

## **AGENDA**

Eau Claire County

### **• Committee on Administration •**

Thursday, December 19, 2019

**2:30 p.m.**

Courthouse - Room #3312  
721 Oxford Avenue • Eau Claire, WI

1. Call to Order and confirmation of meeting notice
2. Public Comment
3. Review/Approval of Committee Minutes – **Discussion/Action**
  - a. December 10, 2019
4. Financial Policy – Budget Deviations Policy/Procedure from Norb Kirk – **Discussion**
5. Resolution 19-20/084 – Requiring any department of over 50 employees, trending significantly and repeatedly over budget, to seek approval prior to filling vacant staff positions and to provide fiscal reports to the County Board of Supervisors upon request – **Discussion/Action**
6. Operational Improvement Plan Overview – **Discussion/Action**
7. Letter in reference to Executive Order 13888 – **Discussion/Action**
8. Set Future Committee Meetings and Items for Discussion

*Next Regular Meeting – January 14, 2020 at 2:30 p.m.*

Prepared by: Samantha Cole

Please note: Upon reasonable notice, efforts will be made to accommodate the needs of disabled individuals through sign language, interpreters or other auxiliary aids. For additional information or to request the service, contact the County ADA Coordinator at 839-4710 (FAX) 8391669 or (TDD) 8394735 or by writing to the ADA Coordinator, Human Resources Department, Eau Claire County Courthouse, 721 Oxford Ave., Eau Claire, Wisconsin 54703.

## **MINUTES**

Eau Claire County

### **• Committee on Administration •**

Tuesday, December 10, 2019

**2:30 p.m.**

Courthouse - Room #3312  
721 Oxford Avenue • Eau Claire, WI

Members: Gerald Wilkie, Ray Henning, Mark Beckfield, Colleen Bates, Nick Smiar

Others: Kathryn Schauf – County Administrator, Samantha Cole – Administrative Specialist III (Committee Clerk), Rod Eslinger – Director of Planning & Development, Matt Michels – Planning & Development, Judy Gatlin – County Board Supervisor, Connie Russell – County Board Supervisor, Richard Eaton – Assistant Corporation Counsel (at 4:00 p.m.), Frank Draxler – Administrative Operations Manager (at 4:00 p.m.), Norb Kirk – Director of Finance (at 4:10 p.m.) Timothy Sullivan – Corporation Counsel, Josh Pedersen – Director of Parks & Forest (at 4:21 p.m.), Megan Kluck – Child Support Director (at 4:25 p.m.), Eric Killen – Veterans Service Director (at 4:25 p.m.), Dave Hayden – Information Systems Director (at 4:25 p.m.)

Chair Smiar called the meeting to order at 2:30 p.m. and confirmed public posting of the meeting.

Kathy Campbell resident of the Town of Seymour, spoke during the public comment section, seeking more local controls to the Seven Mile Creek landfill.

The committee reviewed the minutes from the November 12, 2019 meeting. Supervisor Beckfield motioned to approve the minutes as presented. Supervisor Henning seconded the motion. Motion passed, 5-0.

The committee interviewed each candidate for District 22. The committee discussed each candidate once interviews were completed and it was the recommendation of the committee to appoint Dr. Katherine Schneider with a term expiring in April of 2020.

Richard Eaton provided a background on the Supervised Release Committee and Chapter 980. Currently the committee has 2 individuals that are needing placement. There is a possibility we could incur a fine of \$1,000.00 a day if a location is not secured. We have looked at 247 separate properties since October 2018 and we are now looking at county owned property. Attorney Eaton advises his opinion is to further explore County owned property to avoid fines. The committee has met biweekly if not weekly to discuss potential options.

The financial policy – budget deviations policy/procedures discussion was referred to the next Committee on Administration meeting.

The committee received information on Robert King, recommended appointment for LEPC. Supervisor Bates motioned to approve, seconded by Supervisor Beckfield; all in favor.

Strategic Plan and Speak Your Peace consultant, Rob Karwath, gave a presentation on the planning process.

A meeting was scheduled for December 19, 2019 at 2:30 p.m.

The meeting was adjourned at 5:26 p.m.

