

# RICHLAND COUNTY

## Rules & Strategic Planning Standing Committee

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November 2, 2022

### NOTICE OF MEETING

Please be advised that the Richland County Rules and Strategic Planning Standing Committee will convene at 10:00 a.m., Thursday, November 3<sup>rd</sup>, 2022 in the County Board Room at 181 W. Seminary Street. If you would like to join remotely using **WebEx Videoconference**, **WebEx Teleconference**, or **by Phone** you can find meeting access information

at: <https://administrator.co.richland.wi.us/minutes/rules-strategic-planning/>

If you have any trouble accessing the meeting, please contact MIS Director Barbara Scott at 608-649-5922 (phone) or [barbara.scott@co.richland.wi.us](mailto:barbara.scott@co.richland.wi.us) (email), or Rules & Strategic Planning Committee Chair Shaun Murphy-Lopez at 608-462-3715 (phone/text) or [shaun.murphy@co.richland.wi.us](mailto:shaun.murphy@co.richland.wi.us) (email).

#### **Agenda:**

1. Call to order
2. Proof of notification
3. Agenda approval
4. Public comments  
*Topics raised in comments received from the public may be placed on a future agenda for consideration.*
5. Approval of minutes
6. Ethics review\*
7. Comprehensive plan scope and budget\*
8. Strategic plan progress\*
9. Future agenda items
10. Adjournment

\*Meeting materials for items marked with an asterisk may be found at <https://administrator.co.richland.wi.us/minutes/rules-strategic-planning.shtml>.

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

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

# Richland County

## Rules & Strategic Planning Standing Committee

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**October 6th, 2022**

The Rules and Strategic Planning Standing Committee met on Thursday, October 6th, 2022, at 10:00 a.m. in the County Board Room at 181 W. Seminary Street via videoconference and teleconference.

Committee members present included: Committee Chair Shaun Murphy-Lopez, Ingrid Glasbrenner, Linda Gentes, Chad Cosgrove, Bob Frank, Julie Fleming and Marty Brewer with Don Seep by WebEx.

Absent: Danielle Rudersdorf.

Also present was the County Administrator Clint Langreck, Administrative Assistant Cheryl Dull, with Gabe Schmitt from MIS running the teleconferencing. Several Department Heads and members of the public were logged on by WebEx.

1. **Call to Order** - Committee Chair Murphy-Lopez called the meeting to order at 10:03 a.m.
2. **Proof of Notification** - Chair Murphy-Lopez confirmed that the meeting had been properly noticed.
3. **Agenda Approval** - Moved by Supervisor Cosgrove to approve the agenda as presented, seconded by Supervisor Brewer. All voting aye, motion carried.
4. **Public comments** - Chair Murphy-Lopez invited any public to make comments. None.
5. **Approval of minutes** – Moved by Supervisor Glasbrenner to approve as presented, 2<sup>nd</sup> by Supervisor Brewer. All voting aye, motion carried.
6. **Ethics review** – Chair Murphy-Lopez reviewed what has been presented in August and September. He reviewed the updates to the table from the last 2 meetings. He opened discussion concerning Crawford, Sauk and Iowa County Ordinance relating to Financial Interest. Extensive discussion followed on allowing a County official and/or employee participating in discussion on an item were they have substantial financial interest including wordsmithing until they agreed on a statement.

Moved by Supervisor Cosgrove to modify the language to say *“A County Official or employee who has a financial interest in a matter pending before a body shall disclose the nature of the interest and may not discuss the matter unless invited by the body. A County Official may not vote on a matter in which they have a financial interest.”*, 2<sup>nd</sup> by Supervisor Gentes. All voting aye, motion carried.

Chair Murphy-Lopez reviewed the definition from the other counties. Discussion followed concerning financial definitions from other Counties. Moved Supervisor Fleming for the definition to be *“Any interest which yields, directly or indirectly, a monetary or other material benefit to the County officer or employee or to any person employing or retaining services of the County officer or employee.”*, 2<sup>nd</sup> Glasbrenner. All voting aye, motion carried.

Extensive discussion followed on the Gift Policy and Definition. Moved by Glasbrenner to change the Gift Policy wording to *“An official or employee shall not accept, from any person or organization directly or indirectly, a gift or anything of value without full payment, if it could reasonably be expected to influence their vote, governmental actions or judgments or is provided to such official or employee because of their position or office and could reasonably be considered as a reward for any governmental action or inaction.”*, 2<sup>nd</sup> by Cosgrove. All voting aye, motion carried.

Moved by Gentes to revise the Gift definition to read *“Any money or property, favor, service, payment, advance forbearance, loan or promise of future employment, but does not include such things as compensation and expenses paid by the State or County, fees, honorariums and expenses, unsolicited advertising or promotional material such as pens, pencils, notepads, calendars, informational or educational materials of unexceptional value, plaques, other advertising giveaways or any other thing which is not likely to influence the judgment of individuals covered by this code.”*, 2<sup>nd</sup> by Fleming. All voting aye, motion carried.

Next meeting the Committee will continue with Nepotism.

7. **Comprehensive plan review** – Chair Murphy-Lopez reviewed that at the last meeting he asked that everyone review the Comprehensive Plan prior to this meeting. Chair Murphy-Lopez proposed a brainstorming activity for everyone to write 4 things in relation to *“Strengths”, “Weaknesses”, “Opportunities”* and *“Threats”* concerning the Comprehensive Plan. After the Committee posted their opinions. The break out groups then sorted those

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ideas into subcategories and labeled them. The committee members then voted on the groupings, results were produced and the Committee provided their feedback for the activities results.

The Strengths were grouped as: Data -12, Environment - 6, Vision - 3, Community support - 0, Services - 3.

The Weaknesses were grouped as: Missing items - 0, Implementation - 7, Usability - 5, Length - 1, Challenges - 4, Demographics - 4, Miscellaneous – 2, Missing Elements – 0.

The Opportunities were grouped as: Other Counties - 3, Grant Funding - 4, Potential Vendors - 4, Existing/Potential groups - 11, Topics for the Plan - 0.

The Threats were grouped as: State of WI - 7, Community - 0, Data - 0, Dollars/Money - 10, County Board -1, Time - 5.

Moved by Supervisor Frank to adopt the Strengths, Weaknesses, Opportunities, and Threats findings and use those findings to develop a scope and budget for consideration at a future meeting, 2<sup>nd</sup> by Supervisor Fleming. All voting aye, motion carried.

**8. Future agenda items – none**

**9. Adjournment** – Next meeting will be held Thursday, November 3rd @ 10:00 a.m. in the County Board room. Moved by Supervisor seep to adjourn at 11:55, seconded by Supervisor Fleming. All voting aye, motion carried.

Minutes respectfully submitted by  
Cheryl Dull  
Assistant to the County Administrator

**Agenda Item Name:** Ethics Review

<b>Department</b>	County Board	<b>Presented By:</b>	Shaun Murphy-Lopez
<b>Date of Meeting:</b>	November 3 <sup>rd</sup> , 2022	<b>Action Needed:</b>	Motion
<b>Disclosure:</b>	Open Session	<b>Authority:</b>	<a href="#">Committee Structure, Letter B5</a>
<b>Date submitted:</b>	November 2 <sup>nd</sup> , 2022	<b>Referred by:</b>	n/a

**Recommendation and/or action language:** Motion to recommend elements to be included in a new draft ethics ordinance, for the Committee's consideration at a future meeting.

**Background:**

At the August meeting of the Rules & Strategic Planning Committee the committee reviewed:

- Richland County's current ethics ordinance (No. 06-28) which covers employees, as shown in Attachment A.
- State Statute 19.59 which permits a local ordinance to also apply to local public officials such as elective officers, appointed officers, and a county administrator, as shown in Attachment B.
- Adjacent counties with more far-reaching ethics ordinances including Crawford, Iowa, and Sauk Counties, as shown in Attachment C.

At the September meeting the committee:

- Reviewed the layout of the chart below
- Generated reasons we might want to revise the County's current ethics ordinance
- Made recommendations for closed session and contracting policies, to be included in a new draft ethics ordinance

At the October meeting the committee:

- Reviewed headings for 3 sections: 1) Introduction, 2) Subjects, 3) Process
- A new column for recommendations made by the committee
- Made recommendations for financial interest policy and definition
- Made recommendations for gift policy and definition



## Richland County Rules & Strategic Planning Standing Committee

Topic	Current Ordinance	Option A	Option B	Option C	Committee Recommendation
<b>Introduction</b>					
<b>Governing Body</b>	Ethics Board, 5 supervisor members of the County Board nominated by the Committee on Committees . . .	Rules & Strategic Planning Standing Committee	A committee of the County Board which has been assigned the duties of the Ethics Board	Crawford/Sauk County example: <i>There is hereby created an Ethics Inquiry Board to consist of 3 members and one alternate, one of whom shall be an attorney licensed to practice law in the State of Wisconsin, appointed by the County Board Chairperson with the approval of the County Board. The members of the Ethics Inquiry Board shall be residents of the county and shall not be County public officials or employees during the time of appointment, and shall serve staggered 3-year terms expiring on the third Tuesday in April of the third year following their appointment except as otherwise provided in the implementation of this code. The Corporation Counsel shall provide legal advice, secretarial service and assistance to the Board.</i>	
<b>Purpose of Ethics</b>	N/A	Crawford County example (see sections 4.55, 4.56, 4.57, 4.58 in Attachment D)	Iowa County example (see section 701.07 in Attachment D)	Sauk County example (see sections 36.01, 36.02, 36.03 in Attachment D)	
<b>Positions Covered</b>	Part-time and full-time employees, except elected officials, Highway Commissioner, Corporation Counsel	Crawford/Sauk County example: <i>All County officials, whether elected or appointed, paid or unpaid, including members of boards, committees and commissions, department heads, and other County employees.</i>	Iowa County example: <i>All county officials (i.e., any person holding a county elected office), county employees (i.e., any person holding a full- or part-time position with the county, other than a county official), and citizen member (i.e., a person appointed to any position by the</i>		

## Richland County Rules & Strategic Planning Standing Committee

			<i>County board, who is neither an elected county officeholder nor a county employee)</i>		
<b>Subjects</b>					
<b>Closed Session Policy</b>	n/a	Crawford/Iowa County example: <i>No County official may disclose any information discussed, debated or acted upon in a closed session of the County Board or its standing committees.</i>			9/1/22: <i>No County official may disclose any information discussed, debated or acted upon in a closed session of the County Board or its standing committees.</i>
<b>Contracting Policy</b>	n/a	Crawford/Sauk County example: <i>An official or employee or a business in which an official or employee holds a 10% or greater interest may not enter into a contract with the County involving a payment or payments of more than \$1,000 amount within a 12-month period unless the official or employee has made a written disclosure of the nature and extent of such relationship or interest to the County Clerk and reported such interest to the County Board. Further, pursuant to §946.13, Wis. Stats., an official or employee is prohibited from participating in the formation of a contract or contracts with Crawford County involving the receipts or disbursements of more than \$15,000 in any year.</i>			9/1/22: <i>An official or employee or a business in which an official or employee holds a 10% or greater interest may not enter into a contract with the County or the formation of a contract or contracts with Richland County involving the receipts or disbursements of more than \$15,000 in any year.</i>
<b>Email Policy</b>					

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Topic	Current Ordinance	Option A	Option B	Option C	Committee Recommendation
<b>Financial Interest Policy</b>	Cannot have a financial or other personal interest which is in conflict with the proper discharge of his or her duties, or disclose or use confidential information concerning Richland County to promote a private financial interest.	Crawford/Sauk County examples: <i>A member of the County Board who has a financial interest in any proposed action before the County Board shall disclose the nature and extent of such interest to the County Clerk and the County Board prior to or during the initial discussion of such action and shall refrain from participating in the discussion of and/or voting on such action. A member of the County Board shall request to be excused by the Board or Committee chairperson for the duration of any deliberations concerning such action in which the member has a financial interest. Any other official or employee who has a financial interest in any proposed action before the County Board, and who participates in discussion with or gives an official opinion or recommendation to the County Board, shall first disclose the nature and extent of such interest to the County Board.</i>	Iowa County example: <i>A county official who has a substantial financial interest in a matter pending before the body of which he or she is a member shall disclose the nature of the interest. The disclosure shall be made on the record before the body, or if there is no formal record, in writing to the body.</i>		10/6/22: <i>A county official or employee who has a financial interest in a matter pending before a body shall disclose the nature of the interest and may not discuss the matter unless invited by the body. A county official may not vote on a matter in which they have a financial interest.</i>
<b>Financial Interest Definition</b>	n/a	Crawford County example: <i>Any interest which yields, directly or indirectly, a monetary or other material benefit to the</i>	Iowa County example: <i>Any interest required to be placed on a disclosure statement by s. 701.21 of this ordinance</i>		10/6/22: <i>Any interest which yields, directly or indirectly, a monetary or other material benefit to the County officer or employee or to any person employing or</i>

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		<i>County officer or employee or to any person employing or retaining services of the County officer or employee.</i>			<i>retaining services of the County officer or employee.</i>
<b>Gift Policy</b>	No gifts may be accepted by people who have dealings with Richland County	<p>Crawford County example: No official or employee shall accept any valuable gift, whether in the form of service, loan, thing or promise, from any person, firm or corporation which to his knowledge is interested in business dealings with the County nor shall any such official or employee accept any gift, favor or thing of value that may tend to influence him in the discharge of his duties or grant in the discharge of his duties any improper favor, service or thing of value.</p> <p>EXCEPTION. It is not a conflict of interest for an official or employee to receive a gift or gratuity that is an unsolicited item of insignificant value or anything which is given to them independent of their position as an official or employee.</p>	<p>Iowa County example: No county official, county employee or citizen member may solicit or accept from any person directly or indirectly, anything of value if it could reasonably be expected to influence official actions or judgment, or could reasonably be considered as a reward for any official action or inaction on the part of the county official, county employee or citizen member.</p>	<p>Sauk County example: An official or employee shall not accept, from any person or organization directly or indirectly, anything of value without full payment, if it could reasonably be expected to influence his or her vote, governmental actions or judgments or is provided to such official or employee because of their position or office and could reasonably be considered as a reward for any governmental action or inaction.</p>	<p>10/6/22: An official or employee shall not accept, from any person or organization directly or indirectly, a gift or anything of value without full payment, if it could reasonably be expected to influence their vote, governmental actions or judgments or is provided to such official or employee because of their position or office and could reasonably be considered as a reward for any governmental action or inaction.</p>

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Topic	Current Ordinance	Option A	Option B	Option C	Committee Recommendation
<b>Gift Definition</b>	Estimated market value of \$100 or more	Crawford/Sauk County examples: <i>Any money or property, favor, service, payment, advance forbearance, loan or promise of future employment, but does not include such things as compensation and expenses paid by the State or County, fees, honorariums and expenses, unsolicited advertising or promotional material such as pens, pencils, notepads, calendars, informational or educational materials of unexceptional value, plaques, other advertising giveaways or any other thing which is not likely to influence the judgment of individuals covered by this code.</i>	Iowa County example: <i>Any money or property, favor, service, payment, advance, forbearance, loan or promise of future employment, but does not include compensation and expenses paid by the county, fees and expenses which are permitted and reported under s. 701.16, political contributions which are reported under chapter 11, Wis. Stats., hospitality extended for a purpose unrelated to county business by a person other than an organization or anything having a value of less than \$13 per occurrence or \$39 in total during a calendar year.</i>		10/6/22: <i>Any money or property, favor, service, payment, advance forbearance, loan or promise of future employment, but does not include such things as compensation and expenses paid by the State or County, fees, honorariums and expenses, unsolicited advertising or promotional material such as pens, pencils, notepads, calendars, informational or educational materials of unexceptional value, plaques, other advertising giveaways or any other thing which is not likely to influence the judgment of individuals covered by this code.</i>
<b>Nepotism Policy</b>	While not in ordinance, the County has a policy on nepotism in the Employee Handbook	Crawford County example: <i>(1) No person shall be employed, promoted, or transferred to any department, division, or work unit when, as a result, the employee would be directly supervising or receiving direct supervision from a related person. (2) "Related person" shall</i>			

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		<i>mean spouse, parents, children, siblings, grandparents, grandchildren, father-in-law, mother-in-law, stepchildren, stepparents and any person sharing the employee's residence.</i>			
<b>Privileged Information Policy</b>	Cannot disclose or use confidential information concerning Richland County to promote a private financial interest.	Crawford/Sauk County example: <i>An official or employee shall not knowingly disclose or permit the disclosure of privileged information to any person not lawfully authorized to receive such privileged information. An official or employee shall not use privileged information to advance his or her personal financial interest or that of his or her immediate family.</i>	Iowa County example: <i>No county official or employee may intentionally use or disclose information gained in the course of or by reason of her or his official position or activities in any way that could result in the receipt of anything of value for herself or himself, for a member of her or his immediate family, or for any other person or legal entity if the information has not been communicated to the public or is not a public record.</i>		
<b>Privileged Information Definition</b>	n/a	Crawford/Sauk County example: <i>Any written or oral material related to County government which has not become part of the body of public information and which is designated by statute, court decision, lawful orders, ordinances, resolution or</i>			

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		<i>custom as privileged.</i>			
<b>Immediate Family Definition</b>	n/a	Crawford/Sauk County example: <i>An official's or employee's spouse, children, stepchildren, parents, stepparents, or other legal relation who contributes more than one-half of the support of the official or receives that level of support from the official or employee.</i>			
<b>Public Property Policy</b>	n/a	Crawford/Sauk County example: <i>An official or employee shall not use, or knowingly permit the use, of County services or County-owned vehicles, equipment, materials for unauthorized nongovernmental purposes or for unauthorized personal convenience or for profit, unless such services or use are available to the public generally and consistent with practices and policies of the County.</i>			
<b>Social Media Policy</b>	While not in ordinance, the County has a policy on social media adopted in 2014 (see Attachment 07E from 9/1/22 meeting)				

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Topic	Current Ordinance	Option A	Option B	Option C	Committee Recommendation
<b>Ethics Ordinance Process</b>					
<b>Advisory Opinions</b>	Shall issue advisory opinions with the assistance of the Corporation Counsel. The identity of the requestor for an advisory opinion shall not be made public without the consent of the requestor nor shall an advisory opinion be made public without the consent of the requestor. However, a summary of an advisory opinion which does not disclose the identity of the individuals involved in the opinion may be made public.	Crawford/Sauk County example: <i>Any person governed by this Code of Ethics may apply in writing to the County Corporation Counsel for an advisory opinion and shall be guided by any opinion rendered. The applicant shall present his or her interpretation of the facts at issue and of the applicability of provisions of this code before the advisory opinion is rendered. All requests for opinion and opinions rendered shall be in writing. Records of the Corporation Counsel's opinions, opinion requests and investigations of violations shall be closed to public inspection, as required by Ch. 19, Wis. Stats. However, such records may be made public with the consent of the applicant.</i>	Iowa County example: <i>(see 701.24 in Attachment D)</i>		
<b>Complaint Procedure</b>	See 8 (a) through (f) in Attachment A.	Crawford/Sauk County example: <i>The Corporation Counsel shall accept from any person a verified written complaint which states the name of the officer or employee alleged to have committed a violation of this Code and sets forth the material facts involved in the allegation. The Corporation Counsel shall</i>	Iowa County example: <i>All complaints regarding violations of this ordinance shall be made in writing and submitted to the county clerk who shall deliver them to the chairperson of the ethics board.</i>		



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		<i>forward a copy of the complaint to the accused officer or employee and the Ethics Inquiry Board within ten days. If no action on the verified complaint is taken by the Ethics Inquiry Board within 30 days, the complaint shall be dismissed.</i>			
<b>Investigation Procedure</b>	<i>After a complaint has been received by the Ethics Board, the Board shall: i) Hold its first meeting on the complaint not later than 30 days from its receipt of the complaint; this first meeting shall be a closed session with the Corporation Counsel; the Board shall then decide whether to investigate the complaint further or drop the matter; ii) if the Board decides to investigate the complaint further, it shall hear from the alleged violator; this hearing shall be in compliance with the requirements of the Open Meetings law</i>	<b>Crawford/Sauk County example:</b> (see section 4.69 (3), (4), (5) (b) and (c))	<b>Iowa County example:</b> (see sections 701.22 and 701.23 in Attachment D)		
<b>Enforcement</b>	<i>If, after having investigated the matter and having heard from the alleged violator, the Ethics Board shall decide if this Ordinance has been violated and the appropriate penalty to assess against the violator. The matter shall then be referred to the Corporation Counsel for prosecution, if necessary. In appropriate cases, the Board shall report possible violations of the criminal law to the DA.</i>  <i>Penalties for violations, which shall be determined by the Ethics Board, shall</i>	<b>Crawford/Sauk County example:</b> <i>If the Ethics Inquiry Board finds that clear, satisfactory and convincing evidence exists for believing the allegations of the complaint, the Ethics Inquiry Board shall refer its findings and recommendation to the County Board, or in the case of an employee, to the Personnel Committee. The Board may make the following recommendations:</i> <i>1. Recommend that the County Board</i>	<b>Iowa County example:</b> (see section 701.26 in Attachment D)		

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	include a) <i>Withholding of the payment of salary or expense from the violator, and/or b) A forfeiture of not less than \$100 or more than \$1,000 for each violation of the Ordinance, plus Court costs.</i>	order the officer or employee to conform his or her conduct to the Ethics Code or recommend that the official or employee be censured, suspended, removed from office, be issued a private reprimand, public reprimand, and in the case of an employee may also recommend denial of merit increase, suspension without pay, discharge, or other appropriate disciplinary action. 2. The Ethics Inquiry Board may also refer the matter to the District Attorney to commence enforcement pursuant to the procedures and remedies of §19.59 Wis. Stats.			
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### Attachments and References:

Attachment A: Current Ethics Ordinance	Attachment B: State Statute 19.59
Attachment C: Other County Ordinances	

### Financial Review:

(please check one)

<input type="checkbox"/>	In adopted budget	Fund Number	
<input type="checkbox"/>	Apportionment needed	Requested Fund Number	
<input type="checkbox"/>	Other funding Source		
<input checked="" type="checkbox"/>	No financial impact		

**Approval:**

**Review:**

\_\_\_\_\_  
Department Head

\_\_\_\_\_  
Administrator, or Elected Office (if applicable)

## ORDINANCE NO. 06-28

An Ordinance Establishing A Code Of Ethics For County Employees And Creating An Ethics Board.

The Richland County Board of Supervisors does ordain as follows:

1. The authority for this Ordinance is Wisconsin Statutes, sections 19.59 (1m) through (6).
2. As used in this Ordinance, "County employee" means any County employee, unionized or non-unionized, who works either full-time for the County, one-half time for the County or who is eligible for the State of Wisconsin's retirement program and who is also eligible to participate in the County's group health insurance program, excluding the following positions which are subject to the ethics regulations set forth in Wisconsin Statutes, sections 19.59 (a) through (d):
  - (a) County Board Supervisors;
  - (b) All other elected County officials;
  - (c) The County Highway Commissioner;
  - (d) The Corporation Counsel.
3. No County employee shall:
  - (a) Use or attempt to use his or her position to secure any preferential or unlawful rights or advantages for himself or herself or others.
  - (b) Have a financial or other personal interest which is in conflict with the proper discharge of his or her duties.
  - (c) Disclose or use confidential information concerning Richland County to promote a private financial interest.
  - (d) Accept any substantial gift, in any form, from a person who has business dealings with Richland County.
4. The section of the Committee Structure Resolution under the heading "ETHICS COMMITTEE" is amended to read as follows:
 

"ETHICS BOARD"

  - A. 5 members
  - B. Members shall be County Board Supervisors nominated by the Committee on Committees and appointed by the County Board Chair subject to approval by the County Board.
  - C. Duties and procedures are as set forth in An Ordinance Establishing A Code of Ethics For County Employees And Creating An Ethics Board which was adopted by the County Board at its October 31, 2006 session.
5. The Ethics Board shall have the following powers and duties:
  - (a) Receive, review and investigate complaints regarding alleged violations of this Ordinance. The Board may conduct hearings.
  - (b) Decide, after hearing, whether the Ordinance has been violated and determine the penalty for the violation or violations.
  - (c) Issue advisory opinions, with the assistance of the Corporation Counsel. The identity of the requestor for an advisory opinion shall not be made public without the consent of the requestor nor shall an advisory opinion be made public without the consent of the requestor. However, a summary of an advisory opinion which does not disclose the identity of the individuals involved in the opinion may be made public.
6. Penalties for violations of this Ordinance, which shall be determined by the Ethics Board, include:
  - (a) Withholding of the payment of salary or expenses from the violator, and/or
  - (b) A forfeiture of not less than \$100.00 or more than \$1,000.00 for each violation of the Ordinance, plus Court costs.
7. Violations of this Ordinance shall be prosecuted by the Corporation Counsel at the direction of the Ethics Board.
8. The following procedures are hereby established for the operation of the Ethics Board:
  - (a) All complaints of the ethics violations must be in writing and must contain the following information:
    - i. The name of the alleged offender;
    - ii. The approximate date of the alleged offense, if applicable;
    - iii. The nature of the alleged offense;
    - iv. Any supporting facts known to the complaining party;
    - v. The date on which the complaint is being submitted.



- (b) While persons filing complaints of ethics violations are encouraged to identify themselves in the complaint, anonymous complaints will be accepted.
  - (c) Complaints shall be filed with or mailed to the County Clerk, who shall send copies of the complaint to the Ethics Board within 5 days of receiving the complaint.
  - (d) The County Clerk shall make copies of the County's ethics complaint form available to all Department heads; the County Clerk shall distribute a copy of the form as well as a copy of this Ordinance and a copy of the Handbook Personnel Policies to each new County employee whose position is covered by the Handbook, as well as to any other County employee who requests a copy of the ethics complaint form.
  - (e) The County's ethics complaint form is only suggested and ethics complaints which comply with this Ordinance but which are not on the form shall still be considered by the Ethics Board.
  - (f) After a complaint has been received by the Ethics Board, the Board shall:
    - i. Hold its first meeting on the complaint not later than 30 days from its receipt of the complaint; this first meeting shall be a closed session with the Corporation Counsel; the Board shall then decide whether to investigate the complaint further or drop the matter;
    - ii. If the Board decides to investigate the complaint further, it shall hear from the alleged violator; this hearing shall be in compliance with the requirements of the Open Meetings Law.
    - iii. If, after having investigated the matter and having heard from the alleged violator, the Ethics Board shall decide if this Ordinance has been violated and the appropriate penalty to assess against the violator or violators. The matter shall then be referred to the Corporation Counsel for prosecution, if necessary. In appropriate cases, the Board shall report possible violations of the criminal law to the District Attorney.
  - (g) Nothing in these procedures shall prevent the Ethics Board from investigating a possible violation of this Ordinance by a motion made by a member of the Board and adopted by the Ethics Board.
9. Resolution No. 82-105, which was adopted by the County Board on December 14, 1982 and Resolution No. 88-70, which was adopted by the County Board on September 27, 1988, are hereby repealed.
10. This Ordinance shall be in full force and effect immediately upon its passage and publication.

Dated: October 31, 2006  
Passed: October 31, 2006  
Published: November 16, 2006

ORDINANCE OFFERED BY THE RULES AND  
RESOLUTIONS COMMITTEE

Ann M. Greenheck, Chairman  
Richland County Board of Supervisors

ATTEST:  
Victor V. Vlasak  
Richland County Clerk

	FOR	AGAINST
Fred Clary	X	
Daniel J. Carroll	X	
Larry D. Wyman	X	
Glenn L. Ferguson	X	
Warren C. Pfeil	X	

**ORDINANCE NO. 07-7**

An Ordinance Amending The County's Code Of Ethics Ordinance.

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

1. Ordinance No. 2006-28, which was adopted by the County Board on October 31, 2006 and which is entitled An Ordinance Establishing A Code Of Ethics For County Employees And Creating An Ethics Board, is hereby amended as follows:
2. New section 3 is created as follows:
3. As used in this Ordinance, "any substantial gift" means any item, items or service which have an estimated market value of \$100 or more."
3. Paragraphs (a) and (b) of section 8 are amended by adding the following underlined words and deleting the following crossed-out words:
8. The following procedures are hereby established for the operation of the Ethics Board:
  - (a) All complaints of the ethics violations must be in writing and must contain the following information:
    - i. The name of the alleged offender;
    - ii. The approximate date of the alleged offense, if applicable;
    - iii. the nature of the alleged offense;
    - iv. Any supporting facts known to the complaining party;
    - v. The date on which the complaint is being submitted.
    - vi. The name of the person filing the complaint.

~~(b)--While persons filing complaints of ethics violations are encouraged to identify themselves in the complaint, anonymous complaints will be accepted.~~

- 4. Paragraphs (c) through (g) of section 8 are relettered as (b) through (f).
- 5. Sections 3 through 10 are hereby renumbered 4 through 11.
- 6. This Ordinance shall be effective immediately upon its passage and publication.

Dated: March 20, 2007	ORDINANCE OFFERED BY THE ETHICS BOARD	
Passed: March 20, 2007		
Published: March 29, 2007		FOR AGAINST
Ann M. Greenheck, Chairman	David J. Daughenbaugh	X
Richland County Board of Supervisors	Bette M. Cook	X
	Warren C. Pfeil	X
ATTEST:	Jeanetta Kirkpatrick	X
Victor V. Vlasak	Daniel J. Carroll	X
Richland County Clerk		

ORDINANCE NO. 10-8

An Ordinance Amending Ordinance No. 06-28 Relating To Establishing A Code Of Ethics For County Employees.

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

- 1. Ordinance No. 06-28 which was adopted by the Richland County Board of Supervisors on October 31, 2006 and which is entitled "An Ordinance Establishing A Code Of Ethics For County Employees And Creating An Ethics Board", as amended to date, is hereby further amended as follows:

"Rules and Resolutions Committee And Ethics Board" is substituted for "Ethics Board" and "Ethics Committee" throughout the Ordinance, except the title to the Ordinance shall remain the same.

- 2. BE IT FURTHER ORDAINED that this Ordinance shall be effective immediately upon its passage and publication.

Dated: June 15, 2010	ORDINANCE OFFERED BY THE RULES AND	
Passed: June 15, 2010	RESOLUTIONS COMMITTEE AND ETHICS BOARD	
Published: June 24, 2010		FOR AGAINST
Ann M. Greenheck, Chairman	Larry D. Wyman	X
Richland County Board of Supervisors	Betty M. Cook	X
	Warren C. Pfeil	X
ATTEST:	Lawrence Sowle	X
Victor V. Vlasak		
Richland County Clerk		



## CHAPTER 19

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## SUBCHAPTER I

## OFFICIAL OATHS AND BONDS

**19.01 Oaths and bonds.** (1) FORM OF OATH. Every official oath required by [article IV, section 28](#), of the constitution or by any statute shall be in writing, subscribed and sworn to and except as provided otherwise by s. [757.02](#) and [SCR 40.15](#), shall be in substantially the following form:

STATE OF WISCONSIN,  
County of ....

I, the undersigned, who have been elected (or appointed) to the office of ....., but have not yet entered upon the duties thereof, swear (or affirm) that I will support the constitution of the United States and the constitution of the state of Wisconsin, and will faithfully discharge the duties of said office to the best of my ability. So help me God.

....

Subscribed and sworn to before me this .... day of ....., .... (year)  
.....(Signature).....

