



Washington County, Wisconsin
Strategic Priorities
2024-2025

DRAFT dated FEBRUARY 21, 2024

The Mission of Washington County is shown below. The mission describes the five strategic priorities of the County.

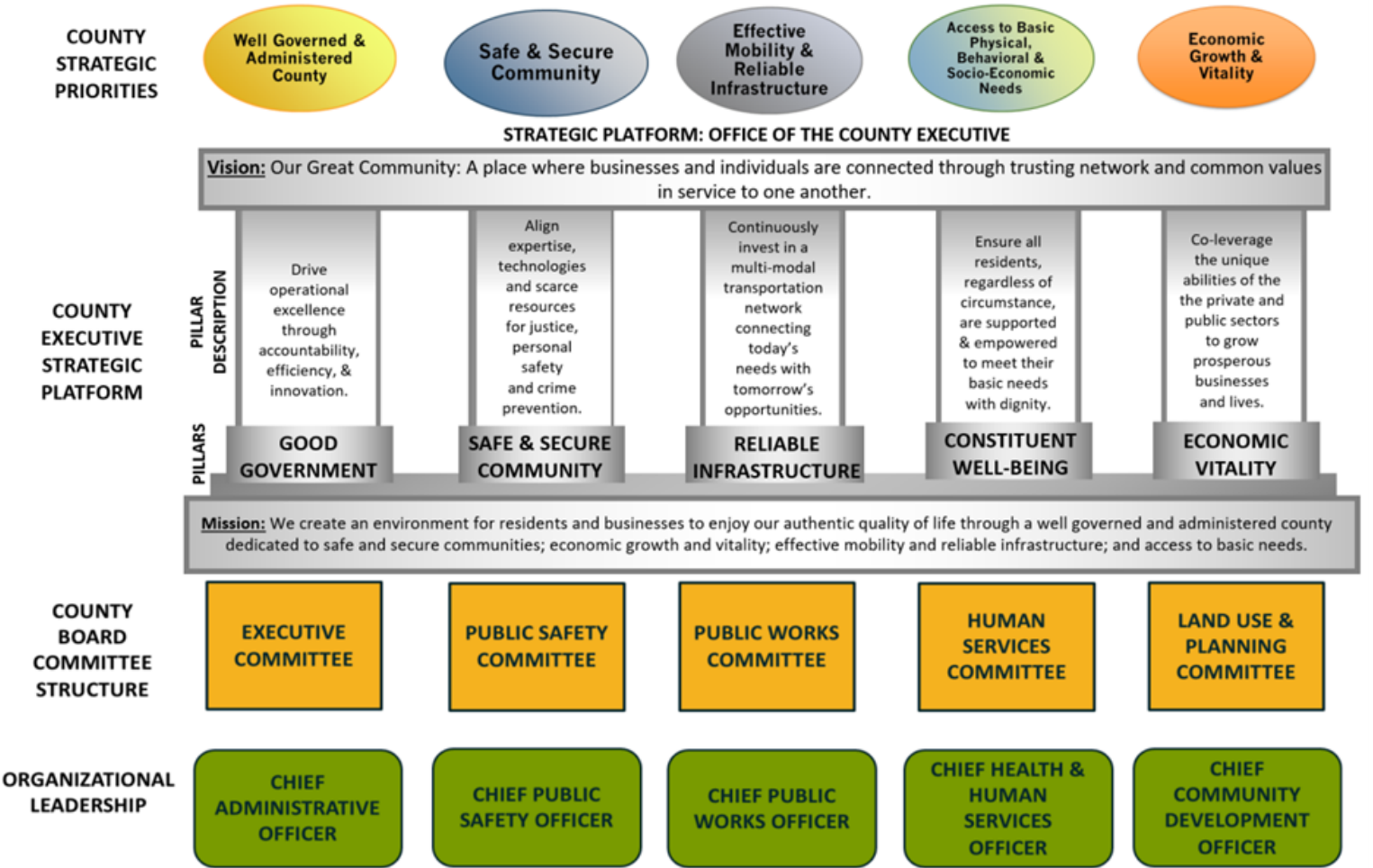
MISSION

We create an environment for residents and businesses to enjoy our authentic quality of life through a well - governed and administered county dedicated to safe and secure communities; economic growth and vitality; effective mobility and reliable infrastructure; and access to basic needs.

