Sauk County

Strategic Planning Initiative

June 2006

What is Strategic Planning?

Strategic Planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it (Bryson, 1995). The strategic planning process is really about getting people together to talk about what is important, and then doing something about it. The process allows organizations to:

- Examine the environment in which they exist and operate
- Explore the factors and trends that affect the way they do business and carry out their roles
- Seek to meet their mandates and fulfill their missions
- Frame the strategic issues they must address
- Find ways to address these issues

The benefits of strategic planning are numerous. An organization can increase effectiveness and efficiency; improve understanding through better learning; make better decisions; enhance organizational capabilities; improve communication and public relations; and increase political support.

The Sauk County Strategic Planning Process:

Sauk County established a Strategic Planning protocol in the fall of 2004 for the development of a strategic plan for county government operations.

Step 1: Plan for the Plan

The purpose of the Plan for the Plan step is to develop a profile of the strategic planning process. It involves defining:

- Purposes of the effort
- Desired outcomes of the effort
- Expectations of participants
- Resources needed to complete the effort
- A process timeline

The purpose of the strategic planning process was defined as the development of a comprehensive strategic plan that provides a foundation for organizational action over the next 2-4 years.

Process Timeline:

Sauk County agreed to begin meeting in December of 2004 for six monthly face-to-face sessions to complete the strategic planning process. Jenny Erickson, Sauk County UW-Extension, and Mark Hilliker, Portage County UW-Extension, and agreed to facilitate the process.

Step 2: Organizational Mandates

Mandates prescribe what must or should be done under the organization's charter and policies, as well as under federal, state, and local laws, codes, and regulations. A mandate can be expressed formally or informally, through elections, community expectations, legislation, policy, regulations, procedures, and budget requirements (Bryson, 1995).

Staff developed a list of mandates for county government operations. These mandates are attached to this document as Appendix B.

Step 3: Identify Stakeholders and Develop Mission

The key to success for public and nonprofit organizations is satisfying important stakeholders according to each stakeholder's criteria for satisfaction. Mission should therefore be thought about in relation to those stakeholders (Bryson, 1995).

Stakeholders:

A stakeholder is any person, group, or organization that can place a claim on the organization's resources, attention, or output, or is affected by its output (Bryson, 1995). The following stakeholder groups were identified by participants prior to the first Strategic Planning session. Those stakeholder groups in bold were deemed to be those that are most influenced by the organization or that can heavily influence the work of the organization.

- **Citizens of Sauk County**
- **Businesses & Business Leaders**
- **Federal, State, Local Government**
- **County Board Members**
- Artists and Historians in the county
- Citizens of the State of Wisconsin
- Future generations
- State Legislature
- Civic, Volunteer Organizations, and Nonprofit Organizations
- Sauk County Development Corporation
- UW-Baraboo – Sauk County Campus
- Public Libraries
- Wisconsin Judicial System
- Sauk County Media
- School Districts in the County
- The Faith-Based Community

- Youth
- Taxpayers
- Farmers
- Clients of County Programs
- Tourists/Visitors
- County Employees
- Health Care Providers
- Other Wisconsin Counties
- Ho-Chunk Nation
- Protective Services Agencies

County Board members then defined criteria that key stakeholder groups might use to gauge the performance of government operations.

Citizens:
Specific criteria this key stakeholder group may use to evaluate the performance of Sauk County Government operations.

- Quality service
- Fiscal management
- Law enforcement
- Responsiveness
- Highway - good
- Good schools
- Supporting arts
- Honesty
- Tourism
- Information
- Fair laws and policies

Businesses & Business Leaders:
Specific criteria this key stakeholder group may use to evaluate the performance of Sauk County Government operations.

- Business environment
- Run county like a business
- Vibrant economy
- Tad breaks
- Good highways/transportation system
- Fair laws & policies
- Law enforcement
- Access to a good labor force - educated/trained
- High quality of life
- Response time
- Sauk County Development Corporation
- Good information base - providing as well

Federal, State, Local Government:
Specific criteria this key stakeholder group may use to evaluate the performance of Sauk County Government operations.

- Intergovernmental agreements
- Good agents of state
- Responsiveness
- Respect for local authority
- Efficiency - cost effective
- Compliance of mandates
- Support for local governments
- Sheriff enforce state/federal law
- Regionally cooperative
- Countywide assessments

County Board Members:
Specific criteria this key stakeholder group may use to evaluate the performance of Sauk County Government operations.

- How well we are kept informed of committee work (oversight committees)
- Providing seamless services
- Well-run meetings that comply with applicable state law
- Relationship with Administrative Coordinator
- Communication
- Accessibility
- Ability to see the long view - strategic
- Fairness in treating employees
- Solid legal advice
- Engagement/involvement of residents
- Proactive vs. Reactive
- Well-informed board
- Good financial advice to operate

Mission:

A mission statement is a definition of the organization's reason for existence – its true purpose.

Sauk County does not currently have a mission statement. As part of the strategic planning process, County Board members developed the following mission statement for Sauk County government operations:

- *The mission of Sauk County government is to provide essential services to the residents of Sauk County in a fiscally responsible manner that promotes safety, economic development, and stewardship of natural resources while encouraging the development of cultural, social, and community values that enhance human dignity.*

Core values and beliefs are those principles by which the organization wishes to be guided. Organizations often frame values and beliefs in an effort to lay out those things that will guide them as they work to fully implement their mission. Participants developed the following core values and beliefs for Sauk County:

- Natural resources
- Agriculture
- County workers
- Tourism
- Economic opportunities
- Education
- Fiscally responsibility
- Availability of services, information and resources
- Health, safety and welfare of residents
- Communication
- Intergovernmental cooperation/collaboration

Step 4: Assessing the Environment

In Step 4, internal strengths and weaknesses of the organization are identified, along with the organization's external opportunities and threats. The analysis of these four elements, known by the acronym SWOT, is very useful in clarifying the conditions within which the organization operates. The SWOT analysis provides valuable clues about probable effective strategies, since every successful strategy builds on strengths and takes advantage of opportunities, while it overcomes or minimizes the effects of weaknesses and threats (Bryson, 1995).

The following strengths, weaknesses, opportunities, and threats were identified for Sauk County Government operations. The items represent County Board members' identification of key items from the more broadly generated list of strengths, weaknesses, opportunities, and threats that had been developed as a pre-session work assignment prior to the January 2005 strategic planning session.

Strengths: Strengths are internal resources or capabilities that help Sauk County accomplish its mission or mandates (for example: adequate resources, leadership, partners, etc.)

- Experienced, well trained employees
- Diversified business and ag
- Great services for elderly
- Fiscally strong
- Leadership - progressive thinking
- Tourist-based
- UWEX services
- Natural beauty

- Good location/transportation
- Ag economy
- Good communication system
- Ho-Chunk
- Education system

Weaknesses: Weaknesses are internal deficiencies in resources and capabilities that hinder Sauk County's ability to accomplish its mission or mandates (for example: lack of resources, lack of a clear vision or plan, poor communication, etc.)

- Aging population
- County Board structure
- Communication
- Sprawl
- Under-analyze big decisions, overanalyze small decisions
- Brain drain
- Lack of planning - reactive
- Resistance to change
- Board is too large
- Tunnel vision (committee perspective)
- Interdepartmental cooperation
- Duplication of services
- Too many studies for decisions that may already be made
- Lack of funding - unfunded mandates
- Committees don’t explain decisions well

Opportunities: Opportunities are outside factors or situations that affect Sauk County government operations in a favorable way (for example: political support, public support, new legislation, grant funding, etc.)

- Being a farming community
- Taking care of elderly on health care
- Take advantage of media opportunities - inform public
- State legislature supporting home rule
- Take advantage of potential cost savings related to corrections - state changes
- BAAP
- Natural environment
- Good workforce for businesses
- Build well-paying jobs
- Trend toward collaboration between public and private organizations
- Attracting young people
- Shared revenue

Threats: Threats are outside factors or situations that affect Sauk County government operations in a negative way (for example: loss of grant funding, lack of public or political support, other similar agencies, etc.)

- Loss of federal and state funding
- TABOR
- Loss of tax base
- Development/over population
- Hwy. 12 completion
- Unfunded mandates from state
- Out source manufacturing
- Changes in rules/mandates affect human services - less bang for the buck
- Sprawl reducing quality of life
- BAAP - possible mismanagement
- Anti public sentiment
- Companies leaving for lower wages
- Small retail survival (downtowns) with Big Box development
- Continued threat to rural economy
- DNR
- PLOW

Step 5: Identify Strategic Issues

A strategic issue is a fundamental challenge affecting an organization's mandates, mission, product or service level and mix, clients or users, costs, financing, organization, or management. The identification of strategic issues is the heart of the strategic planning process (Bryson, 1995).

County Board members each generated what they believed to be the five most strategic issues facing county government. Staff members then organized the issue statements into the following strategic issues. County Board members will discuss and review the strategic issue statements at their March 2005 strategic planning session. Following each strategic issue statement are the individual ideas presented by county board members that led to the framing of the issue.

Strategic Issue: *How can we provide cost-effective and high quality services that are responsive to county needs?*

- How can we provide adequate services for Sauk County residents with decreasing financial resources (due to state and federal cutbacks) and increasing need for services (due to unfunded mandates and changing demographics)?
  - Funds to provide services for the elderly and disabled are decreasing.
  - The aging population of Sauk County is growing.
  - The state is exerting increasing pressure for counties to construct a web of community services for the elderly and disabled.
  - A focal point of this web of services is a centralized Aging and Disability Resource Center serving as a single point of entry for the elderly and disabled into the web of services.

- How do we provide the services people want within a reasonable tax rate?
- How do we control government spending, taking into consideration entitlements, health care, aging of the population, loss of workers, and the influx of foreign help?
- How do we maintain great services for our elderly, keep experienced high quality personnel in our county departments, and preserve the Arts and Humanities?
- How do we maintain and improve quality of life in the county?
- How do we find funding for services?
- How do we provide health care, aging population, human services
- How do we provide services with a reasonable tax levy?
- How will we be able to continue to provide service to the public with the reduction of revenue?
- How can we support the aging population in the future?
- How can health care serve us all?
- How can we maintain services without raising taxes?
- How do we provide adequate services to meet the needs of our aging population?
- How do we maintain the future of health care for Sauk County residents?
- How does Sauk County address the needs of its elderly?
- How can Sauk County transcend departmental "turf" battles and think creatively to construct an aging and disability resource center that <u>really works</u> to serve the elderly and disabled?
- How do we best use technology to deliver services to the citizens?
- How do we enforce the truth-in-sentencing law and still keep jail costs down?
- How do we determine whether to open or close other pod of the jail?
- How do we determine whether to build or not to build a Sauk County Health Care Center facility?
- How do we determine whether to stay in the landfill business or not?
- How do we keep county roads in good condition?
- How can we, as a county, find an answer to the question of prisoner/inmate rehab or continue to pay over and over for incarceration?
- How do we operate the Sheriff's Department - Jail efficiently and effectively?
- How do we prevent too much government control?
- How does Sauk County control the cost of corrections?

<u>Strategic Issue:</u> ***What can we do to work cooperatively with State and Federal governments and agencies to address increased mandates for service and reduced funding to deliver them?***

- How do we work productively with State and Federal agencies when they are trying to balance their budgets on the backs of local government?
- How do we finance mandated state spending?
- How do we manage with the decreased state-shared revenue?
- How do we get better cooperation and understanding between County and State?
- How do we forge cooperation and relationships between Federal - state – county?
- How do we find new sources of income to fund mandates?
- How do we resolve constant conflict between desired/mandated services and increasing resistance to tax increase?

- How does Sauk County wisely deal with the loss of tax-base/tax caps/unfunded mandates, etc. to continue necessary services?
- How do we ensure adequate funding with state, federal and local budget cuts?
- How does the state, county and local governments develop a neutral road of property tax stabilization?
- How does Sauk County protect the most vulnerable citizens in the face of declining support from the state and federal level?