Respectively submitted by,

Samantha Cole  
Administrative Specialist III  
Department of Administration

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## Budget Deviations

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### Background

The annual budget is developed by assessing the available revenue and resources and balancing against the expenditure needs of the County. It is the responsibility of all Eau Claire County departments to operate within their adopted balanced budget and to review with their oversight committee fiscal performance on a regular basis. During the budget year it is the responsibility of the County Administrator and Finance Director to provide county-wide fiscal oversight and monitoring in support of adherence to the adopted budget. Ultimately, departments are responsible for their overall budget and the fiscal management of their budget, while oversight committees have responsibility for fiscal oversight for the departments under their purview.

### Policy

When it becomes apparent that a department has, or will likely, exceed their overall budget due to exceeding expenditures, incurring expected shortfalls of revenue, or some combination of the two, it is the departments responsibility to notify the appropriate parties and investigate mitigation strategies as soon as possible.

### Procedure

1. As soon as a department becomes aware that their overall annual budget **has, will, or is likely** to be impacted, resulting in a potential negative fiscal impact to the County, the department should alert the County Administrator and Finance Director as soon as possible. The County Administrator and Finance Director will work with the department on assessing the materiality of the fiscal impact to the budget and investigate with the department mitigation strategies.
2. The department shall notify their Oversight Committee and the Finance & Budget Committee in writing of the budget deviation at the next available committee meeting. In addition, the department shall provide, as soon as is practical, the analysis of the potential budget deviation, and the steps taken within departmental control to mitigate the budget over-run.
3. Once notified, the department Oversight Committee has the responsibility to continue fiscal oversight and monitoring of the deviation and mitigation activity.
4. The department shall continue to provide updates to the County Administrator and Finance Director on the status of the budget deviation and mitigation activity. Written progress reporting shall also be provided quarterly to the Finance & Budget Committee.

## FACT SHEET

TO FILE NO. 19-20/084

Three departments in the county have more than 50 employees: Highway Department, Department of Human Services, and the Sheriff's Department. The intent behind restricting hiring to large departments is to prevent smaller departments from being unable to replace key personnel in a timely manner and having a detrimental effect on operations. The presumption is that larger departments have additional staff to cover open positions pending review of vacant positions. Of the three departments of over 50 employees, the Highway Department's levy is \$1,679,157 for a department of \$22,820,502 or 7 % of levy to the overall budget. The Department of Human Services has an overall budget of \$34,010,654 of which \$8,907,473 comprises levy or about 26 % of the total budget, assuming the WIMCUR amounts are realized as projected. The Sheriff's Department has a total budget of \$13,434,925 with a levy allocation of \$12,299,518 or about 91.5%.

If, at the end a fiscal year, a large department exceeds spending over budget, the excess must come from county funds. The exception is the Highway Department, which is an enterprise organization with its own fund balance. If the department exceeds its fund balance, then it is the responsibility of the county to cover the unbudgeted expenses.

With each of the three large departments, there is no ability for the department to cease operations if the department has exceeded expenditures over budget. The functions of the department include public safety, highway maintenance, and society welfare, all of which are crucial to maintaining a safe and properly functioning county. However, the expectation of the county is that departments manage within its own budget.

If a department exceeds spending, placing pressure on cash reserves and fund, then it is a cause for concern and would be considered a significant overage. Similarly, if the overage has continued for more than two years, then that would be considered a repeated overage. Significant and repeated overages require examination by the county board to assess the reasons and consequence of the overages.

This resolution is to require a department with over 50 employees and is running consistently over budget for two consecutive years to present financial monthly to the county board of supervisors and to hiring decisions reviewed prior to making a final offer..

It is the responsibility of the county board supervisors to assess excess in spending and to determine the necessity of filling open positions when faced with overage in department expenditures. Positions designated as "fully funded" are not exempt from this resolution given that the reimbursements are typically six or eight months delayed, and require the county cash reserves to advance payroll and benefits to these employees.

