

a. *What questions do you have with the language? Or, which sections could use further explanation to frame context?*

Josh Elder - I really don't have any objection to any of the language. I believe this provides a good, but simple baseline to work from. I do feel however Framework for Decision – Making, (Chapter 1) could use a bolster from identifying more of the notion that we are prioritizing more state mandated functions as a core value.

Amy Hoffman - The Richland County Child Support Agency does not have any further questions in regards to the language or the need for further explanations

Barb Scott - On the Chart on Page 2 of the first document – County Parks Commission is listed twice, Pine Valley is listed twice, I question if Health and Human Services should be in the Standing committees not in other Subcommittees.

b. *In context of the services you help provide or oversee, what concerns do you have with the drafted language?*

Josh Elder - Honestly nothing really sticks out. From what I'm understanding in reading this, I feel it captures the thought in being transparent and accountable from department. Furthermore, it envelopes a better idea of working more together and having better understanding for what we need to accomplish in the future.

Amy Hoffman - The Richland County Child Support Agency would only have concerns if the agency is forced to cut more of its annual budget due to any of the drafted language.

Barb Scott - I am deeply concerned that we are not truly running MIS Services in the most efficient way. Departments continue to do thing separately and we are not being efficient with tax payer dollars. Until this is evaluated and more centralized we will not see those savings. We also are not protecting the data and interests of the county appropriately. We do not have the funds or staff time to do so and this is going to become a larger problem in the future.

c. *In context of the services you help provide or oversee, what recommended amendments, additions or deletions would you offer to the chapter's content? (do keep in mind that additional chapters are under development)*

Josh Elder - It is very well put together in chapter 2 highlighting what can look at doing for employees and general overall retention. I would recommend however we add language pertaining to obtaining further education and advancement training for employees. In my experience, just having goals employees can shoot for helps keep employees.

Amy Hoffman - The Richland County Child Support Agency does not have any recommended offerings.

Barb Scott – N/A

Tracy Thorsen - There are various operations/procedural efforts that HHS continues to focus on in order to improve our effectiveness and adapt to the health and human service needs of the community. For example, HHS continues to focus on improving our ability to capture revenue sources that can fully or partially fund programs and services in order to minimize the amount of tax levy required.

- There have been efforts to improve financial practices by addressing the need for better data. Health and Human Services is in our second year of implementing a time tracking software application and changing the associated procedures in order to more closely track how staff divide their time between programs. Better time tracking improves our ability to claim revenues that cover the costs of services. The next steps will be to integrate the payroll timesheet into this time tracking application and then to pursue other electronic record systems to gain further efficiencies.

- Other processes have been and continue to be implemented in order to maintain and improve coordination between service staff and fiscal staff to assure available funding is claimed in a timely manner.

- The County's financial software system does not easily provide the types of reports that would be helpful for identifying trends and conducting projections. HHS would advocate being involved when the system is upgraded or replaced in order to provide input and assure that it will meet the needs of our department.

d. In context of the services you help provide or oversee, do you see any conflicts with the drafted language and your current operations?

Josh Elder - At this time no. I do feel however that may change as time goes on and we implement this language. I feel we give it a test run and regroup to see how we feel about the language later.

Amy Hoffman - The Richland County Child Support Agency does not see any conflicts at this time.

Barb Scott - No, but I do not feel this will be enforced or followed and if we do not it has no value.

Tracy Thorsen - I do not believe that there are any functions or services that do not align with the strategic priorities and core values. The HHS mission and practices align with the County's strategic priorities and core values. There are many operational activities and initiatives that HHS is conducting that I think are consistent with these priorities and values.

e. Please add any additional comments that you think the Strategic Planning Committee should be aware of, or consider.

Amy Hoffman - The Director's own personal thoughts are that while this strategic plan looks amazing, it will take many many years to get everyone on board and make it work. The key is this county needs to become fiscally solvent along with being open minded in bringing businesses and residents to this county to make it thrive. Once that happens, this county will start to rebuild and flourish.

General comments

Finance & Personnel 11/2/21

Moved by Linda Gentes to lobby the State concerning mandated services that are not funded, seconded by Shaun Murphy-Lopez. Moved by Linda Gentes to Amend motion to explore possibilities of approaching the community to see if they support an operating referendum, 2nd by Shaun Murphy-Lopez. Melissa voted opposed. Motion carried 3-1.