Strategic Issue: ***How can we structure our County Board, Committees, and Departments to provide effective and efficient government operations?***

- How do we keep good personnel running county operations?
- How can the work of the committees of the Board be done in a manner that allows working people to participate on the Board at a significant level? (as opposed to retired people)
- How do you change the size and structure of the Board to make it more effective and proactive?
  - Is the County Board working? Too many of us? Committees? Too many elections? Too few candidates? Communication?
- How do we change the committee structure in order that committees become discerning supervisory committees instead of advocates for a particular department?
- How would Sauk County citizens be better served if there were a lesser number of supervisors who worked more hours but were able to vote on a better-informed basis?
- How do we provide effective county government?
- How can we get government that operates for all people to live better within available costs without all political motives - learn to do with what we have? (Stand by this belief - we are as good as we make our society - not as good as we say we are - too much PR)
- We are a government based on helping our neighbors - not because of a law, but because we trust each other.
- How do we develop a climate for cooperation (not collaboration) between government and private entities?
- How can Sauk county encourage, make use of, the technologies that arise to better the lives of its citizens from a governmental point of view?
- How do we reduce all levels of government?
- How do we continue to do a good job for the people?

Strategic Issue: ***How can we preserve and/or protect our natural beauty and rural heritage?***

- How do we protect the rural climate with the constant pressure to rezone for residential/tourism/business?
  - Tourism.
  - Badger Ordinance
  - Natural resources

- Agriculture
- How do we protect our Baraboo Hills for our continued well-being?
- How do we help villages, i.e. Rock Springs and North Freedom, prepare for increase in population due to the completion of Hwy. 12 (Sauk County now bedroom of Madison) and the impact on their infrastructure of sewer and water systems and others (fire department)?
- How do you use zoning and "Smart Growth" to insure orderly, controlled development in the county?
- How do we maintain a balance between individual property rights vs. the right of community to planning, zoning and control its future?
- How will county government preserve some farms and some wild places and with dark night skies?
- How can we preserve our natural beauty and rural heritage?
- How can we protect the farm community in the fast-growing urban areas?
- How can we maintain rural integrity as our rural land becomes more "urban" with housing developments?
- How does Sauk County wisely oversee the Hwy. 12 corridor in the years ahead?
- How does Sauk County wisely "control" growth with the environment and farming issues which we have?
- How can we purchase development rights knowing it will later raise taxes?
- How can we maintain our rural character and natural beauty of our area?
- How does Sauk County protect its natural assets and resist sprawl?

Strategic Issue: ***How can we best balance an expanding economy with the costs associated with increased service needs?***

- How do we keep the tax base growing?
- How can county government encourage a healthy economy in the county?
- How do we keep taxes low enough so elderly can stay in their homes on fixed incomes?
- How, as a county government, can we bring the BAAP back to the county for all of its citizens?
- How do we fairly implement and utilize the methods of taxing (property - sales - gas)?
- How do we encourage a sound economy in the county?
- How do we keep local control of our county tax levy?
- How do you balance the growth in tax base with the increased need/cost of services?
- How do you maintain the current industrial base and promote its expansion while attracting new industry with decent paying jobs and benefits?
- How do we hold taxes down to a reasonable level? If not TABOR, then how do we hold our own feet to the fire?
- How do we keep our tax base, which is very threatened by public buying of lands?
- How do we find the right way to finance county operations? What mix of taxes and revenue sharing will fairly pay for a mix of services, some mandated by the state?
- How do we get more "bang for the buck"/most for the dollar?

- How can we hold the line on taxes with all the pressures to spend “a little more here and a little more there” (i.e. Communication towers, a health care center, more jailers for more revenue)?
- How can we protect the “way of life” that we enjoy today with tomorrow’s tax revenue?
- How do we keep operating costs down?
- How do we find ways to “partner” with private industry to improve services and to benefit nonprofit agencies such as UW Baraboo, Sauk county Historical Society - more county visibility in these areas.
- How do we deal with the burden of taxes on those with fixed incomes?
- How can economic development work for Sauk County in this world’s economy?
- How will our children have family paying jobs?
- How can we protect our quality of life with the pressure of so much change, especially influx of new workers - low wages?
- How does Sauk County encourage and hold businesses that provide living wages so that workers can find affordable housing?
- How can we use half of sales tax from tourism industry to defray property tax for roads, etc?
- How can we have a user fee on same thing?
- How can we attract businesses that pay “living wage” wages to help our area residents and encourage local economy?
- How do we keep taxes in line?
- How do we work with business to keep good economics?
- How we ensure adequate stable funding?
- How do we encourage quality education and retention of our students?

Strategic Issue: ***How can we improve communications?***

- How do we inform the public and get public involved?
- How do we get a better understanding of problems by Board members (better informed Board members)?
- How do we improve communication between public and County Board?
- How can we improve communication and organization of the Board of Supervisors so that good decisions are made based on complete and accurate information?
- How can we improve the way we communicate between departments and with the public?
- The entire gamut of communication needs a serious overhaul.
- How can we be a better neighbor to the Ho-Chunk Nation?
- How can we work with the State more in matters such as groundwater protection, jail issues - better overall communication?
- How can we encourage more communication with our residents in a timely manner?
- How do we improve internal and external communication?
- How does the Sauk County Board improve analysis and information sharing in making decisions and addressing issues?
- How can we get more local newspaper articles from county officials?

Strategic Issue: ***How can we enhance community involvement in county government?***

- How does Sauk County get more active participation from its citizens?
- How can the County Board get more input from citizens and remain more open-minded during the decision process?
- How do we increase interest by the public in the County Board?
- How do we inform the public and get public involved?

Strategic Issue: ***What methods can we employ to enhance our planning efforts for the future?***

- How do we plan for the future?
- How do we become broad-minded and flexible?
- How do we remain open to change?
- How can we write better budgets with vision for our future?
- How do we assure that the County Board uses systems thinking to plan, implement and evaluate county services and provide adequate time for analysis and provide adequate time for total Board discussion/education (example of systems would be the judicial system - Sheriff, judge, prosecuting attorney, jail, etc. and as started with system of services to "long term care", i.e.. Human Services, Health Department, Health Care Center?
    - This particular system analysis has begun, but some supervisors do not appreciate that adequate time is necessary for objective/complete analysis, etc.

In an effort to guide their future work, County Board members used a decision matrix tool as a resource in prioritizing the list of eight (8) strategic issues they identified. Following discussion, members decided that the four strategic issues that follow are of highest concern:

- How can we improve communications?
- How can we structure our County Board, Committees, and Departments to provide effective and efficient government operations?
- How can we provide cost-effective and high quality services that are responsive to county needs?
- How can we preserve and/or protect our natural beauty and rural heritage?

Step 6: Strategy Formulation

The purpose of Step 6 is to create a set of strategies to address the strategic issues identified in Step 5, so that the organization can remain vital. The County Board passed a resolution to allow the County Board Chair to appoint representatives to each of the committees. Each committee was charged with initial identification of potential strategies for addressing the issue, responsible parties, and a timeline for the work to be

completed for review by the County Board as a whole. The recommendations developed by the committees are listed in Appendix C, D, E and F.

Plan Management Steps:

Once strategies and action plans have been developed, the plan development portion of the strategic planning process is complete. The next steps in the process are Plan Management Steps – steps that help to ensure successful implementation of the plan.

Step 7: Review and Adopt the Strategic Plan

The purpose of Step 7 is to reach an official organizational decision to adopt and proceed with the strategic plan. In this step, Sauk County will formally adopt the strategic plan as part of a regular business meeting. Adoption of the plan legitimizes the work done by the planning group, and clears the way to implement the plan.

Step 8: Develop an Effective Organizational Vision for the Future

Step 8 provides a platform for developing a vision for the future of the organization. In effect, the vision is what the organization will look like when the strategic plan has been successfully implemented. It is the point in the future where all strategies and actions have been accomplished. This step is optional.

Step 9: Develop an Effective Implementation Process

Step 9 provides the organization with the opportunity to make sure that specific recommendations developed through the strategic planning process are put into place in an effective manner. This process involves “operationalizing” the strategic plan. That is, developing an action agenda for implementation of the recommendations made in the plan. Step-by-step actions should be developed for each recommendation as well as definition of a timeline for completing the item with associated responsibility for making sure that the action is taken. A mechanism should be put in place to provide for periodic reports back to the Sauk County Board on progress being made toward implementing the strategic plan.

Step 10: Reassess Strategies and the Strategic Planning Process

The last step in the strategic planning approach is to review implemented strategies and the strategic planning process. This step is a continuation of Step 9 and can be looked at as a method of monitoring the effectiveness of the organization in implementing its strategies. This is a great place to initiate an annual or semiannual review of progress toward achieving the agreed upon action plan. Develop a checklist of actions and make note of progress made toward completing each action. Has the action been completed? Has work started on the action? If not, why? Is the action part of a larger strategy that isn't effective? If so, how can the strategy be made relevant? Can the strategy be revised or replaced? Does the strategy need to be terminated due to some changes taking place in the environment? Asking questions like this, along with the formal tracking of progress through the plan implementation steps, helps keep the strategic plan vital and effective.

Finally, this step can be used to help assess when a new strategic planning effort is necessary. By assessing the strategic plan's effectiveness on a continual basis, the organization can determine when new strategic issues arise or when current strategies are no longer effective. Or, following successful implementation of the plan, it may be time to begin a new strategic planning effort.

Reference: Bryson, John M. Strategic Planning for Public and Nonprofit Organizations. Jossey-Bass Publishers. San Francisco. 1995.

Appendix A: Decision Matrix

Sauk County Government Operations
Decision Matrix for Evaluation of Strategic Issues

N=13 except on column 5, Issue #3 and all columns, Issue #4, then N=12.

March 2005 Strategic Issues	Extent to which the issue is responsive to mission	Extent to which key stakeholders will support addressing this issue	Extent to which addressing the issue could impact a broad number of stakeholders	Extent to which not addressing the issue could result in significant consequences	Extent to which the county can do something about the issue	Total
1. How can we provide cost-effective and high quality services that are responsive to county needs?	4.54	4.16	4.23	4.39	4.23	21.55
2. What can we do to work cooperatively with State and Federal governments and agencies to address increased mandates for service and reduced funding to deliver them?	3.77	3.47	3.77	4.16	2.08	17.25
3. How can we structure our County Board, Committees, and Departments to provide effective and efficient government operations?	3.93	3.31	4.16	3.85	4.34	19.62
4. How can we preserve and/or protect our natural beauty and rural heritage?	4.34	3.59	4.25	4.17	3.92	20.27
5. How can we best balance an expanding economy with the costs associated with increased service needs?	4.39	3.16	4.00	4.00	3.54	19.09
6. How can we improve communications?	4.31	3.39	3.85	4.00	4.23	19.78
7. How can we enhance community involvement in county government?	3.85	3.31	3.77	3.47	3.31	17.71
8. What methods can we employ to enhance our planning efforts for the future?	4.08	3.31	4.00	3.62	3.70	18.71

Scale: 1 = Minimally meets criterion; 3 = Moderately meets criterion; 5 = Fully meets criterion

Appendix B:

Mandates

Accounting			
Mission :	To facilitate the effective and efficient use of County resources and to provide a record and accountability for those resources, the Sauk County Accounting Department provides financial expertise and leadership, maintains financial records, satisfies the County's financial obligations, and prepares managerial, financial and agency reports. County Board Supervisors, managers and citizens as well as other governmental units and funding agencies are served through consultation and information dissemination, maintenance of an accounting system according to established accounting principles, and coordination of budget preparation and implementation.		
	PROGRAM or SERVICE	**Is this Program or Service Mandated?**	**Statutory Reference**
	Accounting	Yes	59.61
	Payroll	Yes	59.61
	Financial Reporting	Yes	59.61 & 59.65
	Accounts payable	Yes	59.61
	Auditing	Yes	59.47
	Budget Preparation	Yes	65.9
	Consultation and professional direction for County staff and elected officials	No	
	Recommend new or updated County financial policies and implementation of best practices	No	
Departmental comments:	The requirements set forth in s. 59 pertaining to the Finance Department, are not statutory requirements of the Finance Department specifically, but rather Counties in general. Auditing: Wisconsin Department of Revenue and other State and Federal agencies require periodic financial statements and reports, as well as third party reviews. The Federal Single Audit Act also requires performance of an external audit.		