Fiscal Impact:

Respectfully Submitted,

4 REQUIRING ANY DEPARTMENT OF OVER 50 EMPLOYEES, TRENDING  
5 SIGNIFICANTLY AND REPEATEDLY OVER BUDGET, TO SEEK APPROVAL PRIOR TO  
6 FILLING VACANT STAFF POSITIONS AND TO PROVIDE FISCAL REPORTS TO THE  
7 COUNTY BOARD OF SUPERVISORS UPON REQUEST

8 WHEREAS, Eau Claire County Board of Supervisors acknowledges that their number  
9 one responsibility is fiduciary oversight of the county; and

10 WHEREAS, the county has been placed in a precarious fiscal condition due to repeated  
11 and significant overages incurred; and

12 WHEREAS, the overages put the county in fiscal jeopardy by depleting cash reserves and  
13 fund balance; and

14 WHEREAS, depletion of cash reserves could have the effect of requiring a short term  
15 borrowing to meet payroll or lost revenue from investments; and

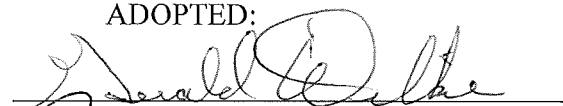
16 WHEREAS, depletion of the fund balance could have the effect of lowering of the  
17 county's bond rating, or decreasing funds available to meet other departments' critical needs; and

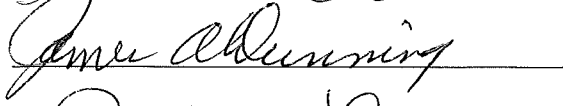
18 WHEREAS, delay in filling positions, including positions that are fully funded by outside  
19 sources, is an approach to recover from immediate overspending.

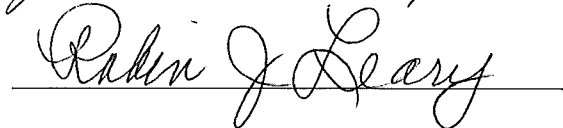
20 NOW THEREFORE, BE IT RESOLVED that the Eau Claire County Board of  
21 Supervisors requires, effective immediately, any department of over 50 employees that is  
22 trending significantly and repeatedly over budget for a period of two consecutive years is  
23 required to have all vacant positions reviewed prior to final hiring. The review and approval  
24 shall be completed by the County Administrator, the department oversight committee, the  
25 Human Resources Committee, and the Committee on Finance and Budget. If filling the position  
26 is denied by any of the above, the oversight committee may bring the position request to the  
27 County Board for consideration.

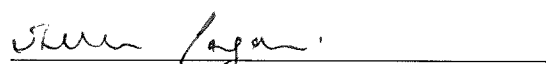
28 BE IF FURTHER RESOLVED, that the Eau Claire County Board of Supervisors  
29 requires monthly written and oral fiscal reports to the full board by the chair of the department's  
30 oversight committee and by the department head. This fiscal report shall provide year to date  
31 statements of expenses and revenue, approved budget and actual, the variance, total excess  
32 (deficiency) of revenue and expenditures, and vacant positions filled during that month.

33 ADOPTED:

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38 Committee on Finance and Budget

39 Dated this 3<sup>rd</sup> day of December, 2019.

40 SP

EAU CLAIRE COUNTY FINANCIAL REPORT  
 Trended Net Surplus/(Deficit)  
 Selected Departments: Sheriff, Highway, Human Services  
 November 25, 2019

Department	2019 Estimate (as of 10.09.19)	2018 Actual	2017 Actual	2016 Actual
<b>GENERAL FUND</b>				
Sheriff *	47,820	(236,747)	306,539	579,011
<b>HEALTH AND HUMAN SERVICES FUND</b>				
	(2,236,352)	(2,492,413)	(1,934,293) ~	(225,089)
<b>ENTERPRISE FUNDS</b>				
Highway ^	(375,000)	249,743	127,134	2,149,938

\*Sheriff's Department includes Fund 212 for years prior to 2019.

^Highway approved use of Fund Balance for 2019 is \$400,000.


~The 2017 actual deficit includes the current year impact of the CCS WIMCR reconciliation. This was received in December 2018.

Statement in Support of File No. 19-20/084  
Committee on Judiciary and Law Enforcement

The Committee on Judiciary and Law Enforcement met on December 05, 2019 to discuss File No. 19-20/084, *Resolution Requiring any Department of over 50 Employees, Trending Significantly and Repeatedly Over Budget, to Seek Approval Prior to Filling Vacant Staff Positions and to Provide Fiscal Reports to the County Board of Supervisors Upon Request.*

At the meeting, input was solicited from the Sheriff's Office. The Sheriff's Office does not object to the resolution and is in support of the resolution. After thorough review and discussion, the Committee on Judiciary and Law Enforcement is in support of and endorses File No. 19-20/084.

