AGENDA
OZAUKEE COUNTY BOARD
MID-MONTH REGULAR MEETING
WEDNESDAY, SEPTEMBER 18, 2019 – 9:00 AM
ADMINISTRATION CENTER - ROOM A-204
121 W. MAIN STREET, PORT WASHINGTON, WI 53074

THE FOLLOWING BUSINESS WILL BE BEFORE THE COUNTY BOARD FOR INITIATION, DISCUSSION, CONSIDERATION, DELIBERATION AND POSSIBLE FORMAL ACTION:

1. CALL TO ORDER
   Roll Call

2. PLEDGE OF ALLEGIANCE TO THE FLAG

3. PUBLIC COMMENT
   Legislative Update
   Chairperson's Proclamation

4. COMMUNICATIONS

5. CLAIMS

6. PRESENTATIONS:
   a. County Administrator's 2020 Proposed Budget Recommendation
   b. Strategic Plan County Board Report Out Session

7. COMMITTEE APPOINTMENTS / REAPPOINTMENTS
   September 18, 2019 Committee Appointments

8. COMMITTEE REPORTS

9. ADJOURNMENT
Ozaukee County Board

AGENDA INFORMATION SHEET

AGENDA DATE: September 18, 2019
DEPARTMENT: Administrator
DIRECTOR: Jason Dzwinel
PREPARER: Jason Wittek

**Agenda Summary** Strategic Plan County Board Report Out Session

Walter Jankowski, of Better Dash Faster, our strategic planning consultant will be here to facilitate the Report Out of the County’s DRAFT Strategic Plan. Walter will present the strategic planning process thus far, the objectives for the Report Out today and Next Steps.

The goal is to present the DRAFT strategic plan to the County Board as a "first reading", and solicit County Board feedback, suggestions and edits. Each section will be presented by a department head team leader. We want to ensure that we captured the intent of the County Board and Department Heads at our two strategic planning retreats this summer. Department Heads will be in attendance as well for this report out.

Next steps after soliciting feedback today is to take the DRAFT strategic plan to the applicable oversight committees for further discussion and input in October. This will allow for adequate time for the County Board to absorb the DRAFT strategic plan and for the County Board to discuss the goal sections with departments and further understand or refine with staff. The Strategic Plan will largely be implemented at the Committee level, and this will help align County Board, Administration, and Department Heads going forward. Likely, the Strategic Plan will come back in November or December to the County Board for adoption.

**ATTACHMENTS:**

- 1 2019-09-18 High-level Strategic Plan (PDF)
- 2 2019-09-18 Ozaukee County Strategic Plan DRAFT (PDF)
- 3 2019-09-18 Appendix Ozaukee County Strategic Planning Session Detailed Notes (PDF)
## 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

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### 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.

<table>
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<tr>
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### 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.

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<th>A. Assess Existing Operations (Annual Report 2020Q2)</th>
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<td>D. Expand Regional Transportation Services</td>
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### III. ENHANCE OUR QUALITY OF LIFE ASSETS

**Lead:** Andrew Struck and Andy Holshbach

**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.

| A. Continue to Preserve Important Environmentally Sensitive Lands and Natural Areas |
| B. Improve Our Water Quality |
| C. Develop Recreational and Cultural Destinations for Tourism, Residents and Businesses |

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### IV. PROMOTE THE COUNTY AND ENGAGE CITIZENS

**Lead:** Jason Wittek / Jason Dawinell

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

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

| A. Enhance Our Communication, Website and Marketing |
| B. Highlight Ozaukee County Governments' Role in Making Us a Premier Destination |

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### V. DEVELOP OUR CULTURE AND EMPLOYEES

**Lead:** Chris McDonell / Jason Dawinell

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

| 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 |

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### 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.

<p>| 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 |</p>
<table>
<thead>
<tr>
<th>Strategic Goal</th>
<th>Objectives - WHAT</th>
<th>Strategies / Tactics - HOW</th>
</tr>
</thead>
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### Strategic Goal

**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

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### Objectives - WHAT

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<tr>
<th>A. Assess Existing Operations (Annual Report 2020Q2)</th>
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<tbody>
<tr>
<td>1. Maintain current operations within budget</td>
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<tr>
<td>2. Assess operational effectiveness</td>
</tr>
<tr>
<td>a. Highway Dept Staffing and Pricing</td>
</tr>
<tr>
<td>b. Public Transit Operational Hours</td>
</tr>
<tr>
<td>3. Perform annual cost comparisons</td>
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<tr>
<td>4. Seek efficiencies</td>
</tr>
<tr>
<td>a. Materials, b. Services, c. Clients</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>B. Focus on Transportation Planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop long-range plans with:</td>
</tr>
<tr>
<td>a. Internal Staff, b. County Board of Supervisors</td>
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<tr>
<td>c. Southeastern Wisconsin Regional Planning Commission (SEWRPC)</td>
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<tr>
<td>2. Improve the accuracy of cost estimates (2021Q4)</td>
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<tr>
<td>3. Evaluate long-term gravel and asphalt production (2024)</td>
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<tr>
<td>4. Seek unmet needs</td>
</tr>
<tr>
<td>5. Evaluate Highway Safety for Improvements (2019Q4)</td>
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<table>
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<tr>
<th>C. Implement Innovative Transportation Solutions</th>
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<tr>
<td>1. Increase coordination with external agencies, municipalities, and nonprofits for better service to disabled, elderly, and veteran clients</td>
</tr>
<tr>
<td>a. Work with regional partners to develop a “one call, one click” entry to transit (2020Q3)</td>
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<tr>
<td>2. Align the transportation portfolio of services with the long-term needs of the County (2023)</td>
</tr>
<tr>
<td>a. Services, b. Infrastructure</td>
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<tr>
<td>3. Explore alternative funding sources through partnerships with private firms for (TBD):</td>
</tr>
<tr>
<td>a. Medical center rides   b. Access to workers/jobs</td>
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<tr>
<td>4. Partner with Ozaukee Co. HR to develop transportation options for County Employees (TBD)</td>
</tr>
<tr>
<td>a. Work with Lasata to develop targeted routes</td>
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<th>D. Expand Regional Transportation Services</th>
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<td>1. Implement Washington County transit merger (2019Q4 approval, 2020Q2 implement)</td>
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<td>2. Develop an external strategy to expand transportation from MKE to OZ county (Plan by 2021Q1)</td>
</tr>
<tr>
<td>a. Evaluate options for alternate transportation models</td>
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<tr>
<td>b. Evaluate special event transportation services</td>
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## 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

### 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.

#### A. Continue to Preserve Important Environmentally Sensitive Lands and Natural Areas

1. Protect additional County parks and open space particularly in the floodplain areas and other environmentally sensitive lands as identified and prioritized in the Park and Open Space Plan (POSP – Update in 2020)
2. Improve communication, coordination and planning with municipal leadership through Comprehensive Planning for the County (2021)
3. Continue to develop, amend and implement the Park and Open Space Plan (2020), Farmland Preservation Plan (2024), Land and Water Management Plan (2021) and Comprehensive Plan for Ozaukee County (2022)
4. Identify best farmland to preserve through an update of the Land Evaluation and Site Assessment (LESA) and the Farmland Preservation Plan for Ozaukee County (2023)
5. Manage Invasive Species throughout the County, particularly on County-owned lands (2020)
6. Promote protection and management of environmental corridors, natural areas and other environmentally sensitive lands as identified in the Park and Open Space Plan

#### B. Improve Our Water Quality

1. Actively promote healthy soils and nutrient management to reduce phosphorus and other sources of runoff from farmland (ongoing-2020)
2. Develop a plan and provide opportunity to hasten the replacement of potentially failing septic systems (POWTS – 2020Q4)
3. Continue to work towards compliance with Wisconsin’s Runoff Management Rules (NR151) (ongoing)
4. Work towards implementation of the Milwaukee River Total Maximum Daily Load (TMDL)
5. Implement Best Management Practices (BMPs) and innovative projects on County-owned lands to address TMDLs and water quality
6. Continue to restore and monitor streams, floodplains and wetlands in Ozaukee County through the nationally recognized Ozaukee Fish Passage Program

