

Badger Oversight Management Commission

SURVEY REPORT



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November 2014

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MAYES | WILSON & ASSOCIATES, LLC

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MAYES | WILSON & ASSOCIATES (MWA) is an independent small business with no political affiliation and no relationship to any of the parties involved in the Badger Oversight and Management Commission. The views expressed in this report were derived from more than 30 years of experience working with the leaders of organizations, agencies, and nonprofit boards, in combination with research, data-collection, and analysis of the views of the Badger Oversight and Management Commission's members.

MWA functions in an advisory capacity only, and the recommendations contained in this report are not intended to constitute legal or financial advice. BOMC must review its forming documents and bylaws, and consult with its own legal and financial professionals to determine how laws or recommendations discussed herein apply to its specific circumstances.

Executive Summary

At the heart of the recent conflict and organizational stalemate that led to an RFP for a facilitated meeting is what seems to be confusion surrounding the role of the Badger Oversight and Management Commission (BOMC). This confusion is reflected in the name of the Commission, which implies authority to oversee and manage the Badger lands, and yet, the agreements that formalized the BOMC explicitly define its power as advisory.

The five jurisdictions who signed the 2002 Memorandum of Understanding and Intergovernmental Agreement, the Commissioners they appointed, and the appointed Stakeholders who have worked with the Commissioner representatives for more than a decade have invested their efforts in the spirit of the agreement, which is to provide a collaborative forum for the citizens and various interests of the region to arrive at consensus and to speak with a united voice to influence the management of the former Badger Ammunition Plant lands, and to ensure that the Values of the Badger Reuse Plan (BRP) are implemented.

Now that portions of the land have been transferred to the US Department of Agriculture and the Wisconsin Department of Natural Resources and are in process of transfer to the Ho-Chunk Nation, questions of authority, process, and the continued relevance of the Commission have surfaced. Since the BOMC acts in an advisory role, to remain relevant in the implementation phase the Commission's members must agree that their efforts will continue to be guided by the Values of the BRP; that they will make good faith efforts to represent and present the views of the region's citizens and stakeholders; and accept that their influence over the landowners' management plans is advisory. Likewise, in our opinion, it seems reasonable to expect that the landowners whose representatives agreed to the BRP have an obligation, in keeping with the intergovernmental agreements and in the spirit of collaboration that the Plan represents, to make good faith efforts to manage the lands in a manner consistent with the Values that are detailed in the BRP.

Section I: Background

“The Mission of the Badger Oversight and Management Commission is to facilitate, promote and monitor the implementation of the Badger Reuse Plan.”

The conversion of the Badger Army Ammunition Plant and the transfer of its 7,543 acres presented Wisconsinites with a remarkable opportunity to protect, enhance, use, restore, and enjoy the property's unique natural and cultural features. The 2001 Badger Reuse Plan (BRP) was adopted by consensus following an inclusive and far-reaching process, led by the Badger Reuse Committee (BRC), which is described in the introduction to the BRP:

In early 2000, the Sauk County Board of Supervisors acted to establish a locally driven reuse planning process. [...] The 21-member BRC included representatives from neighboring communities, local, state, and federal governments, and the Ho-Chunk Nation. In its mission statement, the BRC charged itself with the task of developing “a common vision for the reuse of the Badger property that can be meaningfully considered and realistically implemented by the appropriate local, state, and federal agencies.”¹

The BRP for the former U.S. Army Ammunitions Plant established, first of all, that the unique natural and cultural features “can be best maintained and served over the long-term through management of the property as a whole and intact unit, regardless of formal ownership arrangements.”² The committee members arrived at consensus around a vision of multiple uses that “promote an appreciation of the Sauk Prairie landscape through education, restoration, research, recreation, agriculture, and other activities...” These uses were defined and prioritized according to nine guiding principles. The first and primary value envisions the land managed as a whole through a collaborative and inclusive process:

The Badger property is managed as a single unit. The managers and owners of land and activities have an affirmative, formal obligation and written agreement to manage the property collaboratively and holistically, and to empower local stakeholders in identifying, discussing, and influencing major management and long-term use decisions. All stakeholders, especially local interests, support the long-term reuse vision and management activities at the Badger property.³

The BRP established the need for an Oversight and Management Board to provide a framework for the following activities:⁴

- 1. The implementation of a community-based, consensus vision for the future of the historic Badger Army Ammunition Plant, and the ancient Sauk Prairie landscape it occupies;*
- 2. The realization of opportunities for the conservation, protection, enhancement, use, restoration and enjoyment of the Badger property's unique natural and cultural features;*
- 3. The reconciliation of past historical and cultural conflicts;*
- 4. The establishment of links between some of Wisconsin's most significant regional ecosystems, the Baraboo Range and the Wisconsin River Valley;*
- 5. Research activities that integrate the study of agriculture and conservation;*
- 6. The development of a deeper appreciation for the significance of the Sauk Prairie and the Badger site in the lives of the citizens of Sauk County and the State of Wisconsin.⁵*

The Badger Oversight Management Commission (BOMC) was formed in 2002 and charged “to serve the public interest in implementing the values and criteria of the Badger Reuse Plan.”⁶ The BOMC was formalized

¹ Badger Reuse Plan (BRP), <https://www.co.sauk.wi.us/sites/default/files/fileattachments/baap-finalreport.pdf>, 2001, p. 3.

² Ibid, p. 14

³ Ibid

⁴ Ibid, the BRP uses the word “board.”

⁵ The Memorandum of Understanding (MOU) and Intergovernmental Agreement (IGA) Creating the Badger Army Ammunition Plant Oversight and Management Commission were submitted for consideration to the Sauk County Board of Supervisors on December 17, 2002.

by a Memorandum of Understanding (MOU) and Intergovernmental Agreement (IGA) made by and between the State of Wisconsin Department of Natural Resources, the Ho-Chunk Nation, the County of Sauk, the Town of Merrimac, and the Town of Sumpter. As landowners, the United States Department of Agriculture (USDA) and United States Army were also authorized to appoint liaisons to the Commission.

Structurally, the BOMC is a consortium of two groups: Commissioners appointed by and representing the five signatory jurisdictions, and appointed Stakeholders representing organizations that are approved by the Commissioners. Both groups have equal rights for participation on the BOMC with the exception of voting privileges, which are reserved for the Commissioners.⁷

As reflected in its name, the intent of the BOMC was to serve as an *oversight and management* Commission that would be “guided by the principles of the Badger Reuse Plan in all actions and activities of its work.”⁸ This is consistent with the wording of the MOU, IGA, BOMC’s mission, and the Commission’s bylaws. Over the past decade, the BOMC’s role has been largely understood to be that of insuring the implementation of the Badger Reuse Plan and providing a forum for the lands to be managed as a single unit through a consensus-based process. It appears to have been widely assumed that the Commission at least has influence if not authority over the management and oversight of the lands. Now that a portion of the Badger lands have transferred to the Wisconsin Department of Natural Resources, this assumption has been challenged.

Complicating the spirit of the Intergovernmental Agreement, which specifically states “The Jurisdictions wish to form the Badger Oversight Management Commission to serve the public interest in implementing the values and criteria of the Badger Reuse Plan,”⁹ the MOU contains two clauses that make clear that the ultimate decision-making authority rests with the landowners, and that the authority of the BOMC is strictly advisory:

2. Nothing in this Memorandum of Understanding shall be construed as compromising the sovereignty, authority, duty, responsibility or fiscal autonomy of the Parties herein.