SAUK COUNTY MANDATES

Administrative Coordinator			
Mission :	Provide effective leadership to all county departments and functions and a knowledgeable resource to the Board of Supervisors in compliance with §35 of the Sauk County Code of Ordinances		
	PROGRAM or SERVICE	**Is this Program or Service Mandated? Statutory Reference**	
	Coordinate All Functions Not Vested in Laws Boards or Commissions or other Elected Officials. As the statutes are ambiguous in regard to the duties and powers of the Administrative Coordinator, Sauk County lists the duties and powers of the Administrative Coordinator in Chapter 35 Sauk County Ordinances.	Yes	59.19
Departmental comments:			

Building Services			
Mission :	To assure that the facilities and grounds are properly maintained operationally, and that they project a professional and respected appearance both inside and out.		
	PROGRAM or SERVICE	**Is this Program or Service Mandated? Statutory Reference**	
	Maintain all Building Systems (HVAC, Electrical, Plumbing, etc.) for the Courthouse Complex, West Square Administration Building, Reedsburg Human Services, Law Enforcement Center & Annex, Animal Shelter, Shelter Care, West Baraboo Garage (Old Sheriff's Garage), Sheriffs Cold Storage and Sheltered Workshop.	No	
	Responsible for day to day cleaning/upkeep of the interior and exterior of the Courthouse, West Square, LEC & Annex, Reedsburg Human Services and West Baraboo Garage.	No	
	Oversight and compliance of all County owned fuel storage tanks.	Yes	EPA & Department of Commerce

	Maintain and oversee tower and radio Communication Systems. Includes radio installations and repair, etc.	No	
	Maintain phone system network , including 9-1-1 system, at Courthouse/West Square, Health Care Center, Human Services Reedsburg, Highway Shops and LEC. Including all phone and data wiring for all facilities.	No	
	Construction oversight of County Construction projects.	No	
	Oversee and direct contracted services for the various facilities.	No	
	Oversee, direct and monitor security systems for facilities, including the Card Access program, Security Electronics, Video Arraignment and other such specialized systems.	No	
Departmental comments:	Building Services is responsible for all building related issues for the following facilities. Courthouse, West Square, Law Enforcement Center & Annex, Reedsburg Human Services, and West Baraboo Garage. Building Services is responsible for the following facilities but these facilities are run by different agencies who take care of the day to day operations: Animal Shelter, Juvenile Shelter Care Facility, Sheltered Workshop Facility. Building Services assist with specialized systems (Phone, Data, etc.) at the Health Care Center and Highway Shops		

Child Support Agency			
Mission :	Provide effective and quality service to the public with respect to establishment and enforcement of child support, medical support, establishment of paternity and all other functions of the child support program		
	PROGRAM or SERVICE	**Is this Program or Service Mandated?**	**Statutory Reference**
	Child and spousal support; establishment of paternity; medical liability	Yes	49.22
Departmental comments:	Title IV-D of the Federal Social Security Act created the child support program nationwide.		

Circuit Courts			
Mission :	The mission of Wisconsin's court system and the court system of Sauk County is to protect individual's rights, privileges and liberties, to maintain the rule of law, and to provide a forum for the resolution of disputes that is fair, accessible, independent and effective.		
	PROGRAM or SERVICE	**Is this Program or Service Mandated?**	**Statutory Reference**
	The Circuit Courts are constitutionally mandated to exercise original jurisdiction over all matters civil and criminal within this state.	Yes	Article VII Wisconsin Constitution
Departmental comments:			

Clerk of Circuit Court			
Mission :	Manage and coordinate the case management, financial operations, and general business of the Sauk County Circuit Courts; provide judicial administrative support services, administer and fulfill duties as cited by Wisconsin Statutes and Court Rules.		
	PROGRAM or SERVICE	**Is this Program or Service Mandated?**	**Statutory Reference**
	Clerk of Circuit Court matters/duties	Yes	753.30, 59.40
	Case management/filings	Yes	59.40(2)
	Financial operations, accounting,tax costs, collect fees, disburse funds	Yes	59.40(3)
	Judgment & Lien docket	Yes	779.07, 59.40(2)(e)(f)
	Jury Management	Yes	756, 59.40(2)(d)

	Issue subpoenas, executions, writs, transcripts, certificates, judgments	Yes	815, 885, 806, 59.40(2)(e)
	Clerk court proceedings/sessions	Yes	753.30(3), 59.40(2)(d)
	Criminal Case Management (Felony, Misdemeanor, Traffic)	Yes	59.40(2)(c)
	Civil, Garnishments Case Management	Yes	59.40(2)(b), 812
	Family , Paternity Case Management	Yes	767, 59.40(2)
	Traffic, Forfeiture, Ordinance violations Case Management	Yes	778, 340-349, 59.40(2)
	Small Claims, Garnishments Case Management	Yes	799, 812, 59.40(2)
Departmental comments:	The Clerk of Circuit Court is a constitutional office, elected position , duties mandated by numerous state statutes, supreme court rules, state, district and local court rules.		

Commission on Aging	**"AGING RESOURCE CENTER"**		
Mission :	The Sauk County Commission on Aging Department is the Aging Resource Center to **assist the 60 years plus** population by the provision of programs and services designed to maintain an optimum level of independent living.		
	PROGRAM or SERVICE	**Is this Program or Service Mandated?**	**Statutory Reference**
"Aging Resource Center" *"Making Sauk County a Better Place to Grow Old"*	**Home Delivered Meals Program-** balanced noon meal for homebound persons General diet for week, plus liquid medical drink offered for weekend meals.	YES	OAA Title III-C & WI Elders Act 46.82 (3) (a) 5 & 7
	Congregate Meal Program - offers Food and Fellowship for lunch. Balanced lunch, nutrition education, socialization opportunities and scheduled health screenings.	YES	OAA Title III-C & Elders Act 46.82 (3) (a) 5

	Benefit Specialist Program- provides advocacy for issues and problems, assistance and counseling and representation for Social Security, Health Insurance, SSI, Food Share, Disability applications & appeals, Medicare, Medical Assistance, Homestead Tax Credit, Consumer Problems. Elder Law Center provides legal backup.	YES	OAA & WI Elders Act 46.82 (3) (a) 4
	s85.21 Transportation Program- Volunteer Driver Escort provides transportation to persons who are unable to drive and have no means of travel to medical appointments and to trips of necessity. Transportation staff drive wheel chair lift equipped vehicles or a car.	YES	S85.21 WI Elders Act 46.82 (3) (a) 6 & 17
	Volunteer Opportunity Program "Neighbor helping Neighbor" to deliver meals, Volunteer Escort Driver, meal site helper, newsletter assembly and special projects. Older American Act grants specifies use of volunteers to enable Aging units to offer more services. Volunteer in kind hours are counted as grant match dollars in several programs.	YES	OAA & WI Elders Act 46.82 (3) (a) 8
	Outreach Program- requests for a visit to check the needs and interests of the older person and assist them to access services. Coordinates Chore Service and Home Delivered Meals.	YES	OAA & WI Elders Act 46.82 (3) (a) 18, 1, & 9
	Information and Assistance Program- assist with information A to Z about current senior benefits, programs, advocacy issues, legal issues, Homestead Tax Credit, health resources and diseases, support groups, housing listing, day care providers, care giving, Medicare Drug Cards, Energy Assistance, community services, Financial forms, Support Groups , Loan Closets, Legislatures Phone numbers, Exercise programs, Life Telephone application, Senior Care application, Indigent Prescription Drug	YES	OAA Title III-E & WI Elders Act (3) (a) 11 & 3

	National Family Caregiver Support Program - reimbursement to caregiver for respite care expenses not to exceed $480 for 2005 year. Designed to help support the efforts of the caregiver.	YES	OAA Title III-E & WI Elders Act 46.82 (3) (a) 16
	SERVICES: **Chore Service-** routine household cleaning to help you continue to live in your own home. Choice since 1978 to help persons maintain independence	NO	OAA III-B
	Tele-Assure " a Call a Day"- daily phone contact to check the well-being of residents and caregivers of seniors.	NO	
	Newsletter- published bimonthly . It is available on tape for the visually impaired.	YES	WI Elders Act 86.82 (3)(a) 11
	Connect- listing of medical equipment to buy and sell **Indigent Prescription Drug Service** - persons age 60-65 may be eligible for free medication	NO	
	Respite/Indoor/Outdoor Chore Listing - persons willing to provide a service for private pay	NO	
	Foot Care Appointments - collaborative with Public Health Home Care to provide foot care.	YES	WI Elders Act 46.82 (3) (a) 9
	AARP Tax Aide Service- service to help low income seniors file Federal, State, including Homestead Tax forms from Feb.-April	YES	WI Elders Act 46.82 (3) (A) 8
	Grief Teleconference host for six years- offering information and education to the community and staff on varying topics from Care giving, End of Life Issues, to Alzheimer's'	YES	WI Elders Act 46.82 (3) (a) 3
	Low Vision , Alzheimer's' and Parkinson Support Groups plus Baraboo Area Senior Citizens Group Aging Staff perfo an advisory role.	YES	WI Elders Act 46.82 (3) (a) 9

	Senior Farmers' Market Program- collaborative effort with U.W. Extension to give Seniors coupons to spend at Farmers Market 2004 had $11,400 for 380 seniors.	YES	Partner in USDA contract WI Elders Act 46.82 (3) (A) 9
	WI Senior Care - Application and information center for prescription drug program. State mandated each county Aging office as application source.	YES	WI Elders Act 46.82 (3) (a) 9
	Transportation Services: **Taxi Program Reimbursement-** Low income seniors are subsidized cost of taxi tickets purchase to make affordable transportation for needs. **Miles of Smiles trips-** group planned trip for persons unable to drive to local sites, shopping, and attractions. Fee charged. **Grocery Shopping** - offered to Baraboo area residents who need assistance in obtaining groceries. Other communities being developed.	YES	S85.21 projects
	Healthy Aging Fair- free health screenings, flu shots, Sauk County private business, medical clinics, hospitals, dentists, chiropractors, nursing homes, day care, medical equipment vendors, libraries, State Offices, and local County Departments have information booths to inform the seniors and families of resources for choices.	YES	WI Elders Act 46.82 (3) (a) 11 & OAA Title III-E
Departmental comments:	The State Statues say a county may choose to administer OAA programs, and if that is the case the county shall establish an Aging Unit. The Aging Unit shall administer the various structure (director and office with adequate staff) and programs mandated by the Elders Act. Sauk County submits a County Plan to AAA and the AAA approves that plan, which means Sauk County is under contract to provide the services in the plan. A county can amend the plan but only with AAA approval; however there are certain services the County cannot exclude from that plan .(e.g.. Nutrition) Sauk County Aging unit applies for Older American Grants, receives donations from our clients for		

	services provided; uses volunteers to provide services, and has county match for grants and some taxpayer funds. Transportation s85.21 grant plan is written each year for a contract with DOT for designated use of program funds. The Aging office is designated by County Board Resolution November, 1987 to apply for annual financial assistance under Section 85.21 of Wisconsin Statutes and authorizes the annual obligation of county funds needed to provide the annual matching amounts.

