

**Report from Ad-Hoc Committee to Study Administration  
January - June 2019**

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In the fall of 2018 the Richland County Rules and Resolutions Committee began discussions of the need to evaluate how Richland County is administered. That committee drafted a resolution that was brought to the Finance and Personnel Committee and then to the full County Board at the December 18, 2018 meeting. The resolution forming an Ad-Hoc committee to study the administration of Richland County was passed that evening. Board members were asked to submit their name to the Committee on Committees if they wanted to be considered for placement on the Ad-Hoc committee. The Committee on Committees met before the full County Board meeting on January 15, 2019 to assign members to the Ad-Hoc committee and those names were forwarded to the full board for approval at the meeting that night.

### **Members of the Ad-Hoc Committee to Study Administration of the County**

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**RESOLUTION NO. 18 – \_\_\_\_\_**

A Resolution Creating A Temporary Committee To Study Administration Of The County.

WHEREAS the administrative needs of the County are constantly changing and it has been proposed that a temporary committee be established to study the options for administration of the County and to make a recommendation to the County Board, and

WHEREAS THE Rules and Resolutions Committee has considered this proposal and the Committee has proposed to the Finance and Personnel Committee that an Administrative Study Account be created and that \$5,000 be appropriated from the Contingency Fund to that account, and

WHEREAS the Finance and Personnel Committee has carefully considered this proposal and is now joining the Rules and Resolutions Committee in presenting this Resolution to the County Board for its consideration.

NOW THEREFORE BE IT RESOLVED BY THE Richland County Board of Supervisors that the Temporary Committee to Study Administration of the County Government is hereby created, with the composition and duties of the Committee being as follows:

1. 13 members, 7 being Supervisors, 4 being department heads and 2 being citizens.  
All to be nominated by the Committee on Committees and approved by the County Board;
2. The Committee shall study options for the administration of Richland County government and make a recommendation to the County Board as to the best option, with an explanation of its reasoning, and

BE IT FURTHER RESOLVED that an Administration Study Account is hereby created and \$5,000 is appropriated from the Contingency Fund to that Account, and

BE IT FURTHER RESOLVED that members of the Committee, except department heads, shall be paid the standard mileage and per diems for committee meetings, and

BE IT FURTHER RESOLVED THAT THIS Resolution shall be effective immediately upon its passage and publication and it shall expire on July 1, 2019.

VOTE ON FOREGOING RESOLUTION

AYES \_\_\_\_\_ NOES \_\_\_\_\_

RESOLUTION \_\_\_\_\_

\_\_\_\_\_  
COUNTY CLERK

DATED \_\_\_\_\_

RESOLUTION OFFERED BY THE FINANCE AND PERSONNEL COMMITTEE

FOR AGAINST

_____	___	_____
_____	___	_____
_____	___	_____
_____	___	_____
_____	___	_____
_____	___	_____

RESOLUTION OFFERED BY THE RULES AND RESOLUTIONS COMMITTEE AND ETHICS BOARD

FOR AGAINST

_____	___	_____
_____	___	_____
_____	___	_____
_____	___	_____
_____	___	_____

## Timeline

February 8, 2019 Initial meeting. Elected Chair and Vice-Chair. Presentation from Jon Hochkammer, Wisconsin Counties Association, on the different forms of administration in county government.

**Agenda:** <https://co.richland.wi.us/pdfs/2019/administrationStudyCommittee/agendas/20190208agenda.pdf>

**Minutes:** <https://co.richland.wi.us/pdfs/2019/administrationStudyCommittee/minutes/20190208minutes.pdf>

February 15, 2019 Defined committee expectations and ideas for communicating committee progress with the public. Patrick Glynn from Carlson Dettman Consulting shared his experience as a county administrator and also provided insight into challenges faced by counties and how that relates to administrative structure.

**Agenda:** <https://co.richland.wi.us/pdfs/2019/administrationStudyCommittee/agendas/20190215agenda.pdf>

**Minutes:** <https://co.richland.wi.us/pdfs/2019/administrationStudyCommittee/minutes/20190215minutes.pdf>

March 12, 2019 Todd Romenesko, County Administrator from Calumet County, presented his view on the rolls and responsibilities of a County Administrator. The position of County Executive was removed from consideration of possible forms of administration for Richland County. Motion and 2<sup>nd</sup> to remove Executive from further consideration, passed unanimously. Committee also discussed a county organizational chart and dates for presentation of committee findings on WRCO radio.

**Agenda:** <https://co.richland.wi.us/pdfs/2019/administrationStudyCommittee/agendas/20190312agenda.pdf>

**Minutes:** <https://co.richland.wi.us/pdfs/2019/administrationStudyCommittee/minutes/20190312minutes.pdf>

**Audio:** <https://drive.google.com/file/d/1t8zcByBSquNj7-qx1WIIAGMQcLWRJZaN/view>

March 27, 2019 Members of the committee that are Department Heads were asked for insight on how the current form of county administration works in their department. The committee developed survey questions for supervisors and department heads. Chair presented data on how the other 71 counties are administered.

**Agenda:** <https://co.richland.wi.us/pdfs/2019/administrationStudyCommittee/agendas/20190327agenda.pdf>

**Minutes:** <https://co.richland.wi.us/pdfs/2019/administrationStudyCommittee/minutes/20190327minutes.pdf>

**Audio:** <https://drive.google.com/file/d/1xaPMWY0BYV1xkrvTqv7rz3Z9iT-qaYyj/view>

April 9, 2019 Committee reviewed final versions of surveys for supervisors and department heads. Reviewed job descriptions from the full-time and part-time administrative coordinators to create list of questions for next meeting. Began identifying the strengths and weaknesses in how Richland County is administered. Supervisor survey will be given at the full board meeting on 4/16/19.

**Agenda:** <https://co.richland.wi.us/pdfs/2019/administrationStudyCommittee/agendas/20190409agenda.pdf>

**Audio:** [https://drive.google.com/file/d/1YMI-8bP1EX20iOfS9D3HhEWdLN\\_0dZ-g/view](https://drive.google.com/file/d/1YMI-8bP1EX20iOfS9D3HhEWdLN_0dZ-g/view)

April 24, 2019 Pepin County part-time administrative coordinator and Shawano County full-time administrative coordinator were present at meeting to explain their positions and answer questions from committee. Chair presented results of supervisor survey. Reviewed what information to present on WRCO radio. Department Head survey will be given out at the Department Head meeting on 4/30/19.

**Agenda:** <https://co.richland.wi.us/pdfs/2019/administrationStudyCommittee/agendas/20190424agenda.pdf>

**Minutes:** <https://co.richland.wi.us/pdfs/2019/administrationStudyCommittee/minutes/20190424minutes.pdf>

**Audio:** [https://drive.google.com/file/d/1-6INq6RyoHJTPvAShj6rnb5LT\\_Y42n\\_6/view](https://drive.google.com/file/d/1-6INq6RyoHJTPvAShj6rnb5LT_Y42n_6/view)

May 14, 2019 Chair presented results of Department Head survey. Preference poll to determine which form committee members are currently favoring. 2- same, 4- part time Administrative Coordinator (with finance/HR support), 4- full time Administrative Coordinator and 1- County Administrator. Conducted a SWOT (strength, weakness, opportunity, threat) analysis.

**Agenda:** <https://co.richland.wi.us/pdfs/2019/administrationStudyCommittee/agendas/20190514agenda.pdf>

**Audio:** [https://drive.google.com/file/d/1x8\\_GLGvE4IfLiifzBHj6HwxHLLKLH3Ap/view](https://drive.google.com/file/d/1x8_GLGvE4IfLiifzBHj6HwxHLLKLH3Ap/view)

May 29, 2019 Chair presented input received from employees and citizens. Defined primary functions/duties needed to administer county. Determined pros and cons, as it relates to those primary functions, for PT Administrative Coordinator, FT Administrative Coordinator and County Administrator. Voted on final recommendation.

**Agenda:** <https://co.richland.wi.us/pdfs/2019/administrationStudyCommittee/agendas/20190529agenda.pdf>

**Minutes:** <https://co.richland.wi.us/pdfs/2019/administrationStudyCommittee/minutes/20190529minutes.pdf>

**Audio:** <https://drive.google.com/file/d/1-HR3RHMQtYdkQM6RKDFcpilXXfvVlsKU/view>

June 3, 2019 Reviewed draft report and edited it for its final form.

**Audio:** <https://drive.google.com/file/d/1-JKFB2BIW36d2-U11Y-GwvhGK6Cc6dy2/view>

## **BACKGROUND**

Wisconsin State Statutes require that each county have one of 3 forms of administration: Executive, County Administrator or Administrative Coordinator. The Executive and County Administrator forms are written with specific responsibilities and authorities given by statute, while the Administrative Coordinator has very little defined by statute (SEE APPENDIX A). A summary of the three options are illustrated in Table 1.

**Wis. State Statute 59.19 Administrative coordinator.** In any county which has not created the office of county executive or county administrator, the board shall designate, no later than January 1, 1987, an elected or appointed official to serve as administrative coordinator of the county. The administrative coordinator shall be responsible for coordinating all administrative and management functions of the county government not otherwise vested by law in boards or commissions, or in other elected officers.

**History:** 1985 a. 29; 1995 a. 201 s. 103; Stats. s. 59.19.

A sitting member of a county board must resign the office of supervisor before being appointed to the permanent position of county administrative coordinator under this section. [OAG 1-11](#).

In 1986, to fill statutory requirements, Richland County adopted an ordinance designating Administrative Coordinator duties to the County Clerk. Below is the original ordinance defining the duties of Administrative Coordinator in Richland County. This is the only document that exists with job description and duties assigned to the position of Administrative Coordinator. The rules of the board and the committee structure limit the authority of the Administrative Coordinator. The County Clerk is an elected position and those duties are completely separate from those of the Administrative Coordinator.

ORDINANCE NO. 36 - 6

The County Board of Supervisors of the County of Richland does hereby ordain as follows:

SECTION 1: Pursuant to section 59.034 of the Wisconsin Statutes, Bernal W. Coy, County Clerk of Richland County, is hereby designated the Administrative Coordinator of the County.

SECTION 2: The Administrative Coordinator shall be responsible for coordinating all administrative and management functions of the County Government not otherwise vested, by law, in boards or commissions, or in other elected officers.

SECTION 3: The Administrative Coordinator shall, also, exercise the following duties:

- (a) Administer the various insurance programs of the County. Work with the Insurance Committee to see that insurance coverage is solicited and adequate to protect the County from financial loss.
- (b) Assist the Finance Committee in the preparation of the annual budget. Monitor implementation of the adopted budget to assure that all expenditures of county funds are made in compliance with the allocations of the budget.
- (c) Serve as Courthouse building Manager.
- (d) Provide general leadership to County departments and assure that County Board policies are implemented.
- (e) Act as liaison to the public to resolve problems and answer citizens questions about county services.

SECTION 4: The administrative Coordinator shall at all times be fully accountable to the County Board in the management of his responsibilities under this Ordinance.

SECTION 5: In the event of a vacancy in the office of Administrative Coordinator, the County Board shall designate a temporary Coordinator to serve until the successor to the Administrative Coordinator is appointed.

SECTION 6: This Ordinance shall be effective immediately upon its passage and publication.

Dated: September 16, 1986  
Passed: September 16, 1986  
Published: September 18, 1986

ORDINANCE OFFERED BY THE PERSONNEL COMMITTEE

	FOR	AGAINST
Mildred Egit	✓	
Fred Bergman	X	
Delbert Whiteis	X	
Walter C. Crook	X	
Joe Mott	X	

# Duties & Services of the County Clerk's Office

## SERVICES TO THE COUNTY BOARD

- Recording secretary
- Prepare and publish agendas for county board and committee meetings
- Record meeting minutes for county board and committee meetings
- Certification of county board actions
- Publish official proceedings
- Ensure compliance with open meetings law
- Ensure compliance with records retention laws
- Ensure compliance with freedom of information requests
- Compile/publish/maintain current county directory
- Sign contracts, deeds and agreements as approved by county board

## ELECTION ADMINISTRATION

- Serve as election officer of the county
- Receive and file the official oaths and bonds of all county officers
- Serve as the filing officer for county candidates and referenda questions
- Prepare and publish election notices
- Prepare/print/distribute ballots and supplies to municipal clerks
- Program election tabulation equipment
- Maintain Statewide Voter Registration System for general,

- judicial and special elections
- Provide Statewide Voter Registration System services for local municipalities
- Tabulate and report election results
- Conduct Boards of Canvass and recounts
- Issue Certificates of Election
- Election training for municipal clerks and school districts

## LICENSES AND PERMITS

- Issue marriage licenses and maintain index
- Issue domestic partnership certificates and domestic partnership terminations and maintain indexes
- Distribute state dog license and supplies to municipal treasurers
- Administer dog license fee accounts
- Process passport applications
- Issue conservation licenses
- Issue hayrack and sleigh ride permits
- Issue pawnbroker and secondhand dealer licenses
- Issue temporary and/or permanent vehicle license plate and registration renewals
- Issue work permits for minors

## FINANCIAL FUNCTIONS

- Sign all orders for payment of money directed by the board
- Budgeting

- Apportionment of taxes
- General accounting
- Bonding/borrowing
- Payroll
- Purchase liability, property and other insurance
- Insurance maintenance
- GASB reporting
- Asset inventory
- Sale of tax deed property

## OTHER STATUTORY DUTIES

- Annually compile and transmit list of municipal officers to secretary of state
- Zoning matters
- Farmland preservation
- Library reimbursement requirements
- Timber harvest notices
- Probate claim notices
- Miscellaneous highway department records
- Contracts, leases and agreements
- Claims against the county
- Historical Society
- Other non-mandated functions
- Administrative coordinator
- Personnel
- Data processing
- Purchasing
- Facilities maintenance
- Insurance
- Redistricting
- Website maintenance
- Other duties specific to local office

Table 1. Comparison of the three forms of county administration.

<b>ITEM</b>	<b>Executive</b>	<b>County Administrator</b>	<b>Administrative Coordinator</b>
<b>DEFINED</b>	WI Statutes Sec. 59.17	WI Statutes Sec. 59.18	WI Statutes Sec 59.19
<b>HOW CREATED</b>	Board resolution, petition, and/or referendum	Board resolution, petition, and/or referendum	Board resolution or ordinance
<b>HOW CHOSEN</b>	Spring election every 4 years (non-partisan)	Appointed by majority vote of County Board	Appointed by majority vote of County Board
<b>QUALIFICATIONS</b>	U.S. citizen, 18 years of age, county resident	Training, experience, education (no consideration for residence, nationality or political affiliation)	Elected or appointed County Official  Other qualifications set by County Board
<b>SOURCE OF POWERS</b>	State Statutes	State Statutes	Limited State Statutes and board resolution/ordinance
<b>REMOVAL</b>	By Governor for cause	By County Board (majority)	By County Board (majority)
<b>BUDGET AUTHORITY</b>	Prepares & presents to board	Prepares & presents to board	Only as authorized by board
<b>VETO BOARD ACTIONS</b>	Yes	No	No
<b>DEPT. HEADS</b>	Appoints & removes (subject to board confirmation) Removes at pleasure	Appoints & removes (subject to board confirmation) Removes at pleasure	No authority unless granted by County Board
<b>ADVISORY COMMITTEES, ADMINISTRATIVE BOARDS</b>	Appoints & removes (subject to board confirmation unless waived or made under civil service)	Appoints (subject to board confirmation unless waived or made under civil service)	No authority unless granted by County Board
<b>COORDINATE DEPARTMENTS</b>	Yes	Yes	Only management functions not assigned county departments by ordinance or law

\*Source: Wisconsin Counties Association

Table 2 illustrates how many counties have each form of administration. Some counties have chosen to have a part-time Administrative Coordinator (Richland County is in this category), while other counties have chosen to have a full-time administrative coordinator.

Table 2. Number of counties with each type of administration.