**(1m) FORM OF ORAL OATH.** If it is desired to administer the official oath orally in addition to the written oath prescribed above, it shall be in substantially the following form:

I, ....., swear (or affirm) that I will support the constitution of the United States and the constitution of the state of Wisconsin, and

will faithfully and impartially discharge the duties of the office of .... to the best of my ability. So help me God.

**(2) FORM OF BOND.** (a) Every official bond required of any public officer shall be in substantially the following form:

We, the undersigned, jointly and severally, undertake and agree that ....., who has been elected (or appointed) to the office of ....., will faithfully discharge the duties of the office according to law, and will pay to the parties entitled to receive the same, such damages, not exceeding in the aggregate .... dollars, as may be suffered by them in consequence of the failure of .... to discharge the duties of the office.

Dated ....., .... (year)

....(Principal).....

....(Surety).....

(b) Any further or additional official bond lawfully required of any public officer shall be in the same form and it shall not affect or impair any official bond previously given by the officer for the same or any other official term. Where such bond is in excess of the sum of \$25,000, the officer may give 2 or more bonds.

**(2m) EFFECT OF GIVING BOND.** Any bond purportedly given as an official bond by a public officer, of whom an official bond is required, shall be deemed to be an official bond and shall be deemed as to both principal and surety to contain all the conditions and provisions required in sub. (2), regardless of its form or word-

the request is denied by the authority having custody of the record or part of the record.

**(1n) NOTICE OF CLAIM.** Sections 893.80 and 893.82 do not apply to actions commenced under this section.

**(2) COSTS, FEES AND DAMAGES.** (a) Except as provided in this paragraph, the court shall award reasonable attorney fees, damages of not less than \$100, and other actual costs to the requester if the requester prevails in whole or in substantial part in any action filed under sub. (1) relating to access to a record or part of a record under s. 19.35 (1) (a). If the requester is a committed or incarcerated person, the requester is not entitled to any minimum amount of damages, but the court may award damages. Costs and fees shall be paid by the authority affected or the unit of government of which it is a part, or by the unit of government by which the legal custodian under s. 19.33 is employed and may not become a personal liability of any public official.

(b) In any action filed under sub. (1) relating to access to a record or part of a record under s. 19.35 (1) (am), if the court finds that the authority acted in a willful or intentional manner, the court shall award the individual actual damages sustained by the individual as a consequence of the failure.

**(3) PUNITIVE DAMAGES.** If a court finds that an authority or legal custodian under s. 19.33 has arbitrarily and capriciously denied or delayed response to a request or charged excessive fees, the court may award punitive damages to the requester.

**(4) PENALTY.** Any authority which or legal custodian under s. 19.33 who arbitrarily and capriciously denies or delays response to a request or charges excessive fees may be required to forfeit not more than \$1,000. Forfeitures under this section shall be enforced by action on behalf of the state by the attorney general or by the district attorney of any county where a violation occurs. In actions brought by the attorney general, the court shall award any forfeiture recovered together with reasonable costs to the state; and in actions brought by the district attorney, the court shall award any forfeiture recovered together with reasonable costs to the county.

**History:** 1981 c. 335, 391; 1991 a. 269 s. 43d; 1995 a. 158; 1997 a. 94.

A party seeking fees under sub. (2) must show that the prosecution of an action could reasonably be regarded as necessary to obtain the information and that a “causal nexus” exists between that action and the agency’s surrender of the information. *State ex rel. Vaughan v. Faust*, 143 Wis. 2d 868, 422 N.W.2d 898 (Ct. App. 1988).

If an agency exercises due diligence but is unable to respond timely to a records request, the plaintiff must show that a mandamus action was necessary to secure the records release to qualify for award of fees and costs under sub. (2). *Racine Education Association v. Racine Board of Education*, 145 Wis. 2d 518, 427 N.W.2d 414 (Ct. App. 1988).

Assuming sub. (1) (a) applies before mandamus is issued, the trial court retains discretion to refuse counsel’s participation in an *in camera* inspection. *Milwaukee Journal v. Call*, 153 Wis. 2d 313, 450 N.W.2d 515 (Ct. App. 1989).

If the trial court has an incomplete knowledge of the contents of the public records sought, it must conduct an *in camera* inspection to determine what may be disclosed following a custodian’s refusal. *State ex rel. Morke v. Donnelly*, 155 Wis. 2d 521, 455 N.W.2d 893 (1990).

A *pro se* litigant is not entitled to attorney fees. *State ex rel. Young v. Shaw*, 165 Wis. 2d 276, 477 N.W.2d 340 (Ct. App. 1991).

A favorable judgment or order is not a necessary condition precedent for finding that a party prevailed against an agency under sub. (2). A causal nexus must be shown between the prosecution of the mandamus action and the release of the requested information. *Eau Claire Press Co. v. Gordon*, 176 Wis. 2d 154, 499 N.W.2d 918 (Ct. App. 1993).

Actions brought under the open meetings and open records laws are exempt from the notice provisions of s. 893.80 (1), 1993 stats. *Auchinleck v. Town of LaGrange*, 200 Wis. 2d 585, 547 N.W.2d 587 (1996), 94–2809.

An inmate’s right to mandamus under this section is subject to s. 801.02 (7), which requires exhaustion of administrative remedies before an action may be commenced. *Moore v. Stahowiak*, 212 Wis. 2d 744, 569 N.W.2d 711 (Ct. App. 1997), 96–2547.

When requests are complex, municipalities should be afforded reasonable latitude in time for their responses. An authority should not be subjected to the burden and expense of a premature public records lawsuit while it is attempting in good faith to respond, or to determine how to respond, to a request. What constitutes a reasonable time for a response by an authority depends on the nature of the request, the staff and other resources available to the authority to process the request, the extent of the request, and other related considerations. *WIREdata, Inc. v. Village of Sussex*, 2008 WI 69, 310 Wis. 2d 397, 751 N.W.2d 736, 05–1473.

The legislature did not intend to allow a record requester to control or appeal a mandamus action brought by the attorney general under sub. (1) (b). Sub. (1) outlines two distinct courses of action when a records request is denied, dictates distinct courses of action, and prescribes different remedies for each course. Nothing suggests that a requester is hiring the attorney general as a sort of private counsel to proceed with the case, or that the requester would be a named plaintiff in the case with the attorney

general appearing as counsel of record when proceeding under sub. (1) (b). *State v. Zien*, 2008 WI App 153, 314 Wis. 2d 340, 761 N.W.2d 15, 07–1930.

This section unambiguously limits punitive damages claims under sub. (3) to mandamus actions. The mandamus court decides whether there is a violation and, if so, whether it caused actual damages. Then, the mandamus court may consider whether punitive damages should be awarded under sub. (3). *The Capital Times Company v. Doyle*, 2011 WI App 137, 337 Wis. 2d 544, 607 N.W.2d 666, 10–1687.

Under the broad terms of s. 51.30 (7), the confidentiality requirements created under s. 51.30 generally apply to “treatment records” in criminal not guilty by reason of insanity cases. All conditional release plans in NGI cases are, by statutory definition, treatment records. They are “created in the course of providing services to individuals for mental illness,” and thus should be deemed confidential. An order of placement in an NGI case is not a “treatment record.” *La Crosse Tribune v. Circuit Court for La Crosse County*, 2012 WI App 42, 340 Wis. 2d 663, 814 N.W.2d 867, 10–3120.

The plaintiff newspaper argued that s. 19.88 (3), of the open meetings law, which requires “the motions and roll call votes of each meeting of a governmental body shall be recorded, preserved and open to public inspection,” in turn, required the defendant commission to record and disclose the information the newspaper requested under the open records law. The newspaper could not seek relief under the public records law for the commission’s alleged violation of the open meetings law and could not recover reasonable attorney fees, damages, and other actual costs under sub. (2) for an alleged violation of the open meetings law. *The Journal Times v. City of Racine Board of Police and Fire Commissioners*, 2015 WI 56, 362 Wis. 2d 577, 866 N.W.2d 563, 13–1715.

A record custodian should not automatically be subject to potential liability under sub. (2) (a) for actively providing information, which it is not required to do in response to a public records request, to a requester when no record exists. While it might be a better course to inform a requester that no record exists, the language of the public records law does not specifically require such a response. *The Journal Times v. City of Racine Board of Police and Fire Commissioners*, 2015 WI 56, 362 Wis. 2d 577, 866 N.W.2d 563, 13–1715.

Actual damages are the liability of the agency. Punitive damages and forfeitures can be the liability of either the agency or the legal custodian, or both. Section 895.46 (1) (a) probably provides indemnification for punitive damages assessed against a custodian, but not for forfeitures. 72 Atty. Gen. 99.

**19.39 Interpretation by attorney general.** Any person may request advice from the attorney general as to the applicability of this subchapter under any circumstances. The attorney general may respond to such a request.

**History:** 1981 c. 335.

### SUBCHAPTER III

#### CODE OF ETHICS FOR PUBLIC OFFICIALS AND EMPLOYEES

**19.41 Declaration of policy.** (1) It is declared that high moral and ethical standards among state public officials and state employees are essential to the conduct of free government; that the legislature believes that a code of ethics for the guidance of state public officials and state employees will help them avoid conflicts between their personal interests and their public responsibilities, will improve standards of public service and will promote and strengthen the faith and confidence of the people of this state in their state public officials and state employees.

(2) It is the intent of the legislature that in its operations the commission shall protect to the fullest extent possible the rights of individuals affected.

**History:** 1973 c. 90; Stats. 1973 s. 11.01; 1973 c. 334 s. 33; Stats. 1973 s. 19.41; 1977 c. 277; 2015 a. 118 s. 266 (10).

#### 19.42 Definitions. In this subchapter:

(1) “Anything of value” means any money or property, favor, service, payment, advance, forbearance, loan, or promise of future employment, but does not include compensation and expenses paid by the state, fees and expenses which are permitted and reported under s. 19.56, political contributions which are reported under ch. 11, or hospitality extended for a purpose unrelated to state business by a person other than an organization.

(2) “Associated,” when used with reference to an organization, includes any organization in which an individual or a member of his or her immediate family is a director, officer, or trustee, or owns or controls, directly or indirectly, and severally or in the aggregate, at least 10 percent of the outstanding equity or of which an individual or a member of his or her immediate family is an authorized representative or agent.

(3m) “Candidate,” except as otherwise provided, has the meaning given in s. 11.0101 (1).

(3s) “Candidate for local public office” means any individual who files nomination papers and a declaration of candidacy under s. 8.21 or who is nominated at a caucus under s. 8.05 (1) for the purpose of appearing on the ballot for election as a local public official or any individual who is nominated for the purpose of appearing on the ballot for election as a local public official through the write-in process or by appointment to fill a vacancy in nomination and who files a declaration of candidacy under s. 8.21.

(4) “Candidate for state public office” means any individual who files nomination papers and a declaration of candidacy under s. 8.21 or who is nominated at a caucus under s. 8.05 (1) for the purpose of appearing on the ballot for election as a state public official or any individual who is nominated for the purpose of appearing on the ballot for election as a state public official through the write-in process or by appointment to fill a vacancy in nomination and who files a declaration of candidacy under s. 8.21.

(4g) “Clearly identified,” when used in reference to a communication containing a reference to a person, means one of the following:

- (a) The person’s name appears.
- (b) A photograph or drawing of the person appears.
- (c) The identity of the person is apparent by unambiguous reference.

(4p) “Commission” means the ethics commission.

(4r) “Communication” means a message transmitted by means of a printed advertisement, billboard, handbill, sample ballot, radio or television advertisement, telephone call, or any medium that may be utilized for the purpose of disseminating or broadcasting a message, but not including a poll conducted solely for the purpose of identifying or collecting data concerning the attitudes or preferences of electors.

(5) “Department” means the legislature, the University of Wisconsin System, any authority or public corporation created and regulated by an act of the legislature and any office, department, independent agency or legislative service agency created under ch. 13, 14 or 15, any technical college district or any constitutional office other than a judicial office. In the case of a district attorney, “department” means the department of administration unless the context otherwise requires.

(5m) “Elective office” means an office regularly filled by vote of the people.

(6) “Gift” means the payment or receipt of anything of value without valuable consideration.

(7) “Immediate family” means:

- (a) An individual’s spouse; and
- (b) An individual’s relative by marriage, lineal descent or adoption who receives, directly or indirectly, more than one-half of his or her support from the individual or from whom the individual receives, directly or indirectly, more than one-half of his or her support.

(7m) “Income” has the meaning given under section 61 of the internal revenue code.

(7s) “Internal revenue code” has the meanings given under s. 71.01 (6).

(7u) “Local governmental unit” means a political subdivision of this state, a special purpose district in this state, an instrumentality or corporation of such a political subdivision or special purpose district, a combination or subunit of any of the foregoing or an instrumentality of the state and any of the foregoing.

(7w) “Local public office” means any of the following offices, except an office specified in sub. (13):

- (a) An elective office of a local governmental unit.
- (b) A county administrator or administrative coordinator or a city or village manager.
- (c) An appointive office or position of a local governmental unit in which an individual serves for a specified term, except a

position limited to the exercise of ministerial action or a position filled by an independent contractor.

(cm) The position of member of the board of directors of a local exposition district under subch. II of ch. 229 not serving for a specified term.

(d) An appointive office or position of a local government which is filled by the governing body of the local government or the executive or administrative head of the local government and in which the incumbent serves at the pleasure of the appointing authority, except a clerical position, a position limited to the exercise of ministerial action or a position filled by an independent contractor.

(e) The position of member of the Milwaukee County mental health board as created under s. 51.41 (1d).

(7x) “Local public official” means an individual holding a local public office.

(8) “Ministerial action” means an action that an individual performs in a given state of facts in a prescribed manner in obedience to the mandate of legal authority, without regard to the exercise of the individual’s own judgment as to the propriety of the action being taken.

(9) “Nominee” means any individual who is nominated by the governor for appointment to a state public office and whose nomination requires the advice and consent of the senate.

(10) “Official required to file” means:

- (a) A member or employee of the elections commission.
- (ab) A member or employee of the ethics commission.
- (b) A member of a technical college district board or district director of a technical college, or any individual occupying the position of assistant, associate or deputy district director of a technical college.
- (c) A state public official identified under s. 20.923 except an official holding a state public office identified under s. 20.923 (6) (h).
- (d) A state public official whose appointment to state public office requires the advice and consent of the senate, except a member of the board of directors of the Bradley Center Sports and Entertainment Corporation created under ch. 232.
- (e) An individual appointed by the governor or the state superintendent of public instruction pursuant to s. 17.20 (2) other than a trustee of any private higher educational institution receiving state appropriations.

(f) An auditor for the legislative audit bureau.

(g) The chief clerk and sergeant at arms of each house of the legislature.

(h) The members and employees of the Wisconsin Housing and Economic Development Authority, except clerical employees.

(i) A municipal judge.

(j) A member or the executive director of the judicial commission.

(k) A division administrator of an office created under ch. 14 or a department or independent agency created or continued under ch. 15.

(L) The executive director, executive assistant to the executive director, internal auditor, chief investment officer, chief financial officer, chief legal counsel, chief risk officer and investment directors of the investment board.

(n) The chief executive officer and members of the board of directors of the University of Wisconsin Hospitals and Clinics Authority.

(o) The chief executive officer and members of the board of directors of the Fox River Navigational System Authority.

(q) The executive director and members of the board of directors of the Wisconsin Aerospace Authority.

(r) The employees and members of the board of directors of the Lower Fox River Remediation Authority.



(sm) The employees of the Wisconsin Economic Development Corporation and the members of the board of directors of the Wisconsin Economic Development Corporation employed in the private sector who are appointed by the speaker of the assembly and the senate majority leader.

(11) “Organization” means any corporation, partnership, proprietorship, firm, enterprise, franchise, association, trust or other legal entity other than an individual or body politic.

(11m) “Political party” means a political organization under whose name individuals who seek elective public office appear on the ballot at any election or any national, state, or local unit or affiliate of that organization.

(12) “Security” has the meaning given under s. 551.102 (28), except that the term does not include a certificate of deposit or a deposit in a savings and loan association, savings bank, credit union or similar association organized under the laws of any state.

(13) “State public office” means:

(a) All positions to which individuals are regularly appointed by the governor, except the position of trustee of any private higher educational institution receiving state appropriations and the position of member of the district board of a local professional baseball park district created under subch. III of ch. 229 and the position of member of the district board of a local cultural arts district created under subch. V of ch. 229.

(b) The positions of associate and assistant vice presidents of the University of Wisconsin System.

(c) All positions identified under s. 20.923 (2), (4), (6) (f) to (h), (7), and (8) to (10), except clerical positions.

(cm) The president and vice presidents of the University of Wisconsin System and the chancellors and vice chancellors of all University of Wisconsin institutions, the University of Wisconsin Colleges, and the University of Wisconsin–Extension.

(e) The chief clerk and sergeant at arms of each house of the legislature or a full-time, permanent employee occupying the position of auditor for the legislative audit bureau.

(f) A member of a technical college district board or district director of a technical college, or any position designated as assistant, associate or deputy district director of a technical college.

(g) The members and employees of the Wisconsin Housing and Economic Development Authority, except clerical employees.

(h) A municipal judge.

(i) A member or the executive director of the judicial commission.

(j) A division administrator of an office created under ch. 14 or a department or independent agency created or continued under ch. 15.

(k) The executive director, executive assistant to the executive director, internal auditor, chief investment officer, chief financial officer, chief legal counsel, chief risk officer and investment directors of the investment board.

(m) The chief executive officer and members of the board of directors of the University of Wisconsin Hospitals and Clinics Authority.

(n) The chief executive officer and members of the board of directors of the Fox River Navigational System Authority.

(om) The employees of the Wisconsin Economic Development Corporation and the members of the board of directors of the Wisconsin Economic Development Corporation employed in the private sector who are appointed by the speaker of the assembly and the senate majority leader.

(p) All members of the elections commission and all members of the ethics commission.

(14) “State public official” means any individual holding a state public office.

**History:** 1973 c. 90; Stats. 1973 s. 11.02; 1973 c. 333; 1973 c. 334 ss. 33, 57; Stats. 1973 s. 19.42; 1977 c. 29, 223, 277; 1977 c. 447 ss. 35, 209; 1979 c. 34, 177, 221; 1981 c. 20, 269, 349, 391; 1983 a. 27; 1983 a. 81 s. 11; 1983 a. 83 s. 20; 1983 a. 166

ss. 1 to 4, 16; 1983 a. 484, 538; 1985 a. 26; 1985 a. 29 s. 3202 (46); 1985 a. 304; 1987 a. 72, 119; 1987 a. 312 s. 17; 1987 a. 340, 365, 399, 403; 1989 a. 31, 338; 1991 a. 39, 189, 221, 269; 1993 a. 16, 263, 399; 1995 a. 27, 56, 274; 1997 a. 27; 1997 a. 237 ss. 19m, 722q; 1997 a. 298; 1999 a. 42, 65; 2001 a. 16, 104, 109; 2003 a. 39; 2005 a. 335; 2007 a. 1, 20, 196; 2009 a. 28; 2011 a. 7, 10, 32, 229; 2013 a. 20 ss. 193o, 193q, 2365m, 9448; 2013 a. 203; 2015 a. 117, 118, 196, 261.

**Cross-reference:** See also s. ETH 16.02, Wis. adm. code.

**Law Revision Committee Note, 1983:** This bill establishes consistency in the usage of the terms “person”, “individual” and “organization” in the code of ethics for state public officials. The term “person” is the broadest of these terms, and refers to any legal entity. The use of the term “person” in the bill is consistent with the definition of the word in s. 990.01 (26), stats., which provides that “person” includes all partnerships, associations and bodies politic or corporate”. The term “organization” is narrower, and is defined in s. 19.42 (11), stats., as “any corporation, partnership, proprietorship, firm, enterprise, franchise, association, trust or other legal entity other than an individual or body politic”. “Individual”, although not specifically defined in the current statutes or in this bill, is used consistently in this bill to refer to natural persons.

The term “income” is used several times in the code of ethics for state public officials. This bill clarifies the current definition of income by providing a specific cross-reference to the internal revenue code and by providing that the definition refers to the most recent version of the internal revenue code which has been adopted by the legislature for state income tax purposes.

When person holds 2 government positions, one included in and the other exempted from the definition of state public official, the applicability of subch. III depends upon the capacity in which the person acted. 64 Atty. Gen. 143.

**19.43 Financial disclosure.** (1) Each individual who in January of any year is an official required to file shall file with the commission no later than April 30 of that year a statement of economic interests meeting each of the requirements of s. 19.44 (1). The information contained on the statement shall be current as of December 31 of the preceding year.

(2) An official required to file shall file with the commission a statement of economic interests meeting each of the requirements of s. 19.44 (1) no later than 21 days following the date he or she assumes office if the official has not previously filed a statement of economic interests with the commission during that year. The information on the statement shall be current as per the date he or she assumes office.

(3) A nominee shall file with the commission a statement of economic interests meeting each of the requirements of s. 19.44 (1) within 21 days of being nominated unless the nominee has previously filed a statement of economic interests with the commission during that year. The information on the statement shall be current as per the date he or she was nominated. Following the receipt of a nominee’s statement of economic interests, the commission shall forward copies of such statement to the members of the committee of the senate to which the nomination is referred.

(4) A candidate for state public office shall file with the commission a statement of economic interests meeting each of the requirements of s. 19.44 (1) no later than 4:30 p.m. on the 3rd day following the last day for filing nomination papers for the office which the candidate seeks, or no later than 4:30 p.m. on the next business day after the last day whenever that candidate is granted an extension of time for filing nomination papers or a declaration of candidacy under s. 8.05 (1) (j), 8.10 (2) (a), 8.15 (1), or 8.20 (8) (a); no later than 4:30 p.m. on the 5th day after notification of nomination is mailed or personally delivered to the candidate by the municipal clerk in the case of a candidate who is nominated at a caucus; or no later than 4:30 p.m. on the 3rd day after notification of nomination is mailed or personally delivered to the candidate by the appropriate official or agency in the case of a write-in candidate or candidate who is appointed to fill a vacancy in nomination under s. 8.35 (2) (a). The information contained on the statement shall be current as of December 31 of the year preceding the filing deadline. Before certifying the name of any candidate for state public office under s. 7.08 (2) (a), the elections commission, municipal clerk, or board of election commissioners shall ascertain whether that candidate has complied with this subsection. If not, the elections commission, municipal clerk, or board of election commissioners may not certify the candidate’s name for ballot placement.

(5) Each member of the investment board and each employee of the investment board who is a state public official shall complete and file with the commission a quarterly report of economic transactions no later than the last day of the month following the

(c) A state public official may receive and retain from the state or on behalf of the state transportation, lodging, meals, food or beverage, or reimbursement therefor or payment or reimbursement of actual and reasonable costs that the official can show by clear and convincing evidence were incurred or received on behalf of the state of Wisconsin and primarily for the benefit of the state and not primarily for the private benefit of the official or any other person.

(d) A state public official may receive and retain from a political committee under ch. 11 transportation, lodging, meals, food or beverage, or reimbursement therefor or payment or reimbursement of costs permitted and reported in accordance with ch. 11.

(e) A state public official who is an officer or employee of the Wisconsin Economic Development Corporation may solicit, receive and retain on behalf of the state anything of value for the purpose of any of the following:

1. The sponsorship by the Wisconsin Economic Development Corporation of a trip to a foreign country primarily to promote trade between that country and this state that the Wisconsin Economic Development Corporation can demonstrate through clear and convincing evidence is primarily for the benefit of this state.

2. Hosting individuals in order to promote business, economic development, tourism or conferences sponsored by multi-state, national or international associations of governments or governmental officials.

(em) A state public official who is an officer or employee of the department of tourism may solicit, receive and retain on behalf of the state anything of value for the purpose of hosting individuals in order to promote tourism.

(f) A state public official or a local public official may receive and retain from the Wisconsin Economic Development Corporation anything of value which the Wisconsin Economic Development Corporation is authorized to provide under par. (e) and may receive and retain from the department of tourism anything of value which the department of tourism is authorized to provide under par. (em).

(4) If a state public official receives a payment not authorized by this subchapter, in cash or otherwise, for a published work or a talk or meeting, the official may not retain it. If practicable, the official shall deposit it with the department or municipality with which he or she is associated or, in the case of a justice or judge of a court of record, with the director of state courts. If that is not practicable, the official shall return it or its equivalent to the payor or convey it to the state or to a charitable organization other than one with which he or she is associated.

**History:** 1977 c. 277; 1983 a. 61, 538; 1985 a. 203; 1989 a. 31, 338; 1991 a. 39; 1995 a. 27 ss. 455 to 457, 9116 (5); 2011 a. 32; 2015 a. 118 s. 266 (10); 2017 a. 112.

The interaction of s. 19.56 with the prohibition against furnishing anything of pecuniary value to state officials under s. 13.625 is discussed. 80 Atty. Gen. 205.

**19.57 Conferences, visits and economic development activities.** The Wisconsin Economic Development Corporation shall file a report with the commission no later than April 30 annually, specifying the source and amount of anything of value received by the Wisconsin Economic Development Corporation during the preceding calendar year for a purpose specified in s. 19.56 (3) (e), and the program or activity in connection with which the thing is received, together with the location and date of that program or activity.

**History:** 1991 a. 39; 1995 a. 27 s. 9116 (5); 2011 a. 32; 2015 a. 118 s. 266 (10).

**19.575 Tourism activities.** The department of tourism shall file a report with the commission no later than April 30 annually, specifying the source and amount of anything of value received by the department of tourism during the preceding calendar year for a purpose specified in s. 19.56 (3) (em) and the program or activity in connection with which the thing is received, together with the location and date of that program or activity.

**History:** 1995 a. 27; 2015 a. 118 s. 266 (10).

**19.579 Civil penalties.** (1) Except as provided in sub. (2), any person who violates this subchapter may be required to forfeit not more than \$500 for each violation of s. 19.43, 19.44, or 19.56 (2) or not more than \$5,000 for each violation of any other provision of this subchapter. If the court determines that the accused has realized economic gain as a result of the violation, the court may, in addition, order the accused to forfeit the amount gained as a result of the violation. In addition, if the court determines that a state public official has violated s. 19.45 (13), the court may order the official to forfeit an amount equal to the amount or value of any political contribution, service, or other thing of value that was wrongfully obtained. If the court determines that a state public official has violated s. 19.45 (13) and no political contribution, service, or other thing of value was obtained, the court may order the official to forfeit an amount equal to the maximum contribution authorized under s. 11.1101 (1) for the office held or sought by the official, whichever amount is greater. The attorney general, when so requested by the commission, shall institute proceedings to recover any forfeiture incurred under this section which is not paid by the person against whom it is assessed.

(2) Any person who violates s. 19.45 (13) may be required to forfeit not more than \$5,000.

**History:** 2003 a. 39; 2007 a. 1 ss. 121, 130, 131; 2015 a. 117; 2015 a. 118 s. 266 (10).

**19.58 Criminal penalties.** (1) (a) Any person who intentionally violates any provision of this subchapter except s. 19.45 (13) or 19.59 (1) (br), or a code of ethics adopted or established under s. 19.45 (11) (a) or (b), shall be fined not less than \$100 nor more than \$5,000 or imprisoned not more than one year in the county jail or both.

(b) Any person who intentionally violates s. 19.45 (13) or 19.59 (1) (br) is guilty of a Class I felony.

(2) The penalties under sub. (1) do not limit the power of either house of the legislature to discipline its own members or to impeach a public official, or limit the power of a department to discipline its state public officials or employees.

(3) In this section “intentionally” has the meaning given under s. 939.23.

(4) A person who violates s. 19.50 may be fined not more than \$10,000 or imprisoned for not more than 9 months or both.

**History:** 1973 c. 90; Stats. 1973 s. 11.10; 1973 c. 334 ss. 33, 57, 58; Stats. 1973 s. 19.50; 1975 c. 200; 1977 c. 277 ss. 34, 37; Stats. 1977 s. 19.58; 2003 a. 39; 2015 a. 118.

**19.59 Codes of ethics for local government officials, employees and candidates.** (1) (a) No local public official may use his or her public position or office to obtain financial gain or anything of substantial value for the private benefit of himself or herself or his or her immediate family, or for an organization with which he or she is associated. A violation of this paragraph includes the acceptance of free or discounted admissions to a professional baseball or football game by a member of the district board of a local professional baseball park district created under subch. III of ch. 229 or a local professional football stadium district created under subch. IV of ch. 229. This paragraph does not prohibit a local public official from using the title or prestige of his or her office to obtain campaign contributions that are permitted and reported as required by ch. 11. This paragraph does not prohibit a local public official from obtaining anything of value from the Wisconsin Economic Development Corporation or the department of tourism, as provided under s. 19.56 (3) (f).

(b) No person may offer or give to a local public official, directly or indirectly, and no local public official may solicit or accept from any person, directly or indirectly, anything of value if it could reasonably be expected to influence the local public official's vote, official actions or judgment, or could reasonably be considered as a reward for any official action or inaction on the part of the local public official. This paragraph does not prohibit a local public official from engaging in outside employment.

(br) No local public official or candidate for local public office may, directly or by means of an agent, give, or offer or promise to give, or withhold, or offer or promise to withhold, his or her vote or influence, or promise to take or refrain from taking official action with respect to any proposed or pending matter in consideration of, or upon condition that, any other person make or refrain from making a political contribution, or provide or refrain from providing any service or other thing of value, to or for the benefit of a candidate, a political party, any committee registered under ch. 11, or any person making a communication that contains a reference to a clearly identified local public official holding an elective office or to a candidate for local public office.

(c) Except as otherwise provided in par. (d), no local public official may:

1. Take any official action substantially affecting a matter in which the official, a member of his or her immediate family, or an organization with which the official is associated has a substantial financial interest.

2. Use his or her office or position in a way that produces or assists in the production of a substantial benefit, direct or indirect, for the official, one or more members of the official's immediate family either separately or together, or an organization with which the official is associated.

(d) Paragraph (c) does not prohibit a local public official from taking any action concerning the lawful payment of salaries or employee benefits or reimbursement of actual and necessary expenses, or prohibit a local public official from taking official action with respect to any proposal to modify a county or municipal ordinance.

(f) Paragraphs (a) to (c) do not apply to the members of a local committee appointed under s. 289.33 (7) (a) to negotiate with the owner or operator of, or applicant for a license to operate, a solid waste disposal or hazardous waste facility under s. 289.33, with respect to any matter contained or proposed to be contained in a written agreement between a municipality and the owner, operator or applicant or in an arbitration award or proposed award that is applicable to those parties.

(g) 1. In this paragraph:

a. "District" means a local professional baseball park district created under subch. III of ch. 229 or a local professional football stadium district created under subch. IV of ch. 229.

b. "District board member" means a member of the district board of a district.

2. No district board member may accept or retain any transportation, lodging, meals, food or beverage, or reimbursement therefor, except in accordance with this paragraph.

3. A district board member may receive and retain reimbursement or payment of actual and reasonable expenses for a published work or for the presentation of a talk or participation in a meeting related to processes, proposals and issues affecting a district if the payment or reimbursement is paid or arranged by the organizer of the event or the publisher of the work.

4. A district board member may receive and retain anything of value if the activity or occasion for which it is given is unrelated to the member's use of the time, facilities, services or supplies of the district not generally available to all residents of the district and the member can show by clear and convincing evidence that the payment or reimbursement was unrelated to and did not arise from the recipient's holding or having held a public office and was paid for a purpose unrelated to the purposes specified in subd. 3.

