

## Richland County Committee

### Agenda Item Cover

#### Agenda Item Name: Strategic Challenges and Goals Tracking

<b>Department</b>	Administration	<b>Presented By:</b>	Administrator
<b>Date of Meeting:</b>	May 21 <sup>st</sup> , 2021	<b>Action Needed:</b>	Vote // Possible Resolution
<b>Disclosure:</b>	Open Session	<b>Authority:</b>	Committee Structure E
<b>Date submitted:</b>	May 20 <sup>th</sup> , 2021	<b>Referred by:</b>	
<b>Action needed by no later than (date)</b>	N/A	<b>Resolution</b>	N/A, prepared, reviewed

#### Recommendation and/or action language:

Motion to ... accept proposed deviations to the Administrative Strategic Challenges and approve projects to concentrate administrative focus. (Pending Discussion, motion to amend Resolution 21-107 may be appropriate.)

Additional guidance may be given through motions. My intentions are to report progress, completions and refocus to the Finance and Personnel Committee; and look for their guidance and advice.

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#### Background: (preferred one page or less with focus on options and decision points)

Under authorities and responsibilities established through the County's Committee Structure document the Finance and Personnel Committee is charged with: *E. The committee shall advise and supervise County administrative affairs in general with a view of bringing about proper coordination and cooperation between the various departments and agencies in the County to the end that the best business practices may be observed; that due efficiency may be maintained; and that the interests of the citizens of the County may best be served.* And with regards to Resolution No. 21-107 A Resolution approving the County Administrative Strategic Plan and Administrative Priorities, the Administrator makes frequent reports to the Finance and Personnel Committee regarding the status and progress of meeting the goals.

As our environment and needs continue to evolve, the growing collection of projects and initiatives is in need of prioritization. While all the identified projects, initiatives and strategic goals are important I am finding that trying to keep focus on all of the items limits probability of completing any in a timely fashion.

I am proposing the following deviations to the strategic goals for the Administrator:

Postponing Goals: (likely deferred to next County Board Session):

4. Develop more uniform HR policy and procedure
6. Develop plan and funding for more broadband
7. Develop finance and purchasing policy (increase admin authority on purchasing)

Amend Goals:

5. Implement a uniform department head performance review program

I am proposing these projects receive current administrative focus until complete or other guidance is given:

1. Ambulance Garage project development, land acquisition, and resolution adopted

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2. Ordinances and Resolutions Accessibility (on-line)
3. Ordinances converted to Book of Ordinances, adopted plan
4. POLICY - Review record retention schedule, adopted ordinance
5. Purge historic records and storage spaces
6. Streamline process on property development, adopted ordinance
7. Tri-County Airport Agreement, Engineering Agreement, and Project Resolution
8. MIS future budget distribution and purchasing with departments
9. 2022 Budget - Process planning and coordination, approved plan
10. 2022 Budget - Union negotiations, reach tentative agreements
11. 2022 Budget - Health Insurance and Benefits Review, Assessment, Proposal, proposed changes
12. 2022 Budget - Capital Projects and Improvement process and borrowing, approved plan

#### Attachments and References:

Modifications to Strategic Challenges + Goals	List of current Projects and Initiatives

#### Financial Review:

(please check one)

<input type="checkbox"/>	In adopted budget	Fund Number	
<input type="checkbox"/>	Apportionment needed	Requested Fund Number	
<input type="checkbox"/>	Other funding Source		
<input type="checkbox"/>	No financial impact		

(summary of current and future impacts)

~Pending

#### Approval:

#### Review:

*Clinton Langreck*

\_\_\_\_\_  
Department Head

\_\_\_\_\_  
Administrator, or Elected Office (if applicable)

#### Projects and Initiatives:

Assessment of project focus capacity on an individual's plate:

3-5 projects	Can focus on expediting the most urgent issues across finish line timely
5-10 projects	Projects will keep momentum
10-20 projects	Should have a pretty good sense of what's going on but less push capacity
20+ projects	General oversight and some things will work out with heavy reliance on supporting cast initiatives and supervisor prompting

