that will help guide and shape the decisions and actions of the county are the mission statement, core values, issues, and strategies. However, the process itself is also very valuable. This plan includes the results of exercises that provided insight and learning for the committee members and hopefully also for those who read this plan.

# STAKEHOLDERS

## EXTERNAL

Taxpayers

State of Wisconsin

Tourists

Townships

Youth

Villages

School Systems

United States Government

Businesses

St. Croix Tribe

Non-profit organizations

University of Wisconsin

Department of Natural Resources

Hospitals

Polk/Sawyer/Washburn Counties

## INTERNAL

Airport

Employees

Vendors

Incarcerated

Libraries

Forts Folle Avoine

Natural Resources

# Stakeholder Evaluation Criteria

In an effort to understand the stakeholders of Burnett County the committee broke into groups and identified criteria for some stakeholder groups use to evaluate Burnett County Government. Each group also then identified a performance rating on how they thought that stakeholder thought Burnett County was performing according to each criterion. An up arrow was “good,” a down arrow was “poor,” and a double-sided arrow was “so-so.”

## Stakeholder Criteria for Evaluating Burnett County Government

### Group 1

*How does each stakeholder rate Burnett County?*

Stakeholder	Criteria	Performance Rating
State of Wisconsin	Delivering services with less funds	↔
	Providing required services	↑↑
	Maintaining State highways	↑↑
	Providing tax dollars and revenue	↑↑

**1. How do we respond to this stakeholder?**

Mandates  
Support programs  
Rules/regulations  
Tax levy

**2. What do we need from them?**

Money  
Less regulation  
Financial responsibility

Stakeholder	Criteria	Performance Rating
Natural Resources	Managing/creating habitats	↑↑
	Provide financial resources	↑↑
	Responsible use	↑↑
	Environmental integrity – dealing with exotics, watershed protection	↑↑

**1. How do we respond to this stakeholder?**

Quality of life  
 Financing – jobs  
 Recreation

Stakeholder	Criteria	Performance Rating
Employees	Quality of workplace (physical)	↑↑
	Spirit of cooperation/atmosphere/friendly workplace	↑↑
	Fair wages and benefits	↑↑
	Elected officials relationship/departmental support	↑↑
	Tools/support equipment	↑↑
	Travel/infrastructure	↔

**1. How do we respond to this stakeholder?**

Make or break the organization  
 Communication

**2. What do we need from this stakeholder?**

Performance  
 Commitment

Stakeholder	Criteria	Performance Rating
Youth	Providing/offering programs	↓↓
	Job opportunities	↓↓
	Available facilities	↓↓
	Law enforcement	↓↓

**1. How do we respond to this stakeholder?**

Provide programming – 4H, Superior Days, Conservation Days

- Budget

**2. What do we need from them?**

Finish school

Stakeholder	Criteria	Performance Rating
Businesses	Marketing	↔
	Fair taxes	↔
	Infrastructure	↔
	Development regulations	↑↑
	Law enforcement	↑↑
	Court system	↔
	Assistance/education	↑↑
	Financing	↑↑
	Communication	↔

**1. How do we respond to this stakeholder?**

Tax dollars  
Employees

**2. What do we need from them?**

Support of programs  
Sales tax  
Direction

Stakeholder	Criteria	Performance Rating
Incarcerated	Things to do – books and TV	↔
	Housing and meals	↔
	Condition of cells/crowded	↔
	Efficiency of court system	↔
	Fines and court costs	↓
	Medical/dental/healthcare	↑

**1. How do we respond to this stakeholder?**

Drains resources – money  
Psychologically

**2. What do we need from them?**

Responsibility  
Change of lifestyle

**GROUP 2**

Stakeholder	Criteria	Performance Rating
Schools	Financial support	↔
	Road conditions	↑
	Educational supports – drug, nutrition, history, Youth at Risk	↓
	Libraries	↔

Stakeholder	Criteria	Performance Rating
Economic Development Organizations	New Business – (assisting existing business/attracting new)	↓
	Job base (labor force)	↑
	Money	↔
	Products	↑
	Taxes	↓
	Programs/services/RLF	↔
	Flexibility/willingness to change	↓
	Zoning – should we stay who we are?	↑

Stakeholder	Criteria	Performance Rating
Taxpayers	Taxes	↓
	Services	↔
	Infrastructure	↔
	Budget management	↔ w/downward curve
	Public safety – law enforcement	↔
	Public safety -- fire	↑
	Public safety – emergency	↔
	Human resources (social programs/public health, etc.)	↑
	First responder	↓

Stakeholder	Criteria	Performance Rating
Towns and Villages	Partnership/collaboration	↑
	Taxes	↔
	Zoning	↑
	Safety	↔ spotty
	Communication/information sharing	upward curve
	UDC	↓

Stakeholder	Criteria	Performance Rating
Tourists	Roads (accessibility)	↓
	Recreational services	↑
	Available business (retail)	↔
	Aesthetics	↔
	Fishing/hunting information (web site)	↑

# MISSION STATEMENT DEVELOPMENT

A mission statement defines the intended purpose of an organization. It can be used a guide for an organization for what it gets involved in and even specific decisions it makes. In developing its mission statement, the committee members answered several questions individually and then wrote their own mission statements. Each statement was then posted on the wall and members underlined key words and phrases they liked from each statement. New versions were created and discussed. Through this process and a consensus-based discussion, the following mission statement was recommended and approved by resolution in June of 2005.

*The mission statement of Burnett County Government reads:*

***“To Provide Vision and Stewardship”***

# CORE VALUE DEVELOPMENT

Core values also help guide an organization by defining what is most important to the organization. The committee used the same exercise to write the core values statements. To help identify core values, however, an organizational highlights and lowlights exercise and others to identify core value themes. The statements were then drafted and agreed upon by consensus.

- **Quality of life.** We value quality of life meaning friendly communities, wildlife, natural resources, jobs, and education.
- **Efficiency of services.** We value services and work to implement them in financially sound ways that affect both the short and long-term financial health of our organization.
- **Common goals.** We reach out, listen, and develop common goals to focus our work and foster community wide support on issues and programs.

# INTERNAL AND EXTERNAL ASSESSMENT

## S.W.O.T. Analysis – Committee

Brainstorming strengths, weaknesses, opportunities and threats helps to begin to frame the issues facing an organization or community. The internal strengths and weaknesses are those within Burnett County Government and external opportunities are those outside of the control of Burnett County Government. Two separate lists were made, one by the committee and one by the department heads. The two groups brought their lists together and then discussed them.

### Strengths (Internal):

- Professional, skilled employees
- Good leaders in Department Heads
- Good, professional administrative staff
- Willing to embrace new technology
- Excellent benefit package – retirement, leave, health, fair wage
- Major revenue from forest and highway
- Department and County Board work together
- Good place to live
- Ability to process and obtain grants
- Technology mindful people
- Not afraid to be the first one to try something
- Departments fight for departments

### Weaknesses (Internal)

- Training grounds for entry-level positions – parks / forestry / airport
- Overlap in services  
Communication between department and other agencies
- Not working as well with Tribe
- Communication with Tribe (Tribe does not respond, Tribe does not have stable leadership, cultural differences)
- Fight for own Department
- Relation with Union

### Opportunities (External)

- Work with Tribe on inmate populations and rehabilitation
- Logging museum – Visitors' Center
- Countywide room tax
- Challenges create creative programs
- Water supply
- Greater sharing of Department leadership with County-elected officials without adding costly positions
- Seek programs/cooperation with other counties
- Education of public on County government
- Expanded airport
- Consolidation of County services
- Untapped resources of people (skills to help government)
- County Board dialogue – “less structure”

### Threats (External)

- Infrastructure investment (highways and highway building), work in opposite direction by implementing local resources
- Make up of economy -- lack of industry (small diverse economy) not on major highway or access to a major airport, no large spurts of growth, we will see more 40-acre farms
- Unfunded mandates
- Increased taxes on long-time residents. In 1990 census 50% were seasonal residents and now seasonal residents make up 45% of our population. 52% of homeowners are non-resident. Two-thirds of taxpayers have no children in school.
- Change of population – aging population
- How schools are funded at State level
- Population increases
- Misunderstandings

## S.W.O.T. Analysis – Department Heads

### Strengths (Internal)

Burnett County is a desirable place to live  
Employees have a variety of training and skills  
County offers a stable work environment  
Employees have positive attitudes are loyal to county  
County government offers a good benefit package  
The managers are forward thinking  
People and employees want to be here  
The County is advanced with its technology  
The County Board of Supervisors is supportive of our department  
Department Managers work well together  
Managers deal with issues before they get out of hand  
County forest offers substantial revenue  
The County is not at its maximum levy limit, we are funded by taxes  
Nice interior working environment

### Weaknesses (Internal)

Reactive/don't plan/change out equipment  
Unspoken collusion  
Luck of public understanding of county programs  
Victims to vendors  
Employee training (new skills/maintenance)  
Need more communication and leaderships state to county  
No long range planning  
More demands-unable to keep up  
Lack of staff. Lack of resources (space/time to train)  
More people coming to county/demand are created  
Internal competition for resources  
Lack of markets for wood and contractors  
Tourism-increased service demands  
Managers play good cop/bad cop

Don't (share/know) internal resources or availability of  
Generational attitudes of entitlement  
Funding from taxes  
Lack of pay compared to neighboring counties  
Physically divided departments  
Lack of communications  
Trainings are located far away  
Equipment needs  
Employee lack of technical skills  
Retirement and turnover  
Keeping staff motivated with increasing work loads  
Elected official turnover

### Opportunities (External)

Use the Web-Site to educate the public about county government and our departments  
Write grants to offset our cost  
Long Range Planning  
Evaluate expansion and specialization  
To form good policies for the future  
To pay more competitive wages  
We are funded taxes  
Improve our image – make government less of a dirty word  
Utilize technology – wireless, DSL, fiber optics, internet  
Expand our public lands  
New facilities to bring departments together  
Licensing of restaurants to bring in revenue  
Recreation, wildlife, economics  
Memberships in WI Counties and other Professional Organizations  
Ability to match State and Federal dollars  
Employees are flexible/adaptable to new situations

### Opportunities (External) cont.

Our government is small – less people to convince of our needs  
Some departments generate revenue doing work for towns and villages  
We have the ability to develop/guide/influence the future of the county  
Money earned by working for towns/villages is money retained within the county  
Specialized treatment programs – drug courts  
County receives revenue from other sources (fees, timber harvest, labor and contracts)

Public Land

### **Tourism**

### Threats (External)

Lack of public understanding of county govt/services  
Loss of revenue (labor/loss of revenue/spending caps)  
Ultra conservative leadership that prohibits long range planning  
Requirement to provide more services –do more with same amount  
Negativity  
Demands for services from weekenders unrealistic  
Increased population puts stress on county government  
Competitors can make in roads to take earmarked county revenue  
Funding-state and federal  
Increased mandates  
Legislature  
Elections-political change  
Meth  
Fear of change (everybody)  
Loss of public lands  
Tourism (secondary home owners)-land owners  
Diminishing labor force  
Gambling expansion

Technology/info revenue loss  
Special interest groups  
Public perception of govt/services –taken for granted  
Increase of costs due to local, state, and global markets  
Loss of youth opportunities (reasons to stay)  
School position cuts—shift of services to county  
Natural disasters

# PUBLIC PARTICIPATION

## Hopes and Concerns

To assess the external environment, five public meetings were held throughout the county. Meetings were held in Siren, Jackson, Danbury, and Grantsburg (2). Also feedback was collected via the county web page.

At each meeting public participants were asked to identify their hopes and concerns for their community. The combined list follows and helped to identify issues and develop strategies later in the plan.

### Hopes

- Businesses along highway 70
  - Good paying jobs
  - Steady growth
  - Better communication between agencies/government
  - New businesses taking advantage of local/natural resources
  - Housing in the Village of Grantsburg
  - Take advantage of training and allocate funding opportunities
  - Enforce current laws
  - Increase school/vocational partnerships with industry
  - Expand cooperation between schools
  - Get state information and talk to “Madison” and make them aware of northwest Wisconsin
  - Encourage secondary homeowners to move businesses here
  - Help existing businesses survive
  - Help businesses deal with “smoke free”; start dialogue
  - Prevent problems – drug addictions; be pro-active prior to court system
  - Support technology think big
  - Tap new residents to participate
  - Quality of living-add parks, libraries that add economic value
- Make government more efficient and less redundant

## Concerns

- Growing too fast
- Growing without a plan
- Closing of Businesses
- Keep Grantsburg airport
- Property taxes
- Lack recognition of local resources
- Lack of community interest
- Drugs – methamphetamine
- Lack of county wide zoning
- Wild fires
- Can't burn leaves at dump
- Junk yards (not salvage yards)
- Shoddy construction
- Exotic species in lakes
- Littering
- Vote/voice of secondary home owners
- Uncontrolled sprawl without zoning regulations
- Ruining of beautiful area
- Lack of businesses
- Businesses can't compete – people drive to regional commercial centers
- Lack of tourists (not secondary homeowners) – antismoking ordinances banning smoking
- Taxes
- Meth
- Gangs are coming
- Lack of snow
- Jobs
- Why are we electing “non-legislative” positions
- County board too big
- Uncoordinated development that raises costs for government and difficulty of service delivery
- High real estate taxes along lakeshore
- Keeping businesses clean and uncluttered
- Public safety – enforcement of recreation laws (example: fireworks and four wheelers)
- Dealing with symptoms rather than problems
- Losing young kids
- Junk along the roads – refrigerators and stoves

# STRATEGIC PLAN

Goals - Strategies - Objectives

## EVALUATE AND REHABILITATE DRUG AND ALCOHOL OFFENDERS THAT ENTER THE COURT SYSTEM

**Strategy:** Develop and implement a rehabilitation program

**Initiator:** County Board Chairman

**Component:** Create a task force of community

- Identify specific members from groups including but not limited to schools, judge, county, clergy, law enforcement, B.C. Health and Human Services, St. Croix Tribe, Village Boards, Town Boards, UW Extension, B.C. Board of Supervisors, District Attorney...
- Create appropriate committee structure