5. A district board member may receive and retain from the district or on behalf of the district transportation, lodging, meals, food or beverage, or reimbursement therefor or payment or reimbursement of actual and reasonable costs that the member can show by clear and convincing evidence were incurred or received on behalf of the district and primarily for the benefit of the district and not primarily for the private benefit of the member or any other person.

6. No district board member may intentionally use or disclose information gained in the course of or by reason of his or her official position or activities in any way that could result in the receipt of anything of value for himself or herself, for his or her immediate family, or for any other person, if the information has not been communicated to the public or is not public information.

7. No district board member may use or attempt to use the position held by the member to influence or gain unlawful benefits, advantages or privileges personally or for others.

8. No district board member, member of a district board member's immediate family, nor any organization with which the district board member or a member of the district board member's immediate family owns or controls at least 10 percent of the outstanding equity, voting rights, or outstanding indebtedness may enter into any contract or lease involving a payment or payments of more than \$3,000 within a 12-month period, in whole or in part derived from district funds unless the district board member has first made written disclosure of the nature and extent of such relationship or interest to the commission and to the district. Any contract or lease entered into in violation of this subdivision may be voided by the district in an action commenced within 3 years of the date on which the commission, or the district, knew or should have known that a violation of this subdivision had occurred. This subdivision does not affect the application of s. 946.13.

9. No former district board member, for 12 months following the date on which he or she ceases to be a district board member, may, for compensation, on behalf of any person other than a governmental entity, make any formal or informal appearance before, or negotiate with, any officer or employee of the district with which he or she was associated as a district board member within 12 months prior to the date on which he or she ceased to be a district board member.

10. No former district board member, for 12 months following the date on which he or she ceases to be a district board member, may, for compensation, on behalf of any person other than a governmental entity, make any formal or informal appearance before, or negotiate with, any officer or employee of a district with which he or she was associated as a district board member in connection with any judicial or quasi-judicial proceeding, application, contract, claim, or charge which might give rise to a judicial or quasi-judicial proceeding which was under the former member's responsibility as a district board member within 12 months prior to the date on which he or she ceased to be a member.

11. No former district board member may, for compensation, act on behalf of any party other than the district with which he or she was associated as a district board member in connection with any judicial or quasi-judicial proceeding, application, contract, claim, or charge which might give rise to a judicial or quasi-judicial proceeding in which the former member participated personally and substantially as a district board member.

**(1m)** In addition to the requirements of sub. (1), any county, city, village or town may enact an ordinance establishing a code of ethics for public officials and employees of the county or municipality and candidates for county or municipal elective offices.

**(2)** An ordinance enacted under this section shall specify the positions to which it applies. The ordinance may apply to members of the immediate family of individuals who hold positions or who are candidates for positions to which the ordinance applies.

**(3)** An ordinance enacted under this section may contain any of the following provisions:

**(a)** A requirement for local public officials, other employees of the county or municipality and candidates for local public office to identify any of the economic interests specified in s. 19.44.

**(b)** A provision directing the county or municipal clerk or board of election commissioners to omit the name of any candidate from an election ballot who fails to disclose his or her eco-



conomic interests in accordance with the requirements of the ordinance.

(c) A provision directing the county or municipal treasurer to withhold the payment of salaries or expenses from any local public official or other employee of the county or municipality who fails to disclose his or her economic interests in accordance with the requirements of the ordinance.

(d) A provision vesting administration and civil enforcement of the ordinance with an ethics board appointed in a manner specified in the ordinance. A board created under this paragraph may issue subpoenas, administer oaths and investigate any violation of the ordinance on its own motion or upon complaint by any person. The ordinance may empower the board to issue opinions upon request. Records of the board's opinions, opinion requests and investigations of violations of the ordinance may be closed in whole or in part to public inspection if the ordinance so provides.

(e) Provisions prescribing ethical standards of conduct and prohibiting conflicts of interest on the part of local public officials and other employees of the county or municipality or on the part of former local public officials or former employees of the county or municipality.

(f) A provision prescribing a forfeiture for violation of the ordinance in an amount not exceeding \$1,000 for each offense. A minimum forfeiture not exceeding \$100 for each offense may also be prescribed.

(4) This section may not be construed to limit the authority of a county, city, village or town to regulate the conduct of its officials and employees to the extent that it has authority to regulate that conduct under the constitution or other laws.

(5) (a) Any individual, either personally or on behalf of an organization or governmental body, may request of a county or municipal ethics board, or, in the absence of a county or municipal ethics board, a county corporation counsel or attorney for a local governmental unit, an advisory opinion regarding the propriety of any matter to which the person is or may become a party. Any appointing officer, with the consent of a prospective appointee, may request of a county or municipal ethics board, or, in the absence of a county or municipal ethics board, a county corporation counsel or attorney for a local governmental unit an advisory opinion regarding the propriety of any matter to which the prospective appointee is or may become a party. The county or municipal ethics board or the county corporation counsel or attorney shall review a request for an advisory opinion and may advise the person making the request. Advisory opinions and requests therefor shall be in writing. It is prima facie evidence of intent to comply with this section or any ordinance enacted under this section when a person refers a matter to a county or municipal ethics board or a county corporation counsel or attorney for a local governmental unit and abides by the advisory opinion, if the material facts are as stated in the opinion request. A county or municipal ethics board may authorize a county corporation counsel or attorney to act in its stead in instances where delay is of substantial inconvenience or detriment to the requesting party. Except as provided in par. (b), neither a county corporation counsel or attorney for a local governmental unit nor a member or agent of a county or municipal ethics board may make public the identity of an individual requesting an advisory opinion or of individuals or organizations mentioned in the opinion.

(b) A county or municipal ethics board, county corporation counsel or attorney for a local governmental unit replying to a request for an advisory opinion may make the opinion public with the consent of the individual requesting the advisory opinion or the organization or governmental body on whose behalf it is requested and may make public a summary of an advisory opinion issued under this subsection after making sufficient alterations in the summary to prevent disclosing the identities of individuals involved in the opinion. A person who makes or purports to make public the substance of or any portion of an advisory opinion

requested by or on behalf of the person waives the confidentiality of the request for an advisory opinion and of any records obtained or prepared by the county or municipal ethics board, the county corporation counsel or the attorney for the local governmental unit in connection with the request for an advisory opinion.

(6) Any county corporation counsel, attorney for a local governmental unit or statewide association of local governmental units may request the commission to issue an opinion concerning the interpretation of this section. The commission shall review such a request and may advise the person making the request.

(7) (a) Any person who violates sub. (1) may be required to forfeit not more than \$1,000 for each violation, and, if the court determines that the accused has violated sub. (1) (br), the court may, in addition, order the accused to forfeit an amount equal to the amount or value of any political contribution, service, or other thing of value that was wrongfully obtained.

(b) Any person who violates sub. (1) may be required to forfeit not more than \$1,000 for each violation, and, if the court determines that a local public official has violated sub. (1) (br) and no political contribution, service or other thing of value was obtained, the court may, in addition, order the accused to forfeit an amount equal to the maximum contribution authorized under s. 11.1101 (1) for the office held or sought by the official, whichever amount is greater.

(8) (a) Subsection (1) shall be enforced in the name and on behalf of the state by action of the district attorney of any county wherein a violation may occur, upon the verified complaint of any person.

(b) In addition and supplementary to the remedy provided in sub. (7), the district attorney may commence an action, separately or in conjunction with an action brought to obtain the remedy provided in sub. (7), to obtain such other legal or equitable relief, including but not limited to mandamus, injunction or declaratory judgment, as may be appropriate under the circumstances.

(c) If the district attorney fails to commence an action to enforce sub. (1) (a), (b), or (c) to (g) within 20 days after receiving a verified complaint or if the district attorney refuses to commence such an action, the person making the complaint may petition the attorney general to act upon the complaint. The attorney general may then bring an action under par. (a) or (b), or both.

(cm) No complaint alleging a violation of sub. (1) (br) may be filed during the period beginning 120 days before a general or spring election, or during the period commencing on the date of the order of a special election under s. 8.50, and ending on the date of that election, against a candidate who files a declaration of candidacy to have his or her name appear on the ballot at that election.

(cn) If the district attorney for the county in which a violation of sub. (1) (br) is alleged to occur receives a verified complaint alleging a violation of sub. (1) (br), the district attorney shall, within 30 days after receipt of the complaint, either commence an investigation of the allegations contained in the complaint or dismiss the complaint. If the district attorney dismisses the complaint, with or without investigation, the district attorney shall notify the complainant in writing. Upon receiving notification of the dismissal, the complainant may then file the complaint with the attorney general or the district attorney for a county that is adjacent to the county in which the violation is alleged to occur. The attorney general or district attorney may then investigate the allegations contained in the complaint and commence a prosecution.

(d) If the district attorney prevails in such an action, the court shall award any forfeiture recovered together with reasonable costs to the county wherein the violation occurs. If the attorney general prevails in such an action, the court shall award any forfeiture recovered together with reasonable costs to the state.

**History:** 1979 c. 120; 1981 c. 149; 1981 c. 335 s. 26; 1983 a. 166 s. 16; 1991 a. 39, 269; 1995 a. 56, 227; 1999 a. 167; 2001 a. 109; 2003 a. 39; 2007 a. 1; 2015 a. 117; 2015 a. 118 ss. 204, 266 (10); 2017 a. 112.

## **CODE OF ETHICS**

### **(Cr. Ord. #171-2013; Rep. & recr. Ord. #193-2015)**

#### **4.55 DECLARATION OF POLICY. (Rep. & recr. Ord. #193-2015)**

To ensure that the public can have complete confidence in the integrity of Crawford County Government, each elected official and employee shall respect and adhere to the fundamental principles of ethical service. The proper operation of County government demands that:

- (1) Crawford County officials and employees be independent, impartial and responsible to the people;
- (2) Decisions be made in the proper channels of the County governmental structure;
- (3) County offices should not be used for personal gain;
- (4) County business should be conducted in such a way so as to re-enforce the public's confidence in its integrity.

#### **4.56 PURPOSE. (Rep. & recr. Ord. #193-2015)**

The purpose of this code is to establish ethical standards of conduct for all County officials and employees by identifying those acts or actions that are not compatible with the best interest of the County. Because representatives of the County are drawn from society, they cannot and should not be without all personal and economic interest in the decisions and policies of government. Citizens who serve as County officials and employees retain their rights as citizens to personal and economic interests. Therefore, the standards of ethical conduct for County officials and employees must distinguish between minor and inconsequential conflicts which are unavoidable and those conflicts which are substantial and material. The provisions of this code, and such rules and regulations which may be established, are to be interpreted in the context of the above principles and are deemed to be in the best interest of the public.

#### **4.57 RESPONSIBILITY OF PUBLIC OFFICE. (Rep. & recr. Ord. #193-2015)**

Public officials and employees are agents of the public and hold office for the benefit of the public. They are bound to uphold the Constitution of the United States and the constitution of this State and carry out impartially the laws of the nation, State and County and to observe in their official acts the highest standards of morality and to discharge faithfully the duties of their office regardless of personal considerations, recognizing that the public interest must be their prime concern. Their conduct should be above reproach so as to foster respect for all government.

#### **4.58 DEDICATED SERVICE. (Rep. & recr. Ord. #193-2015)**

Officials and employees shall adhere to the rules of work and performance established as the standard for their positions by the appropriate authority. Officials and employees shall not exceed their authority or breach the law or ask others to do so, and they shall work in full cooperation with other public officials and employees unless prohibited from so doing by law or by officially recognized confidentiality of their work.

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#### **4.59 COVERAGE. (Rep. & recr. Ord. #193-2015)**

This code governs all County officials, whether elected or appointed, paid or unpaid, including members of boards, committees and commissions, department heads, and all other County employees.

#### **4.60 EXEMPTIONS. (Rep. & recr. Ord. #193-2015)**

Political contributions which are reported under Ch. 11, Wis. Stats., are exempt from the provisions of this code.

#### **4.61 DEFINITIONS. (Cr. Ord. #193-2015)**

- (1) PERSON. Any individual, corporation, partnership, joint venture, association or organization.
- (2) FINANCIAL INTEREST. Any interest which yields, directly or indirectly, a monetary or other material benefit to the County officer or employee or to any person employing or retaining services of the County officer or employee.
- (3) ANYTHING OF VALUE. Any money or property, favor, service, payment, advance forbearance, loan or promise of future employment, but does not include such things as compensation and expenses paid by the State or County, fees, honorariums and expenses, unsolicited advertising or promotional material such as pens, pencils, notepads, calendars, informational or educational materials of unexceptional value, plaques, other advertising giveaways or any other thing which is not likely to influence the judgment of individuals covered by this code.
- (4) PRIVILEGED INFORMATION. Any written or oral material related to County government which has not become part of the body of public information and which is designated by statute, court decision, lawful orders, ordinances, resolution or custom as privileged.
- (5) OFFICIAL. All County department heads or directors, County supervisors, and all other County elected and appointed officers, except judges and district attorneys.
- (6) EMPLOYEE. All persons filling an allocated position of County employment and all members of boards, committees, and commissions.
- (7) IMMEDIATE FAMILY. An official's or employee's spouse, children, stepchildren, parents, stepparents, or other legal relation who contributes more than one-half of the support of the official or receives that level of support from the official or employee.

#### **4.62 FAIR AND EQUAL TREATMENT. (Cr. Ord. #193-2015)**

- (1) USE OF PUBLIC PROPERTY. An official or employee shall not use, or knowingly permit the use, of County services or County-owned vehicles, equipment, materials for unauthorized nongovernmental purposes or for unauthorized personal convenience or for profit, unless such services or use are available to the public generally and consistent with practices and policies of the County.
- (2) OBLIGATIONS TO CITIZENS. An official or employee shall not grant any special consideration, treatment or advantage to any citizen beyond that which is available to every other citizen.

This section does not affect the duty of County supervisors to diligently represent their constituency.

#### **4.63 CONFLICTS OF INTEREST. (Cr. Ord. #193-2015)**

- (1) RECEIPT OF GIFTS, FAVORS AND GRATUITIES PROHIBITED. No official or employee shall accept any valuable gift, whether in the form of service, loan, thing or promise, from any person, firm or corporation which to his

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knowledge is interested in business dealings with the County nor shall any such official or employee accept any gift, favor or thing of value that may tend to influence him in the discharge of his duties or grant in the discharge of his duties any improper favor, service or thing of value.

- (2) EXCEPTION. It is not a conflict of interest for an official or employee to receive a gift or gratuity that is an unsolicited item of insignificant value or anything which is given to them independent of their position as an official or employee.
- (3) BUSINESS INTEREST. An official or employee shall not engage in any business or transaction or act in regard to any financial interest, direct or indirect, which:
  - (a) Is incompatible with the proper discharge of his or her official duties for the benefit of the public;
  - (b) Is contrary to the provisions of this code; or
  - (c) May impair his or her independence of judgment or action in the performance of his or her official duties.
- (4) EMPLOYMENT. An official or employee shall not engage in or accept any private employment or render any service for a private interest when such employment or service is incompatible with the proper discharge of his or her official duties or which may impair his or her independence of judgment or action in the performance of his or her official duties unless otherwise permitted by law or unless disclosure is made as hereinafter provided. An employee shall obtain prior approval from their Department Head, or in the case of a Department Head, from the applicable oversight committee, before engaging in outside employment.
- (5) REPRESENTING PRIVATE INTERESTS BEFORE COUNTY AGENCIES IN COURTS. No official or employee whose salary is paid in whole or in part by the County shall appear in behalf of private interests before any agency of the County. He shall not represent private interests in any action or proceeding against the interests of the County in any litigation to which the County is a party. This section shall not be construed as prohibiting the appearance of officials or employees when subpoenaed as witnesses by parties involved in litigation which also may involve the County. A supervisor may appear before County agencies on behalf of constituents in the course of his duties as a representative of the electorate or in the performance of public or civic obligations. However, no supervisor or other official or employee shall accept a retainer or compensation that is contingent upon a specific action by a County agent.
- (6) CONTRACTING. An official or employee or a business in which an official or employee holds a 10% or greater interest may not enter into a contract with the County involving a payment or payments of more than \$1,000 amount within a 12-month period unless the official or employee has made a written disclosure of the nature and extent of such relationship or interest to the County Clerk and reported such interest to the County Board. Further, pursuant to §946.13, Wis. Stats., an official or employee is prohibited from participating in the formation of a contract or contracts with Crawford County involving the receipts or disbursements of more than \$15,000 in any year.

#### **4.64 FINANCIAL INTEREST IN LEGISLATION. (Cr. Ord. #193-2015)**

A member of the County Board who has a financial interest in any proposed action before the County Board shall disclose the nature and extent of such interest to the County Clerk and the County Board prior to or during the initial discussion of such action and shall refrain from participating in the discussion of and/or voting on such action. A member of the County Board shall request to be excused by the Board or Committee chairperson for the duration of any deliberations concerning such action in which the member has a financial interest. Any other official or employee who has a financial interest in any proposed action before the County Board, and who participates in discussion with or gives an official opinion or recommendation to the County Board, shall first disclose the nature and extent of such interest to the County Board.

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#### **4.65 DISCLOSURE OF PRIVILEGED INFORMATION. (Cr. Ord. #193-2015)**

An official or employee shall not knowingly disclose or permit the disclosure of privileged information to any person not lawfully authorized to receive such privileged information. An official or employee shall not use privileged information to advance his or her personal financial interest or that of his or her immediate family.

#### **4.66 DISCLOSURE BY COUNTY OFFICIALS OF MATTERS PERTAINING TO A CLOSED SESSION PROHIBITED. (Cr. Ord. #193-2015)**

No County official may disclose any information discussed, debated or acted upon in a closed session of the Crawford County Board or its standing committees.

#### **4.67 NEPOTISM. (Cr. Ord. #193-2015)**

- (1) No person shall be employed, promoted, or transferred to any department, division, or work unit when, as a result, the employee would be directly supervising or receiving direct supervision from a related person.
- (2) "Related person" shall mean spouse, parents, children, siblings, grandparents, grandchildren, father-in-law, mother-in-law, stepchildren, stepparents and any person sharing the employee's residence.

#### **4.68 STATE STATUTES INCORPORATED. (Cr. Ord. #193-2015)**

- (1) STATUTES INCORPORATED BY REFERENCE. The following sections of the Wisconsin Statutes are hereby incorporated by reference and made a part of this Code of Ethics:
  - §19.01 (Oaths and Bonds)
  - §19.21 (Custody and Delivery of Official Property and Records)
  - §19.81-§19.89 (Open Meetings of Governmental Bodies)
  - §19.59 (Codes of Ethics for Local Government Officials, Employees and Candidates)
- (2) VIOLATION OF INCORPORATED STATUTES. Officials shall comply with the sections of the Wisconsin Statutes incorporated in this code and failure to do so shall constitute a violation of this code.

#### **4.69 INVESTIGATIONS AND ENFORCEMENT. (Cr. Ord. #193-2015)**

- (1) ADVISORY OPINIONS. Any person governed by this Code of Ethics may apply in writing to the County Corporation Counsel for an advisory opinion and shall be guided by any opinion rendered. The applicant shall present his or her interpretation of the facts at issue and of the applicability of provisions of this code before the advisory opinion is rendered. All requests for opinion and opinions rendered shall be in writing. Records of the Corporation Counsel's opinions, opinion requests and investigations of violations shall be closed to public inspection, as required by Ch. 19, Wis. Stats. However, such records may be made public with the consent of the applicant.
- (2) COMPLAINTS. The Corporation Counsel shall accept from any person a verified written complaint which states the name of the officer or employee alleged to have committed a violation of this code and sets forth the material facts involved in the allegation. The Corporation Counsel shall forward a copy of the complaint to the accused officer or employee and the Ethics Inquiry Board within 10 days. If no action on the verified complaint is taken by the Ethics Inquiry Board within 30 days, the complaint shall be dismissed.



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- (3) **PRELIMINARY INVESTIGATIONS.** Following the receipt of a verified complaint, the Ethics Inquiry Board may make preliminary investigations with respect to alleged violation of this code. A preliminary investigation shall not be initiated unless the accused officer or employee is notified in writing. The notice shall state the exact nature and purpose of the investigation, the individual's specific action or activities to be investigated and a statement of such person's due process rights. If the Ethics Inquiry Board finds probable cause to believe the allegations contained in the complaint, the complaint shall be referred to hearing pursuant to subsections (5)(a) and (5)(c) below before the Ethics Inquiry Board.
- (4) **TIME LIMITATIONS.** The Ethics Inquiry Board may investigate any complaint properly filed with it. However, no action may be taken on any complaint which is filed more than one year after a violation of the Ethics Code is alleged to have occurred.
- (5) **ETHICS INQUIRY BOARD.** There is hereby created an Ethics Inquiry Board to consist of 3 members and one alternate, one of whom shall be an attorney licensed to practice law in the State of Wisconsin, appointed by the County Board Chairperson with the approval of the County Board. The members of the Ethics Inquiry Board shall be residents of Crawford County and shall not be County public officials or employees during the time of appointment, and shall serve staggered 3-year terms expiring on the third Tuesday in April of the third year following their appointment except as otherwise provided in the implementation of this code. The Corporation Counsel shall provide legal advice, secretarial service and assistance to the Board. The Board shall be entitled to mileage and per diem payments for meetings and hearings of the Board on the same basis as provided other Crawford County boards, committees or commissions.
- (a) **Powers and Duties.** The Ethics Inquiry Board shall be responsible for investigating a complaint, and conducting a fact finding hearing pursuant to subparagraph (5)(c) below, in any case where the Ethics Inquiry Board has found that probable cause exists for believing the allegations of a complaint referred to the Board after preliminary review pursuant to subparagraphs (2) through (4) above.
- (b) **Burden of Proof.** The burden of proving a violation alleged in the complaint shall be on the complainant. Violations shall be proved by evidence that is clear, satisfactory and convincing.
- (c) **Hearing.** The Ethics Inquiry Board may hold, and an individual against whom a complaint has been made and where the complaint has been referred to the Ethics Inquiry Board may request, a hearing before the Board. The Board shall keep a record of the hearing. The Board shall have the power to compel the attendance of witnesses and to issue subpoenas as granted to other boards and commissions under §885.01, Wis. Stats.
1. Within 10 work days of the conclusion of the hearing, the Board shall file its written findings and recommendations signed by all participating Board members, together with findings of fact and conclusions of law, concerning the propriety of the conduct of the public official. If the Board determines that no violation of the Code of Ethics has occurred, it shall dismiss the complaint, and if requested to do so by the accused, issue a public statement.
  2. No recommendation of the Board becomes effective until 20 work days after it is issued, or while an application for rehearing or rehearing before the Board is pending, or the Board has announced its final determination on rehearing.
- (d) **Enforcement and Penalties.** If the Ethics Inquiry Board finds that clear, satisfactory and convincing evidence exists for believing the allegations of the complaint, the Ethics Inquiry Board shall refer its findings and recommendation to the County Board, or in the case of an employee, to the Personnel Committee. The Board may make the following recommendations:
1. Recommend that the County Board order the officer or employee to conform his or her conduct to the Ethics Code or recommend that the official or employee be censured, suspended, removed from office, be issued a private reprimand, public reprimand, and in the case of an employee may

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also recommend denial of merit increase, suspension without pay, discharge, or other appropriate disciplinary action.

2. The Ethics Inquiry Board may also refer the matter to the District Attorney to commence enforcement pursuant to the procedures and remedies of §19.59 Wis. Stats.

## **Ordinance No. 701**

### **ETHICS CODE**

- 701.01 Title.
- 701.02 Authority.
- 701.03 Definitions.
- 701.04 Application of Chapter.
- 701.05 Administration.
- 701.06 Certain County Transactions Prohibited.
- 701.07 Declaration of Policy.
- 701.08 Standard of Conduct; Use of Public Position to Obtain Private Benefit Prohibited.
- 701.09 Standard of Conduct; Solicitation or Acceptance of anything of Value.
- 701.10 Standard of Conduct; Conflict of Interest Prohibited.
- 701.11 Mileage Reimbursement Eligibility.
- 701.12 Standard of Conduct; Use or Disclosure of Information Gained in Course of Official Activities
- 701.13 Impermissible Use of Public Office.
- 701.14 Standard of Conduct; Representation for Compensation by County Official Before County Entities.
- 701.15 Standard of Conduct; Representation by Citizen Members and Employees Before County Entities.
- 701.16 Standard of Conduct; Receipt and Retention of Anything of Value Unrelated to Official Duties.
- 701.17 Standard of Conduct; Receipt and Retention of Anything of Value for the Benefit of the County.
- 701.18 Standard of Conduct; Receipts from Political Committees.
- 701.19 Standard of Conduct; Disclosure by County Officials.
- 701.20 Standard of Conduct; Disclosure by County Officials of Matters Pertaining to a Closed Session Prohibited
- 702.21 Complaints.
- 701.22 Procedure Before the Board.
- 701.23 Closed Session.
- 701.24 Advisory Opinions.
- 701.25 Open Records.
- 701.26 Sanctions.
- 701.27 Severability.

**701.01 TITLE.** This ordinance may be cited as the Iowa County Ethics Code.

**701.02 AUTHORITY.** This ordinance is enacted under the authority of Section 19.59, Wis. Stats.

**701.03 DEFINITIONS.** (1) Except as expressly modified in this chapter, words and phrases used in this chapter have meanings set forth in s. 19.42, Wis. Stats.:

(a) *Administrative agency* means any board, commission, committee, task force or other entity which is listed in chapter 15.

(b) *Anything of value* means any money or property, favor, service, payment, advance, forbearance, loan or promise of future employment, but does not include compensation and expenses paid by the county, fees and expenses which are permitted and reported under s. 701.16, political contributions which are reported under chapter 11, Wis. Stats., hospitality extended for a purposes unrelated to county business by a person other than an organization or anything having a value of less than \$13 per occurrence or \$39 in total during a calendar year.

(c) *Board* shall mean the Iowa County Ethics Board created by Section 702 of the Iowa County Code of Ordinances.

(d) *Business* shall mean any corporation, partnership, proprietorship, firm, enterprise, franchise, association, organization, self-employed individual or any other legal entity which engages in profit-making or nonprofit-making activities.

(e) *Citizen* or *citizen member* refers to a person appointed to any position by the County Board, who is neither an elected county officeholder nor a county employee.

(f) *County employee* shall refer to any person holding a full- or part-time position with Iowa County, other than a county official.

(g) *County official* shall mean any person holding a county elected office.

(h) *Department* shall mean any department of county government having its own budget.

(i) *Elected official* shall mean any person who holds an elected position and whose salary is funded in full or in part by Iowa County.

(j) *Organization* means any legal entity other than an individual or body politic.

(k) *Respondent* means a person against whom has been filed a complaint alleging a violation of this chapter.

(l) *Substantial financial interest* means any interest required to be placed on a disclosure statement by s. 701.21 of this ordinance.

**701.04 APPLICATION OF CHAPTER.** 1 This ordinance shall apply to all county officials and county employees.

**701.05 ADMINISTRATION.** The Iowa County Ethics Board shall be the administrative body with respect to the enforcement of the provisions of this ordinance. The board may call upon the Iowa County Administrative Offices for staff assistance as the need arises. The corporation counsel shall provide such legal assistance as the board requires.

**701.06 CERTAIN COUNTY TRANSACTIONS PROHIBITED.** (1) The county shall not have or seek to have a business or financial relationship with a county official which would potentially place the official in violation of s. 946.13, Wis. Stats., or any provision of this chapter.

(2) It shall be the duty of the department head overseeing negotiations and requests for bids or proposals or other proposed transactions to assure compliance with this section.

**701.07 DECLARATION OF POLICY.** (1) The proper operation of representative government requires that county officials and employees be independent, impartial and responsible to the people; that government decisions and policy be made in the proper channels of the governmental structure; that public office not be used for personal gain; and that the public have confidence in the integrity of its government. In recognition of these goals, there is hereby established a code of ethics for all County of Iowa officials and employees. The purpose of this code is to assist county officials and employees in avoiding conflicts between their personal interest and their public responsibilities in order to improve standards of public service and promote and strengthen the faith and confidence of the people of Iowa County in their county public officials and employees and to provide for disclosure by county officials and managerial employees of substantial financial interests in matters affecting the county. The provisions and purpose of this code and such rules and regulations as may be established are hereby declared to be in the best interests of the County of Iowa.

(2) The county board hereby reaffirms that each county official and employee occupies a position of public trust that requires adherence to a high standard of conduct. Any effort to realize substantial personal gain through official conduct is a violation of that trust. This code of ethics does not prevent any county public official from accepting other employment or following any pursuit which in no way interferes with the full and faithful discharge of his or her duties to this county. The county board further recognizes that in a representative democracy, the representatives are drawn from society and, therefore, cannot and should not be without all personal and economic interest in the decisions and policies of government; that citizens who serve as county officials retain their rights as citizens to interests of a personal or economic nature; that standards of ethical conduct for county officials need to distinguish between those minor and inconsequential conflicts that are unavoidable in a free society, and those conflicts which are substantial and material; and that county officials may need to engage in employment, professional or business activities, other than official duties, in order to support themselves or their families and to maintain a continuity of professional or business activity, or may need to maintain investments which activities or investments do not conflict with the specific provisions of this code.

**701.08 STANDARD OF CONDUCT; USE OF PUBLIC POSITION TO OBTAIN PRIVATE BENEFIT PROHIBITED.** No county official, county employee or citizen member may use his or her public position or office to obtain financial gain or anything of substantial value for the private benefit of himself or herself or his or her immediate family, or for an organization with which he or she is associated.

**701.09 STANDARD OF CONDUCT; SOLICITATION OR ACCEPTANCE OF ANYTHING OF VALUE.** No county official, county employee or citizen member may solicit or accept from any person directly or indirectly, anything of value if it could reasonably be expected to influence official actions or judgment, or could reasonably be considered as a reward for any official action or inaction on the part of the county official, county employee or citizen member.

**701.10 STANDARD OF CONDUCT; CONFLICT OF INTEREST PROHIBITED.** No county official, county employee or citizen member may: (a) Take any official action substantially affecting a matter in which the official, a member of his or her immediate family, or an organization with which the official is associated has a substantial financial interest. (b) Use his or her office or position in a way that produces or assists in the production of a substantial benefit, direct or indirect for the official, one or more members of the official's immediate family either separately or together, or an organization with which the official is associated.

**701.11 MILEAGE REIMBURSEMENT ELIGIBILITY.** A county board supervisor is eligible for reimbursement of only that mileage actually traveled in attending those meetings for which she or he is also eligible for a meeting payment.

**701.12 STANDARD OF CONDUCT; USE OR DISCLOSURE OF INFORMATION GAINED IN COURSE OF OFFICIAL ACTIVITIES.** No county official or employee may intentionally use or disclose information gained in the course of or by reason of her or his official position or activities in any way that could result in the receipt of anything of value for herself or himself, for a member of her or his immediate family, or for any other person or legal entity if the information has not been communicated to the public or is not a public record.

**701.13 IMPERMISSIBLE USE OF PUBLIC OFFICE.** No county official or county employee shall use or attempt to use his or her public office or employment to influence or gain unlawful benefits, advantages or privileges personally or for others.

**701.14 STANDARD OF CONDUCT; REPRESENTATION FOR COMPENSATION BY COUNTY OFFICIAL BEFORE COUNTY ENTITIES.** (1) No county official shall appear on behalf of private interests for compensation, before any county entity nor represent private interests in any action or proceedings against the county.

