AGENDA
OZAUKEE COUNTY BOARD
MID-MONTH REGULAR MEETING
WEDNESDAY, MARCH 17, 2021 – 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:

The public can access the meeting by viewing the live stream at the link which will be opened five minutes before the call to order:

County Board Live Stream

The public can submit comments here: Public Comment Form
Public Comment Policy & Instructions for Submitting Public Comments Online

1. **CALL TO ORDER**
   Roll Call
2. **PLEDGE OF ALLEGIANCE TO THE FLAG**
3. **CONFIRMATION OF APPOINTMENT FOR SUPERVISOR OF DISTRICT 14**
4. **PUBLIC COMMENT**
   Legislative Update
   Chairperson's Proclamation
5. **COMMUNICATIONS**
6. **CLAIMS**
7. **NON-COMMENDATION RESOLUTIONS**
   RES.20-83: Initial Resolution Authorizing Not to Exceed $1,530,000 General Obligation Refunding Bonds
   RES.20-84: Initial Resolution Authorizing General Obligation Bonds in an Amount Not to Exceed $5,000,000 for Capital Improvement Projects
   RES.20-85: Initial Resolution Authorizing General Obligation Bonds in an Amount Not to Exceed $1,300,000 for Highway Projects
   RES.20-86: Resolution Directing Publication of Notice to Electors
   RES.20-87: Resolution Providing for the Sale of Not to Exceed $7,830,000 General Obligation Corporate Purpose Bonds
8. **PRESENTATIONS:**
   Executive Committee Recommendations to the County Board for Project Funding
   Jason Dzwinel, County Administrator
9. **COMMITTEE APPOINTMENTS/REAPPOINTMENTS**
10. **COMMITTEE REPORTS**
11. **ADJOURNMENT**

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

RESOLUTION NO. 20-83

INITIAL RESOLUTION AUTHORIZING NOT TO EXCEED $1,530,000 GENERAL OBLIGATION REFUNDING BONDS

BE IT RESOLVED by the County Board of Supervisors of Ozaukee County, Wisconsin, that there shall be issued, pursuant to Chapter 67, Wisconsin Statutes, general obligation bonds in an amount not to exceed $1,530,000 for the public purpose of refunding obligations of the County, including interest on them.

Dated at Port Washington, Wisconsin, this 17th day of March 2021.

SUMMARY: Initial Resolution Authorizing Not to Exceed $1,530,000 General Obligation Refunding Bonds.

VOTE REQUIRED: Three-Quarters of Members Elect

EXECUTIVE COMMITTEE

RESOLUTION NO. 20-84

INITIAL RESOLUTION AUTHORIZING GENERAL OBLIGATION BONDS IN AN AMOUNT NOT TO EXCEED $5,000,000 FOR CAPITAL IMPROVEMENT PROJECTS

BE IT RESOLVED by the County Board of Supervisors of Ozaukee County, Wisconsin, that there shall be issued, pursuant to Chapter 67, Wisconsin Statutes, general obligation bonds in an amount not to exceed $5,000,000 for the public purpose of paying the cost of capital improvement projects, including park improvements, County building projects and the acquisition of equipment.

Dated at Port Washington, Wisconsin, this 17th day of March 2021.

SUMMARY: Initial Resolution Authorizing General Obligation Bonds In An Amount Not To Exceed $5,000,000 For Capital Improvement Projects.

VOTE REQUIRED: Three-Quarters of Members Elect

EXECUTIVE COMMITTEE

RESOLUTION NO. 20-85

INITIAL RESOLUTION AUTHORIZING GENERAL OBLIGATION BONDS IN AN AMOUNT NOT TO EXCEED $1,300,000 FOR HIGHWAY PROJECTS

BE IT RESOLVED by the County Board of Supervisors of Ozaukee County, Wisconsin, that there shall be issued, pursuant to Chapter 67, Wisconsin Statutes, general obligation bonds in an amount not to exceed $1,300,000 for the public purpose of paying the cost of construction and improvement of highways and bridges.

Dated at Port Washington, Wisconsin, this 17th day of March 2021.

SUMMARY: Initial Resolution Authorizing General Obligation Bonds in An Amount Not to Exceed $1,300,000 For Highway Projects.

VOTE REQUIRED: Three-Quarters of Members Elect

EXECUTIVE COMMITTEE

RESOLUTION NO. 20-86

RESOLUTION DIRECTING PUBLICATION OF NOTICE TO ELECTORS

WHEREAS the County Board of Supervisors of Ozaukee County, Wisconsin has adopted an initial resolution for an issue of bonds for the public purpose of paying the cost of construction and improvement of highways and bridges; and

WHEREAS Section 67.05(4) of the Wisconsin Statutes provides the electors of the County with an opportunity to submit a petition requesting submission of such initial resolution to the electors for approval, and it is necessary to provide the electors with notice of this right;

NOW, THEREFORE, BE IT RESOLVED that the County Clerk shall, within 15 days, cause a notice to electors in substantially the form attached hereto as Exhibit A to be published in the Ozaukee Press, the official County newspaper.

Dated at Port Washington, Wisconsin, this 17th day of March 2021.

SUMMARY: Resolution Directing Publication of Notice To Electors.

VOTE REQUIRED: Majority

EXECUTIVE COMMITTEE

Executive Committee

AGENDA INFORMATION SHEET

AGENDA DATE:	**March 17, 2021**
DEPARTMENT:	**Administrator**
DIRECTOR:	**Jason Dzwinel**
PREPARER:	**Jason Dzwinel**

Agenda Summary Resolution Directing Publication of Notice to Electors

ATTACHMENTS:

- Exhibit A Notice (PDF)

EXHIBIT A

NOTICE TO ELECTORS OF OZAUKEE COUNTY, WISCONSIN

NOTICE IS HEREBY GIVEN that the following initial resolution has been adopted at the meeting of the County Board of Supervisors of Ozaukee County, held March 17, 2021:

> NOW, THEREFORE, BE IT RESOLVED by the County Board of Supervisors that there shall be issued general obligation bonds of the County in a principal amount not to exceed $1,300,000 for the public purpose of paying the cost of construction and improvement of highways and bridges.

Wisconsin Statutes (s. 67.05(4)) provide that the initial resolution need not be submitted to the electors unless within 30 days after adoption of the initial resolution a petition is filed in the County Clerk's office requesting a referendum. This petition must be signed by electors numbering at least 10% of the votes cast in the County for governor at the last general election.

Done in Port Washington, Wisconsin on March 17, 2021.

Julianne B. Winkelhorst, Ozaukee County Clerk

RESOLUTION NO. 20-87

RESOLUTION PROVIDING FOR THE SALE OF NOT TO EXCEED $7,830,000 GENERAL OBLIGATION CORPORATE PURPOSE BONDS

WHEREAS, Ozaukee County, Wisconsin (the "County") has adopted initial resolutions (the "Initial Resolutions") authorizing the issuance of general obligation bonds for the following public purposes and in the following amounts:

(a) $1,300,000 for construction and improvement of highways and bridges;

(b) $5,000,000 for capital improvement projects, including park improvements, County building projects and the acquisition of equipment; and

(c) $1,530,000 for refunding obligations of the County, including interest on them.

WHEREAS, the County Board of Supervisors hereby finds and determines that the projects and refunding described in the Initial Resolutions are within the County's power to undertake and therefore serve a "public purpose" as that term is defined in Section 67.04(1)(b), Wisconsin Statutes.

NOW, THEREFORE, BE IT RESOLVED by the County Board of Supervisors of the County that:

<u>Section 1. Combination of Issues</u>. The issues referred to above are hereby combined into one issue of bonds designated "General Obligation Corporate Purpose Bonds" (the "Bonds") in an amount not to exceed $7,830,000 for the purposes above specified.

<u>Section 2. Sale of the Bonds</u>. The County Board of Supervisors hereby authorizes and directs that the Bonds be offered for public sale. At a subsequent meeting, the County Board of Supervisors shall consider such bids for the Bonds as may have been received and take action thereon.

<u>Section 3. Notice of Sale</u>. The County Clerk (in consultation with Robert W. Baird & Co. Incorporated ("Baird")) be and hereby is directed to cause notice of the sale of the Bonds to be disseminated in such manner and at such times as the County Clerk may determine and to cause copies of a complete Official Notice of Sale and other pertinent data to be forwarded to interested bidders as the County Clerk may determine.

<u>Section 4. Official Statement</u>. The County Clerk (in consultation with Baird) shall cause an Official Statement to be prepared and distributed. The appropriate County officials shall determine when the Official Statement is final for purposes of Securities and Exchange Commission Rule 15c2-12 and shall certify said Official Statement, such certification to constitute full authorization of such Official Statement under this resolution.

Dated at Port Washington, Wisconsin, this 17th day of March 2021.

SUMMARY: Resolution Providing for The Sale of Not to Exceed $7,830,000 General Obligation Corporate Purpose Bonds.

VOTE REQUIRED: Three-Quarters of Members Elect

EXECUTIVE COMMITTEE

Executive Committee

AGENDA INFORMATION SHEET

AGENDA DATE:	**March 17, 2021**
DEPARTMENT:	**Administrator**
DIRECTOR:	**Jason Dzwinel**
PREPARER:	**Jason Dzwinel**

Agenda Summary Resolution Providing for the Sale of Not to Exceed $7,830,000 General Obligation Corporate Purpose Bonds

BACKGROUND INFORMATION: The County has an opportunity to restructure the current debt portfolio with a refinancing of the current radio lease and the 2013 Capital Note leveraging the historically low interest rates on general obligation long-term debt to fund a backlog of large scale building projects and fund an intergovernmental obligation to contribute $1.8 million to construct a freeway interchange on I-43.

Radio Lease: Refinance amount $1,965,000 - 10 year level repayment schedule with an examination of shorter term to maximize repayment.

Refinance 2022 & 2023 principal payments that are callable from the 2013 GO debt $1,530,000 over 10 years.

Capital Projects:

- Cover Bridge Shelter: $500,000
- Lions Den Shelter: $500,000
- Parks Storage Building: $800,000
- Sheriff Storage Building: $1,000,000
- Project Contingency: $235,000

Highland Interchange Road Work: $1,300,000

The above should be $4,335,000 with a 20 year repayment schedule with no payments in 2021. The new total to issue would be approximately $7,830,000 ($3,495,000 refinance and $4,335,000 new money)

ANALYSIS:

Project Backlog: The county has 5 large scale capital projects that were planned for review and approval in Q3 2021.

Interest Rates: The recent refinancing of debt allowed the county to receive historically low bids for borrowing.

Budget Strategy: A comprehensive package of further refinancing and borrowing will allow the county to manage debt and taxes.

FISCAL IMPACT: The proposed debt approach saves $1.2M in 2022 and 2023, these savings can be placed in Project Fund, levy reduction or project risk mitigation.

	DEBT LEVY REQUIREMENT 2021-2031		
	CURRENT DEBT LEVY	PROPOSED DEBT LEVY	+/-
2021	$1,800,000	$1,800,000	$0
2022	$1,800,000	$1,200,000	-$600,000
2023	$1,800,000	$1,200,000	-$600,000
2024	$1,000,000	$1,300,000	$300,000
2025	$1,000,000	$1,300,000	$300,000
2026	$1,000,000	$1,300,000	$300,000
2027	$1,000,000	$1,300,000	$300,000
2028	$700,000	$1,300,000	$600,000
2029	$700,000	$1,300,000	$600,000
2030	$300,000	$900,000	$600,000
2031	$300,000	$900,000	$600,000