I hereby certify that the foregoing correctly represents the position and action taken by the undersigned committee on December 05, 2019 by a vote of 4 for, 0 against.

  
\_\_\_\_\_  
Gerald Wilkie, Vice-Chairperson  
Committee on Judiciary and Law Enforcement

TO THE HONORABLE EAU CLAIRE COUNTY BOARD OF SUPERVISORS

Report of the Human Services Board

File No. 19-20/084

**ANALYSIS**

The Human Services Board reviewed and discussed Resolution No. 19-20/084 re: requiring any department over 50 employees, trending significantly and repeatedly over budget, to seek approval prior to filling vacant staff positions and to provide fiscal reports to the County Board of Supervisors upon request.

**RECOMMENDATION**

Following significant discussion, input from the Human Services Department staff and other County Board of Supervisors present at the meeting, the Human Services Board voted in opposition to the Resolution and provided the following feedback:

- Better communication between Boards and Committees;
- The Resolution is too ambiguous;
- The Board should be focused on solving and addressing the root issues impacting the fiscal constraints of the County;
- The Human Services Board would be willing to consider another Resolution that is clearer and addresses the issue.

I hereby certify that the foregoing correctly represents the action taken by the undersigned committee on December 16, 2019 by a vote of 0 for, 8 against.

  
\_\_\_\_\_  
Colleen Bates, Chair  
Human Services Board



## Organizational Effectiveness Summary

### What is OE?

- A systematic (step by step) and systemic (addresses all parts of a system) approach to continuous improvement
- The model addresses both relational and task gaps with external facilitators
- Results in action plans each session
- Highly organized and inclusive
- DAPIM model
  - Define (Clear identification of problem to be solved – area of resolution)
  - Assess (Understanding of the current state and challenges from multiple perspectives)
  - Plan (Quick Wins, mid and long term improvements, communication)
  - Implement (Action plans between sessions which we already have in place)
  - Monitor (measure progress)

Area of Resolution: (our overall goal) The Eau Claire County's Management team leaders will position Eau Claire County as the premium place to work. To achieve this, we will gain an understanding of the impact, value and interconnectedness of each departments' work to the organization. Through relationship building, we will enrich our work place culture to achieve our goals.

### Objectives:

- To ensure that all county department leaders have a solid understanding of the complex financial budget issues and awareness of current priorities and needs of the county.
- To align around an effective strategy to ensure needed resources are identified and allocated to meet current priorities.
- To create agreement and commitment of department leaders to support the strategy to ensure success of the county's operations.
- To adopt and commit to leading a culture of respect

Desired Future State (what we want it to look like when we achieve our goal):

*Eau Claire County leaders mutually support and model a culture of respect that inspires and motivates all staff. The department head leadership team is aligned in their commitment to carry out the mission of the county through collectively developing and implementing strategies that results in the community experiencing value of county government programs.*

### Session Summary

**Session One** Strengths and Gaps We identified many strengths in Eau Claire County that position us to address our gaps. Our priority gaps are: Strategy, Trust and Communication. We chose to start with Strategy and specifically addressing the lack of having a long-term financial plan.

**Session Two** had two major focus areas. The first was a focus on the gap related to the county budget process. The elected, appointment department heads and County Administration worked together to identify areas of best practice to inform the annual county budget process. This included discussion on creating formal organized methods to help us better understand all department's major programs,

challenges and needs in order to better support each other. Our programs often intersect, and many departments respond to the same community need, such as the current drug crisis. Through our collaborative budget discussions, we will have better results by looking for efficiencies and partnerships in how we do our work.

Our second focus was in response to the identified gap of trust within the department head leadership team. Trust is essential in any organization to achieve goals through collaboration and support of team members who are then empowered to bring their full talents and skills to the team. It is essential to note that almost all county department heads are present and active members of the OE team. Because of their commitment, respect and candidness, team members were successful in having difficult conversations with each other. The team worked on past issues that needed to be resolved through their development of a Commitment to Team document that guides their communication with, and actions towards, others on the team.