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Strategic Plan Tracking and Reporting: 2020-2021							
Items:	Actions:	Status:					
Challenges for the County Administrator (18 month)		29-Sep-20	30-Oct-20	25-Nov-20	29-Dec-21	16-Feb-21	25-Feb-21 18-May-21
1. Develop a long-term strategic plan		Prelim	Dev.	Dev.	Dev.	Actions	Actions Actions
	Plan is Drafted						CLOSE
	Scheduling follow-up meeting with SWRPC						
2. Transition finance and HR from County Clerk's Office to the Administrator's Office		Prelim	Dev.	Dev.	Dev.	Actions	Actions Actions
	Remaining: establish new AS400 vault and move into comp room						CLOSE
	Remaining: establish accesses and portal profiles						
3. Make resolutions and ordinances available and organized on the internet	Drafted MOU for County Clerk to action	Prelim	Prelim	Prelim	Prelim	Prelim	Prelim
	Conducted walkthrough assessment on records						CLERK PRIORITY
	Preliminary discussion on record schedule and purge plan						
4. Develop more uniform HR policy and procedures		No Actions	No Actions	No Actions	No Actions	No Actions	Prelim
	Administrator Transition Committee review of handbook						POSTPONE
5. Implement a uniform performance review program		Prelim	Dev.	Dev.	Dev.	Dev.	Actions Dev.
	Completed 3 or 7 Scheduled through May - Postponing Rescheduling Meetings						AMMEND to DH
6. Develop plan and funding for more broadband		Prelim	Prelim	Prelim	Prelim	Prelim	Prelim
	Several meeting with regional partners						POSTPONE
7. Develop finance and purchasing policy (increase admin authority on purchasing)		Prelim	Prelim	Prelim	Prelim	Prelim	Dev.
	Amendment to Rule #14 expanding authority						POSTPONE
	Voucher Procedure on Invoices						
8. Develop new county board member orientation program		Prelim	Prelim	Prelim	Prelim	Prelim	Prelim
	Discussion and drafts: County Functions, Supervisor Roles, WCA Training, Budget, County Ethics, IT Orientation, sponsor program						PRIORITY
9. Full review of county employee handbook, addendums and administrative manual		Prelim	Prelim	Prelim	Prelim	Prelim	Dev.
	Administrator Transition Committee review of handbook						POST BUDGET
10. Partner with Southwest Regional Planning in developing a county strategic plan	Entered an Agreement // Planning Sessions Complete // Finalizing Plan	Dev.	Dev.	Dev.	Actions	Actions Actions	Complete
11. Develop policy and procedure to address complaints and		Prelim	Prelim	Actions	Actions	Complete!	
	Department Review: Taking to County Board in January Board Adoption in February 2021						
12. Develop compensation and classification plan (Proposed by Administrator)		Prelim	Prelim	Prelim	Prelim	Dev.	Dev. Actions
	Policy draft for discussion with F+P committee						ON TRACK

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Project and Initiatives involving the Administration Team:					
Department:	Project / Initiative:	Status	Cost (est.)	Current Lead	Strategic Goal
Ambulance Garage	Agreement on Acquisition, Renovation Costs, Resolution and Relocation	Reset	\$600,000	Committee/ DH	No
Clerk's Office	Ordinances and Resolutions Accessibility	Preliminary	?	Clerk	Yes
Clerk's Office	Ordinances converted to Book of Ordinances	Preliminary	?	Clerk	Yes
Clerk's Office	POLICY - Review record retention schedule	Preliminary	?	Clerk / Admin	Yes
Clerk's Office	Purge historic records and storage spaces	Preliminary	Many hours	Clerk / Admin	No
Courthouse	Security and Key Project	Preliminary	10K-50K	Maint	No
Courthouse	Roof replacement on historic courthouse	Spec Design	\$30-\$100k	Admin	No
Courthouse	Reallocation of Emergency Management / Ambulance Space	Preliminary	?	Admin	No
Courthouse	Future occupation of courthouse / new jail project	2013 Study	Multi-million	Admin	No
Property	Cazenovia Demolition — parcel is still ours; concerns on redemption (Economic Development)	CLOSE	\$60,000	ED	No
Property	1 <sup>st</sup> Street — parcel is still ours; concerns on redemption (Corp Counsel and Economic Development)	Holding	\$10,000	ED and CC	No
Property	Crook Property - work with city on razing and development	Holding	0		No
Property	Streamline process on property development (Economic Development)	Preliminary	?	ED	No
Property	Contaminated Parcel, old dry cleaning (Economic Development)	Preliminary	?	ED	No
Property / Parks	Kayak Landing project and land swap	Preliminary	?	Parks and CC	No
Property	Roofing repairs on Campus, Symons, HHS (Passed to Department Heads)	On site	\$600,000	Dept. Heads	No
MIS	Future budget distribution and purchasing with departments	Preliminary	?	Admin / MIS	No
UWEX	Evaluation of current community educator needs	No action	?	?	No
UW Campus	Future Utilization Contingency Plan Development	Preliminary	?	?	No
UW Campus	Campus Loop deed to City	Surveyed	?	CC	No
UW Campus	Future Utilization of none developed forest and agriculture sections	Preliminary	?	ED	No
UW Campus	Think tank and players campus tour	No action	?	Admin	No
Highway	Clerical Staff hour reduction	Preliminary	?	Admin / HWY	No
Housing Authority	Evaluation and repurpose of aged grant program	Preliminary	\$55,000	ED	No
Tri-County Airport	Ownership Agreement Ordinance	Actions	\$150,000	Admin / Sauk	No
Tri-County Airport	Airport Improvements: project tracking, land acquisition, and funding	Actions	\$95,000,000	Admin / Sauk	No
Land Conservation	Concerns on rented space	Stalled	\$10,000	Admin / Land	No
Land Conservation	Services and staffing evaluation (Grant County Model)	No action	?	Admin	No
Land Con and Fair	Investigation of moving parks from Land Con to Fair	No action	?	Admin	No
Fair	Evaluate current structure and operations (evaluate current structure and operations)	Preliminary	?	Admin / Fair	No
Training	Department Head Training: working with committees, budget, leadership, employment law	Preliminary	?	Admin	No
Training	Supervisor Training: orientation, county functions, budget, ethics, WCA, sponsor program	Preliminary	?	Admin	Yes
Training	Employee training: Complaint Policy, Benefits, future advancements in county	No actions	?	Admin	No
Solar Field	Solar Field - follow up push on development	CLOSE	\$160,000	ED	No
Solar Field	Solar Field - follow up on personal solar panel ordinance	Actions	\$100 per	Zoning	No

