

# Administration

The County Administrator's office provides executive management and oversight to all operations of Eau Claire County government. The County Administrator is the county's chief administrative officer, develops and executes the annual budget and ensures that policies and procedures adopted by the county board are carried out. With oversight of all county operations, the County Administrator emphasizes fiscal and program accountability of services offered to Eau Claire County taxpayers.

## 2021 Accomplishments

### Risk Management

- Held MSHA 8-hour refresher training for the Highway Department in March 2021 with safe distancing and masking requirements in place. New Highway employees attended a 24-hour New Miner class to receive their MSHA training as per the requirements.
- Highway safety day training sessions were held in April and October 2021 for all highway operations employees.
- Intermediate level chain saw training was held for 10 employees (Highway and Parks and Forest).
- Performed facility safety, work observation reviews, and park tours.
- Worker's Comp cases were managed to minimize costs and lost workdays while ensuring proper treatment of injuries for employees.
- Provided New Employee Orientation sessions throughout the year with HR.
- Assisted the Emergency Operations Center with PPE distribution until June 2021 when supplies were available for purchase online.
- Participated in Leadership Eau Claire retreat and monthly learning sessions.
- Worked with County Administrator to implement and lead a Strategic Planning and Organizational Values Work Group. Group meets weekly.

### Equity, Diversity and Inclusion (EDI)

EDI structure and implementation - Complete 3-4 month 1:1/groups meetings with internal and external stakeholders

- Baseline information gathered from employees and community groups/individuals' perceptions, experiences and suggestions regarding EDI
- 1:1 meeting was held with all department directors/supervisors
- A written report was compiled and shared with internal staff
- Creation of internal EDI team
- JEDI (Justice, Equity, Diversity and Inclusion) team has been formed with a representative from all departments in the organization
- Meetings with internal and external stakeholders to create or strengthen existing partnerships
- 179 meetings
- ECC EDI strategic draft sent to all department directors/supervisors to seek input from their teams
- All input shared were incorporated in the EDI plan to enhance collective learning and growth
- EDI Corner in monthly newsletter
- First newsletter published in December of 2021
- Presentations/ trainings/partnerships
- Wisconsin County Human Services Fall Conference
- Stand in the Light Memory Choir

- EDI presentation to County Board of Supervisors – EDI journey and next steps
- Youth and Law Day
- Government and Law Day
- ACLU Board
- First newsletter published in December of 2021
- Community engagement (Community, government relations, and philanthropy)
- Idea Lounge Panelist – unhoused population
- Panelist – American Association of University women
- ARPA Listening sessions
- Health Equity Group
- Eau Claire Chamber Equity Group
- Leadership Eau Claire
- Toward One WI Conference – Presenter/Managing Difficult Conversations to facilitators
- Conversations in color filming – EDI in the Chippewa Valley
- Town of Washington Village Meeting – EDI and our rural partners

### **Finance & Budget Administration**

- Worked closely with Finance Director, Finance and Budget Committee, County Board and staff to administer adopted 2022 county budget. Conducted evaluation of budget process and recommended changes for improvement.
- Continued to work on developing long term strategies addressing decrease in state revenues/tax levy controls/labor negotiations/infrastructure vs. operational needs.
- Continued work with the Capital Improvement Plan to correlate long-term borrowing and financing into the model. Developing investment plans in key areas of capital spending – Highway, Information Systems, Fleet, Infrastructure, and Communications.
- Focus on developing tools that move from strategy to budget planning – to work plans and implementation.

### **Additional Projects/Activities**

- Enhanced Communication(s)
  - Newsletter
  - 1:1 meetings with Department Heads
  - Monthly meetings with Department Heads
  - Began website re-design (content)
  - Informational videos for community
  - Social media management
- Continued involvement in new employee orientation program; and onboarding. Continued support and involvement with the Criminal Justice Coordinating Council and its efforts to implement CJCC Strategic Plan elements and facilitate management of CJCC Director.
- Review of total rewards strategy.
- Worked closely with the Emergency Operations Center (EOC) and Health Department to continue efforts to mitigate the COVID-19 Pandemic both in the area of health and economic recovery. Provided support as the government liaison for the EOC.
- Worked on expedited redistricting process.
- Onboarding – Preparing orientation and ongoing materials for board development.
- Areas of shared focus pre-planning stage: Human Resources – model for overall

compensation and total rewards system plan; Finance – updated controls across all department areas.

