



AGENDA
EXECUTIVE COMMITTEE
REGULAR MEETING
MONDAY, JANUARY 13, 2020 – 3:00 PM
ADMINISTRATION CENTER - ROOM A-200
121 W. MAIN STREET, PORT WASHINGTON, WI 53074

1. CALL TO ORDER

Roll Call

2. PROPER NOTICE

3. PUBLIC COMMENTS, CORRESPONDENCE, COMMUNICATIONS

4. APPROVAL OF MINUTES

a. November 4, 2019

5. DISCUSSION ITEMS

a. Draft Strategic Plan - Executive Committee Feedback

b. Schedule of County Board Meetings

6. COUNTY ADMINISTRATOR'S REPORT

7. COMMITTEE REPORTS

8. CLOSED SESSION:

Pursuant to Section 19.85 (1)(c) of the Wis. Stats. relating to Considering Employment, Promotion, Compensation or Performance Evaluation Data of a Public Employee: County Administrator's Annual Review

9. OPEN SESSION

10. NEXT MEETING DATE

Monday, February 3, 2020

11. ADJOURNMENT

A quorum of members of committees or the full County Board of Ozaukee County may be in attendance at this meeting for purposes related to committee or board duties, however, no formal action will be taken by these committees or the board at this meeting.

Persons with disabilities requiring accommodations for attendance at this meeting should contact the County Clerk's Office at 262-284-8110, twenty-four (24) hours in advance of the meeting.

Executive Committee**AGENDA INFORMATION SHEET**

AGENDA DATE: January 13, 2020
DEPARTMENT: County Clerk
DIRECTOR: Julie Winkelhorst
PREPARER: Julie Winkelhorst

Agenda Summary November 4, 2019

<https://www.co.ozaukee.wi.us/AgendaCenter/ViewFile/Minutes/11042019-2649>

Executive Committee

AGENDA INFORMATION SHEET

AGENDA DATE: January 13, 2020
DEPARTMENT: Administrator
DIRECTOR: Jason Dzwinel
PREPARER: Jason Wittek

Agenda Summary Draft Strategic Plan - Executive Committee Feedback

Ozaukee County's DRAFT 5-Year Strategic Plan was presented to the County Board on September 18th, as a "first reading" and to engage initial feedback, and provide the County Board time to digest.

This DRAFT Strategic Plan was reviewed by each County Oversight Committee to allow for more discussion and opportunity for Committee feedback or revision. There will be a prioritization exercise with Walter Jankowski at the February mid-month County Board meeting in February. Adoption of Strategic Plan tentatively scheduled for March or April. **The Executive Committee is being asked to review this DRAFT prior to the February prioritization exercise.**

As a guide to help facilitate discussion, the following questions were asked of the Oversight Committees:

Strategy:

- 1) Have we captured the intent of the Strategic Planning retreat in the “Strategic Goals” and “Objectives”? Are any items missing?
- 2) What performance measures would signify success in accomplishing our goals?
- 3) What do you hope would be noticeably improved over the next committee term?

Work Plan:

- 4) If we take action on the “tactics” outlined by Department Heads and staff, do we accomplish those “Strategic Goals” and “Objectives”?
- 5) Are there additional knowledge, skills, or resources, the County requires to achieve our strategic objectives? Are we willing to make that investment or redirect current funds?

Comments and feedback do not have to be limited to these questions.

The Strategic Plan Includes Six Strategic Goals. It is being suggested that the Oversight Committees primarily focus on areas under their oversight, but comments are not required to be limited to any strategic goal area.

I. Enhance Safety for At-Risk Populations - Health & Human Services Committee, Public Safety Committee

II. Provide a Safe & Efficient Transportation System for Ozaukee County Residents -
Public Works Committee

III. Enhance Our Quality of Life Assets - Natural Resources Committee

IV. Promote the County & Engage Citizens - Executive Committee

V. Develop Our Culture & Employees - Finance Committee, Executive Committee

VI. Streamline County Processes & Build a Performance Excellence Culture - Finance

ATTACHMENTS:

- High-level Strategic Plan_REVISIONS_1_6_2020(PDF)

Sept 18, 2019



2020-2024 Strategic Plan

Mission

Ozaukee County government, as an administrative arm of the State of Wisconsin, will sustain and enhance the quality of life for all citizens by being proactive, innovative, and responsive in providing quality services in a fiscally responsible manner.