**Component:** Determine key program characteristics

- Evaluate possible rehabilitation programs
- Identify outside funding sources
- Identify program cost savings/efficiency strategies
- Identify and develop community support and communication strategies

## MAINTAIN THE QUALITY OF LIFE OF BURNETT COUNTY

**Strategy:** Initiate comprehensive planning activities for the county and its communities

**Component:** Encourage un-zoned Towns to adopt zoning

- Educate towns on land management tools and county services

**Initiator:** Zoning Committee

- Co-apply for comprehensive planning grant with towns, villages and/or St. Croix Tribe

**Initiator:** County Board Chairman appointing Ad hoc Committee

- Create and adopt county and municipal comprehensive plans

**Initiator:** Municipalities

**Component:** Preserve agricultural land

- Develop a Purchase of Development Rights Program for Ag Land

**Initiator** (*Land and Water Conservation Com.*)

- Promote added value farming

**Initiator:** (*UWEX, NWRPC, BCDA*)

**Component:** Preserve private forestland from conversion

**Initiator:** (*Ad Hoc Com.-County Board Chairman*)

- Develop a conservation subdivision ordinance and development policy
- Develop education and marketing strategies to encourage its use
- Develop a Purchase of Development Rights Program for Forest Land. **Initiator** (*Land and Water Conservation Com.*)

# SUPPORT, PLAN AND PROMOTE APPROPRIATE BUSINESS INCLUDING AGRICULTURE AND TOURISM

## **Strategy:** Business Development

### **Component:** Promote entrepreneurial businesses\*

- Ag - Tourism web site *(BCDA)*
- Farmers Market Web site *(BCDA)*
- Promote Business Education Resources *(UWEX)*
- Promote air transportation related industries *(BCDA/NWRPC)*

*\*All other resources including the Indianhead Community Action Agency will be used in implementing these action items*

### **Component:** Infrastructure *(Parks Recreation and Tourism Committee)*

- Complete a feasibility study of a potential campground on county property
- Complete a feasibility study of a potential ATV Park
- Complete a feasibility study of a campground at Forts Folle Avoine

### **Component:** Financial

- Promote use of room tax by municipalities *(Towns and Villages)*  
*(Parks, Recreation, and Tourism Committee)*

## PLAN FOR FUTURE DEVELOPMENT AND REPLACEMENT OF COUNTY FACILITIES AND INFRASTRUCTURE

**Strategy:** Identify Future Needs

- Centralize Committee responsibility for property in the Property Committee including Parks, Courthouse, and Highway (made up of structural committees) *(County Board Chairman)*
- Utilize a capital improvements plan for financial and facilities planning
- Develop reserves for capital improvements fund by depositing the net proceeds of all tax delinquent property sales *(Finance Committee)*
- Consider annual levy percentage to fund capital improvements fund
- Research revenue generating businesses to fund capital improvements fund
- Utilize inmates for making profitable products to fund capital improvements fund
- Research public and private grants to fund capital projects

## COMMUNICATE WITH THE PUBLIC AND THE BOARD OF SUPERVISORS

**Strategy:** Improve communications

- Monthly newspaper column (Chairman or designee)
- Monthly Radio Interviews (Chairman or designee)
- Coordinate activities at Towns Association meetings
- Research use of “Govdocs.com” software to email interested parties for agenda/minute information – for use with county web page
- Utilize ice breakers with full board on semi-annual basis

## IDENTIFY COMMON GOALS WITH THE ST. CROIX TRIBE

**Strategy:** Develop a task force to begin a dialogue with the Tribal Council

**Component:** Begin a dialogue to identify key issues (*County Board Chairman*)

**RESOLUTION # 2005-27**  
**RESOLUTION TO ADOPT COUNTY MISSION STATEMENT**

WHEREAS, the Strategic Planning Committee was formed at the March 17, 2005 County Board Meeting; and,

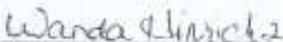
WHEREAS, the Strategic Planning Committee is comprised of nine County Board Supervisors: Dave Alderman, Norm Bickford, Ro Endresen, Mary Falk, Eldon Freese, Phil Lindeman, Larry Main, Jerry Pardon, Ed Peterson; and,

WHEREAS, through the strategic planning process, the Strategic Planning Committee members identified a mission statement that embodies the purpose and the role of Burnett County: "To Provide Vision and Stewardship".

BE IT FURTHER RESOVLED, that the Burnett County Board of Supervisors accept the recommendation of the Strategic Planning Committee and adopt the county mission statement: "To Provide Vision and Stewardship".

STATE OF WISCONSIN  
COUNTY OF BURNETT

I, Wanda Hinrichs, the duly elected and qualified County Clerk in and for Burnett County, do hereby certify that the attached Resolution No. 2005-27 "To Adopt County Mission Statement" was adopted by the Burnett County Board of Supervisors at a legally assembled meeting at which a quorum was present and acted throughout. The date of passage was June 16, 2005.

  
Wanda Hinrichs  
Burnett County Clerk

**RESOLUTION #2006-01  
TO ADOPT THE BURNETT COUNTY STRATEGIC PLAN**

Resolution sponsored by the Strategic Planning Committee Members comprised of County Board Supervisors: Dave Alderman, Norm Bickford, Ro Endresen, Mary Falk, Eldon Freese, Phil Lindeman, Clifford Main, Gerry Pardun, and Edgar Peterson

WHEREAS, planning for the future is good for Burnett County Government, the Board of Supervisors, and the communities of Burnett County; and

WHEREAS, on March 17, 2005, the County Board of Supervisors voted to form a Strategic Planning Committee comprised of nine County Board Supervisors; and,

WHEREAS, the Strategic Planning Committee purpose was to focus on identifying the key values, goals, and objectives for the future of Burnett County; and,

WHEREAS, the County Board of Supervisors adopted the County Mission Statement through Resolution 2006-27; and,

WHEREAS, the Strategic Planning Committee identified the County's mission statement that embodies the purpose and the role of Burnett County: *"To Provide Vision and Stewardship for Burnett County;"* and,

WHEREAS, the Strategic Planning Committee held 13 meetings at various locations throughout the county beginning April 7, 2005, through November 16, 2005; and,

WHEREAS, the Strategic Planning Committee reached out to the general public, other branches of government and the business community, to help them identify the concerns and hopes of the community; and,

WHEREAS, the Strategic Planning Committee reached out to the County Department Managers to help them identify the County's strengths, weaknesses, opportunities and threats; and,

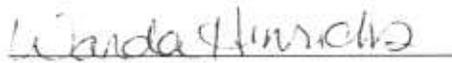
WHEREAS, the Strategic Planning Document is comprised of the information collected from the stakeholders; and,

WHEREAS, the Strategic Planning Committee feels the document is a comprehensive plan that identifies the key values, goals and objectives for the future of Burnett County;

**THEREFORE BE IT RESOLVED**, that the Burnett County Board of Supervisors accept the recommendation of the Strategic Planning Committee and adopt the 2006 Strategic Plan to be used as a guiding document for planning and decision making in the years ahead.

State of Wisconsin  
County of Burnett

I, Wanda Hinrichs, the duly elected and qualified County Clerk in and for Burnett County, do hereby certify that the attached Resolution No. 2006-01 "To Adopt the Burnett County Strategic Plan" was adopted by the Burnett County Board of Supervisors at a legally assembled meeting at which a quorum was present and acted throughout. The date of passage was February 16, 2006.

  
Wanda Hinrichs,  
Burnett County Clerk



# APPENDIX

**Agendas**

**Meeting Minutes**

**Thursday, April 7, 2005  
Schwan Center, Trego, WI**

## **Burnett County Strategic Planning Retreat**

### **Agenda**

8:30 – 9:15 A.M. Introduction

9:15 – 11:15 A.M. Stakeholder Analysis

11:15 – NOON Mandates

NOON- 1:00 P.M. Lunch

1:00– 1:15 P.M. Ice breaker Exercise

1:15 – 3:30 P.M. Mission /Values

3:30 - 4:00 P.M. Summary and Where do we go from here

cc: County Clerk's Office

**BURNETT COUNTY STRATEGIC PLANNING COMMITTEE MEETING  
APRIL 7, 2005**

**Members present:** Larry Main, Phil Lindeman, Ed Peterson, Eldon Freese, Mary Falk, Gerry Pardun, Ro Endresen, Norm Bickford

**Members absent:** Dave Alderman

**Others present:** Candace Fitzgerald, Doug Stubbe, Mike Kornmann

**Press:** Todd Beckman

**INTRODUCTION**

Candace Fitzgerald, County Administrator, opened the session and welcomed committee members. She explained strategic planning and the purpose it will serve, which include the following:

**What is Strategic Planning and Why Do It:**

- creating a plan for Burnett County
- decision-making process
- value perceived by stakeholders
- reflecting on history
- county services to citizens
- duplication of services
- envisioning the future
- infrastructure and growth
- outcome

A plan should be administered that can be implemented and supported. Feedback and communication were advised to keep others informed. A Mission Statement will be decided upon and will review with Department heads. Services will be reevaluated to determine if the public is satisfied overall. Department heads will engage employees to integrate the Strategic Plan.

**General Timeline:**

**Roles and Expectations:** Homeowners' survey was useful in previous planning efforts. What process will we use? Discussed buy-in and that there will be a certain element that will not cooperate. Stressed the importance of good information.

Mike Kornmann read a statement from a University of Minnesota professor.

**Sectors of Involvement Chart:** Discussed the charts and the Table of Contents that were handed out prior to the meeting.

**Ground Rules:** Encouraged input from committee.

**Election of Committee Chair, Vice, Chair, and Secretary**

Ice Breaker: Doug Stubbe

## **STAKEHOLDER ANALYSIS**

### **Stakeholders – Who Are They:**

Definition of term -- anyone who can lay claim to resources, i.e. providing and using resources.

### **Brainstorming internal and external stakeholders:**

Committee members came up with the following stakeholders and then determined which would be considered external and which would be considered internal.

<b>Stakeholders</b>	<b>Internal or External</b>
Airport	I
Tax payers	E
Tourists	E
Youth	E
Employees	I
Vendors	I
School systems	E
Incarcerated	I
Institutions, organizations, and businesses	E
Libraries	I
Non-profits	E
Fort Folle Avoine	I
Resources	I
DNR/State	E
Townships/Villages	E
United States	E
Tribe	E
University of Wisconsin	E
High Schools	E
Hospitals	E
Polk County	E
Sawyer/Washburn Counties	E

This discussion indicated that there are many more stakeholders than just taxpayers.

Each committee member wrote down several stakeholders – voluntary, public, informal, and private. The placement of these notes upon the Sectors of Involvement Chart was discussed. The following discussions ensued:

**School**

- DARE
- Some Education
- History – Fort
- Vaccinations
- Financials

**Business**

- Zoning
- Financial – RLF, incubator
- NWRPC, BCDA, Signage
- SBDC
- Security
- Highway – infrastructure

**Sectors of involvement chart**

Taxpayers – non-resident and resident  
 Townships/villages  
 Businesses  
 Employees  
 Tourists  
 Infrastructure  
 Natural Resources  
 State  
 Incarcerated  
 Schools – both public and private  
 Youth  
 Economic Development Organization

Mike Kornmann and Doug Stubbe split Committee members into two groups. They were given stakeholder evaluation criteria forms and then each group was told to write down a definition of their importance and how they rated the performance outcome.

**Evaluation Criteria Exercise: -- Group 1**  
*How does each stakeholder rate Burnett County?*

Stakeholder	Criteria	Performance Rating
State of Wisconsin	Delivering services with less funds	↔
	Providing required services	↑↑
	Maintaining State highways	↑↑
	Providing tax dollars and revenue	↑↑

**1. How do we respond to this stakeholder?**

Mandates  
 Support programs  
 Rules/regulations  
 Tax levy

**2. What do we need from them?**

Money  
 Less regulation  
 Financial responsibility

Stakeholder	Criteria	Performance Rating
Natural Resources	Managing/creating habitats	↑↑
	Provide financial resources	↑↑
	Responsible use	↑↑
	Environmental integrity – dealing with exotics, watershed protection	↑↑

**1. How do we respond to this stakeholder?**

Quality of life  
 Financing – jobs  
 Recreation

Stakeholder	Criteria	Performance Rating
Employees	Quality of workplace (physical)	↑↑
	Spirit of cooperation/atmosphere/friendly workplace	↑↑
	Fair wages and benefits	↑↑
	Elected officials relationship/departmental support	↑↑
	Tools/support equipment	↑↑
	Travel/infrastructure	↔

**1. How do we respond to this stakeholder?**

Make or break the organization  
 Communication

**2. What do we need from this stakeholder?**

Performance  
 Commitment

Stakeholder	Criteria	Performance Rating
Youth	Providing/offering programs	↓↓
	Job opportunities	↓↓
	Available facilities	↓↓
	Law enforcement	↓↓

1. ***How do we respond to this stakeholder?***

Provide programming – 4H, Superior Days, Conservation Days

- Budget

2. ***What do we need from them?***

Finish school

Stakeholder	Criteria	Performance Rating
Businesses	Marketing	↔
	Fair taxes	↔
	Infrastructure	↔
	Development regulations	↑↑
	Law enforcement	↑↑
	Court system	↔
	Assistance/education	↑↑
	Financing	↑↑
	Communication	↔

1. ***How do we respond to this stakeholder?***

Tax dollars

Employees

2. ***What do we need from them?***

Support of programs

Sales tax

Direction

Stakeholder	Criteria	Performance Rating
Incarcerated	Things to do – books and TV	↔
	Housing and meals	↔
	Condition of cells/crowded	↔
	Efficiency of court system	↔
	Fines and court costs	↓↓
	Medical/dental/healthcare	↑↑

1. ***How do we respond to this stakeholder?***

Drains resources – money

Psychologically

2. ***What do we need from them?***

Responsibility

Change of lifestyle

## GROUP 2

Stakeholder	Criteria	Performance Rating
Schools	Financial support	↔
	Road conditions	↑↑
	Educational supports – drug, nutrition, history, Youth at Risk	↓↓
	Libraries	↔

Stakeholder	Criteria	Performance Rating
Economic Development Organizations	New business – (assisting existing business/attracting new)	↓↓
	Job base (labor force)	↑↑
	Money	↔
	Products	↑↑
	Taxes	↓↓
	Programs/services/RLF	↔
	Flexibility/willingness to change	↓↓
	Zoning – should we stay who we are?	↑↑

Stakeholder	Criteria	Performance Rating
Taxpayers	Taxes	↓↓
	Services	↔
	Infrastructure	↔
	Budget management	↔ w/downward curve
	Public safety – law enforcement	↔
	Public safety -- fire	↑↑
	Public safety – emergency	↔
	Human resources (social programs/public health, etc.)	↑↑
	First responder	↓↓

Stakeholder	Criteria	Performance Rating
Towns and Villages	Partnership/collaboration	↑↑
	Taxes	↔
	Zoning	↑↑
	Safety	↔ spotty
	Communication/information sharing	upward curve
	UDC	↓↓

Stakeholder	Criteria	Performance Rating
Tourists	Roads (accessibility)	↓
	Recreational services	↑
	Available business (retail)	↔
	Aesthetics	↔
	Fishing/hunting information (web site)	↑

Lunch – Noon – 12:45

### VALUES/MISSION:

**How does Burnett County conduct itself and what system of values does it wish to operate under?**

Question was presented “what should Burnett County work on according to what it does?”  
Committee members took a few minutes to fill out Values/Values Definition form.

