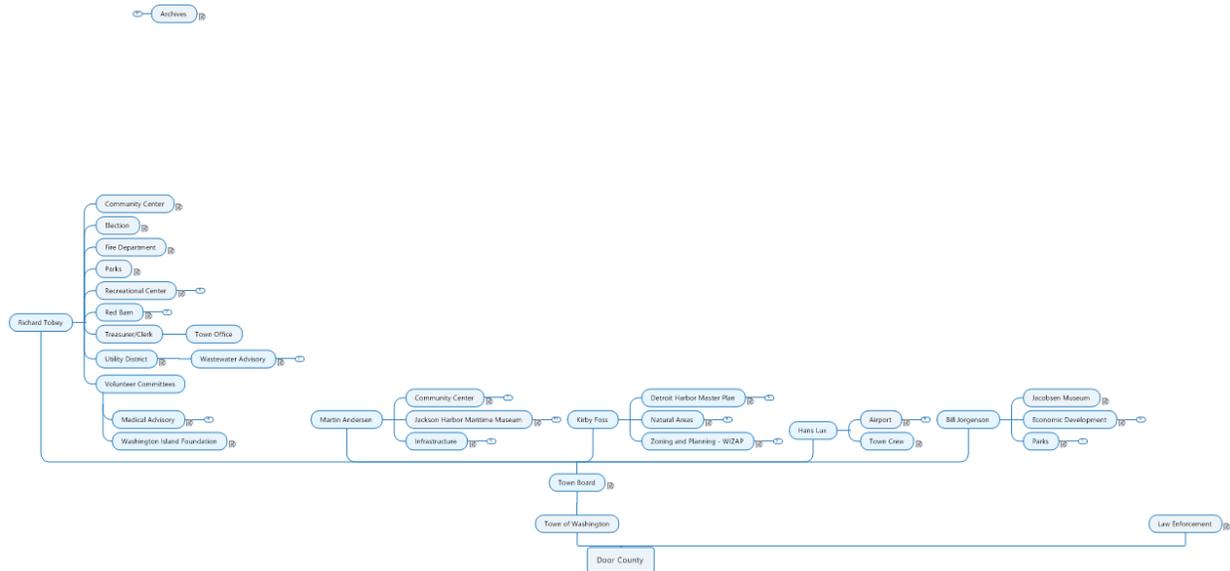


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# DOOR COUNTY

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## 1 Town of Washington

### 1.1 Town Board

Resource: Bill Jorgenson, Kirby Foss, Martin Andersen, Richard Tobey, Hans Lux

Need Mission and Vision statement

Must include: Public Safety, Public Health, Environment and Budget/Fiscal Responsibility. Everything else is subordinate to these.

#### 1.1.1 Richard Tobey

##### 1.1.1.1 Community Center

Resource: Karin Baxter

Not really a committee

Need to make sure roles/responsibilities are understood

### *1.1.1.2 Election*

Resource: Janet Engstrom, Marsha Gunnauggson, Michaelene Johnson, Amy Rose, Nancy Thiele, Jeanette Young, Vicki Fuller, Paula Oeler

Not really a committee

Need to make sure staffing and training are adequate

### *1.1.1.3 Fire Department*

Resource: Alida Anderson, Evy Beneda, Kenneth Berggren, Thomas Bloch, Robert Carr, Jeffrey Cornell, Michael Cornell, Jakob Dahlke, Casey Dennis, Mack Ellefson, Richard Ellefson, Donald Engstrom, Jake Farm, Erik Foss, Robert Gillespie, Miryam Gregg, Joel Gunnauggsson, Adam Hanlin, Jenny Hansen, David Heath, Thomas Hokkanen, Kyle Joanov, Michael Jorgenson, Michael Kickbush, Craig Litterio, Cathy Mann, Jeffrey McDonald, Ross Meader, Justin Mew, Peter Nehlsen, Michael Nickell, Peter Nikolai, Thomas Nikolai, Hoyt Purinton, Ann Rose, Lydia Schultz, Sarah Schultz, Lou Small, Joseph Stanczyk, Adam Steffen, Chris Swanson, Paul Swanson, Linda Taylor, Thomas Taylor, Kimberly Toro, Edward Wasie

Need to understand each unique response scenario for Fire Department. Loss of life is an unacceptable outcome. However, property loss, while not desirable is expected. Thus, are we properly prepared/staffed/equipped to address loss of life? Are we paying too much, too little, just right?

