County Board Committee Organizational Options

WCA Annual Conference 2022
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
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
- Unknows 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
<table>
<thead>
<tr>
<th>Committees of County Board Members</th>
<th>County Board of Supervisors</th>
<th>Pre Organization 28 Standing Committees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative</td>
<td>Board of Health</td>
<td>Buildings</td>
</tr>
<tr>
<td>Community Programs</td>
<td>Emergency Management</td>
<td>Emergency Planning</td>
</tr>
<tr>
<td>Highway</td>
<td>Home Health</td>
<td>Information Technology</td>
</tr>
<tr>
<td>Land Conservation</td>
<td>Land Information</td>
<td>Law Enforcement</td>
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<tr>
<td>Long-Term Support</td>
<td>Nursing Home Board</td>
<td>Park Commission</td>
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<tr>
<td>Planning</td>
<td>Reapportionment</td>
<td>Security and Facilities</td>
</tr>
<tr>
<td>Solid Waste</td>
<td>Taxation and Claims</td>
<td>Transit</td>
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<tr>
<td></td>
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<td>University Extension</td>
</tr>
</tbody>
</table>
Executive Committee

- Public Works
- Finance
- Human Services
- Natural Resources

- 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
<table>
<thead>
<tr>
<th>MON</th>
<th>TUE</th>
<th>WED</th>
<th>THU</th>
<th>FRI</th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>COUNTY BOARD</td>
<td>COMMITTEE</td>
<td>COUNTY BOARD</td>
</tr>
</tbody>
</table>

**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

2. LISTEN to other Counties – It can be done

3. ASSESS what your colleagues expect
THE PROCESS
Where do we begin?

4. PARTNER with a neutral party

5. ALLOCATE ample time for the process

6. Give it a TRY!
10 Plus Years Later
How are things in Ozaukee?

3 Meetings per Month

BIG DECISIONS Vetted in Advance

PLANNING & PMs

NO $10 DISCUSSIONS

HONOR COMMITTEE WORK

HIGH FUNCTIONING BOARD
Richland County Example
What led to committee reorganization in Richland County?

Administrative Structure Change 2019 - 2020
- Administration Study Committee (2019)
- Hired Administrator (February 2020)

Transition from Clerk to Administrator 2020 - 2021
- Administrative Staff
- Department Head Oversight
- Manuals
- Budget Preparation

Committee Reorganization 2021 - 2022
- Selection Process
- Structure
- Roles
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