### Which values are most important?

Support elderly

Maintaining rural lifestyle

Respect for/maintaining natural resources

Treatment/respect/dignity of clientele

Efficiency of services

Honesty/integrity

Best standard of living for most number of people in most cost-effective manner

Maintain Burnett County as a good place to live

- Natural resources

- Aesthetics

Communication with taxpayers

Maintain Burnett County quality of life

Honesty, integrity, health, people, environment

What additional key values would you like your organization to adopt?

How do you balance growth of business with aesthetic values? Make changes positive.

Taxpayers not appreciating county?

Suggestion was made to publish a monthly column in newspaper.

### Which values are most important?

**Quality of life:** Balance business, growth, and aesthetics.

**Respect and dignity:** All people who interact with Burnett County will be provided help and in a fair manner.

**Communication:** Provided needed information to taxpayers and residents.

### **Values definition:**

- Communicating and providing services as cost-effectively as possible
- Leadership
- Help people achieve their potential socially and economically
- Represent constituents
- Serving Burnett County boundaries
- Enforcement for good of community
- In business of managing civil society and its environment
- Help guide our fellow constituents and use those resources we have available to us expeditiously.

### **What problems do we seek to address?**

Provide efficiency with funding available

Protection of citizens

Obstacles: funding, perceptions, diversity in people, Tribe, similarities and differences, demographic diversity in all areas

Protect rights of individuals – people that can't protect themselves

Protect our environment, which also protects our people

Lack of education

Poverty

How do you respond to your key stakeholders?

- Listen to their concerns and form decisions for the greater good.
- Truth
- Responding in an efficient, timely manner with fellow leaders.

### **Develop Mission Statement**

It was suggested to make statement something to remember – something to put on a tee shirt – a simple, concise slogan. Easier to buy into. Burnett County Government is here to serve Burnett County.

Mike Kornmann then distributed paper on which committee members were to write their own mission statement. The individual mission statements were read aloud to all.

The mission statements were posted on board and committee members were asked by Mike to underline key words in the statements. The key words are as follows:

- Leadership
- Respond
- Quality of life
- Protect
- Diversity

- Efficiency
- Resources
- Services
- Full potential
- Guidelines
- Opportunity
- Integrity
- Respect
- Honesty
- Safety
- Manage growth

Following listing the key words, committee members discussed the choices made. They were asked to suggest words that really stood out to narrow down the list. The following words are what the members agreed upon:

- Leadership
- Services
- Manage growth
- Quality of life
- Resources
- Efficiently

Integration of the above was suggested to the committee and they arrived at the following: Provide leadership and services efficiently, while protecting resources, managing growth, and maintaining our present quality of life.

Discussion ensued to condense the above to a shorter statement:

Offerings were:

- To maintain our quality of life by efficiently providing leadership and services.
- Burnett County Government to provide leadership for managing growth, resources, services, while maintaining quality of life.

Members discussed mission statements offered and the suggestion was made to cut down length even further, keeping in mind that leadership now vs. 10-20 years down the road and discussed definition of leadership. This mission statement will be a draft only and we will come back to it at the next meeting. This may change considerably.

First Revision:

Burnett County to provide leadership for managing growth, resources and services while maintaining quality of life.

Explanation: Mission statement is your purpose – what you're here to do.

## Second Revision

To provide quality services and leadership while being stewards for our way of life.

Discussed importance of including respect, dignity. Suggestion was made to end discussion on mission statement.

Discussed timeline. Collection of meeting information can be brought in to help identify strategic issues.

How do we get public input?

Send out letters to community leaders

Ask local leaders to speak at meetings

Interlude at town board meeting

Grantsburg, Webster, Siren, town of Jackson, Tribe – is that enough, or do we need more?

It was agreed that the aforementioned was ample. Would like to be able to obtain non-residents' input somehow. It was recommended that people read proceedings on internet and encouraged internet use for those who have access.

The time commitment of members was discussed and it was agreed to meet every two weeks. Suggested length of meetings will be three hours at the courthouse.

Following dates for meetings are proposed:

April 28 – 1:00 – 4:00 p.m.

May 13 – 9:00 – 12:00 noon

May 26 – 9:00 – 12:00 noon

A notice will be sent to all committee members with the minutes of the meeting of April 7.

In the interim, we should try to pull together mission statement and talk about mandates and departmental environmental scan.

Asked members if they had a full understanding of the process and if any questions needed to be answered. They were asked if the meeting was useful to them?

Meeting was adjourned.

**Agenda**  
**Burnett County Strategic Planning Committee**  
**April 28, 2005**

**1:00 P.M.**  
**Burnett County Government Center – Room 162/3**  
**Siren, WI**

- Call to order
- Approve April 7, 2005 Meeting Minutes
- Continue Mission Statement Development
- Understanding Mandates
- Community Input Meetings Schedule
- Summary and Future Meetings
- Adjournment

**BURNETT COUNTY STRATEGIC PLANNING COMMITTEE MEETING  
BURNETT COUNTY GOVERNMENT CENTER – ROOM 162/3  
SIREN, WI  
APRIL 28, 2005**

**Members present:** Larry Main, Phil Lindeman, Ed Peterson, Eldon Freese, Mary Falk, Gerry Pardun, Ro Endresen, Norm Bickford

**Members absent:** Dave Alderman

**Others present:** Mike Kornmann, Al Arnold, Karen Pavlicek

**Press:** Todd Beckman

**CALL TO ORDER:**

Mike Kornmann called the meeting to order at ~1:15 p.m. in Room 162/3 of the Burnett County Government Center on April 28, 2005.

**APPROVAL OF MINUTES:**

Motion made by Gerry Pardun, seconded by Phil Lindeman. Motion carried.

**CONTINUE MISSION STATEMENT DEVELOPMENT:**

Mary Falk stated she had e-mailed her review of the following six mission statements and their themes to members:

- Provide quality service and leadership while being stewards of the land.
- Provide leadership, environmental stewardship, and efficient services.
- Provide leadership and efficient services.
- Provide leadership for managing growth, resources, services, while maintaining quality of life.
- Provide guidance and services for the people and environment of Burnett County in the most efficient manner.
- To provide stewardship for Burnett County in the most efficient and sustainable manner.

The word “stewardship” was discussed. Members came up with their interpretations of “stewardship.” Their definitions were as follows:

- Sustainable
- Capable of sustaining
- To provide for
- To support and encourage
- Taking care of something in a healthy way

Importance of understanding the term “stewardship” in this context was stressed. It was brought up that a mission statement should be self-explanatory.

Mike Kornmann asked that members point out what they felt were the most important words in the aforementioned six proposed Mission Statements, and those words were:

- Services
- Leadership
- Stewardship
- Efficient

The following revised and shortened mission statements were proposed after discussions:

- Maintain quality of life.
- Provide leadership, stewardship, and efficient services.
- Provide leadership and stewardship for the people.
- Provide vision and stewardship for the people.

All came up with the following as a working draft Mission Statement:

***“The mission of Burnett County Government is to provide vision and stewardship.”***

It was suggested that the Mission Statement be revisited and shown at county board meetings.

Motion made to take a straw vote, motion seconded.

#### **UNDERSTANDING MANDATES:**

Discussed importance of understanding mandates, i.e. what one can and cannot do, formal versus informal mandates, etc. Members were asked to examine a few mandates – highway department (signage, maintenance, inspection) and what we can do to improve the State standards. High School sports were pointed out as a program that was non-mandated.

#### **COMMUNITY INPUT MEETINGS SCHEDULE:**

Venues for input are meetings tentatively scheduled for the following towns:

Webster	May 9 at the Webster Fire Hall
Grant	
Siren	
Danbury	
East Burnett County	Jackson Town Hall
Tribe	

All were encouraged to spread word of the input meetings to Presidents of the Chambers of Commerce, Town Chairmen. Media should be notified and also meetings should be posted on web site.

The issue we are seeking input on is – *“What are your hopes and concerns for your community?”*

It was proposed to schedule meetings be held in conjunction with town board meetings. A pie social was encouraged to bring out people to meetings.

#### **SUMMARY AND FUTURE MEETINGS:**

There are two meetings scheduled in May:

- Friday, May 13, at 9:00 a.m.
- Thursday, May 26, at 9:00 a.m.

June meeting:

- Thursday, June 2, 1:30 p.m. to 4:00 p.m.

Meeting was adjourned at 2:30 p.m.

**Agenda**  
**Burnett County Strategic Planning Committee**  
**May 13, 2005**

**9:00 A.M.**

**The Lodge at Crooked Lake – Bear Den Conference Room**  
**24271 State Road #35/#70**  
**Siren, WI**

- 9:00 A.M. Call to order
- 9:00 A.M. Approval of April 28, 2005 Meeting Minutes
- 9:05 A.M. Process Review
- 9:15 A.M. Webster Area Community Input
- 9:30 A.M. Strengths, Weakness, Opportunities & Threats (Planning Committee)
- 10:15 A.M. Department Head S.W.O.T
- 11:15 A.M. Summary & Future Meetings
- 11:30 A.M. Lunch – Planning Committee & Department Heads
- 12:30 P.M. Adjournment

**BURNETT COUNTY STRATEGIC PLANNING COMMITTEE MEETING  
THE LODGE AT CROOKED LAKE – BEAR DEN CONFERENCE ROOM  
24271 STATE ROAD #35/#70  
SIREN, WI  
MAY 13, 2005**

**Members present:** Larry Main, Phil Lindeman, Ed Peterson, Eldon Freese, Mary Falk, Gerry Pardun, Ro Endresen,

**Members absent:** Norm Bickford and Dave Alderman

**Others present:** Mike Kornmann, Bobbi Sichta, Kathy Swingle, Dave Ferris, Jason Nichols, Dean W. Roland, Trudy Schmidt, Lloyd D. Arnold, Candace Fitzgerald

**Press:** Todd Beckman

**CALL TO ORDER:**

Larry Main called the meeting to order at 9:00 a.m. in The Bear Den Conference Room at The Lodge At Crooked Lake on May 13, 2005.

**APPROVAL OF APRIL 28, 2005 MEETING MINUTES:**

Motion made by Eldon Freese, seconded by Gerry Pardun. Motion carried.

**PROCESS REVIEW:**

Talked about any additions to review, i.e. any new stakeholders, the St. Croix Tribe. A member mentioned that core values had been published in a recent news conference magazine. Another member brought an article to photocopy that might help our process.

Members were asked to bring up things that stand out as highlights or lowlights in a time line from 1980 to 2005, i.e. things that involve community, events, policies, decisions, happenings, etc.

## Highlights

### 1980 -- Develop Fort Folle Avoine:

- join with Tribe as investment
- tourism
- preservation of history
- creating a major attraction
- leveraged other money

Move Government Center/County Seat to a more centralized site to better serve community.

Toxic ash dump defeated by public participation

### Trade Lake:

- town meeting was held and the tax increase was reversed
- democracy in action
- increase was reversed
- able to preserve community integrity
- community joined hands and proved the system *can* work

### Siren tornado :

- community sharing
- common goal
- financial support from all over (not just local community)
- new investment
- cooperation of County and State
- “best” thing to happen
- received financing from government
- community gained from hurt
- Burnett County reacted efficiently and positively
- it was emergency government at its best, pre-planning paid off
- help from FEMA
- employee training, organization, and readiness
- rural people more apt to help one another

### Built new fire hall:

- community improvement for six municipalities
- safety protection
- cost savings
- improved insurance ratings
- “first-responders” rating
- certified emergency shelter
- better services for more people
- improve feeling of security

### 1991 -- Trade Lake adopted zoning:

- the 1,000 + community participated publicly at the courthouse agreeing to preserve and improve the integrity of the community and concern for the environment.
- the toxic ash was to be hauled in from Hennepin County.

