



Wisconsin Counties Association  
**ANNUAL CONFERENCE**  
*& Exhibit Hall* **2022**

**1:00 - 2:00 PM**

**County Board Committee  
Organizational Options**

# County Board Committee Organizational Options

WCA Annual Conference 2022



**Richland** COUNTY  
*Discover it here!* —



**ATTOLLES**  
LAW, S.C.

# What Do We Want To Accomplish Today?

1

Understand the statutory requirements related to committee structure (HINT: there is a lot of freedom)

2

Understand the PROCESS Ozaukee County and Richland County utilized to examine committee structure

3

Learn how the Ozaukee County and Richland County models have worked

4

Use our discussion today as a launch point for discussions in your county

The background features a series of concentric circles in light grey, some solid and some dashed, creating a ripple effect. A thick, dark grey swoosh curves from the bottom left towards the center, partially overlapping the orange oval.

# Overview – County Committee Structure

# Mandatory Committees

- Board of Health Wis. Stat. §§ 251.03, 251.04
- Commission on Aging Wis. Stat. § 46.82(4) - if a county aging program is established under Chapter 46.
- Chapters 46 & 51
  - Community Programs Board Wis. Stat. § 51.42(4)
  - Developmental Disabilities Services Board Wis. Stat. § 51.437(7)
  - Social Services Board Wis. Stat. § 46.22(1m)
  - Human Services Board Wis. Stat. § 46.23(4) – may be combined with Board of Health under Wis. Stat. § 251.03 and may replace other boards, see statutes for qualification requirements

# Mandatory Committees (cont.)

- Emergency Management Committee Wis. Stat. § 323.14(1)(a)
- Highway Committee Wis. Stat. § 83.015
- Land Conservation Committee Wis. Stat. § 59.70(19)
- Local Emergency Planning Committee Wis. Stat. § 59.54(8)
- Rural Planning Committee Wis. Stat. § 27.019(4)
- County Park Commission Wis. Stat. § 27.02
- Sheriff's Grievance Committee Wis. Stat. § 59.26(8)(b)1
- Traffic Safety Commission Wis. Stat. § 83.013(1)
- Veterans Service Commission Wis. Stat. § 45.81(1)

# The FREEDOM Statute

- Wis. Stat. § 59.03(1):

**Every county may exercise any organizational or administrative power, subject only to the constitution and to any enactment of the legislature which is of statewide concern and which uniformly affects every county.**







# ▼ Ozaukee County Example



# Ozaukee County Committee Reorganization

County Board Efficiency  
Committee Empowerment  
Staff Leadership

-  It is not broken, can things be improved
-  How do we maximize the policy focus
-  Are there too many decision points
-  Do we get what we pay for

## PURPOSE



Per Diem  
Staff & Committee working  
Board planning and policy  
Creating linkages not meetings

## POSITIVE



Maximize expertise of Board  
Business approach  
Active review of risk and  
opportunity  
Organize by function

## POWER



Money, strategy and policy  
Set the agenda  
Unknowns and concerns  
Culture

# County Board of Supervisors

## Executive Committee

### Finance

Administrative

Finance

Information Technology

Insurance

Personnel

Taxation and Claims

### Natural Resources

Land Conservation

Land Information

Park Commission

Planning

Solid Waste

University Extension

### Human Services

Board of Health

Commission on Aging

Community Programs

Home Health

Long-Term Support

Nursing Home Board

Social Services

### Public Safety

Emergency Management

Emergency Planning

Law Enforcement

### Public Works

Buildings

Highway

Security and Facilities

Transit

## Current State 5 Standing Committees

## Committees of County Board Members

### County Board of Supervisors

Administrative

Board of Health

Buildings

Commission on Aging

Community Programs

Emergency Management

Emergency Planning

Finance

Highway

Home Health

Information Technology

Insurance

Land Conservation

Land Information

Law Enforcement

Legislative

Long-Term Support

Nursing Home Board

Park Commission

Personnel

Planning

Reapportionment

Security and Facilities

Social Services

Solid Waste

Taxation and Claims

Transit

University Extension

## Pre Organization 28 Standing Committees



- Board Chair, Vice Chair, Second Vice Chair
- Chair's "Cabinet" Three Committee Chairs
- Committee linkages
- Budget, Capital Plan, Debt & Union
- Strategic Plan Oversight



#### **DEPARTMENTS:**

- Clerk
- Corporation Counsel
- Treasurer
- Information Technology
- Human Resources
- Finance

#### **Policy Issues:**

- Elections
- Investments
- Child Support
- Fiscal Policy
- Personnel
- Radio and IT



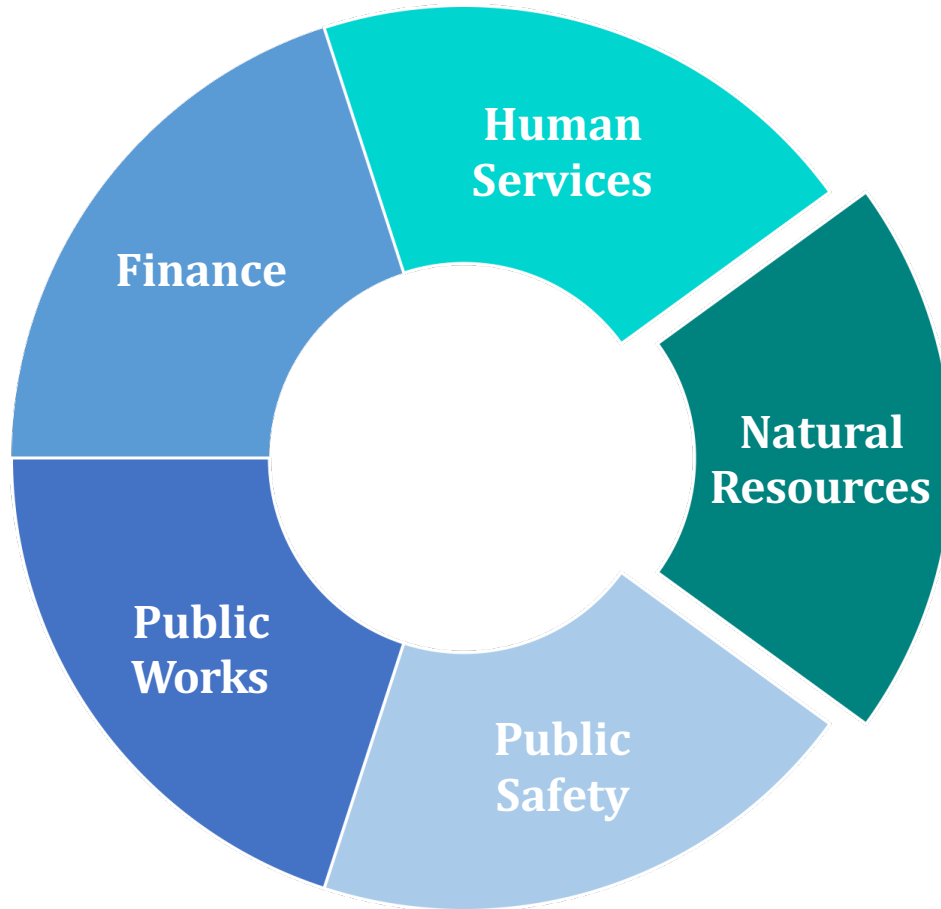
**Departments:**

- Human Services
- ADRC
- Public Health
- Lasata Campus
- Veterans Services

**Policy Issues:**

- Alcohol And Drugs
- Mental Health
- Senior Services
- Communicable Disease
- WIC
- Vets Transport