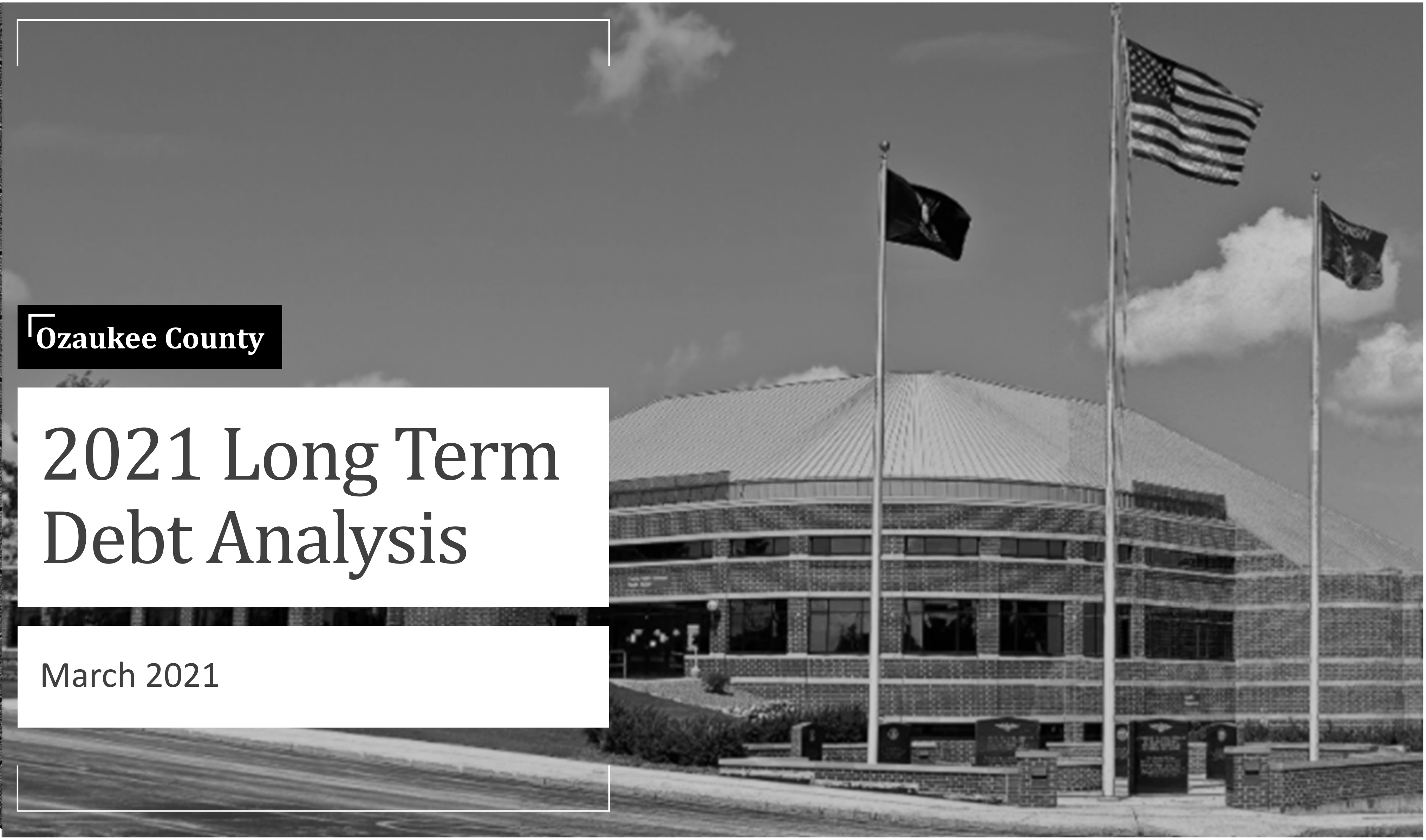
The proposed approach brings debt levy to 2013 levels.

	DEBT LEVY 2013-2023
	DEBT LEVY
2013	$1,100,000
2014	$1,900,000
2015	$1,900,000
2016	$1,900,000
2017	$1,900,000
2018	$2,300,000
2019	$2,500,000
2020	$2,300,000
2021	$1,800,000
2022	$1,200,000
2023	$1,300,000

RECOMMENDED MOTION: Approve the proposed debt restructure and capital improvement general obligation debt.

ATTACHMENTS:

- Long Term Debt Analysis (PDF)



Ozaukee County

2021 Long Term Debt Analysis

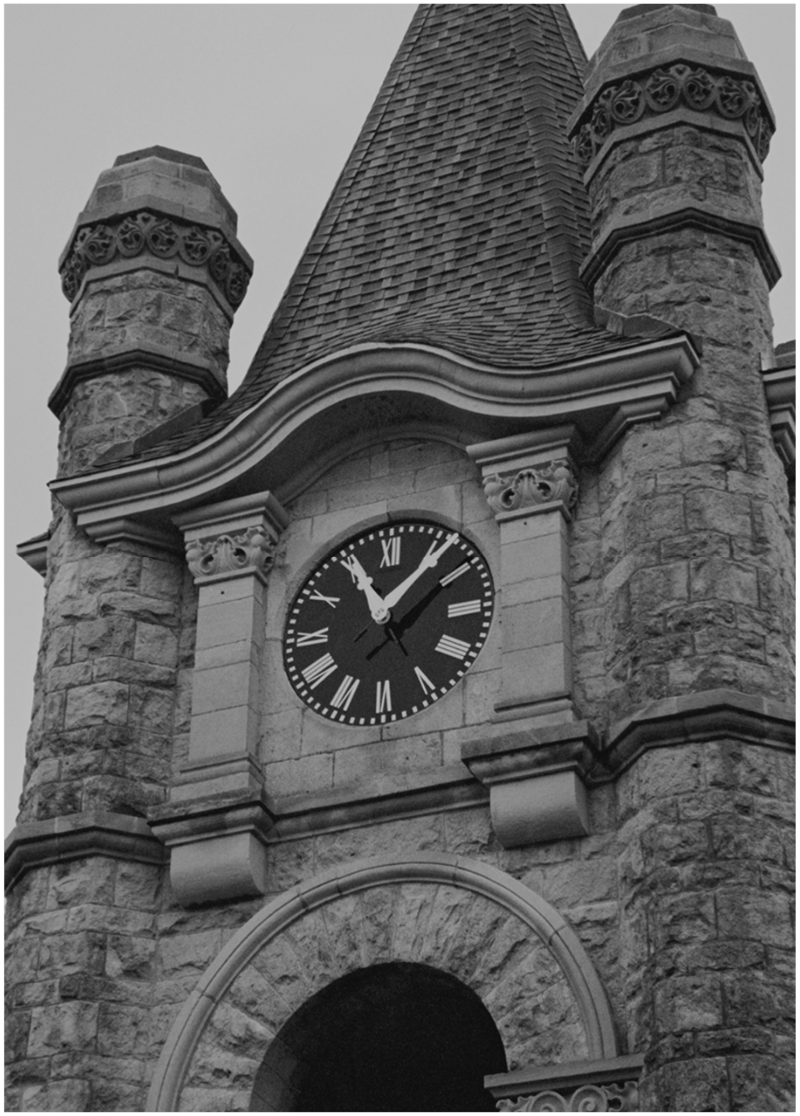
March 2021

Assessing the Risk Assumption of Agility versus Seeking the Best Estimates

- Act with quickly to sieze historically low interest rates
- Expend time and resources to best understand construction costs of identified projects

Policy Consideration

Long term interest rates are at historic lows, should the county proceed quickly with a refinancing and debt issuance to maximize savings?



Agility Provides Budget Management

Maximizing on low rates provides the highest level of tax levy reduction

Project Backlog

The county has 5 large scale capital projects that were planned for review and approval in Q3 2021.

Interest Rates

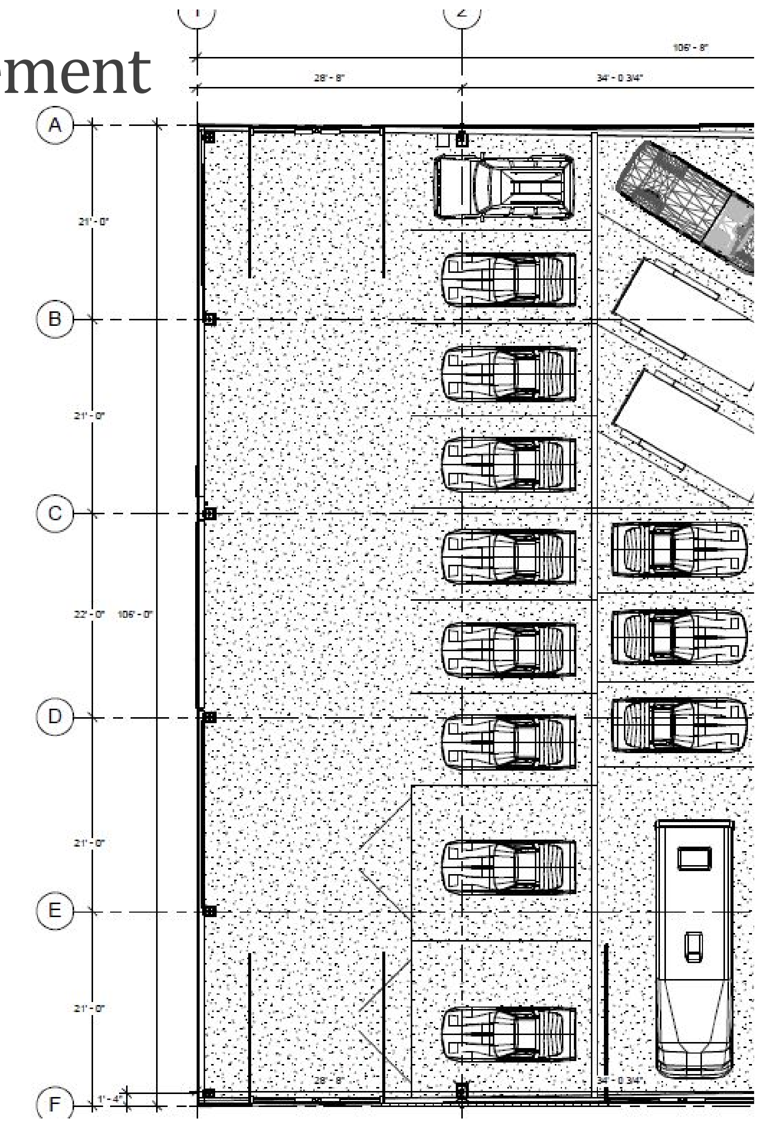
The recent refinancing of debt allowed the county to receive historically low bids for borrowing.

Budget Strategy

A comprehensive package of further refinancing and borrowing will allow the county to manage debt and taxes

Project Estimates Providing Budget Management

Maximizing engineering and design for best budget estimates



Project Backlog

The county has 5 large scale capital projects that were planned for approval in Q3 2021.

Best Estimates

Expending additional funds for E&D will provide cost estimates with higher confidence.

Budget Strategy

Assess interest rate risk against potential savings achieved with detailed estimates.

Proposed Refinancing and Borrowing Strategy

Radio Lease

Refinance Radio Lease extending term 3 years and lowering payments

2013 Capital Debt

Refinance 2013 Capital extending term 8 years t create debt capacity for new borrowing

Fairgrounds Refinancing

Leverage savings from previous refinancing

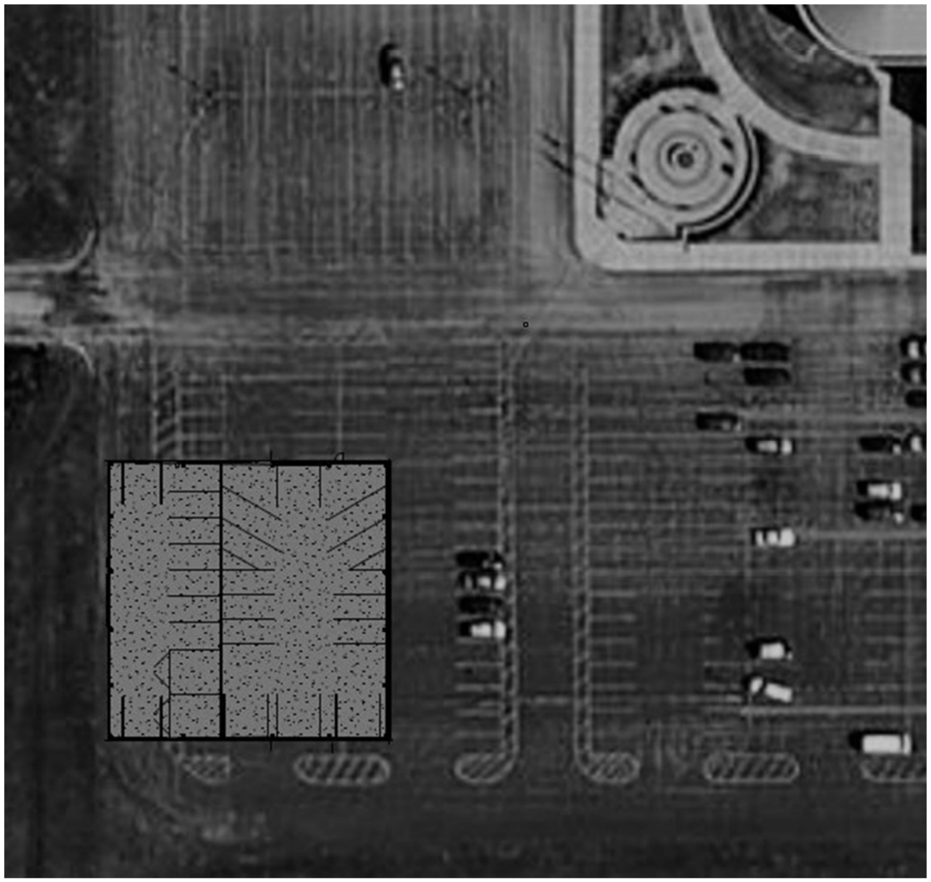
Large Projects

Complete backlog of current projects

Large Scale Projects

Discussion of identified projects

Justice Center Storage - $1.0M



Construction of 12,000 sf Storage and Training Facility at Justice Center

- Consolidation of Assets
- Higher Security
- Paid and Highway Storage

Level of Planning and Risks

- Preliminary estimates with E&D
- Wetland delineation
- Location undetermined
- Sheriff's Reserve funds for risk mitigation or debt payment