Need to budget for infrastructure and personal equipment (due to life cycles and total cost)

Need training matrix developed for each member (i.e. what they have, what they need, and time/plan to close the gap).

Need to understand the combination/cross training of EMR/EMT with the Fire Department. Although their roles intersect, I don't understand why people are listed for multiple roles (and are not fully trained or physically capable of performing the expected tasks for all the roles).

Need to get the Physical Criteria sheet filled out by Peter et. al. for Fire Department roles. Once complete, need to assure that every employee fully meets the criterion.

Need to update Employee Handbook to better cover/represent Fire Department (i.e. Paid on-call Employees).

Need to determine if a community committee would be desirable and/or necessary

#### ***1.1.1.4 Parks***

Resource: Roberta Phelps, Pam Young

Not really a committee

Need to understand the gaps (if any) perceived by the current employees, relative to what we (the Town) should be doing to support these employees.

#### ***1.1.1.5 Recreational Center***

Resource: Richard Clancy, Yingdan Gao, Dani Gillespie, Lois Kreuger, Steve Fisco, Frank Gibson, Jeanette Hanlin, Terry Henkel, Beth Lux, Katie McGrane, Steve Waldron, Daniel Hansen

Need to sit down with committee (aka Board) and develop Mission/Vision statement for the Recreational Center.

Committee must address the intersection (or lack thereof) between revenue/expense/endowment. The (ca. \$140,000) gap must be closed or the Recreational Center will become too great a burden for the Town.

Need to review staffing model for activities/events.

Need to review staff compensation costs. Any opportunity for volunteers to reduce the costs?

Need to review the opportunity for the Recreational Center to be added to the Town SEV. Would this help or hurt?

Need to review exempt/non-exempt FLSA assignments for staff.

Need to pool energy purchases with Town (i.e. fuel oil and propane) if applicable.

Need to allocate Town Crew costs (if any) within budget process.

1.1.1.5.1 Daniel Nerenhausen

1.1.1.5.2 Kelly Jorgenson

1.1.1.5.3 Bunny Buxton

1.1.1.5.4 Carolyn Bernstein

1.1.1.5.5 Bill Nauta

1.1.1.5.6 Carolyn Foss

### *1.1.1.6 Red Barn*

Committee appears to run nearly autonomously, which is good.

Need a written/approved Mission/Vision/Charter. Membership is on the high side (i.e. >7), so needs to be adjusted by Board. Balance can be ad-hoc and/or volunteer.

Need to make sure that lease arrangements are the same (or explicable as to why not, or why they are different) relative to the Art and Nature Center.

Need to address Town Crew costs for grass cutting, restroom maintenance, trash removal, etc. If these are covered in their revenue, perfect. If not, what can be done to close the gap?

1.1.1.6.1 Daniel Ranney

1.1.1.6.2 Dan Hansen

1.1.1.6.3 Carolyn Foss

1.1.1.6.4 Mark Nerenhausen

1.1.1.6.5 Leila Nehlsen

1.1.1.6.6 Tom Taylor

1.1.1.6.7 Linda Taylor

1.1.1.6.8 Jim Goodwin

1.1.1.6.9 Steve Tobey

### *1.1.1.7 Treasurer/Clerk*

Resource: Valerie Carpenter

1.1.1.7.1 Town Office

Resource: Tamre Jorgenson

### ***1.1.1.8 Utility District***

Resource: Janet Jessen, Hans Lux, Kirby Foss, Martin Andersen, Richard Tobey, Bill Jorgenson

Board membership is defined within Ordinance.

Need written Mission/Vision/Goals, along with Charter for the Utility District.

#### **1.1.1.8.1 Wastewater Advisory**

Need to review and refresh committee members. Larry was on as a Board appointment. Recent resolution only allows one Board member. However, does the committee need/want additional members?