The County’s Committee and leadership structure has been carefully designed to provide alignment with and an enhanced focus on these strategic priorities.



ORGANIZATIONAL ALIGNMENT WITH COUNTY STRATEGIC PRIORITIES



Throughout the document, key initiatives and their linkage to County Strategic Priorities will be identified within each issue area. The following icons will be used to identify those priorities.



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ISSUE: COMMUNITY GROWTH

We have long established in Washington County that *Prosperous Businesses create Prosperous Families which result in a Prosperous Community*. This cycle of prosperity requires a delicate balance of managing growth so that it doesn't manage us. From incentive programs like the **Impact Revolving Loan Fund, the Brownfield Redevelopment Program and Next Generation Housing (NGH)**, to fair regulation like planning, zoning, and land conservation, this delicate balance is a stewardship of county government.

Still, we know that county government does not create prosperity, but it can most certainly stifle it. County government does not create quality of life, but it can hinder it. Thus, Washington County is dedicated to strike a balance in pursuit of our mission "to create an environment for residents and businesses to enjoy authentic quality of life."

Initiative 1: Next Generation Home Ownership Neighborhoods

In 2020, Washington County engaged in the work of identifying hurdles to bringing the next generation home to carry on the prosperity and freedom of our great community for future generations. Early in this process, lack of missing middle home ownership opportunities were identified as a major obstacle both for returning young adults and for growing our workforce. Following a detailed gap analysis by EDWC on workforce housing countywide, in October 2021 we kicked off a Next Generation Housing initiative with the ambitious goal of incentivizing the private sector to construct 1,000 new homes affordable for our workforce by 2032.

As of this writing, we have broken ground and are in the process of developing/constructing over 100 homes combined in the Village of Jackson and in the City of Hartford, with various prospective projects on the horizon.



- Staff will identify a second pilot project, with consensus from the Executive Committee no later than December 2024.
- Staff will create a comprehensive report identifying the direct and indirect costs of all municipal regulations and fees on the cost of building a new home in the Village of Jackson and in the City of Hartford based on current zoning and building codes. Subsequently, this report shall be completed for all municipalities participating in NGH.
- A draft model ordinance, informed by the above regulations/fee report, shall be completed to allow for the construction of “missing middle housing” in limited and designated areas.

Initiative 2: Heart & Homestead Earned Home Down Payment Incentive

While the supply side economics of “missing middle housing” necessitate the initiatives surrounding the NGH Neighborhoods as a spark to the private sector, data from EDWC’s analysis shows that the private sector needs to produce over three times our goal of 1,000 homes to reach market share. Meanwhile, various additional hurdles were identified in our journey to NGH, including the financial burdens and social capital deficiencies of Millennials and Gen-Z. To help remove financial hurdles to the first barrier to coming home, housing, and **to incentivize building our community while requiring participants to earn their incentive, we developed the Heart & Homestead Earned Down Payment Incentive.**



Well-Governed
and
Administered
County

Economic
Growth &
Vitality

- **The Heart & Homestead Earned Down Payment Incentive** will be launched and the Community Development Department, in cooperation with EDWC, shall provide a quarterly report to the Executive Committee of the County Board on the status of the program.
- Staff will initiate an employer forum to educate our corporate partners on the benefits of the program to their employees, and to engage their financial participation. Staff shall regularly report the public-private participation in the program to the County Board, which will be used to determine program continuation.

Initiative 3: Shared Planner

One of the initiatives in the county's 2020 Strategic Priorities was "Manage Growth So It Doesn't Manage Us." This effort was intended to strengthen the county's relationship with local municipalities and create an arbitrator role for the county among Villages, Cities and Towns. Furthermore, the goal intended to achieve the following: "As reflected in the county's priority of Economic Growth and Vitality, we want **to encourage responsible community development with all municipal partners** while living up to our vision "to cultivate [our] rich heritage, vibrant economy and attractive communities..."

As can be expected, there have been ebbs and flows in our efforts with our municipal partners; however, current trends are in a positive direction with significant opportunities for advancement on the horizon. One of the threats to strong relationships is the unplanned or poorly planned development of communities, in particular of rural land uses into suburban land uses.