#### DEPARTMENTS:

- Land and Water
- Parks and Planning
- Register of Deeds
- Land Information
- University Extension
- Planning and Parks

#### Policy Issues:

- POWTS & Sanitation
- Land & Vital Records
- GIS
- 4-H
- Planning
- Resource Management



#### DEPARTMENTS:

- Clerk of Courts
- County Sheriff
- District Attorney
- Emergency Management
- Coroner

#### Policy Issues:

- Courts System
- Jail & Patrol
- Haz Mat
- Rescue Boat



#### **DEPARTMENTS:**

- **Highways**
- **Transit**
- **Facilities**

#### **Policy Issues:**

- **Road Maintenance**
- **Road Construction**
- **Shared Ride Taxi**
- **Express Bus**
- **Facility Projects**
- **Fairgrounds**

MON	TUE	WED	THU	FRI
		COUNTY BOARD		
			COMMITTEE	
		COUNTY BOARD		

# What We Ask

Ozaukee County Board Time Commitment

5

Hours

# THE PROCESS

Where do we begin?

1

It begins with **LEADERSHIP** at County Board Level

**LISTEN** to other Counties – It can be done

2

3

**ASSESS** what your colleagues expect

# THE PROCESS

Where do we begin?

4

PARTNER with a neutral party

ALLOCATE ample time for the process

5

6

Give it a TRY!

# 10 Plus Years Later

How are things in Ozaukee?

**3**

Meetings per Month

**BIG  
DECISIONS**

Vetted in Advance

**HONOR  
COMMITTEE  
WORK**

**PLANNING  
& PMs**

**NO \$10  
DISCUSSIONS**

**HIGH  
FUNCTIONING  
BOARD**



# ▼ Richland County Example



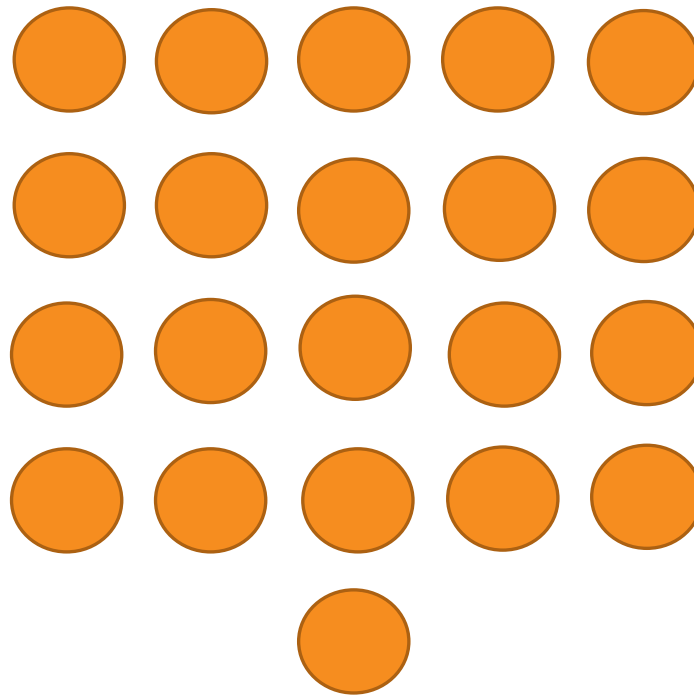
# What led to committee reorganization in Richland County?