4. It is understood by the Parties that the final decision authority regarding management, development and operation of their respective portion(s) of the Premises is vested in the Bureau of Indian Affairs, on behalf of the Ho-Chunk Nation, the U.S. Department of Agriculture, on behalf of the Dairy Forage Research Center and the State of Wisconsin, Department of Natural Resources. The Parties agree that the creation and operations of the Oversight and Management Board will be conducted in a manner so as not to violate the Federal Advisory Committee Act, 5 U.S.C.S. ...¹⁰

Even though the rights of the landowners are clearly articulated, the Commission is empowered by its long history of consensus and collaboration, its broad representation of the region’s stakeholders and citizens, and the intent of the inclusive and well-thought-out Badger Reuse Plan.

As a schism began developing within the BOMC, despite the Plan’s emphasis on collaboration and reconciliation,¹¹ public disagreements and frustrations began surfacing during the meetings and appearing in the news media. Some of the reported grievances include concerns that the Commission is “dysfunctional,” with a “lack of formal actions, lengthy meetings, [and questions as to] whether it is advisory or has authority and what more is left for the group to accomplish.”¹² Desiring to focus the energies of the group and its members more constructively or to consider dissolution, the Commission requested consulting services for a facilitated process to “guide the BOMC Commissioner Group through a decision process with unknown outcomes.”¹³

⁶ MOU, p. 3.

⁷ IGA, p. 6–7.

⁸ Badger Oversight and Management Commission Bylaws, Section 4, Purpose, https://www.co.sauk.wi.us/sites/default/files/fileattachments/ByLaws_Amended052610.pdf, 2006, Rev. 2010, p. 1.

⁹ IGA, p. 2.

¹⁰ MOU, p. 5.

¹¹ BRP value 4 refers to “the reconciliation and resolution of past conflicts...,” p.15.

¹² Sauk Prairie Eagle, www.wiscnews.com/news/local/article_8f046e0a-6de6-52e5-96aa-3d69d4aa3d39.html, May 20, 2014.

¹³ RFP for Collaboration and Facilitation Professional Services, https://www.co.sauk.wi.us/sites/default/files/fileattachments/bomc_rfp_6_30_2014.pdf, June 30, 2014.

Section II: The Process

MAYES|WILSON & ASSOCIATES (MWA) was contracted to guide the BOMC through a decision and collaboration process to assist the BOMC in reaching a conclusion on the following deliverables:

- 3.3.1 Reaffirm or redefine the BOMC structure.
- 3.3.2 Understanding of the role the BOMC will play within the context of the Badger Reuse Plan.
- 3.3.3 Reaffirm or redefine the Stakeholder participation process.¹⁴

MWA conducted an on-line survey of current Commissioner and appointed Stakeholder representatives and interviewed many Commission members and liaisons to the Commission to identify major areas of consensus and disagreement and to seek areas of common ground and possible solutions. Information gathered through surveys was compiled to identify member perspectives on the major issues and potential ways forward and is presented in this report. To establish and maintain confidentiality, names have been redacted and comments are presented anonymously.

The link to the online survey was emailed to all of the current appointed Stakeholders and Commissioners on October 20, 2014. The online survey was scheduled to close on October 28, however to secure participation from more members it was extended for five days. BOMC members who had not responded by the initial survey deadline were also offered the opportunity to speak directly to MWA principal Sara Wilson.

Phone conversations took place between Sara Wilson and Sauk County Supervisor Marty Krueger, Conservation, Planning and Zoning Director Brentt Michalek, BOMC Chair Judy Ashford, and Legal Counsel Todd J. Liebman at the beginning of the project and as needed upon request by Sara Wilson.

MWA also reviewed the BRP, MOU, IGA, Mission, and Bylaws, as well as recent minutes, agendas, and news reports to gather background information about the situation.

Survey Questions

The original questions that were outlined in the RFP are as follows. Although the intent of the questions was preserved in the survey, some were re-worded for clarity or to gather more easily quantifiable data.

- 3.2.1 What is the Commissioner Group's assessment of the BOMC and is it still relevant to its initial purpose or current mission?
- 3.2.2 If that purpose is still relevant, are any adjustments needed?
- 3.2.3 What are the obstacles, if any, to effective collaboration?
- 3.2.4 What are the options ahead for BOMC?
- 3.2.5 What are the roles of both the Stakeholders and the Commissioners?
- 3.2.6 What value do you see the BOMC providing to the Organization you are representing?
- 3.2.7 What type of oversight, if any, by the BOMC would your Organization prefer?

¹⁴ RFP, p. 2.

Survey Responses

Of the twelve current appointed Stakeholder members and Commissioners who were invited to take the online survey ten responded, including four Commissioners and six appointed Stakeholders.¹⁵ Overall, the survey responses are thoughtful and demonstrate knowledge of and passion for the Badger lands and the 2001 Badger Reuse Plan. With a few notable exceptions, the Commissioners and appointed Stakeholders do not demonstrate major variance on the issues as a group, although there are differences among individual members.

Respondent suggestions are discussed generally below, and are included in their entirety in Section IV, beginning on page 12.

¹⁵ During the survey timeframe, a new Commissioner was appointed by the Town of Sumpter. The outgoing Commissioner was invited but did not complete the survey.

Section III: Survey Findings

Mission and Purpose (Questions 1–2)

Mission

The Mission of BOMC is to facilitate, promote and monitor the implementation of the Badger Reuse Plan.

Purposes

The Oversight Management Commission will --

- 1. Provide a forum for public discussion and for sharing information regarding the reuse of the Badger Army Ammunition Plant property.*
- 2. Serve as a resource to decision makers, facilitate access to a broad range of expertise and promote the fullest possible opportunity for public participation in the development and implementation of a well-integrated long-range land use and stewardship plan for the Badger Army Ammunition Plant land and facilities that is consistent with the Values and Criteria of the Badger Reuse Plan and the terms of the Badger Intergovernmental Group Memorandum of Understanding.*
- 3. The Commission will support activities that reflect the community-based, consensus vision expressed in the Badger Reuse Plan, such as but not limited to: [...]*

Duties and Responsibilities

The Commission will carry out all the duties and responsibilities prescribed in the Memorandum of Understanding for the Oversight and Management Board, and the Intergovernmental Agreement for the Oversight and Management Commission, and will be guided by the principles of the Badger Reuse Plan in all actions and activities of its work.¹⁶

The BOMC members demonstrate broad agreement that the Mission and Purpose of the organization remain relevant. Overall, eight of ten believe the mission as a whole is still relevant and nine of ten believe that it is still relevant regarding carrying out the duties and responsibilities of the MOU and supporting activities and the consensus-based vision outlined in the BRP. The following question asked respondents to rate the organization's performance regarding the intents and purposes of the BOMC. While most of the appointed Stakeholders rated the BOMC's performance as good, most of the Commissioners ratings were in the average-to-failing range, with their highest marks for purpose 3): supporting activities.

Value of the BOMC (Question 3)

Most respondents still find value in the forum that BOMC provides for discussion and for various perspectives to be shared and heard, although they did not consistently give BOMC high marks on its effectiveness. Later responses indicate that some of the negative marks stem from frustration over how meetings have been managed.

Structure of the BOMC (Questions 4–5)

According to the multiple choice question, the majority of respondents do not believe that the membership structure of BOMC needs to be changed. However, many of the open-ended survey responses to this question and throughout the survey contradict this finding. Suggestions regarding structure include only allowing landowners to be voting members, bringing the number of Commissioners to seven by allowing two appointed Stakeholders to vote, and trying to regain full voting representation. Maintaining decision-making by consensus is important to some members, especially the non-voting appointed Stakeholders.