Therefore, to mitigate this potential pitfall, the county should provide human resources for Planning & Community Development, thereby supporting planned, orderly and collaborative development.



Well-Governed
and
Administered
County

Effective
Mobility and
Reliable
Infrastructure

Economic
Growth &
Vitality

- Washington County will hire a Senior Planner to support and assist local municipalities. Additionally, the county shall sign shared services agreements with at least three municipalities to justify the collaborative position.
- Staff shall report to the Land Use and Planning Committee on the success of this effort, to determine continuation of the same.

Initiative 4: Land and Water Conservation (Farmland Preservation)

For the past quarter to half century the Washington County community has struggled to find a balance between suburban/exurban economic development and land and water preservation/conservation. Dating back to the late 1990's the county has attempted to create a fund to help protect natural areas and farmland. Now, given the intense development pressures on our county, as well as the acceleration of families leaving the farm industry primarily due to retirements, the time for action is now. Still, this is not a mandated function of county government, and therefore the county's role should be limited, and we ought to proceed with caution.

Instead of direct county government involvement, we should consider how we can financially support non-profit organizations already in this space (i.e. Ozaukee Washington Land Trust (OWLT), Cedar Lakes Conservation Foundation (CLCF) and Tall Pines Conservancy). **A pilot program should be initiated to establish a one-time grant, along with rules and parameters for program goals,** county participation determination and so forth. Based on the success of the one-time grant program the County Board should consider the merits of an ongoing revenue source and program.



- Staff will present a proposed grant program and associated one-time funding source along with program goals for open space, natural resource protection and/or farmland preservation to the Land Use and Planning Committee.
- Staff will report on the execution of the grant program and recommend whether or not to support an ongoing effort with a dedicated revenue source to the Land Use and Planning Committee. If it pleases the committee, such funding shall be determined for the 2026-2027 Biennial Budget.
- Staff will visit each established lake district in Washington County as a first step toward the development of a water health initiative.

Initiative 5: Workforce Attraction

At the July 2023 County Board Retreat representatives from Regal Ware presented some of the challenges they and other businesses in Washington County are facing regarding workforce attraction and retention. These challenges have been well documented both locally and nationally and have strong correlations to the evolving demographics of our county, our state, and our nation. As articulated at the introduction of this issue, county government cannot create jobs or workforce, but it can stifle both and it can enhance both. In various conversations with local businesses, consistent themes that have been raised include challenges in housing, transportation and childcare.

In the end, there was broad-ranging consensus that, to ensure a thriving business community, and consequently a long-term healthy local economy (including government fiscal health), the County ought to make a concerted effort to attract working age families and promote policies throughout our communities which encourage such growth. **An initiative should be engaged and implemented which identifies displaced workers and their families and attracts them to Washington County to fill our jobs and grow our communities.**

Following the County Board retreat, with the consensus of the Executive Committee, ARPA dollars were allocated to engage such a campaign in partnership with Discover MediaWorks. As of the writing of this initiative, the campaign is still underway, but initial reports cite that the campaign is exceeding benchmarks.



- Staff should report to the Executive Committee on the success of the workforce attraction campaign and recommend next steps. Subsequently, staff shall convene a roundtable discussion with local employers on the conclusions and determine long range planning.
- Staff will commission a report on the state of childcare in Washington County and a needs analysis based on current trends, as well as the successful execution of the workforce attraction initiative.

ISSUE: COMMUNITY PARTNERSHIP

Local government, school district, technical college and county taxes: It is all your money and should be treated as such. We need to find ways to work better together to maximize the resources we already have before considering any tax increases for current operations. To maximize the effectiveness of every taxpayer dollar, we need to implement best practices from across the country, we need to “to look across the region, and understand how the resources given to all of us by our citizens, businesses, visitors and members of our community are being prioritized and used most wisely.” –resourcex.net

Dating back to the 2013–2015 Strategic Initiatives document, the Board advocated the creation of shared services with neighboring counties and municipalities. For the last ten years we have put a great deal of emphasis on this strategy and have significantly increased the quantity and quality of such relationships. Now, with the advent of the state Innovation Fund, there is a real opportunity to achieve major reform.