Executive	11
County Administrator	28
Full-time Administrative Coordinator	9
Part-time Administrative Coordinator	24

Source: Wisconsin Counties Association 3/1/18



In an effort to better understand the positions of Administrative Coordinator (AC) and County Administrator (CA), the Committee heard presentations and participated in the following exercises:

1. Jon Hochkammer, Wisconsin Counties Association
2. Patrick Glynn, Carlson Dettman Consulting and former County Administrator
3. Todd Romanesko, Calumet County Administrator – See job description APPENDIX D
4. Brent Miller, Shawano County Administrative Coordinator (full-time) – See job description APPENDIX D
5. Department Heads on Ad-Hoc Committee Answered Questions on Current Administration
6. Pamela Hansen, Pepin County Administrative Coordinator (part-time) – See job description APPENDIX D
7. Summary of all 72 counties administration – See APPENDIX B
8. Surveys given to Supervisors and Department Heads - See APPENDIX C
9. SWOT analysis of Richland County Government – See Table below
10. Identified specific criteria needed for improved administration in Richland County – See pg 9
11. Analyzed ability of each position (Part-time AC, full-time AC and CA) to address criteria identified in #9.

\*Less than \$1000 of the \$5,000 budgeted amount was spent to complete the work of the committee.

#### SWOT Analysis

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Loyal and dedicated staff</li> <li>• Communication</li> <li>• Willingness to make change</li> <li>• Services we provide to residents</li> <li>• Positive outlook between dept. heads and supervisors</li> <li>• Caring supervisors and dept. heads</li> <li>• Rural and scenic</li> </ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Budget process</li> <li>• Lack of financial stability</li> <li>• No HR and finance departments</li> <li>• Communication/unclear processes</li> <li>• No centralization of departments</li> </ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• More assistance with HR rules</li> <li>• At a cross-road, chance to improve processes</li> <li>• Clear roles for supervisors and dept. heads</li> <li>• Desire to change</li> <li>• To address: lack of transparency and increase public satisfaction</li> <li>• Better quality of life for residents</li> <li>• Better overall picture of county fiscally</li> <li>• To make county more efficient and cost savings through streamlining</li> <li>• A centralized government entity</li> <li>• To budget a new position of leadership</li> <li>• Clear roles for supervisors and department heads</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Strained finances</li> <li>• Litigation (lack of HR)</li> <li>• Lack of transparency</li> <li>• Public dissatisfaction</li> <li>• Tax base in danger of eroding as farm industry slides downward</li> <li>• Cost of new position (salary, benefits, office space)</li> <li>• Failure to see big picture</li> <li>• County board will not like a coordinator and will work against that person.</li> <li>• County is poor</li> <li>• Population shift and state/federal dollars going to urban areas</li> </ul>

The following criteria were identified as critical for the improved administration of Richland County:

1. Financial oversight of all department budgets. Work with departments to develop budget and possibly identify areas to improve efficiency
2. Evaluate county as a whole and identify possible areas of redundancy/deficiency and formulate plan to improve efficiency
3. Strategic plan implementation/capital expense plan
4. HR management to create uniform HR policy across departments
5. Supervise Department Heads
6. Create communication plan to disseminate information to employees and public
7. Create centralized services (where appropriate) to increase buying power and create efficiencies.
8. Eliminate “silos” (departments acting unilaterally)
9. Facilitation of coordination between County Board and departments

#### **RECOMMENDATION**

After much research and deliberation, it is the recommendation of this committee that Richland County choose County Administrator (CA) as its form of administration. When considering all the criteria identified as critical for Richland County administration, this committee determined they could not be accomplished in a part-time position. The primary differences between a full-time administrative coordinator (AC) and county administrator are the amount of authority granted by statute. The AC is not given statutory authority for submission of an annual budget or supervising department heads, rather it would have to be explicitly granted by the County Board. It is the opinion of this committee that in order for the administration to be successful in implementing the criteria identified, the position would need to have the authority to handle the county budget as a whole, as well as supervise department heads. Since we want the position to have that authority, and not have it dependent on that authority being granted by the Board, the County Administrator form is best suited to meet the needs of Richland County.

While we were not tasked with discussion of the economic impact of our decision, the committee was mindful of the budget situation when making our recommendation. When comparing full-time administrative coordinator with a county administrator, the costs would be similar.

The committee recommends the job description be well written to address each of the nine criteria with clearly stated authority and expectations. The Board Rules and Committee Structure will also need to be re-written to align with the statutory authorities granted to this position.

## APPENDIX A

### Wis. Statute Chapter 59.17 County executive.

#### (1) ELECTION AND TERM OF OFFICE.

- (a) In each county with a population of 750,000 or more, a county executive shall be elected for a 4-year term at the election to be held on the first Tuesday in April of each year in which county supervisors are elected, and shall take office on the first Monday in May following the election. The county executive shall be elected from residents of the county at large by a majority vote of all qualified electors in the county voting in the election. In any county which attains a population of 750,000 or more, the first election under this paragraph shall be held on the first Tuesday in April in the year following the official announcement of the federal census.
- (b) Counties with a population of less than 750,000 may by resolution of the board or by petition and referendum create the office of county executive or abolish it by petition and referendum. If the office of county executive is abolished, the person serving in the office shall complete the term to which elected. The county executive shall be elected the same as a county executive is elected under par. (a) for a term of 4 years commencing with the first spring election occurring at least 120 days after the creation of the office and shall take office on the 3rd Tuesday in April of that year. Such petition and election shall follow the procedure provided in s. 9.20 (1) to (6), except that in case of conflict this subsection shall control.

#### (2) DUTIES AND POWERS. The county executive shall be the chief executive officer of the county. The county executive shall take care that every county ordinance and state or federal law is observed, enforced and administered within his or her county if the ordinance or law is subject to enforcement by the county executive or any person supervised by the county executive. The duties and powers of the county executive shall be, without limitation because of enumeration, to:

- (a) Coordinate and direct all administrative and management functions of the county government not otherwise vested by law in other elected officers.
- (b) In any county with a population of 750,000 or more:
1. Appoint and supervise the heads of all departments except where the statutes provide that the appointment shall be made by a board or commission or by other elected officers. Notwithstanding any statutory provision that a board or commission or the county board or county board chairperson appoint a department head, except ss. 17.21 and 59.47 (3), the county executive shall appoint and supervise the department head. Except for a statutory provision which specifies that a board or commission or the county board shall supervise the administration of a department, the county executive shall administer, supervise, and direct all county departments, including any person who negotiates on behalf of the county, and the county board, other board, or commission shall perform any advisory or policy-making function authorized by statute. Any appointment by the county executive under this subdivision requires the confirmation of the county board unless the county board, by ordinance, elects to waive confirmation. An appointee of the county executive may assume his or her duties immediately, pending board action which shall take place within 60 days after the county executive submits the appointment to the board for confirmation. Any department head appointed by a county executive under this subsection may be removed at the pleasure of the county executive. The county executive shall comply with hiring policies set by the board when making appointments under this paragraph.
  2. Establish departments in county government, and sections and divisions within those departments, that the county executive believes are necessary for the efficient administration of the county. Any department or subunit of a department that the county executive creates under this subdivision may not be established unless its creation and funding are approved by a vote of the board. The county executive shall administer, supervise, and direct any department or subunit of a department that is created under this subdivision, and those departments and subunits shall report to the county executive.
  3. Exercise the authority under s. 59.52 (6) that would otherwise be exercised by a county board, except that the county board may continue to exercise the authority under s. 59.52 (6) with regard to land that is zoned as a park on or after July 14, 2015, other than land zoned as a park in the city of Milwaukee that is located within the area west of Lincoln Memorial Drive, south of E. Michigan Street, east of N. Van Buren Street, and north of E. Clybourn Avenue. With regard to the sale, acquisition, or lease as landlord or tenant of property, other than certain park land as described in this subdivision, the county executive's action need not be consistent with established county board policy and may take effect without submission to or approval by the county board. The proceeds of the sale of property as authorized under this subdivision shall first be applied to any debt attached to the property. Before the county executive's sale of county land may take effect, a majority of the following must sign a document, a copy of which will be attached to the bill of sale and a copy of which will be retained by the county, certifying that they believe the sale is in the best interests of the county:
    - a. The county executive or his or her designee.
    - b. The county comptroller or his or her designee.
    - c. An individual who is a resident of the city, village, or town where the property is located, who shall be appointed, at least biennially, by the executive council, as defined in s. 59.794 (1) (d). The individual appointed under this subd. 3. c. may not be an elective official, and he or she must have demonstrable experience in real estate law or real estate sales or development.

4. Sign all contracts, conveyances, and evidences of indebtedness on behalf of the county, to the extent that no other county officer or employee is specifically required to sign such contracts, conveyances, and evidences of indebtedness, and countersign all other contracts, conveyances, and evidences of indebtedness. No contract with the county is valid unless it is signed or countersigned by the county executive and, as provided in ss. [59.255 \(2\) \(e\)](#) and [59.42 \(2\) \(b\) 5.](#), by the comptroller and corporation counsel.
5. Introduce proposed ordinances and resolutions for consideration by the board.
6. Hire and supervise the number of employees that the county executive reasonably believes are necessary for him or her to carry out the duties of the county executive's office, subject to board approval of the county executive department budget.
7. Together with the commissioner of the opportunity schools and partnership program under subch. [II of ch. 119](#), solicit private gifts and grants for use by the commissioner to further the purposes of the opportunity schools and partnership program under subch. [II of ch. 119](#) and without oversight or approval of the county board.

**(bm)**

1. In any county with a population of 750,000 or more, appoint the following persons:
  - a. The director of parks, recreation and culture under s. [27.03 \(2\)](#).
  - b. The director of the county department of human services under s. [46.21 \(1m\) \(a\)](#).
  - c. The director of the county department of administration under s. [59.52 \(1\) \(a\)](#).
  - d. The director of personnel of the county civil service commission under s. [63.02 \(2\)](#).
  - e. The director of transportation under s. [83.01 \(1\)](#).
2. Each appointment under subd. [1.](#) is subject to the confirmation of the county board and is in the unclassified service, serving at the pleasure of the county executive and holding office until a new appointment is made by the county executive and confirmed by the board. An appointee of the county executive may assume his or her duties immediately, pending board action which shall take place within 60 days after the county executive submits the appointment to the board for confirmation. No prior appointee may serve longer than 6 months after the term for which he or she was appointed and confirmed expires, unless reappointed and reconfirmed. The term of each appointment is 4 years or less. The county executive shall comply with hiring policies set by the board when making appointments under subd. [1.](#)

**(br)** In any county with a population of less than 750,000, appoint and supervise the heads of all county departments except those elected by the people and except where the statutes provide that the appointment shall be made by other elected officers. Notwithstanding any statutory provision that a board or commission or the county board or county board chairperson appoint a department head, except s. [17.21](#), the county executive shall appoint and supervise the department head. Notwithstanding any statutory provision that a board or commission supervise the administration of a department, the department head shall supervise the administration of the department and the board or commission shall perform any advisory or policy-making function authorized by statute. An appointment by the county executive under this subsection requires the confirmation of the board unless the board, by ordinance, elects to waive confirmation or unless the appointment is made under a civil service system competitive examination procedure established under s. [59.52 \(8\)](#) or ch. [63](#). Any department head appointed by a county executive under this subsection may be removed at the pleasure of the county executive unless the department head is appointed under a civil service system competitive examination procedure established under s. [59.52 \(8\)](#) or ch. [63](#).

- (c) Appoint the members of all boards and commissions where appointments are required and where the statutes provide that the appointments are made by the county board or by the chairperson of the county board. All appointments to boards and commissions by the county executive are subject to confirmation by the county board.
- (3)** ADMINISTRATIVE SECRETARIES TO COUNTY EXECUTIVE; STAFF. The county executive may appoint administrative secretaries using hiring procedures which shall be exempt from county civil service competitive examination procedures and such additional staff assistants as the board provides.
- (4)** COMPENSATION OF COUNTY EXECUTIVE, DEPUTY, AND STAFF ASSISTANTS. The board shall fix the compensation of the county executive, the county executive's administrative secretary and the county executive's staff assistants, provided that the salary of the county executive shall be established at least 90 days prior to any election held to fill the office.
- (5)** MESSAGE TO THE BOARD; SUBMISSION OF ANNUAL BUDGET. The county executive shall annually, and otherwise as may be necessary, communicate to the board the condition of the county, and shall recommend such matters to the board for its consideration as he or she considers expedient. Notwithstanding any other provision of the law, he or she shall be responsible for the submission of the annual budget to the board and may exercise the power to veto any increases or decreases in the budget under sub. [\(6\)](#).
- (6)** COUNTY EXECUTIVE TO APPROVE OR VETO RESOLUTIONS OR ORDINANCES; PROCEEDINGS ON VETO. Every resolution adopted or ordinance enacted by the board shall, before it becomes effective, be presented to the county executive. If the county executive approves, the county executive shall sign it; if not, the county executive shall return it with his or her objections, which objections shall be entered at large upon the journal and the board shall proceed to reconsider the matter. Appropriations may be approved in whole or in part by the county executive and the part approved shall become law, and the part objected to shall be returned in the same manner as provided for in other resolutions or ordinances. If, after such reconsideration, two-thirds of the members-elect of the board agree to adopt the resolution or enact the ordinance or the part of the resolution or ordinance objected to, it shall become effective on the date prescribed but not earlier than the date of passage following reconsideration. In all such cases, the votes of the members of the board shall be determined by ayes and nays and the names of the members voting for or against the

resolution or ordinance or the part thereof objected to shall be entered on the journal. If any resolution or ordinance is not returned by the county executive to the board at its first meeting occurring not less than 6 days, Sundays excepted, after it has been presented to the county executive, it shall become effective unless the board has recessed or adjourned for a period in excess of 60 days, in which case it shall not be effective without the county executive's approval.

- (7) **REMOVAL FROM OFFICE; VACANCY, HOW FILLED.** The county executive may be removed from office by the governor for cause under s. [17.16](#). A vacancy in the office of county executive shall be filled temporarily, within 30 days of the date of the vacancy, by appointment by the chairperson of the board, subject to confirmation by the board, from among electors of the county. Within 7 days following the occurrence of the vacancy, the clerk shall order a special election to be held under s. [8.50](#) to fill the vacancy. If the vacancy occurs after October 31 but not later than 49 days before the day of the spring primary, the special election shall be held concurrently with the spring primary and election.
- (8) **SUCCESSION IN OFFICE.**
- (a) In the event of the inability of the county executive to serve because of mental or physical disease, the powers and duties of the office shall devolve upon the chairperson of the board until such time as the disability shall cease.
- (b) In the event that a vacancy in the office of county executive occurs, the chairperson of the board shall immediately succeed to the office and assume the duties and responsibilities thereof until the board has confirmed an appointment to the office under sub. (7).

**History:** [1975 c. 264](#); [1977 c. 257, 259](#); [1979 c. 260](#); [1981 c. 217, 314, 329](#); [1981 c. 391 s. 210](#); [1983 a. 148](#); [1983 a. 192 ss. 116, 303 \(2\)](#); [1983 a. 239, 484](#); [1985 a. 29 ss. 1150 to 1158, 1160, 3200 \(56\), 3202 \(56\)](#); [1985 a. 135 s. 85](#); [1985 a. 176](#); [1989 a. 273](#); [1991 a. 269, 274, 316](#); [1995 a. 16 s. 2](#); [1995 a. 201 s. 101](#); Stats. 1995 s. 59.17; [2013 a. 14](#); [2015 a. 55](#); [2017 a. 207 s. 5](#).

A county executive's partial-veto power is similar to the governor's power. [73 Atty. Gen. 92](#).

The powers of an elected county executive are discussed. [77 Atty. Gen. 113](#).