¹⁶ BOMC Mission Statement, https://www.co.sauk.wi.us/sites/default/files/fileattachments/Mission_WEB.pdf, Approved by consensus, 2008

Meetings (Question 6)

The appointed Stakeholders generally feel that the meetings are well managed and that it is possible for individuals with differing opinions to express their views. The Commissioners are positive about various aspects of the meetings (agenda, minutes, basic logistics), but either strongly or somewhat disagree that meetings are effectively managed and strongly disagree that they represent a productive use of their time. A significant number of Commission members expressed dissatisfaction with the following aspects of meeting management.

- Materials are received without sufficient time for deliberation prior to the meeting.
- Meetings are not necessarily focused on discussing the right/priority issues.
- Discussion about agendas, minutes, and how meetings are run distracts from the central issues.
- Meetings are not sufficiently run in an efficient manner through parliamentary procedure, within a reasonable timeframe, or with the right focus for them to be a productive use of time

Obstacles to Collaboration (Question 7)

A number of obstacles to collaboration were shared by the respondents, although a few wanted to stress that the Commission has a long history of successful collaboration through consensus. Most of the comments centered on the following issues.

- Absence of voting members
- Meeting format: emotions, communication breakdown, inadequate administrative resources, personal agendas/grandstanding, politics, different understandings of Commission's role
- Landowner resistance to oversight

Conflict (Questions 8–9)

The central area of disagreement is the perceived versus actual role and relevance of BOMC as an oversight body. This became particularly apparent during the recent WDNR planning process; however, similar issues may arise if other landowners' land management is seemingly not in alignment with the priorities established in the Badger Reuse Plan. Other areas of conflict that were mentioned include the following:

- Disagreement on how meetings should be conducted
- Belief that Sauk County is exerting excessive control over the Commission
- Perceived lack of transparency

Conflict Resolution (Question 10)

The members who participated in the survey are almost fully united in their support for the Badger Reuse Plan and in their desire to find a way to see it implemented, however not everyone believes the issue of conflict can be resolved. Suggestions to resolve the conflicts include the following.

- Reaffirm the BOMC mission through a collaborative and consensus-based process
- Keep the Badger Reuse Plan central to the work of the Commission and in the public eye
- Revise or reconfirm the composition of the Commission and bylaws of the group. Have all voting Commissioners and stakeholders sign a new agreement
- Reduce politics

- Dissolve, reorganize, or improve administrative staffing
- Improve meeting management

Outcome for the BOMC (Questions 11–13)

Asked to envision the best outcome for the BOMC and how it can be achieved, most respondents affirmed the continuing relevance of the Commission and its original purpose of overseeing the implementation of the BRP; however, reorganization and dissolution were also suggested. At the heart of the current conflict is the fact that although BOMC is an advisory body, most of its members believe that promoting the implementation of the Badger Reuse Plan for the *entire* property is the essential function of the Commission. Following is a summary of suggestions from survey respondents.

- Increase the role of BOMC as a public forum
- Conduct open, public discussion of the opportunities, plans and hopes for the ENTIRE Badger property, as stipulated by the first Value of the Badger Reuse Plan: to manage Badger as a whole
- Improve meeting management
- Use a consensus-based process for oversight
- Increase transparency; reduce personal/political agendas; replace members to achieve a workable group
- Center the activities of BOMC on providing a forum and educating the public on activities at Badger
- See that the Badger Reuse Plan is fully carried out by the ultimate Master plans of the DNR, the Ho-Chunk and the Dairy Forage Center
- Dissolve BOMC

Conclusion

The Bader Oversight and Management Commission has a long track record of successful collaboration and is recognized by most of its members as an effective forum for sharing and discussing diverse perspectives and envisioning the future of this vast and unique tract of land. In addition, the group has potential to engage public support, secure financial resources to implement the values of the plan, and influence the development of the Badger Lands as a vital environmental and economic resource for the region and the state. As an advisory body, the Commission members must consider how to fulfill the vision of the Badger Reuse Plan, as it is supported in principal by their constituents, within the scope of their capabilities.

Based on the results of the survey and interview responses, the majority of respondents believe the Commission's purpose is still relevant. The central question that the Commission must answer then is how to be *effective* body, within its defined role.

Will Commissioners and appointed Stakeholders recommit to the spirit of existing agreements and strive to work together to promote the implementation of the Reuse Plan while respecting each other's rights as landowners and as representatives of the public?

If BOMC's members answer in the affirmative, we can propose next steps including setting goals for the future and evaluating and improving issues of structure, meetings, and participation.

Areas for consideration might be:

How can the Commission be most effective now that the focus has shifted from *planning* to *implementation* of the Reuse Plan?

How can BOMC establish effective working relationships with all interested parties?

What is the value of BOMC to the citizens of the region and beyond?

How can the business of the BOMC be conducted efficiently and effectively?

In our opinion, the closing words of the BRP introduction are still valid today:

The conversion of the Badger lands provides remarkable opportunities for the protection, enhancement, use, restoration, and enjoyment of the property's unique natural and cultural features. In its work, the BRC has sought to highlight these many opportunities, and to achieve a realistic, community-based, consensus vision for realizing them. In the past, the Badger lands have too often been a place of division, pain, and conflict. It is the hope of the committee that all members of our community may now contribute to a new beginning at Badger, one that honors the past while serving future generations. It is in that spirit of reconciliation that we offer this report.¹⁷

It is the hope of the MWA team that the members of BOMC will again find common ground in the shared values that brought the Commission together and that were established and publicly affirmed in the Badger Reuse Plan. We appreciate the time and wisdom that each of the Commission members contributed to this process and look forward to guiding a respectful and thoughtful discussion.

¹⁷ BRP, p. 4.

Section IV: Survey Response Detail

The survey link was emailed to the twelve current BOMC members. The ten members listed below completed the survey. Responses were redacted as needed to provide anonymity and are otherwise presented in their entirety without editing for grammar, spelling, or content.

Judy	Ashford	Commissioner, Sauk County Board of Supervisors
Michael	Goc	Appointed Stakeholder, Badger History Group
George	Meyer	Appointed Stakeholder, Wisconsin Wildlife Federation
Laura	Olah	Appointed Stakeholder, Citizens for Safe Water Around Badger (CSWAB)
Steve	Peetz	Commissioner, Town of Merrimac
Randy	Poelma	Commissioner, Ho-Chunk Nation
Eugene	Robkin	Appointed Stakeholder, City of Baraboo
Craig	Schlender	Appointed Stakeholder, Sauk County Pheasants Forever
Steve	Schmelzer	Commissioner, WI DNR
David	Tremble	Appointed Stakeholder, The Sauk Prairie Conservation Alliance

1. The statements below highlight the intents/purposes of the BOMC. For each statement, indicate whether you think the statement is still relevant.