Non-resident property owners building more new homes which, in turn, raises the tax base and increases county value:

- the desire for people to move to the area will create social and economic impact
- more people want to join our community
- this will increase services
- must keep growth in check

**1995 – Land Use Plan:**

- quality of water
- directs us on water and trail usage and land use/development
- have the money to implement Plan with foresight and vision
- provide enjoyment to influx of people

**Highlights (cont.)**

**Lake Classification Process:**

- protection of natural resources for future generations
- looks better
- lakes classified by size, depth, water quality and if fed by a river

**2003 – Non-conforming Shoreline Restoration Zoning Plan:**

- protection of water
- vision of shoreline from lake
- Washburn County involved also
- grant money from DNR
- tax reduction for owner
- this plan should be put in place to protect our water quality maintenance

**Burnett County Plan:**

- long-range goals
- plan for future
- not done, too soon
- we haven't done enough

**Lowlights**

**1990 – Penta Hill:**

- pollution
- job loss
- chemical contamination
- undesirable product
- toxic chemical
- illegal or non-regulated dumping in a holding pond
- studies showed damage
- protection for future of natural resources

**Move Government Center:**

- created bad feelings and made Grantsburg its own island
- losing identity

**County pre-approved for permit for ash dump in Trade Lake**

**Reassessed and increased property taxes in Trade Lake:**

- valuation doubled in 1988
- did not want to pay for an assessment
- poor policy

**Siren tornado:**

- three people died
- many farm animals died
- countless trees destroyed
- catastrophic
- natural resources damaged

**Shoreline restoration:**

- if shoreline not restored, fish habitat is threatened
- restoration is expensive
- seems like blackmail to some
- people with non-conforming buildings are upset
- lack of communication and effort by county to explain rules and regulations to community in a careful way
- public relations poor

**Lowlights (cont.)**

**Traffic on State roads:**

- Hwy. 77 is blocked off
- big handicap
- congestion
- economic loss
- people want adequate roads

Reviewed the high and low points. Mike Kornmann suggested “common threads” we noticed in discussion:

- Community
- Cooperation
- Vision
- Involvement
- Democracy in action
- Education
- Protection for future
- Services
- Planned growth
- Leadership
- Perseverance/persistence
- Organization
- Common goal

We have to plan for the future, if we don’t, we will regret it. A theme was suggested -- “sometimes things are not popular, but better for community.”

**STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS  
(PLANNING COMMITTEE)**

Department Heads and Planning Committee did their own S.W.O.T. exercises for analysis to identify trends and organizations. The intent was to self-reflect and identify Burnett County Government or community.

## **Planning Committee:**

### Strengths (Internal):

- Professional, skilled employees
- Good leaders in Department Heads
- Good, professional administrative staff
- Willing to embrace new technology
- Excellent benefit package – retirement, leave, health, fair wage
- Major revenue from forest and highway
- Department and County Board work together
- Good place to live
- Ability to process and obtain grants
- Technology mindful people
- Not afraid to be the first one to try something
- Departments fight for departments

### Weaknesses (Internal)

- ***Training grounds for entry-level positions – parks / forestry / airport***
- Overlap in services  
Communication between department and other agencies
- Not working as well with Tribe
- Communication with Tribe (Tribe does not respond, Tribe does not have stable leadership, cultural differences)
- Fight for own Department
- Relation with Union

### Opportunities (External)

#### Proactive things to do:

- Work with Tribe on inmate populations and rehabilitation
- Logging museum – Visitors' Center
- Countywide room tax
- Challenges create creative programs
- Water supply
- Greater sharing of Department leadership with County-elected officials without adding costly positions
- Seek programs/cooperation with other counties
- Education of public on County government
- Expanded airport
- Consolidation of County services
- Untapped resources of people (skills to help government)
- County Board dialogue – “less structure”

### Threats (External)

- Infrastructure investment (highways and highway building), work in opposite direction by implementing local resources
- Make up of economy -- lack of industry (small diverse economy) not on major highway or access to a major airport, no large spurts of growth, we will see more 40-acre farms
- Unfunded mandates
- Increased taxes on long-time residents. In 1990 census 50% were seasonal residents and now seasonal residents make up 45% of our population. 52% of homeowners are non-resident. Two-thirds of taxpayers have no children in school.
- Change of population – aging population
- How schools are funded at State level
- Population increases
- Misunderstandings

### **DEPARTMENT HEAD S.W.O.T.**

Dave Ferris enumerated the Department Heads' analysis of strengths:

- Burnett County is a desirable place to live
- Employees have a variety of training and skills
- County offers a stable work environment
- Employees have positive attitudes are loyal to county
- County government offers a good benefit package
- The managers are forward thinking
- The County is advanced with its technology
- The County Board of Supervisors is supportive of our department
- Department Managers work well together
- Managers deal with issues before they get out of hand
- County forest offers substantial revenue
- The County is not at its maximum levy limit, we are funded by taxes
- Nice interior working environment
- People and employees want to be here

### Weaknesses

Dean Roland cited the Department Heads' examples of weaknesses.

- Reactive/don't plan/change out equipment
- Unspoken collusion
- Luck of public understanding of county programs
- Victims to vendors
- Employee training (new skills/maintenance)
- Need more communication and leaderships state to county

- No long range planning
- More demands-unable to keep up
- Lack of staff. Lack of resources (space/time to train)
- More people coming to county/demands are created
- Internal competition for resources
- **Lack of markets for wood and contractors**
- Tourism-increased service demands
- Managers play good cop/bad cop
- Don't (share/know) internal resources or availability
- Generational attitudes of entitlement
- Funding from taxes
- Lack of pay compared to neighboring counties
- Physically divided departments
- Lack of communications
- Trainings are located far away
- Equipment needs
- Employee lack of technical skills
- Retirement and turnover
- Keeping staff motivated with increasing work loads
- Elected official turnover

### Opportunities

Jason Nichols addressed opportunities that affect our organization.

- Employees are flexible/adaptable to new situations.
- Our government is small – less people to convince of our needs
- Some departments generate revenue – doing work for towns and villages
- We have the ability to develop/guide/influence for future of the county
- Money earned by working for towns/villages is money retained within the county.
- We should take the opportunity to evaluate the services we provide based upon the importance to the community rather than chasing the money.
- Use the web site to educate the public about county government and our departments.
- Write grants to offset our cost.
- Long-range planning
- Evaluate expansion and specialization
- To form good policies for the future
- To pay more competitive wages
- We are funded taxes
- Improve our image – make government less of a dirty word.
- Utilize technology – wireless, DSL, fiber optics, Internet
- Expand our public lands
- Tourism

- Specialized treatment programs – drug courts
- New facilities to bring departments together
- Licensing of restaurants to bring in revenue
- County receives revenue from other sources (fees, timber harvest, labor & contracts)
- Public Land
- Recreation, wildlife, economics
- Memberships in WI Counties and other Professional Organizations
- Ability to match State and Federal dollars

### **Threats**

Bobbi Sichta spoke on threats from outside factors or situations.

- Lack of public understanding of county government/services
- Loss of revenue (labor/loss of revenue/spending caps)
- Ultra conservative leadership that prohibits long-range planning
- Requirement to provide more services – do more with same amount
- Negativity
- Demands for services from weekenders unrealistic
- Increased population puts stress on county government
- Competitors can make inroads to take ear marked county revenue
- Funding -- state and federal
- Increased mandates
- Legislature
- Elections -- political change
- Meth
- Fear of change (everybody)
- Loss of public lands
- Tourism (secondary homeowners) --land owners
- Diminishing labor force
- Gambling expansion
- Technology/info revenue loss
- Special interest groups
- Public perception of government/services – taken for granted
- Increase of costs due to local, state, and global markets
- Loss of youth opportunities (reasons to stay)
- School position cuts -- shift of services to county
- Natural disasters

Mike asked meeting attendees how they felt about the comparisons between Committee and Department Head S.W.O.T. analyses. The following issues were mentioned as being somewhat surprising:

- The licensing of restaurants
- More drug and alcohol use specified
- Sharing of info with other counties, e.g. Polk County – cost sharing isn't always good
- Employees and department heads need for expansion
- Private industry threatening our revenue
- Department Heads should have regular meetings – schedules don't allow meeting time and persistence was stressed to try to meet on a regular basis.
- Weekly newsletter was suggested in lieu of meetings.
- Need interchange / expressing views

Phil Lindeman suggested we break for lunch and to continue the meeting afterwards.

### **Webster Area Community Input**

Participants: Barbara Fetter, Webster; Chuck Anderson, Danbury; Becky O'Brien, Webster; Norm Bickford, Webster

### **Hopes**

- Preserve natural resources / beauty
- Get rid of junk cars
- Satisfy secondary home owners
- Moderate / control growth
- Increase lodging
- Revitalize downtown
- Become a destination
- Build park facilities
- Get a reason for youth to stay.

### **Concerns**

- *Vote / voice of secondary homeowners*
- Uncontrolled sprawl without zoning regulations
- Ruining of beautiful area
- Lack of businesses
- Businesses can't compete – people drive to regional commercial centers
- Lack of tourists (not secondary homeowners) – antismoking ordinances banning smoking
- Taxes
- Meth
- Gangs are coming
- Lack of snow
- Jobs

## **SUMMARY AND FUTURE MEETINGS:**

Community input meetings tentatively scheduled for May 24, 25, and 26. Mike Kornmann will make phone calls to confirm. Hertel will be scheduled after the election.

It was noted that there was no web page input.

### May Meeting:

- Thursday, May 26, at 9:00 a.m.

### June meeting:

- Thursday, June 2, 1:30 p.m. to 4:00 p.m.

It was mentioned that specialists may come into the government center to provide information and members were asked if they wanted information to be shared with them.

Mike asked if we should do more analysis or move on to issue identification so we can pursue solutions. They agreed to be kept informed. We will address at a later date.

The following were comments by meeting attendees on how this meeting proceeded. All agreed the two groups were very close in their perceptions of S.W.O.T. The high and low points were useful. Numerous items that work well for the county's advantage were revealed at this meeting. We will have a major review and discussion at the next meeting on May 26, 2005.

Meeting was adjourned 2:30 p.m.

**Burnett County Strategic Planning Committee Meeting  
Conference Room #165 – Burnett County Government Center**

**Thursday, May 26<sup>th</sup>, 2005**

**9:00 A.M. – Noon**

**Agenda**

- Call to order
- Approval of May 13, 2005 Meeting Minutes
- Core Value Definition Discussion
- Community Meeting Results
- Review Situation Assessment
- Issue Identification
- Future Meetings
- Adjournment

**BURNETT COUNTY STRATEGIC PLANNING COMMITTEE MEETING  
CONFERENCE ROOM #165 – BURNETT CO. GOVERNMENT CENTER  
SIREN, WI  
MAY 26, 2005**

**Members present:** Larry Main, Phil Lindeman, Ed Peterson, Eldon Freese, Mary Falk, Ro Endresen,

**Members absent:** Gerry Pardun, Norm Bickford and Dave Alderman

**Others present:** Mike Kornmann, Al Arnold

**Press:** Todd Beckman

**CALL TO ORDER:**

Larry Main called the meeting to order at 9:00 a.m. in Conference Room #165 in the Burnett County Government Center on May 26, 2005.

**APPROVAL OF MAY 13, 2005 MEETING MINUTES:**

Motion made by Phil Lindeman and seconded by Eldon Freese. Motion carried.

**CORE VALUE DEFINITION DISCUSSION:**

Discussed core values from “Draft Core Values” working list. All agreed that we could narrow the list down to the following values:

Vision

- Value developing plans
- Look ahead to see where we’re headed
- Broad picture
- Ability to look forward
- Looking to future with open mind
- How “now” affects down the road
- Planning today for future
- GM cited as an example of consumer taste with their hydrogen cars
- How will we affect future
- Creativity
- Visionary (ridiculed heavily, missionaries pointed out as example of visionary)
- Vision down the road for inmate population, infrastructure, etc.
- Need to be creative
- Understanding today toward future generations

### Leadership

- Get people involved to lead to common goal
- Courage to persevere to end goal
- Leader needs vision
- Vision of perseverance toward a common goal

### Democracy in action

- Must spell out and protect our assets
- Democracy in action is public meeting and hearings
- Dignity and respect
- Honesty and integrity
- Involvement
- Open meetings where everyone can speak their piece
- Value public hearings and meetings as access to public information

### Quality of life

- Friendly communities
- Wildlife
- Natural resources
- Jobs
- Education

### Efficiency of services

- We value services and work to implement them in financially sound ways that affect both the short- and long-term financial health of our organization.
- To positively focus our cooperation and develop common goals.

### Common goals

- Communication with taxpayers
- Don't get too specific
- Leave it broad so we're not locked in
- Consolidate
- Communicate with grant people
- Communicate with stakeholders and community

10:00 a.m. – Break

## **COMMUNITY MEETING RESULTS**

### **Grantsburg Meeting – May 24, 2005**

Present: Stan Peer, Gerry McNally, Bruce Benedict, Joel Johnson, Russ Erickson, Jim Nelson, Eldon Freese

#### Hopes

- Businesses along Highway 70
- Well-paying jobs
- Steady growth
- Better communication between agencies/government
- New businesses taking advantage of local/natural resources
- Housing in the Village of Grantsburg
- Take advantage of training and allocate funding opportunities
- Enforce current laws (with regard to junkyards and dilapidated buildings, junker cars)
- Increase school/vocational partnerships with industry
- Expand cooperation between schools

#### Concerns

- Growing too fast
- Growing without a plan
- Closing of businesses
- Keep Grantsburg airport
- Property taxes
- Lack recognition of local resources
- Lack of community interest
- Drugs – meth
- Lack of countywide zoning
- Wildfires
- Can't burn leaves at dump
- Junkyards (not salvage yards)
- Shoddy construction
- Exotic species in lakes
- Littering

## **Siren Meeting – May 25, 2005**

Present: Carl Hanson, Turf and Tundra ATV Club; Dean Roland, Siren; Bruce Imme, Town of Siren Chairman; Karen and Gary Pavlicek, Webster

### **Hopes**

- Adopt Burnett County Humane Society as “official” group – work with it and fund it.
- Preserve big woods/natural environment
- Embrace cluster development
- Public meetings better promoted “earlier and better” – use web page and radio stations
- All towns adopt zoning and U.D. code
- Better defined rules and regulations
- More participation in State issues by county leadership
- Develop more ATV trails
- Open Gandy to ATVs
- Promote commerce
- Open up educational opportunities
- Increase family-friendly lodging
- Secondary homeowners having a voice
- Greater drug and alcohol awareness programs
- Decrease CB size and increase salary to get good and active people
- Study existing recreation and natural resources and compare to similar areas

### **Concerns**

- Lack of trade/technical college
- Government does not listen to those who elect them
- No jobs
- Lack of diverse lodging
- Government as usual has got to end
- County Board is too large
- Lack of infrastructure because of tight budget (service and bricks and mortar)
- Suffering animals
- Fairness to Room tax – only Siren – *county cannot have, not an issue*

Everyone agreed that good comments were brought up at these meetings and they noticed some of the same themes from both groups, e.g. jobs, keeping youth here.