A county board may adopt an ordinance creating the office of county executive and make the ordinance contingent upon approval in a countywide referendum. The office of county executive is created at the time the results of the referendum become final. The first election for the office occurs at least 120 days after the creation becomes effective. The county executive takes office on the 3rd Tuesday in April of the election year. [78 Atty. Gen. 227](#).

The veto of an appropriation under sub. (5) does not restore the appropriation to its level in the county executive's proposed budget. [80 Atty. Gen. 214](#).

Section 33.28 (2) (a) provides that the county representative upon a public inland lake protection and rehabilitation board is to be a person appointed by the county board. By operation of sub. (2) (c), the power of appointing the county representative to a public inland lake protection and rehabilitation district is therefore transferred from the county board to the county executive once the office of county executive is created, subject to confirmation by the board. [OAG 2-09](#).

A county board may require a county executive to clarify that he or she is not representing the position of the county when engaging in lobbying activities on behalf of a position that is not the position adopted by the county. A county board may require county department heads to submit reports to the county board, but it cannot require county department heads appointed and supervised by the county executive to report to the board in a supervisory sense. A county board is not authorized to demote, suspend, or discharge a department head or employee not appointed by the board unless that power is specifically conferred by statute. [OAG 6-13](#).

The Milwaukee County Board may require confirmation of the county executive's appointments to any position in the unclassified service that is a department head. The Board may not require confirmation of the executive's or other administrators' appointments to positions in the unclassified service that are not department heads. [OAG 7-13](#).

A county executive has the authority to reduce a line item budget appropriation from one specific dollar figure to another through the use of his or her partial veto. Constitutional amendments limiting the governor's veto authority in Art. V, s. 10 (1) (c) impose no corresponding limit upon the veto authority of the county executive under Art. IV, s. 23a. [OAG 6-14](#).

## **59.18 County administrator.**

- (1) **APPOINTMENT.** Counties having a population of less than 750,000 may by resolution of the board or by petition and referendum create the office of county administrator. The county administrator shall be appointed by majority vote of the board. Such petition and election shall follow the procedure provided in s. [9.20 \(1\) to \(6\)](#). If any member of the board is appointed as county administrator, his or her status as a member of the board is thereby terminated, except that in the case of a vacancy in the office of county administrator by reason of removal, resignation or other cause, the board may appoint any member of the board as acting county administrator to serve for a period of 15 days while the board is considering the selection of a county administrator.
- (2) **DUTIES AND POWERS.** The county administrator shall be the chief administrative officer of the county. The county administrator shall take care that every county ordinance and state or federal law is observed, enforced and administered within his or her county if the ordinance or law is subject to enforcement by the county administrator or any other person supervised by the county administrator. The duties and powers of the county administrator shall be, without limitation because of enumeration, to:
- (a) Coordinate and direct all administrative and management functions of the county government not otherwise vested by law in boards or commissions, or in other elected officers.
- (b) Appoint and supervise the heads of all departments of the county except those elected by the people and except where the statutes provide that the appointment shall be made by elected officers; but the county administrator shall also appoint and supervise all department heads where the law provides that the appointment shall be made by a board or commission, by the chairperson of the county board or by the county board. Notwithstanding any statutory provision that a board or commission supervise the administration of a department, the department head shall supervise the administration of the department and the board or commission shall perform any advisory or policy-making function authorized by statute. Any appointment by the county administrator under this paragraph requires the confirmation of the county board unless the board, by ordinance, elects to waive confirmation or unless the appointment is made under a civil service system competitive examination procedure established under s. [59.52 \(8\)](#) or ch. [63](#). Any department

head appointed by a county administrator under this paragraph may be removed at the pleasure of the county administrator unless the department head is appointed under a civil service system competitive examination procedure established under s. [59.52 \(8\)](#) or ch. [63](#).

- (c) Appoint the members of all boards and commissions where the statutes provide that such appointment shall be made by the county board or by the chairperson of the county board. All appointments to boards and commissions by the county administrator shall be subject to the confirmation of the county board.
- (3) ADMINISTRATIVE SECRETARY TO COUNTY ADMINISTRATOR; STAFF. The county administrator may appoint an administrative secretary, and additional staff assistants, as necessary.
- (4) COMPENSATION OF COUNTY ADMINISTRATOR AND STAFF. The board shall fix the compensation of the county administrator, the county administrator's administrative secretary and the county administrator's staff assistants.
- (5) MESSAGE TO THE BOARD; SUBMISSION OF ANNUAL BUDGET. The county administrator shall annually, and otherwise as necessary, communicate to the board the condition of the county, and recommend such matters to the board for its consideration as the county administrator considers expedient. Notwithstanding any other provision of the law, the county administrator shall be responsible for the submission of the annual budget to the board.
- (6) QUALIFICATIONS FOR APPOINTMENT. The county administrator shall be appointed solely on merit. In appointing the county administrator, the board shall give due regard to training, experience, administrative ability and general qualifications and fitness for performing the duties of the office, and no person shall be eligible to the office of county administrator, who is not by training, experience, ability and efficiency qualified and generally fit to perform the duties of such office. No weight or consideration shall be given by the board to residence, to nationality, or to political or religious affiliations.
- (7) REMOVAL. The board may remove the county administrator at any time that the county administrator's conduct of the county administration becomes unsatisfactory, and engage a successor. The action of the board in removing the county administrator shall be final.
- (8) VACANCY, HOW FILLED. A vacancy in the office of the county administrator by reason of removal, resignation or other cause, shall be filled by appointment by majority vote of the board.

**History:** [1983 a. 192](#) ss. [118](#), [303 \(2\)](#); [1985 a. 29](#), [176](#); [1989 a. 273](#); [1991 a. 316](#); [1995 a. 201](#) s. [102](#); Stats. 1995 s. 59.18; [2017 a. 207](#) s. [5](#).

A county board can abolish the office of county administrator by majority vote. 61 Atty. Gen. 322.

Sub. (2) (b) transfers the authority to supervise the administration of county departments from boards and commissions to department heads appointed by the county administrator. Sub. (2) therefore entirely negates s. 59.70 (2) insofar as it provides that the board may "employ" a system manager. In a county with a county administrator, the solid waste management board is purely an advisory body to the county administrator and to the county board and a policy-making body for the solid waste management department as a whole. [OAG 1-12](#).

- 59.19 Administrative coordinator.** In any county which has not created the office of county executive or county administrator, the board shall designate, no later than January 1, 1987, an elected or appointed official to serve as administrative coordinator of the county. The administrative coordinator shall be responsible for coordinating all administrative and management functions of the county government not otherwise vested by law in boards or commissions, or in other elected officers.

**History:** [1985 a. 29](#); [1995 a. 201](#) s. [103](#); Stats. s. 59.19.

A sitting member of a county board must resign the office of supervisor before being appointed to the permanent position of county administrative coordinator under this section. [OAG 1-11](#).

### 59.23 Clerk.

- (1) DEPUTIES; SALARIES; VACANCIES.

- (a) Every clerk shall appoint in writing one or more deputies and file the appointment in the clerk's office. The deputy or deputies shall aid in the performance of the duties of the clerk under the clerk's direction, and in case of the absence or disability of the clerk or of a vacancy in the clerk's office, unless another is appointed therefor as provided in par. (c), shall perform all of the duties of the clerk during the absence or until the vacancy is filled. The board may, at its annual meeting or at any special meeting, provide a salary for the deputy or deputies.
  - (b) In each county the clerk may also appoint the number of assistants that the board authorizes and prescribes, and the assistants shall receive salaries that the board provides and fixes.
  - (c) If a clerk is incapable of discharging the duties of office the board shall appoint an acting clerk within 90 days after the board adopts a resolution finding that the clerk is incapable of discharging the duties of the office. The acting clerk shall serve until the disability is removed. If the board is not in session at the time of the incapacity, the chairperson of the board may appoint an acting clerk, whose term shall not extend beyond the next regular or special meeting of the board. A person appointed as acting clerk or appointed to fill a vacancy in the office of clerk, upon giving an official bond with sureties as required of a clerk, shall perform all of the duties of the office; and thereupon the powers and duties of the deputy of the last clerk shall cease.
- (2) DUTIES. The clerk shall:
- (a) *Board proceedings.* Act as clerk of the board at all of the board's regular, special, limited term, and standing committee meetings; under the direction of the county board chairperson or committee chairperson, create the agenda for board meetings; keep and record true minutes of all the proceedings of the board in a format chosen by the clerk, including all committee meetings, either personally or through the clerk's appointee; file in the clerk's office copies of agendas

- and minutes of board meetings and committee meetings; make regular entries of the board's resolutions and decisions upon all questions; record the vote of each supervisor on any question submitted to the board, if required by any member present; publish ordinances as provided in s. [59.14 \(1\)](#); and perform all duties prescribed by law or required by the board in connection with its meetings and transactions.
- (b) Recording of proceedings.** Record at length every resolution adopted, order passed and ordinance enacted by the board.
  - (c) Orders for payment.** Sign all orders for the payment of money directed by the board to be issued, and keep a true and correct account of such orders, and of the name of the person to whom each order is issued; but he or she shall not sign or issue any county order except upon a recorded vote or resolution of the board authorizing the same; and shall not sign or issue any such order for the payment of the services of any clerk of court, district attorney or sheriff until the person claiming the order files an affidavit stating that he or she has paid into the county treasury all moneys due the county and personally collected or received in an official capacity; and shall not sign or issue any order for the payment of money for any purpose in excess of the funds appropriated for such purpose unless first authorized by a resolution adopted by the county board under s. [65.90 \(5\)](#).
  - (cm) Apportionment of taxes.** Apportion taxes and carry out other responsibilities as specified in s. [70.63 \(1\)](#).
  - (d) Accounts.** File and preserve in the clerk's office all accounts acted upon by the board, and endorse its action thereon, designating specifically upon every account the amount allowed, if any, and the particular items or charges for which allowed, and such as were disallowed, if any.
  - (de) Property.** To the extent authorized by the board, exercise the authority under s. [59.52 \(6\)](#).
  - (dg) Dogs.** Perform the responsibilities relating to dog licensing, which are assigned to the clerk under ch. [174](#), and the dog fund specified in ch. [174](#).
  - (di) Marriage licenses, domestic partnerships.** Administer the program for issuing marriage licenses as provided in ch. [765](#) and the program for forming and terminating domestic partnerships as provided in ch. [770](#).
  - (e) Reports of receipts and disbursements.** Record the reports of the treasurer of the receipts and disbursements of the county.
  - (f) Recording receipts and disbursements.** Keep a true and accurate account of all money which comes into the clerk's hands by virtue of the clerk's office, specifying the date of every receipt or payment, the person from or to whom the receipt or payment was received or paid, and the purpose of each particular receipt or disbursement, and keep the book at all times open to the inspection of the county board or any member of the board.
  - (g) Payments to treasurer.** Keep in the manner prescribed in par. [\(f\)](#) a separate account of all moneys paid the treasurer by the clerk.
  - (h) Books of account.** Keep all of the accounts of the county and all books of account in a manner that the board directs. Books of account shall be maintained on a calendar year basis, which shall be the fiscal year in every county.
  - (i) Chief election officer, election duties.** As the chief election officer of the county, perform all duties that are imposed on the clerk in relation to the preparation and distribution of ballots and the canvass and return of votes at general, judicial, and special elections.
  - (L) Duplicate receipts.** Make out and deliver to the treasurer duplicate receipts of all money received by the clerk as clerk, and countersign and file in the clerk's office the duplicate receipts delivered to the clerk by the treasurer of money received by the treasurer.
  - (m) Certified copies; oaths and bonds; signatures.**
    - 1.** Make and deliver to any person, for a fee that is set by the board under s. [19.35 \(3\)](#), a certified copy or transcript of any book, record, account, file or paper in his or her office or any certificate which by law is declared to be evidence.
    - 2.** Except as otherwise provided, receive and file the official oaths and bonds of all county officers and upon request shall certify under the clerk's signature and seal the official capacity and authority of any county officer so filing and charge the statutory fee. Upon the commencement of each term every clerk shall file the clerk's signature and the impression of the clerk's official seal in the office of the secretary of state.
  - (n) Taxes.** Perform all duties that are imposed on the clerk in relation to the assessment and collection of taxes.
  - (nm) Timber harvest notices.** Provide notice to a town chairperson regarding the harvesting of raw forest products, as described in s. [26.03 \(1m\) \(a\) 2](#).
  - (o) Report, receipts and disbursements to board.** Make a full report to the board, at the annual meeting or at any other regular meeting of the board when so stipulated by the board, in writing, verified by the clerk's oath, of all money received and disbursed by the clerk, and separately of all fees received by the clerk; and settle with the board the clerk's official accounts and produce to the board all books, accounts and vouchers relating to the same.
  - (p) Proceedings to historical society.** Forward to the historical society, postpaid, within 30 days after their publication a copy of the proceedings of the board, and of all printed reports made under authority of such board or by the authority of other county officers.
  - (q) County highway commissioner; notify of election.** Notify a county commissioner of highways of the commissioner's election within 10 days thereafter.
  - (r) County tax for road and bridge fund.** Notify the proper town officers of the levy and rate of any tax for the county road and bridge fund.
  - (s) List of local officials.** Annually, on the first Tuesday of June, transmit to the secretary of state a list showing the name, phone number, electronic mail address, and post-office address of local officials, including the chairperson, mayor, president, clerk, treasurer, council and board members, and assessor of each municipality, and of the elective or appointive officials of any other local governmental unit, as defined in s. [66.0135 \(1\) \(c\)](#), that is located wholly or partly within the county. Such lists shall be placed on file for the information of the public. The clerk, secretary, or

other administrative officer of a local governmental unit, as defined in s. [66.0137 \(1\) \(ae\)](#), shall provide the county clerk the information he or she needs to complete the requirements of this paragraph.

(t) *General.* Perform all other duties required of the clerk by law.

**History:** [1995 a. 201](#) ss. [261](#), [263](#), [264](#), [275](#); [1995 a. 225](#) ss. [147](#) to [150](#); [1997 a. 27](#); [1999 a. 9](#); [2013 a. 373](#).

Under s. [59.17 \(8\)](#) [now s. [59.23 \(2\) \(h\)](#)], the clerk keeps only those accounts designated by the board. *Harbick v. Marinette County*, [138 Wis. 2d 172](#), [405 N.W.2d 724](#) (Ct. App. 1987).

Except for their elected superior's power to appoint and discharge, chief deputies are subject to the Municipal Employment Relations Act, ss. [111.70](#) to [111.77](#), and are not excluded from a collective bargaining unit as a matter of law. *Oneida County v. WERC*, [2000 WI App 191](#), [238 Wis. 2d 763](#), [618 N.W.2d 891](#), [00-0466](#).

Statutory powers of the county clerk with respect to budgeting and record keeping cannot be transferred by the county board to a new position of finance officer. [63 Atty. Gen. 196](#).

A county board can only grant powers of indirect supervision to a finance director with respect to the accounting or bookkeeping duties of a county clerk. [65 Atty. Gen. 132](#).

**59.24 Clerks of counties containing state institutions to make claims in certain cases.** The clerk of any county that is entitled to reimbursement under s. [16.51 \(7\)](#) shall make a certified claim against the state, without direction from the board, in all cases in which the reimbursement is directed in s. [16.51 \(7\)](#), upon forms prescribed by the department of administration. The forms shall contain information required by the clerk and shall be filed annually with the department of corrections on or before June 1. If the claims are approved by the department of corrections, they shall be certified to the department of administration and paid from the appropriation made by s. [20.410 \(1\) \(c\)](#), if the claim is for reimbursement of expenses involving a prisoner in a state prison named in s. [302.01](#), or from the appropriation under s. [20.410 \(3\) \(c\)](#), if the claim is for reimbursement of expenses involving a juvenile in a juvenile correctional facility, as defined in s. [938.02 \(10p\)](#).

**History:** [1989 a. 31](#), [359](#); [1995 a. 27](#), [77](#); [1995 a. 201](#) s. [265](#); Stats. 1995 s. [59.24](#); [1997 a. 35](#); [2005 a. 344](#).



