

ROCK COUNTY, WISCONSIN

NOTE: This is a Teleconference



**JOINT LAND CONSERVATION / PLANNING & DEVELOPMENT COMMITTEES
TUESDAY – AUGUST 18, 2020 – 6:00 P.M.
CALL: 1-312-626-6799
MEETING ID: 860 7261 2070**

Join Zoom Meeting

<https://us02web.zoom.us/j/86072612070>

Meeting ID: 860 7261 2070

One tap mobile

+13017158592,,86072612070# US (Germantown)

+13126266799,,86072612070# US (Chicago)

Dial by your location

+1 301 715 8592 US (Germantown)

+1 312 626 6799 US (Chicago)

+1 929 205 6099 US (New York)

+1 253 215 8782 US (Tacoma)

+1 346 248 7799 US (Houston)

+1 669 900 6833 US (San Jose)

Meeting ID: 860 7261 2070

Find your local number: <https://us02web.zoom.us/u/kbJKNQowpw>

Join by Skype for Business

<https://us02web.zoom.us/skype/86072612070>

If you are interested in providing public comments on items on this agenda, you must submit your comments by noon on Tuesday, August 18, 2020. To submit a public comment use the following email: marilyn@co.rock.wi.us.

Join from a telephone:

- On your phone, dial the phone number provided above
- Enter the meeting ID number when prompted, using your dial-pad.
- Please note that long-distance charges may apply. This is not a toll-free number.
- Supervisors: Please identify yourself by name
- **Please mute your phone when you are not speaking to minimize background noises**
- We are new at holding meetings this way, so please be patient

Instructions for the hearing impaired –

<https://support.zoom.us/hc/en-us/articles/207279736-Getting-started-with-closed-captioning>

**JOINT LAND CONSERVATION / PLANNING & DEVELOPMENT COMMITTEES
TUESDAY – AUGUST 18, 2020 – 6:00 P.M.**

Agenda

1. Call to Order
2. Adoption of Agenda
3. Public Comment
4. Discussion and Possible Action
 - A. Organizational and Leadership Structure of Land Conservation and Planning & Development Departments
5. Adjournment

The County of Rock will provide reasonable accommodations to people with disabilities. Please contact us at 608-757-5510 or e-mail countyadmin@co.rock.wi.us at least 48 hours prior to a public meeting to discuss any accommodations that may be necessary.

ROCK COUNTY, WISCONSIN



County Administrator
51 South Main Street
Janesville, WI 53545
(608)757-5510
Fax (608)757-5511

DATE: August 13, 2020

TO: Land Conservation Committee
Planning & Development Committee

FROM: Josh Smith, County Administrator *JMS*

RE: Discussion of Departmental Organizational and Leadership Structure

Next Tuesday's joint committee meeting was scheduled to discuss the organizational and leadership structures of the Land Conservation Department and the Planning, Economic, and Community Development Department. While the current organizational structures have been effective, good organizations are always looking for opportunities to review their operations for potential improvements. With the recent retirement of both department heads, now seems the appropriate time to engage in this discussion.

The question I am asking you to consider is whether it makes sense to consolidate the leadership of the departments into one director position, which could include combining the departments organizationally or keeping them separate.

Below is information that may be helpful as you consider this question.

Departmental Similarities

Although providing distinctly different services, there are a number of issues that point to similarities and overlap between the two departments. For example:

- The PACE program was established through the work of the Planning & Development Committee and Department, and is now overseen by the Land Conservation Committee and Department.
- The storm water and erosion control ordinances were initially managed by the Planning Department but were transferred to Land Conservation.
- County Conservationist Baker has transitioned between the two departments on multiple occasions, indicating a similar skill set required for the work.
- State statutes require that one member of the Planning & Development Committee be a member of the Land Conservation Committee, and Rock County currently has two members on both committees.

Other Counties' Organizational Structures

The Human Resources Department has collected information on how our comparable counties (typically defined as counties with similar populations, both larger and smaller) have organized these functions, as noted in the table below. For reference, Rock County's population places us between Winnebago and Washington.

