

next generation

SAUK COUNTY

Next Generation Sauk County Initiative Report

February 22, 2016



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Next Generation Sauk County Initiative Report February 22, 2016

Summary

Sauk County and its Economic Development Committee launched an initiative in mid-2015 to learn more about the desires of adults, ages 25-35, and how to attract and retain them to live and work in the county. The initiative, called Next Generation Sauk County, is the county's first placemaking area of focus. Placemaking has been described as the process of creating quality places in which people want to live, work, play and learn.

The 2014 estimate of Millennials, ages 25-34, living in Sauk County is 12.2%, based on data prepared by the Applied Population Laboratory at the University of Wisconsin-Madison/Extension. By 2020, the percentage of Millennials in Sauk County, ages 25-34, is projected to drop to 10.5%. The goal of the Next Generation Sauk County initiative is to grow the percentage of Millennials, ages 25-34, from 11.8%, based on 2010 census data, to 13% by 2020 and 15% by 2030, using census data as the gauge.

A Next Generation Sauk County Task Force, comprised of eight young professionals from throughout Sauk County, was formed to take on the task of developing a brand to market the county and its assets to young professionals as a preferred place in which to work and live. A place brand is the reputation of a place. Places with a strong brand find it easier to sell their products and services and attract people and investment. Place brands are rooted in research and are both authentic and aspirational. The Task Force was also charged with developing an additional strategy of the members' choosing that complements the place brand strategy. The task force was given 120 days, beginning early October 2015, in which to complete its work, followed by presentations to Sauk County's Economic Development Committee and Board of Supervisors during the first quarter of 2016.

The Task Force developed strategies based on data gathered through a survey of adults, ages 18-35, currently residing or attending school in Sauk County, as well as through peer interviews and a brainstorming session of small table discussions with approximately 60 community leaders from throughout Sauk County.

Overarching Placemaking Goal

Infuse the concept of placemaking throughout Sauk County's planning, budgeting, services and initiatives in order to forward Sauk County as the preferred place to live, work and visit. A Millennial Place Branding Initiative, called Next Generation Sauk County, is the first placemaking area of focus.

Next Generation Sauk County Goal

Attract and retain adults, ages 25-35, to live and work in Sauk County, growing the percentage from 11.8% (based on 2010 census data) to 13% by 2020 to 15% by 2030 (based on census data).

Next Generation Sauk County Goal Action Steps

Hire a Limited Term Employee (LTE) to facilitate the initiative. An LTE position to facilitate this initiative was developed with Sauk County's Personnel Director. Caitlin Shanahan was selected as the LTE to facilitate the initiative from September 1 to December 1, 2015. During that time, Caitlin oversaw the selection and facilitation of the task force, developed a work plan and timeline, and participated in the coordination of the survey, peer interviews and a brainstorming session with private and public sector representatives.

Assemble a Task Force comprised of 10-12 Millennials to develop a plan to achieve the Next Generation Sauk County Goal. Task Force members were identified and selected in August and September 2015. A group of eight skilled workers, age 25-35, representing diverse professions and all Sauk County communities and including both Sauk County natives and transplants ultimately became the Task Force. The group was tasked with developing two strategies and associated action steps to attract and retain Millennials in Sauk County, including the development of a brand and plan to market Sauk County's assets to Millennials.

Survey Sauk County Millennials in order to gather data that will help drive the initiative. Sauk County partnered with the University of Wisconsin-River Falls Survey Center to design, implement and analyze a 12-question survey that was launched in mid-September 2015. The survey was designed to help determine what Sauk County Millennials find desirable in a place to live, how Sauk County compares to their ideal and the preferred way(s) to communicate with Millennials. The survey's target audience was adults, ages 25-35, currently residing in Sauk County. Postcards were mailed to a purchased mailing list of Sauk County adults in the target age group, urging them to take the online survey. Electronic surveys were also made available to UW-Baraboo/Sauk County and Madison Area Technical College – Reedsburg Campus for distribution to their students, faculty and staff, expanding the reach to adults, ages 18-35. A Facebook page was created to share information about the survey and the Next Generation Sauk County initiative. Three randomly selected survey respondents each received a \$100 gift card from a Sauk County restaurant.

Next Generation Sauk County Task Force Members

- Andy Bingle, Baraboo
- Jeff Boll, Sauk City
- Ann Calhoun, Prairie du Sac
- Chad Christenson, Spring Green
- Blake Duren, Reedsburg
- Lindsey Giese-Juarez, Prairie du Sac
- Maria Kopecky, Baraboo
- Nathan White, Reedsburg

Working with the Next Generation Sauk County Task Force

- Jennifer Erickson, Community Resource Development Agent, Sauk County UW-Extension
- Keri Olson, Community & Public Relations Analyst, Sauk County
- Caitlin Shanahan, Limited-Term Initiative Facilitator, Sauk County (September 1 – December 1, 2015)
- Brian Simmert, Senior Planner, Sauk County Conservation, Planning & Zoning Department (June 1 – October 1, 2015)

Timeline

Sauk County and Sauk County UW-Extension Staff Presentations to the Sauk County Economic Development Committee about Placemaking, Place Branding and the Next Generation Sauk County Initiative:

- June 3, 2015 – Placemaking and Place Branding Presentations
- July 9, 2015 – Review of Placemaking and Place Branding, Workforce Trends and Opportunities, Selecting a Place Brand Target Audience
- July 29, 2015 – Presentation of Place Brand Initiative Details
- August 19, 2015 – Hiring an LTE, Forming a Task Force, Conducting and Funding a Survey
- September 16, 2015 – Next Generation Sauk County Work Plan Presentation
- October 29, 2015* – Sauk County Intergovernmental Meeting, featuring Placemaking, Millennials Trends and Next Generation Sauk County Initiative Presentations
- November 30, 2015** - Next Generation Sauk County Initiative Update, followed by #Let'sTalk! Brainstorming Session

Next Generation Sauk County Task Force Meetings (held in Executive Dining Room at UW-Baraboo/Sauk County):

- October 5, 2015 – Initial Meeting, Introductions
- November 2, 2015 – Peer Interviews
- November 30, 2015** – #Let'sTalk! Brainstorming Session, Peer Interview and Survey Results Review
- December 14, 2015 – Strategy Development, #Let'sTalk! Participant Notes Review
- January 11, 2016 – Strategy Refinement
- February 1, 2016 – Development of Report and Presentation to Sauk County Economic Development Committee

* Sauk County Intergovernmental Meeting, October 29, 2015 – This semi-annual meeting, focused on placemaking, was held in the new science facility at UW-Baraboo/Sauk County, with approximately 60 people present, each representing governmental bodies from throughout the county. Greg Wise and Kristin Runge from the University of Wisconsin-Extension spoke about placemaking and Millennials, respectively, and Caitlin Shanahan shared a report about the Next Generation Sauk County initiative.

** #Let'sTalk! Brainstorming Session, November 30, 2015 – Approximately 60 individuals representing Sauk County's private and public sector (including the Sauk County Economic Development Committee, Next Generation Sauk County Task Force and Table Facilitators) gathered in the cafeteria at UW-Baraboo/Sauk County to engage in discussion surrounding two questions related to 1) what is currently being done in Sauk County to attract and retain the next generation to live and work in Sauk County and 2) what else could be done and by whom. The Next Generation Sauk County Task Force utilized this information, along with peer interview results and survey results, to help frame its strategies and report to the Sauk County Economic Development Committee.

NEXT GENERATION SAUK COUNTY

Strategy #1: Develop a Place Brand to Attract and Retain Young Adults to Sauk County

Concept: Gather and Grow in Sauk County. *

Description: Sauk County is recognized for its brand/reputation for scenic natural beauty, safe communities, affordability, quality education and a wide and diverse variety of activities and events. Using those attributes as pillars, Sauk County will enhance its reputation as the place to gather (for events, socializing, volunteering) and to grow (community, knowledge, family, career and with reference to the scenic natural environment and the prominent agricultural sector of Sauk County).

Implementation:** Coordinate and facilitate a robust, multi-platform, geo-targeted social media campaign (i.e. Facebook, Twitter, Snapchat, website, etc.) that gathers and disseminates information about events and activities from throughout Sauk County (from arts and culture to festivals to dining to recreational activities) in one central location. Employers could utilize this information as a resource and as evidence of Sauk County as a desirable, active place when recruiting employees, especially younger employees. Upon assessment, future additional applications could include information about job and volunteer opportunities throughout Sauk County.

Who Would Implement: The position description for Sauk County's new placemaking professional, to be hired in 2016, would be designed to include communication and public relations skills (with an emphasis on social media) to implement the campaign. The Sauk County Development Corporation would gather data through business retention and expansion (BRE) visits and surveys with county businesses on the potential effectiveness of the social media campaign in attracting and retaining workforce.

Cost: Salary and benefits of the placemaking position already budgeted by Sauk County, with a recommended additional \$20,000 annual budget for marketing.

* It is the consensus of the Next Generation Sauk County Task Force that the implementation of a social media campaign around the gathering and dissemination of information about events and activities in Sauk County and receiving feedback from social media users and employers about the effectiveness of the campaign would be the first step toward determining a place brand. Future expenditure may include hiring a marketing firm to create the brand around the data collected and the possible development of an app to disseminate Sauk County's events and activities.

** It is recommended that an advisory committee comprised of Next Generation Sauk County Task Force members and others be formed to provide counsel and feedback on strategy implementation.

Strategy #2: Foster an Educational and Business Environment in Sauk County That is Attractive to Young Adults.

Concept: Fill existing businesses' employee needs and incubate new small businesses owned by young adults.

Description: Develop public-private partnerships to retain and attract young workers in particular sectors (e.g. health care, manufacturing) and provide resources for young entrepreneurs to start businesses in Sauk County.

Implementation:

1. Work with Sauk County's K-12 school districts, higher learning institutions, the tri-county manufacturers' coalition, and local industry and health care partners to expand educational offerings, strengthen and replicate effective school-to-work programs and teach valuable life skills to students (i.e. work with local attorneys, financial professionals and others on developing budgets, etc.).
2. Provide a one-stop shop for anyone wishing to start a small business (i.e. compiling and making available up-to-date small business start-up resources, including available real estate and prices, and help develop a small business incubation program that could include a mentor program).
3. Work with employers to more effectively attract and retain young adults, including researching and bringing to Sauk County businesses best practices to incentivize employees.

Who Would Implement: The Sauk County Development Corporation (SCDC) or a similar organization. SCDC would also gather data during business retention and expansion (BRE) surveys and visits with county businesses on the potential effectiveness of the social media campaign (strategy #1) in attracting and retaining workforce. The Sauk County UW-Extension office would assist with researching and educating employers on how to incentivize employees.