Parks Maintenance and Storage - $800,000

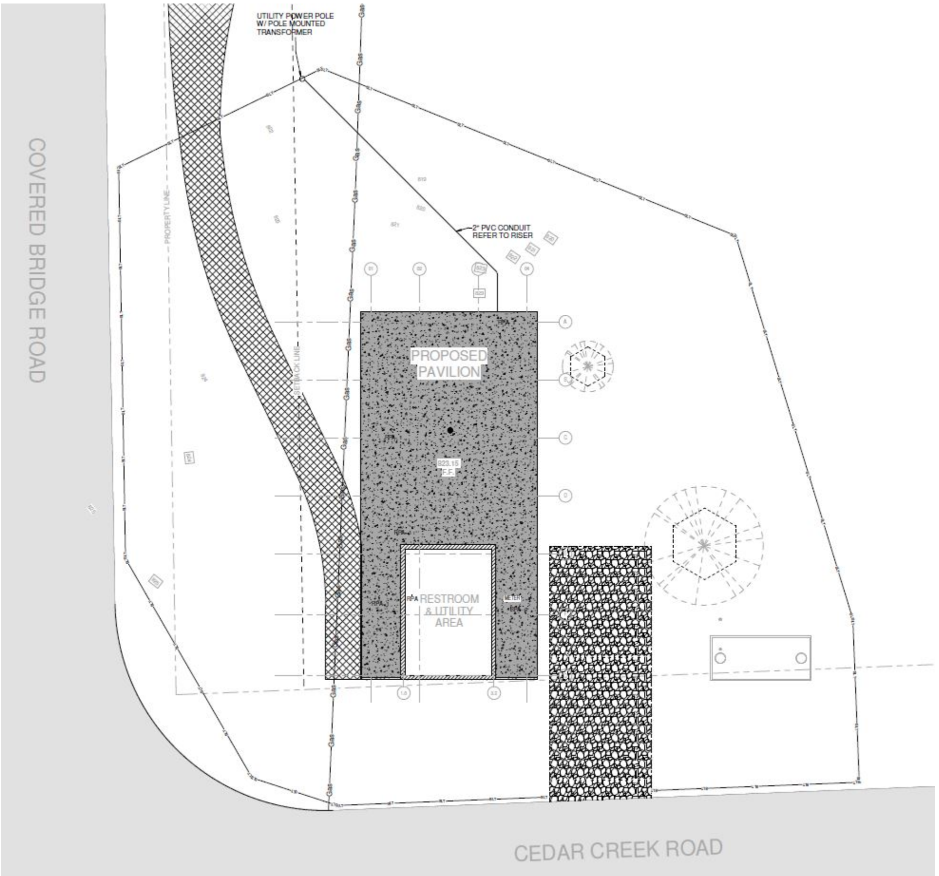
Construction of a 5,000 sf maintenance and storage facility for Parks and Golf Operations

- Restrooms for staff and future campground development
- Plans for expansion
- Improved sanitation for Pioneer Village events

Level of Planning and Risks

- Preliminary estimates with E&D
- Fill for building from Little Menomonee Project
- Separate policy discussion on campgrounds
- Golf reserve available for any budgetary issues
- Flexibility with Enterprise fund debt repayment

Covered Bridge Park Pavilion - $500,000



Construction of a park pavilion in Covered Bridge Park

- Satisfies WIDNR requirements for restroom facility
- Equipment storage
- Rental revenues

Level of Planning and Risks

- Full plan set developed in 2018
- Project Reserve funds available for budgetary issues

Lion’s Den Park Pavilion - $500,000

- **Construction of Parks facility and restrooms at Lion’s Den**
  - High level need for county’s most popular park
  - Capital request for 15-plus years
- **Level of Planning and Risks**
  - Low level of E&D for necessary public improvement
  - Covered Bridge pavilion used for estimates
  - No site selection
  - Coordination with Land Trust

Highland Road Interchange - $1,300,000

Funds to construct I-43 interchange at Highland Road

- Intergovernmental agreement in 2014 committed county to NTE $1,725,000 for interchange
- $485,000 available from land sale at STH 33 and CTH LL intersection

Level of Planning and Risks

- WIDOT Planning
- Not to exceed amount
- 3 years to expend funds

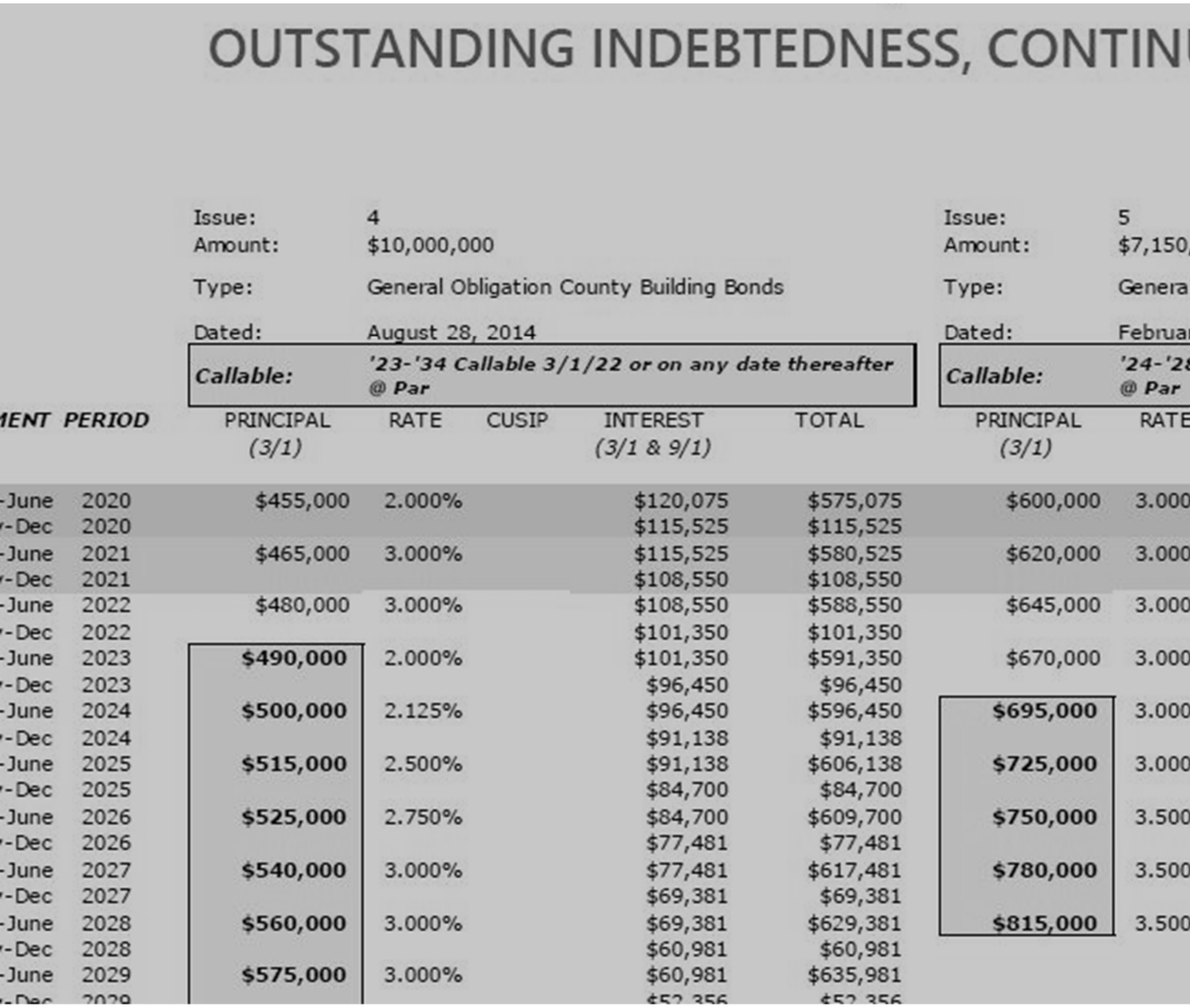
Add Alternative 1 – Waubeka Highway Shop

Highway Department Waubeka Highway Shop

- Upgrades needed to facility to allow for equipment storage and safety
- Public Work Committee approved E&D study to estimate costs
  - Same E&D Firm for Parks and Justice Center Storage

Level of Planning and Risks

- High level cost estimate to assess viability in current borrowing effort



OUTSTANDING INDEBTEDNESS, CONTINU

Issue:	4	Issue:	5
Amount:	$10,000,000	Amount:	$7,150,
Type:	General Obligation County Building Bonds	Type:	General
Dated:	August 28, 2014	Dated:	Februar
Callable:	***'23-'34 Callable 3/1/22 or on any date thereafter @ Par***	***Callable:***	***'24-'28 @ Par***

MENT	*PERIOD*	PRINCIPAL *(3/1)*	RATE	CUSIP	INTEREST *(3/1 & 9/1)*	TOTAL	PRINCIPAL *(3/1)*	RATE
-June	2020	$455,000	2.000%		$120,075	$575,075	$600,000	3.000
-Dec	2020				$115,525	$115,525		
-June	2021	$465,000	3.000%		$115,525	$580,525	$620,000	3.000
-Dec	2021				$108,550	$108,550		
-June	2022	$480,000	3.000%		$108,550	$588,550	$645,000	3.000
-Dec	2022				$101,350	$101,350		
-June	2023	**$490,000**	2.000%		$101,350	$591,350	$670,000	3.000
-Dec	2023				$96,450	$96,450		
-June	2024	**$500,000**	2.125%		$96,450	$596,450	**$695,000**	3.000
-Dec	2024				$91,138	$91,138		
-June	2025	**$515,000**	2.500%		$91,138	$606,138	**$725,000**	3.000
-Dec	2025				$84,700	$84,700		
-June	2026	**$525,000**	2.750%		$84,700	$609,700	**$750,000**	3.500
-Dec	2026				$77,481	$77,481		
-June	2027	**$540,000**	3.000%		$77,481	$617,481	**$780,000**	3.500
-Dec	2027				$69,381	$69,381		
-June	2028	**$560,000**	3.000%		$69,381	$629,381	**$815,000**	3.500
-Dec	2028				$60,981	$60,981		
-June	2029	**$575,000**	3.000%		$60,981	$635,981		
-Dec	2029				$52,356	$52,356		

Refinancing and Debt

Discussion of refinancing and borrowing approach

Refinancing and New Borrowing

Refinancing Radio Lease

- $3M Vendor Lease to fund first phase of Radio Project
- 3.09% Interest Rate and Prepayment Penalty
- $140,000 savings in first two years
- 4 year team extension

Refinancing 2013 Debt

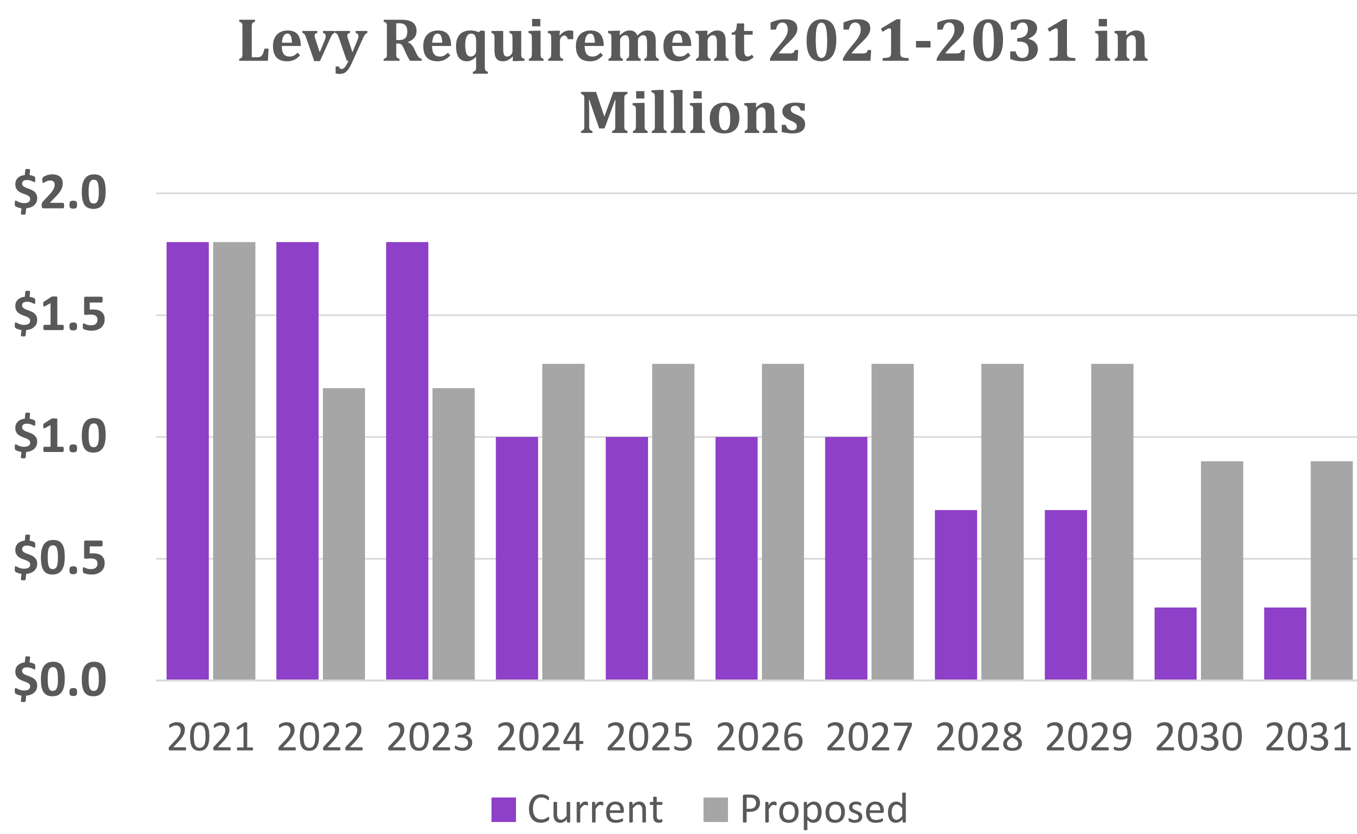
- $4.6M 2013 Note for Project Backlog
- 2.625% Interest Rate
- $600,000 in initial savings
- 8 year term extension
- $10,000 cost for 10 years - $1,000 annually