Mike Kornmann will wait to schedule Tribe meeting until after the Tribe election, which will be held on June 11, 2005.

Tribe, Danbury, and Eastern Burnett County should get to know the County Commissioners. Meetings should be made more formal with the attendance of the County. Suggested meetings be held at night. Coordination of time schedules makes it difficult for all to meet at a given time.

Only reason most people come is to gripe. Advertising stressed for promoting meeting attendance. Mike felt that a direct mail flyer was most instrumental in getting a good turnout. Newspapers should take note of meeting dates. Attention to meetings can be accomplished by putting notices out a month in advance of meetings and reminder notices published once a week on a revolving basis. We must treat this seriously to do our best to overcome apathy. Not many people attend meetings. Trade Lake meetings are seen as a “social event,” but at least people do show up. Paid ad in newspaper was suggested, as was a radio time slot by Larry Main.

Bottom line is that Committee should be at upcoming community meetings to serve as a listening session – Tribe, Danbury, Eastern Burnett County. If we want energy, we must be willing to put energy into this. Is it feasible to do all of the meetings again with a full committee?

## **REVIEW SITUATION ASSESSMENT**

Reiterated SWOT analysis held at the last meeting. The following comments were brought up to review:

Department weaknesses:

- Unspoken collusion -- illegal and not enough business to provide service.
- Good cop/bad cop – discussed definition

Some thought Department strengths and weaknesses were confusing in regard to technical skills. Mike cleared that up so that everyone understood.

Committee and Department opportunities:

We are in an enviable position in the area of technology and fiber optics. We are ahead of the game. Positive DSL service. Cell phones, however, remain problematical.

Talked about revenue for proposed county licensing of restaurants, motels, etc. The State does the inspections presently and the county may take over that job. Presently inspection is thin and slow. New employee will be hired at a future date for this position.

Department Threats:

- School health position cut

Committee Threats:

- No comments

## ISSUE IDENTIFICATION

Mike Kornmann distributed a strategic issue worksheet to identify if an issue would be considered operational or strategic. The issue should be one that the organization can do something about. He then asked that members generate a list of issues. Members were instructed to write down an issue on a sheet of paper in the form of one question that has more than one possible answer. This will help to frame issues that have more than one solution. Issues were grouped to find common themes:

- Jail and inmates
- Water quality and natural resources
- Long-term financial issues
- Communication with public
- ***Growth – resorts***
- Working relations with the Tribe
- Zoning and comprehensive/junk cars
- Dogs
- Infrastructure
- Agriculture/business growth

This is merely a first draft, a starting point, and not the final list. Discussion of framing issues in the form of a question ensued. How to phrase an issue is important.

These examples of issues with more than one solution were offered:

How do we deal with increasing inmate population?

- Treatment and education
- More jail space

***How can we enhance the business potential for agriculture, i.e. dairy, beef, crops?***

How do we deal with ag/land conversion?

How do we deal with private forest conversion?

How do we promote appropriate business development?

Dogs – are we ready? Yes

- Revenue, licensing, strays, responsible owners, unnecessary regulations

## FUTURE MEETINGS

It was decided to have the next meeting of the Strategic Planning Committee on Thursday, June 2, 2005, from 1:30 to 4:00 and we will continue to do more issue framing.

Mike will have to reschedule meeting with the University of Wisconsin Extension Specialists. Would like to schedule another meeting the last week in June, if possible.

Meeting adjourned at 12:00 noon

# **Agenda**

## **Burnett County Strategic Planning Committee**

**Thursday, June 2, 2005**

**1:30 – 4:00 P.M.**

**The Lodge at Crooked Lake – Board Room**

**24271 State Road #35/#70**

### **Siren, WI**

- Call to Order.
- Approval of May 26, 2005 Meeting Minutes.
- Issue Identification (Continued).
- Future Meetings.
- Adjournment.

**BURNETT COUNTY STRATEGIC PLANNING COMMITTEE MEETING  
THE LODGE AT CROOKED LAKE – BOARD ROOM  
24271 STATE RD. #35/#70  
SIREN, WI  
JUNE 2, 2005**

**Members present:** Larry Main, Phil Lindeman, Gerry Pardun, Eldon Freese, and Mary Falk

**Members absent:** Norm Bickford, Ro Endresen, Ed Peterson, and Dave Alderman

**Others present:** Mike Kornmann, Al Arnold

**Press:** Todd Beckman

**CALL TO ORDER:**

Larry Main called the meeting to order at 1:30 p.m. in the Board Room at The Lodge at Crooked Lake on June 2, 2005.

**APPROVAL OF MAY 26, 2005 MEETING MINUTES:**

Motion made by Eldon Freese and seconded by Larry Main. Motion carried.

**ISSUE IDENTIFICATION (Cont.)**

The group went over issues having more than one solution which had been discussed up at the last meeting:

- How do we creatively deal with increasing inmate population?
- How can we enhance the business potential for agriculture?
- How do we deal with ag-land conversion?
- How do we deal with private forestland conversion?
- How do we promote appropriate business development?
- How do we manage the County's long range financial health?

How do we identify common goals with the St. Croix Tribe?

- Could be long-term issue with new programs to be put in place?
- How do we identify common goals between Tribe and County?
- There are definite cultural differences.
- Develop communication skills.
- Are there two issues involved here?
- Tribe is largest employer in the County.
- We should expand our relationship with the Tribe.
- Common goals – water/sewer, unincorporated village, trust land housing, casino
- There is a circle of people that should express common goals, implement, and identify common goals.

*How do we communicate better with the public?*

- People sense “closed group.”
- New members should know history of committee.
- Suggestions were made for a quarterly informal one-half hour meeting with an open discussion with Board member to Board member communication.
- Must keep public updated, otherwise people assume negativism.
- Committee reports would be helpful.

*How do we plan for future development and replacement of county facilities?*

- Infrastructure and SWOT analysis were discussed.
- The Government Center was used as an example – where do we get the money for improvements?
- How can we plan for future development such as bridges, trails, airport, land control, permanent facilities, county facilities, highway building, zoning, budgeting for long-range planning.
- It was agreed that this was a very broad issue.

*How do we prepare, support, and plan for tourism?*

- It was suggested that County plan a large-scale tourist campground.
- We have to be able to accommodate tourism growth, i.e. lodging, building businesses as all feed on one another to grow.
- The proposed bike trail/birding trail was brought up.
- We should complement tourism in a healthy way.
- There are many opportunities for tourism in this County.
- Resorts are difficult to maintain and not generally considered a moneymaking enterprise.
- Our population increases to ~40,000 people every weekend.
- Do we want to encourage tourism?
- We have a problem with unplanned influx of people.
- Recreational vehicles should be channeled so that they aren't destructive.
- Our roads are being maintained for people that pass through area to travel to Spooner, Hayward, and Superior.
- Marketing tools should be used via County web site.
- We are budgeted \$50,000 a year for tourism.
- Should have tourism network.
- It was emphasized that secondary homeowners should NOT be considered tourists, there are differences.
  - ✓ Tourists are seasonal.
  - ✓ The secondary homeowners' guests in the form of family and friends are considered tourists.
  - ✓ The secondary homeowners have negatively affected resort business.
  - ✓ Tourists are overnighters and day-trippers that don't pay property taxes.
  - ✓ The term “tourist” can be confusing.

- ✓ Not everyone likes tourists.
- ✓ Tourists pay sales tax.
- ✓ Tourists don't have a "voice."
- ✓ Tourism is year-round.
- We should have two different plans – one for secondary homeowners and one for tourists.
- Many secondary homeowners are turning into permanent residents.
- There are more off-lake seasonal homes being built.
- The ease of portable communication has brought more people to the area to work from their homes in Burnett County.
- Western Wisconsin people have noted there is not enough to do in this area, as opposed to eastern Wisconsin.
- Secondary homeowners have little input on tax issues and should have a voice in the community.
- We should open up communication with the weekenders.

### Zoning

Is it an issue or a tool?

Zoning is dysfunctional.

Comprehensive planning should be in place by 2010.

Do we need to be dictated by a plan?

What's in the plan?

Plan could be initiated.

### *Water Quality/Natural Resources*

- Definition of "water" was discussed.
- Is the word "water" all-inclusive or restricted to lakes?
- Water should be its own issue and not linked with natural resources.
- Concern with water *quantity* as well as *quality*
- Water, lakes, and rivers are part of natural resources.
- Mercury contamination was brought up. Is contamination coming from Canada or northern Minnesota?
- Natural resources very broad issue.
- Need for trees, swamps, and wetlands, for cleaner water. Cattail swamp was pointed out as a way to cleanse water and has been implemented for clean-up in other parts of the United States.

### *How do we protect our natural resources?*

- A step-by-step procedure can also be a circular procedure and issues reframed into sub groups at a later date.
- Developed lakes versus undeveloped lakes.
- Water is our biggest resource.
- Greatest natural resource is people.

- Land use plan
- Shoreline restoration
- Mining and gravel pits
- The quality of life in Burnett County was discussed and all agreed that people should not be allowed change the quality of the life we enjoy.
- It was acknowledged that protecting our water quality is of the utmost importance. Groundwater is equally important.
- Trees and water should be addressed separately as they both offer challenges.
- This issue should be general at this point and focus at a later date.

*How do we enforce the Zoning code for controlling junk cars*

- How can we enforce zoning code for controlling junk cars?
- Situation is bleak.
- Zoning does not enforce laws.
- Salvage yards are not included if they are not in full view and comply with the rules, i.e. 100 feet from the road.
- The issue here is enforcement of law.
- Why can't we enforce zoning codes for controlling junk cars?
- It affects tourism in that it's an eyesore.
- Is it possible to bring in a steel recycler or is it not in the budget?
- The potential danger of hydraulic fluids seeping into soil was mentioned
- The presence of rats in junked cars.
- This is a definite health hazard with financial consequences.
- People just do not want to deal with confronting people on issue of junk cars.
- We should be telling the townships to clean up these eyesores.
- Subject of junk cars comes up repeatedly at town meetings.

*How do we provide for the fair and ethical treatment and control of animals and protection of people?*

- Why do we license dogs? The money for a dog license goes to pay for possible dog damage.
- Property and health protection
- Much false political information
- Taxation funded less than 10%
- Need responsible people and facilities.
- At what level should we handle the issue?

Worked through all issues and summarized them. Mike asked that group prioritize issues at the next meeting and develop strategies. We will go through an exercise at the next meeting to cover this prioritization.

## **FUTURE MEETINGS**

Mike will schedule the last few community meetings. Promotion and advertisement was advised to generate attendance at these meetings.

Committee meetings were scheduled for:

June 30, 2005, 9:00 a.m.-noon at the Lodge

Tentative date: July 14, 2005, 9:00 a.m.-noon at the Lodge.

Meeting was adjourned at 4:00 p.m.

**Agenda**  
**Burnett County Strategic Planning Committee**  
**Thursday, June 30, 2005**

**9:00 A.M. - Noon**

**The Lodge at Crooked Lake – Board Room**

**24271 State Road #35/#70**

**Siren, WI**

- Call to Order.
- Approval of June 2, 2005 Meeting Minutes.
- Review Draft Issues.
- Prioritization Exercise.
- Planning Summary.
- Future Meetings.
- Adjournment.

**BURNETT COUNTY STRATEGIC PLANNING COMMITTEE MEETING  
THE LODGE AT CROOKED LAKE – BOARD ROOM  
24271 STATE RD. #35/#70  
SIREN, WI  
JUNE 30, 2005**

**Members present:** Larry Main, Phil Lindeman, Gerry Pardun, Eldon Freese, Norm Bickford, Ro Endresen, and Mary Falk

**Members absent:** Ed Peterson, and Dave Alderman

**Others present:** Mike Kornmann

**Press:** Todd Beckman

**CALL TO ORDER:**

Larry Main called the meeting to order at 9:10 a.m. in the Board Room at The Lodge at Crooked Lake on June 30, 2005.

**APPROVAL OF JUNE 2, 2005 MEETING MINUTES:**

Motion made by Larry Main and seconded by Phil Lindeman. Motion carried.

**REVIEW DRAFT ISSUES**

Discussed the list of issues identified at the last meeting.

1. *How do we creatively deal with an increasing inmate population:*  
Clear
2. *How can we enhance the business potential for agriculture?*  
Clear
3. *How do we deal with ag-land conversion?*  
Do we reduce or increase? Discussed farms being divided into five-acre lots. It was agreed that we are not standing up for our land conservation. Growth should be planned. Wording of this issue should be modified. The word “deal” should be changed to “plan” or “preserve.”
4. *How do we protect our natural resources?*  
Too broad. Does this mean water quality? We will come back to this issue.
5. *How do we deal with private forestland conversion?*  
It was noted that it’s better to use forestland than ag land for conversion. Can’t lose production of the land because of fragmentation. We don’t have a zoning plan. It was suggested that issue numbers 4 and 5 be combined. Preservation of open spaces was stressed. The Town of Swiss is zoned. There is random zoning amongst the townships.

Five-acre lots are the minimum in some areas. Suggested revision was “how do we better plan for growth?” One solution was to combine small lots into larger lots when they are sold and the use of larger lots should be encouraged. How do we plan for “open space?” Defined “open space” as larger lots, more space between lots, 5+ acre-lots, development-free, unpopulated, green space (prairie, forest, farmland). Some determined it was too late for preservation. All resolved that “maintain” would be a better word than “plan” in this issue. The discussion of selling county forestland ensued. We don’t want Burnett County to become another Twin Cities.

