



## 2023 Calumet County Strategic Plan Initiatives

<b>Goal 1</b>	<b>Develop and Maintain a Highly Functioning County Board</b>
<b>County Board</b>	
<ul style="list-style-type: none"> <li>• County Board education/training development plan</li> <li>• County Board members actively engage public through education and outreach</li> </ul>	
<b>Goal 2</b>	<b>Attract, Develop and Maintain a Highly Functioning County Staff</b>
<b>Human Resources</b>	
<ul style="list-style-type: none"> <li>• In collaboration with Finance, Information Technology, and Operations and Communications, successfully begin implementation of Enterprise Resources Planning systems providing for efficiencies, increased resources and updated technology. Implementation is anticipated to begin as early as second or third quarter of 2023</li> <li>• Finalize new ongoing feedback and goal setting process and tools for implementation in Spring of 2023</li> <li>• Implement succession planning process by third quarter of 2023 to identify and internally develop talent with the specific objective of replacing key and critical positions within the county and to aid in retention of our top performers</li> </ul>	
<b>Goal 3</b>	<b>Maintain High Quality Services and Programs</b>
<b>County Clerk</b>	
<ul style="list-style-type: none"> <li>• Reach out to youth:                             <ul style="list-style-type: none"> <li>○ Participate in Student Government Day</li> <li>○ Participate in tours of courthouse for youth groups</li> <li>○ Speak in schools or service organizations</li> <li>○ Talk to students about how county government is run; organizational chart of county government; board of supervisors’ roles; county clerk roles; coordinate with other departments to include them in the tours so that students can learn about services offered and duties of departments.</li> </ul> </li> <li>• Communicate about elections or other topics pertaining to the County Clerk’s Office through the following channels:                             <ul style="list-style-type: none"> <li>○ Speaking with service groups or municipal groups</li> <li>○ Clerk and deputy clerk will meet with municipalities/groups/general public to teach about the election process in Calumet County. Will use public service announcements, Facebook and personal communication to educate.</li> </ul> </li> <li>• Build good relationships/communication with our legislators</li> </ul>	



## Emergency Management

- Implement a more focused training and exercise program with a three-to-five-year outlook
  - Conduct a community-focused Integrated Preparedness Plan (IPP) Workshop in 2023
  - Develop a Calumet County IPP in 2023
    - Multiple outreach initiatives and informational meetings to be completed by 08/2023
  - Determine funding need of a County Volunteer Emergency Response Team (Co-VERT)
    - Administrative Services Committee presentation and recommendation of approval by 08/2023
    - County Board approval of requested budget for Co-VERT by 09/2023
  - Create a Community Organization Active in Disaster (COAD)
    - Conduct the first COAD meeting by 07/2023
    - Improve the County's disaster response and recovery efforts by developing an emergency plan consistent with state and federal formats
  - Convert the existing County Emergency Operations Plan (EOP) to an Emergency Response Plan (ERP)

## Finance

- Provide timely and useful financial information for decision-making by County Board, Department Heads and stakeholders
- Build a culture of innovation through continuous learning and process enhancements

## Health and Human Services

- Combat Social Isolation among elderly, disabled and veteran populations by participating in the newly developed state coalition by 12/31/2023
- Create a network of respite/peer groups for caregivers and veterans by 12/31/2024
- Increase caregiver support by re-establishing three memory cafes in rural Calumet County by 12/31/2023
- Develop plan to increase our available hospice volunteers. Implement plan and increase the number of volunteers by end of 2023
- Become public health accreditation ready. Staff lead the process which includes public health strategic planning, quality improvement, workforce development, and the implementation of our community health assessment and community health improvement planning.

## Highway

- Implement CHEMS as part of our new Highway Financial Software in 2023
- Continue promoting safety in the workplace through our safety training sessions. Implement activities by working through our safety training matrix. Evaluate progress quarterly.
- Update our 5-Year Capital Improvement Program according to our needs and the resources that are provided

## Information Technology

- Enhance security by deploying multi-factor authentication to access O365 resources when working offsite
- Expand use of multi-factor authentication provided by O365 to non-Microsoft applications. (i.e., Citrix, squad mobile etc.)
- Configure and deploy O365 tools to County staff to enhance and promote collaboration between departments