Since Spring of 2023, Washington County has hosted a series of meetings with the county local elected municipal officials to discuss shared services. These discussions have focused prioritizing sharing services to provide citizens with much-needed efficiencies, stretching every taxpayer dollar a bit further.

The group illuminated many common concerns including road repair; strained Fire and EMS services; and lead pipe laterals still found in older neighborhoods in the county. With ever-tightening budgets, these discussions have been necessary and fruitful. The chief elected officials will continue to meet to forge a path to consolidation of services, with a focus on efficiency and tax savings on behalf of the citizens of Washington County.

Initiative 1: Watermain Replacement for Lead Laterals

For decades lead lateral replacement has been a major concern in cities across the country. The public health threat that exists to occupants of homes with lead laterals is real and well documented. In recent years, a number of state and federal grant programs have been established to expedite the replacement of these lead laterals. Unfortunately, for whatever reason this has not resulted in a coordinated effort in Washington County. Like most issues, the problem of lead laterals here (mostly in the City of West Bend) is not as publicized or as numerically intimidating as places like Milwaukee or Chicago. Still, recent analysis indicates that hundreds of West Bend residences are serviced by lead laterals.

The county should marshal the resources of public health, engineering and finance to work with any municipal partners who need support in replacing these lines, including leveraging state and federal funds. The Federal government is currently considering a proposed change to acceptable lead levels. Staff has prepared grant guidelines and application procedures for review and concurrence of the Public Works Committee. Efforts by the Washington Ozaukee Public Health Department provided a comprehensive public information campaign to the Health and Human Services committee on the dangers of lead.



- Staff prepared grant guidelines and application procedures for review and concurrence of the Public Works Committee, and presented a comprehensive public information campaign to the Health & Human Services Committee on the dangers of lead.
- Staff will develop a strategy, metrics and an execution plan for enhancing lead exposure testing throughout the community.
- Staff will report to the Public Works Committee on the granted funds, laterals replaced, City cooperation, remaining funds and future recommendations.

Initiative 2: Fire/EMS

Historically, Washington County has had an arm's-length relationship with the Fire & EMS providers in our communities. In recent years, these important partners are realizing unprecedented challenges due to staffing, equipment costs an aging population and more. These challenges are exacerbated by their fiscal partners, town, village and city governments, lacking the financial resources to afford the effects of these challenges. This pressure is resulting in exploding budgets, delayed response times and many difficult decisions ahead. Most importantly, in an aging county, where the call volume for EMS is on the rise, the citizens of Washington County deserve the highest quality service and timely response. Neighboring counties have begun to engage this discussion, with an eye toward the future, but have largely failed to execute. **Washington County should begin that countywide discussion, and capitalize on our ability to execute a solution.**



- An Emergency Preparedness Director will be hired consistent with the Washington County Anti-Crime Plan. This position should be responsible for Emergency Management, Medical Examiner, Radio System and facilitating the discussion about the future of Fire/EMS.
- The County Executive established a Task Force made up of citizen members, Fire/EMS Chiefs and Chief Elected Officials to facilitate this community discussion. The County Board approved the hiring of a consultant to research the issue nationwide and report to the Task Force. Staff and the Task Force will present final recommendations and budget proposals to the Public Safety Committee and subsequently to the County Board.
- Washington County will executive a Fire/EMS grant program to municipalities, and has designated \$2,000,000 of one-time funding in the 2024-2025 biennium to support Fire/EMS efforts at the local level.
- Staff will report on the execution of the grant program and recommend whether or not to support an ongoing effort with a dedicated revenue source to the Public Safety Committee. If it pleases the committee, such funding shall be determined for the 2026-2027 Biennial Budget.

Initiative 3: Revolving Loan Fund – Infrastructure Segment

As part of the 2024 – 2029 Capital Improvement Plan, the County Board adopted a strategy to create an infrastructure segment of the county's revolving loan fund, with the intent to add funds to it if sales tax collections exceed the budget in future years. At its December 2023 meeting, the County Board authorized the borrowing of over \$3 million as a pilot of the infrastructure segment. This action is in support of the execution of the Drexel project in the Village of Kewaskum. Now that this innovative new tool has been established, the county should work with EDWC to develop documented parameters for its use, as well as a dedicated funding source and a related funding goal. The County Executive executed an agreement with EDWC establishing an agreement for the establishment and administration of the Infrastructure Segment.