Debt for New Projects

- $4.1M new debt for identified Capital Projects
- "Feathering" in new debt with 2013 Debt payment
- $225,000 in increased debt levy 2024-2041

Proposed Debt Approach

- **The proposed debt approach saves $1.2M in 2022 and 2023**
  - Savings can be placed in Project Fund, Levy Reduction or Project Risk Mitigation
  - $10,000 cost 2022-2032 for extension of Radio Lease and 2013 Debt



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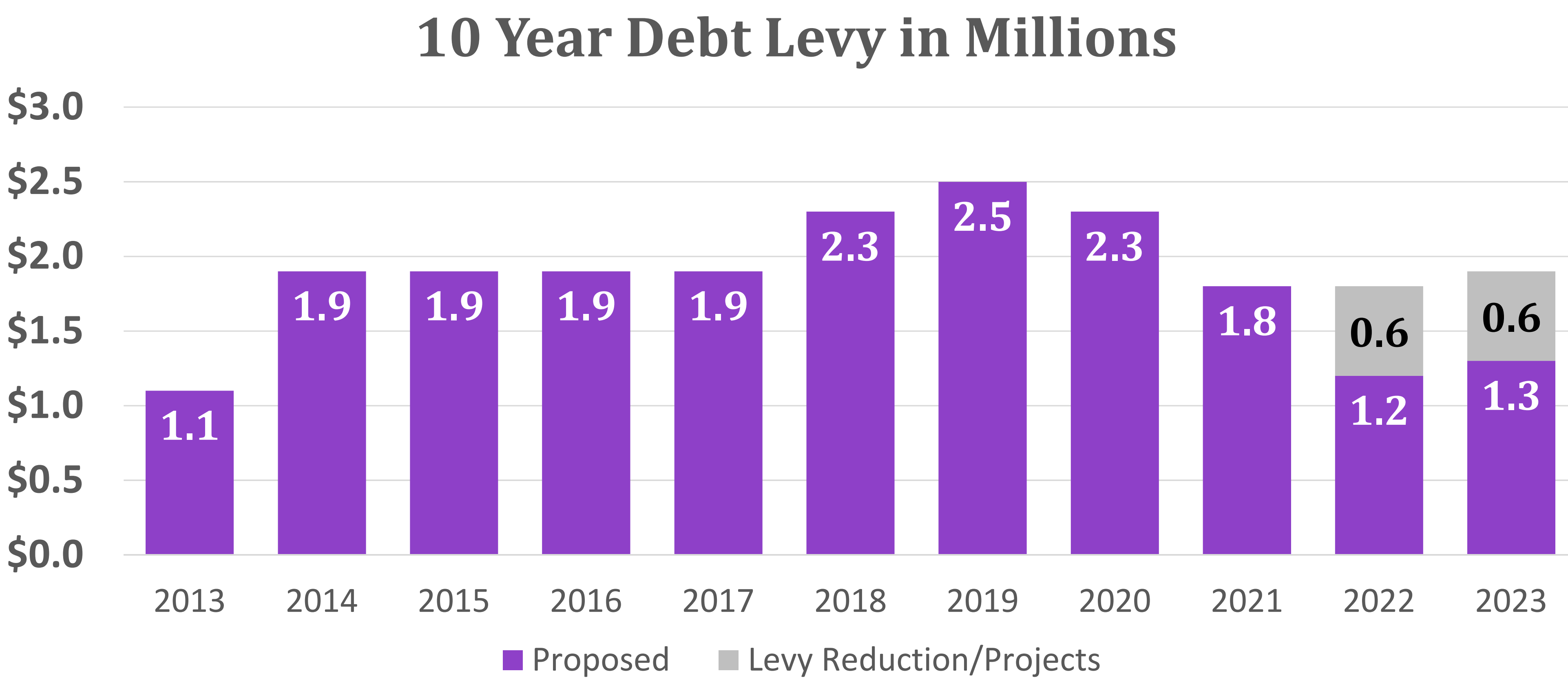
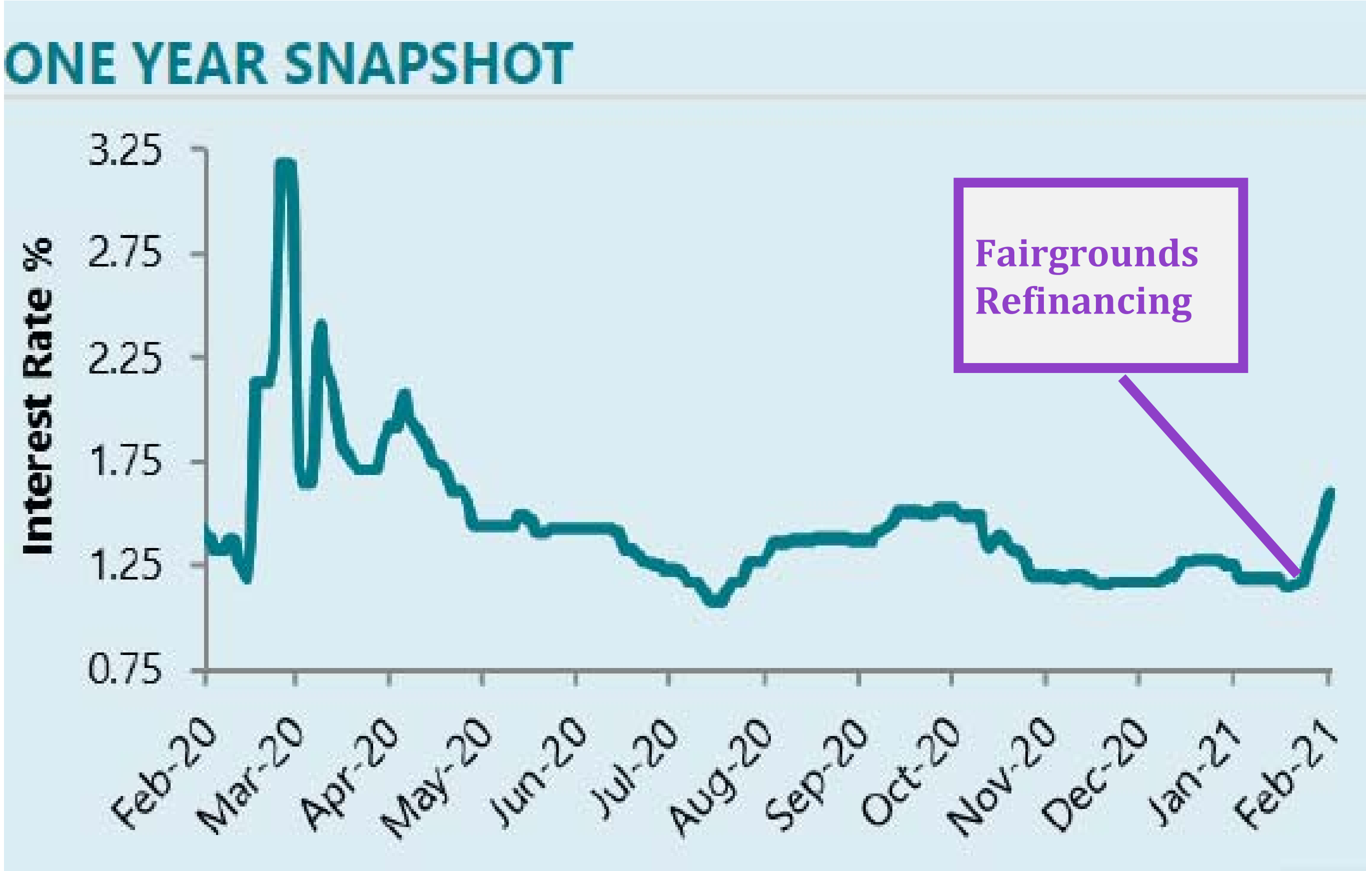
Proposed Approach Brings Debt Levy to 2013 Levels



What if? Finalize full Design and Costs?

- **10% estimate for Design - $280,000 from reserves**
- **Risk of rate increase**
  - Estimated impact of 0.5% is $350,000
  - Rates have increase 0.2% since Fairgrounds Refinancing



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Policy Questions?

Does the County Board wish to Refinance the Current Radio Lease and 2013 Debt?

Does the County Board wish to address the backlog of Large Scale Capital Projects?

Is the County Board comfortable with cost estimates and agile schedule?

Schedule of Approval- ¾ Vote Required for Approval

March 17	April 6	April 7
Initial Resolution to approve	Bond Sale	County Board Approves
3/4 Vote of Members Elect	Staff and Bond Counsel Assess Market- can postpone sale	Board may vote down sale bond sale rates are unacceptable

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Ozaukee County Board

AGENDA INFORMATION SHEET

AGENDA DATE:	**March 17, 2021**
DEPARTMENT:	**Administrator**
DIRECTOR:	**Jason Dzwinel**
PREPARER:	**Jason Dzwinel**

Agenda Summary Executive Committee Recommendations to the County Board for Project Funding

BACKGROUND INFORMATION: Below the Committee will find information on the project fund applications from the Standing Committee review of the project proposals from the departments under their oversight. A memo explaining the process is included to aid in understanding. A project feasibility reports is included for each submittal that summarizes the project and details the staff recommendation. Finally, all of the information submitted by the departments is included.

SUMMARY OF COMMITTEE RECOMMENDATIONS: Recommendations are not ranked. All oversight committee have made their recommendations as follows, except for Finance Committee, which meets after this Agenda, so staff recommendations are included at this time. If any recommendations change, Executive Committee will be updated.

PUBLIC SAFETY

1. Vesta 911 System Hardware Refresh	$220,000
2. Justice Center 1st Floor Uninterrupted Power Supply	$85,000

PUBLIC WORKS

No Projects Submitted.

FINANCE COMMITTEE (staff recommendations)

1. Network Switch Upgrade	$175,000
2. Pinnacle Site Communications Tower	$150,000

HEALTH & HUMAN SERVICES COMMITTEE

1. Audio-Video Equipment	$40,000

NATURAL RESOURCES COMMITTEE

1. Lion's Den Gorge Nature Preserve Boardwalk	$40,000
2. Shady Lane Caretakers House Roof Repair	$47,000
3. Lion's Den Gorge Nature Preserve Paved Parking	$160,000

TOTAL	**$917,000**
Project Funds Available	**$1,100,000**

PARKING LOT - ITEMS NOT RECOMMENDED BY COMMITTEES

No recommendations for the funding of any of the Building projects were made due to the amount of funding required and the reliance of grant funding for specific projects. Staff does recommend consideration of a debt issuance in 2021/2022 that would allow for the completion of these projects. The county will have additional building projects in other departments that would make this approach feasible and affordable given the low costs of debt issuance and the lengthy useful lives of the building projects.

In addition, the county is in discussions with Enterprise Rental and exploring a lease arrangement for the purchase of vehicles countywide, with the exception of the Highway and Sheriff's Department vehicles. Enterprise has a strategic partnership with the Wisconsin Counties Association which provides for a cost-effective alternative to the capital purchasing of vehicles. This lease approach will be vetted internally and presented to the Finance Committee for review later in 2021.

RECOMMENDED MOTION: Staff respectfully requests that the committee consider the projects as proposed and make a ranked recommendation for consideration by the County Board.