HHS 11/11/21 – Reviewed only

Stacy Kleist – See Attached Comments sheet

Land Conservation 11/08/21

Melissa also suggested a program for people to test their own water and we would coordinate the collection of the water and taking to Stevens Point.

Economic Development Committee 11/8/21 - The body took no formal actions as a group.

Barb Scott

On the Chart on Page 2 of the first document – County Parks Commission is listed twice, Pine Valley is listed twice, I question if Health and Human Services should be in the Standing committees not in other Subcommittees.

LEJC Committee 11/12/21

Motion by Luck to add a tactic for the jail needs of a new facility for Richland County, second to this motion by Chad Cosgrove. Motion approved. There was more discussion on options for a new jail facility and funding regarding this issue.

Veterans Committee 11/18/21 – No Comments

Zoning 11/1/21 – None.

Chapter 1

➤ Page 4

Mission and Vision

Pine Valley 11/15/21

Under the 'Framework'... section, and 'Accountability' paragraph, the word '**needs**' is used. However, in the 'Mission and Vision' section just below that, under 'vision', line 4 & line 5, the word '**problems**' is used. Suggesting to stay consistent and use the word 'needs'.

In 'Mission and Vision' section, specifically the 'mission' paragraph, line 3 refers to 'fiscal responsibility'. Line 4 says 'facilitate prosperity'. Are the two phrases redundant? Or just different enough to be left as is? Just an observation.

Jasen Glassbrenner 11/18/21

The **Vision Statement** that is listed is not a vision statement. It is a list of strategic or tactical actions and goals. Vision paints a picture of the desired future and does not list specific timeline or action. All 3 of the other vision statements are much more correct. The vision that is currently highlighted should be pulled apart and the items listed as goals or actions.

Clint Langreck 11/18/21

Time frame: We reference a "Ten-year" vision in the proposed vision statement on page 4. On page 6, under the "Considerations section" the last bullet, "For discretionary enterprises, are both the operational and capital outlays affordable over the next 20."

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Jasen Glassbrenner 11/18/21

Under Focus: It is not accurate to say that "the current challenge stems from several factors outside of the county's control". This statement passes responsibility and expresses victimhood. The only thing that is out of the counties control in the 3 bullet point list is the State-imposed Levy and Debt Limit... and even that the county can affect by being deliberate about applying pressure to higher level leaders. The other two bullet points can be greatly affected by county leadership actions and decisions. It is especially erroneous to suggest that the current county team has no control or ability to take proactive actions over what they have inherited.

Under The Business of the county: The primary causes of the county's financial issues are broader than an "inability to make hard choices and focus its efforts through intentional actions." It should be recognized that choosing to do nothing is still a choice. The fact is that most problems arise out of two areas; 1) The unwillingness to taking deliberate, definitive, and corrective action and 2) Taking action on things that are ill-advised.

It is not clear if the sentence "simultaneously investing in community and economic development efforts to grow its population and tax base" has been crossed out or not. It is highly advisable that at least a similar reference be included. The county must recognize that it has 2 primary ways of guiding its financial fate 1) Cut costs or 2) increase revenues. Without the county having a focus on economics it is much more susceptible to continued hardship.

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Considerations

Property Committee 11/04/21

Carrow stated that under “Considerations,” a question regarding life cycle costs and long term maintenance could be added. Motion to amend chapter two by Carrow, second by Cosgrove. Cosgrove motions to return chapter two draft to Strategic Planning committee with revisions, second by McKee. All ayes, motion carried. (This states Chapter 2 but I couldn’t find it in Chapter 2)

Clint Langreck 11/18/21

Time frame: We reference a “Ten-year” vision in the proposed vision statement on page 4. On page 6, under the “Considerations section” the last bullet, “For discretionary enterprises, are both the operational and capital outlays affordable over the next 20.”