(a) This subsection shall not apply:

1. In a contested case which involves a party other than the county with interests adverse to those represented by the public official or employee; or
2. At an open hearing before a body other than the county board or a committee of the county board, at which a stenographic or tape record is maintained; or
3. In a matter that involves only ministerial action by the department; or
4. To representation by an elected official acting in his or her official capacity.

(2) This section shall not be construed to limit in any fashion whatsoever an elected official's business or professional partner's or associate's right to practice or appear before a county entity, provided, however, the elected official does not participate in any vote or in the decision-making process.



(3) Nothing in this section shall be construed to prohibit an elected official from representing herself or himself before any county entity, including the one of which he or she is member.

**701.15 STANDARD OF CONDUCT; REPRESENTATION BY CITIZEN MEMBERS AND EMPLOYEES BEFORE COUNTY ENTITIES.**

(1) No county employee or citizen member shall appear on behalf of private interests with or without compensation before any entity for or with which the person works nor appear on behalf of private interests with or without compensation in any action or proceeding against the county.

(a) This subsection shall not apply to matters involving employee appearances before any county entity as a representative of a collective bargaining unit, whether on behalf of the unit or a county employee represented by the unit.

(2) This section shall not be construed to prohibit a citizen member from dealing directly with staff of the agency on behalf of private interests, for compensation or otherwise, provided that if the representation is for compensation, that fact is contemporaneously disclosed, in writing, to the affected county department or agency.

(3) This section shall not be construed to limit in any fashion whatsoever a citizen member's or employee's business or professional partner's or associate's right to practice or appear before the administrative agency.

(4) Nothing in this section shall be construed to prohibit a citizen member or employee from representing herself or himself before any county entity, including the one of which he or she is a member.

**701.16 STANDARD OF CONDUCT; RECEIPT AND RETENTION OF ANYTHING OF VALUE UNRELATED TO OFFICIAL DUTIES.**

(1) County officials, employees and citizen members may receive and retain anything of value if the activity or occasion on or for which it is given is unrelated from his or her use of the county's time, information, facilities, equipment, services or supplies not generally available to all residents of the county and he or she can show by clear and convincing evidence that the payment or reimbursement was unrelated to and did not arise from the recipient's holding or having held her or his position and was paid for a purpose unrelated to a matter being considered by or affecting the county. Such persons may accept and retain from persons or entities other than the county the cost of reimbursement of actual and reasonable expenses related to speaking engagements whether or not the same arise from their county roles or positions.

**701.17 STANDARD OF CONDUCT; RECEIPT AND RETENTION OF ANYTHING OF VALUE FOR THE BENEFIT OF THE COUNTY.**

County officials, employees and citizen members may accept and retain anything of value which consists of transportation, lodging, meals, food or beverage, or reimbursement therefore, if the official, employee or citizen member can show by clear and convincing evidence that the same was incurred or received primarily for the benefit of the county and not primarily for his or her private benefit or that of any other person. It is prima facie evidence that the acceptance of anything of value consisting of the enumerated items or services is primarily for the benefit of the county (a) when received by an official, employee or citizen member in connection with a speech or other presentation being given by the county official, employee or citizen member; (b) when received by an official,

employee or citizen member attending a government-related function where the same or similar items or services are provided free of direct charge to all attendees; or (c) when received by an official employee or citizen member in a situation where the county would have to assume the costs of the item or service if not otherwise provided.

**701.18 STANDARD OF CONDUCT; RECEIPTS FROM POLITICAL COMMITTEES.** Notwithstanding any other provision of this chapter, county officials may receive and retain from a political committee under Ch. 11, Wis. Stats., transportation, lodging, meals, food or beverages, or reimbursement therefor, or payment or reimbursement of costs permitted and reported in accordance with Ch. 11, Wis. Stats.

**701.19 STANDARD OF CONDUCT; DISCLOSURE BY COUNTY OFFICIALS.** A county official who has a substantial financial interest in a matter pending before the body of which he or she is a member shall disclose the nature of the interest. The disclosure shall be made on the record before the body, or if there is no formal record, in writing to the body.

**701.20 STANDARD OF CONDUCT; DISCLOSURE BY COUNTY OFFICIALS OF MATTERS PERTAINING TO A CLOSED SESSION PROHIBITED.** No county official may disclose any information discussed debated or acted upon in a closed session of the Iowa County Board or its standing committees.

**701.21 COMPLAINTS.** All complaints regarding violations of this ordinance shall be made in writing and submitted to the county clerk who shall deliver them to the chairperson of the ethics board.

**701.22 PROCEDURE BEFORE THE BOARD.** Upon receipt of a complaint, the board shall: (1) Cause notice to be given to the respondent. Such a notice shall contain a specification of the charges against the respondent as well as a notice that the respondent may file a written statement of his or position with the board.

(2) Schedule and hold hearings on the complaint.

(3) Hear the respondent's position and the testimony of witnesses, if any.

(4) Permit the respondent and the complainant to call such witnesses as either desires and to cross-examine the witnesses of the other.

(5) Consider the evidence presented and make findings thereon.

(6) By its chairperson or his or her designee, make rulings on motions and objections made by any party in such a manner as to assure due process protection to the parties.

(7) Based upon the evidence presented to it, determine whether or not to seek imposition of a forfeiture pursuant to the penalty provisions of this ordinance. If a forfeiture is deemed advisable, the board may direct the corporation counsel to start an action in the name of the county against the violator.

(8) When deciding to seek the imposition of a forfeiture, the board shall at the time of notifying the corporation counsel, serve notice by mail upon the respondent to the effect that a forfeiture will be sought against the respondent, specifying the amount and that court action may be avoided if the amount specified is paid within 30 days of the date of the notice.

(9) If a person against whom the board decides to seek imposition of a forfeiture fails to pay the amount specified by the board within 30 days of the date of the notice, the corporation counsel shall initiate an action for the collection of the forfeiture in the circuit court for the County of Iowa.

**701.23 CLOSED SESSION.** Pursuant to sec. 19.85(1)(a) and (f), Wis. Stats., the board shall conduct its hearings in closed session unless the person complained of requests open hearings.

**701.24 ADVISORY OPINIONS.** (1) Any person subject to the provisions of this ordinance, either personally or on behalf of an organization or governmental body, may at any time request of the board an advisory opinion regarding the propriety of any matter to which the person is or may become a party. Any appointing officer, with the consent of a prospective appointee, may request of the ethics board an advisory opinion regarding the propriety of any matter to which the prospective appointee is or may become a party. The ethics board shall review a request for an advisory opinion and may advise the person making the request. Advisory opinions and requests therefor shall be in writing. The ethics board may authorize the corporation counsel to act in its stead in instances where delay is of substantial inconvenience or detriment to the requesting party. Except as provided in sub. (3), neither the corporation counsel nor a member or agent of the ethics board may make public the identity of an individual requesting an advisory opinion or of individuals or organizations mentioned in the opinion. The board shall annually publish a synopsis of any advisory opinions it has issued, after first reviewing such material with the corporation counsel to ensure that all individual identifying material has been deleted.

(2) It is prima facie evidence of intent to comply with the Iowa County ethics code or any amendment of the same when a person refers a matter to the ethics board and abides by the advisory opinion, if the material facts are as stated in the opinion request.

(3) The ethics board may make an advisory opinion public with the consent of the individual requesting the opinion or the organization or governmental body on whose behalf it is requested and may make public a summary of an advisory opinion issued under this section after making sufficient alterations in the summary to prevent disclosing the identities of individuals involved in the opinion. A person who makes or purports to make public the substance of or any portion of an advisory opinion requested by or on behalf of the person waives the confidentiality of the request for an advisory opinion and of any records obtained or prepared by the ethics board or corporation counsel in connection with the request for an advisory opinion.

(4) The board is expressly authorized to issue advisory opinions interpreting those provisions of chapter 19 of the Wisconsin Statutes which are expressly incorporated in this ordinance.

**701.25 OPEN RECORDS.** All records of the board shall be open to public inspection at any time except that the names of individuals and identifying matter which clearly discloses the identity of any individual shall be kept confidential, and copies of such records shall be altered to remove any such identifying information.

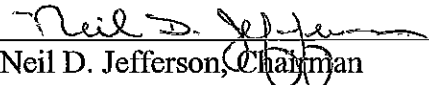
**701.26 SANCTIONS.** (1) Violation of any provision of this code should raise conscientious questions for the official or employee concerned as to whether voluntary resignation or other action is indicated to promote the best interests of the County of Iowa. If the ethics board determines that an official or employee has violated any provision of this code, the board may, as part of its report to the county board, make any of the following recommendations:

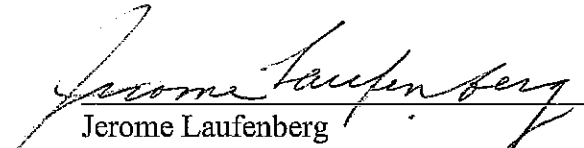
- (a) In the case of an official who is an elected county board supervisor, that the county board consider sanctioning, reprimanding, censuring or expelling the person;
- (b) In the case of a citizen member, the county board or other appointing authority consider removing the person from the administrative agency;
- (c) In the case of an employee, that the employee's appointing authority consider imposing discipline, up to and including discharge of the employee.


(2) In addition to the sanctions available under sub. (1), any official or employee violating the provisions of this section shall be subject to a non-reimbursable forfeiture of not more than one hundred dollars (\$100).


**701.27 SEVERABILITY.** The provisions of this chapter are severable. If any provision of this chapter is held to be invalid or unconstitutional or if the application of any provision of this chapter to any person or circumstance is held to be invalid or unconstitutional, such holding shall not affect the other provisions or applications of this chapter which can be given effect without the invalid or unconstitutional provisions or applications. It is hereby declared to be the intent of the county board that this chapter would have been adopted had any invalid or unconstitutional provisions or applications not been included herein.


Respectfully submitted for consideration by the Committee on Salary & Personnel, Neil D. Jefferson, Chairman.

  
Neil D. Jefferson, Chairman

  
Jerome Laufenberg


  
David Gollon

  
Thomas Paull

  
Diane McGuire

**COMMITTEE ON SALARY &  
PERSONNEL**

Adopted this 9th day of November, 1999.

  
Richard Scullion  
Iowa County Chairman

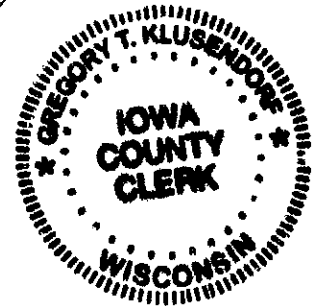
ATTEST:

Gregory Klusendorf  
Gregory Klusendorf  
Iowa County Clerk

### CERTIFICATION OF ADOPTION

This is to certify that the above resolution was duly adopted by the County Board of Iowa County on the 9th day of November, 1999.

Gregory Klusendorf  
Gregory Klusendorf  
Iowa County Clerk  
Iowa County, Wisconsin



## CHAPTER 36 CODE OF ETHICS<sup>1</sup>

### Sec. 36.01. Declaration of policy.

To ensure that the public can have complete confidence in the integrity of Sauk County Government, each elected official and employee shall respect and adhere to the fundamental principles of ethical service. The proper operation of County government demands that:

- (1) Sauk County officials and employees be independent, impartial and responsible to the people;
- (2) decisions be made in the proper channels of the County governmental structure;
- (3) County offices should not be used for personal gain;
- (4) County business should be conducted in such a way so as to re-enforce the public's confidence in its integrity.

In recognition of these fundamental principles, there is hereby created a Code of Ethics.

### Sec. 36.02. Purpose.

The purpose of this Code is to establish ethical standards of conduct for all County officials and employees by identifying those acts or actions that are not compatible with the best interest of the County. Because representatives of the County are drawn from society, they cannot and should not be without all personal and economic interest in the decisions and policies of government. Citizens who serve as County officials and employees retain their rights as citizens to personal and economic interests. Therefore, the standards of ethical conduct for County officials and employees must distinguish between minor and inconsequential conflicts which are unavoidable and those conflicts which are substantial and material. The provisions of this Code, and such rules and regulations which may be established, are to be interpreted in the context of the above principles and are deemed to be in the best interest of the public.

### Sec. 36.03. Responsibility of public office.

County officials and employees are agents of public purpose and hold office to serve the public interest. They are bound to uphold the Constitution of the United States, the Constitution of the State of Wisconsin and to carry out efficiently and impartially all laws of the United States, the State of Wisconsin, and the Ordinances of Sauk County. Further, they are bound to observe in their official acts, the standards of ethics set forth in this Code and to faithfully discharge the duties of their office. The public interest must be their primary concern.

### Sec. 36.04. Coverage.

This Code governs all County officials, whether elected or appointed, paid or unpaid, including members of boards, committees and commissions, department heads, and other County employees.

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<sup>1</sup>Editor's note(s)—As amended by the Sauk County Board of Supervisors on June 20, 2000, Ord. No. 132-00.



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### **Sec. 36.05. Exemptions.**

Political contributions which are reported under Wis. Stats. ch. 11, are exempt from the provisions of this Code.

### **Sec. 36.06. Definitions.**

*Anything of value.* Any money or property, favor, service, payment, advance forbearance, loan or promise of future employment, but does not include such things as compensation and expenses paid by the state or County, fees, honorariums and expenses, unsolicited advertising or promotional material such as pens, pencils, notepads, calendars, informational or educational materials of unexceptional value, plaques, other advertising giveaways or any other thing which is not likely to influence the judgment of individuals covered by this Code.

*Employee.* All persons filling an allocated position of County employment and all members of boards, committees, and commissions.

*Financial interest.* Any interest which yields, directly or indirectly, a monetary or other material benefit to the County officer or employee or to any person employing or retaining services of the County officer or employee.

*Immediate family.* An official's or employee's spouse, children, stepchildren, parents, stepparents, or other legal relation who contributes more than one-half of the support of the official or receives that level of support from the official or employee.

*Official.* All County department heads or directors, County supervisors, and all other County elected officers, except judges and district attorneys.

*Person.* Any individual, corporation, partnership, joint venture, association or organization.

*Privileged information.* Any written or oral material related to County government which has not become part of the body of public information and which is designated by statute, court decision, lawful orders, ordinances, resolution or custom as privileged.

### **Sec. 36.07. Fair and equal treatment.**

- (1) *Use of public property.* An official or employee shall not use, or knowingly permit the use, of County services or County-owned vehicles, equipment, materials for unauthorized non-governmental purposes or for unauthorized personal convenience or for profit, unless such services or use are available to the public generally and consistent with practices and policies of the County.
- (2) *Obligations to citizens.* An official or employee shall not grant any special consideration, treatment or advantage to any citizen beyond that which is available to every other citizen. This section does not affect the duty of County supervisors to diligently represent their constituency.

### **Sec. 36.08. Conflicts of interest.**

- (1) *Receipt of gifts and gratuities prohibited.* An official or employee shall not accept anything of value whether in the form of a gift, service, loan or promise from any person which may impair his or her independence of judgment or action in the performance of his or her official duties.
- (2) *Exception.* It is not a conflict of interest for an official or employee to receive a gift or gratuity that is an unsolicited item of insignificant value or anything which is given to them independent of their position as an official or employee.

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- (3) *Business interest.* An official or employee shall not engage in any business or transaction or act in regard to any financial interest, direct or indirect, which:
    - (a) Is incompatible with the proper discharge of his or her official duties for the benefit of the public;
    - (b) Is contrary to the provisions of this Code; or
    - (c) May impair his or her independence of judgment or action in the performance of his or her official duties.
  - (4) *Employment.* An official or employee shall not engage in or accept any private employment or render any service for a private interest when such employment or service is incompatible with the proper discharge of his or her official duties or which may impair his or her independence of judgment or action in the performance of his or her official duties unless otherwise permitted by law or unless disclosure is made as hereinafter provided. An employee shall obtain prior approval from their Department Head, or in the case of a Department Head, from the applicable oversight committee, before engaging in outside employment.
  - (5) *Contracting.* An official or employee or a business in which an official or employee holds a ten percent or greater interest, may not enter into a contract with the County involving a payment or payments of more than \$1,000.00 amount within a 12-month period unless the official or employee has made a written disclosure of the nature and extent of such relationship or interest to the County Clerk and reported such interest to the County Board. Further, pursuant to Wis. Stats. § 946.13, an official or employee is prohibited from participating in the formation of a contract or contracts with Sauk County involving the receipts or disbursements of more than \$15,000.00 in any year.

#### **Sec. 36.09. Financial interest in legislation.**

A member of the County Board who has a financial interest in any proposed action before the County Board shall disclose the nature and extent of such interest to the County Clerk and the County Board prior to or during the initial discussion of such action and shall refrain from participating in the discussion of and/or voting on such action. A member of the County Board shall request to be excused by the Board or Committee chairperson for the duration of any deliberations concerning such action in which the member has a financial interest. Any other official or employee who has a financial interest in any proposed action before the County Board, and who participates in discussion with or gives an official opinion or recommendation to the County Board, shall first disclose the nature and extent of such interest to the County Board.

#### **Sec. 36.10. Disclosure of privileged information.**

An official or employee shall not knowingly disclose or permit the disclosure of privileged information to any person not lawfully authorized to receive such privileged information. An official or employee shall not use privileged information to advance his or her personal financial interest or that of his or her immediate family.

#### **Sec. 36.11. Gifts and favors.**

An official or employee shall not accept, from any person or organization directly or indirectly, anything of value without full payment, if it could reasonably be expected to influence his or her vote, governmental actions or judgments or is provided to such official or employee because of their position or office and could reasonably be considered as a reward for any governmental action or inaction.

#### **Sec. 36.12. State statutes incorporated.**

- (1) *Statutes incorporated by reference.* The following sections of the Wisconsin Statutes are hereby incorporated by reference and made a part of this Code of Ethics:

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Wis. Stats. § 19.01 (Oaths and Bonds).

Wis. Stats. § 19.21 (Custody and Delivery of Official Property and Records).

Wis. Stats. §§ 19.81—19.89 (Open Meetings of Governmental Bodies).

Wis. Stats. § 19.59 (Codes of Ethics for Local Government Officials, Employees and Candidates).

- (2) *Violation of incorporated statutes.* Officials shall comply with the sections of the Wisconsin Statutes incorporated in this Code and failure to do so shall constitute a violation of this Code of Ethics.

### **Sec. 36.13. Investigations and enforcement.**

- (1) *Advisory opinions.* Any person governed by this code of ethics may apply in writing to the County Corporation Counsel for an advisory opinion and shall be guided by any opinion rendered. The applicant shall present his or her interpretation of the facts at issue and of the applicability of provisions of this Code before the advisory opinion is rendered. All requests for opinion and opinions rendered shall be in writing. Records of the Corporation Counsel's opinions, opinion requests and investigations of violations shall be closed to public inspection, as required by Wis. Stats. ch. 19. However, such records may be made public with the consent of the applicant.
- (2) *Complaints.* The Corporation Counsel shall accept from any person a verified written complaint which states the name of the officer or employee alleged to have committed a violation of this Code and sets forth the material facts involved in the allegation. The Corporation Counsel shall forward a copy of the complaint to the accused officer or employee and the Ethics Inquiry Board within ten days. If no action on the verified complaint is taken by the Ethics Inquiry Board within 30 days, the complaint shall be dismissed.
- (3) *Preliminary investigations.* Following the receipt of a verified complaint, the Ethics Inquiry Board may make preliminary investigations with respect to alleged violation of this Code. A preliminary investigation shall not be initiated unless the accused officer or employee is notified in writing. The notice shall state the exact nature and purpose of the investigation, the individual's specific action or activities to be investigated and a statement of such person's due process rights. If the Ethics Inquiry Board finds probable cause to believe the allegations contained in the complaint, the complaint shall be referred to hearing pursuant to Section 36.13(5) below before the Ethics Inquiry Board.
- (4) *Time limitations.* The Ethics Inquiry Board may investigate any complaint properly filed with it. However, no action may be taken on any complaint which is filed more than one year after a violation of the Ethics Code is alleged to have occurred.
- (5) *Ethics Inquiry Board.* There is hereby created an Ethics Inquiry Board to consist of three members and one alternate, one of whom shall be an attorney licensed to practice law in the State of Wisconsin, appointed by the County Board Chairperson with the approval of the County Board. The members of the Ethics Inquiry Board shall be residents of the Sauk County and shall not be County Public Officials during the time of appointment, and shall serve staggered three year terms expiring on the third Tuesday in April of the third year following their appointment except as otherwise provided in the implementation of this ordinance. The Corporation Counsel shall provide legal advice, secretarial service and assistance to the Board. The Board shall be entitled to mileage and per diem payments for meetings and hearings of the Board on the same basis as provided other Sauk County Boards, Committees or Commissions.
- (a) *Powers and duties.* The Ethics Inquiry Board shall be responsible for investigating a complaint, and conducting a fact finding hearing pursuant to Section 36.13(5)(c) below, in any case where the Ethics Inquiry Board has found that probable cause exists for believing the allegations of a complaint referred to the Board after preliminary review pursuant to Section 36.13(2) through (4) above.

- 
- (b) *Burden of proof.* The burden of proving a violation alleged in the complaint shall be on the complainant. Violations shall be proved by evidence that is clear, satisfactory and convincing.
  - (c) *Hearing.* The Ethics Inquiry Board may hold, and an individual against whom a complaint has been made and where the complaint has been referred to the Ethics Inquiry Board may request, a hearing before the Board. The Board shall keep a record of the hearing. The Board shall have the power to compel the attendance of witnesses and to issue subpoenas as granted to other boards and commissions under Wis. Stats. § 885.01.
  - (i) Within ten work days of the conclusion of the hearing, the Board shall file its written findings and recommendations signed by all participating Board members, together with findings of fact and conclusions of law, concerning the propriety of the conduct of the public official. If the Board determines that no violation of the Code of Ethics has occurred, it shall dismiss the complaint, and if requested to do so by the accused, issue a public statement.
  - (ii) No recommendation of the Board becomes effective until 20 work days after it is issued, or while an application for rehearing or rehearing before the Board is pending, or the Board has announced its final determination on rehearing.
  - (d) *Enforcement and penalties.* If the Ethics Inquiry Board finds that clear, satisfactory and convincing evidence exists for believing the allegations of the complaint, the Ethics Inquiry Board shall refer its findings and recommendation to the County Board, or in the case of an employee, to the Administrative Coordinator. The Board may make the following recommendations:
    - (i) Recommend that the County Board order the officer or employee to conform his or her conduct to the ethics code or recommend that the official or employee be censured, suspended, removed from office, be issued a private reprimand, public reprimand, and in the case of an employee may also recommend denial of merit increase, suspension without pay, discharge, or other appropriate disciplinary action.
    - (ii) The Ethics Inquiry Board may also refer the matter to the District Attorney to commence enforcement pursuant to the procedures and remedies of Wis. Stats. § 19.59.

## Richland County Rules & Strategic Planning Standing Committee

**Agenda Item Name:** Comprehensive plan scope and budget

<b>Department</b>	County Board	<b>Presented By:</b>	Shaun Murphy-Lopez
<b>Date of Meeting:</b>	11/3/22	<b>Action Needed:</b>	n/a
<b>Disclosure:</b>	Open Session	<b>Authority:</b>	<a href="#">C?</a>
<b>Date submitted:</b>	11/2/22	<b>Referred by:</b>	None

**Recommendation and/or action language:** Motion to adopt a draft scope and budget for an update of the comprehensive plan and refer the scope and budget to Finance & Personnel Committee for consideration of funding from the American Rescue Plan Act.

### Background:

At last month's meeting the committee adopted the findings of a Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis regarding the County's current comprehensive plan and its update. As shown in Attachment A:

- The largest **strength** of the existing plan was **data**
- The largest **weakness** was of the existing plan was **implementation**
- The largest **opportunity** for an update of the plan was **existing and potential groups**
- The largest **threat** toward completing the plan was **money**

The committee also approved the development of a scope and budget. A draft scope embedded within a Request for Proposals (RFP) is attached for the committee's consideration (see Attachment B). The scope was developed using the results of the SWOT analysis and similar RFPs from Sturgeon Bay, WI; Madison County, IA; and De Pere, WI (see Attachments C, D, and E). An additional RFP was received from Cuba City, WI after the scope was drafted (see Attachment F).

Research on budgets for these and other comprehensive plan updates reveal the following:

Location	Project	Population	Budget	Vendor
Bayfield County, WI	<a href="#">Comp plan update</a>	16,000	\$54,000 (WI Coastal Management Grant)	Northwest Regional Planning Commission
Cuba City, WI	<a href="#">Comp plan update</a>	2,000	\$30,000	Redevelopment Resources
Darlington, WI	<a href="#">Comp plan update</a>	2,000	\$22,000	Southwest Regional Planning Commission
De Pere, WI	<a href="#">Comp plan update and West Downtown Vision Plan</a>	25,000	\$80,000	Smith Group
Dodgeville, WI	<a href="#">Comp plan update</a>	5,000	\$32,000	Southwest Regional Planning Commission
Douglas County, WI	<a href="#">Comp plan update</a>	44,000	\$60,000 (75% WI Coastal Management Grant)	Northwest Regional Planning Commission
Eau Claire County, WI	<a href="#">Comp plan update</a>	106,000	n/a	Internal (Eau Claire County Planning and Development)

## Richland County Rules & Strategic Planning Standing Committee

Florence County, WI	<a href="#">Comp plan update</a>	5,000	\$15,000 (County funded)	Bay Lake Regional Planning Commission
Richland Center, WI	<a href="#">Comp plan update</a>	5,000	\$25,000 (City and federal funding)	Southwest Regional Planning Commission
St. Croix County, WI	<a href="#">Comp plan update</a>	95,000	n/a	Internal
Sawyer County, WI	<a href="#">Comp plan update</a>	18,000	\$45,000 (County funded)	Northwest Regional Planning Commission
Sheboygan County, WI	<a href="#">Comp plan update</a>	118,000	n/a	Internal (County Planning and Conservation Department)
Sturgeon Bay, WI	<a href="#">Comp plan update</a>	10,000	\$80,000	Vandewalle & Associates

If the committee chooses to pursue issuing an RFP to potential vendors, the cost may be higher than directly selecting Southwest Regional Planning Commission to complete the work. No matter the vendor selection method, the recommended action is to adopt a scope of work and decide on a budget amount, and then refer the matter to the Finance & Personnel Committee for consideration for funding from the American Rescue Plan Act.

### Attachments and References:

Attachment A: SWOT Results	Attachment B: Draft RFP
Attachment C: Sturgeon Bay RFP	Attachment D: Madison County IA RFP
Attachment E: De Pere RFP	Attachment F: Cuba City RFP

### Financial Review:

(please check one)

<input type="checkbox"/>	In adopted budget	Fund Number	
<input type="checkbox"/>	Apportionment needed	Requested Fund Number	
<input type="checkbox"/>	Other funding Source		
<input checked="" type="checkbox"/>	No financial impact		

**Approval:**

**Review:**

\_\_\_\_\_  
Department Head

\_\_\_\_\_  
Administrator, or Elected Office (if applicable)

**DATA**

- Graphs included are helpful visual to understand the world information
- Statistics
- diagrams
- The data may not be quite sufficient
- Includes point survey (Red 12)
- There's a lot of valuable information
- many areas covered
- Categories defined
- Very organized (by theme region)
- Everything located in a place (person, things, maps, etc)
- Strength covered most areas of study significantly
- Empowerment defined

**Environment**

- Water resources
- Abundant water
- Ideal climate and weather projection (Midwest & S. water)
- Rural community
- Agricultural Natural Resource

**Vision**

- Future Population
- The goals are positive

**Community Support**

- Population Growing More slowly Diverse
- Housing
- Healthcare

**Services**

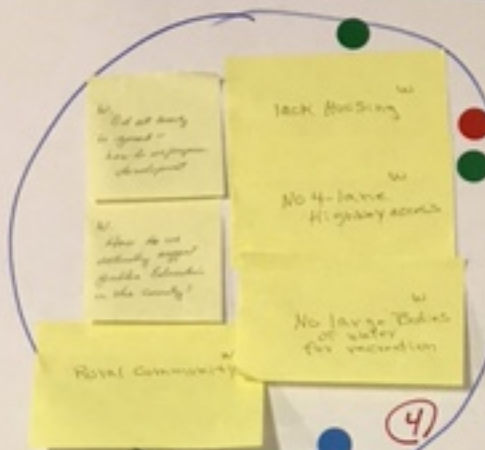
- Reduction
- Post high school education opportunity



# Weaknesses

## Missing elements in the plan

- W out of date
- W There is no concrete strategy
- W Head highlights of the country plan
- W Not engaging enough (vision, etc.)



## Implementation

- W Implementation
- W No one can do anything
- W No one can do anything
- W No one can do anything

## Challenges/needs of the country

- W Cybersecurity attack
- W Public Safety

## Usability

- W It's not easy to find the information
- W Not very usable
- W Difficult to determine the country's road into the future
- W Not focused for or easy to navigate digitally
- W "platforms"

## Length

- W It's too early
- W Too Wacky
- W Long - read
- W Information included that should be more specific or important

## Challenges of our country demographics

- W Aging population
- W Declining population
- W Low local economy
- W Economic Development/Growth

# Opportunities

## Other Counties

Study plan and early planning

Other competitive plans

3

## Grant funding

4

Opportunity Grants

ARPA Study

## Topics for the Plan

Realistic goals - targets  
Growth opportunities  
Real time analysis

0

## Potential Vendors

4

Consultant

SW Regional Planning Commission

SMERC

Seaton Valley Regional Planning

## Existing / Potential Groups

Opportunity  
Opportunity Specialist

Specialized Study  
Access - Home - Community

Group  
Expert

Local groups  
Employers & Local  
at plan & use  
local knowledge  
and the city

Residential  
Organization

RED  
RED

Tech Schools

11

# Threats

State of WI (7)

Community

## Data

19

Declining <sup>T</sup>  
from base

③ Pending

Treaty  
588

① County Board

TIME

of the ...

5

Take 500g  
Purified water



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

## **REQUEST FOR PROPOSALS** **Richland County, Wisconsin**

### **Comprehensive Plan Update**

**Rules & Strategic Planning Committee**

**Issued: January 5, 2023**

**Proposals Due: February 16, 2023 by 4:00pm CST**

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## Purpose and Need

Richland County last completed a comprehensive plan in 2006, which can be found at <https://www.swwrpc.org/our-work/comprehensive-plans>. Wisconsin statute 66.1001 requires updates every 10 years. The County Board's [Strategic Plan](#) sets as a goal the completion of a new comprehensive plan by 2024. [The Rules & Strategic Planning Committee](#) completed a *Strengths Weaknesses Opportunities Threats* analysis of the comprehensive plan at its October 6, 2022 meeting. The findings were that the biggest strength of the existing plan was data, the biggest weakness was implementation, the biggest opportunity of a future plan is community groups, and the biggest threat is money. An update of the comprehensive plan should address these findings, as detailed in the Scope of Work and Budget sections of this Request for Proposals (RFP). The plan is intended to inform decision-making and guide the county's development over the next 10 to 20 years.

## Community Background

Richland County is located in Southwest Wisconsin with a population of approximately 17,000. The area is aging, rural, and scenic, with a high senior population and a gradual transition from agricultural to recreational land use. Richland County is known for its history of dairy farming and beautiful hills and valleys, as well as high-quality trout streams and deer hunting.

Richland Center is the county's largest and only city, as well as the seat of county government. The County is governed by a 21-member Board of Supervisors with a full-time Administrator. Richland County also has 5 incorporated villages (Boaz, Cazenovia, Lone Rock, Viola, and Yuba) and 16 townships (Akan, Bloom, Buena Vista, Dayton, Eagle, Forest, Henrietta, Ithaca, Marshall, Orion, Richland, Richwood, Rockbridge, Sylvan, Westford, and Willow), each with its own elected board and comprehensive plan.

