

RICHLAND COUNTY

Strategic Planning Committee

January 2022

NOTICE OF MEETING

Please be advised that the Richland County Strategic Planning Committee will convene at 1:00 p.m. January 19th, 2022 in the Richland County Board Room at 181 W. Seminary St. Richland Center WI 53581 and via videoconference and teleconference using the following information:

WebEx Videoconference:

<https://richlandcounty.my.webex.com/richlandcounty.my/j.php?MTID=mec86f6d0df6f8ea9c4b7b085721623df>

Meeting number: 2550 417 7813; Password: richland

WebEx Teleconference: WebEx teleconference phone number: 1-408-418-9388, Access code: 2550 417 7813

Agenda:

1. Call to order
2. Proof of notification
3. Agenda approval
4. Approval of previous minutes
5. Discussion and possible action regarding amendments to the proposed strategic plan — including the mission and vision statement
6. Discussion and possible action regarding non-mandated services
7. Discussion and possible action regarding departments, committee, board and commission responses
8. Discussion and possible action on work plans
9. Future agenda items
10. Adjournment

A quorum may be present from other Committees, Boards, or Commissions. No committee, board or commission will exercise any responsibilities, authority or duties except for the Strategic Planning Committee.

CC: Committee Members, County Board, Department Heads, Richland Observer, WRCO, Valley Sentinel, Courthouse Bulletin Board

STRATEGIC PLANNING COMMITTEE

January 10th, 2022

The Richland County Strategic Planning Committee convened at 1:00 p.m., Monday January 10th, 2022, on teleconferencing via WebEx.

Committee members present included County Board Supervisors Ingrid Glasbrenner (Chair), Melissa Luck (Vice), Kerry Severson and Steve Carrow. Others in attendance: Administrator Clinton Langreck and MIS staff were in person. Other staff and citizens in attendance on Webex Absent: None

1. Call to Order: Chair Glasbrenner called the meeting to order.

2. Proof of Notification: Chair Glasbrenner received verification from Administrator Langreck that the meeting had been properly noticed. Copies of the agenda were sent by email to all Committee members, and a copy was posted on the Courthouse Bulletin Board.

3. Agenda Approval: Moved by Supervisor Luck, seconded by Carrow. Voice vote. Motion carried.

4. Approval of previous minutes.: Moved Luck, second by Carrow to approve the November 2nd 2021 minutes as presented. Voice vote. Motion carried.

5. Discussion and possible action regarding edits to the proposed strategic plan

No action taken.

6. Discussion and possible action regarding non-mandated services

No action taken.

7. Discussion and possible action on strategic initiatives impacting future county budgets

No action taken.

8. Discussion and possible action regarding committee, board and commission organization responses

The committee began discussion with review with Land Conservation Committee Minutes. Supervisor Luck expressed that the Land Conservation Committee is looking for initiatives to evaluate the possible combination of departments. It was proposed that language to evaluate and consider merging departments be included within Chapter Two under the "Streamline Organizational Structure." Discussion on creating an office of administration was had. The County Administrator was asked to investigate the impacts.

Discussion was had on incorporating environmental impacts and responsible stewardship. Discussion on visualizing whether environmental stewardship is a community impact item or an organizational priority was had. Discussion was had on recommendations from UW Campus, who proposed to add in "...as well as all non-mandated services" to the Tactics in Chapter #2 in Tactics. The Committee reviewed comments from the Richland County Economic Development Committee. It was requested to have the Richland County Economic Development Committee in the structure hierarchy chart. Discussion was had on amending the "...make decisions that plant seeds of success for the future," from the "Accountability" Section. Discussion was had on changing "tax base" to adding "community wealth" in chapter 2 "The 'Business' of the County." Discussion was had on including language in raising revenues through increased amounts of fines, fees, licensure, grants, etc. Discussion

on adding “economic proficiency, community wealth and health and community’s development to County Board Supervisors.

The Committee reviewed notes from the Property, Buildings and Grounds Committee meeting to include life-cycle costs and long-term maintenance costs to the “Considerations” section of Chapter Two. The Committee reviewed notes from Rules and Resolutions regarding streamlining committee structure and adding it to Chapter Two, Page Five. The committee also discussed adding language to the plan to encourage supervisors to attend the Wisconsin County’s Association Conferences. The Committee reviewed notes from the LEJC Committee. Discussion was had on incorporating the need to plan for future jail improvements.

The Committee discussed the nature of the strategic plan and including a statement at the beginning of Chapter One acknowledging that most of the goals are inward focused administrative goals, with intensions of future community impact goals to follow in a comprehensive plan in future sessions. The County discussed amending the mission and vision statement. More discussion needed at future meeting.

9. Discussion and possible action on scope of evaluation of services

No action taken

10. Future Agenda Items:

Discussion and possible action regarding amendments to the proposed strategic plan, including the mission and vision statement

Discussion and possible action regarding non-mandated services

Discussion and possible action regarding departments, committee, board and commission responses

Discussion and possible action on work plans

11 Adjournment: Motion by Luck, seconded by Carrow to adjourn to Wednesday, January 19th at 1:00pm in the County Board Room and on WebEx.

Clinton Langreck
Richland County — County Administrator

Chapter 1: Strategic Plan Framework

Strategic planning is the process by which leaders of an organization determine what it intends to be in the future and how it will get there. A strategic plan serves as a community's guide and is used to prioritize initiatives, resources, goals, and department operations and projects. Strategic planning helps your local government realize its long-term vision by setting up goals and objectives in a systematic, incremental manner. Simply put, it makes you take a look at what's going on today, where you want to be tomorrow and which steps you will need to take to get there. This current document is primarily focused inward on county government. It is the intent of the County Board that this plan will span the next 2-3 years with the goal of becoming the most efficiently run and financially responsible local government body.

Commented [ML1]: Can/should we see strategic plan for Richland Center, other communities?

The County Board will also complete a Comprehensive Plan by 2024. Comprehensive planning is a process that determines community goals and aspirations in terms of community development. The result is called a comprehensive plan, general plan, or master plan, which express and regulate public policies on transportation, utilities, land use, recreation, and housing. Comprehensive plans typically encompass large geographical areas, a broad range of topics, and cover a long-term time horizon. The term comprehensive planning is most often used by urban planners in the United States.

During early 2021, the Richland County Board of Supervisors participated in four strategic planning conversations, facilitated by the Southwestern Wisconsin Regional Planning Commission (SWWRPC). Due to the COVID-19 pandemic, all meetings were held via Zoom. Meetings were open to the public, and invitees included all 21 members of the Board of Supervisors and the County Administrator.