Vision

Ozaukee County...Forward Focused

Guiding Principles

1. Access and Service
2. Employee Development and Support
3. Environment of Trust Information, Outreach and Marketing
4. Proactive Approach
5. Relationship Building.
6. Safety External and Internal

I. ENHANCE SAFETY FOR AT-RISK POPULATIONS
Lead: Liza Drake (Director of Human Services)
Future State: We are recognized as a community that provides exceptional public services to its residents. We provide effective services that help at-risk populations achieve self-sufficiency.

A. Evaluate and Prepare for Growth in Aging Population	C. Evaluate the Need for Specialized Courts
B. Increase Behavioral Health (Substance Abuse, AODA, & Mental Health) Treatment and Support	D. Strengthen Reintroduction Services for People Leaving Jail
	E. Create Healthy and Safe Environments for Families

II. PROVIDE A SAFE AND EFFICIENT TRANSPORTATION SYSTEM FOR ALL OZAUKEE COUNTY RESIDENTS
Lead: Jon Edgren, Public Works Director, and Joy Neilson, Transit Superintendent
Future State: Transportation infrastructure is in place and safe to meet current and future resident and business needs

A. Assess Existing Operations (Annual Report 2020Q2)	C. Implement Innovative Transportation Solutions
B. Focus on Transportation Planning	D. Expand Regional Transportation Services

III. ENHANCE OUR QUALITY OF LIFE ASSETS
Lead: Andrew Struck and Andy Holschbach
Future State: County residents are proud of the natural, cultural and recreational assets of the County. We focus on environmental stewardship in everything we do

- Continue to Preserve Important Environmentally Sensitive Lands and Natural Areas
- Improve Our Water Quality
- Develop Recreational and Cultural Destinations for Tourism, Residents and Businesses

IV. PROMOTE THE COUNTY AND ENGAGE CITIZENS
Lead: Jason Wittek / Jason Dzwiniel
Future State: An engaged and informed citizenry, which builds trust and confidence in Ozaukee County government. Be an Ozaukee Co. government that provides transparency, which encourages meaningful participation in county government, and in the community. Leverage Ozaukee County resources to spotlight the unique attributes and drawing power of Ozaukee County for residents, and visitors alike. We have a social media strategy and website that tells our story, about who we are, what we do, and why we are a great place to work and live.

- Enhance Our Communication, Website and Marketing
- Highlight Ozaukee County Governments' Role in Making Us a Premier Destination

V. DEVELOP OUR CULTURE AND EMPLOYEES
Lead: Chris McDonell / Jason Dzwiniel
Future State: 80% employee engagement that drives lower turnover and absenteeism, better workplace safety, and improved customer satisfaction.

A. Maintain Competitive Wages and Benefits	E. Improve Internal Communications
B. Study and Improve Organizational Culture	F. Recruit and Retain Qualified County Employees
C. Develop Proactive Leadership	G. Improve Employee Recognition
D. Develop and Deliver Staff Training	

VI. STREAMLINE COUNTY PROCESSES AND BUILD A PERFORMANCE EXCELLENCE CULTURE
Lead: Chad Balke / Jason Wittek
Future State: Ozaukee County has a performance excellence culture built on communication, information, and innovation year-round and the ability to navigate through budgetary constraints with responsible planning and informed decision making using meaningful policy and budgetary data analysis..

- Strengthen Our Long-Term Financial and Budget Processes
- Develop and Implement Performance Management
- Simplify and Improve Internal and External Communication and Information Provided

Attachment: High-level Strategic Plan_REVISIONS_1_6_2020 (6066) : DRAFT Strategic Plan - Executive

Sept 18, 2019



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Strategic Goal

I. ENHANCE SAFETY FOR AT-RISK POPULATIONS

Lead: Liza Drake (Director of Human Services)

Future State: We are recognized as a community that provides exceptional public services to its residents. We provide effective services that help at-risk populations achieve self-sufficiency.