Concern: I think forecasting a capital program out twenty years is a stretch in context of maintenance. Big pieces like, “do we need a new courthouse are probably in a twenty year range based on our borrowing capacity and this may or may not shape large investment decisions with the building (but to be honest, until we now we are within five years of leaving the building I’m not sure what decisions we would change). Operational projections will also look very speculative, or be presented on a ranged-value that may not serve any real decision making value. I think ten years of operations is a more realistic and useful goal to project, and buildings and capital is probably a 15 year out conversation at most, unless the county bonds for projects in excess of 15 years. Bottom line: We need to fix a lot of finances in the next couple of years so let’s look at ten years first, if we have confidence in those projections, and implemented changes, we can try to range out further. There will be many controversial decision points that have to be crossed that make even a 3 year plan very speculative at the front end.

Recommend change: “For discretionary enterprises, are both the operational and capital outlays affordable over the next ~~20~~10 years?”

Chapter 2

General comments no particular page

Finance & Personnel 11/2/21

An email was received from David Turk concerning IT needs in our area. Email will be forwarded for wording. Moved by Shaun Murphy-Lopez to address more IT needs in our area, 2nd by Linda Gentes. Motion carried.

➤ Page 1

Streamline Organizational Structure

Land Conservation 11/08/21

Motion made by Melissa Luck to have the strategic planning committee have an additional tactic that instructs the Land Conservation Committee to evaluate the concept of merging the Land Conservation/Parks with another or other departments within Richland County. Second made by Melvin “Bob” Frank. Discussion followed, suggestion. that this be part of streamlining origination structure in chapter 2. Motion carried.

First two bullets under ‘Tactics’, speak to centralizing processes, and improving procurement processes... Both are worthy tactics, and our only comment is more of a request – that Pine Valley staff be allowed to ‘be at the table’ for/when those discussions take place.

Rules and Resolutions Committee and Ethics Board 11/4/21

Moved by Luck to suggest adding: Annually evaluate the current committee structure with possibility of consolidation, 2nd by Cosgrove. Moved by Cosgrove to amend the suggestion as: Annually evaluate the

current committee structure with possibility of consolidation or restructure, 2nd by Luck. All voting aye on motion and amendment, motion carried.

Improve Financial Practices

Finance & Personnel 11/2/21

Moved by Shaun Murphy-Lopez to recommend adding “create an easy to read budget, 2nd by Linda Gentes. Motion carried.

Moved by Shaun Murphy-Lopez to recommend adding “Track finances more closely” ex. General fund balance, year end results, 2nd by Linda Gentes. Motion carried

➤ [Page 2](#)

Improve Employee Pay and HR Policies

Pine Valley 11/15/21

Last bullet under ‘Tactics’, refers to ‘uniform’ set of H.R. policies.

Our only comment again is a request – that Pine Valley staff be allowed to ‘be at the table’ for/when those discussions take place.

While uniformity is supported, there are reasons Pine Valley, and other county departments have handbook addendums.

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Invest in Education of County Board Supervisors (Improvement)

Finance & Personnel 11/2/21

More priority as to training of our department heads/staff and County Board.

Linda Gentes moved that “Diversity, equity and inclusion training of County board and department heads” be added/emphasized, 2nd by Don Seep. Motion carried.

Rules and Resolutions Committee and Ethics Board 11/4/21

Fund new Supervisors’ attendance at annual Wisconsin County Association training or conferences. Discussion followed: It was mentioned that in 2018 it was decided by the previous County Board chair that is too costly to send Supervisors to the conference.

Moved by Shaun to suggest removing “fund” and add “encourage”, 2nd by Seep. All voting aye on motion, motion carried.

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Transparency

UW 11/8/21 - Gotschall commented that under “Transparency” he’d like to see all committees “mirror” the Finance and Personnel Committee, such as having all handouts available on the county website prior to the meetings.

Growth

Finance & Personnel 11/2/21

Are we not putting enough emphasis on outdoors activities? More balanced growth.

Moved by Shaun Murphy-Lopez to better balance growth with more focus on the outdoors, 2nd by Linda Gentes. Motion carried.

Land Conservation 11/08/21 – Motion made by Shaun Murphy-Lopez to add a fourth category to growth called grow in a matter that mitigates climate change. Second made by Melissa Luck, discussion followed. Motion carried.

UW 11/8/21 - Gentes suggested under “Growth” to also mention the other non-mandated programs, along with UW Richland campus.

Maintain Investment in Workforce and Community Development

Deepen Staff Training in Leadership and Management (Improvement) – Pine Valley 11/15/21

First bullet under ‘Tactics’ refers to sponsoring leadership and management training.