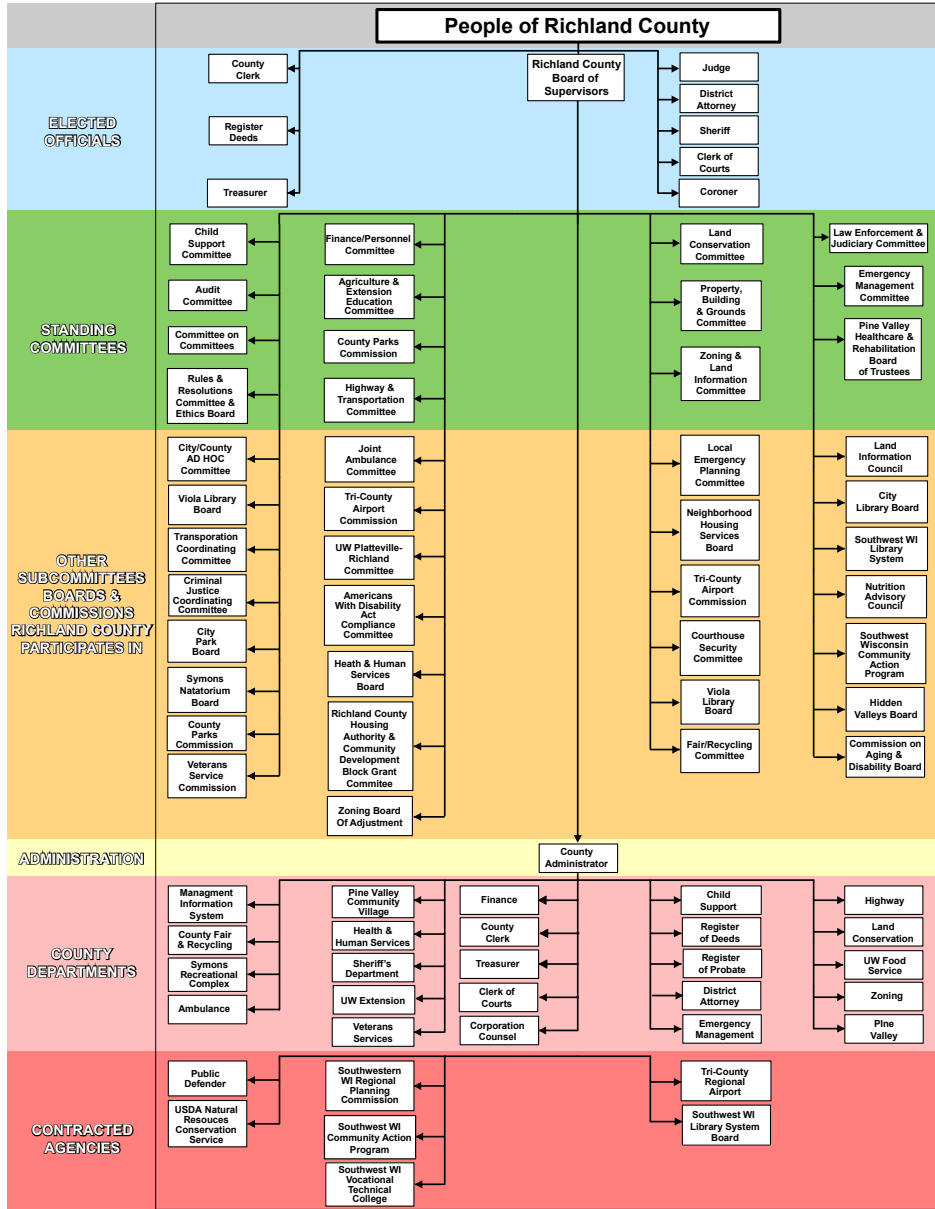
The schedule and topics were as follows:

- January 27 – Core values, stakeholders, mission, and vision
- February 10 – Strength, Weakness, Opportunities and Threats (SWOT) and Political, Economical, Social and Technological (PEST) analyses and development of strategic initiatives
- February 24 – Organizational capability and goal development
- March 10 – Capital facility investments and plan implementation

Commented [ML2]: Should the SWOT and PEST results be added as an addenda?

SWWRPC also conducted one-on-one interviews with individuals who provided additional input into county issues. Citizen and municipal insight was also acquired through community planning work running concurrent to the strategic planning process. All materials for these meetings are retained in the SWWRPC office and available upon request.

Figure 1. Organizational Chart of Richland County Administration and Government



Strategic Priorities

The following strategic priorities will address the challenges identified in this plan, and form the basis for recommended actions.

- **Effectiveness** – Implement operational efficiencies to reduce the costs and free up revenue.
- **Growth** – Work to increase the county’s population and tax base fund services in a balanced manner. Richland County must find a balance between infrastructure, workforce, housing, and population.
- **Focus** – Evaluate, prioritize, and scale back or eliminate discretionary services in order to focus resources on providing services with sustainable revenue or which generate measurable community wealth.
- **Improvement** – Create a culture of continual improvement to sustain progress.

Framework for Decision-Making

The county will have to make several hard decisions in the coming years, and it’s beyond the ability of this document to detail each step in that process. However, it will serve as a guide during the decision-making process. Prioritizing future investments should be informed by the following criteria.

Core Values

The county’s practices must be tethered to its principles if it is to have some coherent strategy moving forward. Core values form the basis for decisions, since they bind decision-makers to their decisions. The board intends to make decisions that plant seeds of success for the future. The County Board provided the following core values during the planning process:

Integrity – Engage in county work with honesty and transparency in all proceedings. Meet commitments. Value the multitude of experiences on the board and the diversity of opinions this brings to decision-making.

Public Service – Serve the county professionally and with competence. Be efficient and objective in decision-making. Focus on doing work that is relevant to both current and future generations of county residents.

Accountability – Assume ownership of decisions. Be diligent and follow-through on projects. Be responsive to the needs of county residents as a whole, while recognizing the intrinsic value of every person. ~~Make decisions that plant seeds of success for the future.~~

Open-minded – Govern in a collaborative manner, unbiased by personal interest. Listen to the needs of residents, while being aware of future demands on county services

Mission and Vision for County Government

Mission: Richland County employees, elected officials, district supervisors, and contracted partners effectively provide mandated and desired non-mandated services and representation to eligible residents, clients, businesses, and organizations with effectiveness, professionalism, and fiscal responsibility to meet the service needs of the community and facilitate prosperity.

Vision: Richland County’s ten-year vision is to continue enhancements to the structure of the County organization, ensure the fiscal solvency of operations and develop accepted processes of evaluating and prioritizing services. Through these efforts Richland County hopes to help lead the community in: 1) identifying problems appropriate for government intervention or services, 2) facilitating public discussions and collaborations to solve problems, and 3) engaging with stakeholders on outcomes that benefit future generations. This vision is built on the understanding of balancing the dreams and possibilities of the future with the realities of the present.

Other Mission and Vision Statements considered:

Mission

1. Richland County will think strategically and anticipate the future, ensuring that the decisions made today will have lasting value and provide fiscal solvency. The needs of individuals will be respected while recognizing responsibility to the community as a whole. Vital community involvement in decision-making is encouraged by providing a venue for citizens who care to contribute to the betterment of the county.
2. Richland County will foster a stable and adequate tax base such that services to the community are financially sound. With this base, the county will strive to continually improve its wisest use of tax revenues to provide quality services for the common good.
3. To ensure fiscal solvency and the long-term value of decisions made today, Richland County will embrace a strategic approach and anticipate the future, fostering a stable and adequate tax base. By consistently improving its use of tax revenues for the common good, the county will provide quality services for individuals while recognizing its responsibilities to the community as a whole.

Vision

1. Richland County will be a leader for resilient rural counties and a place where people love life, enjoy work, and are empowered to raise thriving families.
2. To achieve a resilient local economy where housing, jobs and population are in balance, and natural resources and amenities are preserved such that Richland county is a good place to live now and far into the future.
3. To achieve a resilient local economy in which housing, jobs, and population are balanced, natural resources and amenities are preserved, and a place where people love life, enjoy work, and are empowered to raise thriving families.

Focus

The defining problem for the Richland County Board of Supervisors is the need to choose which services and enterprises it will financially support. Continuing inherited practices and commitments challenge the ability to plan for future commitments and needs. The county must focus its efforts on the needs of the future.

"The essence of strategy is choosing what not to do."

- Michael Porter, "What is Strategy?"

The current challenge stems from several factors ~~_outside of the county' control,~~ including:

- Stagnating population growth, evidence for which is found in census data, population projections, school enrollment trends, and reports on the county's bond rating (Appendix B).
- State-imposed levy and debt limits.
- Inherited contractual agreements and investments for discretionary enterprises and services.