(Note: bold numerals indicate significant data trends)

Answer Options	Relevant	Not relevant	Unsure	Response Count
The Mission of BOMC: is to facilitate, promote and monitor the implementation of the Badger Reuse Plan.	8	2	0	10
The Commission will carry out all the duties and responsibilities prescribed in the Memorandum of Understanding for the Oversight and Management Board, and the Intergovernmental Agreement for the Oversight and Management Commission, and will be guided by the principles of the Badger Reuse Plan in all actions and activities of its work.	9	1	0	10
Provide a forum for public discussion and for sharing information regarding the reuse of the Badger Army Ammunition Plant property.	8	1	1	10
Serve as a resource to decision makers, facilitate access to a broad range of expertise and promote the fullest possible opportunity for public participation in the development and implementation of a well-integrated long-range land use and stewardship plan for the Badger Army Ammunition Plant land and facilities that is consistent with the Values and Criteria of the Badger Reuse Plan and the terms of the Badger Intergovernmental Group Memorandum of Understanding.	8	1	1	10
The Commission will support activities that reflect the community-based, consensus vision expressed in the Badger Reuse Plan.	9	1	0	10
<i>answered question</i>				10
<i>skipped question</i>				0

2. RATE how well the BOMC is performing on each of the following intents/purposes. If, in the previous question, you indicated the intent/purpose was no longer relevant, simply respond NA.

Answer Options	Good	Average	Poor	Failing	NA	Response Count
The Mission of BOMC: is to facilitate, promote and monitor the implementation of the Badger Reuse Plan.	4	2	2	1	1	10
The Commission will carry out all the duties and responsibilities prescribed in the Memorandum of Understanding for the Oversight and Management Board, and the Intergovernmental Agreement for the Oversight and Management Commission, and will be guided by the principles of the Badger Reuse Plan in all actions and activities of its work.	4	1	4	0	1	10
Provide a forum for public discussion and for sharing information regarding the reuse of the Badger Army Ammunition Plant property.	6	2	2	0	0	10
Serve as a resource to decision makers, facilitate access to a broad range of expertise and promote the fullest possible opportunity for public participation in the development and implementation of a well-integrated long-range land use and stewardship plan for the Badger Army Ammunition Plant land and facilities that is consistent with the Values and Criteria of the Badger Reuse Plan and the terms of the Badger Intergovernmental Group Memorandum of Understanding.	6	0	3	1	0	10
The Commission will support activities that reflect the community-based, consensus vision expressed in the Badger Reuse Plan.	4	1	2	2	0	9
<i>answered question</i>						10
<i>skipped question</i>						0

3. What value do you think the BOMC provides to the Organization you are representing? (In other words, What value, if any, is the BOMC providing to the Organization you represent?)

- The BOMC provides an opportunity to present our thoughts and actions to an interested, but very limited audience. We could do just as well with a series of emails, press releases, letters and phone calls.
- Once all the lands have transferred, the BOMC should be reconfigured. Opportunities for input can follow already established criteria.
- Having a seat at the table offers my organization the opportunity for public engagement with the landowners and local officials on matters of mutual concern that are relevant to the implementation of the Badger Reuse Plan. Recognition of the organization and its network of volunteers, researchers and conservation professionals serves as acknowledgement of our potential contribution to the realization of the vision of the Reuse Plan, and helps to establish the organization as a player in the ongoing collaboration between the community and the public agencies responsible for the property. Having an active role at Badger provides the organization with a platform for recruiting volunteers and members interested in the broader issue of landscape restoration and community conservation, and demonstrates to potential funders that we are a serious advocate for natural resource conservation.

The BOMC provides our organization with the opportunity to maintain public awareness of the community consensus embodied in the Reuse Plan, and allows us to remind each other of our commitments to the future of the property. It offers a public forum for discussions about what is happening at Badger.

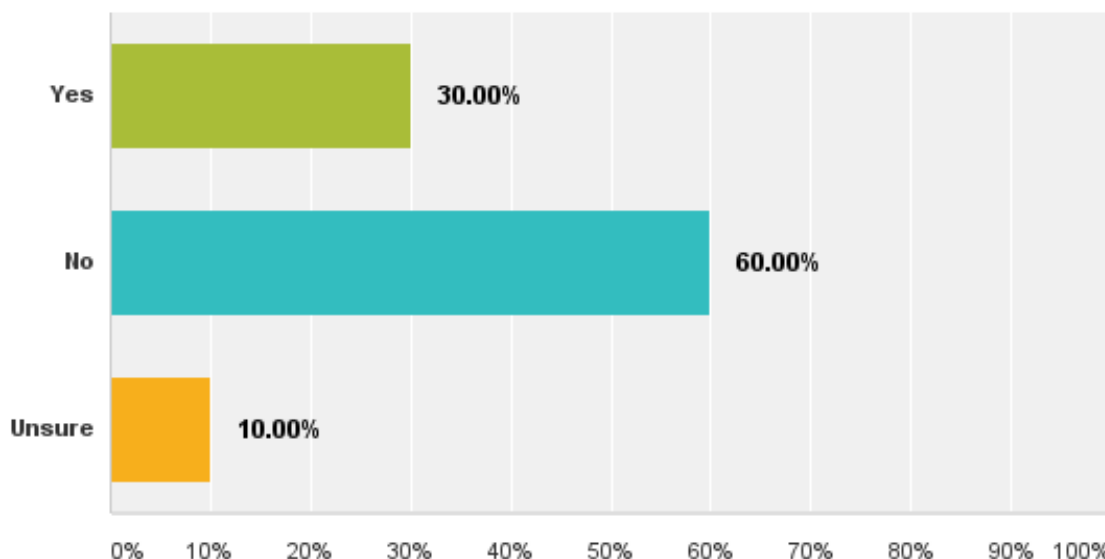
The BOMC serves as a public channel for working with the landowners on specific projects to implement aspects of the BRP, and to generate public enthusiasm over Badger's amazing potential.

- Little value. The BOMC is focused on itself and promoting its importance in the process.
- The BOMC and its work to protect and implement the vision embodied in the Badger Reuse Report are critical to the long term economic and social best interests of the stakeholder I represent on the BOMC, the County as a whole and to the entire state. It will be like adding a large fraction of the attraction of Devil's Lake State Park to these economies.
- It provides a forum for discussion and input from and with landowners, local government, stakeholders and the public - all of which help strengthen our goals for the property as well as the surrounding community and natural environment and as outlined in the Badger Reuse Plan.
- There was value in the past and the potential for value in the future is there if implemented properly but at the moment I see very little value at the current state.
- I felt the BOMC has been very valuable to the organization I represent. Our organization has a mission statement that

includes conservation, habitat and a need to get youth into the outdoors to better understand the importance of conservation and habitat.

- Serve as a resource to decision makers, facilitate access to a broad range of expertise and promote the fullest possible opportunity for public participation. Provide a forum for public discussion and for sharing information regarding the reuse of the Badger Army Ammunition Plant property.
- It provides an efficient and the best opportunity to work with other involved state, tribal, federal and local stakeholders to carry out the vision of the Badger Ordinance property. Without this type of coordinating group, the efforts would be highly fragmented and far less effective and efficient.