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

1. Provide funding for development and maintenance of multi-use trails, particularly the Ozaukee Interurban Trail and connecting trails
   - Provide capital investment
   - Safety improvements
2. Continue to develop and support the implementation of recreational resources as identified and prioritized in the Park and Open Space Plan for Ozaukee County including golf courses, parks and multi-use trails
3. Continue to support and coordinate with the Ozaukee County Tourism Council and Ozaukee County Historical Society for promotion of the quality of life in Ozaukee County
### IV. Promote the County and Engage Citizens

**Staff Owner:** Jason Wittek / Jason Dzwinel

**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.

#### A. Enhance Our Communication, Website and Marketing

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

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

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**
**V. DEVELOP OUR CULTURE AND EMPLOYEES**

*Lead: Chris McDonell / Jason Dzwiel*

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

**A. Maintain Competitive Wages and Benefits**

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

**B. Study and Improve Organizational Culture**

- 1. Hire a culture consultant to conduct employee engagement survey / action plan (2020Q1)
  - a. Create an employee committee to increase innovation (2020Q2)

**C. Develop Proactive Leadership**

- 1. Provide leadership training (2020Q1)
- 2. Develop succession plans for key County positions (2020Q4)

**D. Develop and Deliver Staff Training**

- 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)

**E. Improve Internal Communications**

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

**F. Recruit and Retain Qualified County Employees**

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

**G. Improve Employee Recognition**

- 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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**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
## 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

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)
   - c. Build-out public-facing Strategic Plan in OpenGov (2021Q1)
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 enhancements and changes.
4. Evaluate ways to share equipment, develop innovative partnerships, or seek mergers when appropriate (TBD)
   - a. Look at each service for potential machinery co-op
   - b. Tri-county machinery co-op

### B. Develop and Implement Performance Management

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

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

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
   - b. Create progress dashboards for on-going program or capital projects in OpenGov
   - c. Create County Board Budget dashboard in OpenGov
Mission, Vision, Values and Roadmap Team - CHRIS, JASON, AMANDA

Mission: Defines the fundamental purpose of an organization, succinctly describing why it exists

Existing Option 1: Ozaukee County’s 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.

Possible Options (to be completed later):
1. Ozaukee County provides superior services that enhances our citizens’ quality of life
2. Enhance the quality of life of all citizens
3. Enriching quality of life
4. Enriching lives of citizens through innovative and supportive services
5. Preserving and embracing (enabling a superior) quality of life for all citizens
6. High quality delivery of public services
7. Enriching and supporting quality of life
8. Superior ideas and high performance supporting our citizens (Vision)
9. Improve our citizens’ quality of life
10. Innovation to support the past and future
11. Collect taxes to do stuff

Vision: Outlines what the organization wants to be in 3 to 5 years? A well-written vision statement should describe a future state of what an organization wants to achieve over time. It should excite and motivate your employees about your organization and the progress to be made in the near future.

Existing Option 1: Ozaukee County…Forward Focused

Possible Options (to be completed later):
1. Setting the bar for excellence
2. Best of Class Services that positively impact our citizens
3. Leading the way and exceeding expectations
4. Leading the way to exceeding customer expectations
5. Leading the way to exceeding expectations
6. Best class services, high performance results
7. Meeting needs and exceeding customer expectations
8. Delivering innovative and best class services
9. Bringing innovation and delivering best class services

Values / Guiding Principles

- As a County, what do we value?
- What do we look for from leadership and staff?
- What are the top characteristics of the “ideal staff and leader?”

Existing Option 1 Ozaukee County Government will continue to evolve by implementing policies and programs that sustain and enhance the quality of life for all
Existing Values

1. **Access and Service**
   Ozaukee County 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 while ensuring they are accessible to all stakeholders.

2. **Employee Development and Support**
   Ozaukee County focuses to ensure employees are supported in order to maintain a productive, effective and functional working environment while also providing opportunities for skills, abilities, and knowledge to be upgraded with a balance between the county’s needs and the individual’s career goals and aspirations.

3. **Environment of Trust**
   Ozaukee County pursues the conditions to cultivate a culture of trust between all levels of county government, fellow employees, and our citizenry. Trust is built through the creation of a safe workplace and County to live, while being accountable to our elected officials, fellow employees, and citizens, and providing reliable public services at all times.

4. **Information, Outreach and Marketing**
   Ozaukee County strives to maximize the dissemination of vital information to our citizens and employees, encourage cooperation between the County, local municipalities, business, and organizations, and increase the awareness of services and facilities the County provides.

5. **Proactive Approach**
   Ozaukee County seeks to develop a culture that seeks initiate and cultivate change, addressing situations before responding in a reactionary manner. For example, we seek efficiencies because we want to provide the best value to taxpayers regardless of available revenues.

6. **Relationship Building**
   Ozaukee County approaches governing and providing public services understanding that these exchanges are social interactions requiring connection and communication. Strength in the relationships with our internal customers and external partners serve as the core of our business processes. Allowing Ozaukee County to maximize the use of resources and the provision of services to our customers.

7. **Safety External and Internal**
   Ozaukee County creates a safe physical environment for our citizens, clients, and employees placing the focus on the things that matter, like spending quality time with family or ensuring safe working conditions. Ozaukee County enjoys peace of mind knowing that our roads are safe, our facilities are safe for customers and employees, and our public safety services will provide protection.

**Possible Options:**

1. Impact
2. Teamwork
3. Self-Improvement
4. Innovation
5. Integrity
6. Dignity
7. Continuous Improvement
8. Support
9. Cultivating partnerships
10. Quality Customer Service
11. Safety
12. Ethics
13. Commitment
14. Enrichment
15. Purpose
16. Lead, empower support
### Proposed Combined 2020-2024 Strategic Plan

#### I. ENHANCE SAFETY FOR AT-RISK POPULATIONS

**Lead:** Liza Drake (Director of Human Services)

**Issue:**
1. Ozaukee County (and most others) has experienced an increase in drug use and crimes related to these issues.
2. Inmates that reoffend due to not having basic needs who commit crimes to meet these needs.
3. Do current services meet the needs of at risk populations?
4. Families that utilize food pantries have very limited access to fresh food and other healthier options.

**Future State:**

Ozaukee County is 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

1. Evaluate / study the feasibility of Community-Based Residential Facility (CBRF) 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)

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

1. Increase the treatment options for those with mental health and addiction issues within Ozaukee County
   a. Implement gaps in treatment options (2021Q3)
2. Implement an Active Case Review Committee to learn specifically within Ozaukee County what changes should be made within our system of care for individuals with AODA concerns (patterns in data 2021Q4)
   a. Based on the information received, develop an early intervention program to address these gaps (2023Q4)
3. Develop and implement a county wide stigma reduction campaign. (2021Q4)

#### C. Evaluate the Need for Specialized Courts

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 Judges and decide next steps for specialized courts within Ozaukee County (2021Q4)

#### D. Strengthen Reintroduction Services for People Leaving Jail

1. Implement a Pilot Program that provides support for inmates leaving jail to ensure they have access to basic needs post discharge (2020Q1)

#### E. Create Healthy and Safe Environments for Families

1. Expand Project Lifesaver throughout the county (2020Q4)
2. Increase access to healthy and affordable foods for families (2021Q4)

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Comment</th>
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<tbody>
<tr>
<td># drug related crimes decrease</td>
<td></td>
</tr>
<tr>
<td>Increased rates of reunifications of children placed in Foster Care</td>
<td></td>
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<tr>
<td># / % recidivism rates improve</td>
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<tr>
<td>Increased number of children in Project Lifesaver</td>
<td></td>
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<td>Increased access to healthy food options for at risk individuals</td>
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<tr>
<td>Additional AODA programming in Ozaukee County</td>
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<tr>
<td>Outcomes / Impact of AODA program initiatives</td>
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II. PROVIDE A SAFE & EFFICIENT TRANSPORTATION SYSTEM FOR ALL OZAUKEE CO. RESIDENTS

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

Issue: Resident desire to maintain highways at fiscally responsible level.
       Resident and industry desire for efficient, regional transit solutions