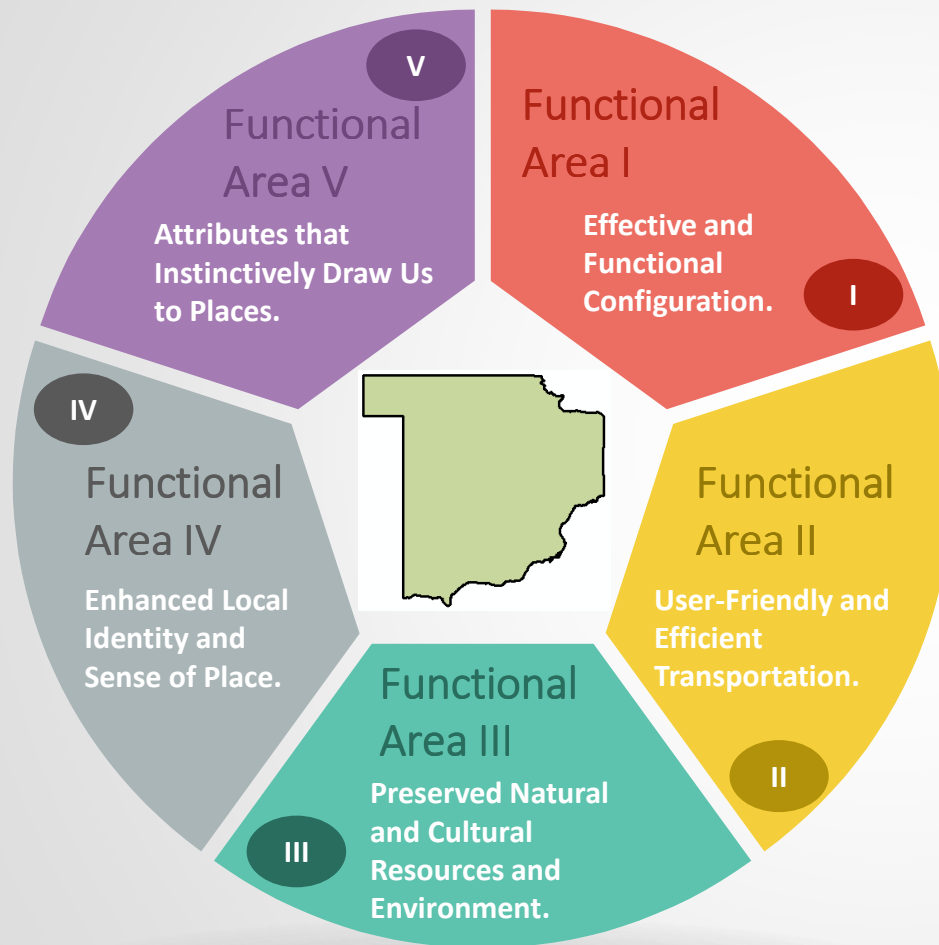
Cost: No additional cost to Sauk County except for its investment in the Sauk County Development Corporation and Sauk County UW-Extension.

Appendices

A. Placemaking in Sauk County 5-Part Wheel

Reference: Gene Bunnell, *Making Places Special*
(Planners Press, 2002)

PLACEMAKING IN SAUK COUNTY



I

Functional Area I Principle Summary:

Compact development with a strong center and multiple uses/activities in close proximity to each other. Integration of housing, employment, shopping, and recreational facilities.

II

Functional Area II Principle Summary:

Development patterns that encourage pedestrian and bicycle travel, and transportation options. Coordinated land use and (future) transportation development.

III

Functional Area III Principle Summary: Preserving and integrating open space, parks and scenic areas into communities, integrating historic preservation in developed areas, and preserving farmland and related open spaces.

IV

Functional Area IV Principle Summary

Developing and expanding unique individual and collective (county-wide) identity economically, socially, and environmentally. Designing public spaces that emphasize sense of place.

V

Functional Area V Principle Summary Varied and unique architectural form, shape and function that reflects local and county history and values. Creation of social settings beyond work and consumerism.

B. Millennial Task Force Work Plan

Millennial Task Force Work Plan

Goals

Several groups are currently working to infuse the concept of placemaking throughout Sauk County's planning, budgeting, services, and initiatives in order to forward Sauk County as the preferred place to live, work and visit.

The Millennial Place Branding Initiative ([Next Generation Sauk County](#)) is the first placemaking area of focus. This initiative aims to attract and retain adults age 25-35 to live and work in Sauk County, growing the percentage from 11.8% (based on 2010 census data) to 13% by 2020 and 15% by 2030 (based on census data).

Purpose

The role of the [Millennial Task Force](#) is to achieve the goal of the Next Generation Sauk County initiative by developing two strategies to attract and retain Millennials to Sauk County. One of these strategies will be developing a [place brand](#) to communicate the county's identity, emphasizing characteristics that appeal to people ages 25-35. The second strategy will be developed at the discretion of the Task Force.

Supporting organizations

- » Sauk County Economic Development Committee (Chair Marty Krueger)
- » Sauk County Development Corporation (Keri Olson)
- » Sauk County Conservation, Planning, & Zoning Department (Brian Simmert)
- » Sauk County University of Wisconsin – Extension (Jenny Erickson)

Process overview

Over the course of about 4 months, the Millennial Task Force will hold six 2-hour meetings. Meetings will take place in a relaxed public setting centrally located to accommodate Task Force members in different communities. Task Force Members are also encouraged to attend the [Sauk County Development Corporation's Fall Leadership Forum](#) on Thursday, November 19.

1. Kick-off meeting / learn the basics
2. Apply place branding concepts
3. Explore strategy options
4. Examine survey results
5. Begin brand / second strategy brainstorming
6. Finalize brand / second strategy

Next Generation Sauk County

Meeting schedule

[1] Kick-Off Meeting

Prep work: Review draft work plan and Next Generation Sauk County survey.

Meeting outcomes: Get to know the team; gain familiarity with basic concepts needed for strategy development.

Agenda:

- » Task force member introductions; task force structure basics
- » Presentation: Placemaking and place branding, Sauk County population projections, survey overview, and Sauk County Development Corporation Fall Leadership Forum [Jenny, Brian and Keri]
- » Discussion: purpose of the Next Generation Sauk County initiative; relation to countywide placemaking efforts
- » Action: Approve draft work plan

[2] Place Branding Applications

Prep work: Interview [2] Millennials in your social network that are familiar with Sauk County.

Meeting outcomes: Practice assessing sense-of-place characteristics discussed at meeting 1. Begin to develop an understanding of Millennial perceptions of Sauk County.

Agenda:

- » Activity: Sense-of-place characteristics identification
- » Discussion: Interview results
- » Discussion: What do you like about living and working in Sauk County? What are the key messages that need to be included in the Sauk County brand? (start to develop strategy 1) What could be done to make Sauk County an even better place to live and work? (start to develop strategy 2)

[3] Strategy Exploration

Prep work: Take note of any attraction and retention strategies you have noticed in your community, place of employment, etc. Do you perceive them as being appealing? Successful?

Meeting purpose: Learn about placemaking/place branding strategies employed by other cities, counties, groups, and companies.

Agenda:

- » Presentation: Examples of successful place branding in other locations [Caitlin]
- » Discussion: Current activities related to Millennial attraction/retention in Sauk County

[4] Examining Survey Results

Prep work: Find an example of a place brand (good or bad!) to share.

Meeting outcomes: Determine what conclusions can be drawn from survey results and what additional information is needed to develop brand/strategy 2. Deepen understanding of how Sauk County is perceived by Millennials.

Agenda:

- » Presentation: Survey results
- » Discussion: What conclusions can be drawn from survey results?
- » Discussion: Sauk County brand brainstorming session

[5] Brand Development

Prep work: Come prepared with [5 pros and 5 cons, 2 ideas, etc.]

Meeting outcomes: Determine a Sauk County brand including how the brand will be communicated and evaluated.

Agenda:

- » Presentation: What makes a good brand? Recap: Place Branding 101
- » Discussion: Determine Sauk County brand and implementation plan

[6] Second Strategy Development

Prep work: Review ideas generated at meeting 5.

Meeting outcomes: Finalize brand + second strategy.

Agenda:

- » Discussion: Second strategy selection and implementation plan
- » Task Force wrap-up and final comments

Next Generation Sauk County

Final Deliverables ready by February 2016

Additional Opportunities

Thursday, October 29

Sauk County Intergovernmental Meeting

UW-Baraboo/Sauk County Science Facility, 6:00 p.m.

Presentation about placemaking, place branding and the Next Generation Sauk County Initiative and Task Force

Thursday, November 19

SCDC Fall Leadership Forum

Baraboo Arts Banquet & Convention Center

Presentation about attracting and retaining the next generation in Sauk County

C. Next Generation Sauk County Survey Report



Sauk County Next Generation Survey Report

**James Janke
David Trechter**

**Survey Research Center Report 2015/20
December 2015**

Staff and students working for the Survey Research Center (SRC) at UW-River Falls were instrumental in the completion of this study. We would like to thank Denise Parks, Shelly Hadley, Katrina Barrett, David Jacobsen, Emily Johnson, and Kaylin Spaeth. We gratefully acknowledge their hard work and dedication.

The SRC would also like to thank the Sauk County client team for their valuable guidance and input throughout the project. Team members include Jenny Erickson (UW-Extension), Keri Olson, (Sauk County), Brian Simmert (Sauk County Conservation, Planning and Zoning Department), and Caitlin Shanahan (Sauk County).

Finally, we would like to thank those who took time to complete the survey.

Funding for this project was provided by the Sauk County Economic Development Committee's placemaking initiative.

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Executive Summary

The purpose of this study was to gather information as part of a Sauk County's placemaking initiative to attract and retain people age 25-35 to live and work in the county.

In September 2015, the SRC mailed a postcard invitation to a random sample of 1,830 Sauk County residents age 25 to 35 years of age who have completed some college. The postcard contained a link to an online survey. The 6% response rate fell well below expectations so survey sponsors decided to open to the survey to all young adults in the area age 18 to 35 without restriction. The survey was promoted through emails to students enrolled at UW-Baraboo/Sauk County and the Reedsburg campus of the Madison Area Technical College, social media, and mass media. The number of completed surveys from the randomly selected group plus the open access group totaled 312. The SRC used statistical tests to compare the results from the random sample to the results of the open version. The tests found only three variables out of 67 in the survey in which there were "statistically significant" differences between the randomly selected group and the respondents to the open version. However, given the way data were collected, the SRC cannot be certain that the final sample represents a valid, random sample of this population.

Respondents were asked to rank the top five most desired characteristics of a community as a place to live from a list of 16. The top five desired characteristics were community safety, affordability, access to quality schools, job opportunities, and proximity to family and friends.