## APPENDIX B

The following information was gathered from the websites of all the counties to determine their overall administration, especially in regard to centralized finance and human resources.

Administrative Coordinators					
County	Full or Part Time	Admin. Department	HR Dept.	Finance Dept.	NOTES
Adams	Full	is the Admin. Coordinator	Yes	No	*Finance Manager under Admin. Coord.
Buffalo	Full	is Admin Coordinator*	No	No	*This department includes staff with titles "Personnel Advisor" and "Financial Advisor"
Dunn	Full	is the Admin Coordinator	Yes	Yes	HR=director Finance=CFO
Lincoln	Full	is Admin Coordinator	No	Yes	*HR specialists under Admin. Coord.
Oconto	Full	is Admin Coordinator	No	Yes	*HR part of Admin. Coord.
Pierce	Full	is Admin. Coordinator	No	No	*Includes Finance dept. and HR dept. under Admin Dept. Positions of "Accounting Manager" and "HR Manager" under Admin. Coord.
Rusk	Full	No	No	Yes	Finance Director
Sauk	Full	is Admin Coordinator	Yes	Yes	HR=director Finance=director
Shawano	Full	is Admin Coordinator*	No	Yes	* HR manager under Admin. Coord.
Clark	Part	No	Yes	Yes	Personnel Manager, Finance Associate
Columbia	Part	No	Yes	Yes	*Finance position described as "Auditor"
Crawford	Part	No	No	No	
Florence	Part	No	Yes?	Yes	Finance Manager, Lists personnel dept. but no people listed
Forest	Part	No	No	No	
Grant	Part	No	Yes	Yes	Finance Director, Personnel Director
Green	Part	No	Yes	Yes	Finance Director, HR Director
Iron	Part	No	No	No	
Jackson	Part	Yes*	Yes	No	*Listed County Administration Dept. as County Board, County Clerk, IT and Maintenance
Juneau	Part	No	Yes	Yes	Finance Director, HR Director
Lafayette	Part	No	Yes	Yes	Finance Director, HR Director
Langlade	Part	No	Yes	Yes	Finance Director, HR Director
Marquette	Part	is Admin Coordinator*	No	No	*Includes Finance dept. and HR dept. under Admin Dept. Positions of "Accounting Manager" and "HR Manager" under Admin. Coord.
Menominee	Part	Is Admin Coordinator	Yes	Yes	Lists HR as under Adm.Coord.
Pepin	Part	No	Yes	Yes	Finance Director is Admin. Coord.
Oneida	Part	No	No	Yes	Finance Director
Richland	Part	No	No	No	
Taylor	Part	No	Yes	Yes	Finance Director, HR Administrator

Trempealeau	Part	No	Yes	No	HR Director
Vernon	Part	No	Yes	No	HR Director
Vilas	Part	No	Yes	Yes	Finance Director, HR Director
Washburn	Part	is Admin Coordinator	No	Yes	Is Admin.Coord. , Finance Manager
Waupaca	Part	No	Yes	Yes	Finance Director, HR Director
Wood	Part	No	Yes	Yes	Finance Director, HR Director

<b>COUNTY ADMINISTRATORS</b>					
County		Admin. Department	HR Dept.	Finance Dept.	NOTES
Ashland		Yes	No	No	County Administrator Admin dept. has 1 admin assistant and County Board Chair
Barron		Yes	No	Yes	Admin Dept. has CA, HR Director and 1 admin assistant
Bayfield		Yes	No	No	County Admin is HR dept., has 1 admin assistant
Burnett		Yes	Yes	No	County Admin is HR and Finance Dept. Staff includes: Admin Assist., Payroll Benefit Coordinator, HR Generalist, Fiscal Manager, Financial Specialist
Calumet		Yes	No	Yes	County Admin is HR dept. Staff includes: benefits & payroll specialist, communications & project specialist, HR coordinator, Economic Dev. Director, Program Assistant, Assistant to County Admin.
Chippewa		Yes	No	No	County Admin is HR and Finance, no staff directory
Dodge		Yes	Yes	Yes	Directors of HR and Finance and County Administrator
Door		Yes	Yes	Yes	Directors of HR and Finance and County Administrator with 1 assistant
Douglas		Yes	Yes	Yes	Director of Finance and HR Manager and County Administrator with 1 assistant
Eau Claire		Yes	Yes	Yes?	Director of HR, Finance?, County Admin staff includes: Operations mgr., Safety coordinator, Admin Specialist, Criminal Justice Mgr., Data Analyst
Green Lake		Yes	No	No	County Admin is HR and Finance Dept. Staff includes: HR coordinator and Account Budget coordinator
Iowa		Yes	No	Yes	Finance Director, County Admin HR, no staff directory
Jefferson		Yes	Yes	Yes	Directors of HR and Finance and County Admin with 1 assistant
Kewaunee		Yes	No	Yes	Finance Director, County Admin HR with 1 assistant

La Crosse		Yes	Yes	Yes	Directors of HR and Finance and County Admin with 1 assistant
Marathon		Yes	Yes	Yes	Directors of HR and Finance and County Admin staff includes 3 deputy CA's
Marinette		Yes	Yes	Yes	Directors of HR and Finance and County Admin staff includes 1 assistant
Monroe		Yes	Yes	Yes	Director of HR and Finance. County Admin staff includes ?
Ozaukee		Yes	Yes	Yes	Director of HR and Finance. County Admin staff includes ? None
Polk		Yes	No	No	Director of Finance (+ 3 staff) and HR manager (+ 4 staff) under County Administrator
Price		Yes	No	No	County Admin staff includes: Payroll coordinator/Accounts payable, accountant I, HR specialist
Rock		Yes	Yes	Yes	Directors of HR and Finance and County Admin staff includes: Confidential Admin Assist., Assistant to CA, and justice systems mgr.
St. Croix		Yes	Yes	Yes	Directors of HR and Finance (Depts. listed under Admin) and County Admin. Staff includes administrative assist, administrator and admin. Operations manager
Sawyer		Yes	Yes	No	HR Director listed under CA. County Admin staff includes HR Director and Accounting Manager
Sheboygan		Yes	Yes	Yes	HR Director and Finance Director, separate depts.
Walworth		Yes	Yes	Yes	Deputy County Admin-Finance, HR director
Washington		Yes	Yes	Yes	HR Director and Finance Director, separate depts.
Waushara		Yes	No	No	HR Specialist under Administrator

## APPENDIX C

### COUNTY BOARD SUPERVISOR SURVEY

1. In Wisconsin, the County Board of Supervisors primary function is to establish a vision for the County. To accomplish this, they must identify long term goals, set policy and communicate with constituents. With those factors in mind, how would you rate the effectiveness of the county board in performing the following functions? Check the appropriate box.

	Very Good	Good	Fair	Poor	Very Poor
a. Establishing a vision for the county					
b. Establishing long term goals					
c. Establishing objectives and priorities					
d. Responding to constituent demands					
e. Reviewing and approving the budget					

2. How would you rate the relationship between the county board and the department heads?

Very Good \_\_\_\_ Good \_\_\_\_ Fair \_\_\_\_ Poor \_\_\_\_ Very Poor \_\_\_\_

3. How would you rate the effectiveness of current policies in our county board?

Very Good \_\_\_\_ Good \_\_\_\_ Fair \_\_\_\_ Poor \_\_\_\_ Very Poor \_\_\_\_

4. To what extent does each of the following statements describe your opinion of Richland County government?

	Not at All	A Little	Some-what	A Great Deal
a. The county board deals with too many administrative matters and not enough policy issues.				
b. The county board is more a reviewing and vetoing agency than a leader in policy making.				
c. The county board focuses too much on short-term problems and gives too little attention to long-term concerns.				
d. The county board is too involved in administrative activities.				
e. Decisions are based on relationships rather than what is best				

5. How well do you, as a county board member, understand your role and responsibilities?

Very Good \_\_\_\_ Good \_\_\_\_ Fair \_\_\_\_ Poor \_\_\_\_ Very Poor \_\_\_\_

6. To what extent to you agree/disagree with the following statements?

	Dis-agree				Agree
Individual board members should be involved in the day-to-day management of the County.	1	2	3	4	5
I have the time necessary to do what is asked of me as a board member.	1	2	3	4	5
Is there proper oversight of the County's programs and services.	1	2	3	4	5
The County focuses appropriately on strategic/forward thinking.	1	2	3	4	5
There is an appropriate policy in place to address internal/external issues	1	2	3	4	5

There would be benefit to having a professional manage the day-to-day affairs of the County.	1	2	3	4	5
I understand the difference between establishing policy and administering the business of the county.	1	2	3	4	5

7. What do you think could be done to strengthen relationships between county board supervisors and the department heads?

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8. Do you have any other concerns or suggestions regarding this matter?

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### DEPARTMENT HEAD SURVEY

1. Based on our current structure of administration (i.e. committee structure) rate how empowered you are as a Department Head in performing the following functions? Check the appropriate box.

	Very Good	Good	Fair	Poor	Very Poor
a. Empowered to establish a vision for the department					
b. Establishing long term goals					
c. Establishing objectives and priorities					
d. Available methods for responding to county board demands					
e. Understanding of county budget as a whole					
f. Rate the effectiveness of the flow of information from your department to committee and then to board					

2. How would you rate the overall level of involvement by the county board members/committees in the areas listed below? For each, consider both the **actual** current level of involvement and the amount of involvement you would **prefer** for each in the future using the following scale:

- 1 = very low: not involved but may receive a report on actions of others
- 2 = low: minimum review or reaction
- 3 = moderate: advising or reviewing
- 4 = high: initiating, proposing, actively reviewing and revising, instructing, or strongly defending
- 5 = very high: handle entirely although others may be informed of your action

For each area, **circle the number** for the actual level of involvement by the county board members and the level you would prefer.

		County Board	Oversight Committee
a. Budget process	Actual:	1 2 3 4 5	1 2 3 4 5
	Prefer:	1 2 3 4 5	1 2 3 4 5
b. Developing strategies for the future development of the county	Actual:	1 2 3 4 5	1 2 3 4 5
	Prefer:	1 2 3 4 5	1 2 3 4 5

c. Hiring decisions about department heads	Actual:	1	2	3	4	5	1	2	3	4	5
	Prefer:	1	2	3	4	5	1	2	3	4	5
d. Hiring decisions about employees below the department head level	Actual:	1	2	3	4	5	1	2	3	4	5
	Prefer:	1	2	3	4	5	1	2	3	4	5
e. Identifying current issues that require attention by county government	Actual:	1	2	3	4	5	1	2	3	4	5
	Prefer:	1	2	3	4	5	1	2	3	4	5

5. How would you rate the relationship between the County Board and the department heads?

Very Good \_\_\_\_ Good \_\_\_\_ Fair \_\_\_\_ Poor \_\_\_\_ Very Poor \_\_\_\_

6. How would you rate the effectiveness of your oversight committee in setting policy for your department?

Very Good \_\_\_\_ Good \_\_\_\_ Fair \_\_\_\_ Poor \_\_\_\_ Very Poor \_\_\_\_

7. To what extent does each of the following statements describe your opinion of Richland County government?

	Not at All	A Little	Some-what	A Great Deal
a. The county board deals with too many administrative matters and not enough policy issues.				
b. The county board is more a reviewing and vetoing agency than a leader in policy making.				
c. The county board focuses too much on short-term problems and gives too little attention to long-term concerns.				
d. The county board is too involved in administrative activities.				
e. Decisions are based relationships rather than what is best.				

8. How well do you, as a department head, understand your role and responsibilities?

Very Good \_\_\_\_ Good \_\_\_\_ Fair \_\_\_\_ Poor \_\_\_\_ Very Poor \_\_\_\_

9. What do you think could be done to strengthen relationships between the county board supervisors and department heads?

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10. Do you have any other concerns or suggestions regarding this matter?

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# APPENDIX D

## Ad-Hoc Committee To Study Richland County Administration

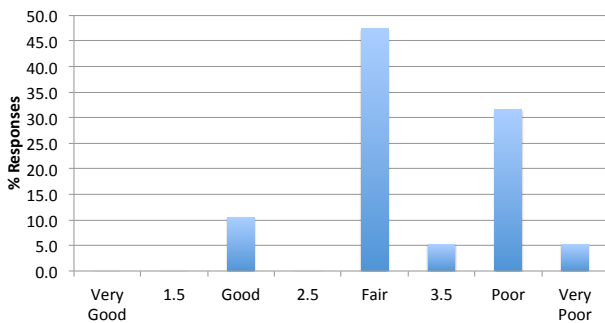
Results of Survey Given to  
County Board Members

### Question 1 Instructions:

In Wisconsin, the County Board of Supervisors primary function is to establish a vision for the county. To accomplish this, they must identify long-term goals, set policy and communicate with constituents. With those factors in mind, how would you rate the effectiveness of the county board in performing the following functions?

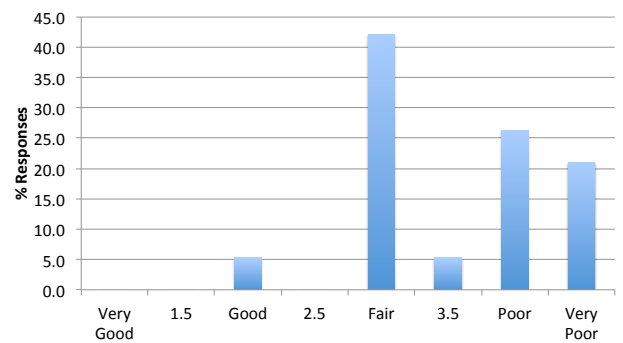
### Question 1a: How would you rate the County Board in establishing a vision for the county?

N=19 Average 3.3

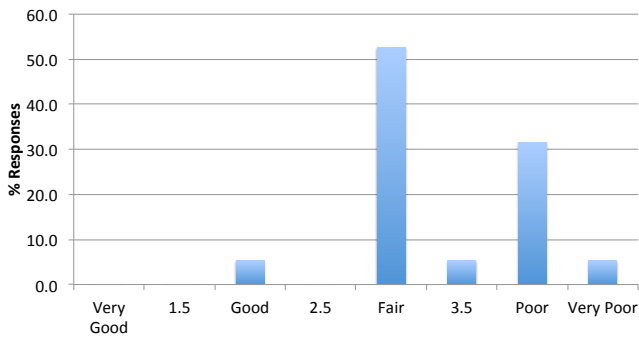


### Question 1b: How would you rate the County Board in establishing long term goals?

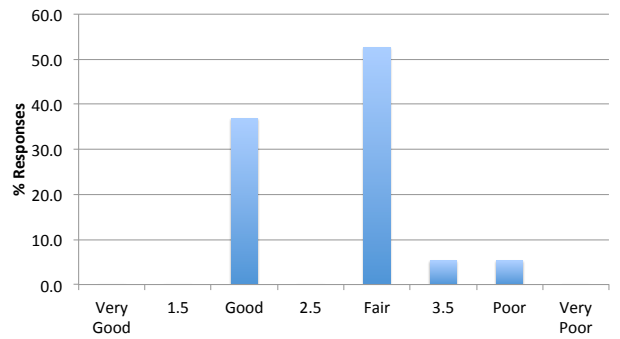
N=19 Average 3.7



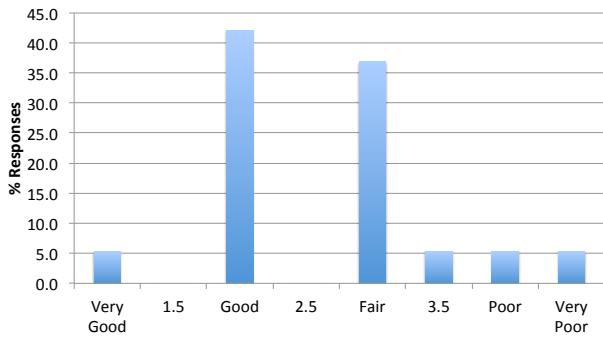
Question 1c: How would you rate the County Board in establishing objectives and priorities?  
 N=19 Average 3.4



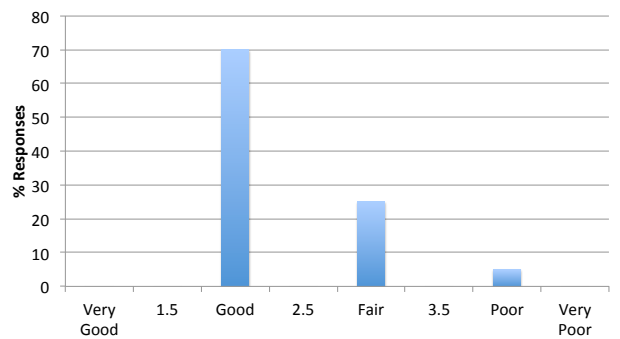
Question 1d: How would you rate the County Board in responding to constituent demands?  
 N=19 Average 2.7



Question 1e: How would you rate the County Board in reviewing and approving the budget?  
 N=19 Average 2.7



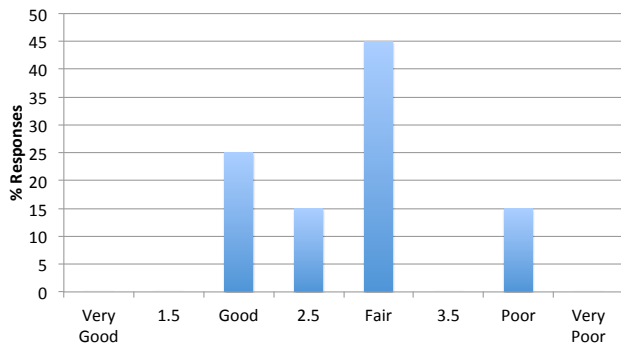
Question 2: How would you rate the relationship between the county board and the department heads?  
 N=20 Average 2.4





Question 3: How would you rate the effectiveness of current policies of the county board?