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)
   1. Maintain current operations within budget
   2. Assess operational effectiveness
      a. Highway Dept Staffing and Pricing
      b. Public Transit Operational Hours
      c. Communications of upcoming projects
   3. Perform annual cost comparisons
   4. Identify and implement efficiencies
      a. Materials
      b. Services
      c. Clients

B. Focus on Transportation Planning
   1. Develop long-range plans with:
      a. Internal Staff
      b. County Board of Supervisors
      c. Southeastern Wisconsin Regional Planning Commission (SEWRPC)
   2. Improve the accuracy of cost estimates (2021Q4)
   3. Evaluate long-term gravel and asphalt production (2024)
   4. Seek unmet needs
   5. Evaluate Highway Safety for Improvements (2019Q4)

C. Implement Innovative Transportation Solutions
   1. Increase coordination with external agencies, municipalities, and nonprofits for better service to disabled, elderly, and veteran clients
      a. Work with regional partners to develop a “one call, one click” entry to transit (2020Q3)
   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 (2121Q2):
      a. Medical center rides
      b. Access to workers/jobs
   4. Partner with Ozaukee County HR to develop transportation options for County Employees (2020Q4)
      a. Work with Lasata to develop targeted routes

D. Expand Regional Transportation Services
   1. Implement Washington County transit merger (2020Q1 approval, 2020Q2 implement)
   2. Develop an external strategy to expand transportation from MKE to OZ county (Plan by 2021Q1)
      a. Evaluate options for alternate transportation models
      b. Evaluate special event transportation services

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<tr>
<th>Key Performance Indicator</th>
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<tbody>
<tr>
<td>Asphalt production</td>
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<tr>
<td>Ridership and Service Effectiveness</td>
<td>Defined in SEWRPC Ozaukee County Transit Development Plan 2019-2023 (CAP Report No.331)</td>
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III. **Enhance Our Quality of Life Assets**

**Lead:** Andrew Struck and Andy Holschbach  
**Issue:** Need to protect and restore impairments to our natural resources  
**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

A. **Continue to Preserve Important Environmentally Sensitive Lands and Natural Areas**

1. Protect additional County parks and open space particularly in the floodplain areas and other environmentally sensitive lands as identified and prioritized in the Park and Open Space Plan (POSP – Update in 2020)  
2. Improve communication, coordination and planning with municipal leadership through Comprehensive Planning for the County (2021)  
3. Continue to develop, amend and implement the Park and Open Space Plan (2020), Farmland Preservation Plan (2024), Land and Water Management Plan (2021) and Comprehensive Plan for Ozaukee County (2022)  
4. Identify best farmland to preserve through an update of the Land Evaluation and Site Assessment (LESA) and the Farmland Preservation Plan for Ozaukee County (2023)  
5. Manage Invasive Species throughout the County, particularly on County-owned lands (2020)  
6. Promote protection and management of environmental corridors, natural areas and other environmentally sensitive lands as identified in the Park and Open Space Plan

B. **Improve Our Water Quality**

1. Actively promote healthy soils and nutrient management to reduce phosphorus and other sources of runoff from farmland (ongoing - 2020)  
2. Develop a plan and provide opportunity to hasten the replacement of potentially failing septic systems (POWTS – 2020Q4)  
3. Continue to work towards compliance with Wisconsin’s Runoff Management Rules (NR151) (ongoing)  
4. Work towards implementation of the Milwaukee River Total Maximum Daily Load (TMDL)  
5. Implement Best Management Practices (BMPs) and innovative projects on County-owned lands to address TMDLs and water quality  
6. Continue to restore and monitor streams, floodplains and wetlands in Ozaukee County through the nationally recognized Ozaukee Fish Passage Program

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

1. Provide funding for development and maintenance of multi-use trails, particularly the Ozaukee Interurban Trail and connecting trails  
   a. Provide capital investment  
   b. Safety improvements  
2. Continue to develop and support the implementation of recreational resources as identified and prioritized in the Park and Open Space Plan for Ozaukee County including golf courses, parks and multi-use trails  
3. Continue to support and coordinate with the Ozaukee County Tourism Council and Ozaukee County Historical Society for promotion of the quality of life in Ozaukee County

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<tbody>
<tr>
<td>Acres of invasive species eliminated</td>
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<tr>
<td>Phosphorus in water</td>
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<td>Park usage / visitors</td>
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IV. Promote the County and Engage Citizens

Lead: Jason Wittek / Jason Dzwinek

Issues:

- Current marketing and communication to the public is decentralized, often done department by department, without a County goal or agenda.

- County has no cohesive social media strategy, or dedicated staff to manage social media platforms.

- No marketing budget exists.

- Requests for information from citizens is currently unknown or siloed, either by telephone or in person and website traffic is mostly unmonitored, or unharnessed.

Future State: Be an Ozaukee County government that cultivates transparency, and an informed citizenry, which engages and 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.

A. Enhance Our Communication, Website and Marketing

1. Hire Chief Information Officer or Communications Director (2020Q2)
   - Consolidate Marketing and communications for County services and attributes
   - Evaluate the need for creation of a division of marketing
   - Establish budget for marketing activities
   - Train county staff on use of County website content management platform

2. Develop a comprehensive communications strategy (2021Q1)
   - Optimize website and social media outreach
   - Implement a social media management platform

3. Develop tools to increase citizen, municipal, and non-profit partner input and profile
   - Implement OpenGov transparency portal (public facing budget platform) (2021Q1)
   - Develop information campaigns annually (2020Q3)
   - Utilize CivicSend website tool to reach citizens via email, text, and social media

4. Build awareness of community resources related to County services (2022)
   - 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
   - Spotlight employee good works and accomplishments via social media and public relations
   - Promote and market business like amenities, i.e. Lasata, Golf Courses, parks

B. Highlight Ozaukee County Governments’ Role in Making Us a Premier Destination

1. Promote tourism
   - Market the County facilities and assets
   - Develop social media marketing of events
   - Centralized information for the county

2. Attract and promote to business
   - Low taxes with great services
   - Good roads
   - Affordable housing (not low income) for entry level employees

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<tr>
<td># hits on all channels (website, OpenGov, CivicSend, social media, apps, etc.)</td>
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V. DEVELOP OUR CULTURE AND EMPLOYEES

Lead: Chris McDonell / Jason Dzwinel

Issues: The County conducted an employee engagement survey in December 2018 through the Milwaukee Journal Sentinel Top Workplaces program, which found 53% of our employees as being disengaged. A disengaged employee is someone who is not committed to the organization and/or not motivated to give their very best work.

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

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

B. Study and Improve Organizational Culture
   1. Hire a culture consultant to conduct employee engagement survey / action plan (2020Q1)
      a. Create an employee committee to increase innovation (2020Q2)

C. Develop Proactive Leadership
   1. Provide leadership training (2020Q1)
   2. Develop succession plans for key County positions (2020Q4)

D. Develop and Deliver Staff Training
   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)

E. Improve Internal Communications
   1. Evaluate and develop an internal communication plan (2021Q4)

F. Recruit and Retain Qualified County Employees
   1. Study/track/improve employee retention (2020Q1)
   2. Increase number of qualified candidates for each job posting (2020Q2)

G. Improve Employee Recognition
   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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<tr>
<td>Employee retention</td>
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<td>Employee engagement</td>
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<td>Absenteeism</td>
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<tr>
<td># of employees in supervisory positions completing leadership training</td>
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<tr>
<td># of high-potential employees ready for promotion to higher levels.</td>
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<td>Bonus program utilization</td>
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VI. STREAMLINE COUNTY PROCESSES AND BUILD A PERFORMANCE EXCELLENCE CULTURE

Lead: Chad Balke / Jason Wittek

Issues: Without proactive planning and continuous process improvement, County operations will be subjected to annual challenges associated with meeting tax levy limits and funding existing operations while trying to provide new or better services. Currently, performance measures are assembled and reported at budget time, and provide little meaning to Administration and Oversight Committees, as there is little consensus or accountability on the performance measures we have. A vast majority of our performance measures are outputs or “workload volume”, but not metrics, which require outcomes or efficiency measures with meaningful targets.