**Richland** COUNTY  
*Discover it here!* —

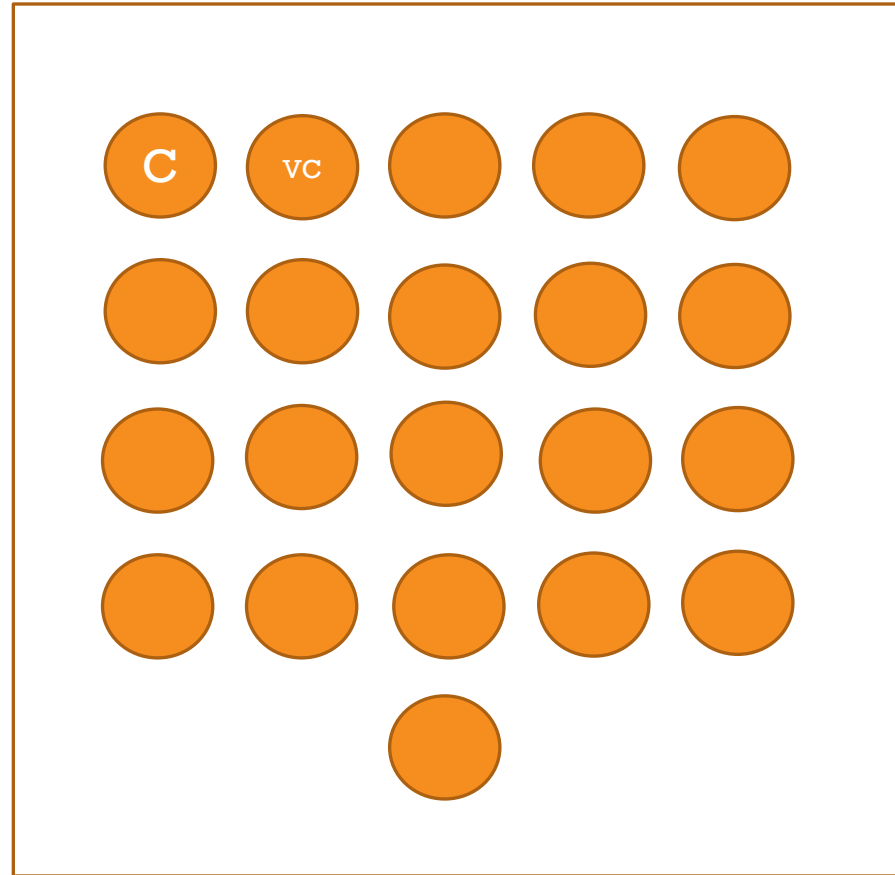
# Step #1: Change the Selection Process

*(October 7, 2021)*



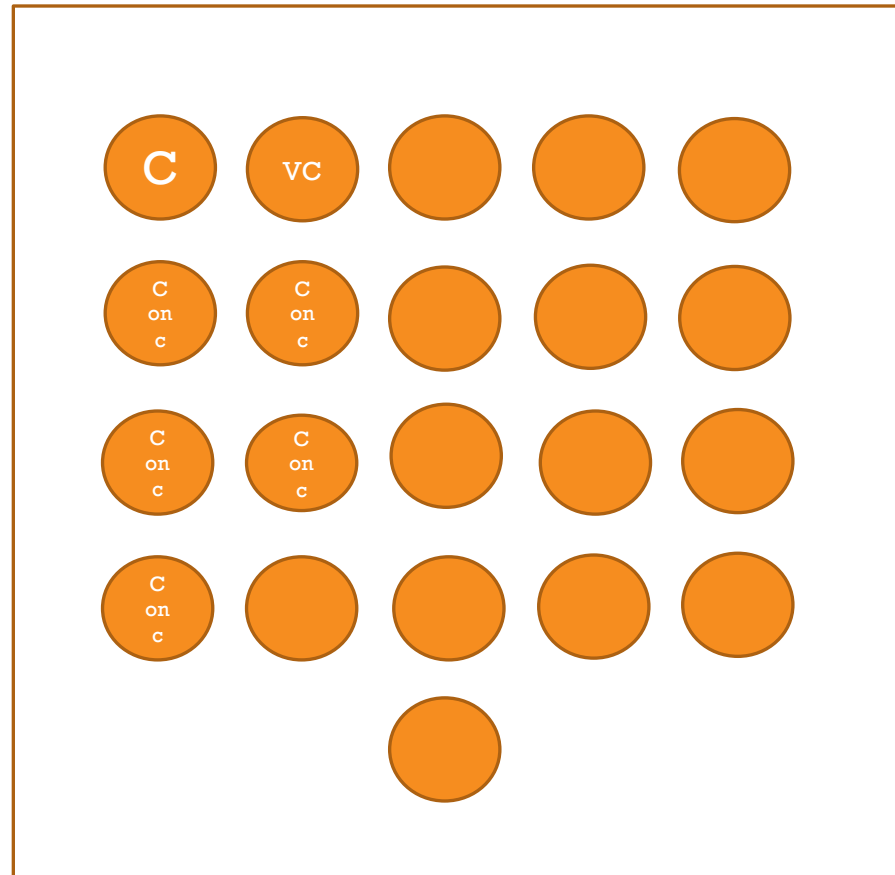
# Old Way

All 21 members elect the Chair & Vice Chair



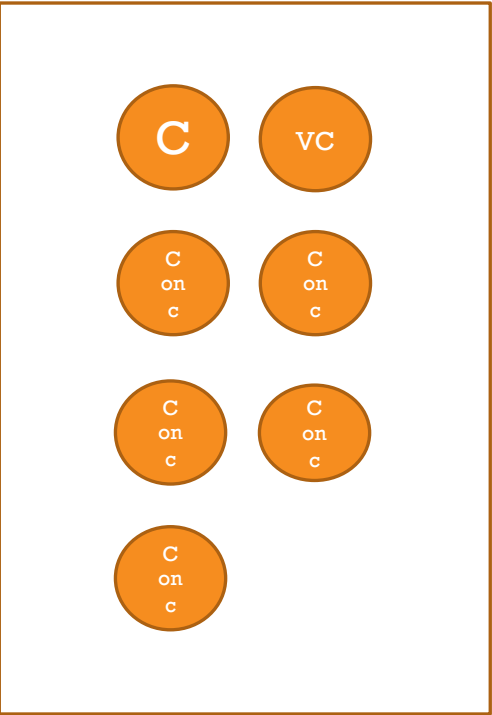
# Old Way

All 21 members elect 5 additional members to the Committee on Committees

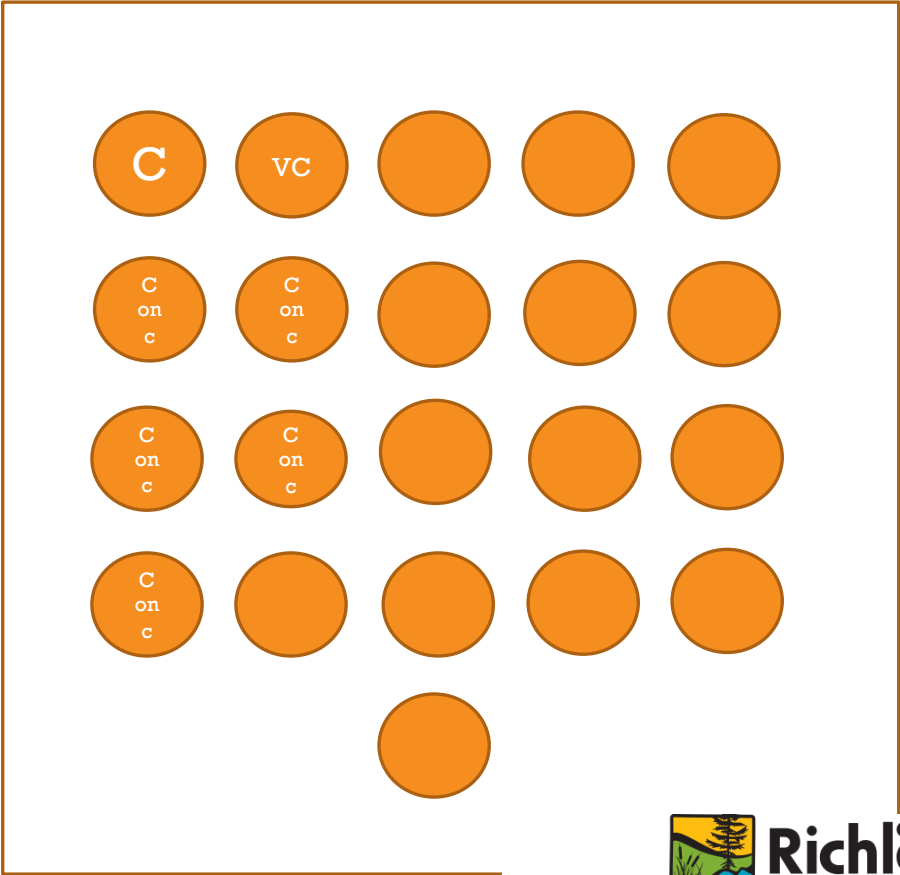


# Old Way

19	20	21	22	23	24
		• Organizational Meeting 7 PM			
26	27	28	29	30	May 1
				• Appointments 7 PM	
3	4	5	6	7	8

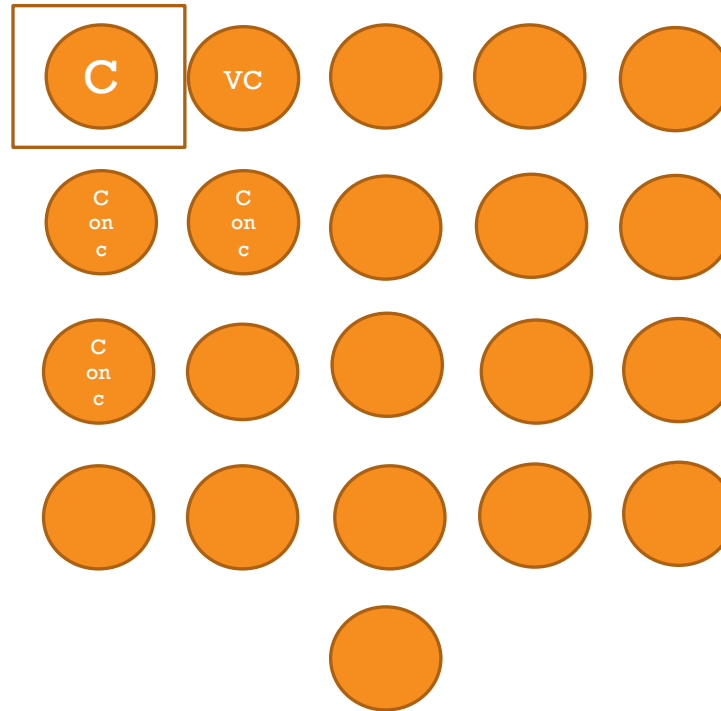


The Chair, after  
taking advice from  
the Committee on  
Committees, appoints  
committee  
membership