N=20 Average 2.8

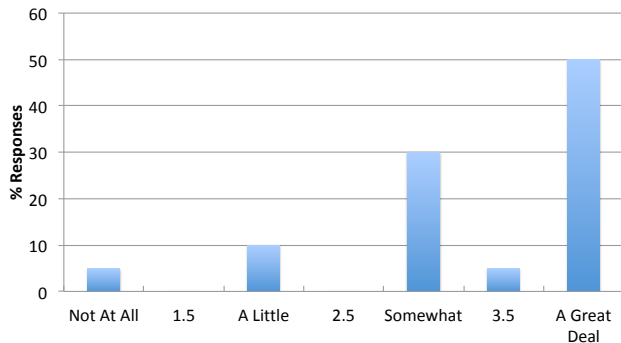


For the next 5 slides supervisors were asked to what extent does each statement describe their opinion

Not At All  
A Little  
Somewhat  
A Great Deal

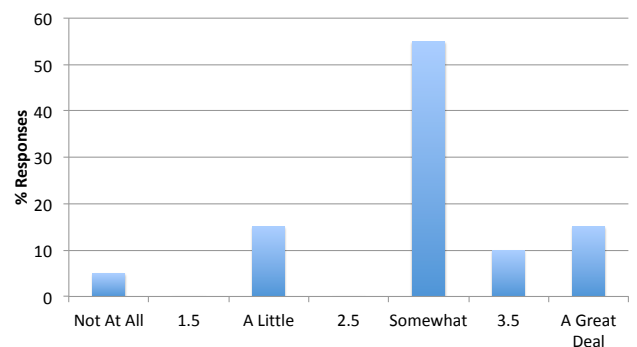
Question 4a: The county board deals with too many administrative matters and not enough policy issues.

N=20 Average 3.3



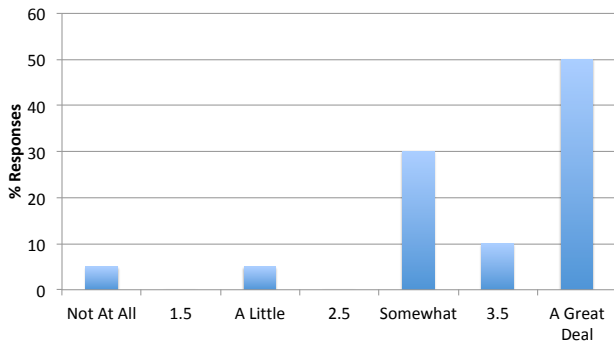
Question 4b: The county board is more a reviewing and vetoing agency than a leader in policy making.

N=20 Average 3.0



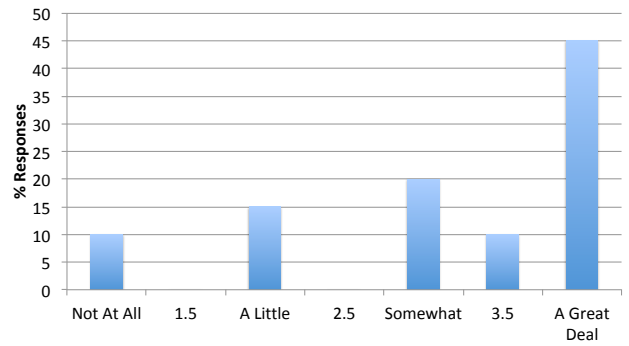
Question 4c: The county board focuses too much on short-term problems and gives too little attention to long-term concerns.

N=20 Average 3.4



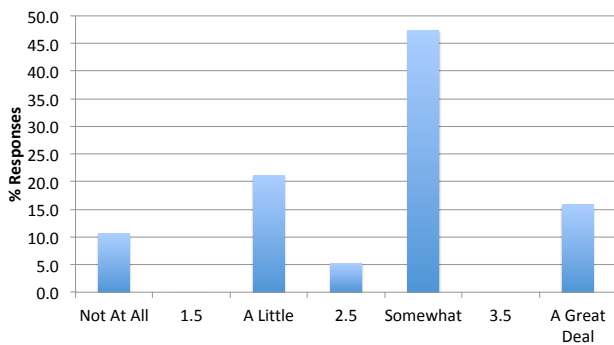
Question 4d: The county board is too involved in administrative activities.

N=20 Average 3.2



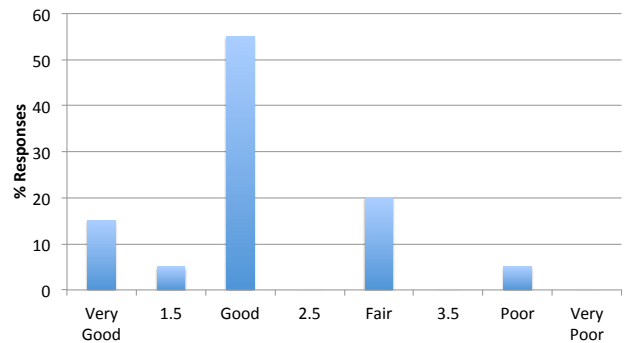
Question 4e: Decisions are based on relationships rather than what is best.

N=19 Average 2.7

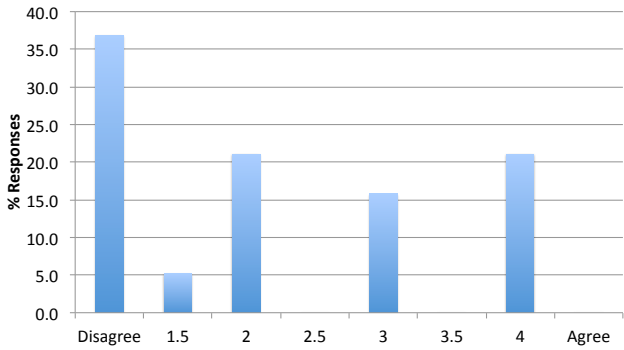


Question 5: How well do you, as a county board member, understand your role and responsibilities?

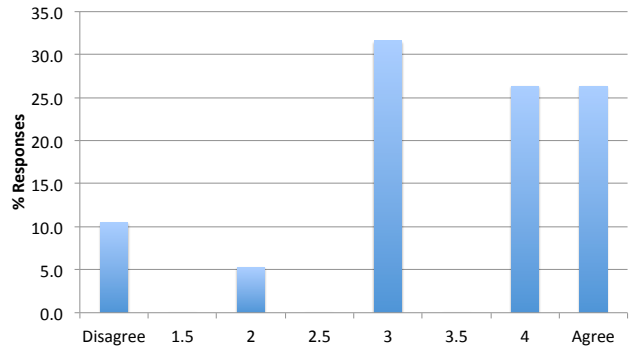
N=20 Average 2.1



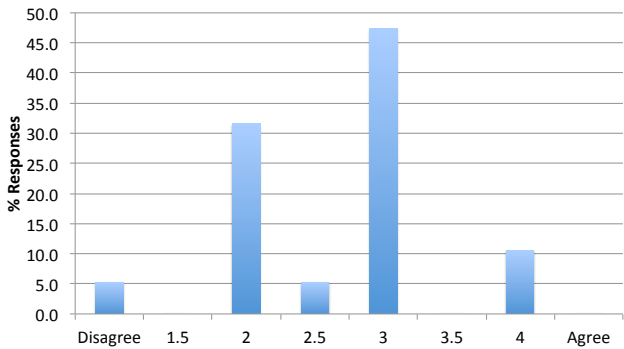
Question 6a: Individual board members should be involved in the day-to-day management of the county?  
 N=19 Average 2.1



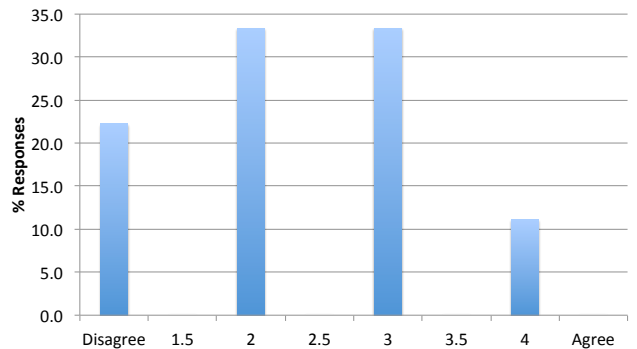
Question 6b: I have the time necessary to do what is asked of me as a board member.  
 N=19 Average 3.5



Question 6c: Is there proper oversight of the county's programs and services?  
 N=19 Average 2.7

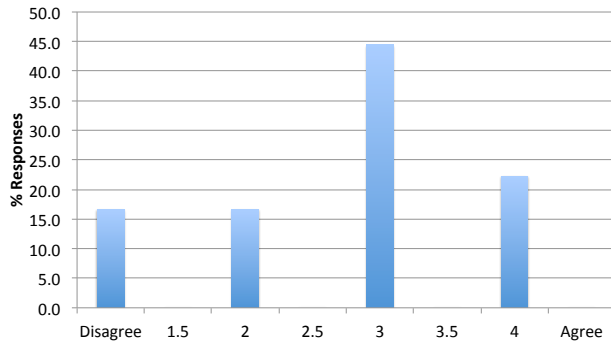


Question 6d: The county focuses appropriately on strategic/forward thinking.  
 N=18 Average 2.3



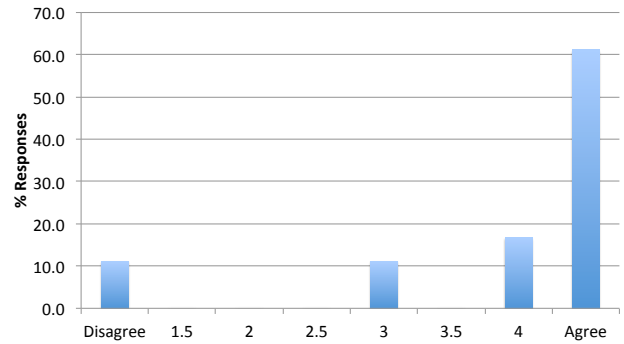
Question 6e: There is an appropriate policy in place to address internal/external issues.

N=18 Average 2.7



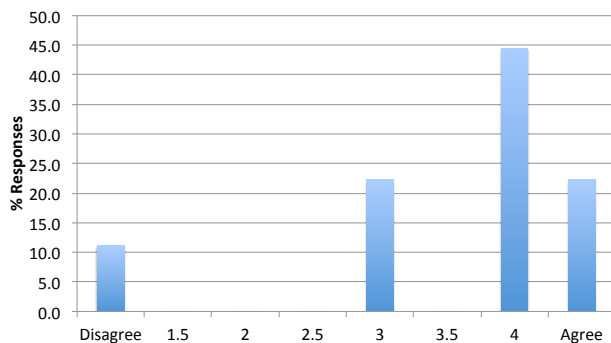
Question 6f: There would be a benefit to having a professional manage the day-to-day affairs of the county?

N=18 Average 4.2



Question 6g: I understand the difference between establishing policy and administering the business of the county.

N=18 Average 3.7



Question 7: What do you think could be done to strengthen relationships between county board supervisors and the department heads.

- Better administration
- Individual committee members sometimes exert too much influence. Focus more on policy and direction setting, leave operations to the Department Head.
- Less micro-management
- Communication as to their opinion
- Get rid of the rob Peter to pay Paul methods
- Keep having Department Head meetings
- Need administrator
- To be giving us more information
- Better communication about what is happening county wide
- Open Communication, non-biased
- Better distinction between administration and pily (I think policy??)

Question 8: Do you have any other concerns or suggestions regarding this matter?

- Whether or not we decide to hire an administrator-we need to establish a department of administration or centralized administration
- We need to be more aggressive in growth and strategies. We need to explore a different source for Corporate Counsel.
- A part-time or full-time coordinator
- We need a county administrator
- The good old boys need to see they don't have full control and work with the other new members more

## Ad-Hoc Committee To Study Richland County Administration

### Results of Survey Given to Department Heads

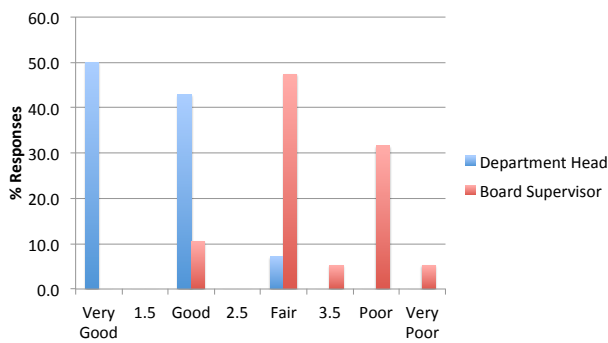
For comparison, questions that were asked to both department heads and supervisors have both responses in the graphs

## Question 1 Instructions

Based on our current structure of administration (i.e. committee structure) rate how empowered you are as a department head in performing the following functions?