Respondents were next asked to rank the best characteristics of Sauk County using the same list of 16 characteristics in the previous question. Natural and scenic beauty ranked first, followed by community safety, affordability, and proximity to family and friends. Outdoor recreation and access to quality schools tied for fifth place. The alignment between desired characteristics and the best characteristics of Sauk County is reasonably good.

However, job opportunities ranked lower among the best characteristics of Sauk County (9th) than it did among desired characteristics (4th), suggesting a priority to focus on economic development to create jobs.

The largest percentage of respondents are employed in the health care and social assistance category (19%), followed by professional, scientific, and technical services (9%), educational services (8%), retail trade (6%), public administration (6%), and arts, entertainment and recreation (6%). Five percent work in finance and insurance; 5% also work in manufacturing businesses.

The most preferred sources of information are friends and family and Facebook.

Survey Purpose

The purpose of this study was to gather information that might be used to attract and retain people age 25-35 to live and work in Sauk County. The Sauk County Economic Development Committee and the UW-Extension Department chose to work with the Survey Research Center (SRC) at the University of Wisconsin-River Falls to gather this information.

Survey Methods

In September 2015, the SRC mailed a postcard invitation to a random sample of 1,830 Sauk County residents age 25 to 35 years of age who have completed some college. The postcard contained an Internet web site address and QR code that linked to an online survey. In order to participate in the survey, respondents were required to enter the survey identification number printed on the postcard's mailing label.

The SRC received 108 useable responses (6%), which was far below expectations. In an effort to expand the number of observations, the client committee decided to open the survey to all young adults in the area age 18 to 35 without restriction. The survey was publicized through an email announcement to students at the University of Wisconsin-Baraboo/Sauk County (UW-BSC) and the Reedsburg campus of Madison Area Technical College (MATC). In addition, the survey was publicized via social media and traditional mass media. These efforts netted an additional 204 responses, which increased the total number of observations to 312.

Given the way data were collected, the SRC cannot be certain that the final sample represents a valid, random sample of the target population.

The SRC used statistical tests to compare the results from the random sample to the results of the open version. The tests found only three variables out of 67 on the survey in which there were “statistically significant” differences between the randomly selected group and the respondents to the open version. “Statistically significant” does *not* mean the difference is necessarily large, important, or significant in the common meaning of the word. Upon examination of these differences, the SRC found that none were sufficiently large to impact the interpretation of the results. Based on these findings, the SRC combined the data from the two groups.

In addition to numeric data, respondents provided additional written answers in an “other, specify” category. **Appendix A** contains the written responses.

Appendix B contains copies of survey questionnaire with a complete quantitative summary of responses by question.

Profile of Respondents

Table 1 summarizes the demographic profile of the survey respondents.

There were more women (59%) who responded to the survey than men (40%).

The combined sample contained more respondents in the 25 to 35 age group than in the 18 to 24 age group. This ratio is not unexpected because the random sample invitation was focused on the 25 to 35 age group. The open version was expanded to the 18 to 24 age group.

Respondents were 99% non-Latino.

Ninety-six percent said they are White; 1% Asian; 1% African-American; 2% two or more races; and 1% “other.”

Among the eight personal income ranges included in the survey the largest percentages were between \$35,000 to \$49,999 (23%) and \$50,000 to \$74,999 (23%). Notably, 15% of respondents reported personal income of less than \$10,000.

Seven in ten respondents reported having completed a post-secondary education program, with 53% reporting they have a bachelor’s degree or advanced degree.

Table 1. Profile of Respondents – Sauk County Next Generation Survey									
Gender	Count	Male	Female	Transgender					
Sample (combined)	311	40%	59%	1%					
Age Group	Count	18-24	25-35						
Sample (combined)	311	19%	81%						
Ethnicity	Count	Latino	Non-Latino						
Sample (combined)	311	1%	99%						
Race	Count	White	Native American or Alaskan Native	Asian	African-American	Native Hawaiian or Pacific Islander	Two or More	Other	
Sample (combined)	311	96%	0%	1%	1%	0%	2%	1%	
Personal income range	Count	<\$10K	\$10K-\$14.9K	\$15K-\$24.9K	\$25K-\$34.9K	\$35K-\$49.9K	\$50K – \$74.9K	\$75K – \$99.9K	\$100K +
Sample (combined)	311	15%	5%	11%	14%	23%	23%	5%	3%
Educational Attainment	Count	Less than High Sch.	High Sch. Diploma	Some College/ Tech	Tech/ College Grad.	Bachelor’s Degree	Graduate/ Profess. Degree		
Sample (combined)	310	0%	9%	22%	16%	40%	13%		

Residential history of respondents

Respondents were asked about their residential history as it pertains to Sauk County. The original question in the random sample version was modified in the open access version; thus the data from the two groups could not be combined for this question. Table 2a summarizes the responses from the random sample. About 54% of random respondents said they are Sauk County natives who moved away but returned (31%) or grew up in Sauk County and never left (23%). Forty-five percent said they moved to Sauk County from another County.

Table 2a. Residential History – Random Sample Version	Percent
I moved to Sauk County from outside the county	45%
I grew up in Sauk County, moved away and returned	31%
I grew up in Sauk County and never moved away	23%

Table 2b indicates that 43% of open access respondents said they are Sauk County natives who moved away but returned (26%) or grew up in Sauk County and never left (17%). About 20% of open access respondents were non-Sauk County residents, with 13% indicating they have never lived in Sauk County, and 9% saying they were Sauk County natives who have moved to another county. These latter two groups are likely student commuters to UW-BSC and MATC or employees who work in Sauk County but reside elsewhere. About a third of open access respondents moved to Sauk County from a different county.

Table 2b. Residential History – Open Version	Percent
I moved to Sauk County from outside the county	35%
I grew up in Sauk County, moved away and returned	26%
I grew up in Sauk County and never moved away	17%
I have never lived in Sauk County	13%
I grew up in Sauk County and moved away	9%

Geographic Distribution of Respondents

Respondents were asked to provide the ZIP code of their place of residence. As shown in Table 3 a third of respondents live in 53913 (Baraboo), 18% in 53959 (Reedsburg), 12% in 53578 (Prairie du Sac), and 7% in 53583 (Sauk City). These four ZIP codes account for 70% of the total.

Table 3. ZIP Code of Residence						
ZIP	Frequency	Percent		ZIP	Frequency	Percent
53913	103	33%		53716	1	0.3%
53959	56	18%		53719	1	0.3%
53578	37	12%		53924	1	0.3%
53583	21	7%		53930	1	0.3%
53965	10	3%		53934	1	0.3%
53588	8	3%		53949	1	0.3%
53941	7	2%		53952	1	0.3%
53561	6	2%		53960	1	0.3%
53943	4	1%		53961	1	0.3%
53590	3	1%		53964	1	0.3%
53901	3	1%		54660	1	0.3%
53951	3	1%		80211	1	0.3%
53532	2	0.6%		92104	1	0.3%
53555	2	0.6%		Total	312	100%
53562	2	0.6%				
53593	2	0.6%				
53711	2	0.6%				
53715	2	0.6%				
53718	2	0.6%				
53929	2	0.6%				
53942	2	0.6%				
53944	2	0.6%				
53948	2	0.6%				
53954	2	0.6%				
53968	2	0.6%				
54634	2	0.6%				
90046	2	0.6%				
42071	1	0.3%				
53045	1	0.3%				
53149	1	0.3%				
53214	1	0.3%				
53515	1	0.3%				
53531	1	0.3%				
53566	1	0.3%				

53577	1	0.3%	
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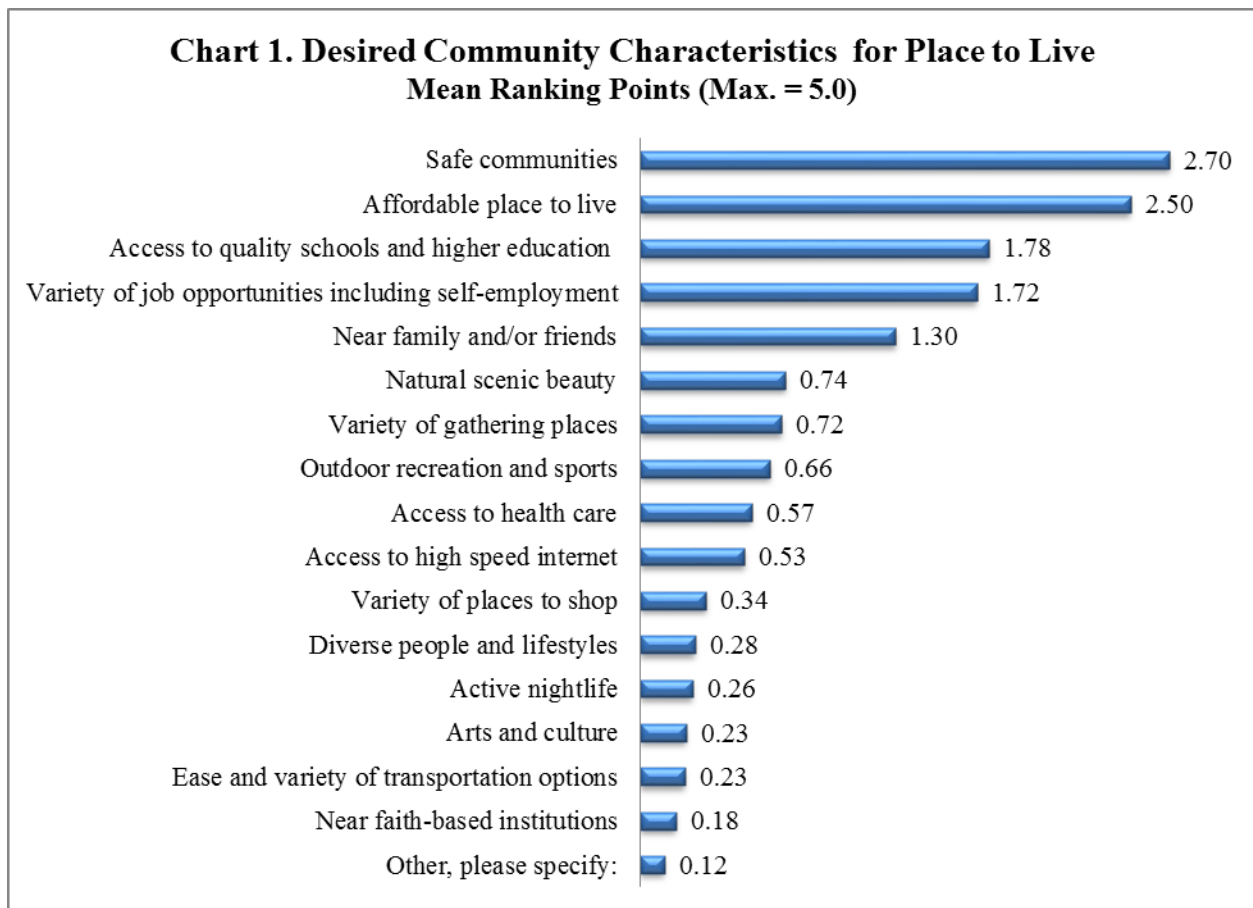
Desired Community Characteristics for Place to Live

Respondents were asked to identify the most desired characteristics of a community as a place to live. The survey contained a list of 16 characteristics plus a space for an “other, specify” written entry. Respondents were asked to select their top five desired community characteristics in rank order.