The "Business" of the County

The primary causes of the county's financial issues stem from an inability make hard choices and focus its efforts through intentional action. It must choose which discretionary services to abandon, while simultaneously investing in community and economic development efforts to grow its population community

Commented [ML3]: In our last discussion of this we said we would keep the other mission/vision statements we considered around so I've left them here

~~wealth and tax~~ tax base.

Failure to focus will result in budget deficits, inability to pay competitive wages, and deferred maintenance of critical functions and facilities.

In addition to its statutory function, Richland County is currently in the “business” of Tri-county Airport, Symons, Pine Valley and UW Platteville-Richland etc. by way of its support or ownership of facilities used in these sectors. Maintenance debt services expenditures associated with discretionary enterprises compete for the same levy funding as statutorily required services, and impact the county’s ability to fully fund its core operations.

“At the core, strategy is about focus, and most complex organizations don’t focus their resources. Instead, they pursue multiple goals at once, not concentrating enough resources to achieve a breakthrough in any one of them”

- Richard Rumelt, Good Strategy/Bad Strategy

Considerations

When facing difficult decisions, the county will answer the following questions to prioritize investments:

- For each discretionary enterprise, ask the question: *If we weren’t already doing this, would we start doing it today?*
- What action or objective is within the county’s *sphere of control*?
- What is the next *proximate advantage* that will allow the county to make progress towards a larger goal?
- What is the *economic return to the tax payer* associated with this project?
 - *What is the full life cycle cost?*
- What is the *social or public good* associated with this project, and *would it cease to exist* if funding was cut?
- Are services able to be effectively *provided by another party* or organization?
- *Is the service we’re providing mandated*, and if so, *is the means of service provision mandated*? If the means of service provision is not mandated, *is there a more effective way of providing the service*?
- Is the project *a lever for creation of additional value or resources*, or *an impediment to service and innovation*?
- How might the county *premeditate actions of other parties* in order to improve its position?
- For discretionary enterprises, *are both the operational and capital outlays affordable over the next 1020 years?*

Chapter 2: Strategic Goals

The County Board made significant strategic decisions in 2019 when they created the positions of County Administrator and Economic Development Director. Recommendations in this chapter build on those initial investments and include projects that were indirectly set in motion as a result of the choice to transition the executive branch of government from an Administrative Coordinator to a County Administrator.

Organizational Structure

The following strategies will enable the county to find operational efficiencies, thereby freeing up revenue and capacity in the form of staff time.

Streamline Organizational Structure (Effectiveness)

Continue the path that began with the creation of the County Administrator, using this position to centralize and coordinate county operations whenever possible.

Tactics:

- Centralize common county-wide processes and systems under the County Administrator.
 - Create finance, HR and maintenance department
- Improve the county's procurement process to be consistent county-wide. Maximize procurement rewards or benefits and identify joint procurement opportunities across departments or with other organizations.
 - Improve purchasing policy
- Evaluate the needs of a new ERP (enterprise resource planning) to update our payroll and finance systems. Pursue with measureable progress the acquisition of a new payroll and finance system.
- [Biannual review of committee structure with possibility of consolidation.](#)
- [Evaluate concept of merging departments within the county.](#)

Quality of a service or product is not what you put into it, but what the customer gets out of it.

- Peter Drucker

Improve Financial Practices (Improvement/Effectiveness)

Implement the following tactics to improve the county's financial accountability, strategy, and flexibility. Doing so will yield improvements in financial education and also help create a baseline for performance metrics.

Tactics:

- Improve the county's bond rating by targeting improvement opportunities identified in Moody's Rating Action of February 2020 and Rating Change of March 2018 (Appendix B).
- Improve the budget process to implement flexibility, strategic thinking, accountability, and implementation of the Strategic Plan. Specific actions include:
 - Create budget narratives summarizing how new initiatives or improvements implement the Strategic Plan.
 - Define value that could be added with 20% *more* funding, or lost due to a 20% *reduction* in funding.
 - Identify cuts that would not impact strategic planning goals or statutorily required services.
 - Identify how departments would respond to unexpected cuts or events.
- Develop a capital improvement plan inclusive of facilities, roads, and equipment.
- Analyze the county's indirect rate to capture highest possible amount of grant funding, and establish a metric for productivity and efficiency.
- Increase discretionary and variable revenue source ([evaluate](#) fines [and](#) [fees](#), grants, etc.) as a portion of the overall budget.

Increase Coordination (Effectiveness)

The county and its municipalities have many over-lapping interests, offering a good opportunity for partnerships that may result in improved service delivery or an overall savings to county residents through efficiencies.

Tactics:

- Evaluate joint procurement of materials and equipment whenever found to be in the best interest of the County.
- Evaluate joint contracting for capital projects to find savings resulting from reduced mobilization fees, increased competitive bidding, etc. (e.g. mowing, paving, road systems, snow plowing),
- Explore opportunities to share or contract staffing services.
- Create additional and modern methods to communicate events and initiatives, and to generate direct input from the community. This could include community engagement via a new website or a social media presence.
- Coordinate community development and land use decision-making in Richland Center among institutional partners such as Richland County, Richland Center, Richland Hospital, and Richland Local School District.

Workforce (Growth)

The county's ability to provide quality services relies entirely on the attraction and retention of knowledgeable, hard-working employees, and the continued acquisition and effective transfer of knowledge.

"We should work to increase the desirability of being a Richland County employee."

- David Turk, Richland County Board Supervisor

Improve employee Pay and HR Policies

The financial cost of turnover is usually minimal compared to the hidden cost of lost productivity during the resulting transition. For this reason, retention of quality employees should be a primary focus to ensure the consistent delivery of high-quality services.

Tactics:

- Obtaining market value for employee wages as determined through the county's current wage study.
- Give annual pay increases in order to reach and maintain market goals.
- Monitor the compensation and classification system for all positions to ensure positions reach and maintain market-competitive wages (public and private sectors).
- Develop a uniform performance evaluation process that includes annual reviews, 6-month check-ins, and exit interviews.
- Develop a uniform set of human resources policies and procedures to improve transparency and accountability throughout the organization, including an update to the employee handbook and other related documents.

Develop a culture of support for employees (Improvement)

Non-monetary compensation is also critical to employee retention, since it builds organizational culture that supports employees. There are several ways the county can support these initiatives.

Tactics:

- Celebrate success and the professional and personal achievements of employees. Recognize new hires, retirements, and year-of-service milestones. Build a culture that supports and celebrates its people.
- Enable and empower departments to develop celebratory or team-building events. Day-long departmental retreats or other benefits can help build culture at a minimal expense.
- Create a total benefits program for employees that highlights total compensation and investment of the county in its employees, inclusive of salary, fringe benefits, wellness, and professional development.
- Increase vacation time for new employees.
- Evaluate flexible work schedules.

- Evaluate and maintain a competitive insurance program
- [Encourage employee attendance and/or participation in professional development when appropriate.](#)

Prioritize Service over Staffing (Improvement)

Prior to refilling a vacant position, the county should evaluate workforce needs through the lens of the service being delivered, not the means of service delivery, and implement the most effective means of service provision.

Tactics:

- For each unmet existing service or new service being proposed, evaluate staffing needs using the following analysis:
 - Can we *Build*? – invest in learning and development required to train staff to provide the service.
 - Should we *Buy*? – post the position, offering market-rate pay for a competitive application process.
 - Is there opportunity to *Borrow*? – collaborate with other entities on cost-sharing this position, or contract it out to a consultant for a short-period.
 - Can you *Bridge* the gap? –fill a vacant position through an intentional succession planning process.
 - Should we *Stop* providing this service or position?
 - How does current staffing compare to peer counties.