Coroner			
Mission :	To conduct a thorough investigation to determine cause and manner of all deaths which are reportable under State Statutes 979.01 and 979.10 in a timely and professional manner.		
	PROGRAM or SERVICE	**Is this Program or Service Mandated?**	**Statutory Reference**
	Pronouncement of Death	Yes	59.34
	Determine Cause and Manner of Death	Yes	979.03, 59.34
	View and Photograph all bodies for Cremation	Yes	59.34
	Issue Cremation and Disinterment Permits	Yes	59.34
	Issue Autopsy, toxicology and Coroner Reports	Yes	30.67 (6a) & 48.981(5)
Departmental comments:			

Corporation Counsel	
Mission :	Provide professional legal services to Sauk County government, including the Board of Supervisors, committees, departments, and connected boards and commissions, and provide legal representation of the public interest in statutorily and contractually defined areas

	PROGRAM or SERVICE	Is this Program or Service Mandated?	Statutory Reference
	Represent the public or the County as petitioner for guardianships, mental commitments, children in need of protection and services, and termination of parental rights cases.	Yes	48.09(5), 51.20(4), 880.07
	Provide legal advice and guidance to County Officials and Employees pursuant to their official duties.	Yes	59.42(1)(c)
	Review and draft contracts, deeds, agreements, leases and other legal documents.	Yes	59.42(1)(c)
	Enforce County ordinances including zoning codes, pubic health codes and septic system violations.	Yes	59.42(1)(c)
	Conduct labor negotiations and represent the county in all manner of labor proceedings including grievances and prohibited practice litigation.	No	
	Advise and Assist Treasurer with tax delinquent property and other real property issues.	Yes	59.42(1)(c)
	Defend Sauk County in Civil Actions	Yes	59.42(1)(c)
	Assist in Bond Issues	Yes	59.42(1)(c)
	Preparation of Documents for Court Action	Yes	59.42(1)(c)
	Child Support	Yes	49.22 & Title IV-D of Federal Social Security Act
	Establishes Paternity & Enforces Child Support Collections	Yes	Title IV-D of Federal Social Security Act
	Maintain the Sauk County Code of Ordinances and draft amendments to the Code	No	
Departmental comments:	Our office responsibilities are set forth in the state statutes . Some programs in our budget are mandated by the state or federal governments. All of our budgeted items are used to staff the office and run the office for the county within the guidelines of our authority. Once the County establishes the office certain duties are placed within our authority by state and federal law, other duties are assigned by county board authority.		

County Clerk			
Mission :	The mission of the County Clerk's Office is to perform services for the public, including election operations, issuance and distribution of state and county licenses and permits, annually publishing the Sauk County Directory and serving the County Board by assuring completion of necessary support functions.		
	PROGRAM or SERVICE	**Is this Program or Service Mandated?**	**Statutory Reference**
	Marriage Licenses	Yes	765.05
	DNR Licenses, Boat, ATV, & Snowmobile Registration Forms	No	
	Sale of County Maps and Park Stickers	No	
	Sale of Photo Copies to the Public	No	
	Sale of Sauk County Ordinance Book to the Public	No	
	Distribute Wisconsin State Statute Books	No	
	File Original and Maintain County Contract Data Base	Yes	59.52(2), 59.52(4)(a)(10)
	Maintain and Update Statewide Voter Registration List	No	
	File Applications and Issue Open Air Assembly Permits	No	
	Elections (Financial Registration Statements, Nomination Papers, Campaign Registration Statement & Declaration of Candidacy forms); Ballots, Disk or Tape of Election Data, Poll Lists, Election Supplies, Official Canvass and Election Reports, Recount Proceedings and Records, Registration and Voting Statistics.	Yes	5.62, 5.66, 7.10, 7.60, 10.64, 59.11 & 59.14 and all election statutes
	Coordinate Publication of Various Election Notices with Municipal & School District Clerks; Charge-back Proportionate Share	No	
	Dog Licenses (Collect Remittances, Maintain Annual Dog Listing, Dog License Data Base, Distribute Dog License Supplies) Publish Notice of Dog License Requirements	Yes	174.07 et al
	Seek Proposals and Award Printing Bids	Yes	59.52
	General Information (Telephone and walk-in contacts)	No	

County Clerk			
	County Board & Committees	Yes	Ch. 59, including 59.23(1), 59.23(b), 59.11
	Keep and Record all Minutes/Resolutions and Ordinances; Maintain Index of Same	Yes	"
	Notices of Public Hearings/Other Public Notices	Yes	Ch. 65
	Sign Orders of Payment as Directed by Board/Deposit Monies	Yes	59.11
	Publish Annual County Directory & Update, furnish copies of same to municipal officers and all Wisconsin County Clerks	No	
	Statistical Report, furnish copies of same to all Sauk County Assessors	No	
	Coordinate training/educational meetings as needed with County Treasurer, Municipal Clerks and Treasurers, Sauk County Poll Workers	No	
	File Oaths of Office	Yes	59.21
	Claims for Care of Veterans Graves	Yes	45.18
	Petitions for Rezoning	Yes	59.69
	Farmland Preservation Program Agreements & Applications	Yes	91.13(1)
	Certified Copies	Yes	59.23(m)
	Depository/Recipient for Claims Filed Against Sauk County	Yes	59.52(4)(a)(9)
	Apportionment & Apportionment District Maps	Yes	59.12
	Legislative Documents (Bills & Acts)	Yes	35.85(11)
	Condemnation Proceedings	Yes	27.065(6)(j)
	Notice to Cut Timber	Yes	26.03
	Relocation Orders	Yes	32.05(1)(a)
	Notices to Town Assessors Regarding Lands Sold & Owned by County	Yes	59.52(4)(a)(13)
	File Original Deeds to County Owned Land	Yes	59.52
	State Trunk Highway Maps	Yes	84.02(12)
	Apportionment of County Taxes	Yes	70.63(1)

County Clerk			
	Library Tax Exemptions	Yes	43.64(2)
	Copies of Tax Receipts	Yes	59.52(4)(a)(14)
	Bridge Aid Petitions/Resolutions	Yes	81.38
	File & Apportion Special Charges Upon County for Charitable & Penal Purposes	Yes	74
	Publish Adopted County Ordinances	Yes	59.11
Departmental comments:	Some duties above which are indicated as being non-mandated (by State Statute) are mandated or required by action of the Sauk County Code of Ordinances, County Board Resolution, or Governing Committee action.		

District Attorney & Victim Witness Unit			
Mission:	The Mission of the District Attorney's Office is to prosecute violations of state law and county ordinances on behalf of the citizens of the county and in the name of the State of Wisconsin.		
	PROGRAM or SERVICE	**Is this Program or Service Mandated? Statutory Reference**	
	Duties as designated by Statute	Yes	Chapter 978
	Court Notification	Yes	Chapter 950
	Assistance to Victims and Witnesses of Adult and Juvenile Criminal Acts as Listed in Basic Bill of Rights for Crime Victims	Yes	Chapter 950
	Court Notification	Yes	Chapter 950
	Escort and Court Support	Yes	Chapter 950
	Employee Intercession	Yes	Chapter 950
	Restitution Information	Yes	Chapter 950
	Victim Impact Statements	Yes	Chapter 950
	Appropriate Referrals	Yes	Chapter 950
	Property Return and Parole Eligibility Notification.	Yes	Chapter 950

Departmental comments:	

Emergency Management			
Mission :	In conjunction with State Statute 166, maintain an effective emergency management program with the State Emergency Management Plan to protect and assist the citizens of Sauk County whenever a manmade, technological or natural disaster occurs		
	PROGRAM or SERVICE	**Is this Program or Service Mandated?**	**Statutory Reference**
	Develop All Hazards Emergency Management Plans	Yes	Chapter 166
	Administer Emergency Management Programs in Accordance with State (Public Awareness Programs, Training Programs, etc.)	Yes	Chapter 166
	Work with Municipalities in developing Municipal Emergency Response Plans	Yes	Chapter 166
	Direct Countywide Exercise & training program	Yes	Chapter 166
	Develop Terrorism Plans	Yes	Chapter 166
	Administer Homeland Security Grant Program	Yes	Chapter 166
	Coordinate Response & Recovery activities during disasters	Yes	Chapter 166
	Administer the SARA Title III (Emergency Planning and Community Right-To-Know) programs including the Local Emergency Planning Committee (LEPC)	Yes	Chapter 166
	Develop SARA Plans	Yes	Chapter 166
	Provide Training/talks to Emergency Response agencies (Police, Fire, EMS, etc.), public agencies, private agencies, schools, industry, private businesses, citizens, etc.	No	
	Provide assistance to public agencies, private businesses, industry, citizens with preparing disaster plans.	No	

	9-1-1 Coordinator- Take care of 9-1-1 addressing issues	Yes	State Statute requires 9-1-1 services
	Respond to Hazardous Materials incidents and disasters. Review billings for HAZMAT incidents and submit to responsible party.	Yes	Chapter 166 & county resolution
Departmental comments:	Emergency Management operates in accordance with Federal, State and County regulations. The majority of the duties and responsibilities are those mandated by State Statute, however, there are a number of activities performed by the department that complement the statutory required duties. All activities of the Department ultimately are there to help and protect the citizenship prior to, during and after a disaster strikes. Federal Regulations: 42USC1100-11050 - Superfund Amendments & Reauthorization Act Title III, Emergency Planning & Community Right-to-know Act (29CFR1910.120 & 40CFR311) - OSHA and EPA Worker Protection Standards / Robert T. Stafford Act & Subsequent Revisions State Regulations: Chapter 166		

Family/Judicial Court Commissioner:			
Mission :	The Court Commissioner's office provides information regarding legal procedures for family court, domestic abuse, criminal, traffic, ordinance violations, small claims and probate matters, and conducts preliminary and final hearings in these matters.		
	PROGRAM or SERVICE	**Is this Program or Service Mandated?**	**Statutory Reference**
	(1) Providing information (answering procedural/informational requests)	Yes	S. 767.081, Wis. Stats.
	(2) Conducting Preliminary and Final Court Proceedings	Yes	Chs. 343-350, 757, 767, 799, 812-813 and 968-970, Wis. Stats; Federal Regulations
	(3) Prepare/Sign Court Orders and Documents	Yes	Same as 2, above
	(4) Determination/Scheduling of Appropriate Proceedings	Yes	Same as 2, above
Departmental comments:			

Family Court Counseling Services:			
Mission :	This department supervises the provision of mediation and legal custody and physical placement studies in divorce, legal separation, paternity and other actions affecting the family.		
	PROGRAM or SERVICE	**Is this Program or Service Mandated?**	**Statutory Reference**
	(1) Mediation of Legal Custody and Physical Placement Disputes	Yes	S. 767.11(5), Wis. Stats.
	(2) Provision of Legal Custody and Physical Placement Studies	Yes	S. 767.11(4), Wis. Stats.
	(3) Coordinating Referral of Parties to Divorce Education Program (“Effects of Divorce on Children”)	Yes	S. 767.115, Wis. Stats.; Judicial Order
Departmental comments:			

Health Care Center			
Mission :	To provide Sauk County area citizens with high quality, skilled, professional, compassionate and individualized nursing, rehabilitative and supportive care and services in a modern, safe, comfortable, and pleasant environment that stresses maximizing personal independence, observing and respecting the rights of individuals served, encouraging participation of family and friends and striving for achieving progressive methods and economic efficiency.		
	PROGRAM or SERVICE	**Is this Program or Service Mandated?**	**Statutory Reference**
	24-hour care with RN supervision	No	
	Skilled and Specialized Medical Services to the Residents Under the Direction of a Physician	No	

	Services: Social services Discharge and Admission, adjustment, grief counseling	No	
	Beauty/Barbershop	No	
	Chapel	No	
	Consultant Pharmacy services	No	
	Dental, Podiatry, Audiology and Optometry Consultation/Services In house	No	
	IV Therapy, Tube Feedings, Ostomy Care	No	
	Certified Medicare Unit/Alzheimer's and Other Dementias Unit	No	
	Physical, Speech and Occupational Therapy	No	
	Psychiatric and Psychological Therapy	No	
	FDD Unit that provides skilled inpatient care for Developmentally Disabled Residents needing specialized services/Active Treatment and includes all the other	No	
Departmental comments:	There are no State Statutes that mandate a County must own or operate a Nursing Home. If a County does own or operate a Nursing Home, it must comply with State Administrative Code HFS 132. The Sauk County Health Care Center is operated by choice; there are no 'State Mandates" to provide any of the services we offer. However, because the County has chosen to be a state licensed Skilled Nursing Facility and an ICFMR, there are many federal, state, and local codes we must adhere to. Most of these codes relate too providing a safe and secure environment for our residents.		