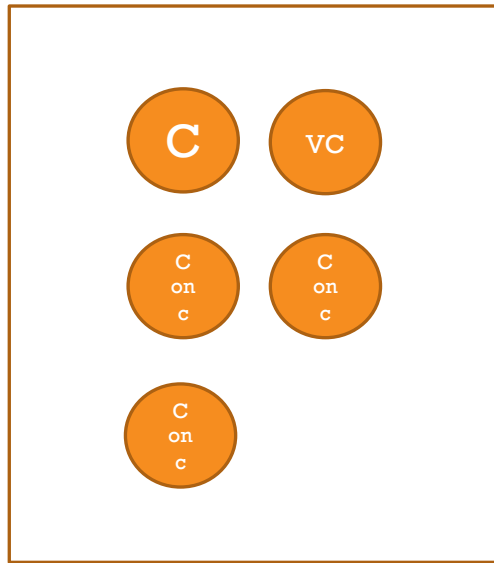


# Proposal A

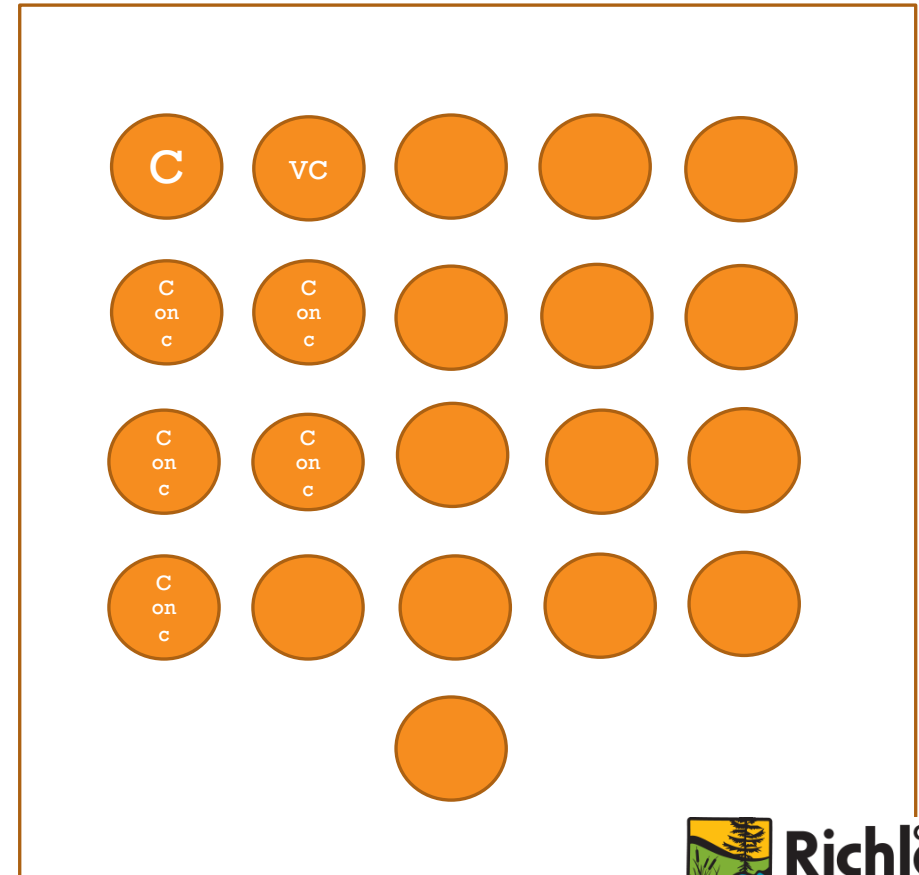
The **County Board Chair** appoints 3 members to the Committee on Committees



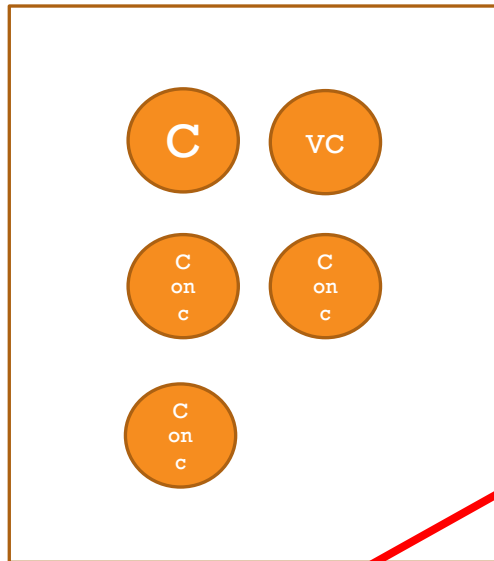
# Proposal A



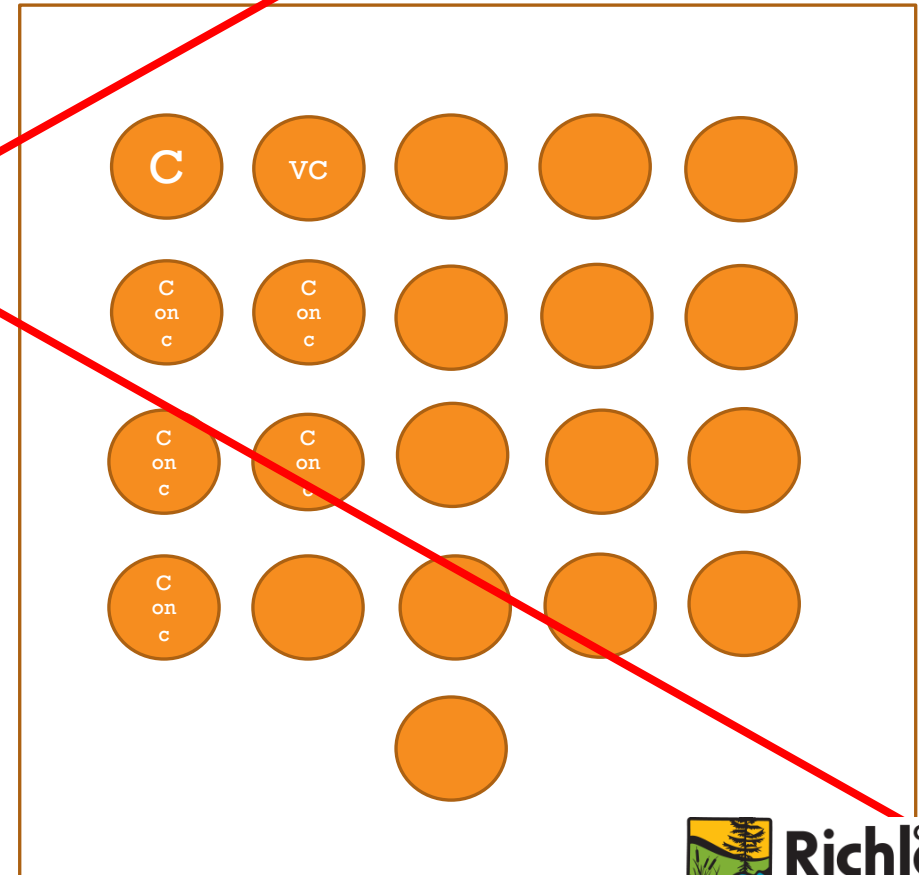
The Chair, after  
taking advice from  
the Committee on  
Committees, appoints  
committee  
membership **plus**  
**committee chairs**