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.

A. Strengthen Our Long-Term Financial and Budget Processes

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)
   c. Build-out public-facing Strategic Plan in OpenGov (2021Q1)

2. Address funding deferrals for capital and one-time special projects
   a. Commitment to project fund process
      i. Process will be held annually at the beginning of the year pending favorable year-end financial results
      ii. Competitive RFP process will determine funding awards
   b. Provide decision-makers with all options for funding capital needs
      i. Determine funding sources currently available (end of each fiscal year)
      ii. Provide options for other funding sources when appropriate and pay-go funding is not an option (ongoing as needed)
      iii. Create innovative funding mechanisms like saving special one-time revenues and segregating for one-time project uses
   c. Develop an inventory of projects and create a 5 year CIP document
      i. Research an inventory or asset management system (2019Q4)
      ii. Develop a 5-year expenditure list of capital projects (2020Q2)
      iii. Present plan to County Board every year (TBD)

3. Balance fiscal restraints and fund priorities with efficiency
   a. Provide policy, financial, and budgetary analysis to aide decision-making
      i. Develop long-range financial plan (2019Q4)
      ii. Highway Department - Ozaukee Highway business model and cost analysis (TBD)
      iii. Monitor financial results in key departments and operations
         a) Lasata Senior Living Campus (ongoing)
         b) Golf Courses (ongoing)
         c) Highway Department (ongoing)
   b. Provide communication and transparency to County Board members
      i. Research the OpenGov transparency portal tool and determine usefulness for County (2019Q4)
      ii. Increase budget planning communications with Executive Committee (ongoing)
      iii. Research additional participatory budget planning ideas (2020Q3)
         ε. Analyze quality of budget process and develop recommendations for enhancements and changes.
            i. Seek feedback on budget process from Board members (events, sharing of information, expectations, etc)
            ii. Research priority-based funding models (2021Q1)
            iii. Provide information to stakeholders at beginning of budget process (2021Q3)

4. Evaluate ways to share equipment, develop innovative partnerships, or seek mergers when appropriate (TBD)
   a. Look at each service for potential machinery co-op
   b. Tri-county machinery co-op
B. Develop and Implement Performance Management

1. Develop Key Performance Indicators / metrics across all departments
   a. Budget Office provides Performance Metric Guidance to Departments (2019Q4)
   b. Departments submit revised performance metrics to Budget Office (2019Q4)

2. Ensure performance metrics guide Oversight Committee decision-making
   a. Develop Performance Metrics dashboards in OpenGov (2019Q4)
      i. Submit to ICMA for Certificate in Performance Management (2020Q3)
   b. Create Performance Metrics dashboard reports for Oversight Committees (2020Q1)
      i. Report quarterly on performance metrics to Oversight Committees (2020Q1)

3. Develop shared benchmarks
   a. Identify benchmark Counties in Wisconsin and similar sized Counties nationally (2020Q4)
   b. Identify / develop common benchmark measures (2020Q4)
      i. Utilize ICMA Open Access Benchmarking Key Performance Indicators

4. Demonstrate value/ROI of performance management (2020Q4)
   a. Report out on percentage of performance metrics improving or reaching targets
   b. Report out on budgetary decisions informed by performance metrics

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

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
   b. Create progress dashboards for on-going program or capital projects in OpenGov
   c. Create County Board Budget dashboard in OpenGov

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<tr>
<td>☐ % of Departments with KPI’s in place and using them to improve performance</td>
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<td>☐ Board Member satisfaction with board packet and information available</td>
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<tr>
<td>☐ Board Member satisfaction with budget and CIP planning</td>
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Detailed Activity Notes
Activity A

Name/Role & What’s one or two things you are proud of in the last two years at Ozaukee County?

1. Rick Nelson, County Board - New budget process, especially for capital projects; department heads
2. Justin Strom, County Board - Taking care of parks and open spaces
3. John, Public Works Director - New processes
4. Joy, Superintendent - first day here
5. Andrew, Director of planning and parks - More parking in the floodplain
6. Doug, Supervisor - Appreciates working board on RFG resolution
7. Sandy, County Board - Is very proud of board and department
8. Adam, Ozaukee County DA - Electronic systems done really well & county govt manages resources very efficiently
9. Linda, County board supervisor - Support CAC
10. Amanda, Campus administrator - Improved as an org
11. Bruce, Campus - Proud of her team
12. Chris, County Board - proud of management system
13. Janet, Court supervisor - Proud of her committee
14. Chris McDonalod, HR director - great management across all departments
15. Andy, Director of land and water management - Opportunity to work with agricultural community
16. Joshua, County treasurer - budgeting
17. Kesha, Human Services - Employee relations with the pubic
18. Tom, County Supervisor - Restoration of the courthouse
19. Lee, County Board chair - Proud of tax rate, healthiest county in the state
20. Jason
21. Facilities - Proud of commitment to energy, and his relationship with committee
22. Dave, County Supervisor
23. Julie, County clerk - Directional leadership
24. Jason, County Administrator - Transit merger with Washington county
25. Marshall, Ozaukee County Sheriff dept. - commitment to officer program, communication and collaboration
27. Don, County Supervisor - Organizational, they created better softwares & the budget process
28. Jennifer, County Board - Health enhancing and quality of life, working to improve the soil & restores natural areas
29. Ron, Land information office - Last of digital documents
30. Carrie, Court office - Excellent customer service
31. Donald, Supervisor - Nice to be part of a great team
32. Kaila, Human Services - Leadership development program
33. Cindy, Extension Director with UW Extension - Patience
34. Kristin, Sheriff department - Collaboration
35. Mitch - Overall fiscal management
36. Tom, County Board Supervisor - Hired excellent people & sheriff’s department
37. Kevin Johson, Services Dept - County’s willingness to support justice center
38. Marty, County Supervisor - Proud of turnaround
39. Jeff, Budget manager
40. Rob, Supervisor - Generally proud of county’s services
41. Ronda, Corporation Counsel - Value/ethic in Ozaukee County
Detailed Strategic Plans By Group

Group 1 - Strategic Plan

I. Strengthen Our Long-Term Budget Decisioning Processes
   A. Lack of charity on appropriate ROI Energy projects
   B. Budget flat
   C. Promote sustainable growth
   D. Develop meaningful right performances measures - proven methods
      1. Performance measures dont guide committee decision making
   E. Presentations of projects
      1. Preparation of new members on board committees

II. Invest In Employee Resources
   A. How to reduce employee turnover
   B. Appropriate staffing level
   C. Consistent focus on training and education for employees
   D. Staff spends time on day to day, which can take away focus on PM’s
   E. Bonus system not utilized county wide or by all departments
   F. recognition/acknowledgment of upper management: DOA
   G. On-board employee training
   H. Workforce recruiting and retention
      1. Maintain strong benefit package
      2. Private sector amenities
      3. Opportunities (promotional) flexibility

III. Health
   A. At risk individuals (children, elderly, disabled)
   B. Safe Water
      1. Water end users
   C. Aging population
      1. Targeting services for aging
      2. Communication
      3. Health
      4. Aging in place
   D. Mental health and drug addiction
      1. Treatment resources
      2. Early intervention
      3. Collaborate with community partners
   E. Providing effective services to achieve self-sufficiency
      1. Mental health
      2. Drug resources
      3. Education and outreach

IV. Quality of Life Assets
   A. Continue looking for important sensitive lands for preservation
   B. Clean farm families
      1. Water quality

V. Public Safety

VI. Enhance Our Communication, Website and Marketing
   A. Increased outreach and information
   B. Cap project funding
   C. Transit merger talks
   D. Upgrade marketing to increase county profile
   E. Awareness of community resources related to human services
   F. Website needed for outreach
Group 1 — Detailed Notes

A. What are you proud of?
   1. Energy Action Team
      i. Projects which promote healthy soils, clean water, health and quality of life
      ii. EAT successes
   2. Officer and Employee wellness
   3. Interdepartmental collaboration & communication
   4. Cap project Funding
   5. Transit merger talks
   6. Energy Action team (reductions)
   7. Getting the last of our digital documents funded to get digital index
   8. Land information office reaching into departments and communities with geographical information tools
   9. Expansion of CCS services to eligible
   10. Continued collaboration with the LE dept./OCSD