Highway		
Mission :	We are a department entrusted with the development, maintenance, and safe operation of Sauk County's transportation system. We strive to satisfy the diverse mobility needs of all citizens while retaining a responsible concern for public safety and the environment.	
	PROGRAM or SERVICE	**Is this Program or Service Mandated?** **Statutory Reference**

	Local Bridge Aids	Yes	83.14
	County Highway Maintenance	Yes	83.025(2), 83.03(1)(2), 83.06
	County Highway Road/Bridge Construction	Yes	83.025(2), 83.035, 83.065
	State Highway Maintenance	Yes	84.07(1)(2)(3)
	Emergency Repairs of County Highways	Yes	83.09
Departmental comments:			

Human Services			
Mission:	The Sauk County Department of Human Services is dedicated to providing high quality, effective and efficient services for all county residents according to need and eligibility. Priorities include: treating everyone with dignity and respect, enhancing self reliance, protecting the vulnerable, and promoting healthy families, relationships and life styles.		
Agency Management & Support	**PROGRAM or SERVICE**	**Is this Program or Service Mandated?**	**Statutory Reference**
	Confidentiality of records	Yes	Ch. 48 & 49
	Supervise & Administer Programs	Yes	
	Comply with state requirements	Yes	
	Personnel related duties	Yes	
	Fiscal & Support	Yes	Ch. 938; 46; 49; PL 98-502; HSS-1
	Budget Prep, Reconciliation, statistics, state reports, service contracts, general ledger, collections, paying bills, computer applications	Yes	HFS 73
Mental Health, Substance Abuse & Developmental Disabilities Services	**PROGRAM or SERVICE**	**Is this Program or Service Mandated?**	**Statutory Reference**

	Mental Health and Substance Abuse Services including: programs of prevention, comprehensive diagnostic and evaluation services, inpatient and outpatient services care and treatment, residential services, partial hospitalizations, emergency care and supportive transitional services.	Yes	Ch. 51.42(3)(ar)4
	Emergency Detention	Yes	Ch. 51.15
	Community Support Programs	Yes	Ch. 51.421(1) & (2)
	Community Development Disabilities Services "directed toward the prevention and alleviation of a developmental disability or the social, personal, physical or economic habituation or rehabilitation of an individual with such a disability, and includes diagnosis evaluation, treatment, personal care, day care, domiciliary care, special living arrangements, training, sheltered employment, protective and other socio-living services, follow-along services, and transportation services necessary to assure delivery of services to individuals with developmental disabilities."	Yes	Ch. 51.437 & HFS 61, 63
	Autism Services & Children's Waiver for SED, PD, and DD	No	
	Court ordered assessments and treatment for persons convicted of operating a motor vehicle while intoxicated (Intoxicated Driver Program)	Yes	Ch. 51.42(3)(ar) 4.b, 343.16(2)(a), 343.30(1Q)(a), 343.305(90(a) & HFS 62
	Information and educational services to community groups and individuals	Yes	Ch. 51.42(3)(aw)1.c
	Involuntary Commitment for Treatment	Yes	Ch. 51.20
Mental Health, Substance Abuse	**PROGRAM or SERVICE**	**Is this Program or Service Mandated? Statutory Reference**	

& Developmental Disabilities Services			
	Critical Incident Stress Debriefing (CISD) services to "First Responders" (i.e., police, fire, and rescue personnel)	No	but implied in 51.42(3) ar (4)
	Mental Health and Chemical Dependency services to inmates of the Sauk County Jail	Yes	Ch. 51.42(3) ar (4)
	Crisis intervention services for mental health, alcohol and other drug abuse problems	Yes	Ch. 51.42(3) ar (4)
	Information and Referral	Yes	HFS 61.31
	Case Management (Follow-Along Services)	Yes	Ch. 51.437(1) and HFS 61.32
	Respite Care Services	No	but implied in 51.437(1)
	Recreation Services	Yes	HFS 61.31
	Summer Recreation Program	No	Implied in 51.347 (10 and HFS 61.37
	Residential Services	Yes	51.347(1), HFS 61
	Work and Adult Day Services	Yes	51.347, HFS 61
	Birth to Three Program	Yes	51.44, HFS 90
	Family Support Program	No	Entirely paid for with state monies
	Wisconsin Medical Assistance Program	Yes	HFS 101-108
Children, Youth & Families	**PROGRAM or SERVICE**	**Is this Program or Service Mandated? Statutory Reference**	
	Youth Independent Living	No	
	Juvenile Court - Intake & Ongoing	Yes	Ch. 301.26(4)(a)
	Juvenile Offenders	Yes	
	Corrections Placements	Yes	
	Alternate Care Placements	Yes	
	Foster Home Licensing	Yes	
	Custody Studies	Yes	

	CHILD ABUSE & NEGLECT SERVICES	Yes	
	Access, Intake & Ongoing Services	Yes	Ch. 48; PL 96-272
	Alternate Care Placements	Yes	HSS 56,57, 59
	Child Care Program	Yes	Ch. 46.51
	Kinship Program	Yes	Ch. 48.57 (3m)
	Family Partnership Initiative	No	
	Families Come First (Integrated Services)	No	
Long Term Support	**PROGRAM or SERVICE**	**Is this Program or Service Mandated? Statutory Reference**	
	Long Term Support	Yes	Ch. 46.22
	Adult Protective Services	Yes	Ch. 55; 880; 46.90
	COP and COP-W/CIP II	Yes	Ch. 46.27
	Supportive Home Care	No	HFS 73
	Personal Care Worker Program	No	HFS 107.112 (Have to purchase if not provided)
	Medical Assistance	Yes	Ch. 49
Economic Support	**PROGRAM or SERVICE**	**Is this Program or Service Mandated? Statutory Reference**	
	Work Related	Yes	Sub Ch. 4
	Disability	Yes	Ch. 46.22
	Medical Refunds	Yes	
	Nursing Home	Yes	
	Transportation Program	Yes	
	Program Integrity	Yes	
	Burials	Yes	Ch. 46.22 1b 49.155
	Child Care Program	Yes	
	FOOD STAMPS	Yes	Ch. 49
	Work Related	Yes	Sub. Ch. 3
	Non-Work Related	Yes	Ch. 46.22

	Program Integrity	Yes	
	W-2 WISCONSIN WORKS PROGRAM	No	Ch. 49.141
	Services	No	Ch. 46.22
	Benefits	No	
	ENERGY ASSISTANCE PROGRAMS	Yes	Ch. 16.385
	Low Income	Yes	Ch. 46.22
Departmental Comments	The Human Services Department has seven program areas in which we are mandated by state and/or federal law to provide services to the general public. The Child Protective Services Unit is responsible for investigating alleged cases of child abuse and neglect, and when necessary placing youth in alternate care to provide them safety. The Youth Services Unit assesses the circumstances of alleged juvenile offenders and makes recommendations to the juvenile court as to the most appropriate disposition. The Economic Support Unit completes applications for Medical Assistance, Food Stamps, Energy Assistance Program, child day care and the Wisconsin Works Program (W-2). The Outpatient Unit provides mental health and substance abuse counseling along with emergency services. The Community Support Unit provides intensive services to individuals with serious mental illness in order to support them in the community whenever possible. The Long Term Support Unit is responsible for providing adult protective services and purchasing services, which helps elderly and physically disabled adults remain in their own homes. The Community Access Programs Unit provides services to developmentally disabled individuals and families to support the greatest degree of community living possible. These units are supported by the Business and Administrative Services Units. For the most part, mandates for these services are contained in Chapters 46, 48, 49, 51, 55, and 938 of the Wisconsin Statutes.		

Land Conservation		
Mission :	To promote the awareness of our natural resources and to provide technical assistance for their productive use, enhancement and preservation.	
	PROGRAM or SERVICE	**Is this Program or Service Mandated?** **Statutory Reference**

	Forestry assistance	no	
	Dam maintenance	yes	NR333
	Wildlife damage assistance	no	
	Dell Creek Watershed Project	no	
	Farmland Preservation Program Planning	yes	ATCP 50
	Farm Services Agency planning assistance	no	
	Land and water resource management program	yes	ATCP 50
	Animal waste ordinance administration	yes	ATCP 50
	Non-point rule implementation	yes	NR120
	Conservation Reserve program	no	
	Stormwater and construction erosion plan review	no	
	Educational efforts	yes	ATCP 50
Departmental comments:			
Land Information Office (Mapping Department)			
Mission :	The Mission of the Sauk County Mapping Department, also being the Land Records Contact Office between the State of Wisconsin Land Information Board and Sauk County is to develop base and property mapping for Sauk County's geographical information system, to provide all departments with modernized land records, all townships & villages with accurate assessment mapping and assist the general public with related professional services through the use of technical software and computers.		
	PROGRAM or SERVICE	**Is this Program or Service Mandated?**	**Statutory Reference**
	Land Information Office (Mapping Department)	Yes	16.967(3)
	Management of the Wisconsin Land Information Program	Yes	16.967 (7) 59.72(3)
	Computerized Geographic Information System (GIS)	Yes	59.72(3)(b)
	County Mapping Projects	Yes	16.967(3)(b), 59.72(3)(a
	Develop Computerized Indexing of County Land Records	Yes	66.1001(2)(b)

	Topographic/Plainmetric Mapping and Internet and Online Mapping	Yes	59.72(3)(b)
	To provide information on parcels of real property in the county for the use of taxation district assessors, city, village and town clerks and treasurers and county offices and any other persons requiring that information.	Yes	70.09(20(b)
Departmental comments:	Even though we have had to edit the parcel base map for the City of Baraboo and Reedsburg in order to be used with our GIS. Both cities could require Sauk County to maintain there parcels on a yearly basis. Wis. Stats. 70.09(2)(b).		

Management Information Services			
Mission :	Management Information Systems is committed to providing information technology tools in the form of systems and services, to the entities that make up Sauk County government, to assist those agencies in providing better, more cost effective services and information to the residents of Sauk county.		
	PROGRAM or SERVICE	**Is this Program or Service Mandated?**	**Statutory Reference**
	Technical Support - Network Administration	no	
	Technical Support - Equipment Replacement	no	
	Technical Support - Help Desk / end user support	no	
	Technical Support - Security Administration & Maintenance	yes*	DHHS 45CFR 164.312
	R&D - IT Project Management	no	
	R&D - Systems Development and Integration	no	
	R&D - Web Development	no	
	R&D - Disaster Recovery Planning	yes*	DHHS 45CFR 164.308
	R&D - Security Policy Development & Maintenance	yes*	DHHS 45CFR 164.308
	Security Policy Enforcement and Monitoring	yes*	DHHS 45CFR 164.308
	Training	no	
Departmental comments:	◆ * Services mandated under the HIPAA Security Rule (Department of Health and Human Services, Health Insurance Reform: Security Standards, 45 CFR Parts 160,162 and 164) apply only to *Protected Health Information* as defined by the HIPAA (Health Insurance Portability and Accountability Act)		

	rules for privacy and security.

Parks			
Mission :	It is the mission of the Sauk County Parks Department to acquire, develop, preserve, protect, and maintain our parks and facilities for all citizens and to provide outdoor recreational opportunities that contribute to the well-being of individuals and families.		
	PROGRAM or SERVICE	**Is this Program or Service Mandated?**	**Statutory Reference**
	Snowmobile	no	
	House Maintenance	no	
	Brochures	no	
	Camping	no	
	Park Maintenance	no	
	Lake Management	no	
	Fish & Game	no	
	Parkland Development	yes	Ord. 22.16
	Forest Management	no	
Departmental comments:	The snowmobile program must be administered by a county department, not necessarily a parks department.		