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DOJ GranA54:F93t	Department of Justice, Coronavirus Round two for Law Enforcement contagion mitigation	Actions	\$150,000	Clerk of Cir	No
Committee on Committee	Review and address appointment, amend tracking document to clarify origins and terms	Actions	?	Admin / Clerk	No
Sheriff	Radio Tower Project - Assessment and Improvements to Radio Counsels and Towers	Actions	\$2,500,000	MIS/ Sheriff / Consultant	No
Finance	American Recovery Plan: Access needs and options, selection process, decision, tracking and audit	Actions	\$3,300,000		No
Finance	American Recovery Plan: Coordinating with Townships and City on their uses	No action	Multiple M	ED	No
Finance	2022 Budget - Process planning and coordination	Actions	\$32M	Admin	No
Finance	2022 Budget - Union negotiations	Actions	?	Admin / Jon	No
Finance	2022 Budget - Health Insurance and Benefits Review, Assessment, Proposal	Actions	?	Admin	No
Finance	2022 Budget - Capital Projects and Improvement process and borrowing	Actions	?	Admin / Clerk	No
Finance	2022 Budget - Review of county partnerships	Actions	?	?	No
Finance	POLICY - Purchasing Policy	Preliminary	?	Admin / Clerk	YES
Finance	Service Card System	Preliminary	?	Admin / Clerk	No
Finance	Amazon Business Account for the County	Preliminary	?	Admin / Clerk	No
Finance	Reviewing revenues (fines, fees, and grants)	No actions	?	Admin / Clerk	No
Finance	Evaluation of Property and Liability Insurance	No actions	?	Admin / Clerk	No
Finance	Routine Finance meetings for county coordination	No actions	?	Admin / Clerk	No
Finance	Next Generation Finance and Payroll System: Assess, Evaluate, Plan	No actions	?	Admin / Clerk	No
Human Resources	Recruitment Process for Corporation Counsel	Actions	?	Admin / HHS	No
Human Resources	Recruitment Process for Accounts Payable Specialist	CLOSE	?	Clerk / HHS	No
Human Resources	Long-term medical absence	Actions	\$100,000	Admin / Jon	No
Human Resources	POLICY - Vehicle use policy	No actions	?	Admin	No
Human Resources	POLICY - Building Policy for Courthouse	No actions	?	Admin	No
Human Resources	POLICY - Finalize Handbook with changes reflecting Administrator	CLOSE	?	Admin	No
Human Resources	POLICY - complete review Handbook, Administrative Manual and Addendums	Preliminary	?	Admin	YES
Human Resources	POLICY - Compensation, Classification and Authorization	Actions	?	Admin	No
Human Resources	Review FLSA classifications	No actions	?	Admin	No
Human Resources	POLICY - Performance Evaluation Policy and Procedures	No actions	?	Admin	YES
Human Resources	Evaluation of uniform timekeeping and timecard system	No actions	?	Admin	No
Human Resources	POLICY and Procedure- Masking Recommendation in County Buildings from 18 May 2021	SMALL	?	Admin	No
Human Resources	POLICY - Return to work and light duty	Preliminary	?	Admin	No
Human Resources	POLICY- Review and Update Civil Rights	No actions	?	Admin	No
CDBG Close	Lone Rock Improvements	Con. \$ flow	\$481,750	ED	No
CDBG Close	Richland Center Auditorium	Con. \$ flow	\$752,341.31	ED	No
Administration	Purchase and Install new AS400 system	Close	\$60,000	MIS	Yes
Administration	Sort out office and floor space	Actions	?	Admin / Clerk	Yes
Administration	Finalize portal and agency POC and authorities from Clerk to Administration	Actions	?	Admin	Yes
Administration	Broad Band Development	Spectrum	?	Adm/Brd/ED	Yes
Administration	Promoting Southwest Tech presence in Richland Center	No actions	?	Admin	No
Administration	POLICY and procedure - Incoming board session and organizational meetings	Preliminary	?	Admin	Yes
Administration	POLICY and procedure - Contract Review	No actions	?	Admin	Yes
Administration	Performance Evaluations on Department Heads	3/7 on tries	?	Admin	Yes
Board	Redistricting	Preliminary		Board	No
Strategic Planning	Finalize Strategic Plan - Adoption	Stalled	?	SWRP	Yes