B. Initial Gaps
   1. Providing effective services to achieve self-sufficiency
      i. Mental health
      ii. Drug resources
      iii. Education and outreach
   2. Ensuring public safety
      i. Mental health & drug treatment/resource
   3. Protecting the community & individual
      i. Adult & child protective services
   4. Maintaining & enhancing county owned roadways
   5. Ensuring proactive leadership
      i. Succession planning
      ii. Forward thinking

C. Plan Gaps
   1. Upgrade marketing to increase county profile
   2. Appropriate staffing level
   3. Increased resources for PA
   4. Awareness of community resources related to human services
   5. Invest in LE training and equipment
   6. Public safety
      i. Limited resources for jail release
   7. Increased coordination of mental health initiatives
   8. Plan maintenance for bike trail
   9. Upkeep of recreational facilities
   10. Transportation
      i. Limited funding
   11. Transportation that crosses county lines

D. Planning Assumptions
   1. Fiscal Constraints
      i. More with less
      ii. Maximizing community resources
      iii. Grant/other funding sources
   2. Mental health and drug addiction
      i. Treatment resources
      ii. Early intervention
      iii. Collaborate with community partners
   3. Workforce recruiting and retention
      i. Maintain strong benefit package
      ii. Private sector amenities
iii. Opportunities (promotional) flexibility

4. Aging population
   i. Targeting services for aging
   ii. Communication
   iii. Health
   iv. Aging in place

E. Customer Analysis
   1. Target customers
      i. Rural customers
      ii. High-risk families
         1. One stop info center
            a. ADRC
            b. 211
   2. Lead customers
      i. At risk individuals (children, elderly, disabled)
      ii. Safe Water
         1. Water end users
   3. Lead services
      i. Increased outreach and information (marketing
      ii. Preventive MH services
      iii. POWTS
         1. compliance

F. County Board Comments
   1. Computer + Voting system
   2. Concise committee reports
   3. Preparation of new members
   4. More complete info
   5. Too much concern on the tax rate
   6. Face to face interaction

G. Culture, process and measures
   1. Bonus system not utilized county wide or by all departments
   2. recognition/acknowledgment of upper management: DOA
   3. Website: tools provided may be outdated: review needed
   4. PM’s don’t guide committee decision making
   5. Staff spend too much time on day to day, which can take focus away from PM’s
   6. On-board employee training
   7. Consistent focus on training & education for employees (training budgets vary by department
Group 2 - Strategic Plan

I. Promote the County as a Premier Destination
   A. tourism
      1. Marketing of county facilities and assets
      2. Social media marketing of events
      3. Centralized information for the county
   B. Attracting business
      1. Low taxes with great services
      2. Good roads
      3. Affordable housing (not low income) for entry level employees
   C. Improve our public store front
      1. Chief information or communications director

II. Recruit, develop and retain qualified county representatives
   A. Actively recruit qualified people

III. Infrastructure Planning
   A. Transportation I.A. Maintaining and Enhancing county owned roadways
      1. Economic driver
      2. Resident expectation
      3. Quality of life
      4. I-43 & highway 60 - both roads not in our control
      5. County roads are good
   B. Transportation I.A.
      1. Better taxi service - disability
      2. Summerfest ridership - strategic test
      3. Economic issues
      4. Quality of life
      5. Partnership & lasata targeted routes
      6. Veterans provide transportation and county cost
   C. Transport I.B.
      1. Stop offering services at a discount
      2. Notify communities in advance when road work occurs
      3. Road communication must be an active listener
      4. Business prop w/ Washington county on gravel for surfacing
   D. County government I.B.
      1. Look at each service machinery co-op
      2. Tri county machinery co-op
   E. Quality of life IV.A.
      1. Use of technology
      2. More law enforcement preserves scams - how do you ensure public safety when it is nebulous?
      3. Life skills
   F. Digitizing all court records and electronic filing

Group 2 – Detailed Notes

A. What are you proud of?
   1. Digitizing all court records & electronic filing
   2. Reclaiming space for efficient function in the COC
   3. Keeping crime low
   4. Giving residents good services for a good price and continues to offer great services while keeping taxes low
   5. The turnaround of Lasata
   6. Capital projects
   7. Employees
   8. Taking on/funding war memorial repair
   9. Financial oversight

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10. Budget process improvements
11. We have a lot of excellent employees that work for the county
12. Sheriff’s department does a great job for public safety

B. Initial gaps

1. Transportation I.A. Maintaining and Enhancing county owned roadways
   a. Economic driver
   b. Resident expectation
   c. Quality of life
   d. I-43 & highway 60 - both roads not in our control
   e. County roads are good

2. Human Services III.B. Providing effective services to eligible candidates to achieve self-sufficiency
   a. Aging population
   b. Heroin drug use leads to crime
   c. Children in need of services

3. Quality of life IV.A. Ensuring public safety
   a. Policing on I-43
   b. Crime rates along I-43
   c. Human traffic

4. Human services II.A. Protecting the community and the individual
   a. Elderly & children - vulnerable citizens

5. County Government II.A. Ensuring Proactive leadership
   a. Limiting county board chair
   b. More planning session cross board/dept head
   c. Training

C. Plan Gaps

1. Transport I.B.
   a. Stop offering services at a discount
   b. Notify communities in advance when road work occurs
   c. Road communication must be an active listener
   d. Business prop w/ Washington county on gravel for surfacing

2. County Gov II.A.
   a. Empowering the person doing the job
   b. Model - total leadership - get the idea from the front line staff
      i. Front line input
      ii. Future/trend/more input
   c. What will our future boar think of our decision?

3. Transportation I.A.
   a. Better taxi service - disability
   b. Summerfest ridership - strategic test
   c. Economic issues
   d. Quality of life
   e. Partnership & lasata targeted routes
   f. Veterans provide transportation and county cost

4. Human Services III.A.
   a. Meeting the needs of the mentally ill
   b. Care for the detox in jail

5. Quality of life IV.A.
   a. USE of technology
   b. More law enforcement preserves scams - how do you ensure public safety when it is nebulous?
   c. Life skills

6. Quality of Life IV.B.
   a. Webmaster
   b. Facebook/Twitter/Instagram
   c. Promoting
d. Bigger gap than expected

7. County government I.B.
   a. Have to look at each service machinery co-op
   b. Tri county machinery co-op

8. County gov II.C.
   a. Promote
      i. Golf courses
      ii. Lasata
      iii. Dedicated webmaster
      iv. Our public storefront

9. Quality of life IV.B.
   a. Promote parks
   b. Pay electronically

D. Planning Assumptions
1. Attracting & retaining quality employees
   a. Training for department heads on management skills and leadership training
   b. Real bonus & recognition program

2. Population issues
   a. Aging population
   b. Loss of young people (brain drain)

3. Drugs

4. Economic turndown

5. Infrastructure & technology: software process

6. Internal
   a. County board member
   b. Employees
   c. Department heads
   d. Judges
   e. Jail residents

7. External
   a. Local municipality
   b. State of WI
   c. Residents
   d. Taxpayers
   e. Banks @ tax collectors
   f. Suppliers
   g. Non for profits
   h. Public health consumers
      i. Economic support

8. Two top customers
   a. Taxpayers
   b. Employees

E. Customer Analysis
1. Existing lead
   a. County employees
      i. Training
      ii. Collaborate
      iii. Messaging information manager needed
   b. Infrastructure users
      i. State roads are in poor shape
      ii. Congested roads
      iii. Unsafe roads
      iv. Bike paths/paths adaptive roper

2. Target
a. Employees
b. Tourists

F. County Board comments
   1. Provide clear, accurate information
   2. Clear accountability
   3. Demonstrate value of services

G. Culture, process and measures
   1. Employee reward system improvements
   2. Lack of uniformity & consistency
   3. Measurable goals
   4. Culture
      a. Do we know what our employees want
      b. Last minute/just in time attitude