## Land & Water Conservation Department

- Resiliency to heavy rainfall events/flooding
  - Utilize properly designed infrastructure, innovative practices, and collaboration with other governments. Promote practices that promote the slowing of runoff and filtering of nutrients.
  - Utilize Great Lakes Restoration Initiative grant to install Agricultural Runoff Treatment Systems in the watershed of Brothertown Creek in order to reduce pollutant loss as well as provide flood storage for the watershed.
  - Complete stormwater flood control study funded by ARPA to identify problem areas and potential infrastructure change. Study will also identify options for funding and implementing study results.
- Water quality & quantity concerns
  - Utilize watershed approach to implementing conservation and the tracking of nutrient and sediment loss reductions which improve water quality
  - Utilize Demonstration Farm Networks and Producer Led Watershed Protection Groups to provide outreach to the farming community on conservation practices and soil health
  - Assist Calumet County Ag Stewardship Alliance with well testing program, educational field days, nitrate leaching study as well as assist in promoting their incentive payments for cropland conservation practices such as cover crops and reduced tillage
  - Hire Ag Educator to assist with outreach to ag groups as well as individuals in the ag community
  - Utilize existing watershed grants and new grants received in 2023 to promote and assist in funding and technical assistance in getting agricultural conservation practices on the ground

## Maintenance

- Safety of our employees in a good working environment
  - Evaluate and assess safety needs to create a safety matrix for each department
    - Meet with Risk Management Consultant to develop a safety plan for the Maintenance department and safety related to public or employees
  - Implement the training from the Matrix and keep it current
    - Implement safety plan. Make safety a more common routine with recurring discussions and training.
- Project facility needs
  - Keep an updated facility study, review annually and internally
    - Have yearly meetings at the Department Head level, to keep a current and future space needs plan
  - Enhance a five-year Capital Improvement Plan
    - Develop a program showing facility-related assets over \$7,500.00 and Capital Improvement Projects. The program will show estimated replacement dates.
    - Review potential solar energy and other energy saving options for all county facilities

## Operations and Communications

- Provide effective and clear communication on issues affecting Calumet County to inform and educate the public
- Coordinate with Information Technology to develop a strategic and technical decision-making process that ensures the county has innovative, reliable, and robust information technology in alignment with countywide information technology needs, priorities and policies



## Parks

- Update the County's Park and Open Space Plan by the end of 2023
- Create a promotional video that highlights all of our seasonal jobs to be used for recruitment in 2024
- Add at least twelve new recreation programs to be offered in 2023
- Update the Parks Department's Ordinance and Policies by 05/2024

## Planning, Zoning & Land Information

- Housing Taskforce / Comprehensive Plan
  - Work with the County Housing Taskforce to develop a housing strategy that can help address both the existing housing shortage and lack of workforce in Calumet County
  - Utilize the strategy developed at the County Housing Taskforce to shape the housing element of the 2025 Comprehensive Plan update
- Increased education of the public on issues affecting Calumet County
  - Maintain high levels of engagement with local municipalities by reaching out to provide support and work on county-wide initiatives to better serve county residents
  - Create an educational component to the department website that can be used to further educate residents about various department program areas, including, zoning, shoreland zoning, Private Onsite Wastewater Treatment Systems (POWTS) and land divisions

## Sheriff

- Reestablish an Explorer Program as a way to encourage young people to think about Law Enforcement as a career. Members would be given hands-on experience with officers and the jobs they do in all aspects of our department.
- Expand Wellness Committee that has been established within the last two years
  - Continue with group events and add response teams for critical incidents within the agency and officer evaluations to ensure that our staff are functioning at a high level while dealing with the stresses of the position.
- Get involved in the schools offering two- and four-year degrees
  - Continue to participate in career fairs
  - Look for opportunities to participate more in the schools so students are aware of our agency and the career opportunities we offer

## Veterans Service Office

In collaboration with Health and Human Services:

- Combat Social Isolation among elderly, disabled and veteran populations by participating in the newly developed state coalition by 12/31/2023.
- Create a network of respite/peer groups for caregivers and veterans by 12/31/2024.



## Goal 4 Develop a Program to Sustain the County's Economy

### Economic Development

- Working with county personnel and external stakeholders, continue to create a countywide plan for middle mile and last mile broadband deployment that will meet the needs of residents, businesses, and visitors
  - o Collect broadband speed test data to create a clear understanding of served, underserved and unserved areas in the county
  - o Understand financial needs for improved broadband service, assessing public and private funding opportunities to meet broadband needs
  - o Create a funding plan that includes possible grants, ARPA funds, and private investments to further fund the broadband infrastructure
- Working with county personnel and external stakeholders, sustain and grow Calumet County's economy by offering support for business retention and expansion efforts, along with programs to enhance the appeal of local communities as places to live, work, and play
  - o In collaboration with local businesses, municipal officials, and partners, develop strategies and begin implementing solutions to resolve the largest workforce challenges of housing, childcare, and transportation.
    - Utilize the recommendations from the Housing and Childcare Task Forces to advance project opportunities
  - o In collaboration with local businesses, municipal officials and partners, devise appropriate strategies to invest in Calumet County's local communities to improve the type and level of amenities and services offered.
    - Utilize recommendations resulting from the US EPA sponsored technical assistance projects in New Holstein and Chilton