Need revised charter for committee. Elements to include:

- 1) 20 year horizon to scope of work (based on 20 year historical trends)
- 2) Scope to include Monte Carlo analysis of population, tourism, and shift in demographics between septic and holding tanks.
- 3) Evaluate Best Alternative To a Negotiated Agreement (BATNA) for land application. Top four options recommended to Utility District Board all included land application. That being agreed to, what if we needed to do something different, what would be our next best case?
- 4) Need to include Low Rate Anaerobic Digestion (LRAD) with a lagoon into the evaluation. Suspect that this might be the low cost option.
- 5) Need to include operational costs in each of the BATNA cases, as these are not trivial if licensed wastewater treatment operators are required.
- 6) Need to revisit the land application area at the airport. Assuming there are "safe" acres available, need to appeal the rescission by DNR of land application permits.
- 7) Need to assess how many acres are theoretically useable for land application on Washington Island. Further, which of these might be available for use (lease or purchase). This may become important after Jordan and Hansen leases lapse, and if legal action restricts use of the Jorgenson property.
- 8) Need to assess the ability for adjacent homeowners/businesses to tie into existing septic systems (i.e. can this be done?).

9) Need to develop and recommend policy consistent with Sister Bay's ordinance on grease traps. Without this, we will either be refused this winter, or pay the higher fee for disposal.

*John Nickchen*

*Donna Briesemeister*

*John Larson*

*Larry Kalscheuer*

*Richard Tobey*

### **1.1.1.9 Volunteer Committees**

#### **1.1.1.9.1 Medical Advisory**

Need to review membership/charter for this committee. Initial membership may include: Tyler (police), Gary (EMT), Peter (Fire) and Beth (clinic). Additional community members to be added as necessary.

My goal in chartering this committee was to review the intersection points (and white spaces) between the EMR/EMS, Police, Fire and Clinic for each category of service, and address the question: How are we doing in each?

Once the "current" service level is assessed, the next questions is: "What is the Art of the Possible?", meaning what could we do better if we had a different model, training, staffing, etc.

Also need to elucidate the business model for the clinic, meaning what is the real burden/benefit to the health care provider? I can accept that the clinic itself may appear to operate at a loss. However, what is the feeder/referral component to this (i.e. by virtue of having the clinic, how much business is realized at the parent hospital by referrals from the clinic)? Also, are we getting the best deal from Sturgeon Bay (i.e. what about hospital providers from Green Bay)?

*Marlene Mann*

*Liz Holmes*

*Lee Engstrom*

*Gordon Jaeger*

#### **1.1.1.9.2 Washington Island Foundation**

Need written charter from committee.

Need to understand succession plan for committee members (i.e. how long do the current incumbents intend to serve).

## 1.1.2 Martin Andersen

### 1.1.2.1 *Community Center*

Need written mission/vision/charter for Community Center Committee (maybe it already exists)?

Need to assess incumbents for service duration and/or solicit for new members?

Need to develop fee structure for kitchen (both fixed and variable).

Fees need to be assessed uniformly (i.e. same fees for use by all groups). In the event that the committee would like to recommend donations by the Town back to any particular group or function, these can be submitted and discussed/voted on. However, it is not acceptable to have a variable approach (which risks being perceived as discriminatory) by the Committee or the Board.

Committee tends to self fund (through donations or fees) all activities, which is excellent.

#### 1.1.2.1.1 Emily Small

#### 1.1.2.1.2 Howard Scott

#### 1.1.2.1.3 Donna Russell

#### 1.1.2.1.4 Jim Sorensen

#### 1.1.2.1.5 Marsha Gunnlaugsson

#### 1.1.2.1.6 Elizabeth Pratt

#### 1.1.2.1.7 Denise Kellerman

### 1.1.2.2 *Jackson Harbor Maritime Museum*

Resource: Judy Donnelly, Linda Henning, Thomas House, Orville Jess

Need (to review or write) the charter for the Museum. What does the Mission/Vision look like?

There are too many people on this committee, relative to what was approved by the Board. Thus, the "heart" of the committee must be decided upon and the balance assigned ad-hoc or special task roles.

Museum generates revenue in excess of expenses? If not, what is the gap and how should it be addressed?

Do we utilize a lease structure here? If not, how/why is this different than the Art and Nature Center?