6. *How do we promote appropriate business development?*  
General.
7. *How do we manage the financial health of the County?*  
General.
8. *How do we identify common goals with the St. Croix Tribe?*  
General.
9. *How do we plan for open space?*
10. *How do we communicate better with the public?*
11. *How do we plan for future development and replacement of county facilities?*
12. *How do we prepare, support, and plan for tourism?*  
Will re-evaluate.
13. *How can we enforce the zoning code regarding junk cars?*  
This issue includes more than junk cars. It was mentioned that old trailers and campers should be included in the “unsightly junk” category. Having over three junk cars is a violation and will be addressed. Junk debases the aesthetics of our County. The money is not appropriated to control junk cars. Are there any solutions and how many? This is an operational issue, but is not being enforced presently. The number of enforcers could be increased as one solution, or placing a lien on the property after junk is removed would be another solution. The zoning issue is strategic and must be included as an issue, but not to emphasize junk cars.
14. *How do we provide for the fair and ethical treatment and control of animals and protection of people?*
15. *How do we increase communication between Board members?*  
Meet with Board to break down barriers. Provide a “gathering spot” and have an object of common interest. An informal pie and ice cream setting was indicated. Quarterly meetings would be of benefit for members to discuss issues. It was resolved that communication be increased with Board members on an informal basis.

## PRIORITIZATION EXERCISE

Mike requested that we select the top five issues for prioritization. We can combine issues or overlap them. Can't make issues too broad or we will lose focus. Try to break out the issues as to importance. Group them using three to five criteria to rate importance of issue. The following four criteria were suggested as a guide:

- People affected and for how long
- Financial cost
- Safety
- Future ramifications

Rate on a scale of 1-5, with 5 being highly important and 1 being the least important.

Board members were asked to come up front to and mark the list of 15 issues with a hash mark, each member being allowed five hash marks to identify issues they deemed significant

These top four issues were identified as the top tier grouping:

10. How do we communicate better with the public?
1. How do we creatively deal with increasing inmate population?
4. How do we protect our natural resources?
7. How do we manage the long-term financial health of the County?
11. How do we plan for future development and replacement of our County facilities?

All were in agreement on issue #7 being the *top* issue.

The remaining issues were separated into two tiers:

6. How do we promote appropriate business development?
8. How do we identify common goals with the St. Croix Tribe?
9. How do we plan for open space?
13. How do we enforce zoning code regarding junk cars?
  
2. How can we enhance the business potential for agriculture?
3. How do we deal with ag-land conversion?
5. How do we deal with private forestland conversion?
12. How do we prepare, support, and plan for tourism?
14. How do we provide for the fair and ethical treatment and control of animals and protection of people?
15. Board committee

Mike explained that this exercise was to help in implementation and to give a sense of importance to strategic issues. We are nearing a point where strategy development will occur.

Discussed issue #1 and it was decided to move that issue down to the second tier. The top tier are broader issues. Inmates were discussed and it was brought up that drug and alcohol abuse increase the inmate population. Presently we have no prevention programs for substance abuse. Issue #1 should be rephrased to “how do we rehabilitate and evaluate drug and alcohol abuse? Members discussed putting this issue back in the top tier, but was kept on tier two. The top four issues encompass the other issues on tiers one and two. The last two tiers will be included by consolidating with the top four issues. It was concluded that *all* issues are important and the exploration and implementation include *all*.

## **PLANNING SUMMARY**

We are moving very closely towards solutions.

## **FUTURE MEETINGS**

July 14, 2005, 9:00 a.m.-noon at the Lodge. Extension specialists will speak at this meeting on economic development. Kate Lawton from Madison will speak on financial aspects and capital improvement planning.

July 28, 2005, 9:00 a.m.-noon at the Lodge.

Meeting was adjourned at 11:50 a.m.

**Agenda**  
**Burnett County Strategic Planning Committee**  
Thursday, July 14, 2005

**9:00 A.M. - Noon**

**The Lodge at Crooked Lake – Board Room**

**24271 State Road #35/#70**

**Siren, WI**

- Call to Order.
- Approval of June 30, 2005 Meeting Minutes.
- Northwest Wisconsin Economic Update – Jerry Hembd – UW-Extension & UW-Superior Northern Center for Community and Economic Development.
- Budgeting Issues and Strategies for Local Governments – Kate Lawton – UW-Extension Local Government Center.
- Strategy Development.
- Future Meetings.
- Adjournment.

**BURNETT COUNTY STRATEGIC PLANNING COMMITTEE MEETING  
THE LODGE AT CROOKED LAKE – BOARD ROOM  
24271 STATE RD. #35/#70  
SIREN, WI  
July 14, 2005**

**Members present:** Larry Main, Eldon Freese, Norm Bickford, Ro Endresen, Ed Peterson, Dave Alderman and Mary Falk

**Members absent:** Phil Lindeman and Gerry Pardun

**Others present:** Mike Kornmann, Al Arnold, Jerry Hembd, and Kate Lawton

**Press:** Todd Beckman

**CALL TO ORDER:**

Larry Main called the meeting to order at 9:00 a.m. in the Board Room at The Lodge at Crooked Lake on July 14, 2005.

**APPROVAL OF JUNE 30, 2005 MEETING MINUTES:**

Motion made by Larry Main and seconded by Ed Peterson. Motion carried.

**NORTHWEST WISCONSIN ECONOMIC UPDATE – GERRY HEMBD –  
UW-EXTENSION AND UW-SUPERIOR NORTHERN CENTER FOR COMMUNITY  
AND ECONOMIC DEVELOPMENT**

Mike introduced Jerry Hembd. Jerry presented the group with an economic update and overview of the following:

- Changing Development Landscape
- More local development organizations
- More sophisticated development
- Broadening view of development and development strategies
- More regional, state, and national “players” (creative economy, i.e. artisans and craftspeople)
- Greater opportunity and need for networks and collaboration

Demographics

Labor force and employment

Income

Assets and strategies

(northern part of State different from southern part)

Population growth change by decade -- 1900-2000 by Counties and States

- Burnett, Sawyer, and Washburn Counties the fastest growing counties

Percent of County, State, and United States

- Burnett County is growing.

Population density changes -- 1990-2000

- Youth continue to move to urban areas for opportunities.

Population density -- 2000

Components of population change in Burnett County – 1990-2000

- Growth is net migration of people moving into Burnett County.

Population age 65+ percent of Census block group – 2000

- Burnett County is older.
- One out of four people is 65.
- They are retired people who are permanent residents.
- This is a 20-year growth trend that has accelerated in the last decade.

Projected population change in Burnett County – 2000-2030

- Graph showed “total,” “natural increase” (death versus birth), and “net migration.”

Population distribution by age in Burnett County – 2005-2030

- Burnett County is at the “head of the pack” with aging citizens.

Graying nation

- By 2030 one in every five Americans will be 65+. Burnett County already at this point.

Percent white population – 2000

- Wisconsin 89% -- United States 69%

Annual employment Burnett County -- 1980-2000

- Generalized increase

### Nonfarm jobs – NW Wisconsin 2003

<i>Jobs</i>	<i>Percent</i>
Manufacturing	19
Leisure	12
Education and health services	20
Public administration	10
Other services	9
Financial activities	3
Wholesale and retail	16
Transportation, warehousing, and utilities	11

Share of manufacturing jobs

- WI – 18.8% US – 11.4%

Top 10 industries in Burnett County

- Largest industry is Government.

Top 10 employees in Burnett County

- Largest employer is the St. Croix Tribe.
- Burnett County has a strong manufacturing base.

Labor force participation by age group

(meaning the employed or those seeking employment)

Northwest Wisconsin versus Wisconsin (Northwest Wisconsin is a ten-county area)

Northwest Wisconsin labor force current and projected – 1980-2030

- Upward trend – will peak in 2010-2015
- Will be decline in available people
- We need people to fill the future jobs in County
- We should use vital, talented people

Labor force projections by age in Burnett County

Average commuting distance per driving commuter

- Price of gas will cause rethinking.
- Telecommuting was brought up.
- Outsourcing

Commuting patterns

- 2,221 people commute out of the county and 835 people commute into the county.

County per capita income (PCI) – 2000 -- percent of national PCI

Wisconsin regional per capita incomes (census block group)

2002 per capita personal income

- Burnett County is below the State average -- ~\$20,000/year

Personal income components Burnett County – 2002

- Reflects older population

Average household wage and salary income by census block group

Household or Social Security income in the Wisconsin region

Household with retirement incomes in the Wisconsin region

Educational attainment of the population age 25 and over

Seasonal and recreational housing units

Wisconsin lakes distribution and clarity

- Comparing permanent and seasonal residents' income and educational level – trend is that the seasonal resident has both higher income and a better education than the permanent resident.

3 T's of economic development

- Technology
- Talent
- Tolerance (diversity)

Super-creative core

Creative professionals

Attract creative people for County development

Northwest Wisconsin assets:

- Older population
- Seasonal homes
- Population growth
- Manufacturing base
- Education
- Population diversity
- Natural amenities (lakes, rivers)
- International port
- Proximity to the Twin Cities
- Development of organizational infrastructure

Jerry Hembd was commended for a wonderful presentation. Mike Kornmann thanked Jerry for addressing the group.

Mike handed out four pieces of information and asked the group to look it over. One of the handouts was a two-sided sheet on “five general components of economic development practice.” The white handout discusses ways to reinvent rural regions. Committee was urged to take the time to read and figure out strategies.

At 10:00 a.m. a 15-minute break was taken.

## **BUDGETING ISSUES AND STRATEGIES FOR LOCAL GOVERNMENT KATE LAWTON – UW-EXTENSION LOCAL GOVERNMENT CENTER**

Mike welcomed Kate Lawton and introduced Kate to the committee members.

Kate talked about themes of public discussions that would help us meet needs and look at rearranging and resolving our issues. Items presented and discussed were:

Public tax and finance

Revenue trends

- “disinvesting”
- counties are vulnerable
- State has structural deficit
- Cannot meet accounting standards
- Schools are consolidating
- Schools are a priority in Wisconsin
- Tax cuts pursued

Tax system

- System is based on manufacturing economy of the last century and tax system has not followed up since that time.
- Interstate commerce
- Streamlining sales tax
- Measures of wealth sheltered from taxation
- User fee system

Services

Larger themes

- Experts currently more heavily used.

Prevention vs. intervention

- [www.healthrecovery.com](http://www.healthrecovery.com) was suggested as possible prevention for drug and alcohol abuse.

Taxpayer vs. citizen

What can counties do?

Planning

Financial plans/policies

Capital improvement plan

Supporting policies

## **STRATEGY DEVELOPMENT**

At the next meeting we will hit on the strategies. Mike asked the group to do their homework and come up with multiple solutions to issues and to think about barriers. Come up with organizations we can work with to become more efficient with neighboring counties. Try to bring up ideas not addressed previously. Suggestion was made to discuss Florida as an example of how to extract dollars.

## **FUTURE MEETINGS**

July 28, 2005, 9:00 a.m.-noon at the Lodge.

Meeting was adjourned at 12:00 noon.

# **Agenda**

## **Burnett County Strategic Planning Committee**

**Thursday, July 28, 2005**

**9:00 A.M. - Noon**

**The Lodge at Crooked Lake – Board Room**

**24271 State Road #35/#70**

### **Siren, WI**

- Call to Order.
- Approval of July 14, 2005 Meeting Minutes.
- Review of Public Feed Back and Youth Survey.
- Strategy Development.
- Future meetings

Listening Session - Crex Education Center July 27th- 6p.m.  
August 14th

- Adjournment.

**BURNETT COUNTY STRATEGIC PLANNING COMMITTEE MEETING  
THE LODGE AT CROOKED LAKE – BOARD ROOM  
24271 STATE RD. #35/#70  
SIREN, WI  
July 28, 2005**

**Members present:** Larry Main, Eldon Freese, Norm Bickford, Ro Endresen, Ed Peterson, Phil Lindeman, Gerry Pardun, and Mary Falk

**Members absent:** Dave Alderman

**Others present:** Mike Kornmann

**Press:** Todd Beckman

**CALL TO ORDER:**

Larry Main called the meeting to order at 9:00 a.m. in the Board Room at The Lodge at Crooked Lake on July 28, 2005.

**APPROVAL OF JULY 14, 2005 MEETING MINUTES:**

Motion made by Ro Endresen and seconded by Eldon Freese. Motion carried.

**REVIEW OF PUBLIC FEEDBACK AND YOUTH SURVEY**

Two schools were surveyed and the following items were noted and pointed out to committee members by Mike Kornmann:

- Big interest in jobs and employment
- Educational fairness and equality
- Need for activities for teenagers
- Drug abuse and Meth are concerns
- Retain small-town size and values

A committee member conversed with Gloria Benjamin, a Tribe representative from Swiss Township. She confirmed that they feel suspicious regarding racial bias, but Gloria seemed willing to communicate on county problems with drugs and Meth and mentioned there is a conference coming up on this serious issue. The Tribe can be a good resource for drug and alcohol usage and also the use of trust land without written permission. It was agreed we should join forces and look for federal intervention.

## STRATEGY DEVELOPMENT

Mike handed out a two-sided sheet listing the following five issues.

- *How do we evaluate and rehabilitate drug and alcohol abusers that enter the court system?*
- *How do we preserve agricultural land?*
- *How can we enhance the business potential for agriculture?*
- *How do we promote appropriate business development*
- *How do we prepare, support, and plan for tourism?*

Committee members were to supply answers for the following:

- Practical alternatives we might pursue to address the issue
- What barriers exist to the realization of these alternatives
- What actions must we take to overcome these barriers
- Who/what organization/division/committee should be primarily responsible for implementing these actions and who else should be involved?