Group 3 - Strategic Plan

I. Attract/Retain Employees
   B. Ensuring Public Safety
      i. DPS Office Staffing and attracting good candidates for the position through pay and benefits
      ii. Develop competitive wage and benefits
      iii. Flexible schedules
   C. Staff appreciation and recognition
      iv. Create program with employee input
   D. Working on our mental health wellness program at the sheriff’s office
      v. Trauma informed care training county wide
   E. Provide education and leadership training

II. Accurate Data Measurement/Reporting
   F. Accountability and measurement of progress/outcomes
   G. Ensuring proactive leadership
      i. Communication between department heads and board members
   H. Consistency of information being passed on so all are on the same page

III. Education
   I. Continuing education and training for staff
   J. Increased education for board members specific to their oversight committee
   K. Protecting the communication and providing effective services to people
      i. Coordination between departments and not for profits
      ii. Educating community and partners
      iii. Financial burden
   L. Increasing co govt profile
      iv. Marketing and education of the public

IV. Mental health/addiction
   M. Allocating resources for mental health and addiction issues/services
   N. Human services
      i. Providing effective services and eligible candidates
      ii. Protecting the community individuals
   O. $$
   P. Collaboration
   Q. Education

V. Transportation
   R. Public
      i. Operation hours - extend
      ii. Service area - extend
   S. Maintaining and enhancing county owned roadways
      iii. Why are we discounting areas not covered by the county when we can’t complete our own?
iv. Staffing levels/resources

Group 3 – Detailed Notes

A. What are you proud of?
   1. Proactive process management (Tech, policy, grant management)
   2. 2018 Audit - Clean opinion
   3. Our customer satisfaction surveys have been good - our dept. is meeting the needs of our users
   4. Working on our mental health and wellness program at the sheriff’s office
   5. Joint committees throughout the county - CIT, Mental Health, Advocates, Dementia
   6. Restructuring areas in extension went well
   7. Hired a new coordinator
   8. Keeping county safe and an excellent place to work & play
   9. The monetary impact that the DBS/EBS has had for customers based upon the benefits received
   10. Extension of taxi hours helped to accommodate customers’ work schedule & entertainment
   11. Leadership development

B. Initial gaps (priority order)
   1. Transportation: Maintaining & Enhancing county owned roadways
   2. Human Services: providing effective services of eligible candidates
   3. Human services: protecting the community & individual

C. Plan Gaps
   1. Transportation - Roadway s
      a. Why are we discounting areas not covered by the county when we can’t complete our own?
      b. Staffing levels/resources
   2. Protecting the comm + Ind: Providing effective services to people
      a. Coordination between departments and not for profits
      b. Educating community & partners
      c. Financial burden
   3. Ensuring public safety
      a. DA’s office staffing & attracting good candidates for the position through pay & benefits
   4. Ensuring proactive leadership
      a. Communication between department heads & board members
      b. Consistency of info being passed on so all are on the same page
      c. Education & leadership training
   5. Transportation - Public
      a. Operation hours- extend
      b. Service area - extend preserving farmlands, natural areas
         i. Maintenance on recreational properties - money to what we have not new things
      c. Increasing co. govt profile
         i. Marketing & education of the public
      d. Increasing tourism
         i. Marketing

D. Planning Assumptions
   1. Economic uncertainty
      a. Run the county like a household
   2. Addiction/mental health
      a. Money
      b. Collaboration
      c. Education
   3. Aging population
      a. outreach/education
   4. Workforce
      a. recruitment/retention
      b. Wages competitive
      c. Health
d. Training

E. Customer Analysis
   1. Top 3 customers
      a. County employees
         i. Gaps
            a. Flexible schedules
            b. benefits/incentives
            c. Wage vs. private sector
      b. County board members
         i. Gaps
            a. Increased education for board members specific to their oversight committee
      c. Transportation users
         i. Gaps
            a. Hours of public transit
            b. Flexible scheduling of public transit
            c. Should county be doing work on municipality roads

2. Target
   a. Quality employees
   b. Business
      i. Gaps
         a. Not enough employees

F. County Board comments
   1. Quality staff
   2. Accurate information

G. Culture, process and measures
   1. Top Gaps
      a. recognition/support of county employees
      b. attract/retain quality employees
Group 4 - Strategic Plan

I. Retain Staff
   A. Workforce
      1. Recruiting and retaining quality of staff
   B. Population: aging demographic, human services & mandatory mandates from the state
   C. Workforce management and flexibility
   D. Flexibility in compensation package for staff
   E. Non-competitive wages/benefits
   F. sustainability/growth guided positions
   G. Analysis of staffing levels
   H. Lack of recognition of staff
   I. Needs a program implementation of process
   J. Culture gap
      1. Employee engagement
   K. Expense account
   L. Budget creation and approval process
   M. Retain staff and leaders
   N. Resistance to change

II. Growing leadership
   A. County proactive leadership (succession planning)
   B. Training for budget management and creation (board and staff)

III. Transportation and infrastructure
   A. Investing our capital needs - infrastructure
   B. Transportation users
   C. Road improvement
   D. Funding for backlogged recreational capital items
   E. New capital improvement plan (CIP) process

IV. Quality of life
   A. Become a top destination for tourism, residents and business
   B. Provision and utilization of technology
   C. Protection of additional park average in the floodplain River Oaks and Covered Bridge Parks
   D. Workforce and attracting resident and business
   E. Address short term issues in context of long term trends
   F. More funding for inter urban trail
   G. Belgium riding club
      1. Capital investment
      2. Safety improvement
   H. Kapco
      1. Access to workers
      2. Stable infrastructure

Group 4 Detailed Notes

A. What are you proud of?
   1. Budget
   2. Department heads
   3. Bike trails
   4. Lasata
   5. Transit improvement
   6. Protection of additional parking in the floodplain - River Oaks and Covered Bridge Parks
   7. Support of positions at the Department Level (Competitive market)
   8. CIP Process
   9. New Capital Improvement Plan (CIP process)
   10. RFG Resolution
   11. Almost no tax increase over the past years
12. Judge & how handled
13. Scheduling repairs

B. Initial gaps (priority order)
   1. Transportation
      a. More flexibility, more options (Uber, Lyft)
   2. County proactive leadership (succession planning)
   3. Mission statement

C. Plan Gaps
   1. Increase on-demand/availability for transit services & explore efficiencies/expansion of employees/employers
   2. Analysis of staffing levels, long term commitment to funding & gaps between desired/requested services and funding
   3. Funding for backlogged capital items
   4. Increase services and support for substance use disorder
   5. Analyze potential partnerships and consolidate plan to ensure Dept. Head engagement
   6. COordinated efforts to interconnect marketing/tourism and community
   7. Allow flexibility for dept. to staff and purchase equipment and needed with fiscal limits & improve board
      understanding of issues and lesser purely fiscal discussion
   8. Explore alternatives through process/technology to improve outcomes of those individuals within the system
   9. Increase technology to improve communication to general public

D. Planning Assumptions
   1. Workforce
      a. Recruiting and retaining quality of staff
   2. Population: aging demographic, human services & mandatory mandates from the state
   3. Drug addiction/crisis
   4. State & federal funding
      a. How received, change process
      b. Remove recondrements
   5. Invest in recreational activities for elderly & youth
   6. Drug and mental health issues on the rise
   7. Health insurance/federal healthcare mandates
   8. Unfunded mandates
   9. Reprioritize and understand county funds and financing
   10. Infrastructure
      a. Road improvements
   11. Attracting businesses
      a. Address short term issues in the context of long term trends and protection

E. Customer Analysis
   1. 3 existing customers
      a. Belgium riding club
         1. Capital investment
         2. Safety improvements
      b. Domestic abuse survivors
         1. Long term funding
         2. Mental health support
         3. Promote public/private partnership
      c. Kapco
         1. Access to walkers
         2. Stable infrastructure
      d. Elderly residents
      e. Halfway house resident

F. County board comments
   1. Expense account
   2. Budget creation and approval process
   3. Retain staff and leaders
4. Resistance to change behaviour of board and committees

G. Culture, process, measures
   1. Non-competitive wages/benefits
   2. sustainability/growth guided positions
   3. Lack of recognition of staff
   4. Needs a program implementation of process
   5. Culture gap
      a. Employee engagement