Some of the largest employers include Schreiber, Rockwell, S & S Cycle, Richland County, the Richland Hospital, and the Richland School District. Richland Center is also home to the UW-Richland campus, which is owned by the County and operated by the UW-System. The county has two nursing homes – Pine Valley Community Village (owned and operated by Richland County) and Schmitt Woodland Hills. The Wisconsin State Riverway borders the southern edge of the county, with five additional County-owned public park lands throughout (i.e., Ash Creek Community Forest, Pier County Park, Pine River Recreational Trail, Rifle Range, Viola County Park).

## Scope of Work

Working with the Rules & Strategic Planning Committee as the reviewing body, a vendor is sought to provide the following services to Richland County:

1. Managing the project
2. Summarizing existing plans
3. Updating data
4. Engaging the community
5. Developing an updated comprehensive plan

If applicable, interested vendors should note any proposed deviations or additional services in their scope of work.

### Managing the Project

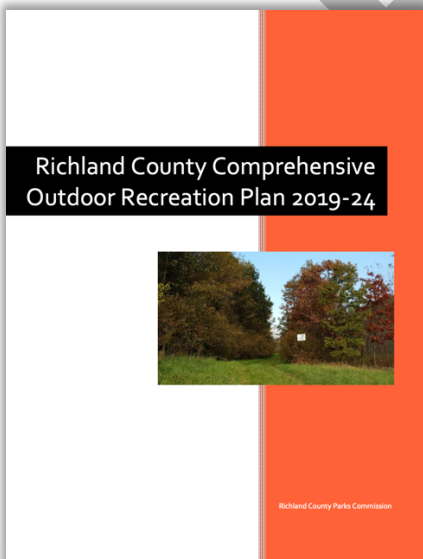
Project management is sought to keep plan's development on schedule for completion by March 19, 2024. Potential vendors should describe how they propose to manage the project with Richland County's 9-member Rules & Strategic Planning Committee. This committee meets on the first Thursday of each month at 10am with a remote attendance option, and is expected to be the managing body for the development of the updated plan. The Richland County Board of Supervisors will be the adopting body for the updated plan.

### Summarizing Existing Plans

Richland County has several existing plans that guide the work of the organization. Potential vendors should describe how they propose to summarize existing plans, and how those plans will be tied to the development of the updated comprehensive plan. Potential plans may include:

- Capital improvement plan
- City of Richland Center comprehensive plan
- County comprehensive plan
- Five-year financial plan
- Hazard mitigation plan
- Land and water resource management plan
- Outdoor recreation plan (see image below)
- Strategic plan

A vendor should also be prepared to summarize existing [zoning related ordinances](#).





### Updating Data

The biggest strength of the existing plan was found to be its data. Potential vendors should describe how they propose to select data to update, and how that data will be tied to the development of the updated comprehensive plan. While County staff will be available to assist the selected vendor by sharing and updating relevant data, analysis of the data, including any mapping in GIS, will be a responsibility of the selected vendor.

### Engaging the Community

The biggest opportunity for updating the plan was found to be outside community groups. Potential vendors should describe how they propose to engage the community, using methods such as workshops, meetings, tabling at community events, and online surveys. A written public participation plan will be required to fulfill Comprehensive Planning Law 66.1001, and this plan will be proposed for adoption by the Richland County Board of Supervisors before community engagement begins. After community engagement is completed, a report should be written to describe the key themes and results.

### Developing an Updated Comprehensive Plan

The biggest weaknesses of the existing comprehensive plan were found to be implementation followed by usability. Potential vendors should describe how they will develop an updated comprehensive plan that is both implementation-focused and usable. Goals, strategies, and actions should be clearly stated throughout the plan and summarized in an easy-to-reference chart/s. Priority levels and responsible parties for actions are desired. Potential vendors should also describe how they propose to develop goals, strategies, and actions in a manner that is directly connected to the results of community engagement.

Comprehensive Planning Law 66.1001 details nine required elements for a comprehensive plan. Potential vendors should describe how they propose to include all nine elements in an updated plan (i.e., separate or combined chapters).

Potential vendors should be prepared to present draft and final plans to the Rules & Strategic Planning Committee and County Board of Supervisors for review and adoption. Remote attendance at some meetings is a possibility.

### Proposal Requirements

Potential vendors should limit their proposal to 40 pages (or 20 pages front and back) including cover pages, cover letters, section breaks, and all required elements including the following:

- Firm/organization profile
- Project understanding and scope of work
- Resumes of individuals proposed to work on the project, including relevant experience
- Descriptions of similar projects, including references and links to final project documents
- Schedule (schedule for project completion is 12 months – see Timeline section of this RFP)

- Budget, including fully loaded rates and number of hours by task for each individual, and a “not to exceed” dollar amount.

### Selection Criteria

Proposals will be evaluated based on the following criteria:

Criteria	Possible Points
40-page limit	10
Relevance of firm/organization profile to the project	10
Project understanding and scope of work	25
Resumes of individuals	10
Other relevant projects, including references and links to documents	10
Schedule	10
Budget	25
<b>Total</b>	<b>100</b>

### Timeline

RFP Distribution	January 5, 2023
Written Questions Due	January 26, 2023
County Responses Due	February 2, 2023
Proposal Submittal Deadline	February 16, 2023 (4pm, CST)
County Review of Proposals by Rules & Strategic Planning Committee	March 2, 2023
Interviews by Rules & Strategic Planning Committee (if necessary):	March 9, 2023
Approval of Vendor Selection by County Board	March 21, 2023
Notice to Proceed	March 22, 2023
Adoption of the Updated Comprehensive Plan by the County Board	March 19, 2024

### Submittal of Questions

All questions or desired clarifications must be submitted in writing to the Rules & Strategic Planning Committee using the contact information provided below. Phone calls are not allowed. All questions and answers will be posted to the County’s website and sent to those who submitted questions.

Rules & Strategic Planning Committee  
Attn: Cheryl Dull, Administrative Assistant

181 West Seminary Street  
Richland Center, WI 53581  
[cheryl.dull@co.richland.wi.us](mailto:cheryl.dull@co.richland.wi.us)

### Submittal of Proposals

Nine hard copies and one electronic copy of the proposal shall be submitted to the Rules & Strategic Planning Committee using the contact information provided below. Proposals are due Thursday, February 16, 2023 at 4pm CST. Proposals received after this deadline will not be considered.

Rules & Strategic Planning Committee  
Attn: Cheryl Dull, Administrative Assistant  
181 West Seminary Street  
Richland Center, WI 53581  
[cheryl.dull@co.richland.wi.us](mailto:cheryl.dull@co.richland.wi.us)

### Budget

Richland County has allocated \$xx,xxx for this project. Budget control is of utmost concern with this project. The selected vendor should be prepared to submit monthly invoices showing time and expenses incurred to the Rules & Strategic Planning Committee for review and approval.

### Terms and Conditions

1. Richland County does not discriminate on the basis of race, color, religion, age, marital or veterans' status, sex, national origin, disability, sexual orientation, or any other legally protected status in the selection of vendors.
2. The County will enter into negotiations with a vendor based on the County's selection team recommendations. Negotiations will be conducted beginning with the vendor ranked first. If a contract that is satisfactory and advantageous to the County can be negotiated at a price considered fair and reasonable, the award will be made to that vendor. Otherwise, negotiations with the vendor ranked first will be formally terminated and negotiations conducted with the vendor ranked second, and so on until a contract can be negotiated at a fair and reasonable price.
3. The County reserves the right to reject any or all proposals, to divide responsibilities among one or more applicants or firms, to waive formalities, and to select the individual or firm which, in the County's sole judgment, can best perform the scope of services required.
4. Ownership of all data, material, and documentation originated and prepared for the County pursuant to the RFP shall belong to the County and be subject to public inspection in accordance with the Freedom of Information Act (FOIA). Trade secrets or proprietary information submitted by potential vendors shall not be subject to public disclosure under (FOIA) unless otherwise required by law or a court. Potential vendors may label staff rates as proprietary information.

5. The County is not liable for any costs incurred by any potential vendor in connection with this RFP or any response by any potential vendor to this RFP. The expenses incurred by a potential vendor in the preparation, submission, and presentation of the proposal are the sole responsibility of the potential vendor and may not be charged to the County, regardless of whether or not a potential vendor's proposal is ultimately selected by the County for completion of the work detailed in this RFP.
6. Each potential vendor should carefully read and review all such items and should address such items in its proposal. However, the final description of the services and/or specifications to be provided to the County under this RFP is subject to negotiations with the successful vendor, and final approval of the County.
7. The vendor shall maintain, during the life of the negotiated contract, public liability and property damage insurance to cover claims for injuries, including accidental death, as well as from claims for property damages that may arise from the performance of work under the contract.



421 Michigan Street  
Sturgeon Bay, WI 54235  
Phone: 920-746-2900  
Fax: 920-746-2905  
[www.sturgeonbaywi.org](http://www.sturgeonbaywi.org)

## **REQUEST FOR PROPOSAL**

### **CITY OF STURGEON BAY COMPREHENSIVE PLAN UPDATE**

#### **General Project Description**

The City of Sturgeon Bay seeks the services of a professional planning firm to assist with the update to the City of Sturgeon Bay Comprehensive Plan. This project is the regular 10-year update required under the Wisconsin Comprehensive Planning Law (Smart Growth) – section 66.1001 of the Wisconsin Statutes. The finished product shall provide a consistent vision and direction for the community in order to inform decision-making and guide future development over the next 20-year period. The Plan shall affirm, modify, and/or create the City's goals, objectives and policies.

All firms with expertise in preparing such plans are invited to submit a proposal. The deadline for submission is **May 17, 2019 at 4:00 p.m.**

#### **Community Overview**

The City of Sturgeon Bay has a population of 9,363 based upon the Jan. 1, 2018 DOA estimate. It is the county seat of Door County. Sturgeon Bay serves as the primary government, retail, business, and employment center for the county. The nearest metropolitan region is Green Bay, which is approximately 40 miles to the south.

The city is located on both sides of the waters of Sturgeon Bay and is connected together by two downtown bridges and a third highway bridge. Sturgeon Bay has two primary manufacturing areas. These include Fincantieri Bay Shipbuilding Company, a large ship repair and construction complex located along the waterfront, and the Sturgeon Bay Industrial Park, which includes a mixture of manufacturing and service businesses. The city has downtown retail districts on each side of the bay. There also are major retail corridors along Egg Harbor Road on the east side and Green Bay Road (Highway 42-57) on the west side. The city has an extensive waterfront, much of which has been redeveloped into recreational, resort, marina, and residential uses. The only hospital in Door County is located in Sturgeon Bay.

Sturgeon Bay is governed by a part-time mayor and seven-member Common Council with a full-time city administrator. The police department, fire department, and most city offices are housed in the Sturgeon Bay City Hall, which is situated in the downtown.

Most of the city territory is located within the Sturgeon Bay School District, but portions of the city are within two other school districts. Sturgeon Bay also hosts a campus of the Northeast Wisconsin Technical College.

### **Planning History**

The original Sturgeon Bay Comprehensive Plan was adopted in 1969. The plan has been updated approximately every ten years, including 1979, 1990, and 2001. The current Comprehensive Plan was adopted in 2010. This plan is compliant with the Wisconsin Comprehensive Planning Law and contains all of the required elements under the statute. The current Comprehensive Plan can be accessed at:

<https://www.sturgeonbaywi.org/departments/community-development/comprehensive-plan/>

Sturgeon Bay has also completed or participated in many other plans. Recently completed plans include:

- Door County Housing Analysis
- Sturgeon Bay Outdoor Recreation Plan
- West Waterfront Redevelopment Plan
- Door County Hazard Mitigation Plan
- Sturgeon Bay Sewer Service Area Plan
- Sturgeon Bay Bicycle Master Plan

There are also other older plans still in effect. In addition to the current Comprehensive Plan, many of these other plans can also be viewed from the City's website or can be provided upon request.

The Sturgeon Bay Plan Commission has been initially designated to serve as the steering committee for this planning effort. It consists of 7 members, who are a combination of elected officials and citizens. The Commission typically meets monthly, but additional meetings can be held, if necessary to accommodate the selected consultant's proposed schedule. At the City's discretion an ad hoc steering committee comprised of citizens may be formed to assist the Plan Commission or to take on the initial review of the draft of the plan update or components thereof.

### **Description of Services Required**

The consultant services shall include, but not be limited to, the following items:

- Create a work plan and schedule for updating the Comprehensive Plan, including review and approval by the Plan Commission and Common Council.
- Create the written procedures for, and lead the implementation of, the public participation process required by the Comprehensive Planning Law (Wis. Stats. 66.1001). The submitted proposal shall include the consultant's proposed methods and procedures for obtaining citizen input (e.g. surveys, forums, visioning session, etc.) and involving the public in general. The Public Participation Plan must be adopted by the Sturgeon Bay Common Council and will serve as a guide for providing information to and receiving

input from the public. The City has a subscription to Polco, a web-based survey platform, which can be used for any online surveying that is part of the public participation techniques proposed by the selected consultant.

- With assistance from city staff, compile and analyze pertinent background information, including population, housing, employment, and land use data. The analysis of background data shall include descriptions of trends influencing the development and character of Sturgeon Bay and conclusions that can be used to guide the goals and recommendations of the plan.
- Assist the steering committee in reviewing, evaluating, and reformulating the goals, objectives, and policies of the current Comprehensive Plan. These shall be heavily influenced by the public input and background analysis.
- With input from the steering committee (Plan Commission) and staff, revise as necessary the nine required elements of the Comprehensive Plan. Each element shall include the various items and study topics required under the Comprehensive Planning Law. In addition, the following issues shall be studied and recommendations included with the Comprehensive Plan:
  1. Under the housing element, review the Door County Housing Study and consider its connection to the city's housing supply and provide recommendations regarding meeting the existing and future housing demand.
  2. In addition to any other zoning implementation recommendations, review the city's zoning map and provide recommendation regarding areas of the city that should be rezoned to implement the land use element and/or other policies of the Comprehensive Plan.
  3. Review the city's design review related ordinances, processes, and guidelines and recommend any changes needed to implement the design, community character, and sustainability goals, objectives and policies of the Comprehensive Plan. Such recommendations could include the concept of form-based zoning.
- Prepare and present a final Comprehensive Plan document for adoption by the Plan Commission and Common Council.
- Provide copies of all documents and maps in hard copy and electronic format. At least 25 printed copies of the adopted document shall be provided.

The consultant, in the preparation of a proposal, should not be limited by the anticipated services identified, but should describe any additional services the consultant believes are beneficial in updating the Comprehensive Plan and associated costs for these services.

City staff will schedule, coordinate and make all necessary arrangements for meetings conducted by the consultant during the course of the project. The City will provide available existing documentation, in hard copy and electronic format when available, to the consultant and will make staff time available as needed.



## **Proposal Requirements**

Consultants should submit a digital version of the proposal along with five bound copies of the proposal and one unbound, reproducible version. Packages containing the proposal and any related materials should be sealed and clearly marked on the outside in the following manner:

### **PROPOSAL FOR THE CITY OF STURGEON BAY COMPREHENSIVE PLAN**

The proposal should be mailed or delivered to:

City of Sturgeon Bay  
Community Development Department  
421 Michigan Street  
Sturgeon Bay, WI 54235

These materials must be received by the Sturgeon Bay Community Development Department office by 4:00 p.m. on Friday, May 17, 2019. Any proposals or related materials which are received after the date and time stated above will be returned unopened.

Proposals can be amended before the due date and time by filing an amended proposal. An amended proposal must be a complete proposal and replace the original proposal.

There is no specified format for submitting a proposal. The proposal shall be signed by the consultant's authorized agent and should include at a minimum:

1. Consultant's name, address, phone number, and fax number, along with the name of a contact person if different than the firm's name or signature on the proposal.
2. The proposed work plan and approach to be undertaken for updating the Sturgeon Bay Comprehensive Plan. The work plan should describe any modifications or expansion of the scope of services. The work plan should identify the "deliverable" end product(s). (Note: the consultant may include ideas beyond those outlined in this RFP.)
3. The consultant's proposed approach to public participation.
4. Summary of the consultant's experience and technical skills relating to preparation of a Comprehensive Plan.
5. Anticipated timeline for completing the update to the Comprehensive Plan, including start date.
6. Examples of comprehensive planning work performed for other municipalities, including completion dates and contact information for the municipality. Indicate the type, scope, and duration of the work done for each client.

7. Resume and/or background of the personnel to be assigned to the project and the roles for each person.
8. Proposed budget based upon the work proposed. The proposed budget total should include all expenses and materials to deliver the work products.
9. Fee schedule for personnel involved with the project.
10. One copy of your firm's typical professional services agreement or contract.

### **Selection Process**

The consultant selected for this project will have experience in comprehensive planning and be familiar with Wisconsin Comprehensive Planning Statute 66.1001. The City will be solely responsible for the selection of a consultant to conduct the desired work. The City reserves the right to reject any or all proposals submitted in response to this RFP.

Deadline for submissions is 4:00 p.m. on May 17, 2019.

Proposals will initially be evaluated by a selection committee comprised of City staff and a limited number of Plan Commission members. Based upon this evaluation, a list of at least two and not more than six consultants will be created for follow-up presentations and interviews. The selected consultants will be invited to make a short presentation to the full Plan Commission on May 29, 2019 and answer any questions regarding their proposals. The Plan Commission will make a recommendation to the Council. The actual selection of the consultant will be made by the Council.

Approval of the consultant by the Common Council and awarding of a contract is anticipated to occur by June 18, 2019. The consultant is expected to begin work on the contract as soon as possible after the awarding of the contract.

### **Type of Contract**

The City will be looking to enter into a contract for professional consulting services based on a fixed-price (or lump sum) to the contractor for the specified scope of services. Incremental payments to the consultant will be made at the completion of major tasks with a "not to exceed" contract amount. Ten percent of the contract price will be held as final payment upon delivery of the final product. The exact payment schedule will be negotiated and determined as part of the contract and shall be based on the budget provided with the proposal.

### **Contact Information**

All inquiries and questions for clarification concerning this RFP should be directed to the following contact person:

Marty Olejniczak  
Community Development Director  
City of Sturgeon Bay

Telephone: (920) 746-6908

Email: [molejniczak@sturgeonbaywi.org](mailto:molejniczak@sturgeonbaywi.org)

All questions must be in writing and mailed, faxed, or e-mailed to the contact person. Responses to questions will be in writing and will be available to anyone who inquires to ensure uniformity. Anyone wishing to automatically receive responses to inquiries should submit a written request to the contact person stating how they would like to receive this response, either by fax or e-mail.

The consulting firm selected to do the work will contract with the City, and be responsible directly to the Community Development Director for the completion of work described in this RFP.

**Disclaimer**

The City of Sturgeon Bay shall not be liable for any costs incurred by a consultant in responding to this request for proposal or for any costs associated with discussions required for clarification of items related to this proposal.

## **COMPREHENSIVE PLAN UPDATE RFP**

### **FOR**

### **MADISON COUNTY**

Madison County is seeking a consulting firm to assist in the update of our Comprehensive Plan. The most recent Community Plan was updated in 2002. Since then, much has changed in our county, an update is necessary which addresses the priorities of the public.

Madison County's population is now 16,548 according to the 2020 Census. Since it is near the metropolitan growth area of Polk, Dallas and Warren counties, Madison County is set for explosive growth, drawing those eager for a more rural lifestyle yet still within an easy commute from the metro. We intend to ensure that what draws people here is maintained and our county's uniqueness is preserved. It is with this in mind that we seek a contractor to assist us in crafting a new well-defined vision statement along with a comprehensive plan update to match the public's priorities.

#### **Background**

Over 10,000 years ago the Wisconsin glacier stopped its southerly advance just shy of what would become Madison County. This fact created the highly prized 'look' of the county. As part of the Southern Iowa Drift Plain our fertile soils, numerous water courses, biota, topography and resulting viewscapes differ significantly from counties to the north. The gifts that come with this landscape must be considered and protected in any potential land use changes.

Madison County has five watersheds comprised of four major rivers. Badger Creek Watershed and Cedar Lake Watershed are the two formally designated watersheds of the five. In 1961 Badger Creek was designated as a Subdistrict Watershed and established for siltation and flood control. Cedar Lake Watershed was established in to protect Winterset's drinking water source from elevated levels of nitrate and atrazine pollution.

Culturally, Madison County prizes its rich history. Populated by indigenous peoples prior to European settlement in the 19th century, they left behind evidence of their time on the landscape. Many designated sites of cultural and historical significance testify to their presence.

Madison County was formed on January 13, 1846. It has been self-governed since 1849. It was named after James Madison (1751–1836), the fourth President of the United States (between 1809 and 1817). The county has a total area of 562 square miles, of which 561 square miles is land and 1.2 square mile area is water.

Upon arrival, European settlers found inviting resources: abundant water, extensive oak woodlands, expansive open prairie, wildlife, deep fertile soils, and limestone. Surviving from the settlement period are twenty-four (24) pioneer cemeteries; multiple stone homes, outbuildings, and municipal structures; mines where limestone and coal were extracted; four confirmed Underground Railroad routes.

We are famous for our covered bridges, which were featured in the 1995 movie The Bridges of Madison County. Of the original nineteen (19) built only the following remain: Cedar Bridge (originally built in 1883, destroyed by fire twice and rebuilt twice), Cutler-Donahoe Bridge (1870), Hogback Bridge (1884), Holliwell Bridge (1880), Imes Bridge (1870), and Roseman Bridge (1883)

We have four major highways/roadways that traverse our county: Interstate 80, U.S. Highway 6, U. S. Highway 169, and Iowa Highway 92. The following counties are adjacent: Dallas County (north), Warren County (east), Clarke County (southeast), Union County (southwest), Adair County (west) and Polk County (northeast). There is only one highway tunnel in Iowa, Harmon Tunnel, through the neck of an incised meander of the Middle River in Pammel Park in Madison County. There is also railroad access on the NW corner of the county, running though the city of Earlham

There are eight (8) incorporated cities in our county: Bevington, Earlham, Peru, Macksburg, Patterson, St. Charles, Truro, & Winterset. Winterset is our county seat, and our courthouse is on the National Register.

Our County has experienced a 5.5% growth since the 2010 census, and 18% growth since the 2000 Census. We are seeing much of our recent growth in the rural areas in the NE quadrant of the county, which includes a Microsoft data center, annexation of land for residential use by West Des Moines, and acreage residences.

Madison County currently has one industrial Wind Turbine Project, located outside of rural Macksburg, consisting of 51 turbines. There is another proposed for outside Earlham with thirty (30) turbines but there are no plans for future development. There is no industrial solar currently.

## **Scope of work**

The goal of this update is to plan for the next 20 years. The plan will guide land use development as well as any public investment decisions to protect the health, safety, natural resources, and quality of life for the residents of the county. The selected firm will work with the county's comprehensive planning committee as well as county staff to create an update that reflects the priorities of the county, including our tourism.

For budgeting purposes, the county requests qualifications for both the applying entity and personnel who will be involved with the project along with itemized fees for all services listed in the RFP response. The requested services shall cover all phases of the work to update the Comprehensive Plan and will include a response for each of the following aspects of the plan:

### **1. Public Involvement and Participation**

The board of Supervisors began the process in the summer of 2021 by seeking public input on what they wanted the future of the county to be. Three public forums were held in the summer, public surveys were done during the County Fair, and a special email was created to provide opportunities for additional public input. After this, a Comprehensive Planning committee was created, consisting of appointed members of the public and county staff, with one of the Supervisors acting as facilitator, to discuss public feedback and plan next steps.

As a result of these meetings, as well as feedback given in earlier 2017 surveys done by Heart & Soul, four main priorities of the public were determined for our county, so the Committee created subcommittees to specifically address and research each of these topics to provide a framework for the consultant to use for the update. These four priority topics were: Agriculture Preservation, Historic Preservation, Conservation of Natural Resources and Growth and Development. These four priorities shall provide the foundation of the plan, and the committee shall provide the topic outline of each from which to work.

There will still be public involvement and participation later in the planning process when the update is close to being finalized. At minimum there should be five separate meetings, located to maximize participation countywide, including a remote electronic option at each, to solicit public input on the initial draft prior to finalizing for presentation to the Board of Supervisors for review, with potential additional attendance at any committee or subcommittee meetings as required. The consultant should also expect to maintain minutes/notes from meetings, receive extensive and ongoing input into the plan update from the Comprehensive Planning Committee, as well as for scheduling the public forums. A county-wide public information plan should be created and conducted from now through update completion.

### **2. Developing the County's Vision and Identity**

Using this public input, as well as the existing 2002 comprehensive plan, county policies and the framework provided by the comprehensive planning committee, the consultant must outline in the county plan a broad and consensus "vision" for Madison County. Expertise in comprehensive plans for rural counties is required, and past plan examples should be provided.

### **3. Land Use & Conservation**

The Comprehensive Plan will frame land use objectives from the perspective of preserving the County's agricultural resources, natural beauty, outdoor recreation, cultural and historical sites, and viewsheds. Future development should be within existing cities and in areas with less productive agricultural soils, and where there is existing infrastructure, or it is near a paved roads. The four Core Priorities (Agriculture Preservation, Historic Preservation, Conservation of Natural Resources and Growth and Development) should inform the foundation of this plan. In addition to land use, the Comprehensive Plan should provide a snapshot of Madison County through a community and natural resources profile.

The Plan will also include inventories of the following:

- preservation/conservation land and easements
- historical sites
- sites of local importance such as bridges and cemeteries, watersheds
- significant infrastructure such as roads, parks, buildings, and public services.

Any other inventories must be completed at the direction of the committee or Supervisors. We would also like to include a primer on land use development tools the County has at its disposal to assist in implementing the county vision. Residents of Madison County shall expect that the governmental leaders of Madison County will use these elements to guide decisions.

#### **4. Zoning**

The comprehensive Plan should clearly guide and inform any changes to existing ordinances or passage of new ordinances, as well as strategies for implementation, to ensure that the vision of the public is followed.

#### **5. Housing**

The plan will describe the current housing mix and trends, how it has evolved over time, and how to guide future zoning changes to ensure it complies with the comprehensive plan

#### **6. Commercial Development**

The plan will describe the current commercial mix and trends, how it has evolved overtime as well as any noted outliers, and how to guide future zoning changes to ensure it complies with the comprehensive plan. Large scale, multi acreage, commercial development should be encouraged to remain within incorporated areas in order to avoid conflict with the four Core Priorities above.

#### **7. Industrial Development**

The public is largely opposed to rural large scale, multi-acreage, industrial development, including industrial wind and solar energy plants, as it is believed it would conflict with the four Core Priorities above, and therefore should be prohibited in the plan. Industrial development should be encouraged to remain within incorporated areas.

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#### **PROJECTED TIMETABLE:**

RFP posted and sent to potential Consultants.....	4/29/22
Notice of intent to bid Due (optional) .....	5/10/22
Follow up Questions Due .....	5/24/22
Answers to Questions posted/provided to bidders.....	6/3/22
Proposals Due .....	6/24/22
Proposals Viewed by Supervisors & Committee .....	6/28/22
Interviews or Presentations (if Necessary) .....	7/5/22
Board Selection.....	7/12/22
Notice to Proceed.....	7/12/22

#### **CONSULTANT GENERAL EXPECTANCIES AND RESPONSIBILITIES**

The selected consultant will work under the direction of the Board of Supervisors, Zoning Administrator, or as designated, the Comprehensive Planning Committee, and will be responsible for the following items:

- Management of all aspects of the comprehensive plan process
- Drafting and Preparation of plan documents, graphics, inventory data, mapping using current GIS technology, and other support services outside of what the county can provide.
- Data Collection, analysis, and presentation
- Organization and facilitation of public meetings, including documentation of minutes for initial draft, and later drafts if deemed necessary by the Comprehensive Planning Committee
- Budgeting Project funds
- Monthly presentations to the Comprehensive Planning Committee \ Documentation of discussions that occur based upon any Comprehensive Planning Committee meetings that the firm attends

- Monthly written status updates
- All documents and final reports shall be presented in digital format for archiving and reproduction

The RFP does not obligate Madison County to a contract to any firm, nor pay any cost incurred in the preparation of proposals submitted in response to this request. Madison County reserves the right to accept or reject any or all proposals received as a result of this request. All information and material submitted in this request will become the property of Madison County.

Please include the following in your proposal:

1. Official name and principal officers of your firm
2. Location of your firm with telephone, email addresses and fax numbers
3. Most recent business audit and/or annual report
4. Provide the resumes or CVs along with the names of the project manager, project team and other key personnel who would be assigned to this project
5. List all services in addition to those listed that you believe would be required for each component of the project
6. Elaborate on your firm's expertise in each area of service to be provided, including work on rural county comprehensive plans (pop. under 17k)
7. Provide a minimum of two example plans that the firm has written
8. Description of any special procedures or unique processes used by your company for work of this nature
9. Listing of similar contracts your company has had with other counties or state agencies with names of representatives whom the County may contact relative to qualifications of your firm to perform this type of work
10. Furnish a narrative stating why the Madison County should consider your firm the best qualified for the performance of this work
11. Detailed budget and budget narrative that outlines all work necessary to complete the preparation of the Comprehensive Plan including any a la carte options
12. Project timetable for initiating and completing work.

Five hard copies and one electronic copy of the proposal shall be submitted to the Primary Contact listed below. The submittal shall be limited to forty (40) pages of material. Upon receipt of the proposals, the Board of Supervisors, with advice from the Comprehensive Planning Committee, will select a short list of consultants with whom to begin the final selection. If interviews or presentations are necessary, consultants will be notified of the time they are to be held. Selecting a consultant to perform the prescribed work will be determined at a board of Supervisors meeting. Following that, a mutually agreeable contract with the firm(s) considered best qualified will be negotiated. This contract will be subject to approval by the Board of Supervisors after review by the County Attorney.

For your firm to be considered, all final proposal information must be submitted to the office of the primary contact no later than the due date shown above. Proposals received after this deadline will not be considered. Any consultant desiring an explanation or interpretation of this RFP must request it in writing. For documentation reasons, these requests must be sent as an email to [futuremadison@madisoncounty.iowa.gov](mailto:futuremadison@madisoncounty.iowa.gov) if they are to be acknowledged. We will then respond to all interested consultants via email. Thank you for your consideration of this project.

**Madison County Primary Contact:**

Supervisor Heather Stancil

112 North John Wayne Drive

Winterset, Iowa 50273

Contact email: [hstancil@madisoncounty.iowa.gov](mailto:hstancil@madisoncounty.iowa.gov)





## **REQUEST FOR PROPOSALS**

### **City of De Pere, Wisconsin**

## **2040 Comprehensive Plan Update and West Downtown Vision Plan**

**Development Services Department**

**Issued: February 9, 2021**

**Proposals Due: March 5, 2021, by 4:00 PM**

Respondent shall submit one (1) complete original hard copy proposals and one (1) electronic copy in PDF format on USB Flash Drive of the entire proposal in a sealed package marked with the project name, "De Pere 2040 Comprehensive Plan Update and West Downtown Vision Plan" shall be marked on the front of the package.