# Proposal A



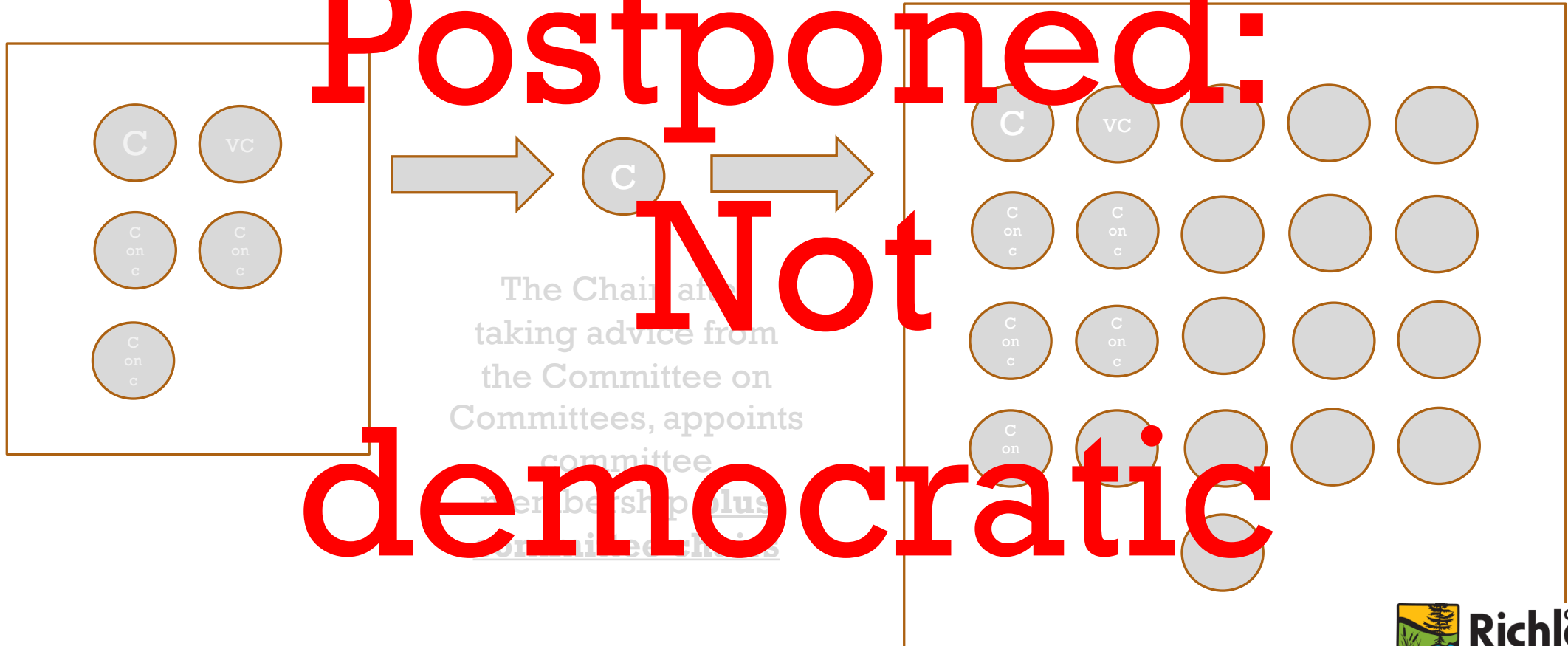
The Chair, after  
taking advice from  
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**committee chairs**





# Proposal A

Postponed:  
Not  
democratic



County	2010 census population	Who Appoints Committee Members	Appointments Made by What Deadline	Who Removes Committee Members	Who Determines Committee Chairs	Notes 1	Notes 2
Price County	13,416	Board Chair, with County Board confirmation	May Board meeting	Board Chair	Each committee		
Bayfield County	14,993	Board Chair, with County Board confirmation	May Board meeting	Board Chair has a discussion with member and asks if they can step down	Each committee	Survey goes out after election immediately (sometimes before election if seats are uncontested) with committee rankings of 1 (yes), 2 (maybe), 3 (no). Submitted to Board Chair and Administrator. Highway committee is one member from each highway district and one member chosen by the Executive Committee.	County Board Chair and Administor meet immediately after the organizational meeting to discuss unofficial appointments, which are by the next day. Shuffling sometimes happens before County Board confirmation at the May meeting.
Burnett County	15,289	Board Chair, with County Board confirmation	Organizational meeting	Ethics committee, after Corp. Counsel investigation	Each committee	Chair sends out interest surveys before organizational meeting	
Ashland County	15,617	Combination of Board Chair and Administrator (see notes)	Organizational meeting		Each committee	The following committees are appointed by the Board Chair with Board confirmation: ADRC, BART (regional transit), Forestry & Rec, NRTC (regional rail), NWRPC (regional planning), Ag & Extension, Criminal Justice, Library, Public Property & Law Enforcement, Aging, Finance, and a few other regional commissions.	The following are appointed by the Administrator with Board confirmation: Air Housing, HHS, Land Conservation, Board of Adjustment, Comprehensive Planning, Land Information, Zoning, and Emergency Planning
Sawyer County	16,399	Board Chair, with County Board confirmation	May Board meeting	Board Chair, with County Board confirmation	Each committee, by secret ballot		
Richland County	17,459						
Green Lake County	18,755	Combination of Board Chair and Administrator (see notes)	After organizational meeting		Each committee	County Board Chair and Administrator discuss all committee appointments and then County Board Chair announces all appointments at County Board meeting. County Board confirmation only occurs if required by state statute.	
Kewaunee County	20,387	Board Chair, with County Board confirmation	Organizational meeting	Unofficial, discussions only	Board Chair, with County Board confirmation	Administrator appoints all public members to committees, commissions, boards, councils, with approval of County Board	Per state statute, Highway Committee is appointed by County Board Chair and confirmed by County Board
Iowa County	23,618	Committee on Appointments (3 members - Chair, Vice Chair, 2nd Vice Chair)	May Board meeting	Not defined	Each committee	The purpose of the Committee on Appointments is to assist the County Board Chair in selecting supervisors for all County Committees. The County Board Chair retains veto authority for all appointments. Additionally, input is made to the County Administrator for the committee members to be appointed by that position as outlined in the Wisconsin Statutes. Vice chair has an advisory role. The County with Vice Chairs appoint committees when the ne	Appointments are split between the County Board Chair and the Administrator in that way that if a County Supervisor needs to be appointed, it is the County Board Chair's responsibility. When a citizen member needs to be appointed, it is the County Administrator's responsibility. The County Board Chair has formed "task forces" or special
						We have four committees that are elected by the	



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# Proposal B

- County Board Chair selects committee members, with County Board confirmation
- Appointments are made at the organizational meeting in April (*not May*)
- County Board Chair is given the authority to remove committee members, with County Board confirmation (*if needed, after resignation is declined*)
- Committee chairs are chosen by committee membership, not the County Board Chair