Personnel		
Mission :	The mission of the Sauk County Personnel Department is to lead county government's innovative human resource system by recruiting and retaining a talented and diverse workforce to ensure the best service to the public, as well as provide guidance and information to all departments of the county.	
	PROGRAM or SERVICE	**Is this Program or Service Mandated?** **Statutory Reference**

	Develop, Implement and Administer Comprehensive Personnel Program for the County		
	Labor Relations/Labor Negotiations		111.70 (4)(cm)
	Recruitment		
	Coordination and Administration of Employee Benefits (Section 125, county sponsored, voluntary)		
	Conflict Dispute Resolution		
	Advise Department Heads and County Supervisors on Personnel Issues		
	Administration and Compliance of Labor Laws and Regulations		
	Job Classification System/ Job Descriptions		
	Direct and Coordinate Employee Evaluation System		
	Administer Affirmative Action, ADA, EAP, and Equal Employment Opportunity		
	Administer Compensation Plan		
	Custodian of Personnel Records		19.33
Departmental comments:	The duties of the Personnel Department are not statutorily delegated to the Personnel Department. The duties of the department are set forth in Chapter 13 of the Sauk County Code of Ordinances. Certain services are requirements of state or federal laws/statutes that are mandated county wide, and fulfilled by the Personnel Department.		

Planning and Zoning			
Mission :			
	PROGRAM or SERVICE	**Is this Program or Service Mandated?**	**Statutory Reference**
	Non-Metallic Mining Permits	Yes	NR 135.17, 135.20 & 135.13
	Environmental Education	No	
	Farmland Preservation Program	Yes	92.104 & 105
	National Floodplain Insurance Program	Yes	Part of NR 116

Planning and Zoning			
	Substantial Flood Damage Determinations	Yes	NR 116
	Rural Identification Numbers - Fire Numbers	No	Stats 59.54
	Floodplain Zoning Permits	Yes	NR115, 116
	Floodplain Determinations	Yes	NR 116.19
	Approve/Investigate Private Onsite Waste Disposal Systems	Yes	145.20(1) - (5) Comm 83
	Issue/Record Sanitary Code Permits	Yes	COMM 83.21
	Soil Verifications for Septic Systems	No	
	POWTS Maintenance Program	Yes	Comm 83
	Wisconsin Fund Program Administrator	No	COMM 87.20 (Optional)
	Issue Sanitary Violation Orders	Yes	COMM 83.26
	Review Permit Applications (Shoreland and Floodplain)	Yes	NR 115, NR 116
	Issue Certificate of Zoning Compliance	Yes	NR 115.05
	Conduct On-Site Zoning Permit/Compliance Inspection	Yes	NR 115.05
	Shoreland tree cutting, filling and grading, and erosion control	Yes	NR 115
	Official Mapping and GIS applications	Yes	NR 116, 66.1001, 59.69
	Conservation Planning	Yes	59.69(3)
	Land Division/Plat Review	Yes	236.10 Wis. Stats.
	Comprehensive Planning/Smart Growth	Yes	66.1001 Wis Stats.
	Land and Water Resource Management Plan	Yes	92.10(6)
	Board of Adjustment	Yes	59.69
	MOA - USH 12 Planning Efforts	No	
	BAAP - BIG process	No	Help negotiate disposal of BAAP
	Zoning Administration and enforcement - incl. Zoning amendments	No	Stats 59.69, NR 116
	Baraboo Range Protection Program	No	Stipulated in USH 12 MOA
	Natural Beauty Council	No	Earth Day Organization
Departmental			

Planning and Zoning	
comments:	

Public Health			
Mission :	The Sauk County Department of Public Health, as the official local public health agency for Sauk County, has a legal mandate to protect and promote health, and prevent disease and injury of the citizens of the county by providing quality education, information and health programs. To accomplish this mission the Sauk County Health Department has three core government public health functions: Assess community health status - are there adequate resources to provided for identified health problems. Develop health policy - recommend programs. Assurance - assure that necessary, high quality, effective services are available		
	PROGRAM or SERVICE	**Is this Program or Service Mandated?**	**Statutory Reference**
	Establish and Maintain Public Health System	Yes	Ch.251.20(1,2):251.02 (1,2); 250-255;HFS 140.04
	Community Health Assessments	Yes	HFS 140.04 (a) 1,2
	Immunizations	Yes	Ch. 252.04 HFS 144
	Sexually Transmitted Disease/HIV partner notification	Yes	HFS 145.15, HFS 145.17, 252.11 & 252.12
	Bio Terrorism planning preparedness	Yes	Ch. 252 and 254: Act 186
	Rabies control	Yes	Ch. 252 and 254
	Wisconsin Well Woman Program	No	Ch. 255.06

	Maternal Child Health Programs	No	Ch. 253
	Women, Infant and Children Nutrition Program (WIC)	Yes	Ch. 253.06
	Prenatal Care Services	No	Ch 253.085
	Children With Special Health Care Needs	Yes	Ch. 253; HFS 140.04 (a,b)
	Environmental Health	Yes	Ch. 254
	Investigation of Human Health Hazards	Yes	Ch.254; HFS 140.04(e,f) County Ordinance
	Lead Program	Yes	Ch.254.13
	Home Care Program	No	
	Communicable Disease Surveillance/follow up/Prevention	Yes	Ch. 252.03
	TB Control/Elimination/Surveillance	Yes	Ch. 252.07
	Vouchers	No	
	Dental Care Mobile	No	
	Fluoride	No	
	Rural Safety Day	No	
	Foot Clinics	No	
	Asbestos Removal	No	

	Transient Well Inspections	No	
	Radon Protection	No	
	Paternity/Pregnancy Testing	No	
	Dangerous animal ordinance	Yes	County Ordinance
	Clear Air Program	No	
	Mold and mildew Inspection program	No	
Departmental comments:			

Register of Deeds			
Mission :	The mission of the Register of Deeds Office is to record documents in a timely manner while complying with Wisconsin State Statutes (59.43). This office also serves the public by issuing copies of all real estate documents, vital records, military records, and fixture-based U.C.C. Filings. In doing so, the office will strive to maintain high standards of service and customer satisfaction.		
	PROGRAM or SERVICE	**Is this Program or Service Mandated?**	**Statutory Reference**
	REAL ESTATE RECORDINGS *	YES	59.43
	VITAL RECORDS **	YES	69.05/69.07
Departmental comments:	* Record all deeds, mortgages, etc. authorized to be recorded. Issue, upon demand, copies of recorded real estate documents. File and safe keep military discharges submitted for recording. Submit that portion of fees not retained by the County to the State (59.72(5) ** Accept for filing any vital record properly presented. Transmit to State any original vital record. Preserve and certify vital records, including issuing certified copies to persons with a direct and tangible		

	interest.

Register in Probate			
Mission :	The mission of the Probate/Juvenile office is to maintain records and perform statutory functions pertaining to Formal and Informal Probate, Trusts, Adult and Juvenile Guardianships, Adult and Juvenile Mental Commitments, Juvenile Delinquency, Children in Need of Protection and Services, Juveniles in Need of Protection and Services, Adult and Juvenile Adoptions and Termination of Parental Rights.		
Probate	**PROGRAM or SERVICE**	**Is this Program or Service Mandated?**	**Statutory Reference**
	Estates and Wills	Yes	868.01(3), 851.75, 853.09(1) & (2) 851.73(1)(a)
	Guardianship and Protective Placement for incompetent adults	Yes	40.08(9m), 880.03
	Guardianship of minors	Yes	48.83,48.185, 801.5
	Volunteer conservatorship	Yes	155.30 (3), 155.65 (1)
	Civil commitments (mentally ill)	Yes	Chapter 51
Juvenile	Children in need of protection or services	Yes	Chapters 48, 938
	Juveniles Ordinances	Yes	51.30(5)(c), 938
	Juvenile delinquency	Yes	938
	Juveniles in need of protection or services	Yes	938
	Termination of Parental Rights Adoptions	Yes	938, Chapter 48 Subchapter VIII
Departmental comments:			

Safety/Risk Management			
Mission :	Develop and maintain an effective Countywide Risk Management program to assure a safe environment for all county employees and customers.		
	PROGRAM or SERVICE	**Is this Program or Service Mandated?**	**Statutory Reference**
	Administer, file and investigate all claims for Workers Compensation, Property Insurance and Liability Insurance including procuring Policies for such coverage..	Yes	Chapter 102
	Administer, training and enforcement for Hazardous Communications Program, Blood borne Pathogens Program, Respiratory Protection Program, Hearing Conservation Program, Safety Policy for Outside Contractors, Fire Extinguisher Safety, Material Handling Equipment Safety Program, Workplace Violence Program, Ergonomic Safety Program, Confined Space Entry Program, Tuberculosis Exposure Plan, Lock Out/Tag Out Program, Personal Protective Equipment Program, Fall Protection Program, Protective Footwear Policy and Traffic Control Policy.	Yes	Chapter 101
	Administer, training and enforcement for the Commercial Drivers License Program and Alcohol and Drug Testing.	Yes	Chapter 343
	Administer, training and enforcement for Chain Saw and Chipping Safety, Driving Policy as well as other safety training.	No	
	Provide a single point of reporting of all Safety Related incidents. Investigate all Safety Incidents.	No	
	Oversee and assist all Departments with return to work program.	No	
	Provide safety inspection for all county owned facilities.	No	
Departmental comments:	Safety/Risk Management operates in accordance with Federal, State and Local Regulations. Most functions of this office are directed from Department of Commerce, OSHA, EPA and other regulator agencies regulations. Functions which are not required from these agencies are performed with the safety and health of the employees and general public in mind. All activities in this department are ultimately done for the safety and health of our employees and the		

	general public.

Sheriff			
Mission :	The mission of the Sauk County Sheriff's Office is to serve and protect the citizens and visitors of Sauk County by providing effective and efficient law enforcement and other related emergency services.		
	PROGRAM or SERVICE	**Is this Program or Service Mandated?**	**Statutory Reference**
	Court Attendance - Court Security - Court Bailiff Program	Yes	59.27(3)
	Patrol - Crime Prevention and Apprehension	Yes	59.28 & 59.29
	Traffic Enforcement	Yes	346.70(4) 59.28 .29
	Criminal Investigations & Arrests	Yes	59.28 & 58.29
	Warrant Processing and Service	Yes	813.12 815.04 815.05 59.27(4) 59.27 (5)
	Civil Process Recording and Service	Yes	59.27(9)
	Prisoner Transports	Yes	59.29 (1) 302.06
	Telecommunications Terminal (TIME System) - Dispatch	Yes	59.54(9)
	Water Safety \ Rescue \ Patrol	Yes	59.27 (11) & Chap. 30
	Receiving \ Storing Court Ordered Firearms	Yes	813.12 (4) (m)
	Sex Offender Community Notification	Yes	301.46

	County Jail & Huber Center - Medical Care, Probation & Parole Holds,	Yes	59.27 302.30 - 303.9 Admin. Codes 348 & 350 D.O.C.
	Local Emergency Planning Committee - County Law Enforcement	Yes	Wis. Stat. Chapter 166
	Wis. Highway Safety Committee - County Law Enforcement	Yes	83.013(1) (a)
	Statistical recording and reporting of crimes for state and federal agencies	Yes	
	Recording, storing and release of theft, accident reports for citizens under open records	Yes	19.35
	Jail Literacy and GED programs	No	Wis. Admin. Code
	Emergency 911 Dispatching Services	No	
	Special Response Teams - E.R.T. & Incident Negotiation Team	No	
	Drug Enforcement Unit	No	
	Neighborhood Watch and TRIAD - Senior Citizen Programs	No	
	Motor Vehicle Registration Program	No	
	AED (de-fibrallator Program	No	
	Jail Electronic Monitor Program	No	302.425 & 973.03.04
	Ho Chunk Nation Liaison Program	No	Public Law 280 and 165.90
	Anti-Terrism Committee	No	
	Domestic Abuse Coalition	No	
	Dispatcher Emergency First Aid Power Phone Program	No	
	State Jailor Training Academy Program	No	