- The County Executive executed an agreement with EDWC for the establishment and administration of the Infrastructure Segment.
- The Executive Committee will receive a report on the new agreement and a briefing on the approval process for eligible projects.

Initiative 4: Washington County Higher Education 2.0

The County Executive's 2020 – 2024 Policy Agenda identified the Future of UWM-WC Campus as a key initiative for consideration by the community and County Board. A Task Force comprised of community stakeholders was established in 2023 by the County Executive to whose stated mission was to develop a plan of action that empowers the current Washington County satellite campus of UW-Milwaukee to reinvent itself and become a sustainable college that strives to attract talent to and retain talent in Washington County. (Incredible value – offering high return on investment to students; accessible in-person and online; customizable to each student, strong K-12 partnerships; responsive to employer needs; unmatched direct pipeline to Washington County employers; serve as a gateway to further education). The Task Force concluded by advocating for a community college concept with the merging of resources of UWM-WC and Moraine Park Technical College (MPTC).

In addition, the 2023 – 2025 State Biennial Budget included an allocation of over \$3 million to help fund such a transition, which was unfortunately vetoed by Governor Evers. Since the veto, Universities of Wisconsin President Jay Rothman mandated the closure of UWM-WC, and the legislature has proposed stand-alone legislation to allocate \$2 million to help fund the transition from the closure. The fate of this legislation is expected to be known by March 2024.

In 2023, Washington County spent nearly \$1 million of annual revenue on investments in higher education and continuing education. These investments were entirely in Universities of Wisconsin programs through UWM-WC and UW-Extension (UWEx) Madison. Now, there is a seeming departure from the Wisconsin Idea through the Madison-centric focus of UWEx and the closure of two-year campuses. It is incumbent upon local leaders to deliver opportunities for our future students, businesses and community.

The question that must be asked is **how best to allocate this \$1 million in resources to retain the connection to higher education**. As documented in our 2020 – 2024 Policy Agenda, "for the posterity of our great community we need to secure the benefits of the connection to a four-year institution of higher education. Simply stated, no great society or thriving community has long endured without the resources of a university and the free flow of knowledge that such an institution represents. Such an institution is undoubtedly crucial for the upward mobility of our children and our children's children; however, it is equally crucial for the prosperity of our community and the economic vitality of businesses, governments and non-profits for years to come."



- At the January 2024 meeting of the County Board a resolution was adopted to shift 2024-2025 funding of \$500,000 from capital improvements at UWM-WC to MPTC in support of the referendum-approved Automation, Innovation and Robotics facility to fund MPTC's equipment and furnishing needs.
- In February 2024 the County Executive established a Task Force, building upon the outstanding work completed in 2023. The Board proposed shifting funds from the UW-Extension to a new budget center within the County Board's authority to better evaluate where the funds can best be used. The Task Force is comprised of the members of the Land Use & Planning committee and two citizen representatives from the agricultural and business community who will focus on identifying the most effective use of these funds. The work of this Task Force shall be completed by April 2024, with recommendations that can be proposed for the 2026 – 2027 County Biennial Budget and 2025 – 2027 State Biennial Budget.
- As UWM will vacate the Washington County campus buildings by July 2024, work will continue in earnest to find a best use for the buildings and grounds – a work group will be created to consider the future of the campus buildings and grounds. By December of 2024 the County Board and West Bend City Council (as determined by Mayor Ongert) will consider a report of proposed future use(s) for the UWM-WC campus.

ISSUE: COMMUNITY QUALITY OF LIFE & WELL-BEING

We live, work and play here in Washington County because it is a safe place with natural beauty, where neighbors care about one another and children get an excellent education. It is close to the conveniences of Milwaukee and Chicago, and far enough away to escape to the beauty of the Kettle Moraine and beyond. Still, these wonderful liberties don't simply happen on their own. It is government's role to ensure they are secured by creating the environment for their proliferation.