Group 5 - Strategic Plan
I. Transportation and roadways
   A. Flow of people from MKE to OZ County continues to be a challenge (drugs flowing into OZ County)
   B. Need more external strategy to expand transportation from MKE to OZ county
      1. Need to study the transportation molds
   C. Planning assumptions
      1. workforce
      a) Need alternative + competitive wages and benefits
      b) Hiring qualified employees will be increasingly difficult
      c) Changing population
   D. strategy/processes to ensure clarity around the types of issues brought to board/ensure issues are policy drivers
   E. Consolidated marketing and communications for county services
   F. Effective funding and prioritization process for determining projects to maintain and enhance county owned roadways
   G. Strategy need for when to consolidate county services
      1. Leaders need the ability to plan and be creative when buying solutions to the board
      2. Budget limitations stunt county leaders ability to be creative
      3. Division of marketing to bring awareness of county

II. Quality of life
   A. HHS
   B. Roads
   C. Natural resources
   D. Public Safety

III. Human services: Protecting the community
   A. Public safety issues on guidance outside of OZ county and within
   B. People with mental health issues on AODA that fall into the criminal justice system instead of HHS

Group 5 – Detailed Notes
A. What are you proud of?
   a. Improving financial health of Lasata Campus
   b. Improved overall star rating with CMs
   c. Integration of paperless office
   d. Overall costs/budget management - smart investment
   e. Justice center employees/department heads work well together
   f. Proud to be an employee of Ozaukee county & great staff in the department
   g. Support of the county given to the lakeshore regional child advocacy center
   h. Lasata management getting $ on track w/ costs
   i. Our focus on env. stewardship

B. Initial gaps (priority order)
   a. Transportation: Roadways
   b. Quality of life: Ensuring public safety
   c. Human Services: Protecting the community

C. Plan Gaps
   a. Effective funding and prioritization process for determining projects to maintain and enhance county owned roadways
b. strategy/processes to ensure clarity around the types of issues brought to board/ensure issues are policy drivers

c. Consolidated marketing and communications for county services

d. Need more external strategy to expand transportation from MKE to OZ county
   i. Need to study the transportation molds

e. Strategy need for when to consolidate county services
   i. Need criteria to help decision making

f. Coordination is needed more so across departments. Additionally, there are services currently not being provided (court cases result in services that don’t exist)
   i. E.g. people with mental health needs that fall into criminal justice system instead of HHS

g. Flow of people from MKE to OZ county continues to be a challenge (drugs flowing into OZ County
   i. Some issues need to be resolved in conjunction with MKE

h. Public safety issues originated outside OZ County + within
   i. Strategy needed to determine areas of importance and understand funding focus areas

D. Planning Assumptions
   a. Top 3 planning assumptions
      i. Hiring qualified employees will be difficult
      ii. The county will remain fiscally conservative
      iii. Population and average age will increase

   b. Top 3 risks
      i. Decrease in revenue streams/sources
      ii. Downturn in the economy
      iii. County demographics/infrastructure
          1. Older population/facilities

   c. Top 3 external factors
      i. Statewide funding chances and policy shifts
      ii. Drug and crimes will continue to increase
      iii. Inflationary budget pressures

E. Customer Analysis
   a. Gap: what we don’t do well
      i. Lack of communication: They don’t know what we offer
      ii. Consumers don’t understand or know the cost of providing service
      iii. Employees: we need more staff, fair pay for employees

   b. Target customers
      i. Consumers of county services
      ii. Municipalities leadership villages
      iii. Providers & vendors of services

   c. Who are out customers
      i. Ozaukee county citizens (tax payers)
      ii. Employees
      iii. Providers & vendors of services

F. County Board comments
   a. Need a strategy to determine comes to board
      i. Issues
      ii. Resolutions
      iii. Policies

   b. Leaders need the ability to plan and be creative when bringing solutions to the board

   c. Budget limitations stunt county leaders’ ability to be creative

   d. Division of marketing to bring awareness of county

G. Culture, process and measures
   a. Not having the resources to meet performance measures
   b. Ability to be transparent in a public setting
   c. Gender inequality within leadership
   d. Interdepartmental changes
   e. Gaps in HR process
Group 6 - Strategic Plan

I. County #1 place to work
   A. Enhanced employee engagement and management training
   B. Effective staff leadership
II. Protection and enhancement of natural resources to improve and maintain quality of life
   A. Farmland preservation
      1. Lack of scheduled like path maintenance
      2. Communication with municipal leadership
         a) No true plan implemented
      3. Identification best farmland to preserve
      4. Food, water quality
   B. Protection of Natural Resources
   C. Focus on environment stewardship
III. Human Services Placement Initiatives, providing crucial services
   A. Target customers, Lasata residents
      1. CBRF Project for Lasata
   B. Drug safety/illegal substances

IV. Maintain and Improve County Highways
   A. Maintain/enhance county roadways
   B. Bridge over MKE river in Grafton North of Highway 60
   C. Highway 60 traffic
   D. Transportation
      1. Partnerships with other private firms
      2. More diverse transportation

Group 6 – Detailed Notes

A. What are you proud of?
   a. Interest earnings
   b. Work environment
   c. Open government software
   d. Leadership training capital project funding
   e. Zero journal entries from the auditors
   f. Created a way to fund some capital improvements
   g. Progress toward some health in agriculture community
   h. Started a capital project funding process
   i. Completed the restoration of the Historical CourtHouse
   j. Focus on trauma informed care (TIC) meetings with staff
   k. Building redesign (Family friendly) counseling and child welfare

B. Initial gaps (priority order)
   a. Increase county profile
   b. Consolidate services
   c. Maintain roadways

C. Plan Gaps
   a. Maintaining and enhancing county roadways
      i. Consistent funding and training
   b. Transportation
      i. Partnerships with other public and private firms
   c. Enhanced employee engagement & engagement training
   d. Increase county profile
      i. Education to all on county programs
      ii. Communicative outreach
         1. Marketing
         2. Website updating/navigation
e. Consolidating services
   i. Taxpayer services
   ii. Why is this important? Identify
   iii. Client options
   iv. Efficiency & plausibility worth of cost savings
f. Protecting the community
   i. Seek new $ to bette fund HR
   ii. Marketing and promotion
      1. Provide solid outreach
      2. Continuum of care for Lasata and citizens, residents
   iii. Memory care
   iv. Placement of people
   v. Adequate facilities for placement
   vi. Backing up & cross checking strategic goals
g. Proactive leadership
   i. Focus is financial, not communication between departments
   ii. Enhance management training
   iii. Employee engagement
      1. 53% not engaged
      2. Consider looking for a new job
      3. Fund survey results
h. Quality of life
   i. Education and outreach
      1. Marketing strategy
      2. Ozaukee is a county citizens WANT to live in
   ii. Counseling services
i. Farmland preservation
   i. Lack of scheduled like path maintenance
   ii. Communication with municipal leadership
      1. No true plan implemented
   iii. Identification best farmland to preserve
   iv. Food, water quality
j. Tourism
   i. Marketing strategy
      1. Low priority
      2. Does tie to revenue

D. Planning Assumptions
a. 3 most important issues that should impact strategic planning
   i. Employees ensuring ongoing support for staff
      1. Competitive salaries/provide opportunities to retain staff
   ii. Quality of life with environmental focus
   iii. budget/taxes: manageable/responsible debt levels
b. Top 3 external factors
   i. State and federal funding
   ii. The labor drain caused by major private industry/aging population
   iii. drug/mental health issues
c. Top 3 planning assumptions
   i. Budget
      1. Budget will be constrained
   ii. Fiscal constraints
      1. Capital funding will be constrained
   iii. Drug safety
      1. Continued challenges with illegal substance use contributing to demands on the county
d. Risks Ozaukee county government facing now & in the future
i. Funding/financial stability
   1. Decrease in revenue streams/sources
   2. Community engagement
      a. Finding qualified people who want to contribute to the community
   3. Changing demographics
      a. Aging facilities
      b. Infrastructure, water resource degradation