**Session Three** had four major focus areas.

#### Communication – looking at how, why, what we communicate

County Administration is going to “own” the communication gap identified in November; working with the team to develop:

- The drafting of a strategic work plan to be used to accomplish the goal of keeping department head’s informed and engaged in system-wide changes and work.
- Creating effective communication methods, which capitalize on the talents and strengths of the leadership team.

Communications were reviewed by how we communicate with each other as well as with our varied stakeholders. Having timely, informative information is critical to our organizational success. We were able to plot specific changes in communication that will be developed further in the next session.

#### Developed draft documents on what to communicate to county administrator and others

#### Revised department head meeting structure

This was a quick win for the group in that the altered meeting structure and reporting from the meeting were changed during the session. The meeting will include time to communicate, discuss and then provide talking points and requested communication actions for the group.

#### Final Day – will be reviewing report from facilitators which will be shared with county management and county board supervisors

Members are committed to this OE process and created several additional tasks to be completed between sessions that will continue to support our progress in reaching our final goals.

Our intent is to have an organized and comprehensive strategy to share with county board leadership that will inform and support their work on evaluating current county board rules and the strategic plan in readiness for seating of the new board.

# Organizational Planning Timeline

*\* Depicts the collaborative effort of the county board, management and stakeholders to develop a 5-year strategic plan*

Fall/Winter  
2019/20

## Assess & Process Development

- Organizational effectiveness – Identify gaps
- Committee on Administration design of Strategic Plan
  - Strategic Planning of Projects/Fiscal
- Communications Team start and survey

Spring  
2020

## Vision for Future

- Definition of a successful community
- Working with collaboration, respect and civility
  - Develop a shared vision
  - Establish Priorities

Summer  
2020

## Strategic Direction\*

- Implementing priorities through objectives and tactics
  - Strategic fiscal planning
- Effective changes to processes
  - Effective Communications
  - Telling our story of Success
- April Board Meeting – Where have we been and where are we going

Summer  
2020

## Adoption

- Adoption of a strategic plan, board priorities/informed, collaborative budget processes
- Communications strategies implementation

2020 &  
Forward

## Message Sharing

- Commitment to improve communications to employees, board & community
- Inclusive, forward looking process
  - Strategic Foresight

# ORGANIZATIONAL PLANNING COMPONENTS



## Organizational Effectiveness

Common goal and direction  
Organizational flexibility and alignment  
Team problem solving, relationship building  
January board session  
Feeds into the Strategic Planning



## Speak Your Peace – The Civility Project

Fosters community conversations  
Community Based Campaign  
Transparent, respectful, responsible  
Leads into and is a part of Strategic Planning



## Strategic Plan

Early input from stakeholders  
5-year plan with bi-annual updates  
Identify: Values; strategic initiatives and priorities  
Departments determine Objectives/Tactics



## Communications

Internal and external Board involvement  
Transparent  
Both day to day and crisis Information  
Build Trust