In order to aid in the interpretation of the results, the SRC calculated a statistical mean for each of the characteristics by assigning a point value for each rank. Each respondent’s top ranked characteristic was assigned 5 points, the 2nd rank was assigned 4 points, the 3rd rank was assigned 3 points, the 4th rank was assigned 2 points, and the 5th ranked characteristic was assigned 1 point. Thus, the higher the average point value, the more important the characteristic.

The results are shown in Chart 1. Five characteristics stand out at the top of the rankings. Community safety was overall the most important characteristic, with a mean point value of 2.70. Community affordability ranked second at 2.50. Access to quality schools and higher education and job opportunities were in a statistical tie for third place with 1.78 and 1.72 points respectively. The fifth most desired characteristic was proximity to family and friends at 1.30. There is a sharp drop from these five to the sixth most important factor, natural scenic beauty.

Appendix B contains the ranking results in table format with percentages of responses for each characteristic.



Demographic comparisons.

Men and women chose the same top five desired community characteristics, but there was a statistically significant difference in the top two ranked characteristics. Women ranked community safety in first place and affordability in second place, whereas male respondents ranked affordability at the top and community safety in second place.

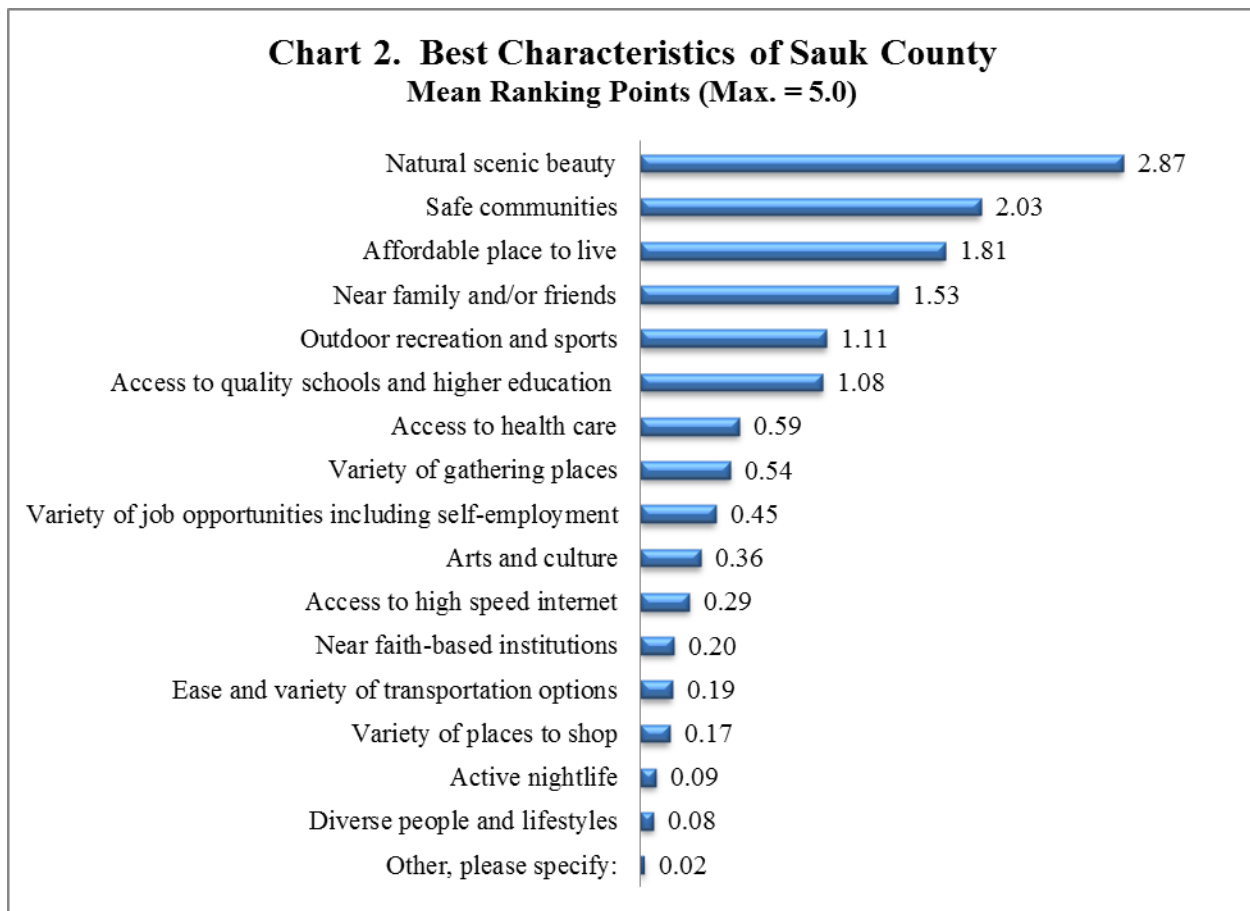
Similarly, the top five desired community characteristics were the same regardless of educational attainment, but there was a statistically significant difference in the top two ranks. Respondents who have not completed a post-secondary educational program rated community affordability at the top of their desired community characteristics and community safety as number two. Respondents who have completed a formal post-secondary program ranked community safety number one and affordability in second place.

White respondents and non-White respondents had the same top-five rankings except for the fifth-ranked item. Among non-White respondents, proximity to friends and family ranked 15th overall but ranked fifth among White respondents. Non-White respondents ranked ease and variety of transportation options in fifth place. Given that there are only 11(?) non-white respondents in the sample, however, the reliability of this result is uncertain.

Best Characteristics of Sauk County

In a follow-up question, respondents were asked to rank the best characteristics of Sauk County using the same list as in the previous question. Since the open access version of the survey was available to non-residents, that version had an additional option for the respondents to skip the question if they said they were not sufficiently familiar with Sauk County to evaluate its characteristics. Again, the SRC calculated a statistical mean for each of the characteristics by assigning a point value for each rank as described above Chart 1.

As shown in Chart 2, the pattern of the overall rankings of the best characteristics of Sauk County are similar to the rankings of desired characteristics when choosing a place to live, with two notable exceptions. Natural and scenic beauty ranked at the top of the list of best characteristics in Sauk County, whereas it ranked sixth among desirable characteristics. Similarly, access to outdoor recreation and sports was ranked as the fifth best characteristic of the county, but was ranked eighth among desirable characteristics. The high rankings for natural beauty and outdoor recreation are not surprising given the presence of extraordinary places such as Devil's Lake State Park and the Wisconsin Dells. There is a sharp break in rankings going from the 6th best characteristic (quality schools) to the 7th (access to health care)



Safety, affordability, proximity to family and friends, and quality schools ranked high as desirable characteristics as a place to live and as key characteristics of Sauk County. This congruence is good news for County officials. However, job opportunities ranked third among

desired community characteristics but ranked ninth among the county's best characteristics. This difference suggests a strategic direction for Sauk County to attract young adults to the county will be to expand job opportunities for this demographic group.

Demographic comparisons.

There were no significant differences in the rank order among groups.

Current Field of Employment

Table 4 shows the type of business where respondents are employed. The list of categories was developed from the North American Industry Classification System (NAICS).

In the original results, 22% of the respondents chose the “Other, specify” category. Upon review, many of the written entries in the “Other” category were occupational titles. The SRC reclassified the occupational titles into a corresponding industry type whenever possible. For example, “Government employee” was moved to the public administration category. However, the 4% of the written responses were too general to be associated with a particular type of business and were kept in the “other” category. For example, three respondents said they were involved in marketing, but it was not possible to place them in a particular category because their employers could be in any of several NAICS classifications.

The largest number of respondents (19%) said they are employed in the health care and social assistance category. Nine percent are employed in businesses engaged in professional, scientific, and technical services, followed closely by educational services (8%), retail trade (6%), public administration (6%), and arts, entertainment and recreation (6%). Five percent work in finance and insurance; 5% also work in manufacturing businesses.

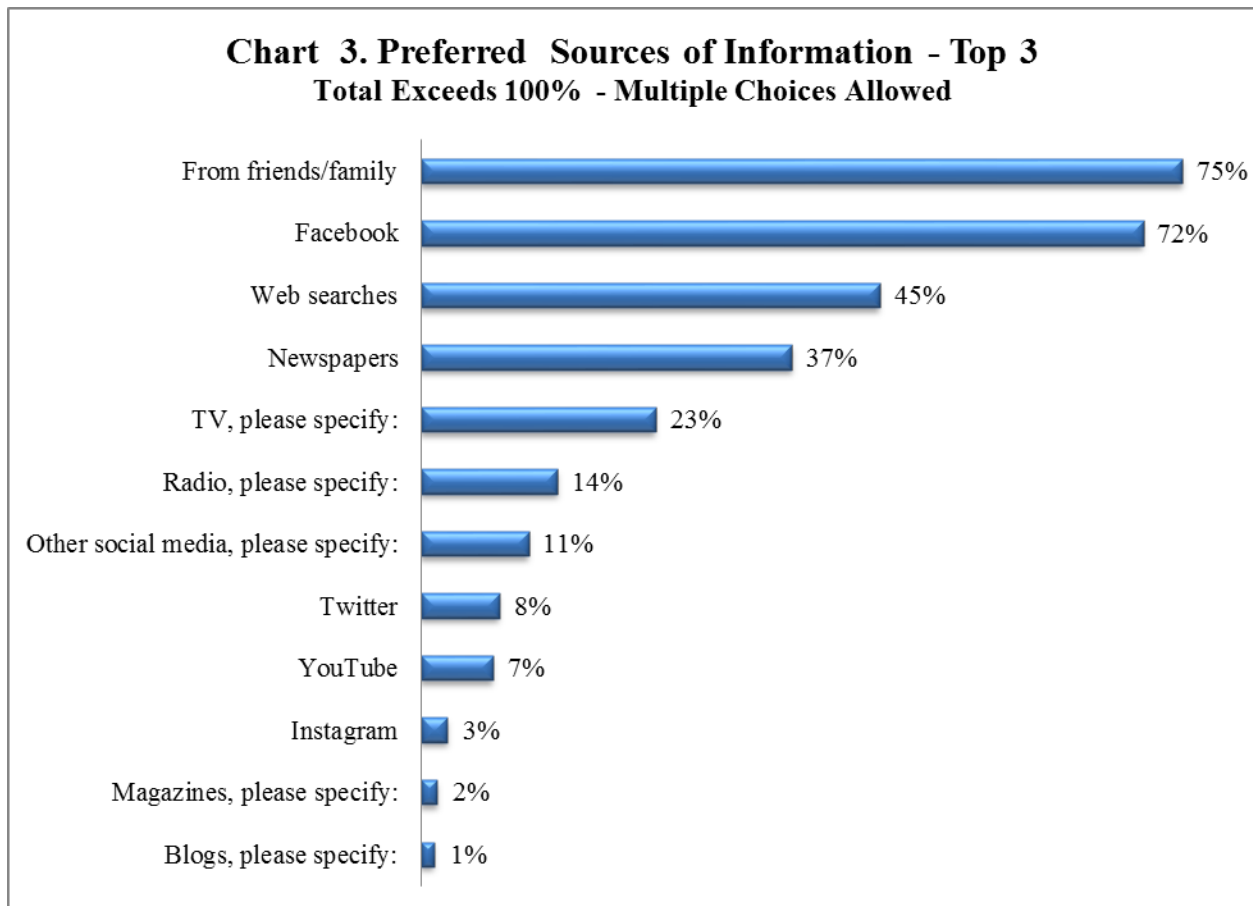
Table 4. Current Field of Employment.	
Count = 310	Percent
I am currently not employed	9%
Health Care and Social Assistance	19%
Professional, Scientific, and Technical Services	9%
Educational Services	8%
Retail Trade	6%
Public Administration	6%
Arts, Entertainment, and Recreation	6%
Finance and Insurance	5%
Manufacturing	5%
Agriculture, Forestry, Fishing and Hunting	5%
Accommodation and Food Services	4%
Real Estate and Rental and Leasing	2%
Construction	2%
Transportation and Warehousing	2%
Information	2%
Management of Companies and Enterprises	2%
Administrative and Support and Waste Management and Remediation Services	2%
Wholesale Trade	1%
Utilities	1%
Mining, Quarrying, and Oil and Gas Extraction	0%
Other, please specify _____	4%