Objectives - WHAT

A. Evaluate and Prepare for Growth in Aging Population

B. Increase Behavioral Health (Substance Abuse, AODA, & Mental Health) Treatment and Support

C. Evaluate the Need for Specialized Courts

D. Strengthen Reintroduction Services for People Leaving Jail

E. Create Healthy and Safe Environments for Families

Strategies / Tactics - HOW

1. Evaluate / study the feasibility of Community-Based Residential Facility (CB Project for Lasata (2020Q1)
2. Complete a needs assessment of the Aging Population within Ozaukee County (2020Q4)
 - a. Based on needs assessment implement at least two recommendations within Ozaukee County (2021Q4)

1. Identify & Recommend treatment option in gaps analysis for implementation through Substance Misuse Task Force for those with mental health and addiction issues within Ozaukee County (2020Q4)
 - a. Implement gaps in treatment options (2021Q3)
2. Utilize Active Case Review Committee to evaluate our current system of care for individuals with AODA concerns
 - a. Recommend changes to be made within our system of care for individuals with AODA concerns (patterns in data 2023)
3. Develop and implement a county wide behavioral health stigma reduction campaign (2021Q4)

1. Collect data to determine if it is feasible to implement a treatment court within Ozaukee County (2020Q4)
2. Review data with District Attorney, Sheriff Office, Human Services and Judge and decide next steps for specialized courts within Ozaukee County (2021Q4)

1. Increase number of inmates participating in Community Re-entry program (2020Q1)
 - a. Continue funding support for Community Liaison Position
 - b. Ensure inmates leaving jail have access to basic needs post discharge

1. Expand Project Lifesaver to all County residents throughout the county (2020Q4)
 - a. Identify need and evaluate cost to expand and administer
2. Increase access to healthy and affordable foods for families (2021Q4)
 - a. Increase number of farmers markets accepting EBT Work with food pantries to provide more fresh food

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Strategic Goal

II. PROVIDE A SAFE AND EFFICIENT TRANSPORTATION SYSTEM FOR ALL OZAUKEE CO. RESIDENTS

Lead: Jon Edgren, Public Works Director, and Joy Neilson, Transit Superintendent

Future State: Transportation infrastructure is in place and safe to meet current and future resident and business needs

Objectives - WHAT

A. Assess Existing Operations (Annual Report 2020Q2)

B. Focus on Hwy Transportation Planning

C. Implement Innovative Public Transportation Solutions

D. Expand Regional Transportation Services

Strategies / Tactics - HOW

1. Assess HWY operational effectiveness annually
 - a. Compare Project Costs & Staffing to Previous Year(s)
 1. Highway Construction Costs
 2. Snow & Ice Control Costs
 - b. Seek Efficiencies as a Result of Annual Operational Assessments
 - a. Materials, Staffing

1. Develop/Implement Hwy Dept. 5-Year Capital Improvement Plan (Based on county road PASE rating & safety conditions)
2. Improve the accuracy of cost estimates as a result of Annual Operational Assessment (2021Q4)
3. Evaluate long-term gravel and asphalt production (2024)
4. Decrease the number of accident prone locations in County Hwy System, by implementing recommended safety study improvements (Utilize HSIP Funding)
5. Assess Cty. Hwy road expansion & widening needs outside departmental capabilities that require DOT Grant Funding

1. Increase/streamline accessibility of countywide transportation services to disabled, elderly, and veteran clients through coordination with external agencies, municipalities and non-profits
2. Align the transportation portfolio of services with the long-term needs of the County (2023)
 - a. Services, b. Infrastructure
3. Explore alternative funding sources through partnerships with private firms for (TBD):
 - a. Medical center rides b. Access to workers/jobs
4. Partner with Ozaukee Co. HR to potentially develop transportation options for County Employees (TBD)
 - a. Analyze Cost-Benefit of county transit option for Lasata employee vs. retention costs
 - b. Work with Lasata to develop targeted routes

1. Implement Washington County transit merger (2019Q4 approval, 2020Q2 implementation)
2. Explore development and planning of flexible shuttles to expand transportation from Washington County to OZ county (Plan by 2021Q1)

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Strategic Goal

III. ENHANCE OUR QUALITY OF LIFE ASSETS

Lead: Andrew Struck and Andy Holschbach

Future State: County residents are proud of the natural, cultural and recreational assets of the County We focus on environmental stewardship in everything we do