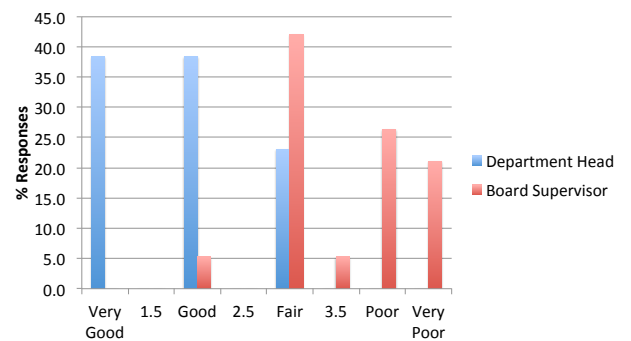
Very Good    Good    Fair    Poor    Very Poor

Question 1a: Empowered to establish a vision for the department  
n=14    Average 1.6

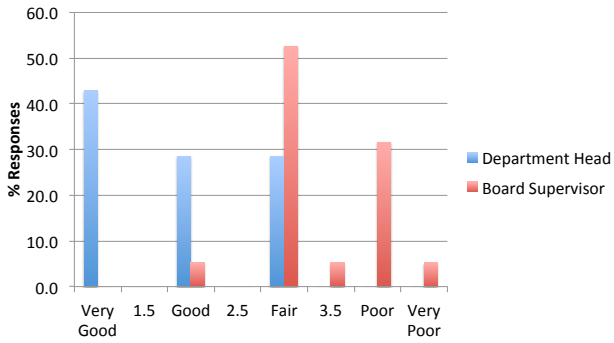


Question 1b: Establishing long-term goals

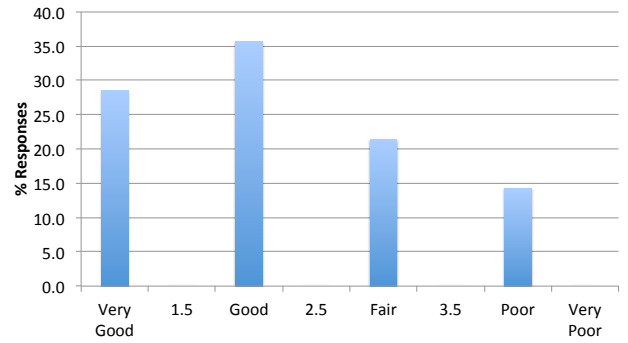
n=13    Average 1.8



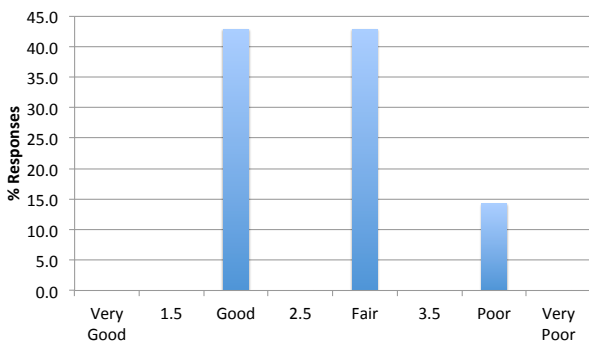
Question 1c: Establishing objectives and priorities  
n=14 Average 1.9



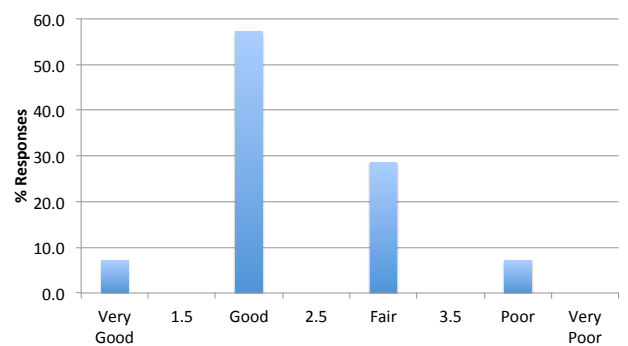
Question 1d: Available methods for responding to County Board demands  
n=14 Average 2.2



Question 1e: Understanding of county budget as a whole  
n=14 Average 2.7



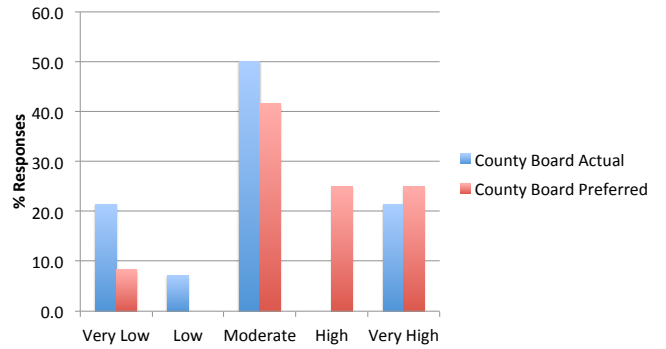
Question 1f: Rate the effectiveness of the flow of information from your department to committee and then county board  
n=14 Average 2.4



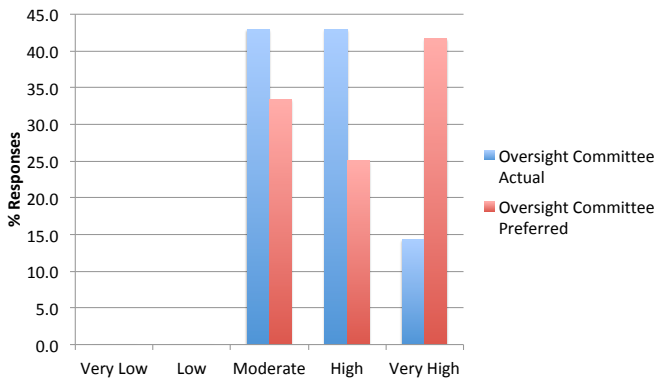
**Question 2 Instructions:**  
 How would you rate the overall level of involvement by the county board members/committees in each area?

Rate the actual involvement and then your preferred involvement  
 very low - low - moderate - high - very high

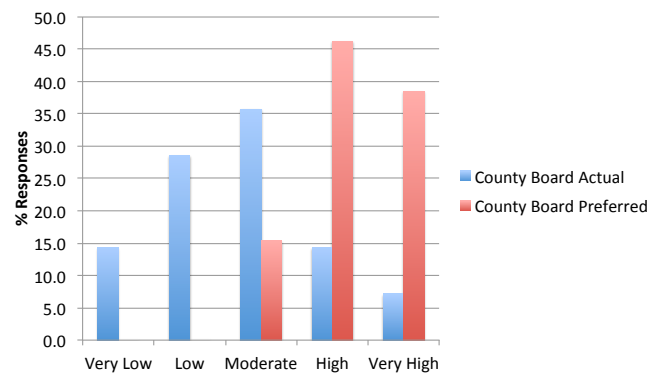
Question 2a: Budget process



Question 2a: Budget Process

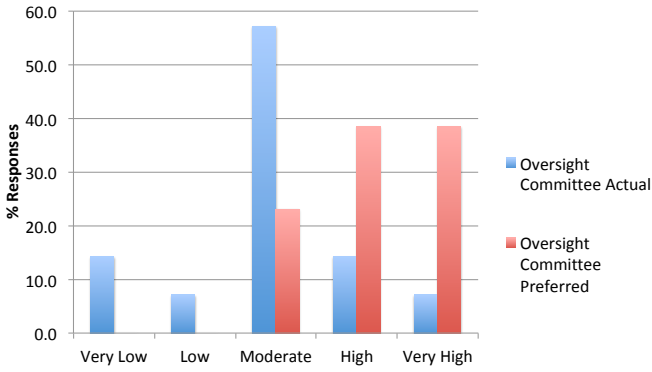


Question 2b: Developing strategies for the future development of the county

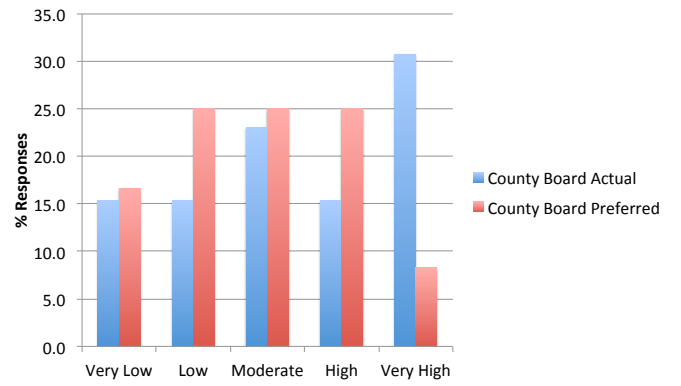




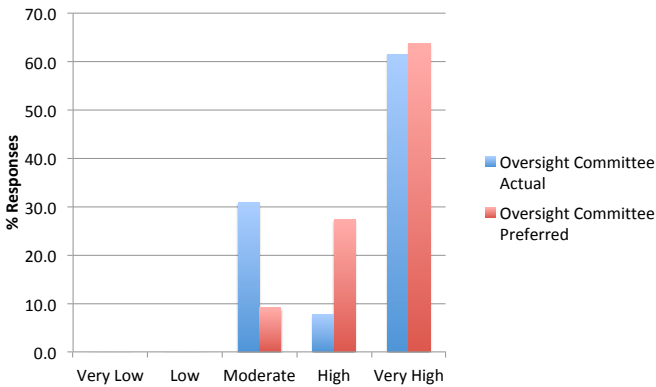
Question 2b: Developing strategies for the future development of the county



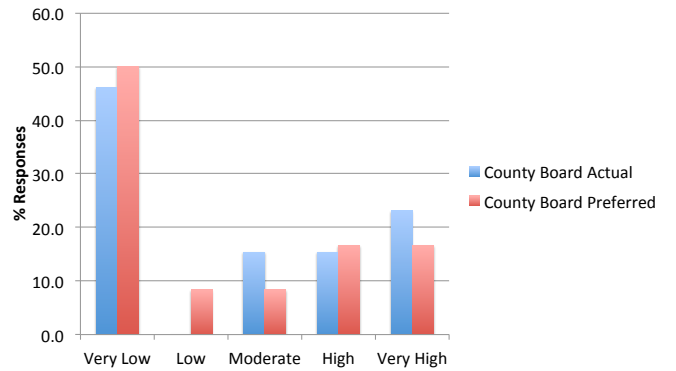
Question 2c: Hiring decisions about department heads



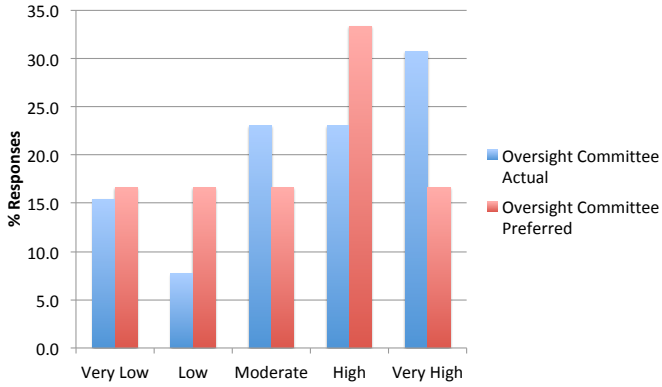
Question 2c: Hiring decisions about department heads



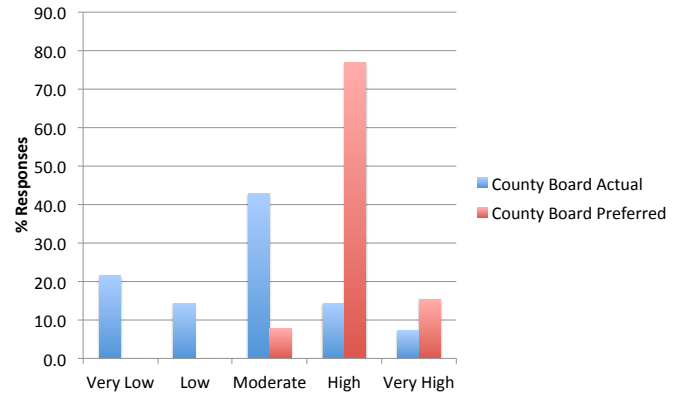
Question 2d: Hiring decisions about employees below the department head level



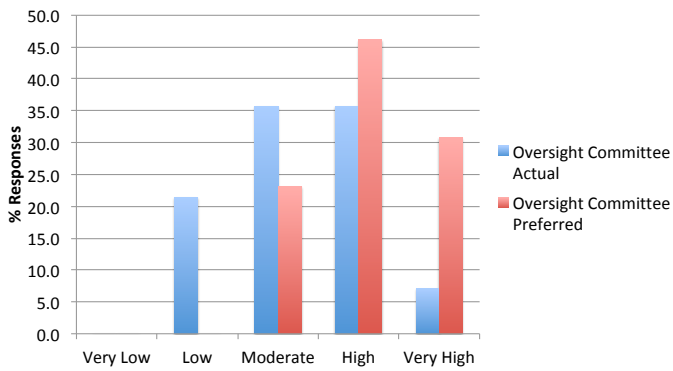
Question 2d: Hiring decisions about employees below the department head level



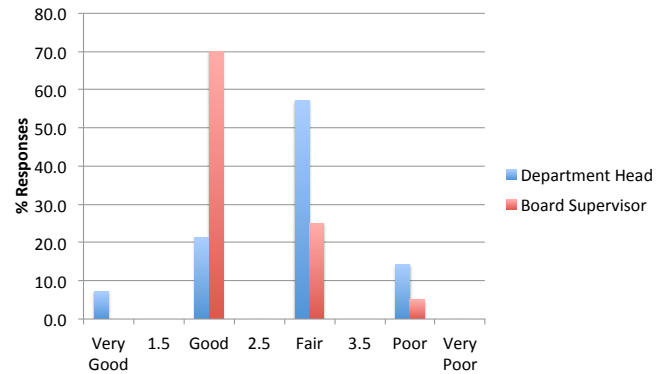
Question 2e: Identifying current issues that require attention by county government



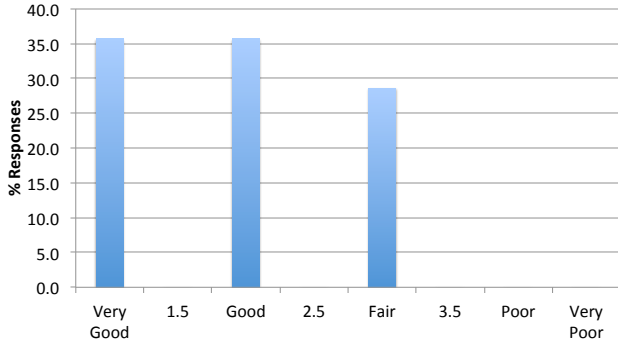
Question 2e: Identifying current issues that require attention by county government



Question 5: How would you rate the relationship between the county board and department heads?  
n= 14 Average 2.8



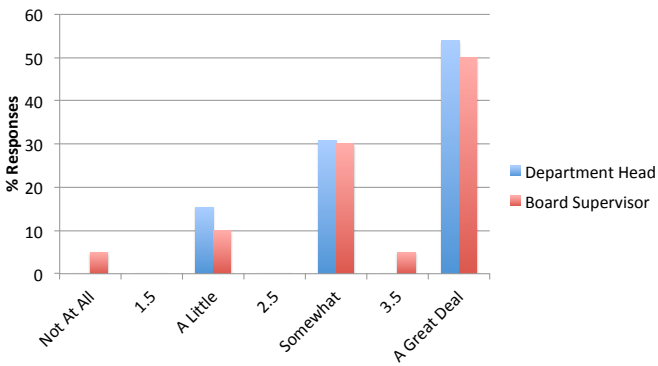
Question 6: How would you rate the effectiveness of your oversight committee in setting policy for your department?  
 n=14 Average 1.9



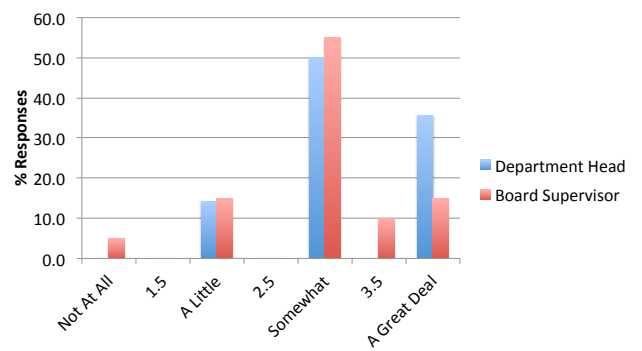
Instructions for question 7  
 To what extent does each of the following statements describe your opinion of Richland County government?