Demographic comparisons. The results show statistically significant differences between men and women in eight of the listed categories. Men are more likely to work in construction, manufacturing, information, real estate, professional, scientific, and technical services, and management of companies. A higher percentage of women work in the health care and social assistance field and in retail sales. These results, for the most part, align with employment patterns across genders for the population as a whole.

Higher percentages of respondents working in retail trade and accommodation and food service reported personal incomes below \$35,000. Respondents who work for firms engaged in manufacturing, information, finance and insurance, professional, scientific and professional services, and public administration were more likely to report personal incomes above \$35,000.

Preferred Ways to Receive Information

Respondents were shown a list of 12 potential sources of information and asked to choose the three that they most prefer. As shown in Chart 3, the traditional source of friends and family tops the list with 75% of respondents including this source among their top three. The online source Facebook ranks a close second with 72% of respondents including it among their top three sources. Internet web searches was a distant third at 45%, followed by newspapers at 37%. Among specified TV stations viewed for information, the most common response was generically stated as “news.” The most frequently specified radio station for information was public radio (NPR and/or WPR). Other remaining online sources and traditional mass media sources ranked relatively low.



Demographic comparisons. A larger majority of respondents who have not completed formal post-secondary education included friends and family among their top three information sources. Non-white respondents were less likely to include newspapers among their top three sources.

Conclusions

One of the primary purposes of this survey was to learn what characteristics are most preferred by young adults when selecting a place to live and how Sauk County compares to those characteristics. The most desired characteristics of a place to live and the best characteristics of Sauk County are much the same. Safety, affordability, proximity to family and friends, and quality schools ranked high as desirable characteristics as a place to live and as characteristics of Sauk County. This agreement provides a base for Sauk County's efforts to attract and keep young adults. However, the results point to the ranking of one particular characteristic that indicates a concern: the rank difference between the importance of job opportunities as a factor in residential selection (3rd) and the availability of job opportunities in Sauk County (9th). This rank disparity identifies job creation through focused economic development strategies as a means of attracting more young adults to the County.

While personal interaction with friends/family is a primary source of information, Facebook and Internet search engines have replaced traditional mass media such as newspapers, TV, and radio among the most preferred sources of information.

The survey results indicate substantial agreement within the next generation population. There were relatively few differences among the answers from the various demographic groups within the population of young adult respondents.

Appendix A – “Other” Written Responses

3. Which of the following characteristics are the most important to you when choosing a community-q. Other, please specify (9 responses)

Rank

- 1 Local politics
- 1 Low taxes
- 1 Not a city
- 1 Not specified
- 2 Commute time
- 2 Quality of Education for Kids
- 2 Not specified (3x)

4. Best Characteristics of Sauk County-q. Other, please specify (5 responses)

Rank

- 5 Access to community supported agriculture
- 5 I'm really impressed by Sauk Co's conservation ethic
- 5 Quality of Education for Kids
- 5 Small but growing
- 3 Proximity to Madison

7. What is your race? – Other, please specify (2 responses)

- Not specified (2x)

11. What is your current field of employment? – Other, please specify (13 responses)

- Customer service (2x)
- Marketing (2x)
- A number of the above
- Business
- Corporate communications
- Environmental
- Human Resources
- Product & innovation design
- Self
- Senior cable technician
- Not specified

12. Please indicate your 3 most preferred ways to receive information, e. Other social media, please specify (35 responses)

- Email (16x)
- Reddit (7x)
- Bar Gossip
- Business
- Buzzfeed
- Depends on message; if it's inspiring pics I like Instagram, news I like Twitter and family/friends I like Facebook, work I use LinkedIn

- Discovery News
- Don't have social media
- Flipboard
- Pinterest
- Poster postings at local establishments
- Snapchat
- RSS / Atom syndicated feeds
- Yahoo

12 Please indicate your 3 most preferred ways to receive information, - g. Magazines, please specify (3 responses)

- Online I use Feedly to roll-up news, magazine and blog articles from multiple sources
- Professional Journals
- Time Magazine

12 Please indicate your 3 most preferred ways to receive information - j. Radio, please specify (31 responses)

- Public radio (NPR and WPR) (12x)
- 104.9/WNFM (4x)
- 92.1 The Mic (2x)
- 106.9 (2x)
- News (2x)
- 89.9, 94.1, 94.9, 101.5
- 104.1
- 104.6
- Any local stations-96.3
- Bucky County 95.9
- Country radio stations
- Local Stations, Baraboo and Reedsburg
- Sports/news radio
- Streaming

12. Please indicate your 3 most preferred ways to receive information - k. TV, please specify (54 responses)

- News (24x)
- Local News channels (10x)
- Channel 3 (5x)
- CNN (2x)
- CNN and others (2x)
- NBC news (2x)
- ABC News and HLN
- Channel 27
- CNN,MSNBC,NBC,CBS
- CW3
- Morning & Nightly News - All Channels
- News-ABC, Fox

- Nightly news
- Online TV sites
- WKOW

12. Please indicate your 3 most preferred ways to receive information - I. Blogs, please specify (4 responses)

- Huffington Post, Slate
- Leadership Development
- Online newspapers--NYT, WaPo, Al Jazeera, Atlantic, Madison.com
- Reddit

Appendix B – Quantitative Summary of Responses by Question

1. What is your age group?

15% 18 - 24

81% 25 - 35

Not included in results I am not between the ages of 25 - 35

2. What is your zip code?

ZIP	Percent		ZIP	Percent
53913	33%		53716	0.3%
53959	18%		53719	0.3%
53578	12%		53924	0.3%
53583	7%		53930	0.3%
53965	3%		53934	0.3%
53588	3%		53949	0.3%
53941	2%		53952	0.3%
53561	2%		53960	0.3%
53943	1%		53961	0.3%
53590	1%		53964	0.3%
53901	1%		54660	0.3%
53951	1%		80211	0.3%
53532	0.6%		92104	0.3%
53555	0.6%		Total	100%
53562	0.6%			
53593	0.6%			
53711	0.6%			
53715	0.6%			
53718	0.6%			
53929	0.6%			
53942	0.6%			
53944	0.6%			
53948	0.6%			
53954	0.6%			
53968	0.6%			
54634	0.6%			
90046	0.6%			
42071	0.3%			
53045	0.3%			
53149	0.3%			
53214	0.3%			
53515	0.3%			
53531	0.3%			
53566	0.3%			

53577	0.3%
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3. Which of the following characteristics are the most important to you when choosing a community in which to live? Rank up to five characteristics in order of importance (1 = most important characteristic 2 = second most important characteristic, 3 = third most important characteristic, 4 = fourth most important characteristic, and 5 = fifth most important characteristic).

	1st	2nd	3rd	4th	5th
3a. Safe communities	35%	13%	8%	7%	8%
3b. Ease and variety of transportation options	0%	2%	2%	3%	0%
3c. Access to quality schools and higher education opportunities	9%	19%	11%	10%	4%
3d. Variety of job opportunities including self-employment	14%	9%	14%	9%	8%
3e. Affordable place to live	17%	21%	15%	13%	8%
3f. Near family and/or friends	7%	11%	9%	9%	6%
3g. Natural scenic beauty	2%	3%	8%	8%	10%
3h. Outdoor recreation and sports	3%	3%	5%	8%	13%
3i. Diverse people and lifestyles	1%	2%	2%	4%	4%
3j. Active nightlife	1%	2%	3%	3%	3%
3k. Arts and culture	1%	1%	2%	2%	3%
3l. Variety of gathering places (cafes, live performance areas, markets, street fairs, etc.)	2%	5%	7%	6%	9%
3m. Variety of places to shop	1%	2%	2%	5%	6%
3n. Access to health care	1%	3%	6%	7%	9%
3o. Near faith-based institutions	2%	0%	1%	2%	1%
3p. Access to high speed internet	2%	4%	5%	4%	8%
3q. Other, please specify:	2%	1%	0%	0%	0%

4. In your opinion, what are the best characteristics of Sauk County? Rank up to five characteristics (1 = best characteristic of Sauk County, 2 = second best characteristic, 3 = third best characteristic, 4 = fourth best characteristic, and 5 = fifth best characteristic). NOTE: Open access version contained option to skip question if the respondent did not have enough information to evaluate the best characteristics of Sauk County. The calculated percentages include only those respondents who ranked the characteristics.