- Discussions with Finance and Budget on debt thresholds and debt strategy.
- ARP fund coordination and project management.
- Continued support for virtual meetings for Committees and the County Board
- Participated in Chippewa Valley Rally, WCA Legislative Exchange, WCA Annual Convention, ICMA Annual Conference to gain knowledge in field.
- Assisted County Board Chair with Annual “State of the County” address for Chamber of Commerce.
- Provided interviews for media on county-related issues / updates.
- Worked with a facilitator, departments, board and other stakeholders to pre-plan the 2022-2024 strategic plan.
- Worked to increase overall communications platforms to board, citizens, and employees.
- Continued reorganization of the administrative function.
- Transitioned many of our workforce to remote work, updated policies and procedures.
- Provided moderating support for virtual County Board Meetings
- Special Committee(s) supported
  - Passenger Rail
  - Broadband committee
  - ARP Committee
  - COVID Economic Recovery Taskforce
  - Highway Building Committee
  - Communicable Disease Task Force
  - Local Government All Jurisdiction meetings
  - Continued involvement with EDC, Momentum West and Industrial Development Agency to foster economic development in Eau Claire County.

## Alignment with Strategic Plan

Ensure Financial Stability.	Innovate and adapt.	Improve Collaboration
Work with department managers on process improvement strategies.	Process mapping to identify efficiencies and develop automated workflows.	Reviewed solutions to creating, sharing and moving information through the organization (contracts, legislation)
Investment into information technology to support the transition to electronic workflows that add efficiency and improve customer experience.	Worked with departments to initiate reorganization discussions.	Website design and social media to enhance communication with broad constituencies.
	Working with departments to identify LEAN practices.	Worked extensively with community partners as part of the COVID-19 response.

## 2021 Future Opportunities

Eau Claire County and all local governments will continue to be faced with annual budget challenges as the State and Federal governments try to manage long term structural deficits; and mitigate borrowing as a funding source for roads and technology infrastructure. Pressure in the form of increased mental health and wellbeing pressures county systems in multiple areas.

COVID-19 has required the redeployment of staff and resources to both response and recovery. Multiple task forces have been formed to navigate the quickly changing landscape for the community and county government. The focus for discussion at the department level will be around simplified, streamlined processes; and learning from COVID-19. The Skip the Trip campaign has changed the way we provide service.

Another challenge is the enhancement of critical tools necessary to assist the county in managing the changing fiscal and political environment, including performance management, shared service initiatives and citizen engagement. We will continue to look at structure in order to develop a flexible and adaptive organization. Disruptive technologies will influence the way in which we operate and the transformation to a workforce of knowledge workers and automated workflows will continue.

Our focus in 2021 is toward Equity, Diversity and Inclusion and how that informs all we do. Moving our sustainability efforts forward and engaging with regional partners around passenger rail.

- ▶ Building a sense of community within all departments
- ▶ Educate the County Board and provide tools
- ▶ Online Reports
- ▶ Ongoing Educational Forums
- ▶ Succession Planning
- ▶ Organization effectiveness
- ▶ Compensation/Competition for talent
- ▶ Facilities master plan & capital planning
- ▶ Building Safety
- ▶ Work with teams to development "change management" strategies
- ▶ County-wide Initiative for shared data & workflows
- ▶ Financial Sustainability
- ▶ Compensation/Competition for talent
- ▶ Targeted meaningful citizen engagement

<b>OUTPUTS</b>	<b><u>2017</u></b>	<b><u>2018</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>	<b><u>2021</u></b>
Number of Community Events Attended	65	71	42	18	18
Number of Meetings Attended	478	411	665	931	948
Number of Board, Commission, Vacancies Recruited	15	16	21	34	32
# of Committee/Board/Council/Taskforce Agendas Prepared	17	28	40	77	45
# of County Board Agendas /Addendums prepared	9	15	21	24	23
# of Resolutions/Ordinances	51	80	121	137	110

\*YTD indicates Jan-Jun Results

<b>OUTCOMES</b>	<b><u>Benchmark</u></b>	<b><u>2018</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>	<b><u>2021</u></b>
Cost per resident for Medical Examiner services	<u>N/A</u>	<b>New in 2019</b>	<b>\$3.24</b>	<b>\$3.11</b>	<b>\$3.11</b>
Employees surveyed will indicate basic understanding of code of conduct.	<u>1:1</u>	<b>New in 2019</b>	<b>N/A</b>	<b>(1)</b>	<u>1:1</u>
Strategic plan identifies focused goals and meaningful process as identified by survey of participants.	<u>1:1</u>	<b>New in 2019</b>	<b>N/A</b>	<b>(1)</b>	<u>1:1</u>
Contracts for shared services updated.	<u>100%</u>	<b>New in 2019</b>	<b>N/A</b>	<b>100%</b>	<b>100%</b>

(1) These surveys were not conducted in 2020 due to the need to reallocate resources to COVID-19 response.