- Not at all
- A little
- Somewhat
- A great deal

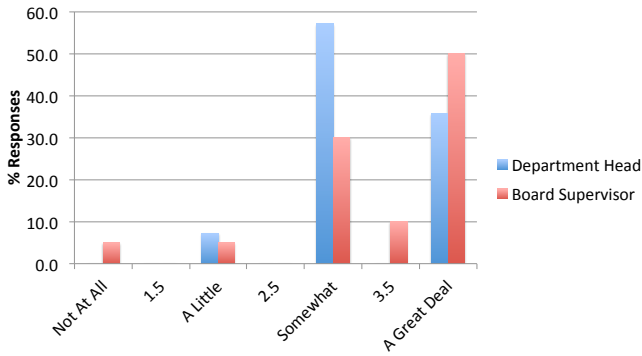
Question 7a: The county board deals with too many administrative matters and not enough policy issues



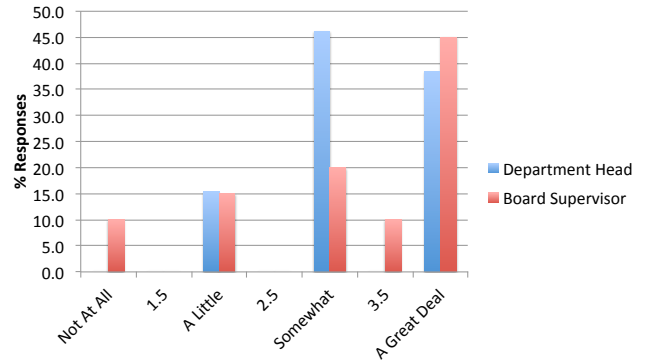
Question 7b: The county board is more a reviewing and vetoing agency than a leader in policy making



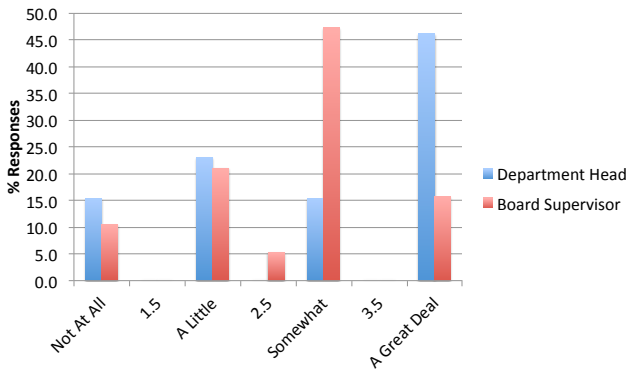
Question 7c: The county board focuses too much on short-term problems and gives too little attention to long-term concerns



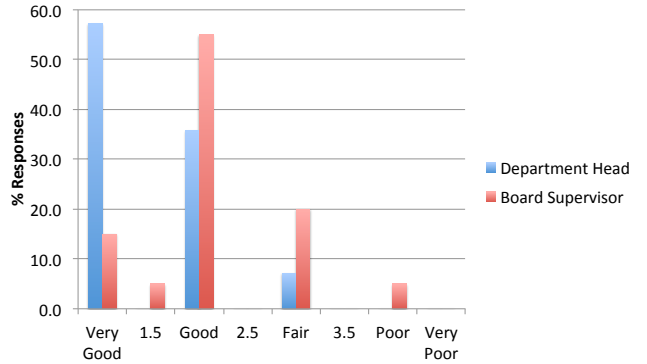
Question 7d: The county board is too involved in administrative activities



Question 7e: Decisions are based on relationships rather than what is best



Question 8: How well do you, as a department head, understand your role and responsibilities?



**What do you think could be done to strengthen relationships between the county board supervisors and department heads?**

- I think supervisors need to spend some time in different departments seeing what really happens in the department so they have a better understanding when items come to the county board session.
- A bit more interaction and communication about needs of departments, concerns, etc.
- Allow department heads to manage their departments without the micro managing and foster a notion that the county board should focus on strategic planning, policy and establishing a long-term vision for the county
- Clear goals and expectations of roles and responsibilities
- There are barriers inherent in the board decision making structure that limit the ability to develop stronger relationships. County board supervisors don't get to know the work of the department heads.
- Having or asking the department head to give a brief written quarterly (or semi-annual) update of the highlights/successes/challenges at their dept.

**What do you think could be done to strengthen relationships between the county board supervisors and department heads?**

- They are far removed from each department that they don't serve on. Maybe including them in our department head meetings a few at a time would be good.
- County board needs to be consistent. Make sure it is communicated that decisions-although difficult- are being done for the best interest of Richland County and its people. Our goals should be similar-not against each other.
- Communication-board members should be allowed to reach out to dept. heads-especially regarding agenda items. Be more informed on actions committees pass to make a more informed decision on voting on items at board level.
- See more supervisors getting to know what departments do. How many supervisors actually know what all departments do

**What do you think could be done to strengthen relationships between the county board supervisors and department heads?**

- I believe dealing with committee members does not allow time for other county board members. Some county board members have never been in my office.
- All supervisors need to spend some time in the departments, like a ride-along or "job shadow" to better understand what departments do and what statutory functions they serve.
- Listening to department heads concerns. Treating everyone fairly. Do not go along with a department head because you are on their committee.

**Do you have any other concerns or suggestions regarding this matter?**

- When items appear on the county board agenda, read the resolutions and background information when provided. Call that department before hand if the supervisor doesn't understand.
- A small portion of the county board members work at their positions. I would expect more input and concern in the workings of all departments to better understand how county government works.
- Operating in silos is inhibiting growth and financial stability. There is no way we can improve when no one can see the ultimate goal. Silos do not work, but operating in a silo almost seems encouraged here at Richland County.
- The county supervisors-when considering Ad-Hoc committees recommendation- should think about what's best for the whole-not just the oversight committee of which they may be a member.
- Department heads should meet with Ad Hoc Committee- they should hear the departmental struggles.

**Do you have any other concerns or suggestions regarding this matter?**

- We need to make Richland County a place to be proud of. People do not think highly of Richland County government-we need to change some perceptions.
- Should welcome questions from board members regarding decisions made at other committees brought to the board floor rather than pass an agenda item because the committee passed it.
- Seems like some supervisors don't care about employees. Seems like too much fighting between supervisors and rumors supervisors already giving up
- I always keep my committee abreast of all problems in my department which keeps us all in the knowledge.

**Do you have any other concerns or suggestions regarding this matter?**

- Although I realize much expense would be involved, I think we could benefit from having an actual county administrator who works with dept. heads on matters related to personnel issues. Supervisors and dept. heads should also be encouraged to get outside of Richland County and meet with counterparts in other counties for ideas, particularly counties that have had success in various areas. Not all new ideas are good but sometimes a fresh perspective is helpful.

**APPENDIX E SAMPLE JOB DESCRIPTIONS**  
Shawano County Full-time Administrative Coordinator

**JOB TITLE:** Administrative Coordinator  
**DEPARTMENT:** Administration  
**REPORTS TO:** Administration & Insurance Committee and County Board  
**FLSA STATUS:** Exempt

**I. GENERAL DESCRIPTION**

The Administrative Coordinator is the primary professional advisor to the County Board and administers the day to day operations of the County including the development, supervision, and operation of the County, its departments, personnel and facilities.

**II. SUPERVISION/DIRECTION RECEIVED AND EXERCISED**

The Administrative Coordinator is accountable to the County Board for the administration of its policies and programs and acts under the direction of the Administrative & Insurance Committee and the County Board. The Administrative Coordinator supervises and directs department heads and staff consistent with the County's Personnel and Administrative Handbooks, and applicable resolutions and law.

**III. DUTIES**

**A. Financial Management**

The Administrative Coordinator is responsible for overseeing all aspects of finance and accounting for the County including budgeting, spending, investing, revenue streams, debt, insurance, contracts, leases, auditing and safeguarding funds. The Administrative Coordinator's financial management responsibilities include:

**1. Budget preparation**

- a. Meets with the Finance Committee early each fiscal year to establish procedures, format and priorities in the preparation of the annual budget;
- b. Develops and submits the Department of Administration's annual office budget;
- c. Attends budget review committee meetings;
- d. Assists the Finance Department in preparing and submitting the final recommended annual budget and capital improvement program to the Board;
- e. Exercises responsibility for administration of the annual budget and monitors departmental budget compliance; and
- f. Oversees the Capital Improvement Budget.
- g. Plans, organizes and supervises all budget preparation activities; assists Finance Committee and County Board in its review of the annual budget.
- h. Oversees, coordinates and/or prepares all county, state and federal financial reports, budgets and financial statements, or financial analysis to the Finance Committee, Board and departments detailing the County's overall financial condition and cost analysis of various County programs, services and operations. Prepares fiscal notes on all resolutions presented or placed before the County Board.

## **2. Financial reports, audits and planning**

- a. In coordination with the Finance Department and Finance Committee, makes regular reports to the County Board to keep it fully advised as to the financial condition of the County and its future financial needs;
- b. Assists in developing financial plans in which revenues and expenditures are projected against anticipated County growth;
- c. Recommends methods of financing future needs;
- d. Examines or causes to be examined accounts, records and operations of all boards, commissions, departments, offices or agencies;
- e. Provides departments with current information on availability of funds and procedures to apply for federal and state grant programs and assists in applications for and procurement of such grants;
- f. Develops bonding projects for the County and makes subsequent recommendations to the County Board; and
- g. Monitors all issues on County and municipal debt which affect County bond ratings.
- h. Develops and recommends long-range fiscal programs and financial systems.
- i. Provides advice, counsel and direction to all department heads to the extent necessary to insure effective administration and implementation of approved fiscal policies, plans and programs.
- j. Assists the Treasurer in the formulation of investment policies and in establishing automated cash management system to facilitate and maximize interest earnings. Develops data information required for bonding and long-term borrowing.
- k. Conduct internal audit upon request of the Finance Committee and/or County Board.

## **3. Insurance**

Administers the County property, workers compensation, liability, employee and other insurance programs. Ensures that appropriate types and levels of insurance are in place based upon the County's assets and operations and that all claims are processed and referrals and recommendations are made to appropriate authorities. Maintains copies of all insurance policies covering the County. Prepares all bid information related to insurance programs.

## **4. Financial Policies, Loss Control and Contracts**

- a. In coordination with the Finance Department, ensures that necessary financial policies, procedures and controls are in place and enforced the County so as to safeguard the County's funds and any funds in the care, custody or control of the County;
- b. Oversees and assists in the care custody and control of real and personal property of the county. Maintains an inventory of such property for insurance and accountability purposes; and
- c. Assists in the negotiation, execution and administration of contracts and leases on behalf of the County in conjunction with Corporation Counsel and the County Board.
- d. Monitors, recommends, develop and implements changes in systems and procedures to assure compliance with governmental accounting principles and practices.
- e. Establishes countywide uniform policies in financial procedures, fiscal reporting, accounting methods, payroll procedures and budget preparation.



**B. Human Resources Management**

Responsible for administering an effective personnel program which includes employee records, position descriptions, employee development, employee evaluations, employee hiring, employee discipline and a compensation/employee benefit system consistent with the County's Personnel and Administrative Handbooks. The Administrative Coordinator's human resource management responsibilities include:

**1. Labor and Employment law compliance**

Exercises overall responsibility and authority to ensure and require adherence to applicable labor and employment laws, regulations and policies.

**2. Labor negotiations**

Acts as lead negotiator for all union negotiations.

**3. Supervision of department heads**

Unless otherwise provided by law, exercises supervisory authority with respect to department heads consistent with the County's Personnel and Administrative Handbooks.

**4. Personnel management**

Oversees, evaluates and makes recommendations on all personnel matters, including organization and staffing needs, hiring, planning, assigning and directing work, appraising performance, employee discipline, position classification and compensation and benefit programs. Implements and manages the County's Personnel and Administrative Handbooks. Recommends changes as necessary to comply with the law or to address operational issues.

**5. Safety**

Serves as County Safety Coordinator. Works with insurance carriers to reduce liability risks. Ensures compliance with all safety related laws and regulations. Develop and enforce safety policies and procedures in the County. Coordinates safety training and education in the County.

**C. Departmental and Program Coordination**

**1. General program implementation**

- a. Accountable to ensure that all policies, programs, orders, ordinances, resolutions and regulations of the County Board are implemented and executed, whether directly or as delegated;
- b. Facilitates coordination of information between County Board and various County Board committees and departments;
- c. Supervises and coordinates the work of the departments and agencies under the direct jurisdiction or fiscal control of the Board;
- d. Conducts monthly staff meetings with department heads;

- e. Attends all meetings of the County Board except when excused;
- f. Advises and makes recommendations to the Board on matters within the Administrative Coordinator's administrative authority;
- g. On a monthly basis, presents to the Board all data pertaining to the responsibilities of the Board and/or all needs of business which come to his or her attention;
- h. Maintains and ensures the County's interests in all matters;
- i. Works collaboratively with the County Board, Elected Officials and Department Heads;
- j. Directs and implements the County's risk management and loss control functions;
- k. Confers and works with the Technology Services Department (TS) in utilizing information technology to support and evaluate County operations and ensure compliance with federal and state laws and regulations and County policies; and
- l. Confers with corporation counsel and/or outside counsel with respect to existing and potential legal issues and claims;

**2. Organizational structure**

Investigates transferring responsibility for specific functions between county departments and agencies or consolidating departments and agencies, and reports findings and recommendations to the Administrative & Insurance Committee and the County Board. Implements departmental reorganizations or consolidations.

**3. Support for policy development**

- a. Prepares, provides or causes to be prepared or provided such reports, studies, data, and research as the Board and committees may require concerning county government operations;
- b. Prepares plans and programs for the Board's consideration in anticipation of future needs;
- c. Recommends adoption of new or revised ordinances, orders, resolutions programs and policies to promote the public interest and improve County services;
- d. Reviews with the Corporation Counsel, all resolution and ordinances; and
- e. Confers with County Board Chairperson and participates in committee meetings as necessary.

**4. Real estate and property management**

- a. Responsible, with the applicable committee, to ensure that all County property (real and personal) is maintained and in good repair;
- b. Assists in preparing long-range plans for the management of County properties and for construction and alteration of physical facilities needed to render County services properly, submitting such plans to the Board and recommending the priority of projects;
- c. Coordinates, with appropriate committee(s), the preparation of architectural plans for County buildings and their construction or modification; and
- d. Allocates space to County departments and agencies in coordination with the appropriate committee.

**D. Intergovernmental and Public Relations**

**1. Federal, state and local government**

- a. Maintains current knowledge of pending and existing legislation pertaining to county government including all employment laws;
- b. Solicits the County Board's positions on significant legislative matters;
- c. Invites other local units of government in the County to cooperate as necessary and appropriate;
- d. Coordinates County and County special district functions with federal, state and other county, municipal or special district functions as necessary;
- e. In conjunction with Corporation Counsel, negotiates all intergovernmental contracts on behalf of the County within policy parameters established by the County Board.

**2. Public relations**

- a. Receives complaints concerning County operations and refers them to the appropriate committee, Department Head or Corporation Counsel as appropriate;
- b. Conducts investigations as appropriate or directed by a committee or the County Board, reporting findings to the appropriate parties;
- c. Serves as the Board's representative in communications with County officers, boards and commissions and with other federal, state or local government agencies.

**IV. WORK ENVIRONMENT**

The Administrative Coordinator's work is generally sedentary with occasional walking or standing and is performed in a general office setting with minimal presence of hazards.

**V. KNOWLEDGE, SKILLS AND ABILITIES**

The Administrative Coordinator should possess the knowledge and ability to perform the duties of this job description and should further have the following:

- 1. Broad and comprehensive knowledge of current management principles, practices and techniques as they pertain to local governmental administration including: coordination of varied activities of an organization and staff; budgeting and budgetary control; fiscal analysis and management; personnel management, public sector labor relations and contract negotiations; equal employment opportunity principles; labor and employment laws and other federal and state laws and regulations which impact operations; strategic and organizational planning; program development and evaluation; management information systems; information technology (IT) systems, operations and issues; organizational behavior, psychology, and development; risk management and safety; professional standards of practice and ethics.
- 2. Ability and skill to plan, organize and direct the administrative, financial, and operational functions of county government. Knowledge of cash management, bonding and capital outlay, internal auditing and controls, purchasing and inventory management and financial reporting. Knowledge of funding resources including public and private grant availability and procedures.
- 3. Ability to develop, recommend and implement effective plans and programs and objectively evaluate progress toward goals and timetables.