	1st	2nd	3rd	4th	5th
4a. Safe communities	20%	11%	16%	13%	11%
4b. Ease and variety of transportation options	0%	2%	2%	2%	1%
4c. Access to quality schools and higher education opportunities	5%	11%	8%	9%	11%
4d. Variety of job opportunities including self-employment	2%	2%	4%	7%	4%
4e. Affordable place to live	11%	12%	21%	13%	9%
4f. Near family and/or friends	16%	13%	6%	8%	7%
4g. Natural scenic beauty	35%	19%	13%	10%	9%
4h. Outdoor recreation and sports	5%	14%	7%	8%	11%
4i. Diverse people and lifestyles	0%	1%	0%	2%	0%
4j. Active nightlife	0%	0%	1%	2%	1%
4k. Arts and culture	0%	4%	3%	6%	6%
4l. Variety of gathering places (cafes, live performance areas, markets, street fairs, etc.)	2%	4%	5%	6%	7%
4m. Variety of places to shop	0%	1%	3%	2%	3%
4n. Access to health care	2%	2%	6%	7%	11%
4o. Near faith-based institutions	0%	2%	1%	3%	2%
4p. Access to high speed internet	1%	2%	4%	2%	5%
4q. Other, please specify:	0%	0%	0%	0%	2%

5. How do you identify yourself?

40% Male

59% Female

1% Other/Transgender

Please answer both Question 6 about Hispanic origin and Question 7 about race. For this survey, Hispanic origins are not races.

6. Are you Hispanic/Latino?

1% Yes

99% No

7. What is your race?

- 1% Asian
- 1% Black or African American
- 96% White
- 0% Native Hawaiian and Pacific Islander
- 0% American Indian or Alaska Native
- 2% Two or more races
- 1% Other (See Appendix A)

8. What is your annual personal income?

- 15% Less than \$10,000
- 5% \$10,000 to \$14,999
- 11% \$15,000 to \$24,999
- 14% \$25,000 to \$34,999
- 22% \$35,000 to \$49,999
- 23% \$50,000 to \$74,999
- 5% \$75,000 to \$99,999
- 3% \$100,000 or more

9. Which of the following best describes you? (Random sample version)

- 23% I grew up in Sauk County and never moved away
- 31% I grew up in Sauk County, moved away and returned
- 45% I moved to Sauk County from outside the county

9. Which of the following best describes you? (Open access version)

- 17% I grew up in Sauk County and never moved away
- 26% I grew up in Sauk County, moved away and returned
- 35% I moved to Sauk County from outside the county
- 13% I have never lived in Sauk County
- 9% I grew up in Sauk County and moved away

10. What is the highest level of education you've completed?

- 0% Less than high school
- 9% High school diploma
- 22% Some college/tech/trade school
- 16% Technical/Associate's degree
- 40% Bachelor's degree
- 13% Graduate/Professional degree

11. What is your current field of employment?

- 9% I am currently not employed
- 5% Agriculture, Forestry, Fishing and Hunting
- 0% Mining, Quarrying, and Oil and Gas Extraction
- 1% Utilities
- 2% Construction
- 5% Manufacturing
- 1% Wholesale Trade
- 6% Retail Trade
- 2% Transportation and Warehousing
- 2% Information
- 5% Finance and Insurance
- 2% Real Estate and Rental and Leasing
- 9% Professional, Scientific, and Technical Services
- 2% Management of Companies and Enterprises
- 2% Administrative and Support and Waste Management and Remediation Services
- 8% Educational Services
- 19% Health Care and Social Assistance
- 6% Arts, Entertainment, and Recreation
- 4% Accommodation and Food Services
- 6% Public Administration
- 4% Other, please specify (See Appendix A)

12. Please indicate your 3 most preferred ways to receive information.

- 75% From friends/family
- 72% Facebook
- 8% Twitter
- 3% Instagram
- 11% Other social media, please specify: (See Appendix A)
- 37% Newspapers
- 2% Magazines, please specify: (See Appendix A)
- 7% YouTube
- 45% Web searches
- 14% Radio, please specify: (See Appendix A)
- 23% TV, please specify: (See Appendix A)
- 1% Blogs, please specify: (See Appendix A)

D. Peer Interview Result Summary

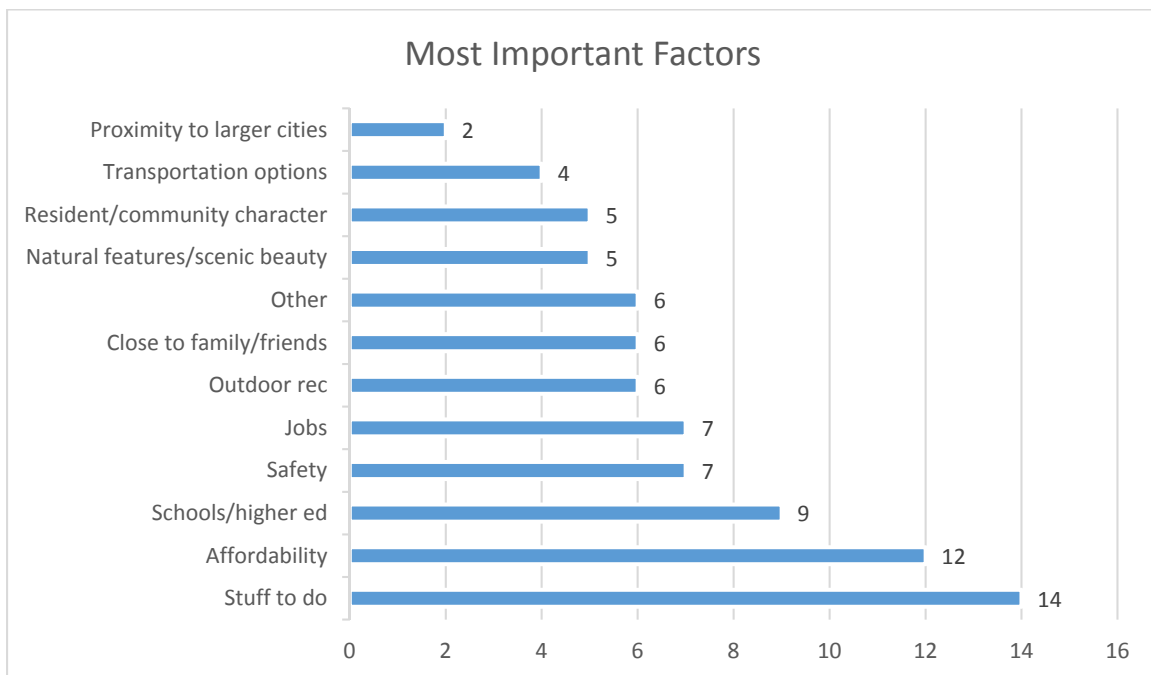
Millennial Task Force

Peer Interview Result Summary

- Small sample population: 19 responses
- Age range of participants: 19-35
- Zip codes represented: 53588, 53913, 53578, 53207, 53583, 53532, 53562, 53711

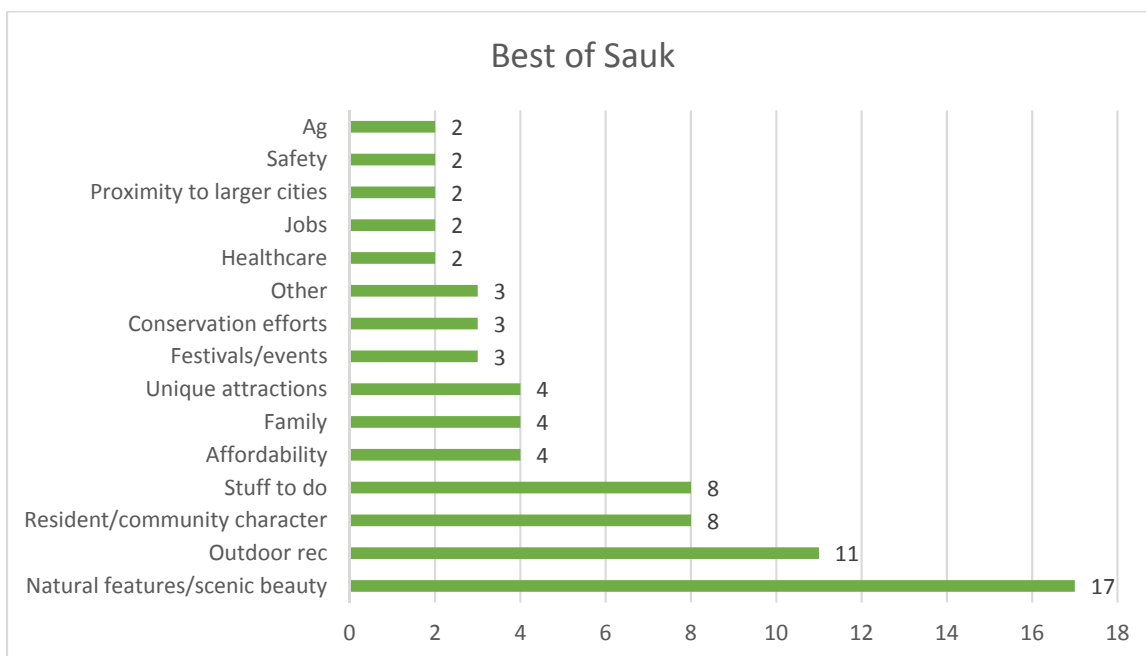
Questions

1. What is most important to you when choosing a community in which to live? (List up to 5)



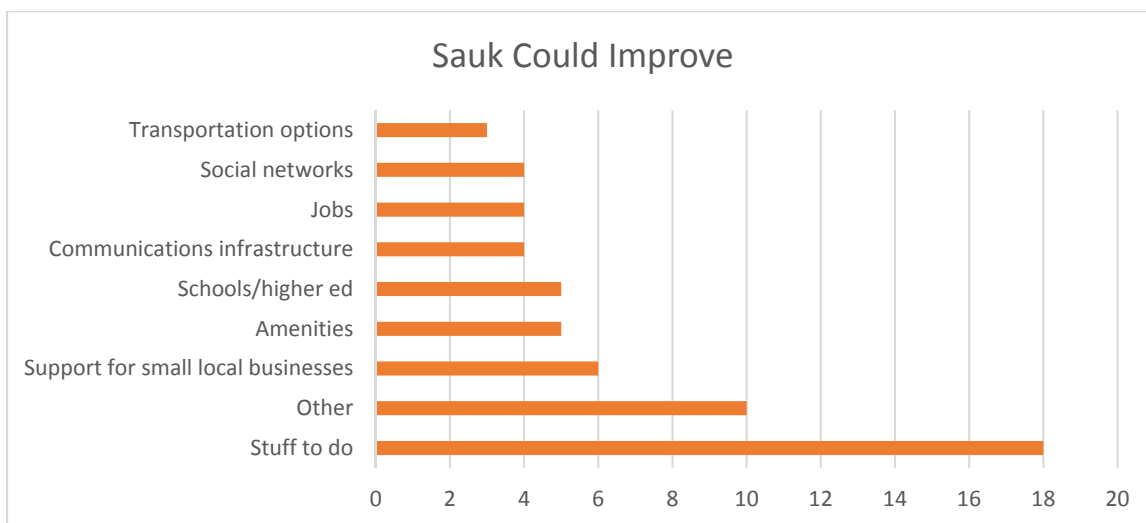
- “Stuff to do” includes arts and culture
- “Other” responses: High diversity of locally-supplied food, interesting projects with local and global positive impact, diversity, local food and local culture

2. What are the best characteristics of Sauk County? (List up to 5)



- “Stuff to do” includes arts and culture
- “Other” responses: history, seems like a growing area (up and coming), unique beginnings

3. What would make Sauk County a better place to live? (List up to 5)



- “Stuff to do” includes arts and culture as well as specific references to restaurants, coffee shops, farmers markets, yoga studios, place to hang out, gathering places
- “Amenities” includes shopping for necessities such as groceries

Next Generation Sauk County

- “Other” responses: family and dog friendly, open-mindedness, create a labor force with technical skills, preserve the remoteness, green technology expansion, population diversity (ethnic, cultural, professional), commitment to investing in city centers rather than sprawl on town/city edges

E. 11-30-2015 #Let'sTalk! Agenda and Participant Notes



#Let'sTalk!