SCORING SUMMARY (BLACK RECOMMENDED)

PUBLIC SAFETY COMMITTEE

Project Name	Value & Efficiency	Modernization & Service	Cost
Vesta 9/11 System Refresh	360	270	$220,000
Uninterrupted Power Supply	360	270	$85,000
Sheriff Outdoor Range	N/A	N/A	$200,000
JC Outdoor Cameras	310	200	$110,00
Judicial Suite	240	110	$32,000
COC Cubicles	230	110	$99,500
A/V & Chairs	270	290	$29,870

PUBLIC WORKS COMMITTEE

Project Name	Value & Efficiency	Modernization & Service	Cost
No Projects Submitted			

FINANCE COMMITTEE

Project Name	Value & Efficiency	Modernization & Service	Cost
Network Switch Upgrade	360	290	$175,000
Pinnacle Site Comm Tower	260	310	$150,000
Compensation Study	300	310	$180,000
County Apparel	240	210	$20,000

NATURAL RESOURCES COMMITTEE

Project Name	Value & Efficiency	Modernization & Service	Cost
Lion's Den Gorge Boardwalk	370	260	$40,000

Shady Lane Caretaker Roof	360	270	$47,000
Lion’s Den Parking	330	210	$160,000
Caretakers Truck	260	180	$80,000
Covered Bridge Paving East	240	140	$45,000
Covered Bridge Paving West	290	180	$35,000
OIT Paving	300	260	$400,000
Mee-Kwon Paving - North	240	140	$37,000
Mee-Kwon Paving - South	240	140	$52,000
Covrd Bridge Shelter/Bath	N/A	N/A	$439,000
Lion's Den Bathroom/Storage	N/A	N/A	$478,500
Dept. Replacement Vehicle	260	140	$40,000
Hawthorne Hills Camp	220	270	$50,000
Hawthorne Hills Bdg	N/A	N/A	$618,500

ATTACHMENTS:

- 2021 Project Reserve Memo - FINAL (PDF)
- Project Scorecard 2021 (PDF)
- Vesta 911 Feasibility & Submittal (PDF)
- Justice Uninterrupted Power Supply Feasibility & Submittal (PDF)
- Network Switch Feasibility & Submittal (PDF)
- Pinnacle Tower Feasibility & Submittal (PDF)
- Audio-Video Equipment (PDF)
- Boardwalk Feasibility & Submittal (PDF)
- Caretakers Feasibility & Submittal (PDF)
- Lions Den Paved Parking Feasibility & Submittal (PDF)

DEPARTMENT OF ADMINISTRATION
COUNTY ADMINISTRATOR'S OFFICE
Jason Dzwinel, County Administrator
www.co.ozaukee.wi.us

TO: COUNTY DEPARTMENTS

FROM: JASON DZWINEL, COUNTY ADMINISTRATOR

SUBJECT: 2021 PROJECT PROPOSAL PROCESS

DATE: 12/14/2020

BACKGROUND

Through the 2021 Budget Process, the Board and Staff identified funds to be reserved for projects funded through a Request for Proposal process submitted by departments. The current amount of funding available is approximately $1,000,000 in 2021. Additional funding could be available in 2021, after the 2020 financial closeout. A new county policy adopted in 2018, allows the County Board to add up to fifty-percent of the year-end surplus to the project fund. In an effort to decrease the amount of annual deferral of necessary projects. One of the goals established by the Board and Staff is better capital asset and one-time project planning, and part of this involves finding a regular source of funds for these projects. There is significant pressure on using the base tax levy to fund regular operations, and this leaves little tax available for capital assets or one-time projects.

PROCESS

In 2019, the Executive Committee met and approved a concept for staff to design and implement a Project Proposal Process, which will continue in 2021. With this input from the Executive Committee, Staff has finalized an evaluation process intending to prioritize projects into various quartiles. The evaluation is based on a set of criterion established by the Executive Committee and Staff. The evaluation places less emphasis on a hard 1 through 30 ranking of projects and more emphasis on putting projects into a quadrant that highlights the impact of the project. This allows the Board and Staff to focus less on rankings and understand the general priority of all projects.

PROCESS REQUIREMENTS AND ELIGIBILITY

The intention of this funding is to provide an opportunity for Departments that are typically unable to fund their projects using tax levy during the annual budget process. Funding is available to Departments within the rules and eligibility highlighted below:

1. Projects are tax levy supported. Projects could use Enterprise or Special Revenue funds to offset some of the tax levy, but overall the project would not be completed without tax levy investment.
2. Projects can be **capital** (example: replacement of existing asset, purchase of new asset, new building/service, etc) or a **one-time project that is not capital** related (consulting services studying operations, innovation, business process improvement, etc). Projects could include both components.
3. The number of projects requested is up to the discretion of departments. This includes any projects that a department has submitted in prior requests during a budget process. It should

121 W. Main Street, P. O. Box 994, Port Washington, WI 53074
Phone: (262) 284-8198 Metro: (262) 238-8198 Fax: (262) 284-8199 Metro Fax: (262) 238-8199

DEPARTMENT OF ADMINISTRATION
COUNTY ADMINISTRATOR'S OFFICE
Jason Dzwinel, County Administrator
www.co.ozaukee.wi.us

also include any projects the department has not submitted in the past because they might have assumed it would not be approved due to the constant deferral of projects in prior budget processes.

4. Projects should be in the near-term of the County's 5-year CIP plan. Projects should be shovel ready for start and completion within the next 2 years.
5. Consult with Administration if you have any questions about projects you are considering.
6. Submit projects via email to the following emails: jwittek@co.ozaukee.wi.us; muselding@co.ozaukee.wi.us

PROJECT PROPOSAL CALENDAR

The dates below indicate the timeline for this process. The process relies on the County's Committee process for input and recommendations. The Board will approve the final plan.

December 14 – Materials Available to Departments

January 15 – Materials Due from Departments

January 18-22 – Staff Analysis of Department Projects. Departments provide clarification, if needed.

January 25-29 – Staff follows up with Departments. Review results of analysis presented to Committees.

February 4 – Natural Resources Committee

February 16 – Public Safety Committee

February 18 – Public Works Committee

February 23 – Health and Human Services Committee

February 25 – Finance Committee

March 1 – Executive Committee Reviews

March 17 – County Board Review at Mid-Month Meeting

April 7 – County Board Approves (projects and funds approved for the 2021 Amended Budget)

ATTACHMENTS

1. **Business Case Analysis Form**
2. **Evaluation Scorecard**

PROJECT SCORECARD

VALUE AND EFFICIENCY

Percentage of Project Budget expended - Project's percentage of available budget. Inverse score to project cost.	10	20	30	40	50	60	70	80	90	100
This is a measurement of input and the scarcity of resources. Assumption is that the project fund is limited and due to scarcity projects requiring a higher percentage of the total budget limits the ability to fund project in the current year or future funding cycles.										
Operational Budget Impact - Net of project revenues and ongoing operational expenses.	10			40			70			100
Operational Cost	$50,000 - $25,000			$25,000 - $5,000			$5,000 - $0			<$0
This is a measurement of how the project will impact the operational budget. Projects creating efficiencies, revenue streams, cost savings and with limited risk should score well on the operational budget impact scale.										
Health and Safety - Impacts of potential health hazards, public safety, and risk to citizens and employees will be addressed by this project.	10	20	30	40	50	60	70	80	90	100
	Negligible				Marginal				Critica	
This is a measurement of the project's impact on health and safety, public, environmental and risk mitigation.										
Project Urgency - Project need is imminent, consider risk of delay.	10	20	30	40	50	60	70	80	90	100
	Desired				Necessary				Urgen	
This is a measurement the level of need for project completion. Consideration should be given to the impact of project delay, legal requirements, the viability of project alternatives.										

MODERNIZATION AND SERVICE

Modernization - Proposals include innovative solutions and/or leverages technology or partnerships to improve business processes. Project maintains or enhances existing assets.	10	20	30	40	50	60	70	80	90	100
		Low Impact			ON BUSINESS PROCESS				High Impact	
This is a measurement of the project's innovation, how it was selected over other viable alternative, and how it leverages partnerships.										
Project purpose - Project addresses a recognized problem and/or need that is supported by data or information. Project links back to departmental strategy, service.	10	20	30	40	50	60	70	80	90	100
		Does Not Meet Need			PROPOSAL MEETS NEED				Quality Solution	
Assess the quality of the proposal, the consideration of alternatives and the final recommendation.										
Quality of Life - Proposal leads to a positive impact on customer's improving quality of life.	10	20	30	40	50	60	70	80	90	100
		Low Impact			ON QUALITY OF LIFE				High Impact	
Consideration should be given to the departmental mission and how the project will impact specific measures of quality of life under the mission.										
Customer Satisfaction - Proposal satisfies customer need or request.	10	20	30	40	50	60	70	80	90	100
		Low Satisfaction			CUSTOMER SATISFACTION				High Satisfaction	
Consideration should be given to the needs of the service population, as well as, how the customer requests of the project or service. Customers include both the internal and external persons served.										

PROJECT FEASIBILITY ANALYSIS

Project Name: Vesta 911 System Hardware Refresh

Project Manager: Sheriff's Office

Project Budget Estimate:

Source	Amount
2021 Capital Project Fund	$218,729.56
TOTAL	**$218,728.56**

Project Score: Value and Efficiency (360/400) Modernization and Service (270/400)

Project Purpose Summary (from department):

The Vesta 911 system is due for a required hardware refresh in 2021. The cost includes the hardware refresh, warranty and support costs, mapping software that the system utilizes and 6 additional monitors. The Vesta 911 system is an integral part of the Ozaukee County Dispatch Center. The hardware refresh is needed to ensure that the system has the most up to date software. This will ensure that all 911 calls made by citizens in Ozaukee County are routed correctly.

Proposal Considerations, Risks, and Identified Issues:

The project scored exceptionally well due to the necessity of maintaining the performance of the 9/11 emergency system. The Vesta 9/11 system ranked 4th in projects scored. The operational performance of the 9/11 system in Ozaukee County is of direct correlation to public safety outcomes. The scoring committee found there to be a level of urgency and direct impact on the health and safety for Ozaukee County residents by maintaining operational readiness for emergency 9/11 situations. Updating existing software and hardware resulted in a high score on the modernization and service aspects of the scorecard.

Staff Recommendation:

Staff recommends consideration for funding the Vesta 911 System Hardware Refresh project.

Project Reserve Information Sheet

Project Name:	Vesta 911 System Hardware Refresh
Requested By:	Lt. Wayne Lambrecht
Project Owner:	Ozaukee County Sheriff's Office
Start Date:	Upon Approval

Project Costing - Detail Project Costs

Funding Source (Please Check All that Apply):

✔ Project Fund	☐ Grants	☐ Dept. Reserve	Other

List All Funding Sources Selected:

Source	Amount	Grant Information
		N/A
		N/A
		N/A
		N/A
		N/A
		N/A
		N/A
TOTAL PROJECT COST:	218,728.56	

Offsetting Revenue or Savings (If Applicable):

Source	Amount
TOTAL	

Provide a narrative of project costs:

The Vesta 911 system is due for a required hardware refresh in 2021. The cost includes the hardware refresh, warranty and support costs, mapping software that the system utilizes and 6 additional monitors.

Project Narrative - Define the Current State

Describe the need, urgency, or gap in service and risk of delay from a customer perspective:

The Vesta 911 system is an integral part of the Ozaukee County Dispatch Center. The hardware refresh is needed to ensure that the system has the most up to date software. This will ensure that all 911 calls made by citizens in Ozaukee County are routed correctly.

Describe how the project impacts the department's level of service:

The Ozaukee County Sheriff's Office relies upon the Vesta system to route all 911 calls received from landline and cellular phones. Our number one priority is to process and respond to all requests for emergency assistance. The Vesta 911 System routes these calls to the Dispatch Center so we can send the necessary emergency personnel to the incident.

Project Recommendation - Define the Suggested Course of Action

Define the project scope and why the project is an innovative solution:

This project involves the hardware refresh of the Vesta 911 system. The hardware refresh will ensure that the system is working at its top performance level. The current system is at its end of life.

Describe how the project addresses department objectives or countywide strategy:

The project will allow the Ozaukee County Dispatch Center to continue to receive 911 calls from citizens that require emergency assistance. The Mission of the Ozaukee County Sheriff's Office is to serve the citizens of today for a better tomorrow. The system upgrade is needed to continue to provide a high level of service to the citizens we serve.

Describe the project's impact on quality of life:
When citizens pick up the phone and dial 911 they expect the call to be immediately answered and emergency personnel sent. This system update will allow us to continue to provide a high level of service that the citizens have come to expect.

Describe the project's impact on health and safety:
The Vesta 911 hardware refresh project allows the Sheriff's Office Dispatcher's to route vital emergency personnel to emergencies.

Describe how the project impacts department operations using business objectives:
Partnerships: The Sheriff's Office currently dispatches for four (4) other agencies. To keep this partnership strong, we need a properly working 911 system so not to decrease the services we provide not only our agencies citizens, but the four (4) additional jurisdictions we dispatch for. Customer Service: This is enhanced with better technology allowing for the prompt dispatch of law enforcement, fire personnel and EMTs to an emergency. Improve Safety: Safety is the number one priority at the Sheriff's Office. Without a properly functioning 911 system the safety of all citizens and businesses is in jeopardy.