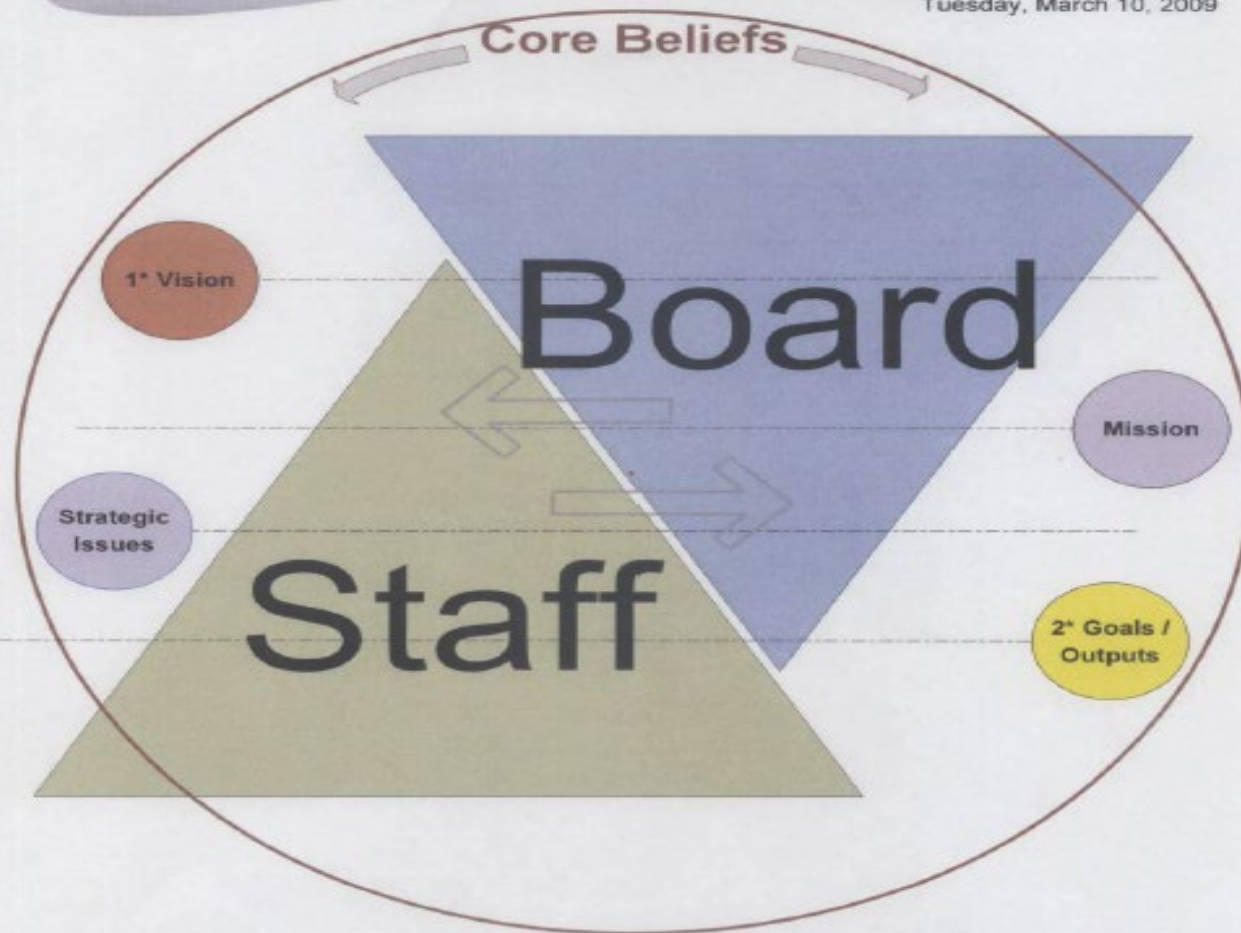
- Create common goals (links to what we value) and roadmaps
- Creating agreement about the system and organization

*Eau Claire County is revising its' Strategic Planning process so that it is inclusive of input and direction from county board members, staff and community leaders. This process is expected to be transparent and will focus on the long-term priorities and fiscal sustainability of the County. The Strategic Plan is developed by a vital partnership between elected County Board Supervisors, who are entrusted with setting policy, and the county staff, who are charged with carrying out operations in support of that policy. The following table defines each element of the plan, how and when it will be reviewed.*

<b>Plan Element</b>	<b>Description</b>	<b>Ownership/Responsibility</b>	<b>Review Period</b>
Vision	A statement that defines where we see ourselves in the future	County Board **	Every 7 to 10 years
Mission	Describes our purpose as a County	County Board **	Every 5-7 years
Operational Values	Describe how the County desires to operate	County Administrator and Department Heads **	Every 5-7 years
Strategic Goals (Why)	Broad goals that focus the highest priorities of the County to accomplish the Vision	County Board **	Every 4-5 years. Updated as needed following the 2-year election of the County Board
Objectives (What)	Statements that define areas of focus that will achieve the strategic goals	Shared between the County Board and County Administrator **	Every 2 years, following the election
Strategies/Tactics (How)	Operations tasks or projects that staff is working on to achieve the objectives	Department Heads and County Administrator	Annual updated as part of the budget process. Progress shall be reported quarterly. Also reported shall be any changes to the current department initiatives and emerging or future initiatives. At least annually, a work session will be scheduled to present a status update to the Board.

#### Ownership/Responsibility

\*\* This process is drawn from a collaboration of work by the County Board, County Administrator, Department Heads and various department subject experts. This is a fluid process that goes back and forth between all involved.