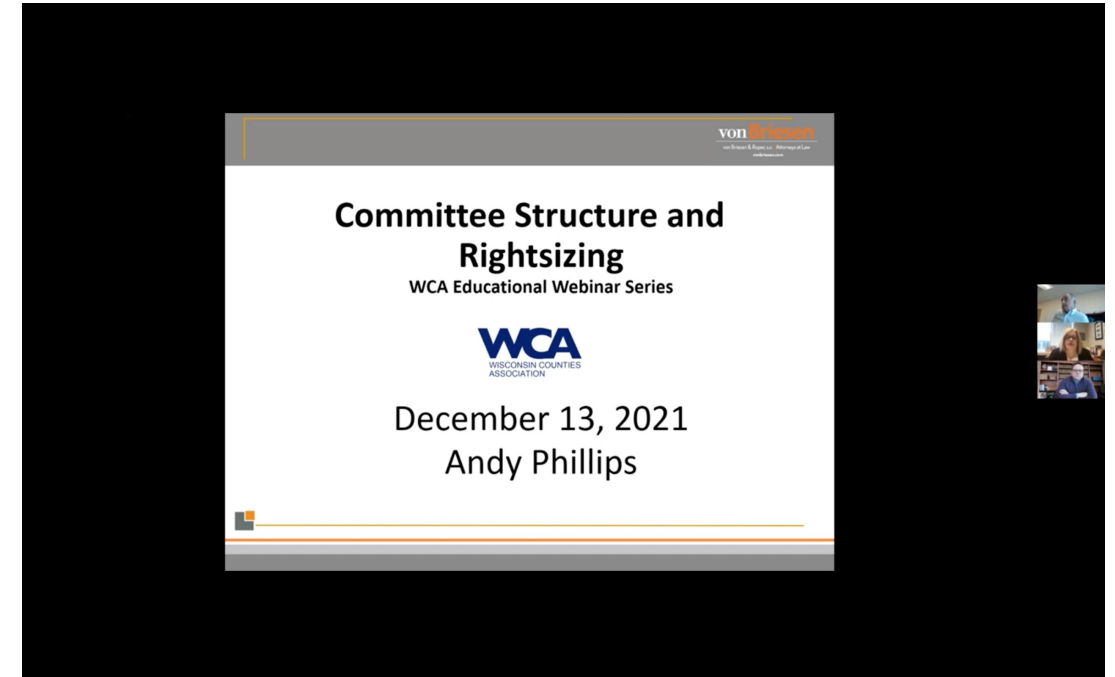
# Proposal B

- County Board Chair selects committee members, with County Board confirmation
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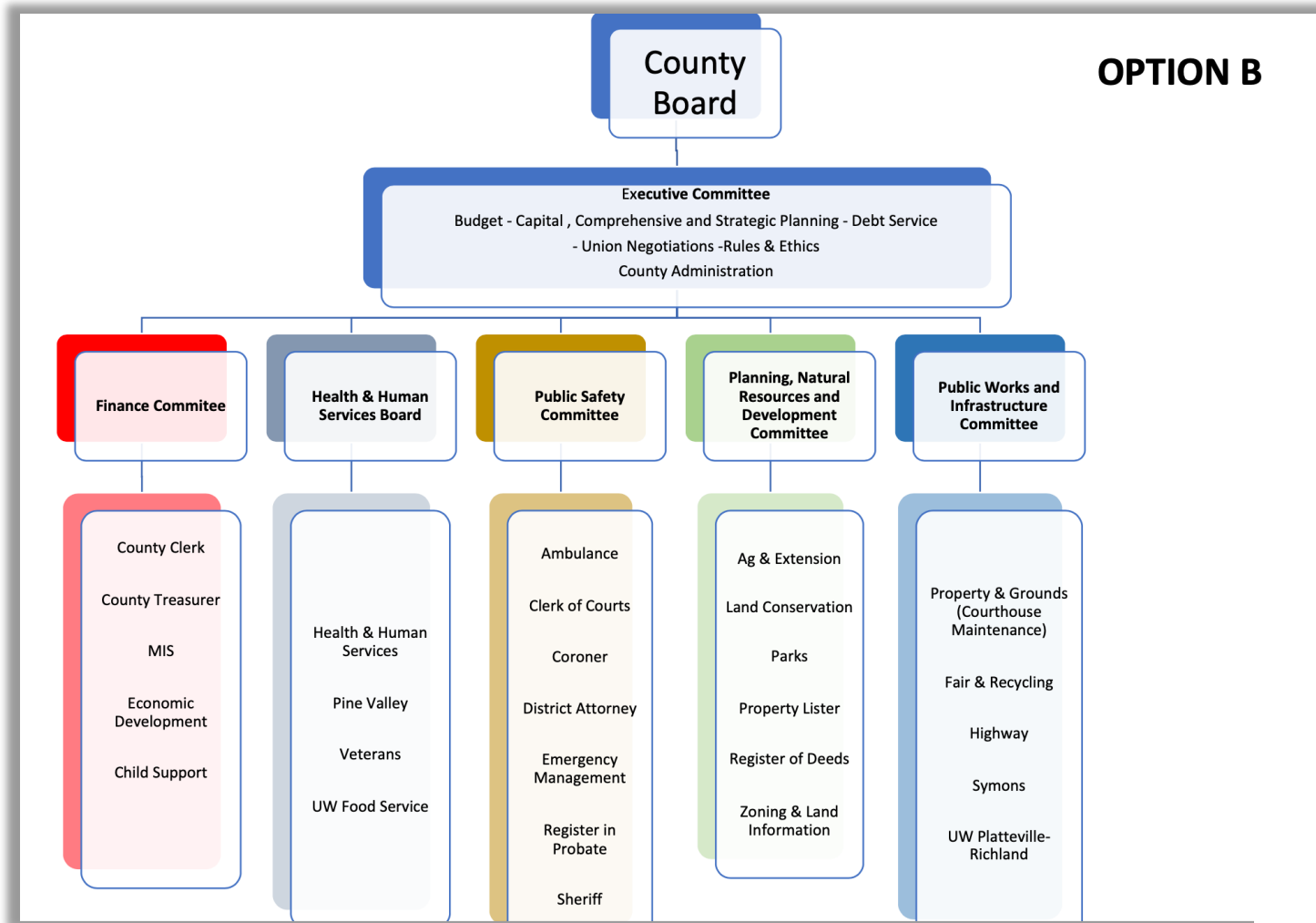
# Step #2: Structure & Roles

*(January 6, 2022)*

- WCA webinar jump started the 2<sup>nd</sup> half of the process
- January 2021: After watching the webinar, committee approved *“drafting options for restructuring committees to improve efficiency and accountability”*