Capacity (Effectiveness)

Capacity, specifically the education and training of the Richland County Board and staff to perform their duties, was a common theme during the planning process. Many newer members wanted further education on various aspects of their job. Staff were commended for their subject-matter knowledge, with further training recommendations focusing on the management and human resource aspects of their job.

Invest in Education of County Board Supervisors (Improvement)

The County Board currently consists of several new Supervisors brought on during the onset of the COVID pandemic, and during the planning process they recognized the need for both initial and on-going education on a variety of topics.

Tactics:

- Formalize an on-boarding process for newly elected Supervisors, including:
 - Creation of a mentor program partnering tenured Supervisors with new Supervisors.
 - Hold informal meetings with outgoing Supervisors and their successors to facilitate knowledge transfer.
 - [Fund and encourage Fund-all new Supervisors' attendance at the biannual Wisconsin Counties Association training \(County Officials Training\) and annual conferences.](#)
 - Create an orientation program for new county board members including expectations with materials available on the iPads.
- Intentional subject area expertise growth. Proactively bring topics to the board to encourage research and learning in individual supervisors who can then bring back information to share with the whole board. Grow institutional knowledge.
- Support the attendance by new Supervisors at major Committee meetings, such as attending Finance Committee meetings during the annual budget development process. Create a mechanism to share agendas with all County Board Supervisors in order to facilitate this.
- Support cross-training, collaboration, and peer learning between County Board Supervisors and their counter parts on the boards of outside partners, such as peer county boards, Neighborhood Services of Southwest

Wisconsin, Southwest Wisconsin Community Action Program, Southwestern Wisconsin Regional Planning Commission, and the Southwest Wisconsin Workforce Development Board.

- Conduct bi-annual WCA training covering basic concepts of local government, such as the role of counties, county government finances, the role of county boards, elections, and departmental work.

Deepen Staff Training in Leadership and Management (Improvement)

County staff frequently have the opportunity to attend conferences specific to their department. However, further training in management, leadership, and process improvement was identified as a potential growth area.

Tactics

- Sponsor department head training targeted at leadership and management, including Lean process training or UW Continuing Education certifications in Public Management or Human Resources.
- Ensure conference attendance and professional development is aligned with the goals of the Strategic Plan.
- On-going training or education targeted at the evaluation, adoption, and implementation of new technology to improve operational efficiency.
- Educate employees on how government works and the need for teamwork and partnership within county departments
- Create a culture of sharing information, and including learning from peer counties.

Transparency (Improvement)

- All committee/boards that have a majority county board supervisors have folders with all meeting materials on iPads
- Meeting materials listed on county website for all meetings
- Listserv to automatically send agendas to whoever wants to be informed
- All committees/boards are recorded and up on website

Growth

Economic development and population growth must remain a priority if the county is going to reverse the projected population decline and workforce shortages. Maintaining the funding for the Economic Development Director partnership with Richland Center is critical to this effort. The following strategies are intended to reflect the county's community and economic development priorities.

Maintain investment in Workforce and Community Development

Demographic projections and input from county employers reflect a dire need to grow the overall population, with an emphasis on the workforce attraction. Without a growth in workforce population, there will continue to be significant challenges to business attraction and retention. There will also be limitations on the county's school enrollment and tax base.

Tactics:

- Prioritize new home construction, and development of incentives or programs to attract developers using a balanced approach.
- Encourage improvements to existing property to increase attractiveness
- Support workforce development initiatives directed at attracting new residents.
- Support and invest in broadband expansion throughout the county.

- Identify financially sustainable use options for the UW Richland campus [as well as other non-mandated programs](#).
- Continue to invest in community and economic development partnerships with a demonstrated return-on-investment.

Support Business Attraction and Retention

In addition to the workforce attraction, the county must prioritize tax base growth through business attraction and expansion.

Tactics:

- Develop a portfolio of incentives to support business growth.
- Identify priority areas in the county for future industrial, commercial, or residential development.
- Identify future land uses for county or municipal-owned land informed by economic opportunities and environmental constraints.

Improve County Identity and Marketing

The greatest unrealized potential for Richland County is the ability to capitalize on its distinctive beauty. Leveraging this asset for growth will support many of the strategies and tactics listed elsewhere in this plan.

Tactics:

- Collaborate with county partners in the development of a distinctive brand for Richland County that will serve to build a sense of identity and pride, and help attract new residents and tourists.
- Create a new website that improve the county's digital presence, and serves both an effective governmental function as well as serving as an attractive "front door" to the world for new businesses, residents, and tourists looking to discover the county.
- Capitalize on the county's natural beauty and recreational opportunities through the investment and marketing of county parks, campgrounds, and recreational opportunities.

Operational Performance Metrics

Implementation of the strategies and tactics above will result in measured improvement to county operations. Some of this improvement is already being measured and has existing targets. Other improvements require the development of targets and collection of baseline data. Recommended performance metrics are in the Work Plan.

Chapter 3: Capital Facilities

[The Strategic Planning Committee, in collaboration with the County Administrator, will develop a comprehensive Capital Facilities Plan in 2022 that will include:](#)

- [An inventory of existing capital facilities owned by the county.](#)
- [A forecast of the future needs for such capital facilities;](#)
- [The proposed locations and capacities of expanded or new capital facilities;](#)
- [At least a six-year plan that will finance such capital facilities within projected funding capacities and clearly identifies sources of public money for such purposes;](#)
- [A requirement to reassess the land use element if probable funding falls short of meeting existing needs and to ensure that the land use element, capital facilities plan element, and financing plan within the capital facilities plan element are coordinated and consistent. Park and recreation facilities shall be included in the capital facilities plan element.](#)

[It is the intent of the committee that the following information be considered by County Board Supervisors as we begin the development of the Capital Facilities Plan and work through our 2023 budget. Listed below are some upcoming significant expenditures that are examples of capital improvements that are needed but should not be considered all inclusive.](#)

County capital improvement needs pose a significant burden to the county's budget due to borrowing limits, debt service that impacts operations, and the competition between investments in mandatory and discretionary facilities. This puts the county in a position to choose between providing funding mandatory services or committed discretionary expenses.

This chapter identifies proximate objectives for large investment decisions, and offers guidance on how to maintain progress over time. It does not identify solutions to all the county's investment challenges, since many of these require information not yet available.

Proximate objective: an accomplishment that the organization is going after right now, and which is close enough at hand to be feasible and achievable

- Richard Rumelt, [Good Strategy / Bad Strategy](#)

Statutorily Required Services

These projects are fully integrated into the core purpose of the county, and essential for supporting the effective delivery of mandatory services.

County Jail and Sheriff's Office

The current jail is out of compliance with Wisconsin Department of Corrections (DOC) administrative code, and puts the county at risk from action by DOC inspectors. The Sheriff's department continues to manage in this space and can currently perform their duties, however it's clear that action is needed to address the compliance issues.

Risk of not investing: Failure to comply with DOC requirements may eventually result in a shut-down of the jail.

Existing Options:

- Renovate and expand the existing facility – Studies published in 2013 include a Space Needs Assessment Report, Facility Condition Report, and Concept Design Synopsis and cost for the entire courthouse (Appendix C). These reports identified several structural issues with the existing building, and developed schematic plans for renovation and expansion of this facility at a cost of \$12.85 million, of which \$6.24 million was associated with the Sheriff's office and jail. This estimate *excluded* relocation costs for staff and inmates.
- Construction of a new facility – This option would require approximately 6-8 acres of land and put the county in competition with other land use demands such as business growth and housing development. This option would also require the county to consider how to reuse the existing facility. Construction of a new facility may provide

Commented [ML1]: Need to put in work plan deadline for plan and deadline for making decision

partnership opportunities to co-locate other services in either the new facility or the renovated courthouse.