Initiative 1: Mitigating the Impact of Social Isolation and Loneliness on Mental Health and Substance Use

In May of 2023 the U.S. Surgeon General released a report entitled Our Epidemic of Loneliness and Isolation, documenting the importance of building community for the lives of all of us. In an ever-increasing isolated society, whether it is due to technology, aging or substance use, county government is uniquely positioned to support individuals and organizations in building community to combat loneliness, isolation and deaths of despair. To better engage in this work, a comprehensive strategy should be developed to support all people and age groups.



- Staff will present the findings from the report from Meta House on the fiscally sustainable creation of a Sober Living facility for women in Washington County. At that time, staff will also present a series of recommendations for next steps to execute the operation of such a facility.
- Staff shall establish a cross-functional workgroup with representation from the Aging & Disability Resource Center (ADRC), Health & Human Services Department (HSD), Washington Ozaukee Public Health Department (WOPHD), Community Development, County Board and others to study the above referenced materials and develop a comprehensive strategy to work within county government and throughout the community with a laser-like focus on how such strategies benefit individual people.
- Subsequently, this comprehensive strategy shall be presented to County Board with specific data benchmarks, programs, partners and implementation strategies, including a robust EOS (quarterly) report framework. This comprehensive strategy shall also create the next round of SMART goals to monitor success, reform and execution.

~~Initiative 2: Aging-Friendly Communities~~

NOTE: Following the County Board retreat we have since discovered that the City of West Bend is in pursuit of this precise initiative in partnership with AARP. Consequently, in the interest of not duplicating effort, I am proposing the County remove this idea from our policy agenda.

Initiative 2: Anti-Crime Plan B Execution and Outcome Measurement

In both the 2017 – 2019 Strategic Priorities and the 2020–2024 Policy Agenda policy makers identified the need for a “Crime Data Identification, Resource Needs Analysis and Crisis Intervention Strategy”. In 2022, on the heels of the Defund the Police movement and rapidly rising violence for our neighbors in Milwaukee, this initiative evolved into the Washington County Anti-Crime Plan and associated referendum. Following the clear “No” vote from citizens, it became clear that **there was a desire to see the county live within its means and fund as much of the plan as possible through reprioritization of county revenues.**

This first phase of this reprioritization was executed by the creation of the Anti-Crime Plan B and the contribution by each cabinet area of eliminated positions and/or program funding to be re-allocated accordingly. Subsequent components of Plan B were funded in the 2024 – 2025 biennial budget. In 2024 – 2028, as agreed to during the Anti-Crime Plan Referendum discussion, county policy makers must continue to assess needs and evaluate the outcomes of the Plan B funding.

In addition to the Anti-Crime Plan, a recent development has been the partnership on emergency services dispatch with the City of Hartford and the Village of Germantown. This partnership has been a long-sought opportunity to achieve smaller and more effective government, and to extend precious public safety resources with our municipal partners. In 2024 – 2028, county policy makers should continue to fully support the successful implementation of combined dispatch services, carefully monitor progress, assess ongoing needs and evaluate the outcomes of the transitions.



- At least semi-annually through October 2025, the Sheriff’s Office shall develop a quarterly report for the emergency services dispatch transition, including reporting on benchmarking, staffing and outcome measurement to help determine the effectiveness of the program, as well as opportunities, timelines and incentives to encourage the City of West Bend to join the countywide partnership if they choose.
- The Sheriff’s Office and Human Services teams shall develop a quarterly report for the Crisis Response Units, including reporting on benchmarking, staffing and outcome measurement to help determine the effectiveness of the program and the appropriateness of ongoing funding for the 2026 – 2027 biennial budget.
- The Sheriff’s Office shall give a reconciliation of the original Anti-Crime Plan as compared to the current state of execution on a position-by-position basis, including which is funded and which is fully staffed. This presentation shall also include a preview into future plans to fully execute the balance of the Plan, as well as any modifications or deletions that have been determined following the failure of the referendum.