BAYCOM

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Quotation For	Vendor
Ozaukee County Sheriff	BAYCOM, Inc.
1201 S. Spring Street	Kate Premo
Port Washington, WI 53074	W239N2890 Pewaukee Rd
262-284-8430	Pewaukee, WI 53072
	414-546-7628
	kpremo@baycominc.com

VESTA 911 SYSTEM HARDWARE REFRESH

Quote # KP0826

Date 8/26/2020
Quote valid until 9/25/2020

ITEM ID	QTY	DESCRIPTION	UNIT PRICE	TOTAL PRICE
A	1	**VESTA 9-1-1 LICENSING** V911 R7.DOC MED UPGRADE V911 CAD INTERFACE LICENSE UPGRADE	$0.00	$0.00
B	1	**VM MEDIUM SERVER BUNDLE** V-DL MED SVR BNDL SNGL 2-POST RELAY RACK MNT KIT	$31,181.25	$31,181.25
C	6	**VESTA® WORKSTATION EQUIPMENT** WKST HP Z2 G4 SFF W/O OS WINDOWS 10 LTSC LIC NIC PCIE SNGL ADPTR CARD BASIC SAM HDWR KIT SAM EXT SPKR KIT V911 IWS CFG V911 IWS STG FEE CPR/SYSPREP MEDIA IMAGE	$4,185.00	$25,110.00
D	2	**NETWORK EQUIPMENT** FIREWALL 60E VPN CFG SVCS CFG NTWK DEVICE	$1,128.75	$2,257.50
E	1	**VESTA ANYALYTICS UPGRADE** V-ANLYT 3.3 DOC/MED UPGD V-ANLYT STD LIC UPGD V-ANLYT USER LIC UPGD V-ANLYT STD SEAT LIC MIG VESTA ANALYTICS MODULES V-ANLYT ADV RPT PKG LIC V-ANLYT STD ADD-ON WKST HP Z2 G4 SFF W/O OS WINDOWS 10 LTSC LIC NIC PCIE SNGL ADPTR CARD GENERIC WKST CFG FEE	$14,711.00	$14,711.00

F	192	**VESTA FIELD ENGINEERING SERVICES**	$125.00	$24,000.00
G	1	**BAYCOM ONSITE INSTALLATION AND CONFIGURATION LABOR**	$16,830.00	$16,830.00
H	1	**ONE YEAR VESTA & BAYCOM SERVICE & SUPPORT** 24/7 ONSITE AND REMOTE SUPPORT SECURITY PATCHES, SOFTWARE UPDATES EXCLUDES WINDOWS UPDATES	$18,795.00	$18,795.00
		WARRANTY OPTIONS AND ESSENTIAL SPARE EQUIPMENT		
I	1	**ONSITE BACKROOM ESSENTIAL REPLACEMENT HARDWARE** *required to prevent down time due to part replacement. MED 1000B CHASSIS SPARE MED 1000 FXO-LS BNDL MED 1000 FXS-O BNDL MED 1000B PWR SPLY BNDL MED 1000B CPU BNDL TS-4 PORT TERMINAL SVR CBL PATCH BLUE 3FT SWITCH 2960-X+CBL 24-PORT	$7,966.81	$7,966.81
J		**RECOMMENDED WORKSTATION HARDWARE REPLACEMENTS**		
	1	WKST HP Z2 G4 SFF W/O OS	$1,580.00	OPTIONAL
	1	WINDOWS 10 LTSC LIC	$116.25	OPTIONAL
	1	NIC PCIE SNGL ADPTR CARD	$103.75	OPTIONAL
	1	BASIC SAM HDWR KIT	$1,446.25	OPTIONAL
	1	SAM EXT SPKR KIT	$210.00	OPTIONAL
	1	GENERIC WKST CFG FEE	$0.00	OPTIONAL
K	2	**EXTENDED 5 YEAR WARRANTY-SERVERS**	$11,156.00	OPTIONAL
	6	**EXTENDED 5 YEAR WARRANTY-6 WORKSTATION**	$1,706.25	OPTIONAL
		OPTIONAL COMMAND POST MOBILE POSTION		
L	1	**VESTA® Command POST MOBILE POSITION** VPRIME MLTP PER SEAT LIC V911 IRR LIC/DOC/MED LAPTOP ZBOOK15 G6 W/O OS & WARR 3YR WINDOWS 10 LTSC LIC DOCK STATION THUNDERBOLT KIT KYBD/MOUSE BNDL KEYPAD 24 KEY USB CBL 12FT CPOST BASIC SAM HDWR KIT SAM EXT SPKR KIT V911 IWS CFG CPR/SYSPREP MEDIA IMAGE	$15,650.00	OPTIONAL
M	1	**ONE YEAR VESTA & BAYCOM SUPPORT ON COMMAND POST**	$2,128.75	OPTIONAL

COMMAND POST OPTION TOTAL
$17,778.75

N	1	**VESTA® MAP LOCAL-CALL MAPPING AND RAPID SOS** VMAP LOCAL R3 PREM LIC-KEY/MED VMAP LOCAL PREM LIC ONLY VMAP LOCAL GIS SVCS 8GB RAM DDR Z2 8GB RAM ZBOOK 15 G5/G6 2 SESSIONS E-LEARN VESTA MAP LOCAL AGENT TRNG 1 SESSION E-LEARN VMAP LOCAL GIS DATA HUB TRNG	$40,145.00	OPTIONAL
O	1	**BAYCOM AND VESTA FIELD ENG-STANDARD**	$6,930.00	OPTIONAL
P	1	**1 YEAR SUPPORT AND RAPID SOS YEARLY SUBSCRIPTION**	$6,882.50	OPTIONAL

MAPPING AND RAPID SOS OPTION TOTAL
$53,957.50

	Total :	**$140,851.56**
Approved By	**Shipping:**	**$20.00**
	Tax:	**EXEMPT**
PO #	**Total:**	**$140,871.56**

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VIDEO

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22-Inch	**22-Inch Dual Pack**	24-Inch	24-Inch Dual Pack
$169.99	**$309.99**	$189.99	$283.99

Standing screen display size	22 Inches
Resolution	FHD 1080i
Display Technology	LCD
Brand	ViewSonic
Model Name	VG2249_H2

Attachment: Vesta 911 Feasibility & Submittal (6886 :

PROJECT FEASIBILITY ANALYSIS

Project Name: Justice Center 1st Floor Uninterrupted Power Supply

Project Manager: Mary Lou Mueller / Ryan Tackes

Project Budget Estimate:

Source	Amount
2021 Capital Project Fund	$85,000
TOTAL	**$85,000**

Project Score: Value and Efficiency (360/400) Modernization and Service (270/400)

Project Purpose Summary (from department):

The need and the urgency of the JC-1-UPS project will protect our $400,000 technology project in the courtroom and is the backbone for future upgrades for all the departments and security services on the Justice Center 1st floor. Funding for this gap of reliability and functionality remains to be a driving issue to modernize the electrical capabilities of the 1st floor of the Justice Center.

Proposal Considerations, Risks, and Identified Issues:

The project scored exceptionally well and ranked 3rd in projects scored. This project allows the Clerk of Courts to continue to evolve and respond to the desire for remote services, providing a higher level of service now, as well as allowing for more efficient technological upgrades in the future. The level of urgency and direct impact on the health and safety contributed significantly to its score. The amount of data produced and stored by the Clerk of Courts also requires sufficient investment to protect in the public's interest. The project scored well on the modernization and service aspects of the scorecard as it will greatly improve the outdated equipment currently in use, allowing for emergency generator access if needed.

Staff Recommendation:

Staff recommends consideration for fund for the Justice Center 1st Floor Uninterrupted Power Supply project.

Project Reserve Information Sheet

Project Name:	Justice Center 1st Floor Uninterrupted Power Supply (JC-1-UPS)
Requested By:	Mary Lou Mueller, Clerk of Circuit Court
Project Owner:	Mary Lou Mueller / Ryan Tackes
Start Date:	As available

Project Costing - Detail Project Costs

Funding Source (Please Check All that Apply):

☐ Project Fund ☐ Grants ☐ Dept. Reserve 2021 Project Funding Other

List All Funding Sources Selected:

Source	Amount	Grant Information
2021 Project Funding	$85,000	N/A
		N/A
		N/A
		N/A
		N/A
		N/A
		N/A
TOTAL PROJECT COST:	$85,000	

Offsetting Revenue or Savings (If Applicable):

Source	Amount
TOTAL	N/A

Provide a narrative of project costs:

See Exhibit A for bid outline of the associated costs.

Project Narrative - Define the Current State

Describe the need, urgency, or gap in service and risk of delay from a customer perspective:

The need and the urgency of the JC-1-UPS project will protect our $400,000 technology project in the courtroom and is the backbone for future upgrades for all the departments and security services on the Justice Center 1st floor.

Funding for this gap of reliability and functionality remains to be a driving issue to modernize the electrical capabilities of the 1st floor of the Justice Center.

Describe how the project impacts the department's level of service:

Our investment of the soon to be newly installed courtroom technology will be undermined if we do not update the electrical wiring and install surge protection.

A simple analogy is buying a 1950's home with a fuse box and relying on this to operate a modern stove or refrigerator and have a light bulb on. You will constantly be tripping the circuit and creating a hazard.

We need to protect our investment in technology by upgrading our infrastructure within the building to be able to continue to offer remote access to litigants and modern courtrooms within the building.

Project Recommendation - Define the Suggested Course of Action

Define the project scope and why the project is an innovative solution:

Update Justice Center 1st Floor Uninterrupted Power Supply is not so much innovative as it is a common solution to power outages, brownouts and surges that could destroy data and equipment. Keeps individuals in the building safe from harm, reducing county liability.

Describe how the project addresses department objectives or countywide strategy:

The project addresses step one of the need to update infrastructure to be able to have access to generator power to all of the first floor to ensure the continuity of access to the courts and to protect our sizable investment in technology.

Describe the project's impact on quality of life:

Electricity is one of those items we take for granted. When it works, it is invisible to the user. When it doesn't work, we can't do our jobs. As we have seen with the pandemic, the Constitution does not care if we have the tools to continue with our ability to ensure justice for litigants, we are required to figure it out.
This is one of the down sides of being heavily reliant on technology.

Describe the project's impact on health and safety:

The Justice Center 1st floor has limited access to the generator. Court security looses access to their computers when the power goes out for a while, until connecting with the backup generator. This causes delays in rebooting, processing court users, unable to monitor courtrooms and other areas of the Justice Center, during this crucial period. Courtrooms, judicial suites and the Clerk of court's office completely loose power and have no access to a generator. This causes total black out areas which include bathrooms and interior courtrooms for staff, juries and court users.

Describe how the project impacts department operations using business objectives:

Our business objective is to remain functional even in times of extreme disasters. Providing for the much needed Justice Center 1st Floor Uninterrupted Power Supply (JC-1-UPS) will be the required infrastructure to be able to one day utilize power from an emergancy generator.

J. Miller Electric, Inc.

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Proposal

1/12/2021

Ozaukee County Justice Center
ATTN: Ryan Tackes, Shawn Anderson

Project: 1st Floor Courts UPS, UPS Branch Circuits

I am pleased to offer the following work for your consideration:

- Labor and materials to complete installation
- Provide and install one new 2 ½" EMT conduit raceway
  - Copper conductors
  - Install necessary conduit fittings, straps and junction boxes
  - Power to be derived from 120/208 Volt generator panel
    - Install one new Square D three pole 150 Amp circuit breaker
  - Conduit to be installed from basement electrical room to 1st floor corner closet
  - Wall and floor coring and patching
  - Install fire caulk for all fire wall penetrations
- Provide and install one new 30KVA 120/208 Volt Liebert UPS
  - Integral make-before-break UPS bypass switch
  - UPS to be installed in 1st floor corner closet
- Provide and install one 200 Amp 250 Volt fused disconnect in 1st floor corner closet
  - Install three 150 Amp fuses
- Provide and install one 125 Amp 120/208 Volt 30 circuit Square D panelboard, main lug
  - Panel to be filled with single pole 20 Amp circuit breakers
  - Panel to be installed in 1st floor corner closet
- Provide and install new colored EMT conduits and circuits to the following locations…
  - CSU, Three 20 Amp 120 Volt circuits
    - Exposed Wiremold raceway to be installed near CSU
  - F4, Two 20 Amp 120 Volt circuits
  - F3, Two 20 Amp 120 Volt circuits
  - F2, Two 20 Amp 120 Volt circuits
  - F1, Two 20 Amp 120 Volt circuits
    - Install one colored duplex receptacle per circuit at each location
  - Coordinate receptacle locations with building superintendent
- Net price includes two-year UPS maintenance agreement $3,140.00
- Scissor Lift

- Project Notes:
    - All conductors to be copper
    - All UPS conduits to be labeled and color coded
    - Branch circuits and outlets to be labeled
    - UPS and UPS panel sized to accommodate future UPS loads
    - Net price includes UPS start up and owner training
    - Coordinate conduit path and installation with building superintendent
    - Coordinate wall and floor coring with building superintendent
    - For budgetary purposes add 10% to net price
- Excludes: OT labor

The above design and scope of work is confidential and proprietary to J. Miller Electric, Inc.
I will proceed with the above based on a net price of $83,060.15.
Prices firm for acceptance within 30 days of quotation.

I hereby agree and accept this proposal.

Justin Miller
Project Manager
J. Miller Electric, Inc.