Objectives - WHAT

A. Increase Preservation and Restoration of Important Environmentally Sensitive Lands and Farmland

B. Improve Our Water Quality

C. Develop Recreational and Cultural Destinations for Tourism, Residents and Businesses

Strategies / Tactics - HOW

1. Protect and Restore an additional 150 acres of County park and open space land, including the River Oak floodplain areas and environmentally sensitive Clay Seepage Bluff in the Lion Den Gorge Project area using ecological planning GIS tool outlined in the POSP (2020-2024)
2. Maximize municipal participation in updating the County's Comprehensive Plan through planning agreements (2021)
3. Reconstitute Comprehensive Planning Board and Land Preservation Board to assist in identifying priorities from existing plans and programs (2020)
4. Implement the Regional Conservation Partnership Program (RCPP) Plan (2020-2021)
5. Utilize Land Preservation Board to update Land Evaluation and Site Assessment, identify and prioritize farmland for preservation, and recommend farmland preservation methods to the County Board (2023-2024)
6. Develop a "Working Farmer Group" – devoted to farmland preservation issues (2020)
7. Increase acreage of invasive species under active management, particularly in the right-of-way and park areas. Develop recommendation for target acres and funding (2020-2021)
8. Increase habitat restoration and tree planting to mitigate the impacts of Emerald Ash Borer (2020-2021)

1. Increase and provide long-term funding support for National No-Tillage Conference and Soil Health Academy to encourage farmers annually in each, which promotes healthy soils and nutrient management to reduce phosphorus and other sources of runoff from farmland (2020 – 2024)
2. Develop a pilot program to hasten the replacement of potentially failing septic systems (POWTS) (2020)
3. Assist Farmers to work towards compliance with Wisconsin's Runoff Management Rules (NR151) (2020-2024)
4. Prioritize projects that meet the target goal of the Milwaukee River Total Maximum Daily Load (TMDL) per the recently completed/adopted 9-Key Element Plans for the Fredonia, Newburg, Ulao, Mole, Pigeon, and Cedar Creek Watersheds (2020-2024)
5. Implement Best Management Practices (BMPs) and innovative projects on County-owned lands to address TMDLs including stormwater management at Mee-Kwon County Park & Golf Course and monitor water quality (2020-2024)
6. Restore and monitor streams, floodplains and wetlands in Ozaukee County through the nationally recognized Ozaukee Passage Program and implement priorities under the Milwaukee River Watershed Area of Concern (AOC) Program (2020-2024)

1. Re-engage the Ozaukee Interurban Trail Advisory Council and create a Municipal Task Force on Safety Improvements (2020)
2. Repave approximately 16 miles of the Ozaukee Interurban Trail (approx. 2 miles per year) (2020-2024)
3. Identify, plan and design an East-West Trail Corridor to Connect the Ozaukee Interurban Trail to the Eisenstein State Trail in West Bend in partnership with Washington County & Route of the Badger Initiative (2020-2024)
4. Continue to support and coordinate with the Ozaukee County Tourism Council (OCTC), particularly on the 2020-2021 year Joint Effort Marketing Grant, and the Ozaukee County Historical Society (OCHS) for promotion of cultural resources and quality of life in Ozaukee County (2020-2024)
5. Develop a regional off-road mountain bike park and trail system in the Ozaukee County Park System (2020-2024)
6. Develop a campground & maintenance facility with bathrooms/showers at Hawthorne Hills County Park (2020-2024)
7. Develop public access to Lake Michigan at Virmond County Park per grant funding (WCMP, WDNR) (2020-2024)
8. Facility improvements to the Golf Course Clubhouses and Maintenance Facilities (2020-2024)

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Strategic Goal

IV. PROMOTE THE COUNTY AND ENGAGE CITIZENS

Staff Owner: Jason Wittek / Jason Dzwiniel

Future State: An engaged and informed citizenry, which builds trust and confidence in Ozaukee County government.

Be an Ozaukee County government that provides transparency, which encourages meaningful participation in county government, and in the community.

Leverage Ozaukee County resources to spotlight the unique attributes and drawing power of Ozaukee County for residents, and visitors alike.

A social media strategy and website that tells our story, about who we are, what we do, and why we are a great place to work and live.

Objectives - WHAT

A. Enhance Our Communication, Website and Marketing

B. Highlight Ozaukee County Gov't's Role in Making Us a Premier Destination

Strategies / Tactics - HOW

1. Hire Chief Information Officer or Communications Director (2020Q1)
 - a. Consolidate Marketing and communications for County services and attributes
 - b. Evaluate the need for creation of a division of marketing
 - c. Establish budget for marketing activities
 - d. Train county staff on use of County website content management platform
2. Develop a comprehensive communications strategy (2021Q1)
 - a. Optimize website and social media outreach
 - b. Implement a social media management platform
3. Develop tools to increase citizen, municipal, and non-profit partner input and profile
 - a. Implement OpenGov transparency portal (public facing budget platform)
 - b. Develop information campaigns annually
 - c. Utilize CivicSend website tool to reach citizens via email, text, and social media
4. Build awareness of community resources related to County services
 - a. Track phone and email requests for information to better tailor outreach and provide on-the-spot answers and direction for most common requests for services and information
 - b. Spotlight employee good works and accomplishments via social media and public relations
 - c. Promote and market business like amenities, i.e. Lasata, Golf Courses, parks