	Renting available jail beds to other Agencies for revenues	No	
	Sponsor & manage annual mandated law enforcemcent inservice program	No	
	Draft and manage various grants including traffic safety enforcement programs for DWI, speeding and seat belt enforcement, drug enforcement, and officer safety vests.	No	
	Countywide law enforcement firearms training facility & program	No	
	Local media news release program to report law enforcement activities on a 24 hour basis	No	
	K-9 Patrol \ Drug Enforcement \ Search Program	No	
Department comments:			

Solid Waste			
Mission :	To establish and maintain the infrastructure necessary to monitor and care fore its disposal facilities and to provide cost-effective, efficient, convenient and reliable solid waste management alternatives for the citizens of Sauk County, with an emphasis on resource recovery and proper management of special waste.		
	PROGRAM or SERVICE	**Is this Program or Service Mandated?**	**Statutory Reference**
	Waste Oil Collection Facility	Yes	NR 590.21(2) Wis. Admin. Code
Departmental comments:	With the exception of providing a waste oil collection facility, Sauk County is not obligated under any State statute to provide services for solid waste disposal or recycling. However, we are obligated to take care of our existing and former disposal facilities in accordance with specific license and plan of operation approvals issues by WDNR. Services related to the remediation of the former Sauk County Landfill (monitoring, cap contingencies, etc.) are required under contract with the WDNR. Sauk County has also agreed to provide certain services towards maintaining the landfill gas-to-energy installation at the Sauk County Landfill under an agreement with Alliant Energy.		

Surveyor			
Mission :	The Mission of the Sauk County Surveyor's Office is to provide for the administration of the remonumentation and maintenance of the United States Public Land Survey System (PLSS) Corners within Sauk County, to provide statutorily-required filing and indexing of survey records.		
	PROGRAM or SERVICE	**Is this Program or Service Mandated?**	**Statutory Reference**
	County surveyor; create records in the form of drawings and plats of corners, make accessible for information requests.		59.45 (1)
	Perpetuation of section corners, landmarks		59.74 (2)
Departmental comments:			

Treasurer			
Mission :	Our mission is to administer and fulfill the duties as defined in Chapters 70, 74 and 75 of the Wisconsin Statutes. To determine and implement the most efficient, accurate and cost effective method of receiving, disbursing, and investing County funds. We maintain property descriptions, tax parcel maps and track ownership information while providing excellence in customer service to all the citizens of Sauk County		
	PROGRAM or SERVICE	**Is this Program or Service Mandated?**	**Statutory Reference**
	Receive/ Pay Out all County Moneys	Yes	59.25(3)(a)(1) - (3)(d) et al.
	Complete Tax Roll	Yes	59.25(3)(e)
	Tax Deed Lands - Sales	Yes	75.32(1) & (2)/75.67(3)(b)
	Real Property Lister	Yes	70.09(1)
	Property Assessments	Yes	70.09 (1) & (3)
	Unclaimed Funds	Yes	59.66(2)

	Invest county funds.	Yes	59.62
	Property Tax Collection Chapter 74	Yes	59.25(e), (f), 70.39, Chapter 74
	Property Assessment	Yes	70..47 & 70.64
	Penalty for Converting Agricultural Land	Yes	74.48
	Lottery Credit Forms	Yes	79.10(5)
	Claiming Lottery and Gaming Credit	Yes	79.10(5)-(11)
Departmental comments:	Discretionary Services: Real Property Lister, 236.34(1)(f)		

UW Extension			
Mission :			
	PROGRAM or SERVICE	**Is this Program or Service Mandated?**	**Statutory Reference**
	Pesticide Applicator Training	Yes	ATCP 29
	Tractor Safety Certification	Yes	§346.925
Departmental comments:			

Veterans Service Office	
Mission :	In recognition of the special sacrifices that veterans and their families have made, the Sauk County Veterans Service Office is dedicated to providing the highest quality of service to Sauk County Veterans and their family members by utilizing all available resources, including federal, state, county and civic. We strive to keep veterans and their family members informed of all pertinent information through the use of all available technologies and actively work for the protection of veterans benefits.

	PROGRAM or SERVICE	Is this Program or Service Mandated?	Statutory Reference
	Veterans Services	Y	Chapter 45
	Care of Veterans Graves	Y	45.18 & 45.185
	Veterans Relief	Y	45.10 - 45.17
	Transportation of Veterans to VAMC appointments	N	
	Flag Holders	N	
	"Veterans Messenger" Newsletter	N	
Departmental comments:	Veterans Services program includes state and federal benefits. Although the transportation program is not mandated for our department 99% of the people we transport meet the eligibility requirements for mandated transportation by the Commission on Aging (COA) Department. The county receives a grant annually from the Wisconsin Dept of Veterans Affairs (WDVA). The emphasis for the grant is to provide outreach efforts in order to increase the amount of benefits coming into the state and is specifically prohibited from being used solely to "reduce funding to a county veterans service office based upon receipt of the grant..." For this reason the grant is used to pay for the entire cost of the newsletter and the balance is used to pay for attendance at conferences, training, WDVA meetings, etc.		

Appendix C:
How Can We Improve Communication?

STRATEGIES

The following people were appointed to the communication ad-hoc committee:

County Clerk	Bill Wenzel	Joan Fordham	Scott Alexander	Judy Ashford
Andrea Lombard	Michelle Koehler	Todd Liebman	Bill Orth	Gene Wiegand
Kathy Schauf	Lance Gurney	Steve Pate	Karna Hanna	Gene Dalhoff
Bev Vaillancourt	Ed Geick	Kathleen Reuter	Jeff Seering	Fritz Wyttenbach
George Johnson	Donna Neuwirth	Ritchie Brown		

The communications ad-hoc committee members developed strategies and action steps to address the following question: How can we improve communication? The ten (10) broad strategies listed below in bold are followed by bullets. These bullets are brainstorming ideas that were not evaluated. Therefore, some may be good ideas and others may not be worthwhile. The bullets were included to help to frame the thinking behind the strategies.

1.) Improve interdepartmental cooperation. (INTERNAL)

- Develop a system for wider distribution of affiliated organization/committee meeting minutes.
- At department head meetings, include time for department heads to meet with other department heads from similar departments. Quarterly Department Head meetings with reports from the department head "clusters".
- Department head meetings based on function.

2.) Develop and improve clear methods of internal communication.

- Establish a checklist of times and procedures for set calendar issues, i.e. budget. Outside organizations would like to know how items fit in the timeline.
- Update/improve county website:
    - Highlights/current events on web
    - Add County Board votes to website
    - Education on how to use the site
- Videotape Board meetings and make them available to staff
- Internal Sauk County Government newsletter - available on-line. It could include:
    - Draft minutes
    - Current events
    - Hot topics
    - Upcoming issues/education
- Better define what needs to be communicated
- Understand and utilize existing infrastructure
- Utilize established avenues of communication that ensure compliance
- Internal suggestion box for issues that need to be addressed
- Develop intranet as knowledge base
- Develop project process to involve all the right parties/departments
- Identify and utilize county resources that may be impacted or that may assist with proposed projects or decisions

STRATEGIES

3.) Foster atmosphere of openness and trust. (INTERNAL)

- Social events - brat feed for staff and other events that include the County Board
- Supervisors and staff need to buy-in to the need for improved communications
- Establish a greater sense of openness between administration and board
- Provide departments with better direction from County Board (policy issue)

4.) Clarify roles/responsibilities/authorities of staff, administration, and board through improved County Board procedures and policies.

- Clarify the Administrative Coordinator's job with County Board members and Department Heads
- Define a process or identify a person responsible to provide the structure for reliable, consistent and accurate communications
- Make sure new members on the board understand the Open Meeting Law
- Clarify responsibility and authority of oversight committees and Department Heads
- Instead of a chairman**s'** advisory format, use a chairman**'s** advisory and invite all on an equal basis - Could be issue specific and include Department Heads
- Restructure committee members more often
- Job description for County Board Supervisors
- Ensure all forms of communication are conducted in the appropriate forum:
- Personnel issues
    - No walking quorums
    - Open Meeting Law
- Department Head job shadow - County Board members spend a day with county department heads
- Provide minutes of all committee meetings to County Board members so they can learn why decisions were made.
- Attach (optional) fact sheet to resolutions when they go before the county board to explain background/reasons for resolutions
- Better define roles and responsibilities of committees and relationships of committees to the County Board
- Communication training for County Board and staff
- Verbal report to County Board on current issues
- Restructure way County Board gets to speak/comment
- Provide departments with better direction from County Board (policy issue)
- Supervisors need to be willing to support committee decisions
- Department Head presents the background information on the issue
- Then Committee members speak on the issue
- Then comments from the rest of the County Board
- Clarify guidelines for input at County Board meetings
- Conflict of Interest assessment
- Transparency issues
- Treat people that speak during public comment time with respect whether or not you agree with them

STRATEGIES

- Make County Board meetings more user friendly, i.e. for a long time the back of the County Board room was freezing

5. Improve and upgrade Sauk County website.

- Public Access: Have the county website act as the "clearing house" to all levels of local government with links to specific sites. With this, include a current events site that all can utilize.
- Publish (on the Internet) a county phone directory with all staff included
- Interactive component to county website to obtain input electronically
- Website information center – issues, papers, Q&A, etc.
- Keep website current with all agenda. Post minutes on the site as quickly as possible whether they are approved or not
- Make sure our county website fills citizen needs. More info – basic to detailed
- Accurate and updated agendas; minutes on Sauk County website
- Publicize contents of Sauk County website
- County Board minutes should be posted on a more timely basis – not three months afterwards
- Improve the county web page by listing tax rates of all local jurisdictions

6. Improve public awareness of/interaction with county government.

- Create a survey process to better determine communication needs/wants of external constituents
- Obtain knowledge of external partnerships and interests
- Let people know about visible projects in advance, such as county road projects and building additions
- Annually publish a list of services provided by the county (simplified format)
- Create a directory of outside agencies that routinely have business with the county
- Training session for business/nonprofit/other levels of government that covers basic functions of county government
- Let people in the county "know" what county government is doing
- Have outside agencies that receive county funding give an annual report to the Board
- Have a "Meet the Supervisors" day. Encourage the public to come and speak to multiple supervisors
- County Board members have town meetings
- Who are these people? When new people move in, have a packet for them – who their representative is, how county government works, etc.
- Identify external businesses and organizations that could use court info and set up a link of communication with them
- Supervisor listening sessions on specific issues
- Hold local listening sessions with supervisors from that area twice a year
- Networking session with external partners
- Create a "Doing Business with Sauk County" manual
- Make a better effort to inform people what various county departments do
- County supervisors holding issue meetings in their areas

STRATEGIES

- Public outreach: Require county board supervisors to hold listening sessions in four areas of the county (Baraboo, Sauk, Reedsburg, Spring Green) two times each year with one focused on budget and the other on specific program, i.e. current events
- Public outreach: Think about combining various county newsletters into one master newsletter – include educational pieces on each department to let public know what services are provided – free to those who sign up
- Utilize focus groups with taxpayers for major issues
- Promote services provided by county government
- Newsletter on a quarterly basis
- Develop feedback channels for external interests
- Have fact sheets on major issues available through the Clerk's office for distribution or publication (one page prepared by staff)
- Intro to County Government at high school
- Reprint little county department phone number cards
- Recognition of different cultures requires different methods, i.e. non-English speaking