Signed/ Date:

Print/ Date:

Email: jchelm622@icloud.com • Cell: (262) 305 3858

PROJECT FEASIBILITY ANALYSIS

Project Name: Network Switch Upgrade

Project Manager: Steve Mirgai

Project Budget Estimate:

Source	Amount
2021 Capital Project Fund	$175,000
TOTAL	**$175,000**

Project Score: Value and Efficiency (360/400) Modernization and Service (290/400)

Project Purpose Summary (from department):

This project will replace the network switches in all of the primary county facilities, Administration Center, Justice Center, Highway and Transit. This piece of network infrastructure were last replaced in 2007-2008 and is the first step in a two year refresh of the fiber, switches and SAN.

Proposal Considerations, Risks, and Identified Issues:

The project scored well in areas of Value and Efficiency given the high level of urgency of the project, to maintain network efficiency through up-to-date network infrastructure. The project would modernize the County network infrastructure and will provide future opportunities to upgrade county security infrastructure as well. Overall, the project ranked 2nd on our scorecard.

Staff Recommendation:

Staff recommends consideration for funding the Network Switch Upgrade project.

Project Reserve Information Sheet	
Project Name:	Network Switch Upgrade
Requested By:	Jason Dzwinel
Project Owner:	Steve Mirgai
Start Date:	Q2 2021

Project Costing - Detail Project Costs

Funding Source (Please Check All that Apply):

✔ Project Fund	Grants	Dept. Reserve	Other

List All Funding Sources Selected:

Source	Amount	Grant Information
Project Fund	175,000	N/A
		N/A
		N/A
		N/A
		N/A
		N/A
		N/A
TOTAL PROJECT COST:	$175,000	

Offsetting Revenue or Savings (If Applicable):

Source	Amount
TOTAL	

Provide a narrative of project costs:

This project will replace the network switches in all of the primary county facilities, Administration Center, Justice Center, Highway and Transit.

Project Narrative - Define the Current State
Describe the need, urgency, or gap in service and risk of delay from a customer perspective:
This piece of network infrastructure were last replaced in 2007-2008 and is the first step in a two year refresh of the fiber, switches and SAN.
Describe how the project impacts the department's level of service:
This infrastructure supports the county computer network at all of our primary facilities in Port Washington.

Project Recommendation - Define the Suggested Course of Action
Define the project scope and why the project is an innovative solution:
The project will set the stage for the upgrade of the SAN and allow IT staff to migrate to an environment that supports a more secure disaster recovery approach.
Describe how the project addresses department objectives or countywide strategy:
Safety and security of the county network is the primary objective of IT.

Describe the project's impact on quality of life:
There is no direct impact on quality of life. This project upgrades the network infrastructure upon which every department that relies on a PC, laptop or the Internet to serve their customers uses.

Describe the project's impact on health and safety:
See quality of life section above.

Describe how the project impacts department operations using business objectives:
The project will enhance safety and security and will allow for the elimination of a paid disaster recovery solution when complete.

PROJECT FEASIBILITY ANALYSIS

Project Name: Pinnacle Site Communications Tower

Project Manager: Jason Dzwinel

Project Budget Estimate:

Source	Amount
2021 Capital Project Fund	$350,000
Washington County	$350,000
TOTAL	**$700,000**

Project Score: Value and Efficiency (260/400) Modernization and Service (310/400)

Project Purpose Summary (from department):

Washington County is in the beginning stages of upgrading their radio system. Radio coverage on the northeast end of Washington County and the northwest end of Ozaukee County has been difficult due to the topography. This proposal would construct a communications tower on county-owned property in the Town of Fredonia known as the "Pinnacle Site." The proposal is to split the costs 50/50 between both counties. The proposal for the joint tower remedies a gap in radio coverage for both counties. It will also accomplish an important redundancy in the microwave link that creates the network that the radio system uses for communications. Currently, the microwave is a 'line' between the towers at the Justice Center and Mee Kwon, with a small redundancy due to the connection on the Harrington Beach DNR tower. This upgrade would create a 'loop' design so that if any single point in the loop failed, the other sites would still have the capability to support the system

Proposal Considerations, Risks, and Identified Issues:

The project scored well in the areas of Modernization and Service. The project would increase radio coverage on the northwest end of Ozaukee County, and eliminate the gap in radio service coverage. The projects impact on quality of life and customer satisfaction by improving desired network redundancy and enhancing system interoperability bolstered its score. The opportunity to share costs with Washington County is also a contributing factor in the recommendation to fund this tower now. When compared with other projects, the project scored reasonably well.

Staff Recommendation:

Staff recommends consideration for funding the Pinnacle Site Communications Tower project.

Project Reserve Information Sheet

Project Name:	Pinnacle Site Communications Tower
Requested By:	Jason Dzwinel
Project Owner:	Jason Dzwinel
Start Date:	Q 3-4 2021

Project Costing - Detail Project Costs

Funding Source (Please Check All that Apply):

✔ Project Fund	Grants	Dept. Reserve	Washington Co Other

List All Funding Sources Selected:

Source	Amount	Grant Information
Project Fund	350,000	N/A
Washington Co	350,000	N/A
		N/A
		N/A
		N/A
		N/A
		N/A
TOTAL PROJECT COST:	700,000	

Offsetting Revenue or Savings (If Applicable):

Source	Amount
TOTAL	

Provide a narrative of project costs:

Washington County is in the beginning stages of upgrading their radio system. Radio coverage on the northeast end of Washington County and the northwest end of Ozaukee County has been difficult due to the topography. This proposal would construct a communications tower on county-owned property in the Town of Fredonia known as the "Pinnacle Site." The proposal is to split the costs 50/50 between both counties.

Project Narrative - Define the Current State

Describe the need, urgency, or gap in service and risk of delay from a customer perspective:

The proposal for the joint tower remedies a gap in radio coverage for both counties. It will also accomplish an important redundancy in the microwave link that creates the network that the radio system uses for communications. Currently, the microwave is a 'line' between the towers at the Justice Center and Mee Kwon, with a small redundancy due to the connection on the Harrington Beach DNR tower. This upgrade would create a 'loop' design so that if any single point in the loop failed, the other sites would still have the capability to support the system.

Describe how the project impacts the department's level of service:

In the event of a catastrophic failure, a failure in the 'line' design of the microwave would significantly impact public safety and dispatch communications in some areas of the county. This 'loop' design has been a necessary upgrade and the proposal to cost share is important. Moreover, by co-locating the communications equipment at the Pinnacle Site, Ozaukee and Washington Counties radio communication infrastructure will take another step forward to integration, allowing each dispatch center to act as a full-backup enhancing geospatial redundancy.

Project Recommendation - Define the Suggested Course of Action

Define the project scope and why the project is an innovative solution:

The project cost shares, establishes a desired network redundancy, and enhances system interoperability between Ozaukee and Washington counties.

Describe how the project addresses department objectives or countywide strategy:

Redundancy and interoperability are two critical objectives in countywide radio communications. Intergovernmental cooperation is also a countywide strategy.

Describe the project's impact on quality of life:
Quality of life is enhanced by providing a more stable public safety communications environment with enhanced coverage.

Describe the project's impact on health and safety:
The failure of the communications system would have a significant impact on public safety. This project guards against that type of catastrophic failure.

Describe how the project impacts department operations using business objectives:
The project leverages an external partnership and improves safety.

PROJECT FEASIBILITY ANALYSIS

Project Name: Audio-Video Equipment

Project Manager: Kim Quam

Project Budget Estimate:

Source	Amount
2021 Capital Project Fund	$40,000
TOTAL	**$40,000**

Project Score: Value and Efficiency (350) Modernization and Service (320)

Project Purpose Summary (from department):

Currently our audio equipment is significantly out dated and not functional, requiring workers to be present in the room during the supervised visitations at all times. With the purchase of the video/audio equipment, we could ensure safety of the visitation but not require a worker to be behind a mirrored window or in the room observing. Workers could be at a safe distance from the visitation but be able to monitor the interaction, thus creating a more realistic "home-like experience" for families.

Proposal Considerations, Risks, and Identified Issues:

The Audio-Video upgrade in Human Services scored will in Value and Efficiency as a result of it relatively low cost and improvement to the health of safety of parental visitation highlighted by the department. The modernization of current technologies and the improvement in the quality of life for parents and children contributed to the high Modernization and Services score. The project is directly tied to the department’s mission and goals.

Staff Recommendation:

Staff recommends consideration of funding for the Audio-Video Equipment upgrade.

Project Reserve Information Sheet

Project Name:	Audio-Video Equipment
Requested By:	Liza Drake
Project Owner:	Kim Quam
Start Date:	2021

Project Costing - Detail Project Costs

Funding Source (Please Check All that Apply):

✔ Project Fund	Grants	Dept. Reserve	Other

List All Funding Sources Selected:

Source	Amount	Grant Information
Project Fund	$40,000	N/A
		N/A
		N/A
		N/A
		N/A
		N/A
		N/A
TOTAL PROJECT COST:	$40,000	

Offsetting Revenue or Savings (If Applicable):

Source	Amount
TOTAL	

Provide a narrative of project costs:

Three Master Stations design: $20,000.00
INCLUDES
SGTS, Inc. shall be responsible for the above listed scope of work, and the following items:

- Furnish and installation of Cat6 cable from the room devices to the network PoE switch
- Furnish and install low voltage cable for microphone devices
- Installation hardware, connectors as required
- Furnish and install Cat6 cable from the network switch we provide to the selected Server location

Cost for Audio and Video recording: $ 20,000.00

Project Narrative - Define the Current State

Describe the need, urgency, or gap in service and risk of delay from a customer perspective:

Currently our audio equipment is significantly out dated and not functional, requiring workers to be present in the room during the supervised visitations at all times. With the purchase of the video/audio equipment, we could ensure safety of the visitation but not require a worker to be behind a mirrored window or in the room observing. Workers could be at a safe distance from the visitation but be able to monitor the interaction, thus creating a more realistic "home-like experience" for families.

Describe how the project impacts the department's level of service:

Ozaukee County Department of Human Services (OCDHS) provides supervised visitation for families with a history of abuse in a safe and neutral setting throughout Ozaukee County. Our service goals are designed to facilitate a positive visit and promote the safety and well-being of families who have experienced abuse. The Department ensures children who have been separated from their families the opportunity to maintain and strengthen family relationships while a permanency plan is being formulated. Children and their parents are able to spend quality time together in a safe and nurturing environment under the guidance of professionally trained staff who provide observation, education, documentation of the visitation, and intervention, when necessary.

Project Recommendation - Define the Suggested Course of Action

Define the project scope and why the project is an innovative solution:

OCDHS has taken on an initiative to ensure our practice is more trauma informed. Part of this practice has been to make the physical space our clients use more inviting. We have recently updated our visitation rooms to include more of a family room/kitchen type environment to assist with making families feel welcome and comfortable. Our space offers private visit rooms with two different levels of supervision, full (a person in the room to see and hear the interaction at all times) or partial (through a one-way mirror) depending on the needs of the children.

Describe how the project addresses department objectives or countywide strategy:

OCDHS has a strategic goal of improving our public image and be accessible to our clients. We are working to ensure ongoing efforts to have a more trauma informed approach to our service delivery. By allowing the use of audio/video equipment where staff can monitor outside of the room, we are supporting a more realistic home-like environment and interactions of the families.

Describe the project's impact on quality of life:
Children who have more consistent and frequent contact with their parents have stronger attachments than children who have less contact. More opportunity for supervised visitations promotes change in families and reduces the time children spend in out of home placement. A child's contact with their parent is beneficial for ongoing emotional and physical growth of the child. Quality parent-child attachment greatly reduces children's overall difficulties while in care.
Describe the project's impact on health and safety:
In an effort to reunite families that have been separated, the purchasing of the equipment would provide more flexibility with this essential service to foster safe, nurturing, and lasting relationships between parents and their children.
Describe how the project impacts department operations using business objectives:
We can provide more efficient supervised visits in the space we already have designated for families.

PROJECT FEASIBILITY ANALYSIS

Project Name: Lion's Den Gorge Nature Preserve - Boardwalk

Project Manager: Andrew Struck

Project Budget Estimate:

Source	Amount
2021 Capital Project Fund	$40,000
WDNR Stewardship	$40,000
TOTAL	**$80,000**

Project Score: Value and Efficiency (370/400) Modernization and Service (260/400)

Project Purpose Summary (from department):

This capital project would fund the replacement of the current boardwalk / pier / deck with a new floating boardwalk/pier/deck. The current structure is no longer ADA accessible due to sinking and shifting of the piers. The current structure is approximately 14 years old and is also showing signs of deterioration in the beams/joists due to the higher water levels.

Proposal Considerations, Risks, and Identified Issues:

The project tied for the 3rd highest rank of the projects scored. It scored extremely well in Value and Efficiency due to its relatively low cost. The necessity of the project as well as the dramatic impact on improving the health and safety of using the boardwalk for park visitors contributed to the high score. A new floating boardwalk would return it to ADA accessibility, and reduce the chance of serious injury. Due to the overall urgency of the project and modernization benefits, the project scored well.

Staff Recommendation:

Staff recommends consideration of funding for the Lion's Den Gorge Nature Preserve – Boardwalk.