Initiative 3: Washington County Fair Park and Agriculture & Industrial Society Re-visioning Step 2 & Beyond

Dating back to the late 1800's Washington County has had a bit of an on-again, off-again relationship with the Washington County Agriculture and Industrial Society (AIS). The 2020–2024 Policy Agenda laid out a clear strategy for a “refresh” on this relationship, and a rebirth of the mission and vision of AIS. Following a successful strategic planning process and organizational reboot, AIS is primed for the future with a clear new mission, vision and values, as well as an organizational team and structure set to execute. Thanks to the work of President Phil Dahlberg and the AIS Board, as well as the patience and investment of the county board, this relationship is healthy and strong.

In addition to this crucial work, the county has prioritized reconnecting with partners and neighbors in agriculture over the past four years, consistent themes have emerged regarding the ag community's hopes and needs. Given AIS's renewed mission focus, UWEx's re-visioning process and these renewed partnerships, now is the time to capture the moment and synchronize the resources of our community to support these hopes and needs.

In addition, with the firm foundation of the renewed partnership with AIS, the county needs to work together with AIS and Eagles Entertainment to develop a robust vision for this partnership and the Fair Park Amphitheater, as well as concrete steps to execute the vision.



- Staff should work with the AIS team, UWEx and our agriculture stakeholders in Washington County to establish a strategy and missions to maximize potential opportunities for the people of Washington County. This strategy should document areas for partnering, human and fiscal resource reallocation, facility space reallocation and needs, and timelines to achieve these goals.
- Staff shall create an initial draft of a master plan for the Silver Lining Amphitheater, including facility use analysis, building and infrastructure needs assessment, economic impact analysis congruent with use and needs determinants and timeline for execution.
- The existing fixtures, panels, audio and visual equipment in the Pavilion and Ziegler building are original to the buildings' construction, in many cases unusable, and do not meet the needs of current users or allow for recruiting any additional clientele due to severe audio and visual limitations. A facility modernization project that invests \$6 million shall be designed, developed and completed by December 31, 2026.

ISSUE: SMALL & EFFECTIVE GOVERNMENT

The mission of Washington County government is “to create an environment for residents and businesses to enjoy authentic quality of life.” That is to say, government can create the opportunity, it is the individual that must seize the opportunity to create prosperity. History has shown, however, that over time government tends to get unwieldy and destructive, stifling prosperity for the individual. In a post-COVID world, this destructiveness and unwieldiness are identifiable in governments at every level.

In short, most governments are trying to be all things to all people, resulting in overburdening regulations and ineffective services. In order then to keep our ‘Focus on the People’, it is of the utmost importance that Washington County government remain small and effective, securing the safety and happiness of individuals and equal opportunity for all.

Initiative 1: Shared Services Grants

Since the development of the 2013–2015 Washington County Strategic Initiatives, the County Board has advocated for shared services with neighboring counties and partner municipalities. For the last decade a great deal of emphasis has been placed on this strategy and has resulted in the increased quantity and quality of such relationships. Short of a quick solution such as a referendum or wheel tax, shared services should continue to be an important tool used to minimize cost while maintaining the quality services to the citizens of Washington County they have come to expect.

In spite of the successes of these partnerships, there has been a hesitancy by some surrounding governments to engage in shared services. Accordingly, in our 2020 – 2024 Policy Agenda prescribed goal: “No later than June 2021 staff will introduce budget amendment (or other such tools) to fund an incentive program in the 2021–2023 state budget to promote shared services, mergers and consolidations.” The Shared Revenue Reforms which were ultimately funded as part of the 2023 – 2025 State Budget, included an “Innovation Fund” to incentivize shared services and consolidations among government units across Wisconsin, and the repeal of the tax levy penalty for such cooperation.

The time is now to push forward on shared services and consolidation among county government entities. **The elimination of duplicative services is central to reprioritizing savings and achieving smaller and more effective government.** Placing such a high priority on shared services begins the ongoing process of altering the role of government back to its proper role on behalf of the taxpayers.



- Staff shall report to the County Board on a process for application and a system for reporting the quantity, savings and grant eligible proceeds for shared services with municipalities and counties.
- The county shall achieve over \$1,000,000 in ongoing direct cost savings to local municipalities, which shall be presented to the County Board based on the established reporting requirements. In future biennial budgets, the county shall propose an additional \$1,000,000 in ongoing direct cost savings to local municipalities.
- Between shared services and shared revenue (including programs such as county support of Fire/EMS, Lead Laterals, Shared Emergency Dispatch, county radio system and others) the county shall propose \$6,000,000 in direct and indirect cost savings to local municipalities.