To be considered, proposals must be received no later than 4:00 PM, Central Time, March 5, 2021, and delivered to:

Daniel Lindstrom, Development Services Director  
City of De Pere  
335 S. Broadway  
De Pere, WI 5411

## **A. SUMMARY**

The City of De Pere, WI seeks proposals from qualified planning individuals or project teams to prepare an update to the current Comprehensive Plan previously adopted in 2010 and a new West Downtown Vision Plan. The City believes that a large majority of the content is still applicable in the Comprehensive Plan, but this process should update the Comprehensive Plan to retain, revise, renew, or remove the vision, goals, objectives, and policies that will guide the City's decisions and will incorporate recently approved plans and studies. The process should also update the background information and demographics with the 2020 census information. Furthermore, the Plan should be streamlined to a much more public-friendly and usable document. To that end, the format of the document should be modernized and reformatted as appropriate and should utilize modern tables and graphics to the greatest extent possible. The City will take a lead effort to illustrate the Comprehensive Plan process in the public realm through posters, handouts, online, or other innovative ways to summarize the goals and objectives and help take the document "off the shelf".

### *Comprehensive Plan*

The Plan update will assist City Staff, Plan Commission, Common Council, and other advisory committees to gauge the direction in which citizens and various stakeholders within the community would like to see the City advance. The Plan update must guide the City on appropriate implementation of new development and redevelopment plans within the community, while also meeting the service demands that come with community growth. The Plan will describe a desired future for the community over the next 20 years and establish goals to move toward that future.

### *West Downtown Vision Plan*

During the 2010 Comprehensive Plan update, the City simultaneously prepared a Downtown Master Plan. These planning processes did not result in planning documents that worked well together. The new plan format must ensure that does not happen again; therefore, the City requests the planning individuals or teams to also prepare a proposal to create a West Downtown Vision Plan similar to the Cultural District Master Plan that was prepared in 2018 for the east side of the Downtown. The Comprehensive Plan and the West Downtown Vision Plan projects should run concurrently and capitalize on combined public engagement and project management efforts

The two plans shall be referenced individually or shall be collectively described as "Plans" throughout this RFP.

## **B. COMMUNITY OVERVIEW**

The 24,970 people, who call the City of De Pere, Wisconsin home, know that the community provides a high quality of life in the Greater Green Bay metropolitan area. The city has two excellent school districts, an urban private college, a dynamic downtown, successful business parks and safe neighborhoods served by ample parks and natural areas have resulted in considerable loyalty and community pride among residents.

The residences, businesses, and commercial areas are connected with a transportation and green space network that accommodates cars, bikes, and pedestrians. The beautiful Fox River is the focal point of the City Center, and the Claude Allouez Bridge unites the two sides of our dynamic downtown. Whether you are on the east side or west side, historic buildings thoughtfully blend with new redevelopment to provide a mix of housing, employment, shopping, dining, and entertainment.

## C. SCOPE OF WORK

The Plans should guide decisions affecting the physical development and redevelopment within the City. The process for the Comprehensive Plan Update and the West Downtown Vision Plan will be critical to City success and must ensure that the final documents reflect the desired vision for the community as determined by appointed/elected officials, citizens, landowners, business leaders, and other stakeholders through community participation. The Plans shall be simplified guiding documents that reflect the community's unique character and provide clear development goals. The Plans will help maintain collaborative and respectful relationships within the community and with surrounding neighbors and collaborative organizations.

The City of De Pere anticipates a scope similar to the following. These are general requirements for the planning process and are not intended to be a comprehensive list of tasks and deliverables. It is expected that project teams will provide the City with more specific recommendations for approaches, tasks, and deliverables based on their expertise from past work on comprehensive plan projects.

### 1. General Planning Process Tasks

The planning individuals or project team selected will provide a range of municipal planning services required to update the City's Comprehensive Plan and create the West Downtown Vision Plan. The combined general tasks between the two plans shall include but are not necessarily limited to:

- a) Project Management: Project Management includes effective coordination with staff, Common Council, and the Plan Commission. The project team will assist with the creation of a Comprehensive Plan Update and West Downtown Vision Plan Steering Committee to lead the process. Project management tasks shall include at a minimum the following:
  - i. Conduct an initial project management team meeting; including an immersion site tour to create a shared understanding of the project purpose, process, and schedule between the project team, the City, and the Steering Committee (see below).
  - ii. Conduct an initial stakeholder analysis by identifying key stakeholders, their issues, levels of involvement, and strategies for outreach.
  - iii. Prepare a project process roadmap: Prepare a guiding document for the project management team that lists the project phases, schedule of events/activities, and products on a timeline and assigns roles and responsibilities for each task.
- b) Assessment: Assessment includes conducting an initial review of the existing community planning reports and studies. The City will provide links to all existing, related community-planning reports, plans, and studies from local planning agencies and community advocacy groups for the project team review. Current plans include:
  - i. 2010 Comprehensive Plan
  - ii. Downtown Master Plan (2010)
  - iii. Cultural District Master Plan (2018)
  - iv. Cultural District Plan Market Analysis (2018)
  - v. Downtown Wayfinding (2021)

- vi. Current Zoning Code
- vii. Zoning Code update (ongoing)
- viii. Historic Preservation Plan/Historic District Maps
- ix. Comprehensive Outdoor Creation Plan
- x. COVID Business Aid programs
- xi. Business Improvement District Operating Plan (2021)
- xii. Downtown façade grant program
- xiii. Housing and Housing Affordability Reports
- xiv. Tax Increment Districts (No. 7-16)
- xv. 2020 ESRI Market Analysis Documents.

LINK TO City of De Pere web page for access to above documents:

[www.deperewi.gov/rfp](http://www.deperewi.gov/rfp)

c) Public Engagement

The City of De Pere values the participation of citizens in every stage of the decision-making process. Participation of citizens, landowners, business owners, appointed and elected officials, and other stakeholders throughout the community is paramount to the success of the Plan update; therefore, the City will place a strong emphasis in the selection process on choosing a project team that has strong facilitation skills.

*Steering Committee*

The engagement process will include a steering committee that should meet regularly based on the proposed scope. The preliminary list of stakeholder representative groups is as follows:

- i. City of De Pere Resident(s)\*
- ii. Business Owners\*
- iii. Council Member(s)\*
- iv. Plan Commission Member(s)\*
- v. Park Board Member
- vi. Board of Public Works Member
- vii. Redevelopment Authority Member
- viii. De Pere Chamber
- ix. Definitely De Pere\*
- x. Historic Preservation Commission Member\*
- xi. St. Norbert College \*
- xii. City of De Pere Staff – Planning, Parks, Administration, Public Works/Engineering\*

\* Represents a subset of representatives for the West Downtown Vision Plan

*Public Meetings/Focus Groups*

The project team may also utilize focus groups and open houses to elicit responses for specific visioning and strategies, and community surveys as a broad visioning tool. The process shall include at least two but no more than five open houses or focus group meetings to review the results of the

comprehensive planning process and the draft plan. The public meetings for the Comprehensive Plan can also be used to gain specific insight into the West Downtown Visions Plan; however, at least one (1) separate focus meeting should be held to plan for the future of West Downtown. The selected project team shall also present ways to engage with the public during the current pandemic where public facilities are typically closed.

*Final Plans:*

The final Plans shall be presented to the Plan Commission and Common Council by the consultant; however, City Staff expects the members of the Committee to take on a leadership role and also present the plan to the appropriate bodies.

*Staff Support:*

The City has several staff members with significant experience in public engagement and expects to participate in the engagement process. The selected project team will be responsible for working with the staff to prepare the framework for the most impactful ways to obtain public participation. The project team will be responsible for organizing and then co-leading public events with City Staff. To assist with the project budget, the City anticipates being able to supply staff members to support virtual “Zoom Room” or in-person engagement efforts. Staff will also provide a graphic designer to prepare public meeting flyers and social media posts. Project team proposals should reflect these contributions.

## **2. Comprehensive Plan Specific**

The project team shall prepare the plan and each plan element in accordance with the Wisconsin comprehensive planning statutes, utilizing the current content of the comprehensive plan document to the extent possible and practical. We expect at the end of the process to have a newly-formatted user-friendly document that is supported by graphics, tables, and other images that reflects our community vision. The document should be structured with a supplemental appendix to house the majority of the background data and the body of the report contains the relevant goals, objectives, and strategies. The process shall include the following stages:

- a. Plan Audit and Assessment: The current plan should be audited with City Staff and Steering Committee for performance: vision/focus; data and maps; goals, objectives, and policies. Utilize a "triage" approach for the audit to retain, revise, renew, and/or remove, as appropriate. Staff anticipates two or three working meetings with the Steering Committee to complete the review of the existing plan chapters.
- b. Engagement: See the engagement phase of the General Planning Process Tasks. It is assumed the process will include strategically scheduled public meetings throughout the process. Specifically, public meetings shall be held to review the following:
  - i. Community update since 2010
  - ii. Result of the Plan Audit
  - iii. Proposed Plan changes and updates to the required elements

- iv. Integration of the 2010 Downtown Plan, Cultural District Master Plan, and the Proposed West Downtown Vision Plan.
- v. Plan approval

The City does not dictate these as standalone meeting topics, but Project Teams should illustrate how they proposed to address these topics throughout the series of meetings.

- c. Plan Drafting: Following the triage approach, the Project Team should include updates to each of the required comprehensive plan elements as discussed by the Steering Committee. The City anticipates some of the updates to include but is not limited to:

- i. Introduction: Review, update, and revise with emphasis on recent planning efforts and incorporation into the Planning document.
- ii. Issues & Opportunities: Review and recommend changes to City's goal statements. The audit shall review the updated population from the pending 2020 Census and other updated data.
- iii. Land Use: Update the existing land use map, proposed land use map, a chart with proposed acres per land use, with specific recommendations for each land use designation as well as a specific policy for amending the land use map.
- iv. Housing: Update element including review and update of existing housing inventories, analyze new data and projected housing needs, validate and update as necessary the identified number of housing units needed to serve the city's projected growth. The recent 2019 and 2020 Housing Affordability Reports can be used as part of this update.
- v. Transportation: Update element to include discussion of all modes of transportation. Include maps for the Pedestrian & Bike Trail, and the Road & Highway system map. This chapter will also be used as the basis for an update to a Bike and Pedestrian Plan. The City Official Map should also be an addendum to this Chapter that identifies all ultimate right-of-way for existing and proposed roadways within the City.
- vi. Economic Development: Update the current business inventory and business environment overview discussion, employer trends, largest employers in the City, employment projections, Economic Development Programs, and City TIF / TID updates. The City will provide the project team with the annual TID update.
- vii. Utilities and Community Facilities: Update existing utility maps based on recent and future growth.
- viii. Agricultural, Natural & Cultural Resources: Update element to include current maps of the City's wetlands, woodlands, agricultural use, environmental corridors, topographic features, surface water, watersheds, and floodplains.

- ix. **Intergovernmental Cooperation:** Updates to this section may include discussions of future boundary agreements with the surrounding towns and other partner organizations
- x. **Implementation:** Review, update, revise and add to the goals and objectives for each of the various elements listed above into a usable implementation table that also identifies responsible parties, potential funding sources, and timeframes.
- xi. **Appendix Supplemental Data:** The City requests an appendix that includes the following
  - 1. Analysis of ESRI and other third party market analysis
  - 2. Housing Market Analysis
  - 3. Demographic and Income analysis
  - 4. Development Opportunities Analysis
- d. **Plan Deliverables and Approval:** The City anticipates the process will also require drafts of the Plan for review by the Steering Committee at the completion of various key phases of the project. *The City anticipates three to four working meetings with the Steering Committee to complete the review of the proposed plan chapters.*

### 3. West Downtown Vision Plan Specific

Similar to the 2018 Cultural District Master Plan, the City requests a vision plan for the west side of the Downtown subject to the following goals:

- Progressive, thoughtful, and contextually sensitive, while also being financially viable.
- Maximize pedestrian and bicycle mobility and connections.
- Elevate the role of the public realm, open spaces, and landscaping, particularly along the Fox River, Main Avenue, and Reid Street.
- Identify opportunities and locations for public art.
- Specify optimal business types in order to create synergy from the Cultural Center.
- The plan may be broken into several streets or zones to differentiate between areas within the plan.
- Incorporate St. Norbert College's impact and vision into the planning process.

LINK TO 2018 Cultural District Master Plan:

[https://www.deperewi.gov/egov/documents/1530107831\\_58578.pdf](https://www.deperewi.gov/egov/documents/1530107831_58578.pdf)

- a. **STUDY AREA – West Downtown Vision Plan:** The map to the right illustrates the approximate study area for various elements of the west downtown vision plan. See Section L of this RFP to view a detailed map.





- b. Assessment (Due Diligence and Background Research): Concurrent with the assessment phase of the Comprehensive Plan Update the process shall include a meeting with City staff to review the background to include at a minimum:
  - i. Review of current guiding documents (Comp Plan, Downtown Plan, Zoning Code, Main Street Guidelines)
  - ii. Property inventory and analysis
  - iii. Land Use and business mix inventory and analysis
  - iv. Utilities
  - v. Existing Structures and conditions
  - vi. Environmental
  - vii. Economic/Market Analysis
  - viii. High-level financial pro forma for redevelopment areas
  - ix. Understanding of local development climate and construction costs
- c. Vision and Design: Project team to conduct a 2-3 day charrette with key stakeholders to include at a minimum:
  - x. Kick off with stakeholder group and review of assessment information. Section C.2.C contains a list of the stakeholder groups.
  - xi. Discussion, facilitation, and agreement on a shared vision.
  - xii. Engagement efforts to work through each street/section.
- d. Plan Deliverables: The Plan deliverables shall include at a minimum:
  - i. Summary of Due Diligence and Background Research.
  - ii. Summary of the engagement process and feedback.
  - iii. Economic analysis for the entire geographic area.
  - iv. Subarea Plan for the entire area – differentiated by zone. May include (but not be limited to):
    - a. Public Spaces
    - b. Design intent – possible design/material guidelines
    - c. New Buildings
    - d. Building height and massing recommendations
    - e. List of businesses/land uses that fit economically with the redevelopment plan and also create cultural synergy
  - v. Implementation Strategy that may include (but not limited to)
    - a. Regulatory recommendations
    - b. Incentive policy
    - c. Operational and programming recommendations

#### **D. CITY RESPONSIBILITIES**

The Development Services Department will be responsible for administering the project and overseeing the project team's work on this project. Representatives from various City departments will review plans and other documents prepared by the project team. As stated above, the City has staff with significant experience in public engagement and expects to significantly participate in the engagement process. Staff also has a complete GIS Division that can lead or partake in the mapping process for each of the Plans.

## **E. PROPOSAL REQUIREMENTS**

Respondent shall submit one (1) complete original hard copy proposals and one (1) electronic copy in PDF format on USB Flash Drive of the entire proposal in a sealed package marked with the project name, “De Pere 2040 Comprehensive Plan Update and West Downtown Vision Plan” shall be marked on the front of the package. To be considered, proposals must be received no later than 4:00 PM, Central Time, March 5, 2021, and delivered to:

Daniel Lindstrom, Development Services Director  
City of De Pere  
335 S. Broadway  
De Pere, WI 54115

Proposals received after the deadline will not be accepted. Faxed or emailed proposals will not be accepted. Postmarks before the deadline are not sufficient for acceptance. The City will not be responsible for any errors or omissions in the proposals or any delivery delays.

Proposals should include the following information, presented in a clear, comprehensive, and concise manner, to illustrate the project teams’ capabilities and technical approach to the work. Each proposal must include the following information:

1. Title Page and/or Cover Letter. Show the proposal title, the name of the organization, address, telephone number(s), email address, name of the primary contact person, the date, and other relevant company information. Provide the name(s) of the person(s) authorized to make representations for your team, their title(s), address, email address, and telephone number(s). Include a list of and contact information for any proposed sub-consultants and the work they will perform.
2. Statement of Qualifications. Brief introduction of the Project Team organization. Summary of your understanding of the project and why your team is best suited to complete the scope of work.
3. Key Staff. Identify the designated project manager or primary contact and key supporting staff. Include resumes for each of the individuals and identify any sub-Consultants.
4. Scope and Approach. State the services your team is proposing to provide. Describe the process and timeline that would be utilized to complete the project.
5. Schedule. Illustrate the Scope and Approach including a breakdown of tasks, timeline, meetings, deliverables, and task responsibility.
6. Experience and Examples. Describe your team’s experience in the required areas of expertise, and its ability to provide the needed services for the City. Include at least three examples in the last five years. List a minimum of three references related to similar work; references matching the three examples are preferred but not required.
7. Cost. Provide a fee computation broken down by the major tasks listed in Section 4 and for the project as a whole. Include the maximum fee not to be exceeded for the services to be rendered.

Failure to complete the above documentation may be grounds to declare an RFP non-responsive and the City may reject the statement of qualifications in whole or in part.

## **F. EVALUATION CRITERIA**

Proposals will be evaluated based on the overall approach, team experience and qualifications, budget, organizational structure, methodology, schedule and fit with the City of De Pere. Proposals will be evaluated according to the following:

1. Project approach and scope. (20 points).
2. Qualifications of the project team and individual members. Particular attention will be given to the experience and the demonstrated ability of the project manager to complete all project tasks. (20 points).
3. Project Team experience and examples (20 points).
4. Understanding of required project work. (20 points).
5. Project cost. (15 points).
6. Quality of the proposal design. (5 points)

## **G. SELECTION PROCESS**

The Project Team selection process will involve the following primary steps.

1. Proposal Review. The proposal review will be based on a comparative assessment and scoring of each document in accordance with the Evaluation Criteria. The City will then select one or more finalist Project Teams to advance in the selection process. During the evaluation process, the City reserves the right, where it may serve the City's best interest, to request additional information or clarification from proposing teams, or to allow corrections of errors or omissions. The City reserves the right to verify any information contained in proposals.
2. Interviews. The City will determine whether interviews are needed, or it may make a selection based on the proposals alone. If determined necessary by the City, the finalist teams will be requested to present their experience, proposed approaches, and personnel in an interview to members of the City's selection team and/or City Council. (Further interview instructions will be provided to the selected finalist team(s).) The City will then review the presentation(s) and select a team to advance in the process.
3. Steering Committee and Plan Commission Review. Based on the results of the selection process, the City's selection team will recommend to the Plan Commission and the Common Council for approval. The final contract must also be approved by the Common Council.
4. Award of Contract. The City will enter into negotiations with a team based on the City's selection team recommendations. Negotiations will be conducted beginning with the team ranked first. If a contract that is satisfactory and advantageous to the City can be negotiated at a price considered fair and reasonable, the award will be made to that team. Otherwise, negotiations with the team ranked first will be formally terminated and negotiations conducted with the team ranked second, and so on until a contract can be negotiated at a fair and reasonable price. The City reserves the right to reject any and all proposals submitted.

## **H. BUDGET**

The City has budgeted \$80,000 for this project. This funding is considered sufficient to accomplish the defined scope with assistance from the City in engagement and mapping. Proposals should provide a work plan that best meets the above objectives and scope including all travel and incurred costs. The proposal should also illustrate additional items that could be out of budget but feel would be a benefit to the project.

## **I. MISCELLANEOUS AND GENERAL PROVISIONS**

1. Non-Discrimination Statement: The City of De Pere does not discriminate on the basis of race, color, religion, age, marital or veterans' status, sex, national origin, disability, or any other legally protected status in the admission or access to, or treatment or employment in, its services, programs or activities.
2. Rejection of Proposals: The City reserves the right to reject any or all proposals, to divide responsibilities among one or more applicants or firms, to waive formalities, and to select the individual or firm which, in the City's sole judgment, can best perform the scope of services required.
3. Withdrawal of Proposals: the proposer upon submission of a written request may withdraw Proposals.
4. Ownership of all data, material, and documentation originated and prepared for the City pursuant to the RFP shall belong to the City and be subject to public inspection in accordance with the Freedom of Information Act (FOIA). Trade secrets or proprietary information submitted by the Project Team shall not be subject to public disclosure under (FOIA) unless otherwise required by law or a court.
5. The City is not liable for any costs incurred by any Project Team in connection with this RFP or any response by any Project Team to this RFP. The expenses incurred by a Project Team in the preparation, submission, and presentation of the proposal are the sole responsibility of the Project Team and may not be charged to the City, regardless of whether or not a Project Team's Proposal is ultimately selected by the City for completion of the work detailed in this RFP.
6. Each Project Team should carefully read and review all such items and should address such items in its proposal. However, the final description of the services and/or specifications to be provided to the City under this RFP is subject to negotiations with the successful Project Team, and final approval of the City.
7. The Project Team shall maintain, during the life of the Agreement, public liability and property damage insurance to cover claims for injuries, including accidental death, as well as from claims for property damages that may arise from the performance of work under the Agreement.

## **J. ANTICIPATED PROJECT SCHEDULE**

RFP Distribution:	February 9, 2021
Questions Due*:	February 19, 2021
City Responses Due:	February 24, 2021
Submittal Deadline (4:00 p.m. CST)	March 5, 2021
City Review of Responses	March 8-12, 2021
Interviews (if necessary)	March 17 & 18, 2021

\*Note only written questions are permitted.

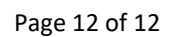
**K. QUESTIONS:**

All questions shall be submitted in written form to the contact information provided below. Answers will then be provided, via the City website, in written form as a part of an addendum to this RFP.

City of De Pere  
ATTN: Daniel J Lindstrom  
335 S. Broadway  
De Pere, WI 54115  
Email: [dlindstrom@deperewi.gov](mailto:dlindstrom@deperewi.gov)

For additional context on the City of De Pere and the digital version of this RFP, please visit our website at [www.deperewi.gov/rfp](http://www.deperewi.gov/rfp)

City of De Pere Request of Planning Proposals  
2040 Comprehensive Plan Update and West Downtown Vision Plan





## Request for Proposal

City of Cuba City, WI  
Smart Growth  
Comprehensive Plan Update

Release Date: May 15<sup>th</sup>, 2019  
Due: 3:00 p.m., June 26<sup>th</sup>, 2019

Submit Sealed Proposals to:  
Bob Jones  
Economic Development  
Director  
City of Cuba City  
108 N. Main Street  
Cuba City, WI 53807  
Phone: 608-744-2152  
Email: cubacitycdc@gmail.com

# **CITY OF CUBA CITY REQUEST FOR PROPOSAL (RFP)**

## **SMART GROWTH COMPREHENSIVE PLAN UPDATE**

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The City of Cuba City, Wisconsin is seeking a qualified consultant to submit a proposal to prepare a Comprehensive Plan Update for the City. The last Comprehensive Plan was adopted by the Common Council on December 2<sup>nd</sup>, 2009.

Proposals will be accepted from individuals, firms, or groups of firms with the demonstrated expertise and experience in these areas of practice. All correspondence and communications regarding this procurement should be addressed to Bob Jones, Economic Development Director for the City of Cuba City.

The purpose of this document is to explain the requirements and procedures for the submission of formal proposals. Proposals must be received at Cuba City City Hall by 4:00 p.m. CST on Wednesday, June 26<sup>th</sup>, 2019. Proposals received after the deadline for submitting proposals will not be considered.

### **Table of Contents**

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1. Invitation to Submit Proposal
2. Community Profile
3. Scope of Services
4. Deliverables
5. City Support
6. Proposal Requirements
7. Proposal terms and Conditions
8. Evaluation and Selection Process
9. Insurance



## 1. Invitation to Submit Proposal

### 1.1 Introduction

The City of Cuba City, Wisconsin is seeking a qualified consultant to submit a proposal for the preparation of a Comprehensive Plan Update for the City. The last Comprehensive Plan was completed and approved by the Common Council on December 2<sup>nd</sup>, 2009.

The Smart Growth Comprehensive Plan Update should build upon the 2009 Comprehensive Plan, the 2014 Economic Development Strategic Plan and the April 2019 Housing and Workforce Study; while charting a course for the City's future growth. This should include recent data and trends, and also introduce recommendations when they are warranted.

Goals, objectives and benchmarks that measure the City's progress; roles and responsibilities; and implementation strategies must be included. The plan will help the City direct its efforts and resources toward a clearly defined vision for the City's future. This Comprehensive Plan Update is intended to inform public policy and build upon the physical, natural, cultural and social assets that drive the City.

The City of Cuba City (2,086 population as of the 2010 census) is requesting proposals to undertake and complete an update to the City's current Comprehensive Plan that will comply with the requirements of *Wisconsin Statute 66.1001*. The Plan shall also address the nine elements of Smart Growth definitions.

1. Issues and Opportunities
2. Housing
3. Transportation
4. Utilities & Community Facilities
5. Agricultural, Natural and Cultural Resources
6. Economic Development
7. Intergovernmental Cooperation
8. Land Use
9. Implementation

### 1.2 Issuing Agency

This request for proposal (RFP) is being issued by the City of Cuba City, Wisconsin. The consulting firm selected to perform the work will contract directly with the City and report to the Mayor, while interacting with the Director of Public Works, the City Clerk, the Economic Development Director and the Common Council.

The City operates under a Mayor-Common Council form of government whose members serve on a part-time basis. The City has eight Alderpersons.

The City has a Community Development Corporation as well as two advisory groups; the Downtown Task Force and the Economic Development Committee. There is an independent Chamber of Commerce as well several other committees including the Plan Commission, Light & Water, Ordinance, Zoning, Parks & Recreation and Finance. Members will be encouraged to take an active role in the Comprehensive Planning process.

### 1.3 Contact Person

All correspondence and communications regarding this procurement should be directed to Bob Jones, Economic Development Director.

### 1.4 Request for Proposal (RFP) Process

An electronic copy of the RFP may be obtained from Bob Jones. Consultants that intend to submit a proposal should send notification of intent with firm name and contact information in the event of changes to the addenda.

### 1.5 Questions Regarding this RFP

This solicitation contains a description of the project. Interested proposers have the responsibility for what is required by this solicitation. If a proposer discovers any errors, omissions, or ambiguities within the RFP, they should identify them in writing, and call them to the attention of the City prior to the RFP submission deadline. The City cannot be held responsible for any consultant's or consulting firm's lack of understanding of the project.

Questions for clarification of the RFP must be made in writing and received via email to Bob Jones on or before June 10<sup>th</sup>, 2019. Questions received after this date will not be answered. All answers to these questions will be provided to all parties who have notified the City of their intent to provide a proposal to this project. This information will be treated as an addendum to the RFP package.

The City makes no representations as to the conditions of the project other than those contained herein, and no employee or any other representative of the City of Cuba City has the authority to make any oral or written representations as to the conditions of the project. Consultants should not contact the Mayor, Alderpersons, or Committee members for clarification of the RFP.

### 1.6 Addenda Interpretations

If it becomes necessary to revise any part of this RFP, a written addendum will be provided. The City is not bound by any oral clarifications changing the scope of work for this project. All addenda issued by the City will become part of the original RFP and will be emailed to all proposers of record based upon the contact information provided at the original time of issuance.

## 1.7 Directions for Submittal

Consultants should submit proposals electronically as a PDF file along with twenty (20) complete printed copies of the proposal. Maximum sheet size shall be 8.5" by 11". These materials must be received by 4:00 CST on Wednesday, June 26<sup>th</sup>, 2019 at Cuba City City Hall located at 108 N. Main Street, Cuba City, Wisconsin 53807.

The signed proposal should be submitted in a sealed envelope placed inside the package containing all of the related materials and that is plainly marked in the following manner:

Proposal for the City of Cuba City  
Smart Growth Comprehensive Plan Update  
Attention: Bob Jones, Economic Development Director

The name and address of the proposer should be placed in the upper left hand corner.

Proposals received prior to the due date will be considered confidential and not distributed. No responsibility will attach to the City, any official or employee thereof, for the pre-opening, post-opening or failure to open a proposal not properly addressed or identified.

Proposers are responsible to assure delivery prior to the deadline. Do not assume that a guarantee by a delivery service will ensure that the proposal is received in a timely manner. Envelopes containing proposals and any related materials, which are received after the date and time stated above will not be considered.

## 1.8 Tentative Process Schedule (subject to change as needed)

- Issuance of the RFP: May 15<sup>th</sup>, 2019
- Written questions deadline: June 10<sup>th</sup>, 2019
- Responses sent to questions for RFP: June 17<sup>th</sup>, 2019
- Closing date for RFP responses: June 26<sup>th</sup>, 2019
- Plan Commission meets to evaluate responses: July 8<sup>th</sup>, 2019
- Proposers to Interview notification (if needed) July 15<sup>th</sup>, 2019
- Presentations by invited consultants: July 22<sup>nd</sup>, 2019
- Finalist notified: July 29<sup>th</sup>, 2019
- Common council approval; August 7<sup>th</sup>, 2019
- Contract begins: August 8<sup>th</sup>, 2019

Please be sure to reserve Monday, July 22<sup>nd</sup>, 2019 on your schedule to ensure that your appropriate representative, including the Project Manager, is available to attend an interview (in person, phone or Skype)

## 2. Community Profile: General Information

### 2.1 Description and Overview

Cuba City, Wisconsin (Established 1875) has an estimated population of 2,043 (2017 estimate.) The City has long been a bedroom community serving the two burgeoning economies of Platteville, WI and Dubuque, IA. Cuba City has a thriving business park and vibrant downtown which was recently recognized for its downtown revitalization by Wisconsin's Main Street program. There is virtually no commercial space available in the city, very few residential options and no empty buildings in the Kaster-McClain Business Park. There are currently two expansion projects underway in the Business Park and the construction of an 18 unit apartment building will be completed later this year. Another business has an offer on a parcel in the Business Park and plans to break ground this summer. 12 new businesses have located in Cuba City in the past three years, 10 of them on Main Street.

Cuba City boasts an outstanding school system which operates at a level "significantly exceeding expectations" and is rated among the top 10% in the State academically. The Cuba City school system has a very positive reputation for athletic accomplishments as well. Other notable amenities include high speed fiber optic access city-wide, a long established supermarket, a pharmacy, medical and dental offices and a well regarded public safety record.

Located on State Highway 80, Cuba City's Main Street sees nearly 6,000 vehicles on a daily basis. The City is 10 minutes from Platteville, 14 minutes to Galena, Illinois and about 18 minutes to Dubuque.

Tourism is an industry which is showing promise for further growth in Cuba City. The City is known as the "City of Presidents" for its long running Bi-Centennial celebration with Presidential Shields adorning the Main Street's retro-style LED lampposts. The City of Cuba City, its Chamber of Commerce and the Grant County Tourism Council are now working toward a regional approach toward tourism marketing that should bring significant benefits to Cuba City. This will include the Driftless Region branding that is taking effect across the four state area that comprises the Driftless Region. The Presidential theme and the City's famous "Antique Avenue" are viewed as tourist draws. The five antique stores boast over 35,000 square feet of collectibles from architectural salvage and collectibles to primitives and farmhouse décor. The goal is to attract more of Galena and Dubuque's 2.5 million combined annual tourists to Cuba City. Included in the RFP package is the new "Do North" brochure highlighting these items as well as the City's three-award winning food retailers. The City is also working toward the establishment of a Cuba City US Presidential Museum to further enhance the City of Presidents reputation as well as to attract new tourists to the City. A

document describing the latest Museum efforts is also included in this package of information.

The City has had a history of highly progressive leadership throughout the years. The establishment of the Business Park, the 2014 Economic Development Strategic Plan, the downtown façade program, along with the hiring of an Economic Development Director; are all evidence of this forward thinking. Those efforts have all shown positive results for the City of Presidents. This leadership is now focused upon taking advantage of the opportunities to grow the City. Much of this focus will be on addressing the combined issues of workforce, housing, child care and transportation. Much like the rest of the region, Cuba City's population has been stagnant for decades. The historic low unemployment, coupled with the lack of housing options, the city's great location and many residential amenities present an opportunity in need of a strategically crafted Comprehensive Plan Update. The City has been reviewing residential developments such as those in Waunakee and Cambridge, WI as possible models in this endeavor.