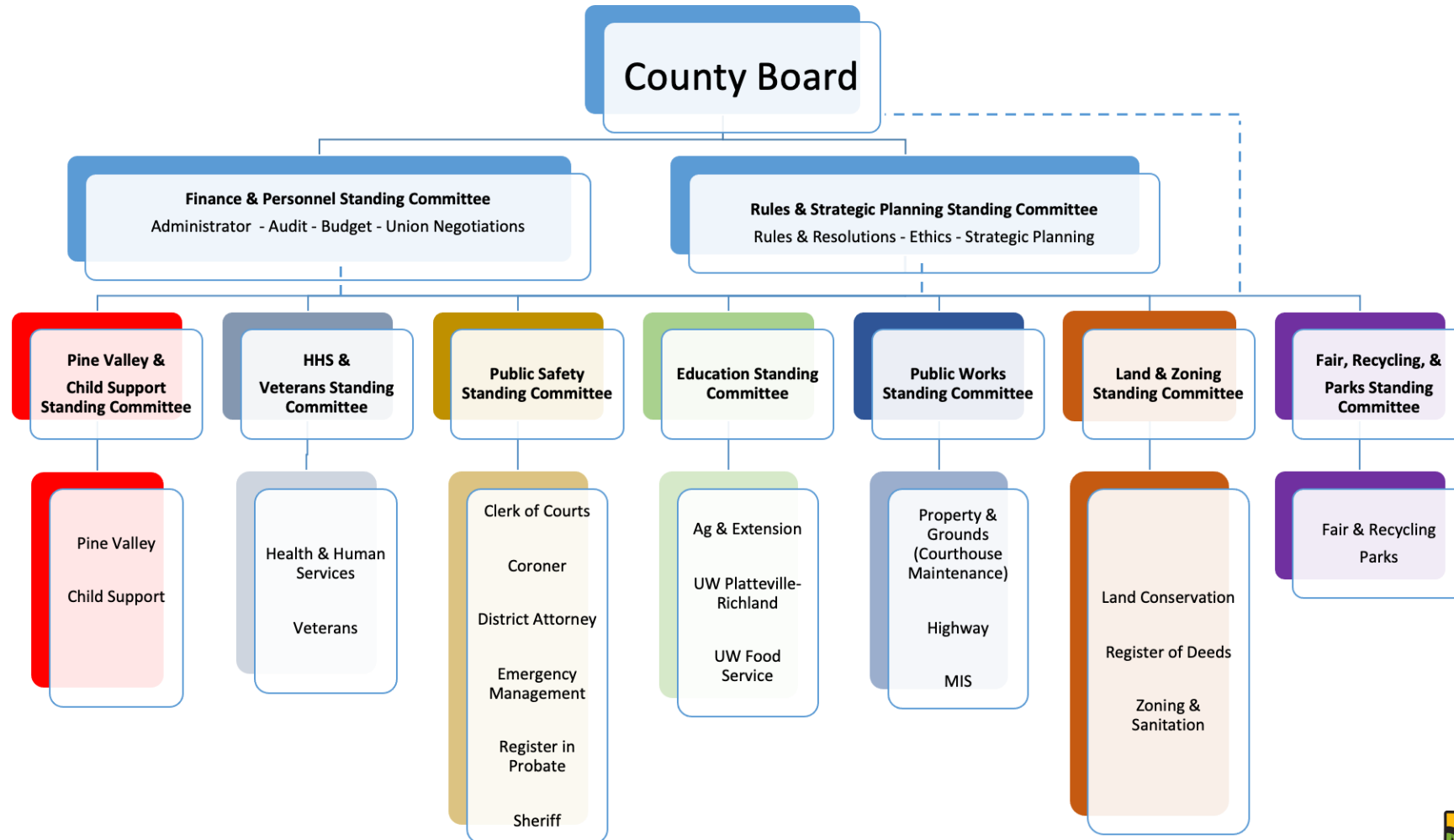


# 3 Options Developed



# Final Option Adopted

*(no department meets on their own)*



# Results

- Reduced the total number of committees from 54 to 39
- Reduced the number of standing committees from 18 to 9
- Spread standing committee membership evenly amongst all County Board supervisors
  - New model: 3 each
  - Old model: 1 to 9 each (*see chart*)
- With joint agency committees (*Ambulance, Economic Development, Symons*) and other committees:
  - Additional membership is allowed and does not have to be equal amongst County Board supervisors
  - Each has to report to a standing committee before coming to the County Board for action
- Gave each standing committee a representative on 2 Executive-like committees:
  1. Finance & Personnel
  2. Rules & Strategic Planning

[illegible]



# Major Tasks

- Amend the County Board rules
- Amend the committee structure responsibilities (see image)
  - The language “*provide oversight and advice (i.e. policy-making determining the broad outlines and principles governing administration)* . . . ” is now frequent in our revised responsibilities.
- Invite input from department heads, who will have more knowledge of some committee responsibilities

~~X.O.~~ Authorize all expenditures from the Video-Conferencing Fund; This committee shall act as the Audit Committee providing oversight and advice (i.e., policy-making determining the broad outlines and principles governing administration) reports on all expense vouchers for the County Board of Supervisors and the various departments of the County, except for the Social Services Department, Pine Valley Healthcare and Highway Department for which the Audit Committee shall review the department summary sheets.

## HEALTH AND HUMAN SERVICES ~~AND VETERANS~~ STANDING COMMITTEE BOARD

- ~~A.~~ 97 members, 4 of whom shall be County Board Supervisors and ~~53~~ of whom to be non-Supervisors.
- ~~B.~~ Citizen members recommended by the Administrator for appointment and confirmed by the County Board, and County Board Supervisor members recommended by the County Board Chair for appointment and confirmed by the County Board.
- ~~C.~~ Monitors the actual vs. proposed annual budget in funds managed by the Health & Human Services and Veterans Departments on a minimum quarterly basis.
- ~~D.~~ Acts as the Health & Human Services Board as follows:
- ~~a.~~ At least 1 member shall be an individual who receives or has received human services or shall be a family member of such an individual. ~~Of the 7 members, Of 3 non-Supervisor members, 1 shall be a physician, 1 shall be a registered nurse and; 1 shall be a consumer/family member receives or has received human services or shall be a family member of such an individual.~~
- ~~a.~~
- ~~b.~~ To ~~operate~~ provide oversight and advice (i.e., policy-making determining the broad outlines and principles governing administration) regarding a program for the providing of services to the mentally ill, developmentally disabled and alcohol and other drug dependent citizens of Richland County, in accordance with section 51.42 and 51.437, Wisconsin Statutes.
- ~~b.~~
- ~~c.~~ Perform the duties set forth in Chapter 251, Wisconsin Statutes, and such other duties as may be imposed upon it by the County Board.
- ~~c.~~
- ~~d.~~ Exercise those powers and perform those duties set forth in section 46.22(2), Wisconsin Statutes, and such other duties as may be set forth in County Ordinances or Resolutions.
- ~~d.~~
- ~~e.~~ The Board may enter into contracts on behalf of Richland County which involve the expenditure of not more than \$30,000 either at one time or within the course of one year, without prior County Board approval.
- ~~e.~~
- ~~f.~~ Administer ~~Provide oversight and advice (i.e., policy-making determining the broad outlines and principles governing administration) regarding~~ the use and maintenance and security of the Richland County Community Services Building and parking lot.
- ~~f.~~
- ~~g.~~ ~~Supervise and act~~ Provide oversight and advice (i.e., policy-making determining the broad outlines and principles governing administration) as the County liaison between State and National Agencies relating to Senior Citizens funding and program activities including the Older Americans Act activities.