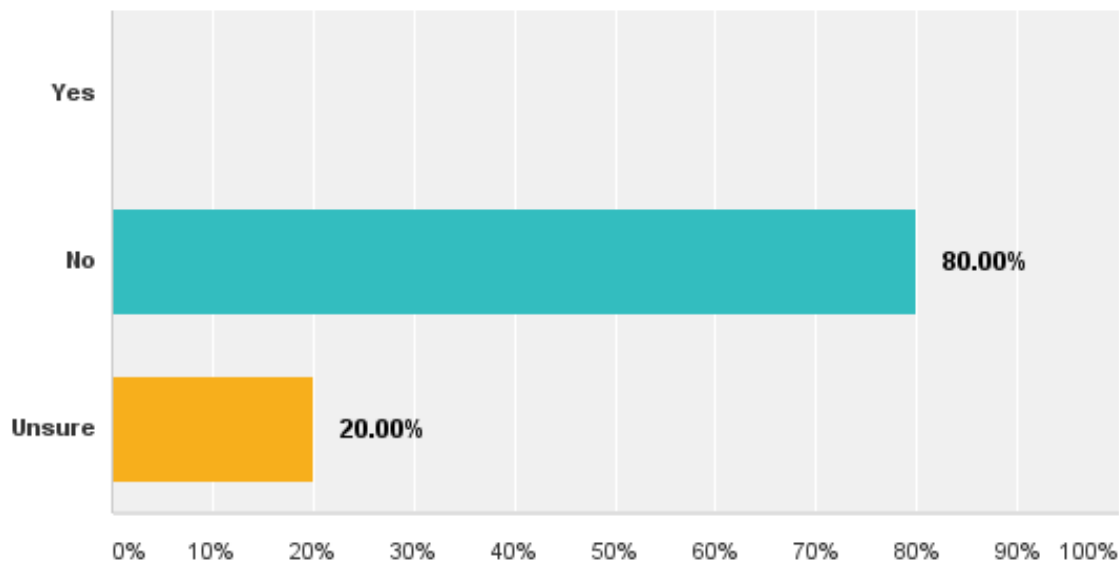
4. Do you think that changes to the BOMC membership structure are needed (i.e. who can be a member)?



Answer Options	Response Percent	Response Count
Yes	30.0%	3
No	60.0%	6
Unsure	10.0%	1
If you answered YES, what change do you suggest?		3
<i>answered question</i>		10
<i>skipped question</i>		0

- Some members have not attended for many years. We should find out why and if they are just not interested anymore they should step aside so other more-committed entities can participate and contribute. Also, there are not enough voting Commissioners, we have trouble getting quorum because the number of voting members is so small plus landowners normally decline voting on proposals that affect their land which makes the voting block even smaller. Some Commissioners have also declined to serve as officers which is also a problem. At least two voting stakeholder positions should be added; stakeholder groups would pick who they want to represent them (not the Commission) just as jurisdictions pick their own representative. This would solve a lot of problems as stakeholders are at every meeting, they readily volunteer to do the work, and have decades of experience to bring to the table. The "future role" of the BOMC noted in the cover letter is not to be developed as part of this process; the mission and role of the Commission is laid out in the Badger Reuse Plan, MOU, IGA and other similar agreements. Consideration should also be given to adding the Town of Prairie du Sac and Village of Prairie du Sac as voting Commissioners.
- Voting Commissioners should be limited to current and future landowners only. List of stakeholders needs to be refined to eliminate those that no longer have a significant interest in BAAP while also looking for new stakeholders that may have significant resources to contribute to planning, restoration, education etc...
- BOMC must make itself relevant to the members who have dropped out in order to get back to a full Commission

5. Do you think changes are needed in the RIGHTS of BOMC members?



Answer Options	Response Percent	Response Count
Yes	0.0%	0
No	80.0%	8
Unsure	20.0%	2
If you answered YES, what change do you suggest?		2
<i>answered question</i>		10
<i>skipped question</i>		0

- Even though I voted no, here is my opinion. The voting Commissioners represent, if only indirectly, public entities elected by the voters. Stakeholders represent special interests that advocate for themselves. The current balance is more representative of the population affected.
- Consistent with #4 which would allow 2 representative stakeholders to vote.

6. Provide your opinion about BOMC meetings.

Answer Options	Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Unsure	Not Applicable	Response Count
BOMC meetings are held at a frequency that allows the Commission to discuss priority topics in a timely manner.	6	2	2	0	0	0	10
BOMC meetings are held for a duration of time that enables sufficient discussion.	4	3	1	2	0	0	10
BOMC meetings are efficiently managed.	2	2	2	4	0	0	10
Individuals with differing opinions are able to express their opinions at BOMC meetings.	8	1	1	0	0	0	10
Some form of parliamentary procedure (rules of order) is utilized to support an orderly discussion.	4	4	0	2	0	0	10
BOMC meetings are focused on discussing the right/priority issues.	3	2	2	3	0	0	10
BOMC meetings have agendas.	8	2	0	0	0	0	10
All BOMC meeting materials required for participation in discussions are received with sufficient time for deliberation prior to the meeting.	4	1	3	1	1	0	10
Meeting minutes accurately summarize discussions and record decisions.	2	5	3	0	0	0	10
BOMC meetings are a productive use of my time.	4	1	0	4	0	1	10
Meeting minutes are distributed prior to the subsequent meeting.	7	3	0	0	0	0	10
<i>answered question</i>							10
<i>skipped question</i>							0

7. What are the obstacles, if any, to effective collaboration between BOMC members?

- The first obstacle is the absence of voting Commission members. You can't collaborate with someone who is not present.
- Some stakeholders and some members of the public believe they have the authority to manage the lands at Badger.
- Emotions. The group has become divided on the future direction and implementation of the BOMC.
- The BOMC's problems are rooted in the lack of commitment by the participants to a careful and consistent strategy to realize the Badger Reuse Committee report and plan, compounded by poor leadership, and now distorted by the politicization of the process.

The lengthy land disposition process (over ten years) has prevented the prospective landowners from being consistently able or willing to engage in serious efforts to implement the Badger Reuse Plan, or to support active land management projects, even if those projects have the general support of the members of the Commission. The lack of funding for needed projects also hampers these efforts, and is a result of the uncertainty surrounding land ownership and the parties' ability to agree to any management or development projects. Prospective funders have been unwilling to underwrite projects until the landownership and political uncertainties are resolved. Mistrust has developed because some landowners have not been forthcoming with plans, but rather provide only minimal detail after repeated requests. There is too much secrecy about future landowner plans.

Effective collaboration requires a level of communication and coordination that can only be accomplished with the assistance of administrative support dedicated to these tasks. The only staff support offered by any of the parties to the implementation of the Reuse Plan had been historically from Sauk County. That support has now been almost entirely withdrawn, ostensibly for budgetary reasons.

Sauk County leaders have now decided to assume control of the BOMC, as if it is merely another county board committee, and not an intergovernmental Commission in which Sauk County is but one of many participants. The legitimate efforts by members of the Commission to attempt substantive evaluation of recent land use proposals floated by the WDNR as part of the master planning process are being thwarted by local officials who choose not to participate, preventing the Commission from performing one of its primary responsibilities. The BOMC is functioning, but at a level just barely above the minimum requirement.

- The primary obstacle is when landowners fail to honor promises and commitments that were made as part of the collaborative public planning process and agreements including the Badger Reuse Plan, MOU, IGA, formal applications for land transfer, and more. When this happens, other members of the Commission - whose role it is to promote and ensure the fulfillment of the Badger Reuse Plan - are compelled to resist and object to these proposals and/or a decision-making processes that are not inclusive of the BOMC (as outlined in these same cooperative agreements). The Commission would also function much better if all parties were more forthcoming with information in a timely manner and early in the decision-making process. More recently, the Sauk County Board Chair has been openly angry and publicly critical of the Commission in a manner that has been disruptive, unproductive, and certainly disheartening given the many decades of work and resources that have been contributed to this collaborative public effort. The timing is particularly troubling as it comes just as our ability to defend the Badger Reuse Plan faces its biggest challenge: a concept plan proposal for an ATV track and gun range.
- The BOMC is under political attack on its existence from very high levels of political influence in the state. The currently highly politicized DNR management finds the Reuse Report and the BOMC's efforts to keep it alive and before the public to be counter to their non-public goals.
- Some members coming and not saying anything, then, when a vote is about to happen, get up and leave.