E. Processes
   a. Target customers
      i. Employees
         1. Communication: Managers not understanding employee needs
      ii. Lasata residents
         1. Wages and benefits
   b. Lead customers
      i. Homeowners
         1. Not aware of county services
         2. Highway 60 traffic

F. Opportunities
   a. Employee compensation & benefits
   b. Employee recognition
   c. Communication between departments within human services
   d. Employee performance measures & reviews

G. Culture, process and measures
   a. Needs Gap
      i. Effective staff and leadership
         1. Not understanding employee needs
         2. BRIDGE over MKE river north of highway 60
      ii. Communication
         1. Staff needs to provide the bad with the good
         2. Committee reports to move fully report the outcome of committee meeting, see board agenda items

Group 7 - Strategic Plan
I. Develop culture and empower staff
   A. Culture consultant 2020 budget
      1. Proactive leadership
         a) Culture and innovation
         b) Employee retention and engagement
         c) Communication for decision making
         d) Training
      2. Workforce
         a) Benefit analysis and options
         b) Wage study
         c) Study and improve organizational culture
         d) flexibility/bonus/ steps
      3. Organizational culture retention and employee engagement if we wish to continue to grow as an organization
   B. Wage and benefit 2020
   C. Improve bonus program committees

II. Simplify communication and improve information
   A. Internal and External
      1. HS/Public Safety
         a) Proactive & coordination
b) Technology and best practice
c) Outcomes measurement
d) Continuum of care

B. Proper focus on policy issues
C. Consistent Committee reports
D. One page decision making
E. County wide consistency of info
F. Focused communication for decision making
G. County wide marketing 2020 budget

III. Address and Fund deferrals
A. Commitment to project fund process and increase ongoing funding
   1. Research and budget for capital projects
   2. Lasata stabilization

IV. Balance in fiscal restraints fun priorities with efficiency
A. Improve policy analysis increase CB education
B. Develop priority based decision making
C. Roadway
   1. Ozaukee business model
   2. Cost analysis
D. Budgetary pressures will increase & public will expect more services at a similar price

V. Populations at risk
A. Improve Interdepartmental coordination
B. Best practice analysis
C. Specialised courts
   1. Mental health + drugs and crime
      a) Speciality courts
      b) Reintroduction services → people leaving jail
      c) HS/Courts/Law enforcement gap analysis

VI. Promote a culture of innovation
A. Innovation committee and award

Group 7 – Detailed Notes

A. What are you proud of?
   a. Tax rate
   b. Healing Rating
   c. Stabilizing Lasata Campus
   d. Lasata coming off the levy in 2019, contributing 50k back ot the general fund
   e. Held line on taxes
   f. Balanced budget bond rating
   g. Energy initiatives
   h. Committee/dept head cooperation
   i. Project Fund
   j. Lasata stabilization

B. Initial gaps (priority order)
   a. County leadership
      i. Better in last 6/8 years
      ii. Big picture view to multi-step projects
   b. County road maintenance
      i. Material
      ii. Labor
      iii. Road identification (state/county/town)
   c. County
      i. Enhance marketing services
   d. ADRC
i. County awareness services  
ii. Mental health  
iii. Opioid  

C. Plan Gaps  
   a. Proactive leadership  
      i. Culture and innovation  
      ii. Employee retention and engagement  
      iii. Communication for decision making  
      iv. Training  
   b. HS/Public Safety  
      i. Proactive & coordination  
      ii. Technology and best practice  
      iii. Outcomes measurement  
      iv. Continuum of care  
   c. Roadway  
      i. Ozaukee business model  
      ii. Cost analysis  
   d. Profile  
      i. Marketing  
      ii. Consistent communication  
   e. Preservation  
      i. Recreation  
      ii. Development of strategic priorities  
      iii. Transit, consolidation & tourism (not that critical)  

D. Planning assumptions  
   a. Assumptions  
      i. Organizational culture retention and employee engagement if we wish to continue to grow as an organization  
      ii. The smart use of technology will allow operations to grow/advance & absorb additional costs  
      iii. Budgetary pressures will increase & public will expect more services at a similar price  
   b. External  
      i. Workforce  
         1. Benefit analysis and options  
         2. Wage study  
         3. Study and improve organizational culture  
         4. flexibility/bonus/steps  
      ii. Mental health + drugs and crime  
         1. Specialty courts  
         2. Reintroduction services → people leaving jail  
         3. HS/Courts/Law enforcement gap analysis  
      iii. State related issues  
         1. Actions to preface for funding shifts  
         2. Better lobbying  
   
E. Processes  
   a. Lead customer  
      i. Staff employees & board  
      ii. Mental health and drugs  
      iii. Elderly  
   
F. Board member comments  
   a. Clear and accurate data made available for easy accessibility  
   b. Info regarding scheduling  
   c. Effectively tell our story  

G. Culture, process and measures  
   a. Gaps
i. Employees and board
   1. Benefits
   2. Workplace culture

ii. Citizens with mental health issues
   1. Partnerships between departments
   2. Ways to reduce stigma
   3. Court system + awareness of racial bias

b. Culture gaps
   i. Trust
   ii. Reasons to look forward to coming to work & recognition
   iii. Consistently in culture between departments
Ozaukee County Board
AGENDA INFORMATION SHEET

AGENDA DATE: September 18, 2019
DEPARTMENT: County Clerk
DIRECTOR: Julie Winkelhorst
PREPARER: Julie Winkelhorst

Agenda Summary: September 18, 2019 Committee Appointments

**JOINT LIBRARY PLANNING COMMITTEE**

Appoint the following:

*Ozaukee County Resident from a municipality that operates a public library* - Marie McFaul

*Ozaukee County Resident from a municipality without a library* - Jon Koepke

**RADIO SYSTEM USER GROUP**

Appoint *Police Department Representative* - Sergeant Robert Ramthun, Saukville PD to replace Captain Mike Keller

**ATTACHMENTS:**

- Marie McFaul (PDF)
- Jon Koepke (PDF)
Citizen Involvement Application Form

Boards of Interest
(Choose 3)

Monarch Library System Board

First Name
Marie

Last Name
McFaul

Address
1104 Sunset Court

City
Grafton

State
WI

Zip
53024

Background Information

I grew up in a small rural town in Michigan where my parents, who were voracious readers and loved history and music, shared their interests with me and introduced me to the wonder of the local public library. As a child, I visited the library so often and read most of the children's books in the small library, that the librarian had to call my mother to ask her permission to check out books to me from the adult reading section. I studied music and English at Michigan State University and taught public school in Illinois following graduation. I was on the part-time faculty at MATC for 32 years and have worked in business for many years for fortune 100 companies.

I have been using public libraries since the age of five and have a deep interest in books, reading, music, films, and technology. I think my 36 years of experience in education and business and my work with people of all ages, and diverse socio-economic, ethnic, and educational backgrounds would be an asset to this board.

I was a pioneer for the implementation of a computer lab in a small rural school district where I taught language arts when
desktop computers were in their infancy. The impact on the school and students was significant. Since then, I have always been involved with learning new technology and employing it in my work in business and education. I like to make a difference in people's lives, and I think this is a wonderful opportunity to do that.

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<tbody>
<tr>
<td>Occupation</td>
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<td>Current Employer</td>
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<td>Additional Information</td>
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## Citizen Involvement Application Form

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<tr>
<td>First Name</td>
<td>Jon</td>
</tr>
<tr>
<td>Last Name</td>
<td>Koepke</td>
</tr>
<tr>
<td>Address</td>
<td>1942 Deerfield Rd</td>
</tr>
<tr>
<td>City</td>
<td>Saukville</td>
</tr>
<tr>
<td>State</td>
<td>Wisconsin</td>
</tr>
<tr>
<td>Zip</td>
<td>53080</td>
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### Background Information
- Frequent user of library resources. Also concerned about the long term viability of library system and that resources are available all system residents depending upon their need.
- Worked in various organizations where I was responsible for budgeting, decisions related to business focus and direction.
- Nothing recently.

### Job Information
- **Occupation**: Accountant
- **Current Employer**: Vector Technologies Ltd
- **Additional Information**: 1942 Deerfield Rd