*How do we evaluate and rehabilitate drug and alcohol abusers that enter the court system?*

### Alternatives:

- First arrest – evaluation/assessment
- Better education at the school (youth) level
- Program evaluation
- Look at other programs (research), i.e. Racine County
- Address youth and adults -- prevention and offenders

### Barriers:

- Law enforcement focuses on arrests not rehabilitation
- Cost of programs
- Community support and communication
- Lack of patience – long-term commitment
- Everyone on board – Judge, HHS, etc.
- Alcohol is rite of passage – functional drunks

### Actions:

- Committed committee of community, clergy, and elected officials with varying background to evaluate rehabilitation program
- Find a grant writer

## Who/What

- Determine task force (everyone)
  - Schools
  - Judge
  - County
  - Clergy
  - Law enforcement
  - HHS
  - Tribe (2)
  - Village and town boards
  - UWEX
  - Board of Supervisors
    - NWRPC, DA
- Administrative committee -- creates/designs task force and utilize sub-committees for:
  - Grants
  - Federal money with Tribe
  - Evaluate programs
  - Judge and law enforcement
  - Youth

## ***How do we preserve agricultural land?***

### Alternatives:

- Purchase of development rights
- Enforce current zoning
- Encourage farming that requires smaller acreage (40 acres) – 35 acres is minimum for a farm
- Value-added farming
- Advertising/education/financing
- Change zoning class from “ag” to “green belt”
- Encourage cluster development (housing in an area that surrounds a town)

### Actions:

- Leverage federal USDA funds/program

Mike suggested we skip over to:

## ***How do we promote appropriate business development?***

### Alternatives:

- Central point
- Loan assistance – lower requirements (micro loans)
- Venture capital

- Promote Burnett County and business amenities
- Recruit business from outside

Napa Valley was presented as an example of a crowded highway much like our Highway 70, that is instrumental in drawing money from tourists. We need innovative entrepreneurs – wool spinners, furniture makers, etc.

#### Who/what

You have to do it yourself, with a partnership, or contract it out  
Burnett County needs its own map

Who will promote Burnett County?

Identify who you are going to work with – BCDA, ITBEC, Visitors' Center in Best Western

It was pointed out that it is 15 miles from Grantsburg to Siren and 15 miles from Grantsburg to Pine City. There is a concern we may become another Rock Creek within five years.

Committee was asked to review article that was handed out at the last meeting published in the November 2003 issue of The Main Street Economist – “Top Ten Ways to Reinvent Rural Regions.”

The Committee discussed the following items from the article:

1 Build a home for the regional partnership.

Is Burnett County considered Northwestern Wisconsin or part of the Twin Cities? Thirteen percent of residents work in Minnesota.

We should organize from a regional aspect and utilize other counties, i.e. Polk. Utilize the St. Croix River Alliance, which goes all the way from Prescott to St. Croix Falls, on both sides of the river. The St. Croix River is marketable.

Building on a regional concept is critical.

Burnett County is fast becoming a retirement community for baby boomers.

We skipped over number 2 (Find your region's unique competitive niche) and moved on to:

3 Grow the farm system instead of buying free agents.

It was concurred that in rural areas it is extremely difficult to expand existing businesses and attract new businesses.

4 Create clusters around your core niche.

Tourism – lodging

Bike shop

Support

Keep tourist money

Difficult to attract business  
Need personnel

5 Improve and leverage local amenities.

Invest in people  
Equity capital  
Angel funds and help company grow

8 Tap technologies suited to your region.

Fiber optics – used in Grantsburg School  
Do some information gathering

9 Invest in 21<sup>st</sup> century infrastructure.

Sewer

The following recaps the magazine article discussion:

The point was raised regarding rising fuel costs and if businesses would move to warmer climates. It was agreed that it costs as much to cool air and that the water situation in other states is in jeopardy.

Our workforce is older than we realize. We need a college in Burnett County. Fourteen percent of Burnett County's populace has earned a Bachelor's Degree versus the national 24%. Our dropout rate is high. Fine arts in the area would attract both young and old. Mention was made that The Fort is the Star of the North, but it is not promoted aggressively. The Falls Festival Theater in St. Croix Falls is funded by benefactors. We are under-utilizing both Crex and The Fort.

People say they have tried to promote attractions in Burnett County, but it "has not worked before," so they don't attempt a second time. We must have creative people to market our assets. It was suggested that we tap into financial resources.

There is a lack of organization in the area of county tourist promotion. "No one is in charge." We must find a solution to create countywide organization, and no one has stepped forward. We need both money and organization. There is not near enough money in the tourism commission to fund. In 1992 we had \$40,000 and that amount has dwindled to \$12,000. A tourism cooperative was suggested as funding maybe available. One of the members knows Greg Lawless in Madison and will call Greg regarding cooperatives in this area. Room tax money in Siren was discussed. We need a functional organization with a good marketing plan and web site.

***How do we prepare, support, and plan for tourism?***

Government is anti-tourism and is a huge challenge to organize. We must have someone to attract people. It was suggested we knock on business doors to promote small business. Our average summertime weekend population is in the neighborhood of 40,000-42,000 people. We

must focus on tourism and service in the community, i.e. motels, local small business, chambers, DNR, Discover Wisconsin.

Organization: County Government lead – Polk, Washburn, etc. has paid staff. Tourism in Burnett County only funds six hours per week.

The ag issue with respect to business potential dovetailed with the other ag issues and we will readdress at a future meeting.

### **FUTURE MEETINGS**

August 15, 2005, 1:00 p.m. – 4:00 p.m. – tentatively scheduled at the Lodge.

August 30, 2005, 9:00 a.m. – 12:00 noon – tentatively scheduled at the Lodge.

Meeting was adjourned at 11:50.

**Agenda**  
**Burnett County Strategic Planning Committee**  
Monday, August 15, 2005

**1:00 – 4:00 P.M.**

**The Lodge at Crooked Lake – Board Room**

**24271 State Road #35/#70**

**Siren, WI**

- Call to Order.
- Approval of July 28, 2005 Meeting Minutes.
- Strategy Development.
- Adjournment.

**BURNETT COUNTY STRATEGIC PLANNING COMMITTEE MEETING  
THE LODGE AT CROOKED LAKE – BOARD ROOM  
24271 STATE RD. #35/#70  
SIREN, WI  
August 15, 2005**

**Members present:** Larry Main, Eldon Freese, Norm Bickford, Ro Endresen, Ed Peterson, Phil Lindeman, Gerry Pardun, Dave Alderman, and Mary Falk

**Members absent:** None

**Others present:** Mike Kornmann and Karen Pavlicek

**Press:** None

**CALL TO ORDER:**

Larry Main called the meeting to order at 1:00 p.m. in the Board Room at The Lodge at Crooked Lake on August 15, 2005.

**APPROVAL OF JULY 28, 2005 MEETING MINUTES:**

Motion made by Eldon Freese and seconded by Ro Endresen. Motion carried.

**STRATEGY DEVELOPMENT**

Mike suggested we try to wrap up the strategies during the next two meetings in order to prepare a draft to present to the public and the Board of Supervisors so they can review by October. It was suggested that we go back and select strategies and brainstorm on other issues.

***Drug and rehab*** – The consensus was to create a task force to bring in people that have a stake in this issue and to seek funding.

***Preserve ag land*** –

The following six strategies were discussed by committee members:

- Purchase development rights
  - Farmer can reinvest
- Encourage cluster development around villages
  - Direct developments around existing structures
  - There is a potential conflict with anti-ag people with regard to ag odors, etc.
- Conservation of subdivisions
  - Preserve 50% of developable land
- Enforce zoning code -- don't rezone ag zones
  - Be more stable
- Change ag zoning to “green belt” zoning

Open space should be preserved  
 There is pressure to get around zoning  
 Example of this is Dewey Township, which is exclusively ag zoned and building can be negated.  
 One-time split on a 40-acre parcel  
 How to get around A-4 zoning  
 Is it enforceable?

- Promote value-added farming  
 Add niche farming (small or large) i.e. truck farming, cherry tomatoes, berries, etc.

Mike then asked members to prioritize which of the plans they deemed to be the most practical. What is the most effective alternative to pursue? Mention was made that sand is a good growing medium for strawberries and that ag land is a very generic term. Using soil type could be a means by which to classify land.

Cluster development and conservation subdivisions were discussed regarding relevance to ag land. Committee was asked if they wanted to keep these for consideration or throw out. Private funding was discussed and Mike told committee members that presently we are experiencing the largest transfer of generational wealth and that private funding might be the best way to go.

Members were asked by Mike to come up and put two stars on alternatives each thought were the best way the County could resolve the issue. This is the way the committee members prioritized the alternatives:

<b>Alternatives</b>	<b>Number of stars</b>
Purchase development rights	5
Encourage cluster development around villages	3
Conservation of subdivisions	3
Enforce zoning code	3
Change ag zoning to “green belt” zoning	1
Promote value-added farming	4

Grouping the strategies was suggested. All agreed that purchasing development rights and value-added farming should be grouped together.

Cluster development and conservation of subdivisions was grouped together

All concluded that zoning is the most important issue. There are 21 townships and of that, 10 are not zoned. All townships are presently working on programs and zoning should be encouraged. It’s not possible to have only one recommendation; suggestion was made to supply three recommendations. The extension and other organizations should be involved in this. Enforcing the zoning code, purchasing development rights, and promoting value-added farming were considered to be the most important recommendations. Too many topics would tend to be shelved and not considered, three topics were recommended.

Ag is an important issue and its solution is equally important. How do we ensure that zoning takes place? We should take a look at good models. Comprehensive planning should come before zoning – what goes where? We need long-range plans.

A summary ensued on topics of:

- Business development
- Natural resource preservation
- Create a partnership with the Tribe to create a task force – drug and rehab
- Infrastructure
- Communication

We should be trying to meet once or twice a month with the Tribe. A discussion ensued regarding difficulties in setting up meetings with the Tribe. Tribe may show up for first meeting and then never attend after the initial meeting. There is no reservation zoning. They have sovereign rights on their own land. The Tribe is the largest employer in Burnett County. Discussion followed on how we can develop common goals with the St. Croix Tribe. A task force was suggested, consisting of the Board of Supervisors and Tribal Council. A primary person (County Board Chair) should be appointed to approach one person in the Tribe, e.g. Ken Johnson or Gloria Benjamin, as they are both open to discussion. A dialogue should be initiated with the Tribe and the dialogue should be kept operative. “It’s a marathon, not a sprint.” We must communicate with the public without offending the Tribe regarding drugs, Meth, etc. We should accentuate the fact that it’s a mutual problem, not a problem exclusively with the Tribe.

At this time we have the following issues with rearrangement required. We could have issues with action items indicated under the issue. For example:

- Natural resource preservation  
Ag—Forestry—Open space—Comprehensive planning
- Business development  
Tourism—Ag business
- Infrastructure  
Line item—Capital improvements—Planning—Capital budgeting
- Communication

***Review of today’s meeting:*** It was resolved that we have regressed in our advancement. We should have narrowed the issues down earlier in the game. Committee wants to reorganize issues. Suggestion was made to reorganize and put action items under the issues, as shown above.

## **FUTURE MEETINGS**

August 30, 2005, 9:00 a.m. – 12:00 noon – tentatively scheduled at the Lodge.

Meeting was adjourned at 3:30 p.m.

**Agenda**  
**Burnett County Strategic Planning Committee**  
Tuesday, August 30, 2005

**9:00 A.M. – 12:00 P.M.**

**The Lodge at Crooked Lake – Board Room**

**24271 State Road #35/#70**

**Siren, WI**

- Call to Order.
- Approval of August 15, 2005 Meeting Minutes.
- Strategy Development.
- Adjournment.

**BURNETT COUNTY STRATEGIC PLANNING COMMITTEE MEETING  
THE LODGE AT CROOKED LAKE – BOARD ROOM  
24271 STATE RD. #35/#70  
SIREN, WI  
August 30, 2005**

**Members present:** Eldon Freese, Ro Endresen, Ed Peterson, Phil Lindeman, Gerry Pardun, and Mary Falk

**Members absent:** Larry Main, Norm Bickford, and Dave Alderman

**Others present:** Mike Kornmann and Al Arnold

**Press:** None

**CALL TO ORDER:**

Phil Lindeman called the meeting to order at 9:00 a.m. in the Board Room at The Lodge at Crooked Lake on August 30, 2005.

**APPROVAL OF AUGUST 15, 2005 MEETING MINUTES:**

Motion made by Eldon Freese and seconded by Ro Endresen. Motion carried.

**STRATEGY DEVELOPMENT**

Mike suggested we summarize the issues and attempt to coalesce.

**Issue #1** – How do we identify common goals with the St. Croix Tribe?

This should be treated in the same way that foreign relations are handled. We should establish good will and understanding. The public should be kept apprised of our relations with the Tribe.

**Issue #2** – How do we evaluate and rehabilitate drug and alcohol offenders that enter the court system?

Noted the high expenditure of the incarcerated. It was suggested that we observe drug programs that are currently in existence. We should be recognizing leaders and taking note of what has worked and what hasn't worked in the area of drug and alcohol abuse. Inter-county relationships on this issue should be established. We need recommendations from other groups.

**Issue #3** – How do we communicate better with the Board of Supervisors and the general public? A committee is needed for workable solutions. Having County Board committee reports available has aided in the area of communication. Leadership roles are shared and cooperation has improved.

All Departments: Information should be communicated to the public? Should it be considered a responsibility to advise the community and what level of communication is required? Should

we meet minimum standards? We could contact newspaper, maybe using a “community page” just to touch base with the public. All agreed this did nothing but to “open a can of worms.” New Department projects should be published, but it was agreed to omit the Department’s need to report.

**Issue #4** – How do we maintain the quality of life in Burnett County? Or how do we preserve our natural resources?

Is lake classification and shoreline restoration included in this issue or should it be included in County facilities? We should be looking at “becoming an island” and looking at alternatives to county facilities. We should tie in with the people coming to the community, the “third age” (those who have retired at a young age, but still have drive and energy to contribute to the County). It was agreed that County facilities should be a separate issue and not included in natural resources. Does the County have an emergency back-up plan for their facilities? There should be general maintenance of buildings. We could bring labor in and look at County as our own business. There is money set aside for emergencies and the taxpayers are not fully cognizant of this issue.

The Strategic Planning Committee meetings should result in appointing three or four committees.

How do we plan for and replace County facilities and infrastructure? Is this an issue? It was determined that this is long-term, but not an immediate issue. Items included in this are:

- Jail
- Highway facility
- Airport runway
- Airport building
- Forestry

How do we sort these? Suggestions made were: For example, the runway is in the budget. We have to give final analysis and direction. Specify line item and revenue potential. Mike asked how to figure out what facilities and infrastructure are needed. We should be doing a maintenance review on the aforementioned. The Property Committee identifies only the Government Center, not the other buildings in the County. We should prioritize our needs. Hangar can be used as a back-up plan. The Highway Department is redoing its phone system on a charge-back basis. We should centralize and consolidate committees’ responsibilities, e.g. Property, Highway, Parks.