Estimated cost: Conservative estimates range from \$12.85 million to renovate and \$20 million for new construction.

Proximate objective: Make a determination in the next three years whether to construct a new facility or renovate the existing facility. Include an analysis of partnership opportunities in a new facility or in the vacated existing space. Also include an analysis of available land suitable for use as a jail.

County-wide Emergency Radio Towers

A consultant is currently studying this project, and expected to complete their work in May. These towers are considered critical since they provide support to emergency services. Partnerships may exist to help fund this.

Risk of not investing:

- Inability to call for backup.
- Delayed response calls.

Estimated cost: \$3.2-7.7 million.

Proximate objective: Further action will come once the study is complete in May.

Emergency Services Facility

Planning is underway to co-locate county emergency management services with the Richland Center Ambulance Garage.

Proximate objectives:

- Begin discussion and analysis on the potential re-use opportunities for vacated space in the county courthouse.

Highway Improvement

- Develop plan for maintenance that needs to be done in order to save money in long run.
- Take data already have for road status and create plan that includes costs to implement yearly plan

Discretionary Services

The county needs to make hard decisions regarding its future discretionary spending. The project summaries below provide a series of decision-points and proximate objectives as guides to forward progress on these issues. [The items below include their annual cost to the tax payers \(levy\) but do not include revenues and amenities/values they add to the community.](#) In making decisions, the county should consider the following:

Priorities:

- Prioritize services based on county need and fiscal impact, reducing, or eliminating services as needed.
- Protect assets from disuse or disrepair to ensure long-term options remain available.
- Reduce expenses and capital investments to bare essentials during the decision-making process.

Core Values:

- Integrity – honor commitments and partnerships, even during planning for change.
- Focus on the future, planting seeds for long-term successes.
- Invest in necessary, non-mandatory services when the private market cannot support the service.

UW Richland (Cost \$50,000/yr levy + capital improvements)

The County Board and county and city residents have expressed the desire for a continued post-secondary educational opportunity in the county. For this to occur, the county will need to take clear steps to work with its existing partner, while exploring other options in case the current arrangement terminates.

Goals:

- Improve the county's position relative to its relationship with the Board of Regents/UW Platteville, and its ability to make decisions about county property.

- Reduce or remove the risk that the county will be unprepared for a potential closure of the UW Richland branch.
- Determine with some certainty, the probability that a UW Richland Campus will exist in two years.
- Develop scenarios for the use of these buildings in the event the relationship with UW system ends, [including a potential partnership with a technical college.](#)
- [Protect the county's investment in the UW Campus facilities through selective capital improvement investments, while halting all non-urgent capital improvements until a long-term use is determined.](#)
- [Advocate with UW-Platteville to prioritize enrollment and investment in the campus.](#)
- [Evaluate the long term feasibility of operating county food service](#)

Constraints and opportunities based on the current lease (Appendix D):

- The current lease extends through June 30, 2042, and “terminates automatically” if appropriations by the legislature are insufficient to permit the continued operation, or if state legislation concerning higher education in Wisconsin involves a fundamental change in the branch campus program.
- In case of termination, the lease shall be turned over to some educational organization or to the Federal, State, or local Government.
- The county is required to pay repairs and building improvements, and is in a position to choose which investments should be made based on the long-term future use of the campus.
- All furnishings were provided by the Board of Regents. Ending the agreement with the Board of Regents would require removal or disposal of these furnishings, and would require the next user to provide their own furnishings unless an agreement could be reached with the Board of Regents.

Proximate objectives:

- Separate decisions about the agricultural land from decisions about the buildings. Currently the UW system is leasing the agricultural land to a farmer, taking the profit for their use. County control of this land would provide revenue and opportunities to explore other uses.
- Determine reality and feasibility of UW remaining active on the campus. Push for candid, continual conversations. Discussions with UW should include:
 - A request for the strategy to increase enrollment at the UW Richland campus, including recruitment strategies, target populations, and distinct areas of study.
 - Options for student housing.
- Develop scenarios for alternative use of the buildings to reduce vacancy time in the event the campus closes.
- Establish a capital improvements plan for these facilities, targeted at minimal maintenance needed to keep the buildings viable until a long-term use is determined.

Symons Recreation Center (Cost \$34,291/yr levy + capital improvements)

The Symons Recreation Center appears to have community support and a history of partnerships to support operations. During the planning process, some questioned whether the county needed to own and subsidize this facility or if it could continue on its own under a different ownership and operational plan.

Goals:

- Maintain break-even, or net-positive return on county operational and capital funding.
- Maintain facilities to ensure they stay relevant, modern, and distinct from other recreational facilities in the city.
- Evaluate the long-term liability to the county resulting from capital investments or expansion plans.

Proximate objectives:

- Evaluate whether this service could be successful if owned and managed by other partners, and make plans to divest county of ownership of this facility.

- Evaluate the impact of expansion plans future on capital and operational expenses and the county's bond rating.
- Consider assisting with marketing and membership if it can assist with the transfer of ownership.

Tri-County Airport (Cost \$27,555.15/yr levy + capital improvements)

There was general support for maintaining the airport due to its return on investment to the county. The partnership with Sauk County also provides significant return on investment in the form of payroll from employers using the airport, with minimal investment in the facility relative to overall operational cost. The most urgent issue is to develop a flood remediation plan for the airport to ensure its continued viability.

Goals:

- Reduce or eliminate flood risk to the airport, hangers, and other facilities.
- Ensure the long-term viability of this asset to support county economic development efforts.
- Develop an evaluation process to monitor continued return on investment to the county.

Proximate objective:

- Pursue flood remediation grant funding in partnership with Sauk County.

Pine Valley Community Village (Cost \$0/yr levy but county paying debt service)

The county completed a significant renovation and expansion in 2016, making an intentional long-term investment in this facility. Support remains strong for the services provided by Pine Valley. It was noted during the planning process that the county ownership of a nursing home informed the 2018 downgrade of county general obligation rating to A3 from A2 (Appendix A).

Goals:

- Protect the county's investment through funded maintenance of an on-going capital investment plan funded by Pine Valley revenues.
- Monitor return on investment of the facility, and consider having revenue cover a percentage of the debt service tied to the 2016 improvements as per the terms of bond sale 3/1/2016.
- Develop a process for evaluating future demand, adjusted for impacts to healthcare funding, population growth, and demographic changes in the county.
- Evaluate whether management, financial, or operational changes could occur to reduce the impact of owning and operating this facility on the county's bond rating.

Capital Facilities Performance Metrics

The county must evaluate its investments in discretionary enterprises and services to ensure it can maintain existing commitments and funding for mandatory services. Given this position, traditional performance metrics have been substituted for a summary of the proximate objectives listed above. These should serve as a guide to ensure the county continues forward progress, and they should be updated as new objectives become clear.

- Mandated facilities:
 - Jail and Sheriff's Office:
 - Determine whether the existing jail will be renovated and expanded, or if a new jail is optimal.
 - Develop a timeline for the next proximate objective to be complete, such as development of a remodel / renovation budget and timeline, or identification and acquisition of land for a new jail.
 - Emergency Services Building – prioritize timing for the construction.
 - Radio Towers – prioritize timing for the construction.
- Discretionary facilities:
 - UW Richland Campus:

- Gain control of the agricultural land and determine a long-term use for this land.
- Acquire a 2-year plan from the UW system outlining how they will make this campus sustainable.
- Develop scenarios for a post-UW use for the buildings.
- Develop a minimum capital improvement plan.
- Tri-County Airport – Secure funding to address the flooding that impacts operations at the airport.
- Symons Center:
 - Define a distinctive service provided by Symons, compared to city facilities.
 - Evaluate whether operations of this service could be managed by a private or non-profit entity, and progress towards divesting county ownership.
 - Determine long-term liability impacts of facility expansion plans.
 - Determine the annual return-on-investment for the facility, including capital investments.
- Pine Valley – Continue to monitor return-on-investment and funding needs.