Electing an officer when not present and not asking beforehand if it would be okay. So they are afraid to show up because they may not have those skills, when it seems to me anyone with those skills could take the minutes and have the minutes then okayed by the Commission members.

When members don't show up being able to install a new one after time.

Members that have over the great time have missed meetings because the Army and DNR have taken so long to move the process along and to communicate with the BOMC have not been allowed to rejoin the Commission.

- WDNR only remains involved with BOMC to prevent PR backlash. The vision/mission of planning for Badger as a whole cannot be accomplished if one of the major landowners is not willing to include the group in their land use planning.
- Historically, the Chair permitted the Stakeholders to speak at will and ultimately they ran the meetings to the point where meetings lasted 3 to 4 hours with discussion being held at random. Personal agendas on the part of some (both Commissioners and stakeholders) interfere with holding a meaningful meeting. Self-aggrandizement also gets in the way.
- It appears that the current county board chair, (who is from only one of the governmental units) is trying to undermine the basic principles and needs for the BOMC. While he has rightfully brought up the need to improve BOMC meetings and has been successful at that, he appears to be continuing to severely undermine the Commission and its great valued.

8. In your opinion, what is the PRIMARY CONFLICT between members of the BOMC?

- Over the years conflict has been rare. It became a key issue when the DNR started its master planning process. The conflict within the DNR between its pledge to implement to Reuse Plan and its mandate to serve all citizens has, of course, spread to the BOMC. No surprise there.
- Different ideas on what should be done.
- Difference in opinions on how the BOMC should conduct business.
- There has been, for some time, occasional disaffection among some members for the for loose management of BOMC meetings. The meetings go on too long, and are often less than productive in the sense of accomplishing specific goals or making important decisions. This issue, I think, can be easily addressed. BOMC meetings have historically been fairly congenial and respectful, if inconclusive.

The degree of real conflict is not as deep as has been reported. What there is lies between the members (both commissioners and stakeholders) who want the commission to fully address its mission and responsibilities, and those who prefer that the commission avoid even the appearance of encroachment on traditional jurisdictional rights and responsibilities, or on areas of potential disagreement with powerful entities (a commonly heard comment is "The DNR is going to do what it wants to anyway, so what's the use?").

Until recently, the landowner representatives have largely remained quiet and non-committal, but as current WDNR land use proposals have become better understood, their potential negative impacts have pushed neighboring landowners, including other Badger landowners, to respond critically, seeing the benefit of participation in the BOMC and its collective value for their own protection against bad decision-making by their neighbors, now and in the future. Following the

publication of Alternative 4 by the BOMC, elected officials from the Town of Merrimac prompted Sauk County Board officials to demand changes to the mission, makeup and function of the BOMC. They claimed the changes are intended merely to make the BOMC more efficient, and they played on the above-mentioned disaffection for BOMC meeting management. We believe that some of the changes, e.g. reducing the influence of stakeholder members, would render the commission less effective as a force for the implementation of the Badger Reuse Plan.

Prior to this action by Sauk county and Merrimac, almost all members of the BOMC had been attending regularly, with the exception of the local school district reps and the UW Baraboo/Sauk County rep (although they have both recently expressed interest in re-engaging with the BOMC). The Town of Sumpter rep, elected in-absentia during the “shake-up” as the BOMC’s Secretary, declined to accept the position and will no longer attend, considering the election unethical. This leaves the Commission shy of a voting member, as well as a Secretary. The County’s corporation counsel expressed an opinion that this renders the commission incapable of conducting business.

There may or may not be a larger partisan political component in the joint Sauk County, Town of Merrimac effort and their incessant demands for “reform”, but it has undeniably distracted the BOMC from its real responsibility and undermined its ability to function. The negative publicity surrounding these issues threatens to undermine public support for the BOMC that is vital to its existence.

- The principal conflict is perceived movement by landowners away from prior commitments and promises which becomes more troubling when information is not forthcoming and readily shared.
- As is allowed by Parliamentary Authorities small groups with few absent members, low levels of internal conflict, and, until recently, no hardened minority views can operate with a great deal of informality to reach consensus conclusions. That is how the Reuse Committee arrived at the Reuse Report and it is how for almost all of its existence the BOMC arrived at its actions. Once mutual trust between members is established this informal process is highly productive of mutually agreed upon and implementable results. You can see just how effective the BOMC and its championing of the Reuse Report has been by examining the DNR's application to the National Park Service for land at Badger. The Reuse Report and the BOMC are an essential part of that application which appears to bother some in high places. A few people find that this entire method and its results are to be brushed off the table. This is exacerbated by the external pressures being applied by some elected officials in the County to achieve so other and partially obscured goals.
- I sit on three other boards and I really don't see any big conflicts that are different than any other board or commission.

The only big disagreement that I have seen is when the DNR started changing what the reuse plan calls for. All of the stakeholders don't have political push but all the other members do.

- Stakeholders are frustrated because WDNR is going through master planning process without BOMC involvement. WDNR application to NPS states they will do this but they do not. Sauk Co. continues to focus on any negative aspect of the commission they can find while at the same time stating they want BOMC around and want it to be better.
- The desire of many to neglect the by-laws whenever it is convenient. Loosely run meetings got out of hand to the point where many left the BOMC because the meetings last so long and not much is accomplished. One DNR person left because a member of the public insulted him personally during a meeting. The BOMC has offended many. Some of the members are convinced that, because the mission is so pure, anything they do is ok. This has put off more reasonable people, who want the Reuse Plan executed, to abandon the group. The meetings tend to develop into arguments about how the meetings should be run, what the minutes should reflect and whether or not Robert's Rules are to prevail. This demonstrates personal agendas of power, not of being an advisor to the landowners.
- I think that the past running of the Commission allowed some individuals to speak too long and often, thereby dragging out meetings and frustrating the efforts of the rest of the members. It also appears that personality and possibly political conflicts in Sauk County government spilled over and made the BOMC their battleground. The county is only one player and should not be allowed to dominate the BOMC.

9. What are your suggestions to resolve the conflict you just described?

- Resolution is very difficult. The DNR has agreed to serve two masters. It has to work out a way to serve both. Not easy.
- Dissolve the BOMC and create a different advisory organization.
- Reorganize? Not sure how much local government should be involved at this stage of the process.
- Engaging in a well-designed facilitated process will, I believe, help us to define the problems we face and identify solutions. All parties – and the facilitators themselves – must be fully aware of and versed in the details of the commission’s enabling documents, and the commitments made therein, for the facilitation to work and the BOMC to be reconstituted in a positive and productive way.

We must confirm our commitment to achieving the mission and purposes of the BOMC.

The main near-term needs of the BOMC are to improve the meeting process, to secure staffing and basic funding that allows the BOMC to operate (apart from the staff and budgets of the participating entities), and to prioritize its immediate

objectives.

Meetings can be improved by better enforcement of our existing rules with some targeted policy initiatives and minor changes to the bylaws. We have spent too much time, in the past, listening to reports from committees, landowners, town and county reps, and stakeholders. These sometimes chew up a couple of hours, including the inevitable Q&A. Written reports, submitted prior to the meeting date to allow for review in advance, would satisfy that requirement. If a member wants to bring a specific item or question to the commission for discussion, that can be placed on the agenda.