Should try to avoid emergencies by funding. Tax money could be multi-vested into interest-bearing accounts.

Develop reserves/contingency fund

Everyone was comfortable with the idea of centralizing. Who will respond to this issue? We must have an initiator (County Chair?), someone has to be designated.

**Issue #5** – How do we promote appropriate business development including tourism and agriculture?

There are several strategies for tourism:

Create a Tourism Business Advisory Board to the Park, Recreation, Tourism Committee (PRT). The County is providing a facility for tourism. We should coordinate and work together on village and township events to eliminate community overlap of promotions. There may be a weekend with several events and then a weekend with nothing going on. All agreed that there should be more planning within the community.

This issue was brainstormed and the following points were made:

Countywide organizations

Act as a convention bureau

Free-standing

Bring in conventions to County

Need coordination to network activity

The influx of “new blood” could give jump-start as these people are acquainted with members of the community.

County organized and partially funded.

Niche farming: use the web site – ag-tourism – farmers’ market

Work force development:

How do we promote individual businesses?

Expanding airport runway to accommodate freight carriers

Entrepreneurial service businesses

Community kitchen

Extension should be lining people up.

We need entrepreneur fairs versus job fairs.

Infrastructure development –

Campground would be a positive thing.

Activity park

Campgrounds have become seasonal RV parks

Have to study a plan for the feasibility of a campground, year-round ATV/snowmobile area

What impact would this have on the quality of life in Burnett County?

The 60-acre Fort could be transformed into a campground and lease part of the Fort to craftspeople.

Memory Park, Grantsburg – We are undervaluing what we have. We should be charging more for people to camp on our campgrounds.

There is a limited market for campgrounds.

Campgrounds and RV parks are keyed to physical activities.

Other infrastructure mentioned was sewer, water, BCDA.

Why would businesses want to come to Burnett County?

- The tax structure is high.
- We should offer tax incentives for business that’s the only way to get businesses to come to Burnett County.
- As of 1991, we were able to offer natural gas and DS-L is now available as incentives for businesses to locate in Burnett County.
- Labor is a huge problem in the County. It’s not ALL about taxes.

- It was brought up that there are three industrial parks in Burnett County, one being in Grantsburg.
- Having a cargo carrier would help the existing businesses in the County and offering shuttle flights from the Twin Cities would be of help. With the extension of the airport's runway, this may be feasible.

The community cash flow development is a tougher issue. We should identify areas of concern and how to deal with players involved and let them do the research. This is too much for one committee to handle. To develop the Fort, we would have to identify a responsible person and generate phases of development.

Countywide organization

NWRPC, IBEC, extension

We should use what we have. There are limits to what can be accomplished. Leadership should come from industry. Need a resource development person to step in.

Promote entrepreneurial business/farming

Ag-tourism web site, BCDA

Farmers' Market, BCDA

Promote education resources – UWEX

Air-related industries – NWRPC, BCDA

Feasibility study of campground

Feasibility study of ATV park

Feasibility study of a campground at the Fort

Someone mentioned that there is too much detail in our discussions, but Mike said plans with detail are more useful than broad plans. It is a challenge to develop a specific action. We should be narrowing down details as we continue our discussions and working toward a common goal. We cannot be vague in the area of business development. Our current partners are NWRP, SBA, IBEC, revolving loan fund for small businesses. There is no free money to start up businesses. We do have agencies working to develop business. A committee member wondered why we were spending so much time discussing large and small industry when we already have people working for us on this issue. Can we improve on what they are doing for us? Maybe we aren't giving them the proper direction? Is some of the work being duplicated? We should meet with a member of three of the organizations so that can tell us what they are doing for us. The people that have been hired to do this job are not highly paid. The following were items suggested to improve cash flow development:

- Tourism
- Market Burnett County
- Bringing outside money in
- Raise the sales tax – State has to allow
- Toll booth – money would go to State

**Issue #6** – How do we preserve the long-term health of the County?

Prevention was stressed as opposed to rehab.

Mike went over the calendar to come up with two more meeting dates. Our goal at these two meetings will be to have something ready to take to the Board by October 20.

#### **FUTURE MEETINGS**

Friday, September 9, 2005, 9:00 a.m. – 12:00 noon – tentatively scheduled at the Lodge.

At this time we will adjust priorities and identify some time lines on when to start on detailed items and when to complete them. We will review the partially completely document.

Friday, September 30, 2005, 9:00 a.m. – 12:00 noon – tentatively scheduled at the Lodge -- wrap up and get public comments.

All agreed that at this meeting we covered some ground and came up with something concrete. It was not an easy process. We should be reviewing our mission statement at every meeting so we become familiarized with it. We will be obtaining our public comments by contacting the Presidents of the Chambers of Commerce, Town Board Committee members, web site input, and ad in paper.

Meeting was adjourned at 12:00 noon.

**Agenda**  
**Burnett County Strategic Planning Committee**  
Wednesday, November 16<sup>th</sup>, 2005

**1:00 P.M. – 4:30 P.M.**

*The Lodge at Crooked Lake – Pow Wow Room*

**24271 State Road #35/#70**

**Siren, WI**

- Call to Order.
- Approval of August 30, 2005 Meeting Minutes.
- Ground Rules
- Strategic Planning Process Review
- Strategy Development
- Drug Court Presentation - Rob Rudiger
- Adjournment

**BURNETT COUNTY STRATEGIC PLANNING COMMITTEE MEETING  
THE LODGE AT CROOKED LAKE – POW WOW ROOM  
24271 STATE RD. #35/#70  
SIREN, WI  
November 16, 2005**

**Members present:** Larry Main, Eldon Freese, Ro Endresen, , Phil Lindeman, Gerry Pardun, and Mary Falk

**Members absent:** Norm Bickford, and Dave Alderman

**Others present:** Mike Kornmann, Rob Rudiger, and Al Arnold

**Press:** Todd Beckman

**CALL TO ORDER:**

Larry Main called the meeting to order at 1:00 a.m. in the Pow Wow Room at The Lodge at Crooked Lake on November 16, 2005.

**APPROVAL OF AUGUST 30, 2005 MEETING MINUTES:**

Motion made by Ro Endresen and seconded by Ed Peterson. Motion carried.

**GROUND RULES:**

Mike laid out the ground rules to in order to move things along in a more timely fashion. Idea generation should be encouraged to discuss at a later date. Mike suggested using a “parking lot” note pad. Members were advised to write their ideas down on these “parking lots” and we will get back to their ideas. Hopefully, this process will expedite the process.

**STRATEGIC PLANNING PROCESS REVIEW:**

Went over the Stakeholder criteria exercise we had done previously. Members inquired about the performance rating and their significance. Mike defined the ratings and made it understandable to all. We should walk in stakeholders’ shoes and identify issues and how they affect the stakeholders. How do the stakeholders feel about Burnett County?

Core values were whittled down to three issues:

- **Quality of life.** We value quality of life meaning friendly communities, wildlife, natural resources, jobs, and education.
- **Efficiency of services.** We value service and work to implement them in financially sound ways that affect both the short- and long-term health of our County.

- **Common Goals.** We reach out, listen, and develop common goals to focus our work and foster community-wide support on issues and programs.

It was agreed to change “organization” to “County” in the second core value – “efficiency of services.”

## **Mission Statement**

**“To Provide Vision and Stewardship”**

The S.W.O.T. analysis was reviewed, both the department heads and ours. Went over the “hopes and concerns” – Meth, taxes, jobs, etc.

### **STRATEGY DEVELOPMENT:**

#### **How do we identify common goals with the St. Croix Tribe?**

What is the relationship between the Tribe and the County Board? Someone remarked “they don’t know us and we don’t know them.” A task force is needed to create dialogue. We should go another direction with the Tribe and get to know more about each other. The Tribe may not be ready and may not be ready for years, but it is something that cannot wait and must be pursued actively.

#### **How do we evaluate and rehabilitate drug and alcohol offenders that enter the court system?**

There is not enough rehabilitation in Burnett County. We must have the community’s support and create a task force to see which rehab centers work the best.

#### **How do we maintain the quality of life in Burnett County?**

- Zoning adoption -- grant application
- Ag and forest land preservation

#### **How do we support, plan and promote appropriate business including agriculture and tourism?**

Promote entrepreneurial businesses, i.e. Farmers’ Market, ATV Park, Forts Folle Avoine. Some wondered if ATV Park and Fort could be combined, but the Fort is the property of the DNR and we need their approval.

#### **How do we plan for future development and replacement of County facilities and infrastructure?**

This issue has only been partially worked on. Identify.

## **How do we communicate with the public and the Board of Supervisors?**

Communication Committee should be appointed. Specific recommendations are needed or this may not be an issue. We will continue the discussion on this issue.

### Communication:

Suggestions were as follows:

- Awareness – may be enough to do the job.
- Web site
- Idea generation and brainstorming
- Newspaper column by either the chairman or a designee – on a monthly basis
- Radio – could be “Meet the Chairman” (or designee) to discuss County events.
- County/Town Association
- Coordinated activities
- Research govdocs.com – sign up to receive meeting dates and other pertinent information.
- Icebreakers with newly elected Boards (post election) – semi-annually was suggested. Check out legality of ice breaker with corporation counsel

Go over individually and include recommendations. None were opposed.

### Economic Development

How do we promote the room tax to countywide tourism? It was explained that room tax is a tax on certain lodging facilities in the County. Towns and villages implement it. Only Siren has room tax. The minimum tax is 4% and 8% is the maximum. Siren charges 4%. Towns should be encouraged to enact to draw tourists. There are five lodging establishments in Siren alone. This is an important issue and all voted “yes,” but one member was “on the fence,” thus abstaining. Promote people to coordinate this.

A new county brochure should be created

### County Facilities

Centralize structural committee

Develop use and capital improvement plan

Reserves – how?

Windfall/tax delinquent properties – 100% net (after expenses)

Consider levy percent annual fund – not only source

Research revenue generator – business (profits put into capital fund)

- Use of tires for building
- ATV park
- Campground
- Money for capital improvement

Mike suggested a round robin for additional ideas:

- County toll booth
- Airport to use locally manufactured materials
- Utilize inmates for making profitable products to fund capital improvement.
- Research committee for grant finances, both public and private

### Capital improvement plan

This is a management tool to be used by organization to avoid emergencies. Any one Department will not be making the decision. This plan is for the whole organization. New projects are addressed, amended, evaluated and the public will be brought in. Use this process as a long-range tool to help Board form decisions. Maintenance has no plan, but rather on a day-to-day basis. Forestry has a ten-year plan. New projects must go through the full Board. Public should be kept well informed. Crisis management would very definitely be useful, but it will be difficult to set up. Should we have all chairs or structural chairs? Cohesive organization should involve enough people to avoid exclusion. It's possible the Finance Committee takes too much heat. We should be tapping into people's areas of expertise – people CAN wear two hats!

### **DRUG COURT PRESENTATION**

Mike introduced Rob Rudiger, from the Health and Human Services Department. Rob explained how the Drug Court works. They meet every month to discuss concerns regarding Meth labs and how to meet the needs of Meth addicts' withdrawal. This program also includes outpatient resources, probation, and child protection. In addition to Meth users, OWI and multiple offenders are being treated. The public has to be educated on this subject. The Judge, Ken Kutz, probation, law, and the St. Croix Tribe's outpatient facility are involved in this program. There are many systems to identify drug concerns. A grant has been applied for from the Department of Justice. Have not gotten the application approved yet. Sawyer, Bayfield, and Barron Counties are already involved and we can learn from our neighboring counties.

Rob wanted to know how this would impact Strategic Planning Committee. Drug Court would like the County Board's support. This program is growing by leaps and bounds. There are 54 Tribal Drug Courts and research proves them to be effective.

### Process

- People are screened, convicted or stayed
- People need treatment sooner than they are receiving it.
- Major consequences to motivate people
- The patient sees the Judge on a regular basis.
- The case manager is in Court weekly at first.
- This is an intense system, but needs to be even more intense.
- Matrix Model was cited. It originated in California.
- Learning life skills
- A spiritual component is added to the rehab.

- Immediate sanctions being put in place.
- Program builds incentive
- Very accountable system
- Gets non-dangerous criminals out of jail.
- Sobriety is short-lived – ½ and ¾-way houses being implemented
- Partnering with faith community
- Patient’s whole family should be treated.
- Graduates of Drug Court try to steer patient in the right direction.
- 12-13 months is required to accomplish rehab for an individual.

Funding for:

- Frequent UAs (urinalyses)
- Sustainability
- Probation supervision
- Put treatment people in place
- Need volunteers for 1-2 hours per week
- Someone affiliated with the Tribe
- Grant money for training
- Not asking a lot from the County
- Managing outpatient treatment plan
- Multiple offenders are considered first.
- Success rate depends on the length of treatment
- Stop the “revolving door.”
- Access is replacing Northwest.

Mike thanked Rob for speaking and commented on Rob’s presentation.

Mike posted a list of issues and asked that members place three dots on the issues they think are the most important, they could put all three of their dots on one issue if they felt strongly about that particular issue.

<b>Issue</b>	<b># of dots</b>
St. Croix Tribe	0
Rehab	1
Quality of life/planning	3
Economic development	2
Facilities	3
Communications	3

Mike questioned the Committee -- when this is taken to the County Board, what’s to be done first? How should they implement and choose one project over another. May need Committee’s help again when choices have to be made. Some of these issues will have to be done sooner than others.

Mike asked how members felt about taking the Strategic Plan to the Board. Everyone concurred that we are ready to present. Mike questioned if should we receive feedback or conduct another meeting and everyone agreed we should send out the Plan and wait for the Board's approval.

There will be a full Board review of the Strategic Plan in December and possibly approval in January of 2006.

Meeting was adjourned at 4:30 p.m.