DRAFT

Richland County Strategic Priorities

Effectiveness	Implement operational efficiencies to reduce the costs and free up revenue
Growth	Work to increase the county's population and tax base in order to fund services
Focus	Scale back or eliminate discretionary services that cannot provide sustainable revenue to cover their costs
Improvement	Create a culture of continual improvement to sustain progress

LAST UPDATE: [INSERT DATE]								
STRATEGIC PRIORITY: EFFECTIVENESS								
STRATEGY	TACTIC / ACTION	RESPONSIBLE PARTY	PERFORMANCE METRIC	PERFORMANCE TARGET	START DATE	END DATE (if applicable)	ESTIMATED FINANCIAL COST	STATUS
Streamline Organizational Structure	Centralize common county-wide processes and systems under the County Administrator.		Project Implemented					
	Create county-wide organizational chart		Project Implemented					
	Create a finance, HR, and maintenance department		Project Implemented					
	Improve the county's procurement process to be consistent county-wide. Maximize procurement rewards or benefits and identify joint procurement opportunities across departments or with other organizations.		Project Implemented					
	Create a SOP for MIS review that includes system continuity, procuring, alining systems, writing grants and re-occurring costs		SOP Completed					
	Purchase a payroll program that is uniform for employees across all departments or enterprises. Create working group to evaluate needs of departments to be sure new system will be capable of doing what is needed.		Work group created, report containing needs written.					
Improve Financial Practices	Land Conservation Committee will research how other counties have combined Land Conservation with various other departments (e.g Zoning, Land Information, Waste and Recycling) and prepare a report to be presented to County Administration.		Report completed.					
	Improve the county's bond rating by targeting improvement opportunities identified in Moody's Rating Action of February 2020 and Rating Change of March 2018		Maintain the existing Investment Grade rating for the county's general obligation debt, with improvement from A3 across a 5-year period	A2 Rating by 2025				
	Create budget narratives summarizing how new initiatives or improvements implement the Strategic Plan		Achieve and maintain a general fund balance equal to 25% of annual operating expenses	Set target for 2022, 2023, 2024				
	Define value that could be added with 20% more funding, or lost due to a 20% reduction in funding		Achieve and maintain a general fund balance equal to 25% of annual operating expenses	Set target for 2022, 2023, 2024				
	Identify cuts that would not impact strategic planning goals or mandated services		Achieve and maintain a general fund balance equal to 25% of annual operating expenses	Set target for 2022, 2023, 2024				
	Identify how departments would respond to unexpected cuts or events		Achieve and maintain a general fund balance equal to 25% of annual operating expenses	Set target for 2022, 2023, 2024				
	Develop a capital improvement plan inclusive of facilities, roads, and equipment		Project Implemented					
	Analyze the county's indirect rate to capture highest possible amount of grant funding, and establish a metric for productivity and efficiency		Increase non-tax revenue as a portion of overall revenue through grants and fees	Development of indirect rate by 2023. Maintain steady rate or lower annually				
	Annual list of grants applied for and received across all departments							
	Implement a Public Health review of financial decisions to recognize what, if any, the public health implications will be from decisions (e.g. well water study being cut).							
Increase Coordination	Increase discretionary and variable revenue source (fines, fees, grants, etc.) as a portion of the overall budget			Develop baseline data, and set metrics for annual improvement				
	Engage in joint procurement materials and equipment whenever possible		Develop list of materials for joint procurement					
	Engage in joint contracting for capital projects to find savings resulting from reduced mobilization fees, increased competitive bidding, etc		Develop list of projects for joint contracting					
	Explore opportunities to share or contract staffing services							
	Create additional and modern methods to communicate events and initiatives, and to generate direct input from the community. This could include community engagement via a new website or a social media presence			Development of new county website				
Improve employee pay and HR policies	Coordinate community develop and land use decision-making in Richland Center among institutional partners such as Richland County, Richland Center, Richland Hospital, and Richland Local School District		Creation of a land use planning working group incorporating these organizations					
	Obtaining market value for employee wages as determined through the county's 2018 wage study		Meet the 2018 salary schedule commitments for county staff.	Market Value wages met by 2025				
	Monitor the compensation and classification system for all positions to ensure positions remain market-competitive		Project Implemented	Market Value wages met by 2025				
	Give annual pay raises		Project Implemented	Annual Pay Raises built in budgets				
	Develop a uniform performance evaluation process that includes annual reviews, 6-month check-ins, and exit interviews		Develop baseline data on turnover, identify reasons for turnover, and reduce annual non-retirement and non-termination turnover	Set metric for annual turnover and targeted reduction if needed				
Develop a uniform set of human resources policies and procedures to improve transparency and accountability throughout the organization, including an update to the employee handbook and other related documents		Project Implemented						

STRATEGIC PRIORITY: GROWTH								
STRATEGY	TACTIC / ACTION	RESPONSIBLE PARTY	PERFORMANCE METRIC	PERFORMANCE TARGET	START DATE	END DATE (if applicable)	ESTIMATED FINANCIAL COST	STATUS
Maintain investment in workforce and community development	Prioritize new home construction, and development using smart growth concepts. Smart growth planned economic and community development that attempts to curb urban sprawl and worsening environmental conditions		Year-over-year growth in new housing tied to county incentives/programs.	2022 - incentives defined 2023 - 5-15 new homes developed as a result of county engagement				
	Encourage improvements to existing property to increase attractiveness							
	Support workforce development initiatives directed at attracting new residents							
	Support and invest in broadband expansion throughout the county		Increase the number of county residents with high-speed internet	Annual growth in residents with Broadband Internet				
	Identify financially sustainable use options for the UW Richland campus							
	Evaluate sustainability of all non-mandated services							
Support business attraction and retention	Continue to invest in community and economic development partnerships with a demonstrated return-on-investment		Request annual return on investment reports from funded partners, and monitor to ensure ROI is steady or growing across multiple year periods	Annual delivery of ROI reports by funded partners. Annual steady ROI or ROI growth.				
	Develop a portfolio of incentives to support business growth							
	Identify priority areas in the county for future industrial, commercial, or residential development							
Improve county identity and marketing	Identify future land uses for county or municipal-owned land informed by economic opportunities and environmental constraints							
	Collaborate with county partners in the development of a distinctive brand for Richland County that will serve to build a sense of identity and pride, and help attract new residents and tourists		Create a distinct Richland County brand and marketing platform targeted at tourists and workforce	Branding completed by 2022				
	Create a new website that improve the county's digital presence, and serves both an effective governmental function as well as serving as an attractive "front door" to the world for new businesses, residents, and tourists looking to discover the county		Create a new website	Website creation by 2023				
	Capitalize on the county's natural beauty and recreational opportunities through the investment and marketing of county parks, campgrounds, and recreational opportunities		Develop or update the county's outdoor recreation plan to guide investment and enable recreation grants	Plan updated by 2022				
STRATEGIC PRIORITY: FOCUS								
STRATEGY	TACTIC / ACTION	RESPONSIBLE PARTY	PERFORMANCE METRIC	PERFORMANCE TARGET	START DATE	END DATE (if applicable)	ESTIMATED FINANCIAL COST	STATUS
Prioritize service of staffing	For each unmet existing service or new service being proposed, evaluate staffing needs using the following analysis		Develop process.					