You're Invited!

What: A Brainstorming Session with the Next Generation Sauk County Task Force on how to attract and retain adults, ages 25-35, to live and work in Sauk County. Let's talk about what you are already doing to attract and retain the next generation to Sauk County and what more we can do together.

When: Monday, November 30, 2015; 6:00 p.m. to 7:30 p.m.

Where: Joe Wankerl Cafeteria, John & Murrel Lange Center, UW-Baraboo/Sauk County, 1006 Connie Road, Baraboo

RSVP: To Keri Olson, Sauk County Community & Public Relations Analyst, kolson@co.sauk.wi.us, (608) 355-4840 (office), (608) 393-8141 (mobile) **on or before Monday, November 23, 2015**

What's It All About?

The Sauk County Economic Development Committee has embarked on the first phase of a placemaking initiative for the county. Placemaking is the process of creating quality places in which people want to live, work, play and learn.

This first placemaking project focuses on place branding – developing a strong brand for Sauk County that will convey the county's positive assets and attributes. Places with a strong brand find it easier to sell their products and services and attract people and investment.

Sauk County's place branding project, called **Next Generation Sauk County**, is designed to market the county and its assets to young professionals as a preferred place to work and live. The goal of the project is to increase the percentage of Millennials from 11.8%, based on 2010 census data, to 13% by 2020 and 15% by 2030, using census data as the gauge.

A task force comprised of young professionals from throughout Sauk County is working to develop the brand, along with an additional strategy of their choosing that will complement the place brand strategy.

#Let'sTalk! Millennial Task Force Participant Notes November 30, 2015

1. What is your community/business/organization currently doing to attract and retain Millennials to Sauk County? Are there any ideas that you think might work here to attract Millennials?

HOUSING:

- Affordable housing (need more) (13)
 - Federal dollars available for affordable housing
- Temporary housing (5)
 - Temporary housing is non-existent
- Assist in finding housing (2)
- People want to work closer to home (3)
- Desire to live in a small town; smaller colleges (2)
- Senior housing (2)
- Need bunkhouses with social center
- Improve the rental market
- Sauk County is attractive to purchase homes
- City Incentive Program to maintain the core of the city
 - City/Financial partnerships
 - Maintain the core older homes
- Type of housing for the money
 - Building own
 - Moving in
 - Built local housing
 - Nice, but not huge; pet-friendly
- How can housing foster community?
- Millennials find the place, then the job
- Village of Sauk “green housing” – looking at green housing, bike trail and nice microbrewery on the River
- Several different communities within the county to live (strength)
- Cost of living; less expensive than other areas (cost comparisons)

EMPLOYERS/WORKPLACE/JOBS:

- Promote internship/job shadow opportunities (8)
 - Low risk commitment – can leave if you want
 - Become connected to a place and want to stay
 - Getting people in and connected to community
 - Short stints
 - High school to manufacturing
 - Health care to NA purpose job shadowing

- Business recruiting (4)
 - Looking for people on front end of career
 - Degree needed to develop critical thinking, leadership skills, etc. There is value in broader degrees.
 - Millennials need to bring life skills more than training skills. (2)
- Mentoring – community-building (4)
- Career Fair (Midwest)/Job Fair; pay for CWA's (3)
 - Nursing Home CAN & Job Fair; pay time and program for licensed CNA's; work one year; buy in
- Jobs – promote job growth (3)
- SCORE: business starter; small business successionship (4)
- Quality of applicants; work ethic and attitude (3)
- Entrepreneurship opportunities (5)
- Promotional/job advancement opportunities (2)
- Joint partnerships; public/private; schools and businesses (3)
 - I.e. Sauk City business areas for Dairy Queen, etc.
 - Take business into the classroom; Cardinal Glass partnership with 8th grade – 50- 60 each year coming through the company
 - STEM (Science, Technology, Engineering, Math); work with MSA, Teel, Flambeau – pseudo internship in high school
 - Dual credits with Madison College/# credit for Madison College
 - Both sides working together
- Motivation: motivated by purpose; want to be decision-makers and involved on boards (2)
- Provide guides around managers for employee conversations around goal-setting and goals to assist in reaching them (2)
- Working class millennials/How to help manufacturing working class?
- Provide FAQ's to job candidates to ask the questions of the interview
- Skype interviews
- Most important: Blue collar workforce; can buy white collar workforce
- Recruit businesses first – that is an urban philosophy; in rural community, have to lead with jobs; leading with jobs is near-sighted – won't stay if there isn't anything else
- Incubator business projects
- Rural Residency Training Track
- Dairy Queen empty two years; free to start business
- Small business difficulty competing with large providers
- Private economy – what are we going to do to increase these?
- As a business owner, I only work with one millennial who is 34. He can work at his home and I have made him a partner in the business. Our business provided him with a computer and office furniture for his in-home office. He works hard and I don't

spend much time micro-managing what he does. If he wants help, he asks. If he wants time off, he can take it; I can do likewise.

- Teel: second shift = millennials; Cardinal Glass – more opportunities to go up
- Next 50 Committee – all millennials
- Have to bait them with more millennials; millennials like millennials (2)
 - Just get them here!
- A lot of jobs are geared towards younger graduates with insurance
- Transitions from businesses and farms – community business resource
- More “community” into Reedsburg

INCENTIVES:

- Attractive work schedules/hours (9)
- Technology) (7)
 - Technology needs review
 - Hire a “brain”
 - With technology, no need to be here in person
 - Broadband and fiber optics
- Benefits package (5)
 - More than half (of interviewees) ask about vacation
 - Monetary benefits in line
- Attractive work environment (5)
- Tele-commuters (5)
- Low interest loans (4)
- Tuition reimbursement (3)
 - Generation saddled with debt; asked if the group had thoughts about providing assistance to help pay off education debt and if removing this burden would help attract people.
 - Statement made that there is a big bet on that and that the focus should rather be on continuing education.
- Scholarships (2)
- Continuing education programs within facility (certification classes) (3)

WAGES:

- Pay well/wages/living wage (what is it?) (6)
 - College pays well along with benefits; has done market studies and there is a two-tier wage structure. Difficult to attract people at \$16 – 17 per hour; what is the living wage? Need to define it. \$16 – 17 per hour for manufacturing; apprentice earns \$30 plus. Employers are having trouble finding employees. Maybe it is not wages – maybe employees are simply not there.
 - Wage ranges unenticing to millennial group, especially with Madison providing higher wages. Millennials will drive to Madison for a high wage. (2)

- 17 out of 35 employees are millennials; move to Madison and commute
- High wage mentality
- Wages are higher in Madison
- Two distinct groups of millennials: those with children and those that don't. Feeling that millennials need to start at a high wage and the mentality that they need it now. Many folks look at jobs as a wage thing.
- The debate about minimum wage is political.

ACTIVITIES AND AMENITIES:

- Quality of life (12);
 - The answer everybody wants and no one has, except Epic...
 - Quality of life story is there, but not told
 - Deforest has created (amenities that) create quality of life, i.e. paved bike trail; aesthetics
 - Focus on outdoors
 - Less income, but more time
- Cultural attractions; entertainment; outdoors; music; need things to do other than the bar scene; physical beauty of Sauk County (9)
- Amenities; i.e. recreation/400 Trail/Baraboo River/Wisconsin River (8)
- Social media presence, i.e. Facebook, LinkedIn, Twitter, etc. (7)
- Access to technology (4)
- Families (4)
- Connecting to place (3)
- Want to live in a small town (4)
- Focus on experiences
- Targeting communications: ready to settle down; young families; prodigal sons and daughters
- Young singles vs. young marrieds – stuff to do
- Young professionals
- Make commitments/connected by family/not copying, but on their own
- Focus on the undiscovered treasures (the county parks)
- Making community walking-friendly
- Sustainable agriculture
- Stewardship

COMMUNITY INVOLVEMENT:

- Creative volunteer options, i.e. pack school bags, put together meals, etc. (8)
 - Millennials also need to be in a place where the employer does or there is an environment of charity.
 - Social acceptance such as diversity, social integrity and responsibility.
- Employee Experience Team Events – bingo, pumpkin carving, etc. (5)
- Organized fun groups or activities outside of work, i.e. Pinterest, running, etc. (3)

- Social life is a huge void in the area
- Strengthen things that attract people in the first place; positive reinforcement; people want variety and extras
- Partnerships and connections: government, individuals, schools, organizations (2)
- Competitive schools and hospitals
- Health care/Law enforcement/Human Services professionals
- School district; want to work in same place kids go to school
- Work and play in same area
- Development – working with Chambers and other municipalities

EDUCATION/SCHOOL-TO-WORK:

- College/Internet recruiting (5)
 - Market positions on social media; pay to recruit (2)
 - Frustration by millennials that they have the education, but recruiters want someone with experience.
- UW Baraboo/Sauk County as the platform; schools and tech colleges (3)
 - Have a wonderful education system, but need to be careful; about 16 credits driven by University System, i.e. Career pathways, CAN, etc. We can provide the education needed right here.
- Good quality from Sauk County school systems (3)
- Track graduates from high school and college (UW Baraboo/Sauk County) (2)
- Continuing education opportunities/on-line courses/opportunities around becoming leaders (2)
- Getting into high schools earlier; life skills; teen skills (2)
 - This is a major shortfall
- Ask for investment in school from community and expand education
 - A school helps them be a community
 - Have jobs, but not enough people to fill them
 - Co-op education in Sauk Prairie; Junior to Senior year different;
- Train high school kids in work ethics
- Train high school kids in trades
- Education – local education for local jobs
 - Skilled trades
 - College
 - High school
- Retention of students/Rural students
 - Local students & schools – Trades education *****
 - Blue collar is good ***
- Recruit at the right colleges
- Working more on what careers exist
- Professional recruitment incentives/Educational opportunities/Advancement opportunities