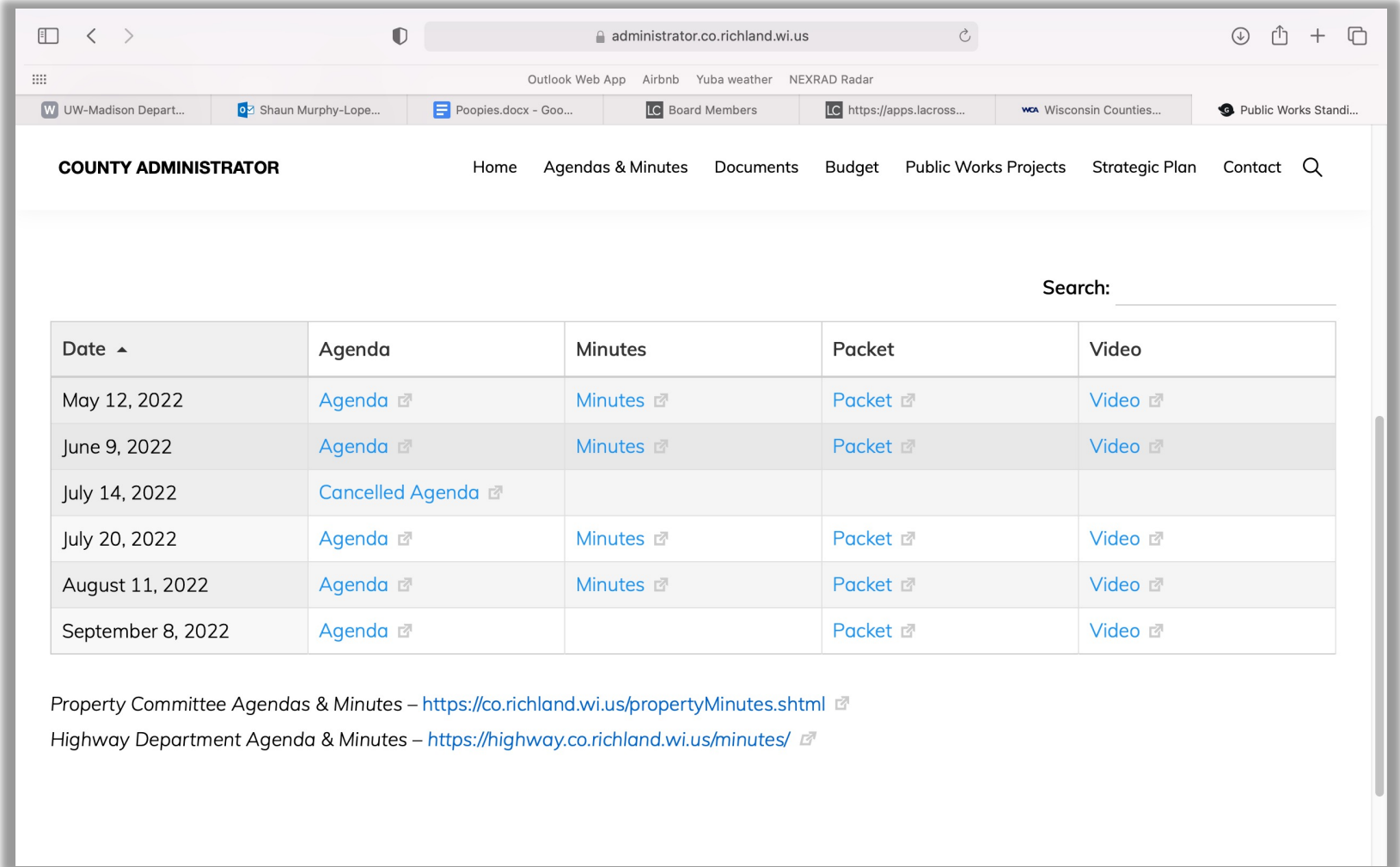
# Major Tasks

- Listen to colleagues on the County Board, taking their guidance and ideas, and giving them choices, but persevere with the goal of improving efficiency and accountability
  - Loss of department head oversight was a concern
  - Complexity of the reorganization was a challenge
- Over a 6-month period, it took us:
  - 8 Committee meetings of the Rules Committee
  - 2 County Board meetings focused solely on committee reorganizing (passed on a 15-4 vote at 2<sup>nd</sup> meeting)
- Prepare for the first organizational meeting with Clerk and Administrative staff

	Finance & Personnel Committee	Rules & Strategic Planning Committee	HHS & Veterans Committee	Pine Valley & Child Support Committee	Public Safety Committee	Education Committee	Land & Zoning Committee	Fair, Recycling, & Parks Committee	Public Works Committee
1	County Board Chair	County Board Vice Chair							
2	County Board Vice Chair	County Board Chair							
3									
4									
5								Citizen H (Fair)	
6								Citizen I (Fair)	
7			Citizen A (HHS)	Citizen F (Pine Valley)			Citizen G (FSA)	Citizen J (Parks)	
8			Citizen B (HHS)					Citizen K (Parks)	
9			Citizen C (HHS)					Citizen L (Parks)	
10			Citizen D (Veterans)					Citizen M (Fair)	
11			Citizen E (Veterans)						
				Chair of Standing Committee					

# Changes I've Noticed

- **Transparency is spreading**
  - Meeting materials prepared ahead of time
  - More meetings being recorded (see image)
- **Department heads working together more**
  - Overheard at a recent meeting: *"I got some good ideas by having a colleague look at my budget"*
- **Administrator attending more meetings**
- **Communication between executive committees and standing committees is improving**
- **Length of meetings has increased**



The screenshot shows a web browser window with the URL `administrator.co.richland.wi.us`. The page is titled "COUNTY ADMINISTRATOR" and features a navigation menu with links: Home, Agendas & Minutes, Documents, Budget, Public Works Projects, Strategic Plan, and Contact. A search bar is located on the right. Below the navigation menu is a table with the following columns: Date, Agenda, Minutes, Packet, and Video. The table lists meetings from May 12, 2022, to September 8, 2022. Each row includes links for the Agenda, Minutes, Packet, and Video. The July 14, 2022, meeting is marked as "Cancelled Agenda".

Date	Agenda	Minutes	Packet	Video
May 12, 2022	<a href="#">Agenda</a>	<a href="#">Minutes</a>	<a href="#">Packet</a>	<a href="#">Video</a>
June 9, 2022	<a href="#">Agenda</a>	<a href="#">Minutes</a>	<a href="#">Packet</a>	<a href="#">Video</a>
July 14, 2022	<a href="#">Cancelled Agenda</a>			
July 20, 2022	<a href="#">Agenda</a>	<a href="#">Minutes</a>	<a href="#">Packet</a>	<a href="#">Video</a>
August 11, 2022	<a href="#">Agenda</a>	<a href="#">Minutes</a>	<a href="#">Packet</a>	<a href="#">Video</a>
September 8, 2022	<a href="#">Agenda</a>		<a href="#">Packet</a>	<a href="#">Video</a>

Property Committee Agendas & Minutes – <https://co.richland.wi.us/propertyMinutes.shtml>

Highway Department Agenda & Minutes – <https://highway.co.richland.wi.us/minutes/>



Questions? Comments?



Thank you for your service to  
Wisconsin county government!