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
The Chair, after taking advice from the Committee on Committees, appoints committee membership plus committee chairs
The Chair, after taking advice from the Committee on Committees, appoints committee membership plus committee chairs.
The Chair, after taking advice from the Committee on Committees, appoints committee membership plus committee chairs. Proposal A: Postponed: Not democratic.
<table>
<thead>
<tr>
<th>County</th>
<th>2010 census population</th>
<th>Who Appoints Committee Members</th>
<th>Appointments Made by What Deadline</th>
<th>Who Removes Committee Members</th>
<th>Who Determines Committee Chairs</th>
<th>Notes 1</th>
<th>Notes 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Price County</td>
<td>13,416</td>
<td>Board Chair, with County Board confirmation</td>
<td>May Board meeting</td>
<td>Board Chair</td>
<td>Each committee</td>
<td>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.</td>
<td>County Board Chair and Administrator meet immediately after the organizational meeting to discuss unofficial appointments, which are approved by the next day. Shuffling sometimes happens before County Board confirmation at the May meeting.</td>
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<tr>
<td>Bayfield County</td>
<td>14,993</td>
<td>Board Chair, with County Board confirmation</td>
<td>May Board meeting</td>
<td>Board Chair has a discussion with member and asks if they can step down</td>
<td>Each committee</td>
<td></td>
<td></td>
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<tr>
<td>Burnett County</td>
<td>15,289</td>
<td>Board Chair, with County Board confirmation</td>
<td>Organizational meeting</td>
<td>Ethics committee, after Corp. Counsel investigation</td>
<td>Each committee</td>
<td>Chair sends out interest surveys before organizational meeting</td>
<td></td>
</tr>
<tr>
<td>Ashland County</td>
<td>15,617</td>
<td>Combination of Board Chair and Administrator (see notes)</td>
<td>Organizational meeting</td>
<td>Each committee</td>
<td></td>
<td>The following committees are appointed by the Board Chair with Board confirmation: ADRC, BART (regional transit), Forestry &amp; Rec, NRRTC (regional rail), NWRPC (regional planning), Ag &amp; Extension, Criminal Justice, Library, Public Property &amp; Law Enforcement, Aging, Finance, and a few other regional commissions.</td>
<td>The following are appointed by the Administrator with Board confirmation: Aging, Housing, HHS, Land Conservation, Board of Adjustment, Comprehensive Planning, Land Information, Zoning, and Emergency Planning.</td>
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<tr>
<td>Sawyer County</td>
<td>16,399</td>
<td>Board Chair, with County Board confirmation</td>
<td>May Board meeting</td>
<td>Board Chair, with County Board confirmation</td>
<td>Each committee, by secret ballot</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Richland County</td>
<td>17,459</td>
<td>Combination of Board Chair and Administrator (see notes)</td>
<td>After organizational meeting</td>
<td>Each committee</td>
<td></td>
<td></td>
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<tr>
<td>Green Lake County</td>
<td>18,755</td>
<td>Combination of Board Chair and Administrator (see notes)</td>
<td>Unofficial, discussions only</td>
<td>Board Chair, with County Board confirmation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kewaunee County</td>
<td>20,387</td>
<td>Board Chair, with County Board confirmation</td>
<td>Organizational meeting</td>
<td>Unofficial, discussions only</td>
<td>Board Chair, with County Board confirmation</td>
<td>Administrator appoints all public members to committees, commissions, boards, councils, with approval of County Board</td>
<td>Per state statute, Highway Committee is appointed by County Board Chair and confirmed by County Board</td>
</tr>
<tr>
<td>Iowa County</td>
<td>23,618</td>
<td>Committee on Appointments (3 members - Chair, Vice Chair, 2nd Vice Chair)</td>
<td>May Board meeting</td>
<td>Not defined</td>
<td>Each committee</td>
<td>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 the board as outlined in the Wisconsin Statutes. Vicary's role: The County Board Chair has full authority to appoint committees when the need arises.</td>
<td>Appointments are split between the County Board Chair and the Administrator in that a County Supervisor needs to be appointed by the County Board Chair and confirmed by the County Administrator responsibilities. The County Board Chair has full authority to appoint committees when the need arises.</td>
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We have four committees that are elected by the County Board Chair and confirmed by the County Board.
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
- Appointments are made at the organizational meeting in April (not May)
- County Board Chair is given the authority to remove committee members (if needed, after resignation is declined)
- Committee chairs are chosen by committee membership, not the County Board Chair
Step #2: Structure & Roles  
(January 6, 2022)

• WCA webinar jump started the 2nd 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

<table>
<thead>
<tr>
<th>Supervisor</th>
<th># of Standing Committees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carrow</td>
<td>3</td>
</tr>
<tr>
<td>Murphy-Lopez</td>
<td>5</td>
</tr>
<tr>
<td>Van Landuyt</td>
<td>4</td>
</tr>
<tr>
<td>Seep</td>
<td>5</td>
</tr>
<tr>
<td>McKee</td>
<td>2</td>
</tr>
<tr>
<td>Brewer</td>
<td>4</td>
</tr>
<tr>
<td>Luck</td>
<td>6</td>
</tr>
<tr>
<td>Manning</td>
<td>2</td>
</tr>
<tr>
<td>Gottschall</td>
<td>3</td>
</tr>
<tr>
<td>Glabrenner</td>
<td>3</td>
</tr>
<tr>
<td>Ropersdorf</td>
<td>3</td>
</tr>
<tr>
<td>Genes</td>
<td>4</td>
</tr>
<tr>
<td>Turk</td>
<td>5</td>
</tr>
<tr>
<td>Cosgrove</td>
<td>7</td>
</tr>
<tr>
<td>Frank</td>
<td>5</td>
</tr>
<tr>
<td>Severson</td>
<td>9</td>
</tr>
<tr>
<td>Williamson</td>
<td>5</td>
</tr>
<tr>
<td>Couey</td>
<td>4</td>
</tr>
<tr>
<td>Nelson</td>
<td>5</td>
</tr>
<tr>
<td>Kaul</td>
<td>2</td>
</tr>
<tr>
<td>McGuire</td>
<td>1</td>
</tr>
</tbody>
</table>

Average: 4.1

9 committees: 1 Supervisor
7 committees: 1 Supervisor
6 committees: 1 Supervisor
5 committees: 6 Supervisors
4 committees: 4 Supervisors
3 committees: 4 Supervisors
2 committees: 3 Supervisors
1 committee: 1 Supervisor
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.
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 2nd meeting)

- Prepare for the first organizational meeting with Clerk and Administrative staff
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
Questions? Comments?
Thank you for your service to Wisconsin county government!