Further evidence of the City's leadership and its positive impact is Cuba City's recent selection to represent the State of Wisconsin at this summer's AARP Rural Livability Conference to be held in Portland, Maine this June.

While most communities in the region are looking to foster residential growth, Cuba City has the location, amenities and leadership to see this project through to a successful conclusion. Smart Growth with respect to housing in particular, is critical to the future of the City. A carefully defined plan to take advantage of the opportunities in the housing market is seen as a key component to this Comprehensive Plan Update.

## 2.2 Current Situation

While the City has seen incredible demand for housing options, it remains "landlocked" by farm land. The property owners receive annual payments from the lease of their land to farmers, while incurring little cost. While the City is engaged in discussions with the owners, it must also address funding for the acquisition of the land, as well as the necessary infrastructure costs.

As evidenced in the included employer surveys for the Housing and Workforce Study, workforce housing in the area is difficult to find. At the same time, the region sees a strong need for starter homes, senior living and upscale housing. A well planned residential community such as those in Cambridge and the Tierney developments in Waunakee appear to have great potential in the Cuba City market. These types of developments have already gotten positive responses from local builders, developers and one property owner in the Cuba City area.

There are no available buildings in the City, not residential, commercial or industrial. While this is a positive in many ways, it is a serious limitation to the City's future growth. Any business seeking a Cuba City location must consider new construction. Homes are often sold via Facebook listings and frequently for more than the original asking price, before the MLS listing becomes public. While Cuba City is home to one large and growing manufacturing operation, the region is seeing little activity in this market. With its proximity to the large manufacturing base in Dubuque, this is seen as an opportunity for the City.

The City's Business Park was recently highly rated for its "shovel ready" status by Ady Advantage of Madison, Wisconsin. The study is included in this RFP package of information. There are currently about 25 acres available, most of which includes streets, curb and gutters. All relevant documentation is currently up to date including wetland delineations and ALTA surveys.

Cuba City recently launched TIF District #4. An update of the three active TIF's is as follows:

- TID No. 2: Updated proformas, dated 4/10/19 have incorporated the construction increment added in 2017 and 2018, the new mill rates for 2017 and 2018, plus the \$350,000 loan from 2017. The updated proforma shows the ending balance of \$88,276 in 2022. The proforma assumes the mill rate will stay at the current level and the property values will increase by 1% per year.
- TID No. 3: Updated proformas, dated 4/10/19 have incorporated the construction increment added in 2017 and 2018, and the new mill rates for 2017 and 2018. The updated proforma shows the ending balance of \$634,570 in 20332. The proforma assumes the mill rate will stay at the current level and the property values will increase by 1% per year.
- TID No. 4: We have submitted the Legal Requirements Form and Project Plan to the Dept. of Revenue. They have reviewed these documents and have accepted them. The City Assessor needs to complete the remaining base year Packet Forms and submit them to the Dept. before Oct. 31, 2019.

The city has a very active public relations program and sees very positive coverage from all regional media. This was a contributing factor to the City's selection to represent Wisconsin at the AARP Rural Livability Conference this summer.

All departments which include the Public Works Department and all of the Utilities for the City of Cuba City have over the last several years have made significant strides forward in overall appearance and efficiencies for the City of Cuba City. This includes but is not limited to several street reconstruction and water and sewer main upgrades. The Public Works Departments works in conjunction with the Utility Departments to plan and implement infrastructure projects that keep the City's needs met for current and future generations. These efforts are a combination of planning and financing with direct input from the Common Council and all departments. In 2017 the City of Cuba City planned, designed and financed the construction of a new City shop. This structure houses the Public Works Department, Electric Department, and Water Department's offices and equipment and materials. The Police Department's vehicles are also stored at this facility. The planning and future needs assessment for this facility has guaranteed the City's needs are met currently and will be in the future. Some of the efficiency improvements include new LED lighting on the entire Main Street, these upgrades are also visual improvements which have helped enhance the revitalization of the downtown district. LED replacement of all lighting in the City of Cuba City will continue over the next couple of years, with completion in 2020.

The City of Cuba City owns and operates its own electric utility. The Utility is a founding member of the WPPI, a joint action agency formed for like minded electric utilities to consolidate its buying power. This relationship with WPPI enables the Cuba City Electric Utility to buy electricity and materials at a negotiated rate. This ability allows the City of Cuba City to offer competitive rates to our many businesses and residents. WPPI and the Cuba City Electric Utility are very community minded entities, this creates a very positive relationship with the Utility and the citizens of Cuba City.

Cuba City has begun a process to engage young people in its planning process. Early in 2019, two high school juniors were added to the City's Downtown Task Force. These students then surveyed 218 fellow students to determine what their classmates valued about the City, what they would like to see in Cuba City, and what it would take to have them make their future home in the City of Presidents. The survey is available on the City website. The City intends to see that these voices are a part of the public input portion of the Plan Update.

While child care and transportation are not current issues in the City, they do loom on the horizon as future considerations. Healthy living is another item identified as of interest to many residents.

Parks, ponds and walking/bicycle paths are frequently identified as future amenities for the City. These types of items would fit well into a future residential development.

Intergovernmental relations has also been seen as an area that ought to be addressed going forward. While emergency services are adequate at this time, much like child care and transportation, these services remain areas of concern in nearly all rural communities.

## 2.2 Economy

Cuba City has a rich agricultural history and remains home to several flourishing agricultural firms. It also remains a bedroom community serving Platteville and Dubuque. The City's commercial businesses are healthy, as is its large plastic injection molder, Non Metallic Components, which expanded early this year. As mentioned earlier, tourism is seen as an area for future growth, building on the City's proximity to Galena, Illinois.

## 2.3 Education and Health Care

The Cuba City School System's new leadership has brought highly positive results in a relatively short time period. In addition to the school's outstanding academic performance, it is also winning in terms of open enrollment. This occurred despite the lack of family housing within the City. The schools are currently undergoing a goal setting process, aimed at continuing its already impressive ratings over the past few years. The schools also completed a significant expansion in the past year.

While the University of Wisconsin at Platteville is growing, the impact of this renowned Engineering school is not seen outside of the City of Platteville. This is seen as an opportunity for the surrounding communities, including Cuba City. At the same time, Southwest Tech, in

nearby Fennimore, has achieved a national ranking of number thirteen from Forbes Magazine, and is the top ranked two year college in the State of Wisconsin.

Southwest Health is a renowned and rapidly growing medical facility based in Platteville, with a long established presence in Cuba City at its Epione Pavilion.

### 3. Scope of Services

The successful proposer will be expected to provide a Ten Year Update to the City's Comprehensive Plan.

#### 3.1 Background

While the region's economy is growing, the limited availability of housing has been an issue for nearly forty years. Population in most of the communities has been stagnant and is aging. Nearby Dubuque, Iowa has been revitalizing its downtown Millwork District as a draw for young people, but other factors have stunted the growth of the area. While safety and educational factors are favorable in Cuba City; the limited housing market constrains the City's growth. With an aggressive outlook on housing, the new Comprehensive Plan should consider the establishment of a Redevelopment Authority to foster growth.

As indicated in the Workforce and Housing Study, some of the housing in Cuba City is older and some may require some rehabilitation. While the appearance of Main Street benefitted from the recent façade improvement program, there are no available commercial properties. Main Street has no discernible blighted structures. Cuba City was recognized by Wisconsin's Main Street Program in 2017 as the Best Downtown Revitalization for a City under 5,500 in population.

#### 3.2 Comprehensive Plan Update

The primary objective of this RFP is to obtain an update to the existing Comprehensive Plan for Cuba City. This should address all elements of the Wisconsin Smart Growth Comprehensive Planning Legislation and include the development of all associated maps and supporting graphics for the following statutorily required elements: 1. Issues and Opportunities; 2. Housing; 3. Transportation; 4. Utilities and Community Facilities; 5. Agriculture; 6. Economic Development; 7. Intergovernmental Cooperation; 8. Land-Use; and 9. Implementation.

This update to the existing Comprehensive Plan shall make use of the most recent demographic data, area and national trends, projection, statistical analysis, developmental opportunities, challenges and issues, and best planning practices. The Plan Update should create an overall blueprint for the City, and recognize and appropriately plan for the City's discreet and unique physical, social and economic assets and opportunities. Projected demographic and economic trends and their associated implications on land use and public services shall be considered throughout the process. The Plan Update must meet the needs of the present generation without compromising the ability of future generations to meet their



needs – that is, it must be sustainable. The Plan Update's outlook is to be with a twenty (20) year timeframe with a horizon of at least 2040.

The project scope will include a combination of tasks ordinarily found in a comprehensive planning effort and other tasks that may be ascribed throughout the process. The ability to adapt to such a malleable approach is critical. For example, some basic elements will be addressed in the Plan Update as a dedicated chapter and /or integrated holistically throughout the plan. Additional elements may be generated during the community engagement and should also be addressed.

It is critical that the selected consultant work in a cohesive and coordinated manner with City management and staff, all commissions and committees, and the community at-large to develop an action plan with goals and objectives and with implementation steps and timelines.

It is expected that the successful consultant will provide a course of action to foster sustainable growth for the City. This should focus upon housing, commercial space availability, business attraction, and the other amenities that will help the City to grow. These amenities should include housing, child care and expanded infrastructure.

The plan should include immediate, short term (2 – 5 years) and long term (5 – 10 years) action items. A great deal of public input should be included in the development of these items, including public hearings and committee meetings. The long range impact of the City's future growth resulting from these initiatives should also be addressed in the Plan Update.

The Comprehensive Plan Update must be developed through a robust citizen engagement process. The City considers active citizen participation to be central to the new Plan Update, and the planning process must be structured to maximize such involvement. The public participation process should be one that is creative, interactive and solicits input from a diverse participant pool. The planning consultant will facilitate the public participation process and manage those activities including public visioning, informational and workshop meetings. The public input will then be channeled into realistic alternatives by the consultant. City staff will assist in meeting facilitation and will be present at all meetings and also ensure that the planning process details are readily available on the City website.

The planning process shall also address the following:

- Review of local, State, County and Regional Planning Commission plans affecting the study area.
- Review of existing land use and development ordinances and recommended changes to bring them into conformance with the new Comprehensive Plan.
- Recommendations regarding adoption by the City of Cuba City of any land use control ordinances. Developing such an ordinance is not part of the scope of this project.
- Development of a plan adoption ordinance.

The successful consultant shall present the completed Comprehensive Plan Update to the public at-large, the Plan Commission and the Common Council for consideration and adoption. The goal of the Plan Update is to have a working document with an implementation strategy for development and redevelopment of the City.

A great deal of information has been compiled to assist the successful consultant through the process. These items are listed in section 5, the Community Support area of this RFP.

#### 4. Deliverables

##### 4.1 Project meetings/ Citizen Participation

The consultant is expected to regularly interface with staff, through periodic conference calls and in-person meetings, concerning the approach and tasks throughout the project. The work plan devised in coordination with City staff will set in place an on-going monthly meeting schedule with staff and other necessary participants to discuss strategies that are being developed and to ensure that the City of Cuba City's unique concerns are addressed.

The following meetings shall be conducted, in addition to any other meetings scheduled or recommended by the consultant.

1. Kickoff Meeting – meeting with city staff and officials to agree upon objectives, activities, timeline, responsibilities, and deliverables.
2. Community Survey – Administer and collate an electronic survey to gather information that will be used to guide the planning process and inform the planning recommendations.
3. Stakeholder interviews – At least three separate visits to Cuba City by the consultant to conduct information gathering interviews with at least seven (7) individual stakeholders identified by the City, in cooperation with the consultant for a minimum of twenty-one (21) total interviews.
4. Public Open Houses – At least three (3) community visioning workshops for the purpose of sharing, and gathering input to the planning process. At least one meeting will be scheduled in the evening or on a Saturday.
5. Final Presentation – The final draft of the Comprehensive Plan Update will be presented to the Common Council.
6. Progress Meetings – Presentations to the Plan Commission and Common Council shall occur every two or three months. The actual number of meetings shall be identified in the contract with the city and will take into account the consultant's schedule to complete the work in a timely manner.

##### 4.2 Data and Documents

The consultant is expected to provide the City of Cuba City with the following:

1. A description of the planning process for distribution to the public.
2. Digital and paper copies of all public participation materials developed by the consultant.
3. A summary of all public input in an electronic format (MS Word or PDF) and hard copy format.

4. All other data, information and graphics in an electronic (MS Word or PDF) and hard copy format.
5. All related audio and video recordings, collected through the process shall be provided in digital copy to the City.
6. Copies of all photos taken in fulfillment of the RFP. (Note: The City reserves the right to use these photos, audio and videos as required for future reference or projects.)
7. A comprehensive, visually appealing, detailed document covering the consultant's completed work for the Comprehensive Plan Update in an electronic format (MS Word) to allow for future updates by staff and a PDF version to be made available online and a hard copy format. Provide twenty (20) hard copies in a binder format to allow for the ease of future updates and amendment.
8. All maps provided electronically in an ESRI GIS compatible with Grant County's software.
9. The final presentation shall be provided to the City (MS PowerPoint format) as well as an Executive Summary document for the Comprehensive Plan Update.
10. One hundred (100) copies of the Comprehensive Plan Summary document for citizen use with the style of the summary document to be proposed by the consultant.

#### 5. City Support

The City of Cuba City will assist in planning activities to maximize project efficiency.

Specific items include the following:

1. Timely provision of existing planning documents, background data, and other existing reports.
2. Compilation of ownership, acreage and assessment information for key development sites.
3. Promotion of the community survey.
4. Listing of businesses with contact information.
5. Securing meeting space and marketing of public events.
6. Providing timely response and feed back to draft documents submitted but the consultant.

Additional information has been included in this package, or on the City website at <https://cubacity.org/>

On the City website you will find the following items:

2019 Workforce and Housing Study	Public Notices
2009 Comprehensive Plan	Government
2014 Economic Development Strategic Plan	Government
2019 CC High School Student Survey	Public Notices
2018 Business Park Covenants	Kaster-McClain

## Business Park

In this package you will these items:

- The new Cuba City marketing brochure, Do North
- An information sheet on the Cuba City US Presidential Museum
- The Top Ten Things To Do in Cuba City
- The 16 surveys conducted for the Workforce and Housing Study
- A listing of the City amenities compiled for the Housing Study
- An update on the active TIF Districts in Cuba City
- New Grant County Tourism Council Brochure
- Ady Advantage Business Park Scorecard

## 6. Proposal Requirements

### 6.1 Contents

1. Cover letter
2. Project scoping statement describing the work to be undertaken, including the services outlined in the RFP, and any modifications or expansion of the scope provided in order to deliver the Comprehensive Plan Update.
3. Project work plan with a detailed project timeline including the proposed start date and all major project milestones.
4. Project coordination plan indicating the mechanisms proposed to coordinate the work effort with the City.
5. Firm profile and a clear and concise statement with:
  - Examples indicating the consultant's past performance and familiarity with the type of detailed planning sought by this RFP.
  - Implementation of the consultant's plans in other communities and successes should be noted.
  - A list of client references for which the consultant provided similar services as described in this RFP.

6. Project team statement indicating the professional and technical qualifications of the key persons who will be assigned to the project and their responsibilities within the scope of services.
7. Project budget with estimated level for each team member and for each major task.
8. Fee schedule for the personnel involved in the project.
9. Professional services agreement.

#### 6.2 Format

The proposal shall be submitted in written form with the items to be included in the proposal placed in the same order as described above.

#### 6.3 Project Budget

The City is now budgeting funds for the preparation of the Comprehensive Plan Update. As this project is expected to run into 2020, the cost of the project will be spread across two years. If the selected consultant's proposed budget exceeds the City's budget, the services will be reduced by negotiation or the budget will be expanded.

#### 6.4 Cost Proposal and Fee Rate Structure

1. Provide an exact statement of services to be provided within the fee proposal and provide a fee schedule to be used in billing for the deliverables.
2. Provide the total cost based upon the fee schedule for the billing of services.
3. Provide a schedule of the hourly rate of employees working on the project and out of pocket expenses.
4. Incremental payments to the consultant will be made at the completion of major tasks with a "not to exceed" contract amount. The exact payment schedule will be negotiated and determined as part of the contract and shall be based on the budget provided with the proposal.

#### 6.5 Schedule

The city anticipates authorizing a contract for this project in August of 2019, with a notice to proceed no later than August 8<sup>th</sup>. The scope of work will take place over an 8-10 month period. The City's goal is to have the new Comprehensive Plan Update ready for adoption in spring of 2020. Consultants should provide comments on this schedule as a part of their proposal and the City would find an earlier delivery date to be a positive.

#### 6.6 Costs Incurred in the Response to this RFP

The City is not liable for any costs or expenses incurred by any proposer in the preparation of their proposal, any costs associated with discussions required for clarification of items related to this RFP, attendance at any conference, or meeting related to this RFP. The City is not liable for payment of any amount by the selected proposer until a contract has been awarded and executed by the City and the Contractor has performed services pursuant to the Contract that entitle the contractor to receive payment under the terms of the Contract.

#### 6.7 Other Conditions of the Proposal Submittal

1. Only one proposal will be accepted from any person, firm or corporation

2. No proposal will be accepted from any person who is in arrears for any obligation to the City, or that may otherwise be deemed irresponsible or unresponsive by City Council or City staff.
3. All proposals shall be prepared in a comprehensive manner as to content.
4. All proposals submitted become public information and may be reviewed by anyone requesting to do so at the conclusion of the evaluation process.
5. The City is an Equal Opportunity Employer, and requires that all consultants affirm that they do not discriminate against individuals or firms because of their race, material status, age, sex, national origin, handicap, creed, or sexual orientation.

## 7. Proposal Terms

### 7.1 Definitions

For the purposes of this RFP, the following terms have the following meanings:

1. "City" shall mean the City of Cuba City, Wisconsin
2. "Contract" shall mean the agreement between the City and the vendor chosen as a result of this RFP.
3. "Contractor," "Consultant," or "Successful Proposer" shall mean the firm or authorized assignee chosen by the City to perform the requested services.
4. "Proposal" shall mean the written document submitted to the City of Cuba City in response to this RFP.
5. "Proposer" shall mean an individual or business entity submitting a Proposal in response to this RFP.

### 7.2 Contract

No contract shall be in effect until the Common Council executes a signed agreement.

### 7.3 RFP Document

Information provided herein is intended solely to assist proposers in the preparation of their proposals. To the best of the City's knowledge, the information provided is accurate. However, the City does not warrant such accuracy and any errors or omissions subsequently determined will not be construed as a basis for invalidating this RFP.

### 7.4 RFP Proposal Submission

1. Proposers shall distribute their RFP Proposals only to Bob Jones, Cuba City Economic Development Director, 108 North Main Street, Cuba City, WI 53807
2. Sections of the Proposal must be clearly labeled and pages numbered consecutively for ease of review. Responses must be provided in the same sequence as outlined in the Proposal Requirements section of this RFP.
3. One (1) RFP Proposal must contain the original signature(s) of an official or officials authorized to bind the Proposer to its provisions. Additionally, the authorized signature(s) must appear on the company letterhead.
4. In case of a difference between written words and figures in a Proposal, the amount stated in written words shall govern. Alterations or erasures are

discouraged, but if present, must be crossed out and the corrections printed in ink or typewritten adjacent thereto. Each person signing the proposal must initial each correction.

5. All proposals received by the City in response to the RFP shall remain valid for ninety (90) days from the deadline date of submittal.
6. The City reserves the right to request additional information from any, all, or no proposers after the Proposal Submission.

#### 7.5 Disclosure, Ownership of Proposal Contents and Confidentiality

1. The Proposal of the selected Proposer will become the basis for any contract entered into and will become subject to the City's provision on public access to open records and information.
2. To the extent a Proposer includes any uniquely proprietary or confidential information in the Proposal, the Proposer must clearly and unequivocally mark such information. The City will not reveal any such information to any third party unless required by law to do so.
3. Proposers must agree to make no other distribution of their proposal beyond that made to the City of Cuba City Economic Development Director and once under contract all information gained in the process and work product is the ownership of the City

#### 7.6 Ownership of Records

The City shall retain ownership of all interim and final comprehensive planning documents, surveys, analyses, and related reports either produced or developed in conjunction with the Consultant's contract. The Consultant is prohibited from copying or distributing any of these documents or other reports developed in conjunction with the city of Cuba City without written permission from the City.

#### 7.7 Sub-Contractors

It is intended that a single contractor have total responsibility for the development of the Comprehensive Plan Update so as to assure a cohesive, fully workable plan. Therefore, any Proposer desiring to use a subcontractor(s) must identify each on a document supplied and titled attachment "Subcontractors." Include for each subcontractor their company name, the company's principal owners, description of their involvement in the project, and qualifications for each aspect of the Comprehensive Plan Update in which they are involved. The subcontractors cannot be changed after the submission of the Proposal except with the written approval of the City. The Consultant is responsible for all actions, workmanship, performance and payment for their subcontractors.

#### 7.8 Assignment of Contractual Rights

It is agreed that this contract must not be assigned, transferred, conveyed, or otherwise disposed of by either party in any manner, unless approved in writing by the other party. The firm or firms will be an independent service provider for all purposes and no agency, either expressed or implied exists.

### 7.9 Insurance

If awarded a contract as a result of this RFP, Proposer agrees to provide to the City of Cuba City a current and valid certificate of insurance as evidence of compliance with the City's Insurance requirements stated below for Proposer and all sub-contractors, prior to commencing under the contract.

### 7.10 Indemnity

The contract resulting from this RFP shall contain the following provision:  
"Contractor agrees to indemnify, defend and hold harmless the City and its officers, officials, employees and agents from and against any and all liability, loss, damage expense, costs (including attorney fees) arising out of this agreement, caused in whole or in part by the Contractor or anyone for whose acts any them may be liable, except where caused by the sole negligence or willful misconduct of the City."

### 7.11 Rejection of Proposals

The City reserves the right to waive any informalities, and to reject, at any time and for any reason, any and all Proposals received as a result of this RFP. The City's intent is to enter into a Contract as a result of this RFP. However, if after reviewing the Proposals received, the City determines that the City should not enter into any Contract, or to enter into a partial or different contract from the Contract contemplated by this RFP, the City will act in accordance with what the City determines at that time to be in its best interests.

### 7.12 Rights Reserved by the City of Cuba City

This Request for Proposals does not commit the City of Cuba City to enter into a contract, nor does it obligate the City to pay for any costs incurred in the preparation and submission of proposals in anticipation of a contract. The City of Cuba City reserves the right to:

1. Make the selection based on its sole discretion.
2. Reject any and all proposals without prejudice.
3. Issue subsequent Requests for Proposals
4. Postpone opening Proposals for its own convenience
5. Approve or disapprove the use of particular subcontractors
6. Remedy technical errors in the Request for Proposal process
7. Negotiate with any, all, or none of the Proposers
8. Solicit best and final offers from all or some of the Proposers
9. Accept other than the lowest offer
10. Waive informalities and irregularities in the Proposal
11. Request clarification of the information submitted
12. Request additional information

## 8. Evaluation and Selection Process

### 8.1 City Evaluation Team



The City's Plan Commission shall serve as the City evaluation team and will review and evaluate each formal proposal submitted. If needed, interviews with Proposers will provide an opportunity for the City and potential candidate(s) to further gauge their fit and ability to work with each other. The City evaluation team will select a preferred candidate, based upon written proposals and other information, as well as the results of the reference checks. The City of Cuba City, Wisconsin will be solely responsible for the selection of a consultant to conduct the desired work. While the Plan Commission will make a recommendation on the successful consultant, the Cuba City Common Council will have the final say on the selection.

## 8.2 Screening

The City shall evaluate each formal consultant proposal submitted. Based upon this evaluation, consultant(s) may be selected for a follow-up presentation and interview. The following criteria will generally be used by the review panel(s) to evaluate each proposal. The City reserves the right to alter the criteria as it deems necessary to effectively evaluate the consultants.

1. Project approach, thoroughness and creativity of the work plan and the responsiveness to the City's objectives. 40%
2. Consultants (and subcontractors, if applicable) previous experience with comparable projects and qualifications. 20%
3. Qualifications, caliber and experience of key personnel assigned to the project 10%
4. Schedule – ability to perform the services within the 8-10 month or modified time-frame. 10%
5. Estimated cost of services and billable rates, and ability to stay within budget with previous clients. 10%
6. Location and availability. 5%
7. Familiarity with the City of Cuba City 5%

## 8.4 Interviews

Following the evaluation of the written proposals, consultants may be invited to present their proposal before the review panel(s). The purpose of the interview will be to allow the consultant to make a brief presentation and to allow members to ask questions of the consultants. It is anticipated that each consultant interview will be limited to a maximum of 30 minutes, including presentation and a question and answer period. Representatives of the consultants in attendance at this interview will be limited the proposed project manager and no more than two other key staff members. Consultants will be advised by email as to the exact time and location of the interviews. The review panel(s) will make a final recommendation to the Common Council for approval. Consultant interviews may not be held at the discretion of the evaluation committee.

## 8.5 Staff Recommendation

City staff will also make a recommendation to the Council on the selection of the Proposer determined to be the most qualified for the project. While cost is

an important factor, the lowest cost proposal will not necessarily ensure selection. It is anticipated that the City and the selected Proposer will enter into a professional services contract.

#### 9. City of Cuba City Insurance Requirements

It is hereby agreed and understood that the insurance required by the City of Cuba City is primary coverage and that any insurance or self-insurance maintained by the City of Cuba City, its officers, council members, agents, employees or authorized volunteers will not contribute to a loss. All insurance shall be in full force prior to commencing work and remain in force until the entire project is completed or the length of time that it is specified in the contract.

##### 9.1 Professional Liability

- A. Limits \$500,000.00 each claim/\$1,000,000.00 annual aggregate
- B. Must continue coverage for 2 years after the final payment for the project.

##### 9.2 General Liability Coverage

###### A. Commercial General Liability

- \$1,000,000.00 general aggregate
- \$1,000,000.00 products – completed obligations aggregate
- \$500,000.00 Personal injury and advertising injury
- \$500,000.00 each occurrence limit

###### B. Claims made form of coverage is not acceptable

###### C. Insurance must include:

- Premises and Operations Liability
- Blanket Contractual Liability
- Personal Injury
- Explosion, collapse and underground coverage
- Products/Completed Operations
- The general aggregate must apply separately to this project/location

##### 9.3 Business Automobile Coverage

- A. Limits - \$250,000.00 each person/\$500,000.00 each accident for Bodily Injury and \$100,000.00 for Property Damage.

OR

\$500,000.00 Combined Single Limit for bodily Injury and Property Damage each accident

- B. Must cover liability for “Any Auto” – including Owned, Non-Owned and Hired Automobile Liability.

##### 9.4 Workers Compensation and Employers Liability – If required by Wisconsin State Statute or any Workers Compensation statutes of a different state.

Must carry coverage for Statutory Workers Compensation and Employers Liability limit of:

- \$100,000.00 Each Accident
- \$500,000.00 Disease Policy Limit
- \$100,000.00 Disease – Each Employee

#### 9.5 Additional Provisions

A. Additional Insured – On the General Liability Coverage and Business Automobile Coverage. City of Cuba City, and its officers, council members, agents, employees and authorized volunteers shall be Additional Insureds.

B. Endorsement – The Additional Insured Policy endorsement must accompany the certificate of Insurance.

C. Certificates of insurance - A copy of the Certificate of Insurance must be on file with the City Clerk.

Note: The city of Cuba City requires a 30 day written notice of cancellation, non-renewal or material change in the insurance coverage.

D. The insurance coverage required must be approved by an insurance carrier with the “Best” rating of “A-VII” or better. All carriers must be admitted carriers in the State of Wisconsin.

## Richland County Rules & Strategic Planning Standing Committee

**Agenda Item Name:** Strategic plan progress

<b>Department</b>	County Board	<b>Presented By:</b>	Shaun Murphy-Lopez
<b>Date of Meeting:</b>	11/3/22	<b>Action Needed:</b>	n/a
<b>Disclosure:</b>	Open Session	<b>Authority:</b>	<a href="#">C2</a>
<b>Date submitted:</b>	11/2/22	<b>Referred by:</b>	None

**Recommendation and/or action language:** n/a

**Background:**

Supervisor Glasbrenner requested that progress on the Strategic Plan be added to this month's agenda. The committee last reviewed the Strategic Plan's progress on June 1, 2022. The Strategic Plan is included as Attachment A and the work plan as presented by Administrator Langreck on June 1<sup>st</sup> is included as Attachment B.

**Attachments and References:**

Attachment A: Strategic Plan	Attachment B: Work Plan
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**Financial Review:**

(please check one)

<input type="checkbox"/>	In adopted budget	Fund Number	
<input type="checkbox"/>	Apportionment needed	Requested Fund Number	
<input type="checkbox"/>	Other funding Source		
<input checked="" type="checkbox"/>	No financial impact		

**Approval:**

**Review:**

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Department Head

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Administrator, or Elected Office (if applicable)

# Chapter 1: Strategic Plan Framework

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

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

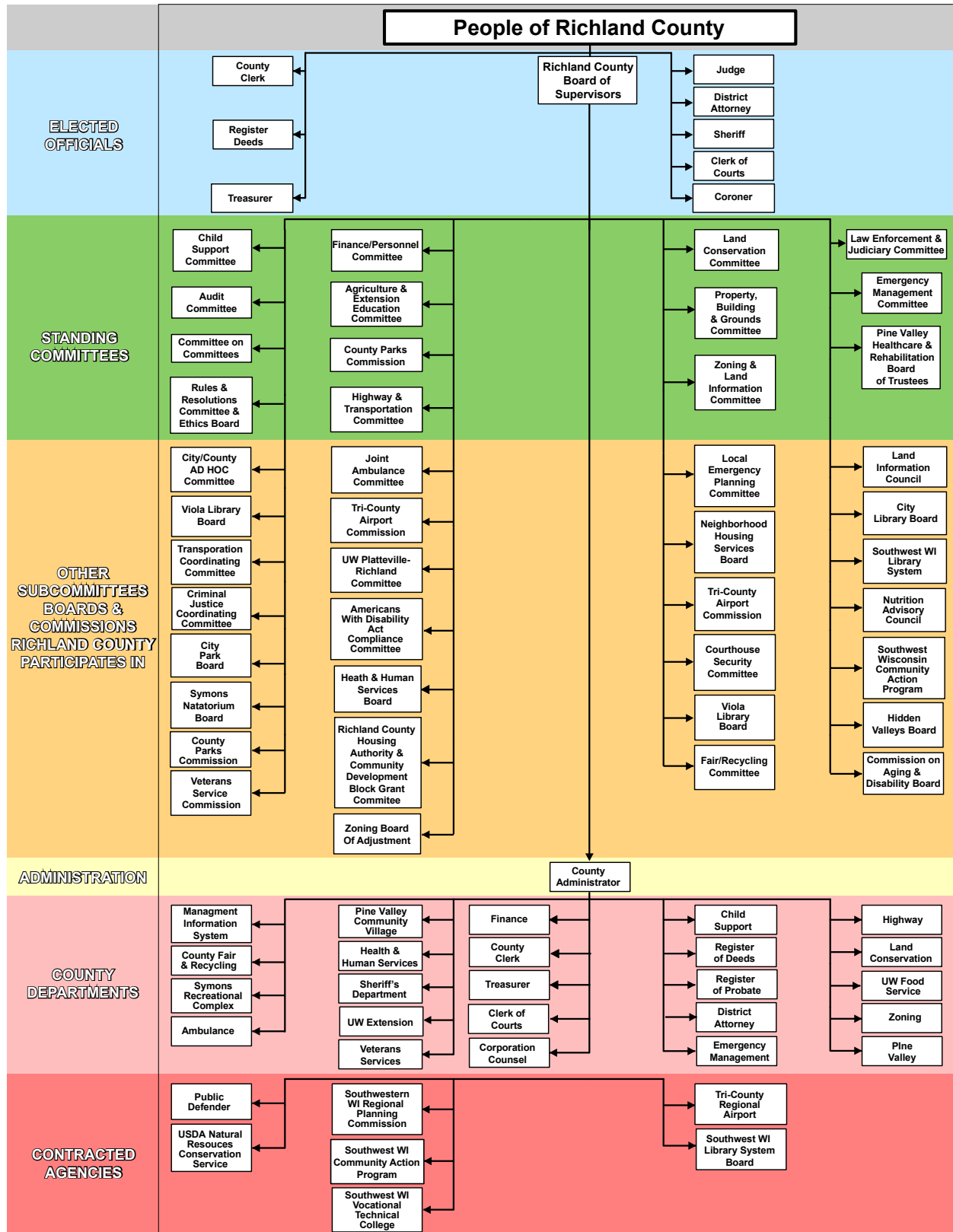
During early 2021, the Richland County Board of Supervisors participated in four strategic planning conversations, facilitated by the Southwestern Wisconsin Regional Planning Commission (SWWRPC). Due to the COVID-19 pandemic, all meetings were held via Zoom. Meetings were open to the public, and invitees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

The schedule and topics were as follows:

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

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

Figure 1. Organizational Chart of Richland County Administration and Government



## Strategic Priorities

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

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

## Framework for Decision-Making

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

### Core Values

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

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

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

**Accountability** – Assume ownership of decisions. Be diligent and follow-through on projects. Be responsive to the needs of county residents as a whole, while recognizing the intrinsic value of every person.