From the stakeholder perspective, we see little value to the commission in voting, except in cases where financial decisions are being made or in other specific instances where a vote is required by law, or to ensure public accountability. The Badger Reuse Committee relied on consensus as its means of making decisions, and the BOMC has largely followed in that tradition. Concluding discussions by consensus usually takes longer, but the ultimate results are more inclusive of the perspectives of all participants, and enjoy more durable support.

Regarding equitable participation, the bylaws and the intergovernmental agreement make clear that all members, commissioners and stakeholders alike, have a right to equal participation, with the exception of the right to vote (see above). For this reason the county's current practice of enforcing three-minute limits on reports from stakeholder reps, is unfair and should be either abolished or extended to all members, in the interest of brevity. We cannot support efforts to diminish the role or influence of the stakeholder members, as they are critical to the success of the BOMC and the implementation of the Reuse Plan.

The commission needs to hire staff to address the issue of effective communication and administration of collaborative activities. Current efforts are limited by lack of resources at the agency level to dedicate sufficient attention to BOMC-related concerns. Opportunities to improve the quality of dialogue and mutual understanding are then lost.

Over the past few years, the Ho Chunk Nation has allocated to Sauk County about \$10K/yr to fund Badger-related efforts. Until recently none of that funding had been requested by the BOMC or allocated. Prior to the push to engage in this facilitated process, the BOMC had initiated a "strategic planning" process intended to identify and prioritize policies and projects that are supportive of the Badger Reuse Plan vision, and to develop a preliminary budget that could be submitted to Sauk County for approval in the use of the HCN funding. That crucial strategic planning effort was derailed by the county leaders insistence that the BOMC focus instead on process and structural change. We believe that immediately the Commission completes this facilitated process, and perhaps as an outcome of these discussions, that strategic planning and prioritization process should continue.

One facet of the development of a priority list can be the "concept plan" currently being considered by the BOMCs Planning and Land Use committee. Being concerned with the entire Badger property, rather than with only one owner's portion of it, the "concept plan" could help establish a concise set of opportunities for collaborative conservation, restoration, research, educational and perhaps even recreational programs that will address the first value of the Reuse Plan: to manage Badger as a whole.

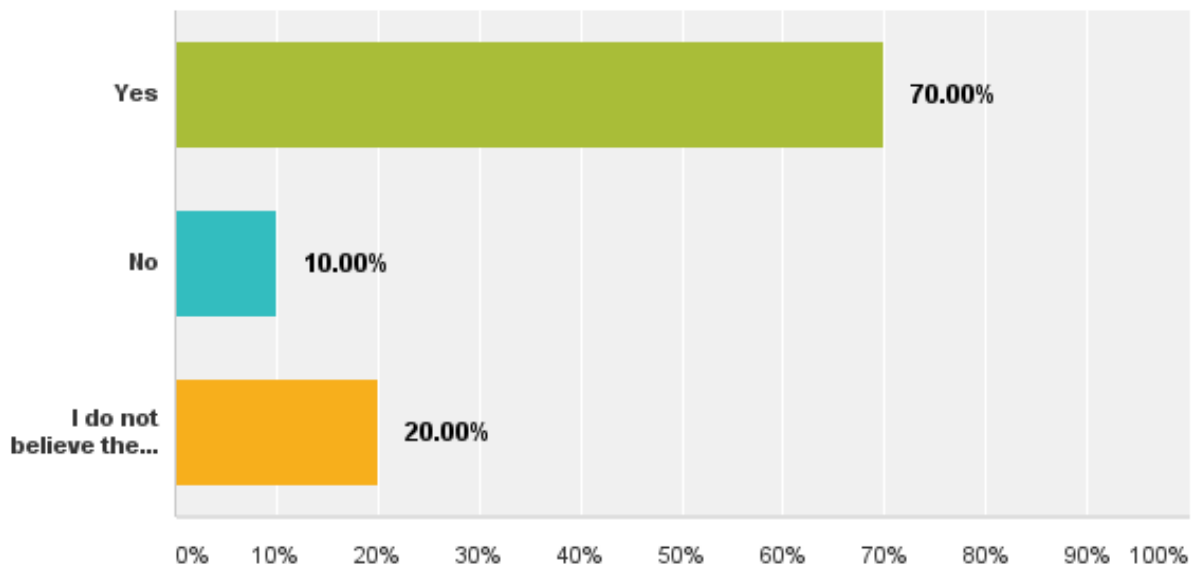
And finally, related to that possibility is the pressing need to complete the draft WDNR master plan so the BOMC can effectively evaluate its proposals and make whatever recommendations might be needed to align it with the Badger Reuse Plan.

- Continue the process by the BOMC stakeholders to keep the Reuse Reports view of the future of Badger continuously before the public. The value of Badger is not hard to demonstrate and has been widely accepted. Until quite recently that value was also accepted by the DNR through successive DNR secretaries and successive State Governors. Everything that brought you to the issuing of the RFP in the first place and to post this survey is of recent construction. If you recognize that fact then you might also recognize that you are being used to promote hidden agendas through ugly methods.
- A cooperative facilitated process focused on collaborative projects and resources that advance the Badger Reuse Plan and that bring stakeholders and landowners together. Also, there needs to be an improved understanding that discussion, not actions with votes, is the principal function of the Commission -- it's there in our mission and purpose statement.
- We need to somehow get the political push out of the meetings and they will function just fine.

There is no place for political short time gains in a long range plan.

- This can be resolved by revisiting the composition of the commission and bylaws of the group. Have all voting commissioners and stakeholders sign a new agreement.
- One solution is to separate the stakeholders from the government represented commissioners and form two groups. The government reps could report to the county government, which engendered the BOMC in the first place, and the stakeholders can advise the landowners as a separate body under a different aegis. Staying together will not solve the issue of personalities who are present for their own personal reasons.
- Tighten up the running of the meetings. Keep the current monthly schedule and keep the County Board Chair from dominating the proceedings.

10. Are you willing to work to resolve the conflicts within the BOMC?



Answer Options	Response Percent	Response Count
Yes	70.0%	7
No	10.0%	1
I do not believe the conflicts can be resolved	20.0%	2
<i>answered question</i>		10
<i>skipped question</i>		0

11. What, in your opinion, would be the best outcome for BOMC, and how can this be achieved?

- I think the BOMC should somehow persuade the missing Commissioners to participate. It should also increase its role as a public forum. It should become a clearing house for information and publicize what is happening at Badger. It should hire staff and pursue funding to do so. It can be very effective at marshaling public opinion instead of flailing away at the DNR and wasting time at unproductive meetings.
- Dissolve the organization.
- Not sure.
- Allow the BOMC to conduct open, public discussion of the opportunities, plans and hopes for the ENTIRE Badger property, as stipulated by the first Value of the Badger Reuse Plan: to manage Badger as a whole. Full implementation of the Badger Reuse Plan includes the creation and support of a long-term institutional relationship between the landowners and the community, which can be best realized through support for the Badger Oversight Management Commission. The BOMC is the only entity among the landowners and stakeholders that is charged with visioning and managing the Badger property as a whole. As such, this role is unique. To accomplish this role there may be a need for rethinking organization and structure of the BOMC but that should be done so as to strengthen this primary purpose.
- Landowners voluntarily adhere to promises made without public pressure to do so. Then we can focus on cooperative collaborative projects that advance the Badger Reuse Plan, which is what we ALL of us want.
- For the BOMC to get back to the job it did so successfully for so long and leave the political machinations behind us. That would be to return to doing the job given to us by the County in its enabling legislation, the Badger Intergovernmental Group's work, the Memorandum of Understanding and the Intergovernmental Agreement that followed. It is worth noting that almost everything I've just mentioned including years of participation in the work of the BOMC was done without the slightest trace of coercion in any form. It is also worth noting that the work of the BOMC was entirely open, transparent and public. The hidden agendas and the secretive maneuvering will evaporate if enough light is shown on what is going on and there is more widespread understanding of how much benefit will be forgone if those hidden agendas are achieved.
- to function as it has for years.
- BOMC could provide information and a public forum for land-use planning on the entire property. WDNR needs to involve group.
- The best outcome would be for personal opinions not to prevail. Focusing on miniscule and irrelevant details rather than on the larger issues does not engender trust. This is not solvable without a complete overhaul of the BOMC with many, if

not most of the players being replaced by new persons who can see how to get to the desired result of the tenets of the Reuse Plan.