STRATEGIC PRIORITY: IMPROVEMENT								
STRATEGY	TACTIC / ACTION	RESPONSIBLE PARTY	PERFORMANCE METRIC	PERFORMANCE TARGET	START DATE	END DATE (if applicable)	ESTIMATED FINANCIAL COST	STATUS
Develop a culture of support for employees	Celebrate success and the professional and personal achievements of employees. Recognize new hires, retirements, and year-of-service milestones. Build a culture that supports and celebrates its people		Develop parameters for this process, empower staff to lead					
	Increase vacation time for new employees		Increased vacation for new employees	2022 - research practices, develop and implement vacation policy 2023 - vacation policy implemented				
	Evaluate flexible work schedules		Flexible work policy implemented	2022-2023 - research practices, develop and implement flexible work policy 2024 - flexible work policy implemented				
	Enable and empower departments to develop celebratory or team-building events. Day-long departmental retreats or other benefits can help build culture at a minimal expense		Develop parameters for departmental budgets. Submit with 2022 budget					
	Create a total benefits program for employees that highlights total compensation and investment of the county in its employees, inclusive of salary, fringe benefits, wellness, and professional development							
	Encourage employee attendance and/or participation in professional development when appropriate.		Project Implemented	Procedures set up in 2022. Draft in 2023. Implemented by 2024				
Improve Transparency of County Meetings	Adoption of iPads for use by Committees and boards, with folders for all meetings							
	Addition of meeting materials for all meetings on the county website							
	Development of a Listserv to automatically send agendas to the public and interested parties on a subscription basis							
	Addition of recordings from county board and committee meetings on the website							
Invest in education of County Board Supervisors	Creation of a mentor program partnering tenured Supervisors with new Supervisors		Process Implemented					
	Hold informal meetings with outgoing Supervisors and their successors to facilitate knowledge transfer		Process Implemented					
	Fund new Supervisors' attendance at annual Wisconsin Counties Association training or conferences		Process Implemented					
	Create an on-boarding folder summarizing expectations for supervisors		Project implemented					
	Support the attendance by new Supervisors at major Committee meetings, such as attending Finance Committee meetings during the annual budget development process. Create a mechanism to share agendas with all County Board Supervisors in order to facilitate this		Process explained and supervisors invited and empowered					
	RED Presentation to Board about what it means to develop community from holistic standpoint (economic proficiency, community wealth and health).							
Deepen staff training in leadership and management	Support cross-training, collaboration, and peer learning between County Board Supervisors and their counter parts on the boards of outside partners, such as peer county boards, Neighborhood Services of Southwest Wisconsin, Southwest Wisconsin Community Action Program, Southwestern Wisconsin Regional Planning Commission, and the Southwest Wisconsin Workforce Development Board		Process explained and supervisors invited and empowered					
	Conduct annual on-going training covering basic concepts of local government, such as the role of counties, county government finances, the role of county boards, elections, and departmental work		Process implemented	2022 - establish training schedule 2023 - Begin implementing training				
	Sponsor department head training targeted at leadership and management, including Lean process training or UW Continuing Education certifications in Public Management or Human Resources		Process implemented	2022 - Identify department heads looking for training, build into 2023 budget				
Create Comprehensive Plan	Educate employees on how government works and the need for teamwork and partnership within county departments							
	Create a culture of sharing information and learning from peer counties							
	Ensure conference attendance and professional development is aligned with the goals of the Strategic Plan		Process implemented	2022 - Build this review into annual performance evaluations, updating evaluation forms as needed and establishing procedures for evaluations if they don't exist.				
	On-going training or education targeted at the evaluation, adoption, and implementation of new technology to improve operational efficiency							
			Process implemented					

CAPITAL FACILITIES

LAST UPDATE: [INSERT DATE]									
STATUTORILY REQUIRED SERVICES									
STRATEGY	TACTIC / ACTION	STRATEGIC PRIORITY	RESPONSIBLE PARTY	PERFORMANCE METRIC	PERFORMANCE TARGET	START DATE	END DATE (if applicable)	ESTIMATED FINANCIAL COST	STATUS
County Jail and Sheriff's Office	LEJC will research and create a reocmmentation to County Administration in the next three years whether to construct a new facility or renovate the existing facility.	Improvement							
	Analyze partnership opportunities in a new facilitiy or in the vacated existing space	Effectiveness							
	Analyze land suitability for a new facility in Richland Center or surrounding area	Effectiveness							
County-wide Emergency Radio Towers	To be determined following study	Growth							
Emergency Services Facility	Analyze feasibility of including the ambulance garage as a component of the possible jail buildindg	Effectiveness							
	Begin discussion and analysis on the potential re-use opportunities for vacated space in the county courthouse	Effectiveness							
Highway Improvement	Develop a plan for maintenance that needs to be done in order to save money in the long run.	Growth							
	Take data laready in-hand for road status and create a plan that includes costs to implement yearly plan	Growth							

CAPITAL FACILITIES

DISCRETIONARY SERVICES									
STRATEGY	TACTIC / ACTION	STRATEGIC PRIORITY	RESPONSIBLE PARTY	PERFORMANCE METRIC	PERFORMANCE TARGET	START DATE	END DATE (if applicable)	ESTIMATED FINANCIAL COST	STATUS
UW Richland	Improve the county's position relative to its relationship with the Board of Regents / UW Platteville and its ability to make decisions about county property	Effectiveness							
	Protect the county's investment in the UW Campus facilities through selective capital improvement investments, while halting all non-urgent capital improvements until a long-term use is determined	Effectiveness							
	Determine with some certainty, the probability that a UW Richland Campus will exist in 2-4 years through the acquisition of UW Platteville's strategy for increasing enrollment at the UW Richland campus, including recruitment strategies, target populations, and distinct areas of study	Focus							
	To reduce vacancy times in the event UW Platteville-Richland closes, develop scenarios for the use of these buildings and grounds in the event the relationship with the UW system ends, including a potential partnership with SWTC.	Growth							
	Advocate to have UW-Richland to be an independent campus and not a satellite	Effectiveness							
	Get the county out of campus food service provision	Focus							
	Separate decisions about the agricultural land from decisions about the buildings.	Effectiveness							
Symons Recreation Center	Maintain break-even, or net-positive, return on county operational and capital funding	Effectiveness							
	Maintain facilities to ensure they stay relevant, modern, and distinct from other recreational facilities in the city	Effectiveness							
	Evaluate the long-term liability to the county resulting from capital investments or expansion plans	Focus							
	Evaluate whether this service could be successful if owned and managed by other partners, and make plans to divest the county of ownership of this facility	Focus							
	Evaluate the impact of future expansion plans on capital and operational expenses and the county's bond rating	Effectiveness							
	Consider assisting with marketing and membership if it can assist with the transfer of ownership	Effectiveness							
Tri-County Airport	Reduce or eliminate flood risk to the airport, hangars, and other facilities	Effectiveness							
	Ensure the long-term viability of this asset to support county economic development efforts	Growth							
	Develop an evaluation process to monitor continued return on investment to the county	Improvement							
Pine Valley Community Village	Protect the county's investment through funded maintenance of an on-going capital investment plan funded by Pine Valley Revenues	Effectiveness							
	Monitor return on investment of the facility, and have revenue to cover 50% of debt service tied to the 2016 improvements as per the terms of bond sale on 3/1/2016	Improvement							
	Develop a process for evaluating future demand, adjust for impacts to healthcare funding, population growth, and demographic changes in the county	Improvement							
	Evaluate whether management, financial, operational changes could occur to reduce the impact of owning and operating this facility on the county's bond rating	Effectiveness							

FINANCE AND PERSONNEL COMMITTEE

November 2, 2021

The Richland County Finance and Personnel Committee convened at 1:05 p.m., Tuesday, November 2nd, 2021, in the County Board room at 181 W. Seminary Street and via videoconference and teleconference.