1. Promote tourism
 - a. Market the County facilities and assets
 - b. Develop social media marketing of events
 - c. Centralized information for the county
2. Attract business
 - a. Low taxes with great services
 - b. Good roads
 - c. Affordable housing (not low income) for entry level employees
3. Improve our public store front

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V. DEVELOP OUR CULTURE AND EMPLOYEES

Lead: Chris McDonell / Jason Dzwiniel

Future State: 80% employee engagement that drives lower turnover and absenteeism, better workplace safety, and improved customer satisfaction.

Objectives - WHAT

A. Maintain Competitive Wages and Benefits

B. Study and Improve Organizational Culture

C. Develop Proactive Leadership

D. Develop and Deliver Staff Training

E. Improve Internal Communications

F. Recruit and Retain Qualified County Employees

G. Improve Employee Recognition

Strategies / Tactics - HOW

1. Analyze private sector amenities (2020Q2)
2. Analyze benefit options and wellness program (2020Q3)
3. Perform a wage study (2020Q4)

1. Hire a culture consultant to conduct employee engagement survey / action plan (2020Q2)
 - a. Create an employee committee to increase innovation (2020Q2)

1. Provide leadership training (2020Q1)
 - a. Develop curriculum
 - b. Tie performance evaluations to personnel and leadership training
2. Develop succession plans for key County positions (2020Q4)

1. Improve employee on-board training (2020Q2)
2. Budget creation, approval and management training for board and staff (2020Q2)
3. Working on our mental health wellness program (2020Q3)
4. Safety training plan for all county positions (2020Q4)
5. Trauma informed care training county-wide (2022Q1)

1. Evaluate and develop an internal communication plan (2021)

1. Study/track/improve employee retention (2020Q1)
2. Increase number of qualified candidates for each job posting (2020Q2)

1. Create Staff appreciation and recognition program with employee input (2020Q1)
2. Improve bonus program (2020Q1)
 - a. Develop flexibility/bonus/steps
 - b. Increase utilization of bonus system county wide or by all departments

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Strategic Goal

VI. STREAMLINE COUNTY PROCESSES AND BUILD A PERFORMANCE EXCELLENCE CULTURE

Staff Owner: Chad Balke / Jason Wittek

Future State: Ozaukee County has a performance excellence culture built on communication, information, and innovation year-round and the ability to navigate through budgetary constraints with responsible planning and informed decision making using meaningful policy and budgetary data analysis.

Objectives - WHAT

A. Strengthen Our Long-Term Financial and Budget Processes

B. Develop and Implement Performance Management

C. Simplify and Improve Internal and External Communication and Information Provided

Strategies / Tactics - HOW

1. Develop framework for connecting the budget with strategic planning and priorities
 - a. Research the County’s Budget and Management System’s ability to link the budget numbers with strategic objectives (2020Q2)
 - b. Report providing data on how budget is used to accomplish strategic objectives (2021Q2)
2. Address funding deferrals for capital and one-time special projects
 - a. Commitment to project fund process
 - b. Provide decision-makers with all options for funding capital needs
 - c. Develop an inventory of projects and create a 5 year CIP document
3. Balance fiscal restraints and fund priorities with efficiency
 - a. Provide policy, financial, and budgetary analysis to aide decision-making
 - b. Provide communication and transparency to County Board members
 - c. Analyze quality of budget process and develop recommendations for enhancement and changes.
4. Evaluate ways to share equipment, develop innovative partnerships, or seek mergers w appropriate (TBD)

1. Develop Key Performance Indicators / metrics across all departments
2. Ensure performance metrics guide Oversight Committee decision-making
3. Develop shared benchmarks

1. Proper focus on policy issues
 - a. Utilize OpenGov for standardized Committee Reports
2. Schedule Department Head Meetings a year-out (2020Q1)
3. Standardize presentations of projects
4. Better prepare new board committee members
 - a. Create a “curriculum” webpage of County training/orientation info
5. Provide clear, accurate information for County Board
 - a. Prioritize with County Board about the level of data provided