- Tightening up the running of the organization. The use of the Executive and Finance Committee to assist the Chair in running of the matter and the reduction of county politics into these efforts. We need a highly coordinated and communicating set of governmental and non-profit partners to carry out the great vision of Badger.

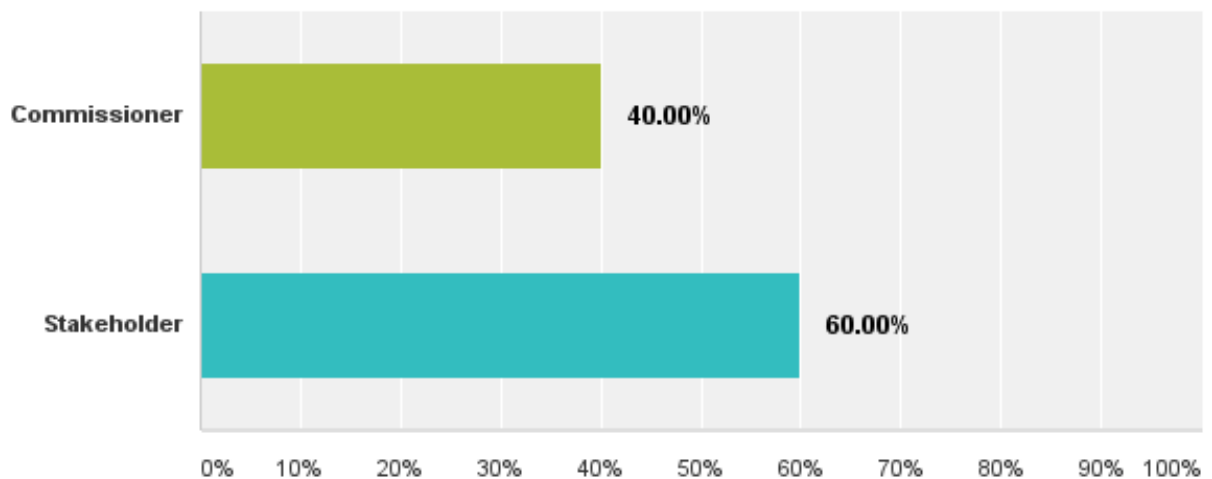
12. What type of oversight for the implementation of the Badger Plan, if any, would your Organization prefer?

- As stated above, the BOMC should be a forum and educator of the public on activities at Badger.
- None.
- We prefer collaborative oversight, with all participants expressing their goals and engaging in public discussions that are informed by accurate information, willingly shared, and augmented by the benefit of a variety of insights and perspectives, as guided by the values and criteria of the Badger Reuse Plan. The BOMC was created and designed to provide this kind of oversight, not as a body with any legal authority over the landowners, but one which is uniquely placed to review and evaluate plans, offer recommendations, and to hold up to the public the standards for stewardship of the Badger lands that are expressed in the Badger Reuse Plan. We believe the current makeup and structure of the BOMC is sufficient to achieve this mission. If the parties to the Badger Memorandum of Understanding and subsequent Intergovernmental Agreement will stay faithful to their original commitments. The parties chose to sign onto these agreements in order to enable the transfer of Badger lands to their custody, and to maintain an active voice in the land use and management issues certain to arise at Badger. They should all either uphold those commitments or forfeit their ownership and participation rights. It's a little mind-boggling to consider why the Town of Merrimac, for example, or even Sauk County, would choose to discontinue their participation. What benefit would there be to the people of those communities to not have a place at the table to discuss the county's largest and most persistent land use issue? It would seem to be an empty threat, unless their intent is to continue participation only under different conditions that would enhance their voice and influence at the expense of the ability of the non-voting community participants to speak effectively for the land at Badger. Such a model of "oversight" discounts the importance of the stakeholder role, which is powerful only in the sense of being capable of outreach at a scale that local governments cannot achieve, or to obtain private funding in ways that public agencies are not permitted. The organization and its stakeholder partners cannot usually force the owners to either do anything, or not do something, against their will. But we can appeal to the public. William Boulware, an attorney representing the Ho Chunk Nation on the Badger Reuse committee, once declared that the community stakeholders would have no power over the landowners other than the power to shame them in public. So far we have resisted the impulse to use that power, but as they say, "all options are on the table," and it could be employed if the plans, activities or public participation policies pursued by the landowners or their Commission allies fail to meet the standard for stewardship and transparency expressed in the Badger Reuse Plan. That is a different kind of oversight, but it might be necessary if the BOMC parties cannot find a way to return to the table and give concrete evidence of their continued support for the principles invoked in the enabling agreements they signed.
- We fully support the Badger Reuse Plan and the current mission and purpose of the current BOMC.
- Exactly what we have in the BOMC working as it has in the past.
- I think the BOMC is exactly doing what it was set up to do and needs to continue as it has for years to come.
- None, group is advisory only.
- I believe the majority of my organization wants to see the implementation of the Plan in an orderly fashion.
- Full BOMC oversight and assurance that the great Vision of the Reuse plan be fully carried out. We cannot take our eye off the ball. It is all about the land not petty squabbling of some of the players.

13. What do you most want to accomplish by serving on the BOMC?

- I have low expectations. If the BOMC became the forum/educator I suggested above then it could aid us greatly in our mission.
- I would like to see the full implementation of the Badger Reuse Plan, and the recognition of the Badger property as a nationally recognized example of collaborative community conservation.
- The widespread agreement in all parts of the County and the State of the value of the Badger lands under the vision for it established by the Reuse Plan and, until recently, shared by every Commissioner and Stakeholder of the BOMC.
- Fulfillment of the vision and mission of the Badger Reuse Plan, especially thousands of acres of prairie!
- To see the Badger turn into a low impact recreation area that will serve Sauk County and the State. This could bring many type of birds back to this area that are disappearing fast.
- Provide a forum for public discussion regarding re-use of BAAP lands.
- The BOMC needs to establish credibility and a positive relationship with the landowners rather than treating them as the enemy by making out of hand remarks whenever they feel like it.
- Seeing that the Badger Reuse Plan is fully carried out by the ultimate Master plans of the DNR, the HoChunk and the Dairy Forage Center.

14. What is your role on the BOMC?



Answer Options	Response Percent	Response Count
Commissioner	40.0%	4
Stakeholder	60.0%	6
<i>answered question</i>		10
<i>skipped question</i>		0