Committee members present included County Board Supervisors, Shaun Murphy-Lopez, Don Seep, with Marty Brewer & Melissa Luck by remote access.

Department heads, staff and public were Jeff Even, Amanda & Jayme Walsh, Stephanie Ronnfeldt, Steve Carrow, Clay Porter, Tracy Thorsen, Tracy Gobin, Cathy Cooper and WRCO

1. **Call to Order:** Committee Chair Murphy-Lopez called the meeting to order at 1:05 pm.
2. **Proof of Notification:** Committee Chair Murphy-Lopez verified that the meeting had been properly noticed. Copies of the agenda were sent by email to all Committee members, WRCO, County department heads, a copy was posted on the Courthouse Bulletin Board and a copy was emailed to The Richland Observer and the Valley Sentinel.
3. **Agenda Approval:** Clint stated agenda item 10 should be fund 29. Moved by Marty Brewer to approve the agenda with changes as noted, second by Linda Gentes. All voting aye, motion carried.
4. **Previous Meeting Minutes:** Moved by Don Seep to approve the minutes of the October 5th Finance & Personnel Committee, seconded by Marty Brewer. All voting aye, motion carried.
5. **American Rescue Plan for Early Childhood Education and Child Care Providers Grant Application Review and Recommendations:** Clint presented information on the agenda item and stated that there are 3 options being presented. There were 5 applicants with the total requests exceeding the allocated funds. Stephanie Ronnfeldt from HHS was logged in by WebEx. She explained to the committee the local and state requirements for being a daycare and what each applicant has to offer. Discussion followed and questions ask concerning: The services that all 5 applicants have to offer, location of services, would decreasing or denying the amount affect the progress of those projects being completed *and* how many children will be assisted or increased? All committee members felt administrative staff and HHS personnel should review the applicants and bring back to the committee in December with recommendations. Moved by Shaun Murphy-Lopez to postpone consideration until December for staff to do further assessment, second by Linda Gentes. All voting aye, motion carried.
6. **Use of fund #75 for Viola Park Well:** Clint presented the information concerning drilling a new well at the Viola Park. Cathy Cooper is present, she stated the commission met the night prior to open bids. Bids came in from Kouba at \$8,092.00 and Sams at \$5,720.00. Sams does not include pump installation nor electrical hook up so those numbers were not provided at this time. Cathy will work with the well driver and Mike Bindl concerning floodplain. Moved by Don Seep to approve using Fund 75 for well installation up to \$13,000.00, second by Melissa Luck. All voting aye, motion carried.
7. **Overages on room charges for training and conferences – Veterans Service:** Clint presented the information concerning the request for reimbursement of a \$52.00 overage charged to Karen Knock for a motel stay. Moved by Don Seep to reimburse Karen Knock the \$52.00 she was charged above the approved room rate, seconded by Marty Brewer. All voting aye, motion carried.
8. **2020 Audit Report:** Clint presented the audit report. The report will be presented to County Board on December 14th. Moved by Shaun Murphy-Lopez to postpone the consideration of the audit report until the December meeting with the auditor coming to do a presentation, seconded by Melissa Luck. Marty Brewer voted opposed. Motion carried 4-1.
9. **Compensation to the Phoenix Center for use of banquet hall:** Clint presented the compensation request. Moved by Marty Brewer to pay the compensation request out of account 5111 and to pay all

requests in the future, seconded by Linda Gentes. All voting aye, motion carried.

10. **Expenditures from Audio Video Fund #29:** Clint explained the expense items. Shaun ask it this was budgeted? Barb explained this is coming from a revolving account. Moved by Linda Gentes to pay the 2 invoices as presented, seconded by Marty Brewer. All voting aye, motion carried.
11. **Purchase of an upgrade to our virtual server platform:** Clint present the proposal. There is already an existing contract with JComp for this so upgrading the service doesn't require bids. Moved by Don Seep to approve the upgrade, seconded by Marty Brewer. All voting aye, motion carried.
12. **Utilization of Bereavement Leave – Symons Center Employee:** Clint presented the request to allow Mark Thomas to use bereavement days for part of a week off instead of vacation when he visited his step mother to pick up personal items from his father. His father died during the COVID lock down and there was no celebration so he didn't use his Bereavement time. Clint presented there will probably be modifications to the Bereavement wording brought forward for changes in the future. Linda - she felt it is an acceptable use in this case. Shaun - he felt this is an acceptable use of bereavement leave in this case. Marty – He feels this is an acceptable use in this case. Don – He feels it is an acceptable use in this case. Melissa – Agrees it is a good use of bereavement. Moved by Marty Brewer to approve the use of bereavement for Mark Thomas in place of vacation days, Don Seep seconded. All voting aye, motion carried.
13. **Vacation Extension — Health and Human Services:** Request of Brittany Wirtz to extend her vacation until January 2022. With the shortage of HHS staff, she was not able to use her vacation. Moved by Don Seep to allow her to extend her unused vacation days until January 2022, seconded by Marty Brewer. All voting aye, motion carried.
14. **Discussion and Possible action on Employee Handbook – Affirming Revisions and Updates:** Clint presented the changes to the handbook and asking the Committee to approve the changes. Cheryl reviewed the changes. Moved by Linda Gentes to accept changes as present and use this as a starting point to upcoming changes, seconded by Melissa Luck. All voting aye, motion carried.
15. **Amendment to County Administrator Agreement regarding 2022 Budget Reductions:** Clint presented the amendment and stated closed session is next should the committee want to go into closed session for discussion. Moved by Don Seep to waive the closed session namely 16, 17 & 18 and accept the motion as presented, seconded by Marty Brewer. All voting aye, motion carried.
16. **Closed Session — Enter into Closed Session Pursuant of Wisconsin State Statute 19.85(1)(c) “Considering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility— Amendment to the Administrator’s Agreement:** Waived, See #15
17. **Return to open session:** Waived, See #15
18. **Possible action from items in closed session:** Waived, See #15
19. **Discussion and Possible Action regarding — County Strategic Plan; Chapters One and Two:** Shaun presented that the Strategic Planning Committee (SPC) is requesting feedback by November 19th on Chapters one and two, so he felt it important to provide feedback. Clint stated that the Committee has been presented the current completed chapters one and two. Melissa stated that the Strategic Planning Committee (SPC) is looking inward over the next couple of years at our plans as a County.
Marty Brewer left the meeting at 2:50 pm.
Moved by Linda Gentes to lobby the State concerning mandated services that are not funded, seconded by Shaun Murphy-Lopez. Moved by Linda Gentex 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.
Under Tactics in Maintain investment in Workforce and Community Development concerning new homes; 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.

Under Improve financial practices (improvements/effectiveness)

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

Under Growth

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.

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.

Invest in Education of County Board Supervisors (Improvement) and Deepen Staff Training in Leadership and Management (Improvement)

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.

20. Discussion and Possible Action regarding — Strategic Goals Tracking- Administration: Clint undated the committee of the strategic goals and what is completed, what is being worked on currently and what needs to be started.

Moved by Linda Gentes to accept the report, seconded by Don Seep. All voting aye, motion carried.

21. Future agenda items: Linda would like to discuss where future board meeting be held. Don would like to discuss a more uniform system of submitting/reporting budgetary expenses to the oversight committee.

22. Adjournment: Next meeting will be December 7th at 1:00 pm. Moved by Linda Gentes to adjourn at 3:39 pm, seconded by Melissa Luck. All voting aye, motion carried.

Minutes respectfully submitted by

Cheryl Dull

Richland County Assistant to the Administrator