7. Improve intergovernmental cooperation.

- Need to influence Department of Transportation (DOT) design process
- County departments should be available to come to local town meetings if called to do so (Sheriff, Highway, Humane Shelter, Planning & Zoning, etc.)
- Do a better job of communicating with local units of government regarding issues of mutual concern
- Joint planning with neighboring counties
- Regular intergovernmental meetings of the chief elected and administrative officials to share ideas, goals and mutual concerns
- Establish come sort of liaison relationship with county municipalities similar to the county WTA meetings where county staff reports on various issues
- Partner needs with the county, i.e. support from state and federal
- Invite state/federal representative to appropriate committees annually (Human Services, Law Enforcement, Highway, etc.)
- Send outside agency minutes to County Board members/staff (electronic is best)
- Intergovernmental cooperation: County Board hosts intergovernmental forums two times a year with local levels of government including towns, villages, cities, school boards, to discuss mutual issues and to look for opportunities to share services
- Develop a plan for sharing services among local governments
- Find a way to educate local officials on why county is making the decisions it makes (closing of landfill, Health Care Center issues, opening a new section of the jail, the new emergency communication system, etc.)
- Facilitate interaction between units of government (municipal - county – state)

8. Improve media relations and usage.

- Develop ongoing relationships with newspaper staff
- Local papers interview supervisors on specific issues and invite letters to continue discussion
- Regular column in all county newspapers

STRATEGIES

- Radio spots discuss issues from the County Board to local community. Call-ins or just interviews given by County Board
- Subscription service to Board, agency minutes, info, etc. Also available at public buildings
- Utilize newspapers for background articles on major issues (information, not pro/con)
- Channel 47 Baraboo TV information times, perhaps a call-in time like for radio, or an interview-type discussion
- Ask the newspaper management for advance coverage on specific topics that are important, i.e. the budget hearing in June
- Short reference list for contacts (phone number, e-mail, area of responsibility)
- Central directory for media relations. Press releases
- Prior to April election, publish description of County Supervisor job in local papers
- Televise County Board meetings

9. **Improve communication infrastructure**

- Would it be too extravagant to have a staff member (new) to be the "Communications Director"? Is there a need for this? Would taxpayers support this position?
- County could take a leadership role in sponsoring such things as the wireless internet and other innovations that benefit the public
- Communication "dead spots" for transmissions could be corrected by increasing towers/frequency band, etc.
- Get a phone receptionist

10. Miscellaneous

- Rely on staff at Wisconsin Counties. They have a wealth of information.

Suggestions from the Cost Effective Ad Hoc committee

- County Board act as ambassadors for programs and public relations piece
- Communicate needs to residents of Sauk County – get energy from communication
- Improved public relations (separate department)
- Communications director/coordinator

STRATEGIES

The communication ad-hoc committee members identified one priority strategy. The following chart identifies the action steps, timeline and responsible parties to begin to implement that priority strategy:

STRATEGY 1: Clarify roles/responsibilities/authorities of staff, administration and board through improved County Board procedures and policies.

WHAT?	WHEN?	WHO?
Pull together a manual and an organizational chart that clarifies the roles/responsibilities/authorities of the Administrative Coordinator, County Board, Chair, County Board Supervisors, and Department Heads. (Make sure everyone who has decision making ability agrees on the roles/responsibilities/authorities identified)	By February 2006	• Todd Liebman • Executive & Legislative Committee • Administration
Modify rules of the County Board • Investigate a format for County Board problem solving in lieu of Chairman's Advisory Committee • Investigate term limits for Committee's members • Formalize County Board procedure for resolutions/action items - written or oral presentation prior to motion or discussion	By March 2006	• Executive & Legislative Committee • Todd Liebman • Administration
Develop mandatory Board training for <u>all</u> County Board members	By March 2006	• Partners • Executive & Legislative Committee • Todd Liebman • Administration
Develop guidelines for public input • Add to info to the Sauk County website • "How to" information on the sign up sheet • Add "how to" info to a poster board posted outside the County Board room.	By December 31, 2005	• County Clerk (Bev Mielke has agreed to work on this)

Appendix D:

How Can We Structure our County Board, Committees, and Departments to Provide Effective and Efficient Government Operations?

STRATEGIES

The following people were appointed to the structure ad-hoc committee:

Judge James Evenson	Bill Wenzel	Kerry Beghin	Kathy Schauf	Michelle Koehler
Todd Liebman	Marty Krueger	Scott Alexander	Al Dippel	Ruth Steinhorst
Beverly Mielke				

The structure ad-hoc committee members developed strategies and action steps to address the following question: How can we structure our county board, committees, and departments to provide effective and efficient government operations? The six broad strategies listed below in bold are followed by bullets. These bullets are brainstorming ideas that were not evaluated. Therefore, some may be good ideas and others may not be worthwhile. The bullets were included to help to frame the thinking behind the strategies.

1. Provide training/communication for the County Board and staff regarding roles, responsibilities and legal requirements.

- We need to engage entire board without whole board micro-managing each department
- Develop actual position/job descriptions for potential county board supervisors - awareness of time, responsibilities, etc. for role
- Do you allow a broader interface of county personnel at the committee level?
- Define a balance of power to reduce the possibility of using departments as political tool
- Training to staff and the board about their differing roles - big picture mission/vision vs day-to-day management
- Better define committees role in department operations
- Require that departmental updates to oversight committees include month-to-month "progress reports" in performance measurements developed as part of budget
- Don't think Board members know enough about departments and their functions with the seasonal members to those departments we report
- Develop a format to allow staff and committee interface on an annual or semi-annual basis.

2. Develop a job description for County Board supervisors - including expectations

- Additional training for new CB supervisors; specifics regarding open meetings law, roles of committees, boards, etc. and relationship to county government as a whole

3. Improve cross-communication between committees and departments – Moved to Communications Committee

- We need more frequent communication than an agenda two days before a meeting
- We need more cross-committee communications - follow existing deadlines or abolish same for submitting material to be included on CB agendas
- Improved communications between committees to resolve issues that arise between departments
- Continue summary updates to county board regarding major projects at the start of each county board meeting- detailed monthly participation at committee level
- Incorporate committee reports on a scheduled basis into board meetings
- Provide tech equipment to board members - pcs, laptops, PDA

STRATEGIES

4. Possible modification of the composition of county board and standing committees.

- Can we take advantage of "citizen expertise" on more of our standing committees?
- Combine Executive & Legislative and Finance committees
    - Make membership the same as chairs of other committees.
- Change the way Executive & Legislative members are selected.
- Change the way committee chairs are selected.
- Review committee structure in a way that is able to be proactive to county needs.
- Link County Board skill sets with appropriate committee.
    - One paragraph synopsis for community chair to have.
- Chair Persons' advisory board.
- Maintain a list of "interested parties" for County Board Chair to consider when appointing citizen members to various committees
- Term limits on committee membership to encourage a more fully rounded understanding of all operations, requirements
- The current concept of the Executive & Legislative "super" committee does not seem to be well perceived...how do you fix it?
- Are monthly committee meetings enough? Monthly board meetings?
- What is the right mix between committee members, size and amount of info they need to handle?
- Do you change to an elected County Executive?
- If you were to decrease the number of supervisors, what rationale do you use to contract, especially in rural areas?
- Reduce the size of the county board by ten (10). How many people can each supervisor represent?

Structure committees around functional areas of expertise

- Joint committee meetings along functional lines quarterly
- Reduce the number of committees to limit "cheerleading" and better allocate available funding "consolidation"
- Organization of committees more along functional lines (i.e., Heath and Human Services, public safety, administration) could translate to fewer larger committees
- Structure committees around functional areas of expertise
- Consolidate committees along functional lines - Administration, Public Works, Public Safety and Justice, Natural Resources and Land Use, Health and Human Services
- How do you clearly delineate responsibilities of committees for better flow and no overlap?

5. Realign reporting of departments to oversight committees.

6. Revisit 2020 plan. Where does it fit?

STRATEGIES

The structure ad-hoc committee members identified one priority strategy. The following chart identifies the action steps, timeline and responsible parties to begin to implement that priority strategy:

STRATEGY 1: Possible Modification of the Composition of the County Board and Standing Committees.

WHAT?	WHEN?	WHO?
Consider restructuring the committees around functional groups	By April 2006	Executive & Legislative
Evaluate each functional group to see how many committees are needed within the functional area.	By April 2006	Executive & Legislative

The Executive and Legislative Committee should also consider the following ideas:

- Reconsider function of the Executive and Legislative Committee, including how members are selected.
- Link County Board Supervisors' skill sets with appropriate committee.
    - Each committee chair would receive a paragraph synopsis of committee members' skills.
- Reconsider function of Chair Persons' advisory board including frequency of meetings.
- The clerk should maintain a list of "interested parties" for County Board Chair to consider when appointing citizen members to various committees.
- Term limits on committee membership to encourage a more fully rounded understanding of all operations, requirements
- Reconsider the frequency of committee and county board meetings.
- What is the right mix between committee members, size and amount of information they need to handle?
- Consider reducing the size of the county board.
- Reduce the number of committees to limit "cheerleading" and better allocate available funding.

Appendix F:
How Can We Provide Cost Effective and High Quality Services that are Responsive to County Needs?

STRATEGIES

The following people were appointed to the cost effective ad-hoc committee:

County Clerk	Bill Wenzel	William Orth	Kathy Schauf	Kerry Beghin
Carol Gasser	Karna Hanna	Lance Gurney	Todd Liebman	Joan Wheeler
Rob Sinklair	Steve Pate			

The cost effective ad-hoc committee members developed strategies and action steps to address the following question: How can we provide cost effective and high quality services that are responsive to county needs? The five broad strategies listed below:

1.) Refine and utilize budget process to improve cost effectiveness of Sauk County Government.
2.) Formalize decision-making process for major issues.
3.) Provide resources to support development of cost effective, high quality services.
4.) Direct county departments to consider cost effective measures in terms of expenditures, policies, and legislation.
5.) Utilize existing planning processes to address cost effectiveness on a countywide scale

The committee members identified one priority strategy. The following chart identifies the action steps, timeline and responsible parties to begin to implement that priority strategy:

STRATEGY 1: Refine and utilize budget process to improve cost effectiveness of Sauk County Government.

WHAT?	WHEN?	WHO?
Evaluate and formalize budget process to ensure full participation and interaction by departments, oversight committees, administration and budget staff. Include guidelines for presentation of bullets to oversight committee and present to the board.	By March 2006	Budget Committee (Kathy, Kerry, and Finance)
Incorporate new board into the budget process and priority analysis. Educate new board members (review mission, values and list County Board priorities).	By April - May 2006	Administration Board Chair
Incorporate budget process into monthly oversight committee processes.	Starting in January 2006	Department Heads

Appendix F:

How Can We Preserve and/or Protect Our Natural Beauty and Rural Heritage?

STRATEGIES

The following people were appointed to the natural beauty and rural heritage committee:

Rich Evans	Bill Wenzel	Joe Van Berkel	Halsey Sprecher	Lance Gurney
Brian Kindschi	Buddy Huffaker	Steve Koenig	Paul Wolter	Jay Salinas
Lester Wiese	Rick Livingston	Allison Duff	Linda Bormann	

The natural beauty and rural heritage committee members developed strategies and action steps to address the following question: How can we preserve and/or protect our natural beauty and rural heritage? The five broad strategies are listed below:

1) Develop a plan to protect, preserve and enhance the natural, agriculture and cultural resources of Sauk County / Create a Natural, Agricultural, and Cultural Resources (NACR) committee.

2) Strengthen partnerships with business and private landowners to better manage land and water resources.

3) Look at parks, open space, BAAP and cultural resources comprehensively. Enhance and expand the role of publicly accessible open spaces to promote stewardship of NACR.

4) Coordinate county, schools, non-profits, other resource agencies to provide NACR education to the public.

5) Understand and support a diversified and sustainable NACR economy and their interdependence.

The committee's recommendations were not approved. Existing infrastructure is sufficient to implement these strategies.