- Upward mobility opportunities
- Speakers/Lunch –n- Learn
- Experience vs. education
- Boomers and millennials develop relationships
- Developing relationships after school
- More attention to the strengths
- Target students
- Scholarships; going to the schools personally

MARKETING:

- More weekend activities in the community; i.e. Reedsburg has one activity every weekend that is inexpensive and outdoors (runs, concerts, shopping events, etc.)
 - Put calendar out with events in the area; other communities (3)
 - Communities doing events: Baraboo (Circus Parade), Sauk Prairie (Cow Chip)
- Sell quality of life/family (3)
- Buy local/local discounts/Co-ops
- Sauk County marketing; i.e. Chambers, education, business community
 - County marketing person/Sauk County Chamber of Commerce – work together at all levels (3)
 - How can county work together as facilitator to make this happen?
 - Sauk County Development Corporation needs to spearhead this
 - The whole is greater than the sum of its parts
 - Use larger networks
 - Coordinate internships (County coordinator)
 - Chamber members assist with incubating business; micro lending program
 - Placemaking – economic development
 - Funnel to one countywide person in one central location
- Find the strength of each community to market the county
- Key community members; contact with lineman
- Sauk County as educational resource
- Social media
 - Promote small town – people stay a long time
 - Promote what district is doing (Baraboo School District)
- Baraboo Economic Development Plan to attract millennials
 - Develop name
 - Partnerships with school district and businesses; reach out to UW
 - Engage Sauk County natives in high schools so they have a positive association and want to stay or return (to Sauk County) later on
- Arts & Culture
 - Organic/self-sustaining
 - Dr. Evermore

- Fall Art Tour
- Taliesin
- APT
- Ringling Family
- International Crane Foundation
- Fermentation Fest
- Agriculture
 - Cheese making
 - Dairy
 - Organic vegetables
 - Community Supported Agriculture

TRANSPORTATION/INFRASTRUCTURE:

- Transportation and housing interaction
- Accessible for jobs
- Proximity to Madison
- Good route from Spring Green to Madison

OTHER BIG PICTURE IDEAS:

- Safety and security (3)
- Cannot buy a good equipment app
- Sauk County Angel Fund: local capital
 - Privately invested
 - Backed with government loans (low interest)
 - Privately deployed
 - Entrepreneurs invest money
 - Investment with exit strategy
 - Loans increase interest rate
- Succession Planning
 - Funding/no funding from community banks
 - Capital lending: ag is hard to lend _____
- Cost of living is increasing
- Communities not open to outsiders (clicqueism)
- First Impressions exchange
- Break down silos; collaboration of Best Practices in education and business.
 - Who should do it?
 - All about collaboration; creating opportunities
 - Combine county and community resources

COMMUNITY PROJECTS BEING DONE (not categorized as above)

SAUK PRAIRIE:

- New business incentives:

- Woodshed Ale House; new facility working with millennial business owners; local people; school house needed to be moved; joined SCBD – worked together to make it a priority
- Businesses like art
- Low interest zones in RIF district

REEDSBURG:

- Wormfarm: 4 millennials
 - Artist residency program
 - Retreats
 - Young artists interested in the land; two weeks to six months
 - Every year hire a resident to run next year
 - Arts/Sustainable agriculture
 - Fermentation Fest growing – can pay
 - Four past residents come to residency program
 - More interest than they can fill; 7 – 12 over six month season
 - Different terms to residency program

BARABOO:

- St. Clare Hospital:
 - Rural Residency Training Track; ten years
 - Six to seven MD's stay
 - Partner with tech college _____
 - Interview process – add same age person to discuss benefits
 - Trend to attract ten young people; be willing to take on “newbies”
- Baraboo School District:
 - Hard to retain with public education furor
 - 240 teachers in district; 40 are new and 24 were just this last year; approximately 70 new teachers in the last few years
 - How to attract them?
 - Applicant numbers have really dropped
 - Act 10 changes have hurt with the benefits cut
 - Now doing spring education fairs, marketing the district now; Madison Education Fair
 - Same all across the state; applicant pool dropping
 - Trying to keep competitive salaries; now other cities are competing with each other
 - More teachers commuting; live in Madison area (pays more); pull up stakes here

2. What else should be done to attract and retain Millennials to Sauk County? Who should do it?

HOUSING:

- Affordable housing (5)
 - What is affordable housing? 28% of wage?
 - Guarantee return on investment; tax incentives
- Build own
- Local housing
 - Zoning requirements
 - Architecture standards/regulations
 - Quality of housing
 - Pets?
 - Advertising on social media
- Difficult to find temporary housing
- Not too urban
- Investment property

EMPLOYERS/WORKPLACE/JOBS:

- In rural communities, need to lead with the jobs
- Millennials move to a city or area and then worry about a job
- Make opportunities for business start-ups through business incubators
- Employers coming up with things to do/programs instead of relying on the community
- More mentoring
- Business incubator
- HR TRAINING FOR LOCAL BUSINESSES: HR training to small businesses on how to recruit millennial-age demographic
- Incentives
- Start business subsidiaries
- Creative incubation; provide opportunities for people to develop their own ideas/careers
- Entrepreneurial (environment)
- Shortage of workforce
- Millennial-friendly workforce (2)
- Within companies – diversity training (2)
- Outreach programs/UW Extension outreach to other companies
- Support innovators
- Student loan reimbursement
- Connecting within your business/meeting other employees
- Businesses want you to volunteer (providing incentives)

INCENTIVES:

- Several different community within the county is the strength and draw (2)

- Cost of living less expensive than other areas (cost comparisons)
- Longevity = benefits
- Atmosphere at work for millennials

WAGES:

- Wages – Madison vs. Sauk Prairie Healthcare

ACTIVITIES AND AMENITIES:

- Quality of life
- Bike trails and other outdoor activities are always a plus for old and young. County could look at including bike trails with county, state, and local road projects
- Offering a variety of large scale recreation opportunities; athletic facilities, state parks, sports fields, etc.
- Arts & Culture activities
- Planning events for businesses to get to know each other (softball, bowling)
- Make Sauk County central destination via events listed below: (3)
- EVENTS:
 - Offer concerts, events to appeal to younger audiences
 - Tournaments, games, contest, etc.
 - Corn hole tournaments
 - Ladder ball
 - Scavenger hunts
 - Team events with puzzles/clues/challenges that is a race
 - Offer more recreation programs, i.e. football, ultimate Frisbee, adult leagues
 - Offer events that include beer sampling, wine tasting, etc., i.e. Zoo Crew
 - Event geared towards millennials; key is to have events, not a group membership (2)
 - Pinterest-based craft session
 - Craft beer making
 - Coffee
 - Green events/initiatives, i.e. community garden (2)
 - Team trivia nights
 - Best of...Sauk County
- Things to do, i.e. restaurant options, coffee shops, trendy bars (not traditional); social amenities (2)
- Local activities; open for adults/competition; runs – advertise better
- More adult socializing events (2)
- Regional attraction vs. community
- App for recreational things to do (2)
 - Calendar

COMMUNITY INVOLVEMENT:

- Tie them into/Show them the community; give them the “family feel”

- Break down barriers/Collaboration, not competition
- Developing community connections (2)
- Integrate newcomers better and actively foster/celebrate diversity
- If you get them here, how do you entice them to stay? Hard to become involved
- Breaking into the community as a newcomer difficult

EDUCATION/SCHOOL-TO-WORK:

- Local students
- Sauk County as an education destination (3)
 - Public/private relationship
 - Expand vocational schools/private companies, i.e. healthcare, manufacturing, biotech, tourism/hospitality
- Retaining is not necessarily the issue
- Four year campus
- Tech schools and four year campus – develop relationships after school; working more on what careers exist
- Technical education
- School systems (2)
- Need to keep connected to our own kids to recruit and return to community (2)
- We have continuing education opportunities, but perhaps businesses can work on tuition reimbursements, etc.
- Training with UW Madison

MARKETING:

- Change the way in which invitations to events, meetings, groups, etc. is done within the community. Advertise on social media and other places where millennials are at.
- Quality of life is here, we have to be better at telling that story
- Emphasize/refresh/enhance existing qualities rather than fundamentally changing them; focus on what we have
- Focus on better communicating Sauk County's strengths
- MARKETING PACKET: Packet of information that includes information that is valued by millennials, i.e. housing, quality of life, benefits, education after education, etc.
- Combine efforts
- Ambassador Program, i.e. Green Bay inviting college students to tour local businesses
- Millennial term too broad; distinct difference between single millennial and family-based millennial
- Promoting specifics of the area
- INVITE THEM IN! Green Bay corporations sponsor an Ambassador Program welcoming college students to tour businesses; sell the millennials
- Employers sending employees to local Chamber of Commerce upon recruitment and hiring

- Need to break down barriers with Wisconsin Dells to try to work together
- County's economic picture
- County can do a better job advertising and marketing events; community centered place for a central marketing hub rather than everyone doing it independently. Does the chamber model still work?

TRANSPORTATION/INFRASTRUCTURE:

- Internet to "rural" areas (high speed fiber optics) (2)
- Internet access (3)
 - Speed/high tech/no "just wireless"
- Need to improve rural cell phone and Internet
- Everyone needs to keep up with the technology and communication changes, i.e. Facebook, e-mail, Snapchat; what is next?
- Safe ride programs/public transportation
- Travel/Roads
- Hwy. 12 by-pass; will it encourage travel?
- Government must provide certain things like broadband, transportation, affordable housing, etc.
- Government needs to provide incentives to improve infrastructure
- Investment in city centers; need to live in a community without a car; groceries; job; social activities in walking business. How can you bring business incubators to downtowns?
- Government needs to streamline permitting processes to foster community development and redevelopment; reduce regulation

OTHER BIG PICTURE IDEAS:

- Local capital/loan programs (3)
- Banks need to make loans to young people
- City and county offers entrepreneur opportunities in Maryland; offer \$50,000 to a person who can come up with a business plan and bring business to downtown. In hometown, had a competition to start up a business.
- Freeing up capital
- Stimulus money, i.e. Reedsburg area for fiber optics
- Health care
- Resource center
- More attracted to Sauk County later because they have a better understanding of what they want
- Need to make area stand out and be appealing
- Cultivating transition of farms to new farms and successionship
- Is there funding to expand the green/organic method?

- Broaden niche markets like craft beer. Complaint: the older generations do not accept change; how can we work together?

WHO SHOULD DO?

- Joint partnership/cooperative effort (2)
- Public/private
- Partnership of public and private schools, businesses and employers
- Communities
- SCDC
- (Sauk County as education destination) Local head of education/industry classes
- (Business incubators) UW/WHEDA
- (Local activities/competitions) County Rec. Department