Pine Valley has already been doing this. Examples include:

having sponsored two registered nurses’ cost to earn national wound care certification;

having sponsored medical records director’s cost to become nationally certified in medical coding, and

having sponsored leadership training costs through Southwest Tech (Pine Valley has sponsored 5 different staff, a charge

nurse, dietary manager, nurse manager, assisted living manager, and activities director.)

Tactics

Finance & Personnel 11/2/21

Linda stated she is on the Zoning committee and just passed 6 requests for new homes so she doesn’t feel that is a problem. She felt broadband should carry more weight than housing.

Shaun felt our existing house should carry as much weight as new housing.

Moved by Shaun Murphy-Lopez to remove the word prioritize under tactics and replace with “encourage”, 2nd by Linda Gentes. Motion carried.

Cheryl Dull

From: Stacy Kleist <Stacy.Kleist@WICOURTS.GOV>
Sent: Thursday, November 4, 2021 10:10 AM
To: Clinton Langreck
Cc: Cheryl Dull; Ingrid Glasbrenner; Marty Brewer; Shaun Murphy-Lopez; Melissa Luck; Amy Forehand (forehand.amy@mail.da.state.wi.us); Amy Hoffman; Angie Arneson; Barbara Scott; Carla Doudna; Cathy Cooper; Clay Porter; Clinton Langreck; Craig Saxe; Darin Gudgeon; Derek S. Kalish; James Rossing; Jasen Glasbrenner (jlglasbrenner@yahoo.com); Jenifer Laue; Jennifer Harper; Jim Bindl (james.bindl@co.richland.wi.us); Julie Keller; Karen Knock; Mike Bindl; Randy Nelson; Roger Petrick (roger.petrick@co.richland.wi.us); Sandra Campbell; Stacy S Kleist; Sue Triggs; Tom Rislow; Tracy Gobin; Tracy Thorsen
Subject: Additional Strategic Plan Feedback

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hi Clint,

When you talk to leaders in other communities about their strategic plans, it would be helpful to know how they've addressed employee retention and compensation matters, particularly health insurance. I hear the concerns of many Richland County employees about the rising costs of health insurance and the county's continued non-participation in the state plan. Have other counties/municipalities stayed in the state plan or rejoined the state plan? Has Richland County explored getting back into the state plan? If not, why?

In regards to employee compensation, what have other counties/municipalities done to provide compensation that's comparable with the surrounding private sector and other agencies? As I mentioned to you earlier, Columbia, Dodge, and LaCrosse counties have recently been exploring the use of American Rescue Plan funds to provide additional compensation for all of their employees who worked during the COVID period. Has Richland County explored this yet? All Richland County employees who served the public during the pandemic faced and met challenges to provide a continuum of quality service. There must be a way to compensate them for that. Talking to other counties who've used the American Rescue monies might be a good start.

In regards to increasing county revenues, do all county agencies know how to use revenue-enhancing programs that are already available to them? The Wisconsin Department of Revenue has a couple of great tools that are available to government agencies, one that's been around for a long time called Tax Refund Interception Program or TRIP, and the other, more recent revenue-enhancing program which has been extremely useful for the Circuit Court called State Debt Collection or SDC. Departments who are not using both of these tools need to explore them. From SDC alone in 2021, the Clerk of Court has collected more than \$185,000.

Are all departments finding and writing grants? As I have shared with you personally, I would be interested in writing grants for Richland County but would want to be compensated for doing that. In the past year, I've gotten Richland County over \$200,000 in non-matching equipment grant funds. This included the \$58,000 grant that was used to upgrade the antiquated phone system in the courthouse and the \$150,000 competitive grant that's to be used for a number of items throughout the courthouse including air filtration systems for the jail and all departments throughout the building (1st/2nd/3rd floors), touch-free water refill stations, touch-free faucets in all of the bathrooms, and limited touch access doors to secure the employee-only areas on the 1st floor of the building. I believe that Richland County could benefit from trying for more grants but it's important that they be professionally composed.

Perhaps a roundtable meeting with department heads focused on revenue-enhancing practices would be a good place to start. Give the people who have had successes with revenue enhancement a chance to share their expertise and also give them credit for doing it.

Have a good day. Stay safe.

Stacy S. Kleist
Clerk of Circuit Court
Richland County, Wisconsin

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