- 1.1.2.2.1 Ken Koyen - President
- 1.1.2.2.2 Pam Young - Dock Master
- 1.1.2.2.3 Judy Donnelly - Manager
- 1.1.2.2.4 John Herschberger
- 1.1.2.2.5 David Ranney
- 1.1.2.2.6 Lee Engstrom
- 1.1.2.2.7 Butch Jess
- 1.1.2.2.8 Marvin Fuller
- 1.1.2.2.9 Eric Greenfeldt
- 1.1.2.2.10 Kathleen Morris
- 1.1.2.2.11 Dick Donnelly

### *1.1.2.3 Infrastructure*

Need to review/write mission/vision/charter for this Committee.

Intent is to assess the infrastructure value for all Township buildings, equipment (including, but not limited to Town Crew, Police and Fire Departments) and roads.

From there, the Committee needs to assess the repair/replacement costs for each, and assign them an annual amount (for budgeting purposes).

Further, they need to prioritize the list of any immediate items as to what "should be done first". This must be in place for the 2020 budget cycle, as it will likely exceed what we have budgeted for to-date.

Replacement costs (above) may also include the "Art of the Possible". As such, consolidation of equipment or buildings, as well as new buildings are all within the scope of this Committee. That being said, it clearly isn't an open checkbook or an endless wish list, so heavy doses of reality and affordability must be taken into account.

1.1.2.3.1 Peter Nehlsen

1.1.2.3.2 Tyler McGrane

1.1.2.3.3 Gary Schultz

1.1.2.3.4 Jonathan Mann

1.1.2.3.5 Ron Overdahl

1.1.2.3.6 Ted Jorgenson

## 1.1.3 Kirby Foss

### *1.1.3.1 Detroit Harbor Master Plan*

Mission/Vision/Charter for this committee needs to be expanded for all Township waterways (e.g. Jackson Harbor, Detroit Harbor, etc.). As such, it likely needs to be renamed.

Members for this committee need to be reviewed/revised

Committee needs to address, at a minimum:

- 1) The property issues associated with the end of Main road (i.e. ice shanty transports across allegedly private property).
- 2) Clear policy on mooring buoys in Town harbors
- 3) Property lines at the Town dock, as well as parking signs for same
- 4) Effect of water levels on Jackson Harbor moorings
- 5) Is "Time Out" safe at this point (with the water levels)?

1.1.3.1.1 Michael Kickbush - Chairman

1.1.3.1.2 Mary Marik

1.1.3.1.3 Hoyt Purinton

1.1.3.1.4 Pete Petrie

1.1.3.1.5 Tim Garland

1.1.3.1.6 Valerie Carpenter

1.1.3.1.7 Kirby Foss

1.1.3.1.8 Randy Sorenson

### *1.1.3.2 Natural Areas*

Not sure what the charter, mission/vision for this committee is.

Help?

1.1.3.2.1 Steve Waldron

1.1.3.2.2 Laura Waldron

1.1.3.2.3 Herb Gibson

1.1.3.2.4 Marianna Gibson

1.1.3.2.5 Jeff Hagen

1.1.3.2.6 Laura Findlay Hagen

1.1.3.2.7 Phebe Vance

1.1.3.2.8 Gary Ebert

### *1.1.3.3 Zoning and Planning - WIZAP*

Review/rewrite and then publish the charter as well as the Mission/Vision for this committee

Need to work with the Town Board, the Chamber of Commerce, and the Business Development Committee on developing a Master Plan for business/industry on Washington Island. This should include consideration for enterprise zone(s), downtown development, parking (e.g. Albatross/Red Cup/Fair Isle, Twice Around, Mann's Store, etc.)

Need to leverage the opportunities that are unique to Washington Island. Ideas suggested to me include non-GMO/heritage seed growth/packaging/distribution, Island brewery (including hops growth harvesting?), Island dairy (cheese) exploiting Death's Door logo, etc. (Consider Trade Mark for Death's Door for Washington Island?)

Would like as much emphasis on planning as on zoning

Need to address Ordinances to cover investment vs. skimming

Need to address Ordinances to cover housekeeping (i.e. I've received written and oral questions about what can be done to encourage "tidying" at Island Style).

1.1.3.3.1 Michael Kickbush

1.1.3.3.2 Larry Goodlet

1.1.3.3.3 James Goodwin

1.1.3.3.4 Kirby Foss

1.1.3.3.5 Bill Jorgenson

1.1.3.3.6 Bill Nauta

## 1.1.4 Hans Lux

### *1.1.4.1 Airport*

Resource: Dick Donnelly

Need a written mission/vision/charter for the Airport Committee

Need to update/revisit the committee membership

Public safety and the budget are critical elements to be addressed by this committee (e.g. daytime approach only on one runway, and \$60,000 per year estimated annual cost to Township).