4. Excellent interpersonal and public relations skills including ability to develop and effectively represent ideas and concepts and present information verbally and in writing to the County Board and its committees, management, employees, governmental agencies, news media and the general public. Ability to respond to common inquiries or complaints from the public, regulatory agencies, Department Heads, employees or County Board members.

5. Ability to establish and maintain effective working relationships with County officials, officers, Department Heads, management, employees and the general public.

## **VI. REQUIRED QUALIFICATIONS**

Graduation from an accredited college or university with a Bachelor's degree in business management, public administration, government, finance, economics, accounting, investment or a related field.

At least seven (7) or more years of experience in personnel management, financial management, supervision and administration as well as state and federal labor and employment principals.

Prefer County residency.

**Job Description Reviewed & Approved by the Administrative Committee: 4/6/2016**

Pepin County Part-time Administrative Coordinator: Position is ½ time Finance Director, ½ time Administrative Coordinator

## Pepin County

**DEPARTMENT: Administration**

**DATE: 07/28/2015**

**POSITION TITLE: Administrative Coordinator**

**REPORTS TO: Finance Committee**

**DIRECT REPORTS: Finance Director, Personnel Director,  
Administrative Floater (s)**

### **PURPOSE OF THE POSITION:**

General Responsibilities as stated in Section 1.10 (3) of the code of ordinances as Follows: “The administrative coordinator shall be responsible for coordinating all administrative and management functions of the county government not otherwise vested by law in boards or commissions or in other elected offices”

### **DUTIES AND REPOSIBILITIES:**

This list of duties is not to be construed as all-inclusive and may be modified as need required. Special duty assignments will occur.

1. Coordinate and facilitate the ongoing operations of Pepin County departments, programs, services and fiscal matters.
  - a. Prepares analysis reports and recommendations for County Board and Committees.
  - b. Recommend new policies and procedures and maintain policy books applicable to all county departments and obtain copies of department specific policy books and coordinate as necessary.
  - c. Make recommendations for solutions to problems.
  - d. Review all resolutions and ordinances prior to submission to Oversight committee and action by County Board.
  - e. Ensure that orders, ordinances, resolutions and regulations of the County Board are faithfully executed.
  - f. Receive complaints concerning County Operations and refer them to the appropriate committee or department head. Conduct appropriate investigations when directed by the Committee or the County Board.
2. Signature authority for the following:
  - a. All grant applications.
  - b. All State/Federal grant awards/contracts.
  - c. All reports necessary under 2 requiring County Administrator signature.

3. Authority over use of corporation counsel by all departments who do not have their own corporation counsel budget.
4. Coordinate all administrative and management functions of the county government not otherwise vested by law in boards or commissions or in other elected offices.
5. Supervise Department Heads except those elected by the public.
6. Direct the preparation of long-range plans for the management of county properties and for the construction and alteration of physical facilities.
  - a. Coordinate, with the appropriate committee, the preparation of architectural plans for county buildings and their construction, and allocate space to county departments and agencies.
  - b. Manage leases for County properties.
  - c. Manage facilities and supervise maintenance staff.
7. Serves as ADA Coordinator for the County.
8. Provide professional staff support.
9. Provide County Board Supervisors support.
10. Receive and review Federal and State reports received by all departments of the County.
11. Monitor committee roles and responsibilities per the Code of Ordinances and assist committees to operate effective and efficient meetings.
12. Conduct regular monthly meetings with department heads.
13. Conduct regular monthly reports to the County Board of Supervisors.
14. Attend and participate in Committee meetings as deemed necessary or as requested by Committee chairperson and/ or appropriate department head.
15. Administer the purchasing policy and procedure as directed by the Finance Committee in accordance with applicable statues and ordinances.
16. Coordinate and administer all County Insurance coverages, and prepare all bid information. Provide input to Committee on improvements to existing programs.
  - a. Property & Liability Insurance, claims, and inventories.
    - i. Work with insurance carriers to reduce liability risks.
  - b. Workers comp policy and claims.
  - c. Act as Risk Manager.
17. Human Resources
  - a. Participates in interviewing, hiring, discipline, and termination processes for all non-elected department heads.
  - b. Review and make recommendations regarding County compensation structure.
  - c. Participates in labor negotiations.
  - d. Annually evaluate the performance of all department heads and present each to appropriate oversight committee for additions, changes, and final approval.
18. Serve as Public Information Officer for County Emergency Management.
19. Responsible for overall adoption of the budget in coordination with preparation by the Finance Director.

20. Receive and review monthly reports and information requested by the County Board of Supervisors for the purpose of overseeing the expenditure of funds and receipt of revenues in accordance with the budget adopted by the County Board, however, the Administrative Coordinator shall not have the authority to modify the provisions of the adopted County budget.
21. CDBG Administrator.

### **PHYSICAL REQUIREMENTS:**

Flexibility in scheduling due to evening and morning committee meetings, negotiations and hiring. Handle stress related to dealing with public and political environment. Primarily sedentary position, includes but not limited to, sitting, standing, walking, bending, stooping, minimal lifting, and ability to hear, talk and view areas.

### **REQUIRED KNOWLEDGE, SKILLS AND ABILITIES**

1. Should have a bachelor's degree in Business Management, Public Administration, Accounting, Finance, Economics or a closely related field.
2. Five to seven years' experience in personnel management, supervision and administration, preferably in the public sector.
3. Experienced with modern administrative practices and procedures, budgeting and fiscal management, and personnel administration and public administration.
4. Experienced with applicable federal, state, county and local laws regarding the governing of the county.
5. Extensive knowledge of county policies.
6. Possess a knowledge of personnel management. Public sector labor relations, contract negotiations, and equal opportunity principles.
7. Ability to establish and maintain effective working relationships with County personnel and County supervisors.
8. Ability to plan, organize, direct, and coordinate as well as have good written and oral communication skills; tact and courtesy; thoroughness and dependability.
9. Knowledge of Microsoft Office Suite programs.

Approved by Finance Committee: July 9, 2015

Approved by Personnel Committee: July 28, 2015

**Calumet County**  
**Position Description**

**Job Title:** Administrator  
**Salary Level:** Negotiable (*See employment agreement*)  
**FLSA Status:** Exempt  
**Department:** County Administrator  
**Reports To:** County Board  
**Prepared By:** Patrick W. Glynn, Human Resource Director  
**Prepared Date:** January 28, 2004  
**Approved By:** Calumet County Board of Supervisors  
**Approved Date:** February 17, 2004

**Summary** This position is appointed by, and is accountable to, the Calumet County Board of Supervisors. Under the general supervision of the County Board, and Salary and Personnel Committee, and in accordance with Section 59.18 of the Wisconsin Statutes, the County Administrator is the chief administrative officer of the County. The position directs, administers and coordinates the activities of the County in support of policies, goals and objectives established by the County Board, by performing duties personally or through various departments.

**Essential Duties and Responsibilities** *include the following. Other duties may be assigned.*

**1. Meeting Attendance & County Board Relations.**

- A. Attends all meetings of the County Board, except when excused by the County Board Chair or the County Board, and advises and recommends courses of action to the Board as it pertains to matters of County interest.
- B. Supports the County Board by assisting with the preparation of the agendas, minutes of the meeting, and all resolutions and ordinances to be presented to the Board.
- C. Provides the Board with data regarding County programs and activities, and makes regular reports to the Board.
- D. Sees that all orders, ordinances, resolutions, and regulations adopted by the County Board are faithfully executed.
- E. Attends and participates in committee meetings as deemed necessary or requested by committee chairs.
- F. Monitors, reviews and keeps the County Board fully informed of any federal and state administrative, legislative and judicial developments which may affect or impact the County. Solicits the Board's position, drafts responses, recommends amendments, and supports said legislation. May represent the County at state legislative meetings or hearings, or engage in lobbying efforts, on behalf of the county.

**2. Administrative Duties.**

- A. Supervises, coordinates, and directs all administrative and management functions of the County's departments and agencies under direct jurisdiction or fiscal control of the County Board, including requiring the periodic submission of organizational charts and departmental activity reports and conducting regular meetings with department heads. Oversees the day-to-day operations of all County government functions ensuring effectiveness and efficiency.



- B. Researches and recommends the establishment and modification of County policies, and interprets and advises Department Heads concerning board policies, directives and expectations. Ensures the policies and programs adopted by the County Board are effectively carried out.
- C. Appoints the members of all Boards and Commissions, subject to the confirmation of the County Board. Coordinates and actively participates in the selection and appointment process for the committees of the County Board.
- D. Acts as a resource for all union negotiations, and actively participates in the development of the County's negotiation strategy.
- E. In coordination with the Human Resource Director, reviews and determines whether vacant positions should be filled.
- F. Directs the preparation of all reports, studies, and research as the Board may require concerning operations of the County; prepares plans and programs for the Board's consideration in anticipation of future needs.
- G. Reviews and signs all contracts for goods and services after review by the Corporation Counsel and Finance Director. Approves all intergovernmental contracts and rental or lease contracts on behalf of the County.
- H. Manages a wide variety of major projects and coordinates the roles of staff in the process.

**3. Strategic Planning & Organizational Improvement.**

- A. Makes recommendations, assists the County Board in establishing, and advances the organizational mission, vision, values and identified County goals.
- B. Develops, integrates, and directs the current and long-range strategic plans for all County activities. Uses resources within the County to accomplish organizational goals and objectives and assists in the formulation of those goals and objectives to assure they support the County's mission, vision and values.
- C. Evaluates, on a continuing basis, the levels of service provided by County Departments and recommends the establishment and/or modification of policies, procedures, or operating standards. Recommends reorganization, improvement, or development of new functions, or abandonment of old functions, to the County Board.
- D. Takes the initiative to propose to the County Board such actions as will contribute to the efficiency, productivity, and overall improvement of County operations.

**4. Budget Preparation and Execution.**

- A. Responsible for the preparation and submission of the annual budget and capital improvement program to the County Board.
- B. Establishes, with the Finance and Audit Committee and Finance Director, procedures, format, and priorities desired in the preparation of the budget. Conducts and schedules budget hearings and meetings on budget requests with the Finance and Audit Committee. Attends budget meetings and makes recommendations on said budgets.
- C. Executes the adopted budget, insuring that all expenditures of County funds are made in strict compliance; reviews all departmental and agency requests or adjustments transfers of budgeted funds with the Finance and Audit Committee, the Board, and the Finance Director as necessary.

**5. Financial Reports and Planning.** *In cooperation with the Finance and Audit Committee and the Finance Director:*

- A. Makes regular reports to the Board, keeping the Board fully advised as to the financial condition of the County and its future financial needs. Recommends such matters to them for their consideration as deemed necessary or advisable for administration and coordination of County functions.
- B. Develops financial plans in which revenues and expenditures are projected against anticipated county growth, and recommends methods of financing future needs.
- C. Directs the examination of all accounts, records and operations of the County, which receive moneys from the County Board.
- D. Maintains and provides affected departments with current information on availability of funds and procedures to apply for federal and state grant programs and assists in application for and procurement of such grants.
- E. Develops bonding projects for the County and makes subsequent recommendations for the County Board.

**6. Property Management.**

- A. Monitors the care and custody of all buildings, grounds and property of the County, and ensures that an accurate inventory of said property is maintained.
- B. Directs the preparation of plans for the management of County properties and for the construction and alteration of physical facilities needed to render County services properly, said plans to be submitted to the Board, recommending the priority of projects.
- C. Coordinates, with the appropriate committee, the preparation of architectural plans for County buildings and their construction, and allocates space to County departments and agencies.

**7. Community & Intergovernmental Relations.**

- A. Initiates contact with other state and local governmental agencies, to recognize policy shifts, resolve developing conflicts, identify opportunities for cooperation, explore and evaluate potential operational efficiencies and cost savings.
- B. Invites other local units of government to cooperate with the County through the establishment of task forces, conference committees, and other similar arrangements.
- C. Handles the public relations affairs of the County and the County Board. Serves as the chief administrative spokesperson for the County, which role is to be coordinated with the County Board Chair, who acts as the chief elected spokesperson.
- D. Maintains good community relations, including ensuring timely investigation and response to citizen complaints and inquiries.
- E. Maintains positive, professional, and business-like working relationships with the community and other units of government.

*It is unlikely an employee will perform all the duties listed, nor is the list exhaustive in the sense it covers all the duties an employee may be required to perform. The examples are merely indicative, not restrictive. No provision of this position description is intended to vest any duty, or grant any authority which is vested by law in any other County Officer, Commission, Committee, or Board.*

**Supervisory Responsibilities**

Appoints and supervises all Department Heads of the County, except those elected by the people or appointed by elected officers, after concurrence with the Chair of the Home Committee and the County Board Chair. Responsible for the overall direction, coordination, and evaluation of the County Administrator's Office. Carries out supervisory responsibilities in accordance with the County's policies

and other applicable laws. Responsibilities include interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems. Reviews all recommendations for disciplinary suspensions and discharge of all employees.

**Qualifications** *To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.*

#### **Education and/or Experience**

Bachelor's Degree required with emphasis in public or business administration preferred; Master's Degree preferred. Minimum of ten years experience in business, industry or government at a responsible management level; minimum of five years experience in public sector management in a unionized work environment; administrative experience with public sector labor relations, public finance, and equal employment opportunity practices and principles; or an equivalent combination of education and experience.

#### **Language Skills**

Ability to read, analyze, and interpret periodicals, professional journals, technical journals, financial reports, legal documents, and governmental regulations. Ability to respond to most sensitive inquiries or complaints from the County Board, employees, public, regulatory agencies, or members of the business, industry or governmental communities. Ability to write speeches and articles for publication that conform to prescribed style and format. Ability to effectively present information to County Boards, Committees and Commissions, Department Heads, employees and public groups.

#### **Mathematical Skills**

Above average knowledge of mathematics is required. Understanding and explaining the methodology of how budgeting and operating expenses are established for the government is primary. Ability to work with mathematical concepts such as probability and statistical inference, fractions, percentages, ratios, and proportions to practical situations.

#### **Reasoning Ability**

Ability to define problems, collect data, establish facts, and draw valid conclusions. Ability to interpret an extensive variety of technical instructions furnished in mathematical or diagram form and deal with several abstract and concrete variables. Ability to coordinate activities of a large organization; and an understanding of the political processes of the County Board.

#### **Computer Skills**

To perform this job successfully, an individual should have knowledge of spreadsheet and word processing software in addition to a general knowledge of governmental accounting and budgeting software applications.

#### **Certificates, Licenses, Registrations**

None.

#### **Other Skills and Abilities**

Thorough knowledge and experience with modern administrative practices and procedure, budgeting and fiscal management, personnel administration and public administration.

Thorough knowledge of organization and functions of county, state and local government in the areas identified above and including but not limited to: personnel management, public sector labor relations, contract negotiations, equal opportunity principles, and applicable federal, state and local laws.

Ability to establish effective relationships with County Board committees, department heads and other employees, union representatives, and the public.

Ability and skill to plan, organize, direct and coordinate the administration, financial and operational functions of county government.

Must possess high ethical standards, good judgment and discretion.

**Other Qualifications or Conditions of Employment**

Must establish County residency within one year of appointment and shall remain a resident of the County during tenure of office.

**Physical Demands** *The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.*

While performing the duties of this job, the employee is regularly required to sit and use hands to finger, handle, or feel. The employee is frequently required to talk or hear. The employee is occasionally required to stand and reach with hands and arms. The employee must frequently lift and/or move up to 10 pounds and occasionally lift and/or move up to 25 pounds. Specific vision abilities required by this job include close vision, color vision and ability to adjust focus. Occasionally tours County or other facilities outside of the office.

**Work Environment** *The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.*

The noise level in the work environment is usually quiet.