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

## Mission and Vision for County Government

**Mission:** Richland County will think strategically and anticipate the future, ensuring that the decisions made today will have lasting value and provide fiscal solvency. The needs of individuals will be respected while recognizing responsibility to the community as a whole.

**Vision:** Richland County will be a leader for resilient rural counties and a place where people love life, enjoy work, and are empowered to raise thriving families.

## Focus

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

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

- Michael Porter, "What is Strategy?"

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The current challenge stems from several factors including:

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

## The "Business" of the County

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

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

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

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

## Considerations

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

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

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- For each discretionary enterprise, ask the question: *If we weren't already doing this, would we start doing it today?*
- What action or objective is within the county's *sphere of control*?
- What is the next *proximate advantage* that will allow the county to make progress towards a larger goal?
- What is the *economic return to the tax payer* associated with this project?
  - What is the full life cycle cost?
- What is the *social or public good* associated with this project, and *would it cease to exist* if funding was cut?
- Are services able to be effectively *provided by another* party or organization?
- *Is the service we're providing mandated*, and if so, *is the means of service provision mandated*? If the means of service provision is not mandated, *is there a more effective way of providing the service*?
- Is the project *a lever for creation of additional value or resources*, or *an impediment to service and innovation*?
- How might the county *premeditate actions of other parties* in order to improve its position?
- For discretionary enterprises, *are both the operational and capital outlays affordable over the next 10 years*?



## Chapter 2: Strategic Goals

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

### Organizational Structure

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

#### Streamline Organizational Structure (Effectiveness)

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

##### Tactics:

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

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

*- Peter Drucker*

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#### Improve Financial Practices (Improvement/Effectiveness)

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

##### Tactics:

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

## Increase Coordination (Effectiveness)

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

### Tactics:

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

## Workforce (Growth)

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

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

- David Turk, [Richland County Board Supervisor](#)

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## Improve employee Pay and HR Policies

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

### Tactics:

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

## Develop a culture of support for employees (Improvement)

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

### Tactics:

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

- Evaluate flexible work schedules.
- Evaluate and maintain a competitive insurance program.
- Encourage employee attendance and/or participation in professional development when appropriate.

### **Prioritize Service over Staffing (Improvement)**

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

#### Tactics:

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

### **Capacity (Effectiveness)**

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

### **Invest in Education of County Board Supervisors (Improvement)**

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

#### Tactics:

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

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

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

### **Deepen Staff Training in Leadership and Management (Improvement)**

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

#### Tactics

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

### **Transparency (Improvement)**

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

### **Growth**

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

### **Maintain investment in Workforce and Community Development**

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

#### Tactics:

- Prioritize new home construction, and development of incentives or programs to attract developers using a balanced approach.
- Encourage improvements to existing property to increase attractiveness
- Support workforce development initiatives directed at attracting new residents.
- Evaluate and support broadband expansion throughout the county.
- Identify financially sustainable use options for the UW Richland campus as well as other non-mandated programs.
- Continue to invest in community and economic development partnerships with a demonstrated return-on-

investment.

## **Support Business Attraction and Retention**

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

### Tactics:

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

## **Improve County Identity and Marketing**

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

### Tactics:

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

## **Operational Performance Metrics**

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

## Chapter 3: Capital Facilities

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

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

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

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

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

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

*- Richard Rumelt, Good Strategy / Bad Strategy*

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### Statutorily Required Services

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

#### County Jail and Sheriff's Office

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

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

#### Existing Options:

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

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

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

### **County-wide Emergency Radio Towers**

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

Risk of not investing:

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

Estimated cost: \$3.2-7.7 million.

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

### **Emergency Services Facility**

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

Proximate objectives:

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

### **Highway Improvement**

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

### **Discretionary Services**

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

Priorities:

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

Core Values:

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

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

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

Goals:

- Improve the county's position relative to its relationship with the Board of Regents/UW Platteville, and its ability to make decisions about county property.
- Reduce or remove the risk that the county will unprepared for a potential closure of the UW Richland branch.
- Determine with some certainty, the probability that a UW Richland Campus will exist in two years.
- Develop scenarios for the use of these buildings in the event the relationship with UW system ends, including a



potential partnership with a technical college.

- Protect the county's investment in the UW Campus facilities through selective capital improvement investments, while halting all non-urgent capital improvements until a long-term use is determined.
- Advocate with UW-Platteville to prioritize enrollment and investment in the campus.
- Evaluate the long-term feasibility of operating county food service

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

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

#### Proximate objectives:

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

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

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

#### Goals:

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

#### Proximate objectives:

- Evaluate whether this service could be successful if owned and managed by other partners, and make plans to divest county of ownership of this facility.
- Evaluate the impact of expansion plans future on capital and operational expenses and the county's bond rating.
- Consider assisting with marketing and membership if it can assist with the transfer of ownership.

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



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

Goals:

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

Proximate objective:

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

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

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

Goals:

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

## **Capital Facilities Performance Metrics**

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

- Mandated facilities:
  - Jail and Sheriff's Office:
    - Determine whether the existing jail will be renovated and expanded, or if a new jail is optimal.
    - Develop a timeline for the next proximate objective to be complete, such as development of a remodel / renovation budget and timeline, or identification and acquisition of land for a new jail.
  - Emergency Services Building – prioritize timing for the construction.
  - Radio Towers – prioritize timing for the construction.
- Discretionary facilities:
  - UW Richland Campus:
    - Gain control of the agricultural land and determine a long-term use for this land.
    - Acquire a 2-year plan from the UW system outlining how they will make this campus sustainable.
    - Develop scenarios for a post-UW use for the buildings.
    - Develop a minimum capital improvement plan.
  - Tri-County Airport – Secure funding to address the flooding that impacts operations at the airport.

- Symons Center:
  - Define a distinctive service provided by Symons, compared to city facilities.
  - Evaluate whether operations of this service could be managed by a private or non-profit entity, and progress towards divesting county ownership.
  - Determine long-term liability impacts of facility expansion plans.
  - Determine the annual return-on-investment for the facility, including capital investments.
- Pine Valley – Continue to monitor return-on-investment and funding needs.

LAST UPDATE: [15 March 2022] Administration will work with the Strategic Planning on Completion of the work plan.

STRATEGIC PRIORITY: EFFECTIVENESS

STRATEGY	TACTIC / ACTION	RESPONSIBLE PARTY	PERFORMANCE METRIC	PERFORMANCE TARGET	START DATE	END DATE (if applicable)	ESTIMATED FINANCIAL COST/SAVINGS	STATUS
Streamline Organizational Structure	Centralize common county-wide processes and systems under the County Administrator	County Administrator	Report completed to inform decision to proceed with modeling and costing.					
	Create a finance, HR, and maintenance department.		Result of decision made in item 1.					
	Create easy to read budget that allows easier tracking	County Administrator/Finacial Officer						
	Create county-wide organizational chart	Strategic Planning Committee	Chart Completed					
	Improve the county's procurement process to be consistent county-wide. Maximize procurement rewards or benefits and identify joint procurement opportunities across departments or with other organizations.	County Administrator	Adopted purchasing policy					
	Create a SOP for MIS review that includes system continuti, procuring, alinging systems, writing grants and re-occurring costs	MIS	SOP Completed					
	Purchase a payroll program that is uniform for employees across all departments or enterprises. Create working group to evaluate needs of departments to be sure new system will be capable of doing what is needed.	County Administrator/Finacial Officer	Work group created, report containing needs written.					
	Write a comprehensive plan	Strategic Planning Committee	Plan adopted					
	Land Conservation Committee will research how other counties have combined Land Conservation with various other departments (e.g Zoning, Land Information, Waste and Recycling) and prepare a report to be presented to County Administration.		Report completed.					
Improve Financial Practices	Improve the county's bond rating by targeting improvement opportunities identified in Moody's Rating Action of February 2020 and Rating Change of March 2018		Maintain the existing Investment Grade rating for the county's general obligation debt, with improvement from A3 across a 5-year period	A2 Rating by 2025				
	Create budget narratives summarizing how new initiatives or improvements implement the Strategic Plan		Achieve and maintain a general fund balance equal to 25% of annual operating expenses	Set target for 2022, 2023, 2024				
	Define value that could be added with 20% more funding, or lost due to a 20% reduction in funding		Achieve and maintain a general fund balance equal to 25% of annual operating expenses	Set target for 2022, 2023, 2024				
	Identify cuts that would not impact strategic planning goals or mandated services		Achieve and maintain a general fund balance equal to 25% of annual operating expenses	Set target for 2022, 2023, 2024				
	Identify how departments would respond to unexpected cuts or events		Achieve and maintain a general fund balance equal to 25% of annual operating expenses	Set target for 2022, 2023, 2024				
	Develop a capital improvement plan inclusive of facilities, roads, and equipment		Project implementd					
	Analyze the county's indirect rate to capture highest possible amount of grant funding, and establish a metric for productivity and efficiency		Increase non-tax revenue as a portion of overall revenue through grants and fees	Development of indirect rate by 2023. Maintain steady rate or lower annually				
	Produce annual list of grants applied for and received across all departments during budget process		Report compiled					
	Investigate the need for a Public Health review of financial decisions to recognize what, if any, the public health implications will be from decisions (e.g. well water study being cut)		Recommendation made					
Increase Coordination	Increase discretionary and variable revenue source (evaluate fines and fees, grants,state funds etc.) as a portion of the overall budget		Develop baseline date for 2022	Develop baseline data, and set metrics for annual improvement				
	Engage in joint procurement materials and equipment whenever possible		Develop list of materials for joint procurement					
	Engage in decision making that considers environmental impacts. (see list of ideas)		Devlop policy for implementing environmental stewardship and resilience when evaluating purchases and procedures.					
	Engage in joint contracting for capital projects to find savings resulting from reduced mobilization fees, increased competitive bidding, (e.g. county highway with townships/city for roads)		Develop list of projects for joint contracting					
	Create additional and modern methods to communicate events and initiatives, and to generate direct input from the community. This could include community engagement via a new website or a social media presence		Investigate and cost a new county website that coordinates with townships/city.					
	Coordinate community develop and land use decision-making in Richland Center among institutional partners such as Richland County, Richland Center, Richland Hospital, and Richland Local School District		Creation of a land use planning working group incorporating these organizations					
	Obtaining market value for employee wages as determined through the county's 2018 wage study		Meet the 2018 salary schedule commitments for county staff.	Market Value wages met by 2025				
	Monitor the compensation and classification system for all positions to ensure positions remain market-competitive		Project Implemented	Market Value wages met by 2025				
	Improve compensation package (e.g. pay,benefit, or time-off) annually.		Project Implemented	Annual Pay Raises built in budgets				

OPERATIONS

DRAFT 03/15/2022

Improve employee pay and HR policies	Develop a uniform performance evaluation process that includes annual reviews, 6-month check-ins, and exit interviews		Develop baseline data on turnover, identify reasons for turnover, and reduce annual non-retirement and non-termination turnover	Set metric for annual turnover and targeted reduction if needed				
	Develop a uniform set of human resources policies and procedures to improve transparency and accountability throughout the organization, including an update to the employee handbook and other related documents		Project Implemented					

OPERATIONS

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

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

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LAST UPDATE: [1 June 2022] Administration will work with the Strategic Planning on Completion of the work plan.

## STRATEGIC PRIORITY: EFFECTIVENESS

STRATEGY	TACTIC / ACTION	RESPONSIBLE PARTY	PERFORMANCE METRIC	PERFORMANCE TARGET	START DATE	END DATE (if applicable)	ESTIMATED FINANCIAL COST/SAVINGS	STATUS
Streamline Organizational Structure	Centralize common county-wide processes and systems under the County Administrator	County Administrator	Report including potential systems to centralize with modeling and costing for consideration.	Annual Report that identifies count-wide systems, ability and feasibility to centralize, and systems are identified for consideration in financial planning.	2024	N/A	TBD - Ongoing.	Prelim
	Create a finance, HR, and maintenance department.	County Administrator	Result of decision made in item 1.	Standup of Finance, HR and Maintenance Departments with independent budgets.	TBD by \$	N/A	TBD - by model	Prelim
	Create easy to read budget that allows easier tracking	County Administrator/Financial Officer	Presentation of a budget packet with explanation narratives.	Budget packet that identifies: financial situation, budget goals, significant changes	2023	N/A	TBD - additional administration and staff time	Prelim
	Create county-wide organizational chart	Admin Assistant	Chart Completed	Completed, published and updated	continue	N/A	TBD- Reduced Per Diem w/ desires of more education.	17-May-22
	Improve the county's <b>procurement</b> process to be consistent county-wide. Maximize procurement rewards or benefits and identify joint procurement opportunities across departments or with other organizations.	Administrator	Report including potential procurements to centralize with modeling and costing for consideration.	Developed policy accompanied with administrative procedure and annual reviews on items.	2023	N/A	TBD	Prelim
	Create a SOP for MIS review that includes system continuity, <b>procuring</b> , aligning systems, writing grants and re-occurring costs	MIS / Administrator	SOP Completed	Aligns with Purchasing Policy	2024	N/A	TBD	Prelim
	Purchase a payroll program that is uniform for employees across all departments or enterprises. Create working group to evaluate needs of departments to be sure new system will be capable of doing what is needed.	County Administrator/Finance Officer	Recommendation from Administrator with support of advisory group.	Report of project analysis, course of action development, and recommendation approaching 2030	2027	N/A	TBD	Prelim
	Write a comprehensive plan	Rule and Strategic Planning Committee	Plan adopted	Review existing comprehensive plan, determine scope, establish process and goals.	2024	N/A	TBD	Prelim
	Land Conservation Committee will research how other counties have combined Land Conservation with various other departments (e.g. Zoning, Land Information, Waste and Recycling) and prepare a report to be presented to County Administration.	Land and Zoning Committee	Complete a report.	Report of project analysis, courses of action development, and recommendation for NLT 2024 budget.	2022	N/A	TBD	Prelim
	Improve the county's bond rating by targeting improvement opportunities identified in Moody's Rating Action of February 2020 and Rating Change of March 2018	Administrator	Maintain the existing Investment Grade rating for the county's general obligation debt, with improvement from A3 across a 5-year period	A2 Rating by 2025	2025	N/A	TBD- on future bond sales and interest rates	Achieved 12 May 2022
Improve Financial Practices	Create budget narratives summarizing how new initiatives or improvements implement the Strategic Plan	Administrator	Achieve and maintain a general fund balance equal to 25% of annual operating expenses	Set target for 2023, 2024, 2025 Budgets	2022	N/A	TBD	Dev
	Define value that could be added with 20% <i>more</i> funding, or lost due to a 20% <i>reduction</i> in funding	Department Heads	Achieve and maintain priorities services with a general fund balance equal to 25% of annual operating expenses	Set target for 2023, 2024, 2025 Budgets	2022	N/A	TBD	Dev
	Identify cuts that would not impact strategic planning goals or mandated services	Department Heads	Achieve and maintain priorities services with a general fund balance equal to 25% of annual operating expenses	Set target for 2023, 2024, 2025 Budgets	2022	N/A	TBD	Dev
	Identify how departments would respond to unexpected cuts or events	Department Heads	Achieve and maintain a general fund balance equal to 25% of annual operating expenses	Set target for 2023, 2024, 2025 Budgets	2022	N/A	TBD	Dev
	Develop a capital improvement plan inclusive of facilities, roads, and equipment	Administrator	Project implemented	Adopted Capital Improvement Program by the Richland County Board	Jul-22	N/A	TBD - Based on financial decisions taken by the Board	Near Complete
	Analyze the county's indirect rate to capture highest possible amount of grant funding, and establish a metric for productivity and efficiency	Finance Officer working with (Consultant) Maximus	Increase non-tax revenue as a portion of overall revenue through grants and fees	Development of indirect rate by 2023. Maintain steady rate or lower annually	2023	N/A	TBD	Prelim
	Produce annual list of grants applied for and received across all departments during budget process	Administrator	Report compiled	Included with annual budgets	2024	N/A	TBD	Prelim
	Investigate the need for a Public Health review of financial decisions to recognize what, if any, the public health implications will be from decisions (e.g. well water study being cut)	Assigned DH Team	Recommendation	Report of project analysis, courses of action development, and recommendation for NLT 2024 budget.	2024	N/A	TBD	Prelim
	Increase discretionary and variable revenue source (evaluate fines and fees, grants, state funds etc.) as a portion of the overall budget	Assigned DH Team	Develop baseline date for 2022	Develop baseline data, and set metrics for annual improvement	2023	N/A	TBD	Prelim
	Engage in joint <b>procurement</b> materials and equipment whenever possible	Administrator	Report including potential procurements to centralize with modeling and costing for consideration.	Developed policy accompanied with administrative procedure and annual reviews on items. (Like item Stream Line).	2023	N/A	TBD	Prelim
Increase Coordination	Engage in decision making that considers environmental impacts. (see list of ideas)	Assigned DH Team	Report including potential environmental solutions and costing for consideration.	Developed policy accompanied with administrative procedure and annual reviews on items.	2024	N/A	TBD	Prelim
	Engage in joint contracting for capital projects to find savings resulting from reduced mobilization fees, increased competitive bidding, (e.g. county highway with townships/city for roads)	Administrator	Report including capital projects to combine with, develop modeling and costing for consideration.	Developed policy accompanied with administrative procedure and annual reviews on items.	2025	N/A	TBD	Prelim

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	Create additional and modern methods to communicate events and initiatives, and to generate direct input from the community. This could include community engagement via a new website or a social media presence	Assigned DH Team	Investigate and cost a new county website that coordinates with townships/city.	Recommendation on solutions and possible policy	2024	N/A	TBD	Prelim
	Coordinate community develop and land use decision-making in Richland Center among institutional partners such as Richland County, Richland Center, Richland Hospital, and Richland Local School District	Rules and Strategic Planning Committee	Creation of a land use planning working group incorporating these organizations	May change structure document to incorporated into existing "City-County Committee"	2023	N/A	TBD	Prelim
Improve employee pay and HR policies	Obtaining market value for employee wages as determined through the county's 2018 wage study	Administrator	Meet the 2018 salary schedule commitments for county staff.	Market Value wages met by 2025	2025	N/A	TBD	Prelim
	Monitor the compensation and classification system for all positions to ensure positions remain market-competitive	Administrator	Project Implemented	Market Value wages met by 2025	ongoing	N/A	TBD	ongoing
	Improve compensation package (e.g. pay, benefit, or time-off) annually.	Administrator	Project Implemented	Annual Pay Raises built in budgets, compensation policy to define progression	2023	ongoing	TBD	ongoing
	Develop a uniform performance evaluation process that includes annual reviews, 6-month check-ins, and exit interviews	Administrator	Develop baseline data on turnover, identify reasons for turnover, and reduce annual non-retirement and non-termination turnover	Set metric for annual turnover and targeted reduction if needed	2023	N/A	TBD	Dev
	Develop a uniform set of human resources policies and procedures to improve transparency and accountability throughout the organization, including an update to the employee handbook and other related documents	Administrator	Project Implemented	Reoccurring reviews of HR policies and recommendations for revision to meet goals set by the strategic plan	ongoing	N/A	TBD	Dev

OPERATIONS



STRATEGIC PRIORITY: GROWTH								
STRATEGY	TACTIC / ACTION	RESPONSIBLE PARTY	PERFORMANCE METRIC	PERFORMANCE TARGET	START DATE	END DATE (if applicable)	ESTIMATED FINANCIAL COST	STATUS
Maintain investment in workforce and community development	Prioritize new home construction, and development of incentives or programs to attract developers using a balanced approach.	Economic Development Director	Year-over-year growth in new housing tied to county incentives/programs.	2022 - incentives defined 2023 - 5-15 new homes developed as a result of county engagement; policy or ordinance development	2023	TBD	TBD	Prelim
	Support workforce development initiatives directed at attracting new residents	RED Committee	Participate in Branding, EDA grant, RED- review quarterly	Aligns with housing goals	2023	TBD	TBD	Prelim
	Support and invest in broadband expansion throughout the county	Administrator and Finance and Personnel	Increase the number of county residents with high-speed internet	Annual growth in residents with Broadband Internet	ongoing	TBD	TBE	Dev
	Identify financially sustainable use options for the UW Richland campus	Education Standing Committee with Admin Support	Developed courses of actions that address funding, footprint and changes in existing agreement with UW	Plan adopted in 2023 for future building and grounds use, and partnership/occupations for 2024	2022	2023	TBE	Dev
	Evaluate financial sustainability of all non-mandated services	Administrator /Department Heads/ Oversight Committees	Develop a policy for evaluation of net benefit.	Sustainability of non-mandated services will be addressed in financial plan	2022	2023	TBE	Dev
	Continue to invest in community and economic development partnerships with a demonstrated return-on-investment	Administrator, ED Director and Finance and Personnel	Request annual return on investment reports from funded partners, and monitor to ensure ROI is steady or growing across multiple year periods	Annual delivery of ROI reports by funded partners. Annual steady ROI or ROI growth.	ongoing	TBD	TBE	Dev
Support business attraction and retention	Develop a portfolio of incentives to support business growth	RED	Develop list of potential incentives	Develop a report with priority projects and recommendations to the county	2023	TBD	TBE	Dev
	Identify priority areas in the county for future industrial, commercial, or residential development	RED/Strategic Planning Committee	Comprehensive Plan/Map created	Develop a report with priority projects and recommendations to the county	2023	TBD	TBE	Dev
	Identify future land uses for county or municipal-owned land informed by economic opportunities and environmental constraints	RED	Comprehensive Plan/Map created	Develop a report with priority projects and recommendations to the county	2023	TBD	TBE	Dev
Improve county identity and marketing	Collaborate with county partners in the development of a distinctive brand for Richland County that will serve to build a sense of identity and pride, and help attract new residents and tourists	Economic Development Director	Create a distinct Richland County brand and marketing platform targeted at tourists and workforce	Branding completed by 2022	2022	ongoing	Paid through EAD Grant	17-May-22
	Create a new website that improve the county's digital presence, and serves both an effective governmental function as well as serving as an attractive "front door" to the world for new businesses, residents, and tourists looking to discover the county	MIS Director	Create a new website	Website creation by 2023	2024	N/A	\$30,000 to \$60,000	Prelim
	Capitalize on the county's natural beauty and recreational opportunities through the investment and marketing of county parks, campgrounds, and recreational opportunities	Administrator and Finance and Personnel	Develop or update the county's outdoor recreation plan to guide investment and enable recreation grants	Plan updated by 2022	ongoing	TBD	TBE	Dev
STRATEGIC PRIORITY: FOCUS								
STRATEGY	TACTIC / ACTION	RESPONSIBLE PARTY	PERFORMANCE METRIC	PERFORMANCE TARGET	START DATE	END DATE (if applicable)	ESTIMATED FINANCIAL COST	STATUS
Prioritize service over staffing	For each unmet existing service or new service being proposed, evaluate staffing needs using the following analysis: Buy, Build, Borrow, Bridge, Stop, Compare	Administrator /Department Heads	Develop process.	Report on analysis conducted, changes made in structure and impacts to services	ongoing	TBD	TBE	Dev
	Explore opportunities to share or contract staffing services	Administrator /Department Heads	Develop process.	Report on analysis conducted, changes made in structure and impacts to services	ongoing	TBD	TBE	Dev

STRATEGIC PRIORITY: IMPROVEMENT								
STRATEGY	TACTIC / ACTION	RESPONSIBLE PARTY	PERFORMANCE METRIC	PERFORMANCE TARGET	START DATE	END DATE (if applicable)	ESTIMATED FINANCIAL COST	STATUS
Develop a culture of support for employees	Celebrate success and the professional and personal achievements of employees. Recognize new hires, retirements, and year-of-service milestones. Build a culture that supports and celebrates its people	Assigned DH Team	Develop parameters for this process, empower staff to lead	Policy Development	2023	N/A	TBD	Prelim
	Increase vacation time for new employees	Administrator	Increased vacation for new employees	2022 - research practices, develop and implement vacation policy 2023 - vacation policy implemented	2023	N/A	TBD - Lost production and possible O/T	Near Complete
	Evaluate flexible work schedules	Assigned DH Team	Flexible work policy implemented	2022-2023 - research practices, develop and implement flexible work policy 2024 - flexible work policy implemented	2023	N/A	TBD	Prelim
	Enable and empower departments to develop celebratory or team-building events. Day-long departmental retreats or other benefits can help build culture at a minimal expense	Assigned DH Team	Develop parameters for departmental budgets. Submit with 2022 budget		2023	N/A	TBD	Prelim
	Create a total benefits program for employees that highlights total compensation and investment of the county in its employees, inclusive of salary, fringe benefits, wellness, and professional development	Administrator	Process implemented	Publication of an annual statements	2023	N/A	TBD	Prelim
	Encourage employee attendance and/or participation in professional development when appropriate.	Administrator	Project Implemented	Procedures set up in 2022. Draft in 2023. Implemented by 2024. Policy Development	2024	N/A	TBD	Prelim
Improve Transparency of County Meetings	Evaluate the adoption of iPads for use by Committees and boards, with folders for all meetings	MIS Director	Report on feasibility and financing	Developed to incorporate as a consideration in the budget	2023	N/A	TBD	Prelim
	Evaluate the addition of meeting materials for all meetings on the county website	MIS Director	Report on feasibility and financing	Developed to incorporate as a consideration in the budget	2023	N/A	TBD	Prelim
	Evaluate the development of a Listserv to automatically send agendas to the public and interested parties on a subscription basis. Investigate potential to incorporate this function during the development of the new website.	MIS Director	Report on feasibility and financing	Developed to incorporate as a consideration in the budget	2023	N/A	TBD	Prelim
	Evaluate the addition of recordings from county board and committee meetings on the website	MIS Director	Report on feasibility and financing	Developed to incorporate as a consideration in the budget	2023	N/A	TBD	Prelim
Invest in education of County Board Supervisors	Creation of a mentor program partnering tenured Supervisors with new Supervisors	Vice Chair	Process Implemented	Future Policy or Ordinance Change	2024	N/A	TBD	Prelim
	Hold informal meetings with outgoing Supervisors and their successors to facilitate knowledge transfer	Vice Chair	Process Implemented	Future Policy or Ordinance Change	2024	N/A	TBD	Prelim
	Fund new Supervisors' attendance at annual Wisconsin Counties Association training or conferences	Administrator and Finance and Personnel	Process Implemented	Fund the County Board Budget to accommodate for training desires	ongoing	TBD	TBD	Dev
	Create an on-boarding folder summarizing expectations for supervisors	Administration	Project implemented	Created and accessible	2022	N/A	Admin time and time of Corporation Counsel	22-Apr-22
	Support the attendance by new Supervisors at major Committee meetings, such as attending Finance Committee meetings during the annual budget development process. Create a mechanism to share agendas with all County Board Supervisors in order to facilitate this	Administration	Process explained and supervisors invited and empowered	New supervisor orientation, monthly meeting calendar tracker, posted agendas, announcements at county board.	2022	N/A	Minimal admin time	ongoing
	RED Presentation to Board about what it means to develop community from wholistic standpoint (economic proficiency, community wealth and health). Partner with regional economic board presentation - SWWRPC.	Economic Development Director	Presentation offered to new board members	Gain approval from chair to present at a County Board Meeting	2022	N/A	TBD	Prelim
	Support cross-training, collaboration, and peer learning between County Board Supervisors and their counter parts on the boards of outside partners, such as peer county boards, Neighborhood Services of Southwest Wisconsin, Southwest Wisconsin Community Action Program, Southwestern Wisconsin Regional Planning Commission, and the Southwest Wisconsin Workforce Development Board	Administrator and Finance and Personnel	Process explained and supervisors invited and empowered	Fund the County Board Budget to accommodate for training desires	ongoing	TBD	TBD	Dev
Deepen staff training in leadership and management	Conduct annual on-going training covering basic concepts of local government, such as the role of counties, county government finances, the role of county boards, elections, and departmental work	Administration	Process implemented	2022 - establish training schedule 2023 - Begin implementing training	2023	TBD	TBD	Dev
	Sponsor department head training targeted at leadership and management, including Lean process training or UW Continuing Education certifications in Public Management or Human Resources	Assigned DH Team	Process implemented	2022 - Identify department heads looking for training, build into 2023 budget - policy development	2023	TBD	TBD	Dev
	Educate employees on how government works and the need for teamwork and partnership within county departments	Assigned DH Team	Evaluate options and feasibility on process.	Analysis, Course of Action development, recommendations with policy development	2023	TBD	TBD	Dev
	Create a culture of sharing information and learning from peer counties	Administration	Evaluate options and feasibility on process.	Guidance Letter and part of annual evaluation process	2023	TBD	TBD	Dev
	Ensure conference attendance and professional development is aligned with the goals of the Strategic Plan (bring back information to share/educate other employees)	Department Heads	Process implemented	2022 - Build this review into annual performance evaluations, updating evaluation forms as needed and establishing procedures for evaluations if they don't exist.	2023	TBD	TBD	Dev
	On-going training or education targeted at the evaluation, adoption, and implementation of new technology to improve operational efficiency	Department Heads	Evaluate options and feasibility on process.	Policy Change to Evaluation From and Policy	2023	TBD	TBD	Dev
	Investigate options for diversity, equity & inclusion training and make recommendation	Assigned DH Team	Look in to how other county/state agencies are offering this training and cost.	Analysis, Course of Action development, recommendations with policy development	2023	TBD	TBD	Dev