Initiative 2: Criminal Justice Coordinating Council

Nearly a decade ago, prior to the establishment of the Drug Court, Judge Todd Martens initiated the constitution of a Criminal Justice Coordinating Council (CJCC) made up of representatives from the criminal justice system. This best practice model intended to sustain communications among key decision-makers to help the system work at peak efficiency.

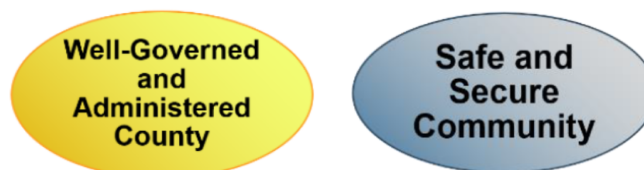
Since that time, we have operated a quasi CJCC through the use of the Drug Treatment Court Coordinating Committee, but this is not the venue to plan or problem solve all the needs of a multi-disciplinary criminal justice team. Adhering to the best practice standards of a true CJCC will ensure that we are best aligned for meeting the needs of our community. **Through the facilitation of the County Attorney's Office an official CJCC should form, to reengage members following the established guidelines of a formal CJCC.**



- Staff will present a strategy and timeline for implementation of a CJCC at a Public Safety Committee Meeting, along with best practices throughout Wisconsin and the United States.
- Staff will host an initial CJCC meeting, will create a clear mission, vision and guiding principles of the CJCC, and will establish quarterly reporting.

Initiative 3: Artificial Intelligence

The advent of Artificial Intelligence (AI) has revealed an abundance of opportunities and threats for all of our society. As this rapid technological revolution occurs, Washington County government should analyze innovative ways to leverage its potential to create more efficient, effective and economical government services. To begin this discussion, a work group should be established to conduct this analysis, and a whitepaper should be completed and presented to the County Board with some next steps to capture the potential of this innovation.



- Staff shall create a whitepaper outlining the findings of AI research analysis from literature, webinars, seminars and other available resources. The whitepaper shall make recommendations to the County Executive on appropriate next steps, timelines and the cost/benefit of such efforts.

Initiative 4: Transportation 2050 Sustainability Plan

In past years, county government has developed a Transportation 2050 Plan which describes project inventory, planning and funding necessary to achieve the goals of Effective Mobility and Reliable Infrastructure and Economic Growth and Vitality. While the county has developed and funded a solution to #JustFixIt, municipalities across the county and the state have yet to do so for a variety of reasons. To continue this good government, the county needs to maintain focus and discipline on executing and updating its plan.

Additionally, the county has created successful templates with various municipal partners. To help all the municipalities in the county get one step closer to achieving these same goals, the county should develop a Transportation 2050 Plan for project inventory and planning in each of our remaining villages/towns.



- Staff shall present an updated Transportation 2060 Plan to the Public Works Committee, the results of which can be incorporated into the 2026 – 2027 Biennial Budget.
- Staff shall work with the remaining villages/towns yet to participate to identify a timeline to complete their plans.

Initiative 5: County Campus Master Plan Execution

The completion of the county's facility master plan is an important starting point in re-visioning its future facility and property needs. Of course, a theoretical plan compared to practical execution is always a bit different. While previous facility master plans have been completed and largely put on a shelf, this plan should not collect dust. Instead, **appropriate work groups should be established and should examine the strategies and timelines to begin to execute this important plan. Particular emphasis should be added to areas of opportunity for cost savings and placing property back on the property tax rolls.** These work groups should report to the appropriate standing committees and to the County Board.



- Staff shall present to the Executive Committee a proposal for the first steps in implementing the Master Plan, prioritizing moving the Clerk, Treasurer and Register of Deeds office space closer to the Justice Center entrance; establishing use of the west entrances for employees only; developing a timeline and budget for these moves; and developing next steps. Further, staff shall present said proposal and necessary funding and timeline to the County Board for consideration.
- Staff shall present to the Executive Committee next steps to backfill the space vacated by the Clerk, Treasurer, and Register of Deeds offices on the second floor of the Government Center. This goal shall be further developed following County Board approval of the above.