Need to reconcile "elitist" vs. "advantageous" views of airport. Once there is a commonly accepted view (i.e. by the majority of residents) of the airport, progress can be made in either direction (i.e. making consistent improvements or closing it down).

1.1.4.1.1 Larry Kalscheuer

1.1.4.1.2 Ed Graf

1.1.4.1.3 Mike Berger

1.1.4.1.4 Bob Gillespie

1.1.4.1.5 Joel Gunnlagusson

1.1.4.1.6 Gary Crites

1.1.4.1.7 Valerie Carpenter

1.1.4.1.8 Dick Donnelly

### *1.1.4.2 Town Crew*

Resource: Jonathan Mann, Leland Baxter, Jeffrey Andersen, Rex Jorgenson, Christopher Cornell, Judd Williams (T)

No committee, but need to address...

- 1) Harmonization of Town Crew job description
- 2) Establishment of physical criterion for position
- 3) Need to establish training/skills requirements (e.g. CDL, welding, electrical, etc.)
- 4) Need to assure OSHA rules are communicated/understood/followed
- 5) Need to revise layout for landfill. Revision needs to include composting, C&D accumulation and grinding. Also, welfare facility (running water/toilet, etc) needs to be installed
- 6) Work schedules need to be clarified relative to FLSA Exempt and Non-Exempt roles

## 1.1.5 Bill Jorgenson

### *1.1.5.1 Jacobsen Museum*

Resource: Jeanette Hutchins, Daryl Johnson, Gretchen Misselt, Howard Scott

Need to review mission/vision/charter for the committee

As with the other museums, need to elucidate why the structure for the museum is different than for the Art and Nature Center.

Museum appears to make money, which is excellent, but are all the costs for the town Crew included in the equation? If not, this needs to be done, and any gaps addressed

### *1.1.5.2 Economic Development*

Need to re-charter and kick off this committee. This is one of the most important activities we can engage in at this time.

Need to align with WIZAP and the Chamber of Commerce to develop an economic development plan for Washington Island.

Need to exploit fiber optic communication line

Need to create the vision as well as the path to get there for the Island 20 years from today

There are a lot of very creative and experienced people on the Island, and we need to tap into their expertise

1.1.5.2.1 Mary Andersen - Chamber of Commerce

1.1.5.2.2 Susan Ulm - Secretary

1.1.5.2.3 Randy Sorenson - Town Board

1.1.5.2.4 Lee Engstrom

1.1.5.2.5 Tom Nikolai

1.1.5.2.6 Jerry Maiers

### *1.1.5.3 Parks*

Need to review mission/vision/charter for the Parks committee

Need to review tenure for the current members and solicit for any new community members

Need to assure that the \$83,000/yr gap is closed by EOY 2020

1.1.5.3.1 Elizabeth Holmes

1.1.5.3.2 Randy Sorensen

1.1.5.3.3 Jill Jorgenson

1.1.5.3.4 Donna Benson

1.1.5.3.5 Ron Overdahl

1.1.5.3.6 Cheri Miotke

1.1.5.3.7 Cheena Wade

## 2 Law Enforcement

Resource: Tyler McGrane, Gary Schultz

Not a committee

Cost structure and recovery of same needs to be better understood (at least by me - R.E. Tobey)

Are we receiving proportionate support from the County?

Work schedule is complicated. Two officers 24/7 coverage... Seems like the County should have a bigger role.

## 3 Archives

Resource: Steve Reiss

Charter?

Mission?

Vision?

What is the meeting schedule?

Where are the meeting minutes?

### 3.1 Richard Purinton - Chairman

Began May 2015

### 3.2 Kirby Foss - Vice Chairman

Began 2008

### 3.3 Merrill Lundberg - Secretary

Began May 2007

### 3.4 Eric Greenfeldt

Began May 2004

### 3.5 Julie Anderson

### 3.6 Jewel Lee Grandy

Began March 2013

### 3.7 Connie Sena

Began July 2010

### 3.8 Judith Yamamoto

Began January 2017

### 3.9 Karen Jess

Began November 2015

### 3.10 Steve Reiss