**\*An Integrated approach through process:**

1. - Staff provides input on Vision as an informed specialist / stakeholder
2. - Board provides guidance on desired outcomes to define a successful program



## OFFICE OF CORPORATION COUNSEL

EAU CLAIRE COUNTY  
EAU CLAIRE COUNTY COURTHOUSE  
721 OXFORD AVE., SUITE 3520  
EAU CLAIRE, WI 54703

PH: (715) 839-4836 Fax: (715) 839-6243



**ASSISTANT  
CORPORATION COUNSEL**

*Sharon G. McIlquham  
Richard A. Eaton  
Charles R. Ellefsen, III*

**CORPORATION COUNSEL**

*Timothy J. Sullivan*

December 18, 2019

TO: COMMITTEE ON ADMINISTRATION  
KATHRYN SCHAUF, COUNTY ADMINISTRATOR

FROM: TIM SULLIVAN

RE: REFUGEE RESETTLEMENT LETTER

Earlier this week County Administrator Schauf and I met with Ben York, the Refugee Program Coordinator from the Division of Economic Security, of the Wisconsin Department of Children and Families. Mr. York requested the meeting to discuss the possibility of Eau Claire County drafting a letter in compliance with presidential executive order 13888, "On Enhancing State and Local Involvement in Resettlement." The executive order requires the locality, at the county level, to consent to the resettlement of refugees in its jurisdiction. Failure to issue such a letter would potentially hinder the ability of individuals to resettle in the U.S. and/or Eau Claire County. Mr. York explained to us that Eau Claire County is considered a "remote placement" area in that we are outside of the operating area of a placement agency. Resettlement in remote areas typically involve placement with a family member or known person who is willing to assist the refugee relocating to the locality. Mr. York showed us a spreadsheet showing resettlement activity across Wisconsin, by county, that showed Eau Claire County for the past decade has have very low resettlement numbers and has not had any resettlement activity since the year 2017 (this does not include individuals who initially settle in one location and then later move to Eau Claire). He further indicated that the state is aware of one individual who is in process of planning to resettle in Eau Claire with a relative and that is why the state is requesting a resettlement letter from Eau Claire County.

The requirements of the federal resettlement program are that the "chief executive officer" of the local government sign the letter consenting to refugee resettlement. In the larger counties found in Southern Wisconsin, where most of the resettlement in Wisconsin occurs, this requirement is not a problem because the letter would be signed by the county executive. As you know Eau Claire County does not have a county executive as that position is described by statute. We also do not have an "executive committee." In reviewing the requirements of our county code, it is my opinion that the Committee on Administration is synonymous with "executive committee" based on the requirement found in Section 2.04.120 A. 1., in that of the

five board members appointed to the Committee on administration, three shall be the county board officers.

This matter is coming before the committee for the purpose of consideration of signing the letter consenting to resettlement of refugees in Eau Claire County. I did ask Mr. York if signing a letter would open Eau Claire County up to large numbers of immigrants resettling in Eau Claire County. He indicated it could apply to additional refugees, but that is not likely because there is not a relocation center located in Eau Claire, and there is not likely to be one in foreseeable future. If there are additional resettlement in Eau Claire, other than the one known individual, they would be resettled as "remote" meaning they would be coming to live with a relative or a known person in this area. He further indicated that in the past few years the number of refugees relocating to the U.S. has decreased significantly to where it is now a fraction of what it was prior to 2016.

Timothy J. Sullivan  
Corporation Counsel  
TJS

X: Memos\2019 memos\Admin\Refugee resettlement



Secretary Michael R. Pompeo  
U.S. Department of State  
2201 C Street NW  
Washington, DC 20620

December 19, 2019

**RE: Executive Order 13888, "On Enhancing State and Local Involvement in Resettlement"**

Dear Secretary Pompeo:

As the Chair of the County Board of Supervisors and the Chair of the Committee on Administration for Eau Claire County Wisconsin, and after consideration by the Committee on Administration I consent the initial refugee resettlement in Eau Claire County Wisconsin as per the terms of the above referenced Executive Order.

Sincerely,

Nick Smiar, Chair  
Eau Claire County Board of Supervisors

CC:

Kathryn Schauf, County Administrator

Principal Deputy Assistant Secretary Carol T. O'Connell  
Bureau of Population, Refugees and Migration  
US Dept. of State

Ben York, Refugee Program Coordinator WI Dept of Children and Families