County	Number of Departments	Department Name(s)	Notable Functions
Brown	2	1)Planning and Land Services 2)Land and Water Conservation	1)Includes Real Property
Racine	1	Public Works and Development	Land Conservation, Parks, Facilities Management, Planning
Outagamie	2	1)Development and Land Services 2)Land Conservation	1)Includes Real Property
Kenosha	1	Department of Public Works and Development Services	Division of P&D includes County Conservationist
Winnebago	2	1)Planning and Zoning 2)Land and Water Conservation	1)Includes Real Property
Washington	1	Planning and Parks	Planning, Parks, Land Conservation, GIS
Marathon	1	Conservation, Planning, and Zoning	
La Crosse	2	1)Zoning, Planning, and Land Information 2)Land Conservation	1)Includes Real Property
Sheboygan	1	Planning and Conservation	Parks
Walworth	1	Land Use & Resource Management	
Fond du Lac	2	1)Planning & Development 2)Land and Water Conservation	
Eau Claire	1	Planning & Development	Land Conservation, Real Property, Emergency Management

Comparisons with Other Rock County Departments

Particularly during annual budget development, the Human Resources Department regularly reviews internal equity comparisons among department heads and staff. Currently, the Director of Planning and Development is placed for salary purposes in Range 34, which has a salary range of \$91,788 - \$111,520. For comparison, the table below shows the other department heads in Range 34. Also included for comparison is information on the County Conservationist.

Department	FTE Staff	2020 Budget	Director Salary Range
Public Works	92.0	\$20.4 million	\$91,788 - \$111,520 (Range 34)
Facilities Management	22.0	\$5.8 million	\$91,788 - \$111,520 (Range 34)
Planning & Development	7.4	\$1.27 million	\$91,788 - \$111,520 (Range 34)
Land Conservation	7.0	\$1.59 million	\$71,179 - \$85,545 (Range 26)

Although there are a number of factors that go into these comparison beyond staff and budget, there is a potential disparity among these positions. This is due in part to changes in the Planning Department over the last 10 years. For example, in 2010 the Planning Department had 12.0 FTE staff and took a more active role in managing the Community Development/Housing Program rather than contracting this function. Human Resources is reviewing these comparisons for the 2021 budget process, and it is possible the status quo organizational structure could lead to a recommendation for a reduced wage for the Planning & Development Director position prior to recruitment (it is possible they may recommend a change under a newly proposed organizational structure as well).

For comparison, some other positions that are compensated in the same range as the County Conservationist (Range 26) include the following:

- Airport Director
- Child Support Services Director
- Environmental Protection Director (Health Department)
- Assistant Human Resources Director
- Business Manager (Human Services and Information Technology)
- Justice System Manager (County Administrator's Office)

Committee Functions

Like the variance in departmental organization structures in other counties, governing committee structures also vary. Some counties appear to have merged their oversight committees, while others have remained separate. Section 92.06, Wis. Stats., includes requirements for membership of the Land Conservation Committee, including at least two members of the Agriculture and Extension Education Committee, a representative of the Farm Service Agency, and a member of the Planning & Development Committee.

Even if the County Board was to make a decision to combine leadership or organizational structures of the two departments, keeping two separate committees intact to manage their separate business probably makes sense. Under this scenario, a joint department head would have three committee meetings per month to support.

Office Locations

Given the preference for maintaining the Land Conservation office at its current location with related offices, I would not recommend moving Land Conservation from its current location. Because there is no space at the Land Conservation Office for all Planning staff, at least in the

short term the offices would be operating out of different locations. While complicating oversight for a department head, there are other examples throughout the County of a department head having staff at multiple locations, including Public Works, Facilities Management, Human Services, Public Health, Corporation Counsel, Information Technology, and the Sheriff's Office.

Staffing

Over the next several years there is likely to be turnover in both departments. Vacancies always offer an opportunity for rethinking position duties or how services are provided. If organizational structures are combined, it may give the Director the ability to more flexibly allocate resources between the two departments where they are most needed or implement additional cross training. Similarly, it may be possible to reimagine the duties of current FTE if the Director positions are combined, freeing up one FTE position away from its share of administrative functions.

Next steps/process/options

Tuesday's meeting is intended to provide an opportunity for discussion among the committees and to identify additional information the committees may be interested in discussing further. Next steps for the committees could include:

- A follow-up joint committee meeting to discuss further
- A future vote by the committees providing direction to me as to what to include in the 2021 budget recommendation
- No vote by the committees but providing input to me for consideration in developing the 2021 budget recommendation

If future meetings intended to impact the development of the 2021 budget recommendation are desired, any such meeting(s) should be completed by mid-September. Given the potential changes under consideration, I do not intend to recruit for the Director of Planning & Development until there is a decision on the future direction of the departments.

Regardless of which next steps the committees choose, there are at least three options it could consider:

- 1) Maintain the status quo.
- 2) Combine the Planning & Development Department and the Land Conservation Department organizationally under one Director (e.g. a Department of Conservation, Planning, and Development).
- 3) Do not combine the two departments, but create a structure in which one individual serves as the Director of both departments (Kurt Calkins, who was the subject matter expert during the first round of interviews for County Conservationist, serves as both the director of the Land and Water Conservation Department and the Planning and Zoning Department in Columbia County).

I hope this information is helpful. I look forward to meeting with you on Tuesday to discuss further and answer any questions you may have.