Project Reserve Information Sheet

Project Name:	Lion’s Den Gorge Nature Preserve - Boardwalk
Requested By:	Andrew Struck
Project Owner:	Planning and Parks Department
Start Date:	2021

Project Costing - Detail Project Costs

Funding Source (Please Check All that Apply):

☑ Project Fund ☐ Grants ☐ Dept. Reserve Other

List All Funding Sources Selected:

Source	Amount	Grant Information
2021 County CIP Fun	$40,000	Applied For
WDNR Stewardship	$40,000	N/A
		N/A
		N/A
		N/A
		N/A
		N/A
TOTAL PROJECT COST:	$80,000	

Offsetting Revenue or Savings (If Applicable):

Source	Amount
TOTAL	

Provide a narrative of project costs:

Total project costs are approximately $80,000, which would come from this capital fund request (2021) and a future WDNR Stewardship grant request (May 2021). This capital project would fund the replacement of the current boardwalk / pier / deck with a new floating boardwalk/pier/deck. Demolition of the existing pier/deck and construction of the new floating pier/deck would be completed by the Highway Department.

Project Narrative - Define the Current State

Describe the need, urgency, or gap in service and risk of delay from a customer perspective:

This capital project would fund the replacement of the current boardwalk / pier / deck with a new floating boardwalk/pier/deck. The current structure is no longer ADA accessible due to sinking and shifting of the piers. The current structure is approximately 14 years old and is also showing signs of deterioration in the beams/joists due to the higher water levels.

Describe how the project impacts the department's level of service:

Lion's Den Gorge Nature Preserve is the most visited park in the Ozaukee County Park System, with 2020 annual counts of 269,202 and a daily average of approximately 768 counts (highest of all years on record, approximately a 121% increase from 2019). During the July 4, 2021 holiday weekend, counts were approximately 4,363 per day. The current structure is no longer ADA accessible due to sinking and shifting of the piers. The current structure is approximately 14 years old and is also showing signs of deterioration in the beams/joists due to the higher water levels.

Project Recommendation - Define the Suggested Course of Action

Define the project scope and why the project is an innovative solution:

This capital project would fund the replacement of the current boardwalk / pier / deck with a new floating boardwalk/pier/deck. See attached map.

Describe how the project addresses Department objectives or countywide strategy:

This project addresses CIP project 115-52, starting in 2017.

Describe the project's impact on quality of life:
Lion’s Den Gorge Nature Preserve is the most visited park in the Ozaukee County Park System, with 2020 annual counts of 269,202 and a daily average of approximately 768 counts (highest of all years on record, approximately a 121% increase from 2019). During the July 4, 2021 holiday weekend, counts were approximately 4,363 per day. Visitors use the existing structure to access portions of the park which are inaccessible by other trails or methods.
Describe the project's impact on health and safety:
Lion’s Den Gorge Nature Preserve is the most visited park in the Ozaukee County Park System, with 2020 annual counts of 269,202 and a daily average of approximately 768 counts (highest of all years on record, approximately a 121% increase from 2019). During the July 4, 2021 holiday weekend, counts were approximately 4,363 per day. Visitors use the existing structure to access portions of the park, which are inaccessible by other trails or methods. The current structure is no longer ADA accessible due to sinking and shifting of the piers. The current structure is approximately 14 years old and is also showing signs of deterioration.
Describe how the project impacts department operations using business objectives:
The structure continues to deteriorate and requires replacement. Replacement in 2021 could yield savings by reusing portions of the existing structure that are still sound, intact, and or suitable for re-use.

Lion's Den Gorge Nature Preserve

Map Produced By: Ozaukee County Planning and Parks Department
4/13/2018

PROJECT FEASIBILITY ANALYSIS

Project Name: Shady Lane Caretakers House Roof Repairs

Project Manager: Andrew Struck

Project Budget Estimate:

Source	Amount
2021 Capital Project Fund	$47,000
TOTAL	**$47,000**

Project Score: Value and Efficiency (360/400) Modernization and Service (270/400)

Project Purpose Summary (from department):

The Shady Lane Parks Superintendent's house roof needs a full replacement. This roof has been leaking for the last few years, potentially damaging County and private property. A replacement roof will remove the need for ongoing maintenance, protect the rest of the building structure, and protect personal property. Cost effective due to lifespan costs as the new roofs are expected to have a 30-50-year lifespan, particularly the metal roof.

Proposal Considerations, Risks, and Identified Issues:

The project scored well in Value and Efficiency given the risk of future damage due to water leaks at the Caretaker’s house. Providing adequate housing for our caretaker is part of the Department’s objectives, and quality of life for our caretaker, and will also reduce the on-going maintenance liability of the roof, and increased deterioration.

Staff Recommendation:

Staff recommends consideration of funding for the Shady Lane Caretaker house roof repairs.

Project Reserve Information Sheet

Project Name:	Shady Lane Caretakers House Roof Repairs
Requested By:	Andrew Struck
Project Owner:	Planning and Parks Department
Start Date:	2021

Project Costing - Detail Project Costs

Funding Source (Please Check All that Apply):

☑ Project Fund	☐ Grants	☐ Dept. Reserve	Other

List All Funding Sources Selected:

Source	Amount	Grant Information
2021 County CIP Fun	$47,000	Applied For
		N/A
		N/A
		N/A
		N/A
		N/A
		N/A
TOTAL PROJECT COST:	$47,000	

Offsetting Revenue or Savings (If Applicable):

Source	Amount
TOTAL	

Provide a narrative of project costs:

Project costs include $47,000 for the Shady Lane Parks Superintendent house roof replacement (metal roof), which includes replacement of gutters, downspouts, and roof venting per code. A quote for $18,500 was also received for an asphalt shingle roof replacement. With an approximate 15% contingency, the total project costs are approximately $47,000 for the metal roof (recommended) or $21,275 for the asphalt roof.

Project Narrative - Define the Current State

Describe the need, urgency, or gap in service and risk of delay from a customer perspective:

The Shady Lane Parks Superintendent's house roof needs a full replacement. This roof has been leaking for the last few years, potentially damaging County and private property.

Describe how the project impacts the department's level of service:

Non-functioning roofs directly impact the house structure and the ability to adequately and safely house the Park Superintendent. Roof patching or repairs is not feasible due to widespread rot of the roof deck,soffit and fascia, non-functioning gutters and downspouts, and inadequate venting (not to current code).

Project Recommendation - Define the Suggested Course of Action

Define the project scope and why the project is an innovative solution:

The Department has received competitive proposals for the roof replacement. The proposals include removal of all existing roofing down to the deck, removal of all downspouts and gutters, hauling all garbage away, and installation of new metal roofs, vents, pipe flashing, soffit and fascia, gutters, and downspouts. Replacements will alleviate ongoing repair costs, structure damage and potential costs for damaged equipment and/or personal property.

Describe how the project addresses Department objectives or countywide strategy:

This project is consistent with the POSP and Strategic Plan. The Department has an obligation to provide a safe, comfortable residence for its Parks Superintendent (requirement and benefit of employment), and the structure is vulnerable to major damage with active leaks.

Describe the project's impact on quality of life:
A replacement roof will ensure the Park Superintendent's house and personal property is protected and safe from the elements. The Department has an obligation (requirement of employment and benefit to employee) to provide a safe, comfortable residence. This deficiency may impact employee morale and retention. In addition, the structure itself is vulnerable to major damage with active leaks in the roof.
Describe the project's impact on health and safety:
A replacement roof will ensure the Parks Superintendent's house and personal property is protected and safe from the elements. The Department has an obligation (requirement of employment and benefit to employee) to provide a safe, comfortable residence. This deficiency may impact employee morale and retention. In addition, the structure itself is vulnerable to major damage with active leaks in the roof.
Describe how the project impacts department operations using business objectives:
A replacement roof will remove the need for ongoing maintenance, protect the rest of the building structure, and protect personal property. Cost effective due to lifespan costs as the new roofs are expected to have a 30-50 year lifespan, particularly the metal roof.

PROJECT FEASIBILITY ANALYSIS

Project Name: Lion's Den Gorge Nature Preserve - Paved Parking

Project Manager: Andrew Struck

Project Budget Estimate:

Source	Amount
2021 Capital Project Fund	$159,000
TOTAL	**$159,000**

Project Score: Value and Efficiency (330/400) Modernization and Service (210/400)

Project Purpose Summary (from department):

Lion's Den Gorge Nature Preserve has been a highly successful addition to the Ozaukee County Park System, and as such, the demands for parking have outstripped the availability. Currently, on numerous occasions the parking lot is completely filled and parking happens along the park road. This parking along the park road has resulted in the breaking of shoulder pavement and ground rutting of the adjacent areas. It has also resulted in restricted access and a potential issue for emergency (e.g. fire and police) response. Therefore, this capital improvement project proposes to pave the shoulder areas and provide additional paved parking.

Proposal Considerations, Risks, and Identified Issues:

The project scored relatively well due to the health and safety impact increased paved parking. The nature preserve has seen an increase in emergency vehicle requests over the last several months due to the increased usage of the park. The project would provide better access to emergency vehicles. While the project scored well, others scored higher to obtain available funding.

Staff Recommendation:

Staff recommends funding consideration for Lion's Den Paved Parking project at this time.

Project Reserve Information Sheet			
Project Name:	Lion's Den Gorge Nature Preserve - Paved Parking		
Requested By:	Andrew Struck		
Project Owner:	Planning and Parks Department		
Start Date:	2021		

Project Costing - Detail Project Costs

Funding Source (Please Check All that Apply):

✔ Project Fund	☐ Grants	☐ Dept. Reserve	Other

List All Funding Sources Selected:

Source	Amount	Grant Information
2021 County CIP Fun	$159,000	Applied For
		N/A
		N/A
		N/A
		N/A
		N/A
		N/A
TOTAL PROJECT COST:	$159,000	

Offsetting Revenue or Savings (If Applicable):

Source	Amount
TOTAL	

Provide a narrative of project costs:

Total project costs are approximately $159,000 per a recent Ozaukee County Highway Department estimate, which would come from this capital fund request (2021). Construction would be completed by the Highway Department and activities include excavation, pavement removals, grading, re-paving, and possible installation of a culvert and catch basin. This will also accommodate for emergency vehicle parking and use including pavement markings.

Project Narrative - Define the Current State

Describe the need, urgency, or gap in service and risk of delay from a customer perspective:

Lion's Den Gorge Nature Preserve has been a highly successful addition to the Ozaukee County Park System, and as such, the demands for parking have outstripped the availability. Currently, on numerous occasions the parking lot is completely filled and parking happens along the park road. This parking along the park road has resulted in the breaking of shoulder pavement and ground rutting of the adjacent areas. It has also resulted in restricted access and a potential issue for emergency (e.g. fire and police) response. Therefore, this capital improvement project proposes to pave the shoulder areas and provide additional paved parking.

Describe how the project impacts the department's level of service:

Lion’s Den Gorge Nature Preserve is the most visited park in the Ozaukee County Park System (not including the GCs), with 2020 annual counts of 269,202 and a daily average of approximately 768 counts (highest of all years on record, approximately a 121% increase from 2019). During the July 4, 2021 holiday weekend, counts were approximately 4,363 per day. As such, demands for parking have outstripped the availability, reducing visitor access and causing other issues (e.g. Sheriff responses).

Project Recommendation - Define the Suggested Course of Action

Define the project scope and why the project is an innovative solution:

This capital improvement project proposes to pave the shoulder areas, address drainage issues, and provide additional paved parking for visitors and emergency vehicles to meet demands and reduce breaking of existing shoulder pavement and rutting of the adjacent natural areas and wetlands.

Describe how the project addresses Department objectives or countywide strategy:

This project addresses CIP project 115-19, starting in 2013. This is consistent with the County Strategic Plan and the Park and Open Space Plan for Ozaukee County.

Describe the project's impact on quality of life:
Lion’s Den Gorge Nature Preserve is the most visited parks in the Ozaukee County Park System (not including the GCs), with with 2020 annual counts of 269,202 and a daily average of approximately 768 counts (highest of all years on record, approximately a 121% increase from 2019). During the July 4, 2021 holiday weekend, counts were approximately 4,363 per day. As such, demands for parking have outstripped the availability, reducing visitor access and causing other issues (e.g. Sheriff responses).
Describe the project's impact on health and safety:
Lion’s Den Gorge Nature Preserve is the most visited park in the Ozaukee County Park System, with 2020 annual counts of 269,202 and a daily average of approximately 768 counts (highest of all years on record, approximately a 121% increase from 2019). During the July 4, 2021 holiday weekend, counts were approximately 4,363 per day. As such, demands for parking have outstripped the availability. Visitors have been parking on High Bluff Drive out to Lake Shore Road and CTH C on busy days, causing potential safety concerns, restricted access, and a potential issue for emergency (e.g. fire and police) response.
Describe how the project impacts department operations using business objectives:
Paving the shoulder areas, providing additional paved parking, and addressing drainage issues would reduce ongoing maintenance associated with paved shoulder breakage and rutting of adjacent natural areas and wetlands.

Lion's Den Parking Lot