

CHIPPEWA COUNTY

EXECUTIVE COMMITTEE

REGULAR MEETING

SEPTEMBER 3, 2024

CHIPPEWA COUNTY COURTHOUSE, RM 302

4:00 PM

1. CALL TO ORDER

Chair Hull called the meeting to order at 4:00 p.m.

2. ROLL CALL

Attendee Name	Organization	Title	Status	Arrived
Chuck Hull	Chippewa County	District 19, Chair	Present	
Dean Mueller	Chippewa County	District 20, Vice-Chair	Present	
Peter Gehring	Chippewa County	District 4	Present	
Jason Bergeron	Chippewa County	District 7	Present	
Joel Seidlitz	Chippewa County	District 9	Present	

Others Present: Randy Scholz, Traci Bremness, Lori Zwiefelhofer, Jessica Mudgett, Mark Hollister, Andy Bauer, Todd Pauls, Brady Seidlitz

3. MEMBERS OF THE PUBLIC WISHING TO BE HEARD

4. CONSENT AGENDA

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Joel Seidlitz, District 9
SECONDER:	Jason Bergeron, District 7
AYES:	Hull, Mueller, Gehring, Bergeron, Seidlitz

1. Approve the Agenda

2. Approve the Minutes

Executive Committee - Regular Meeting - Aug 6, 2024 4:00 PM

3. Schedule Next Meeting Date

Special Meeting - 09/10/2024 at 5:00 pm

Regular Meeting - 09/17/2024 at 4:00 pm

5. BUSINESS ITEMS

- Resolution Awarding the Sale of \$3,500,000 General Obligation Promissory Notes – Randy Scholz
The resolution in the agenda packet is a template resolution so the committee can review the language.
The final interest rates will be locked in on September 10th so the resolution will be finalized at that time.

Executive Committee

Minutes
Regular Meeting

Chippewa County Courthouse, Rm 302

September 3, 2024
4:00 PM

The Executive Committee will meet just prior to the County Board meeting to review the resolution. Zwiefelhofer stated that Moody's determined our rating will stay the same at Aa1, which is the 2nd highest rating available. Earlier this year when the initial bonding resolution was presented, the sample financing plan was based off a 3.65% interest rate. As of today, the rates are 3.22% so hopefully we can lock in that lower rate next week.

RESULT:	FORWARD TO COUNTY BOARD [UNANIMOUS]	Next: 9/10/2024 6:00 PM
MOVER:	Dean Mueller, District 20, Vice-Chair	
SECONDER:	Joel Seidlitz, District 9	
AYES:	Hull, Mueller, Gehring, Bergeron, Seidlitz	

2. Resolution to Approve a Request to Add an Additional \$1,500,000 of Community Development Block Grant Funding on Behalf of the West Central Wisconsin Community Development Block Housing Region to be Utilized by Hope Village for a Conversion Project to Create Affordable Housing – Randy Scholz/Jessica Mudgett

Mudgett explained this resolution would add \$1.5 million to their existing CDBG grant. It would allow them to purchase a building and convert it into affordable housing units. They are in the process of finalizing the location. Hope Village stated they have a need for one-bedroom facilities. The goal with this project is to have multiple units available that can serve the need. If we don't apply for these funds then another county will apply for them.

RESULT:	FORWARD TO COUNTY BOARD [UNANIMOUS]	Next: 9/10/2024 6:00 PM
MOVER:	Joel Seidlitz, District 9	
SECONDER:	Jason Bergeron, District 7	
AYES:	Hull, Mueller, Gehring, Bergeron, Seidlitz	

3. Human Resources Mission, Vision and Values Statement – Toni Hohlfelder
Hohlfelder was not able to attend the meeting so this item will be brought back at a future meeting.

6. REPORTS

1. Finance Update (2nd Quarter) - Lori Zwiefelhofer
Zwiefelhofer gave an update on the 2nd quarter financials.

RESULT:	REVIEWED	Next: 9/10/2024 6:00 PM
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2. HR Update on Employee Engagement and Employee Surveys – Toni Hohlfelder
Hohlfelder was not able to attend the meeting so this item will be presented directly to the County Board on September 10, 2024.

RESULT:	REVIEWED	Next: 9/10/2024 6:00 PM
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7. UPDATES, ANNOUNCEMENTS, AND CORRESPONDENCE

Executive Committee

Minutes

September 3, 2024

Regular Meeting

Chippewa County Courthouse, Rm 302

4:00 PM

A. County Board Chair Report

B. County Administrator Operation Report

8. AGENDA ITEMS FOR FUTURE CONSIDERATION

9. ADJOURN

The meeting adjourned at 4:24 p.m.

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Joel Seidlitz, District 9
SECONDER:	Dean Mueller, District 20, Vice-Chair
AYES:	Hull, Mueller, Gehring, Bergeron, Seidlitz

CHIPPEWA COUNTY
EXECUTIVE COMMITTEE
REGULAR MEETING
AUGUST 6, 2024
CHIPPEWA COUNTY COURTHOUSE, RM 302
4:00 PM

1. CALL TO ORDER

Chair Hull called the meeting to order at 4:00 p.m.

2. ROLL CALL

Attendee Name	Organization	Title	Status	Arrived
Chuck Hull	Chippewa County	District 19, Chair	Present	
Dean Mueller	Chippewa County	District 20, Vice-Chair	Present	
Peter Gehring	Chippewa County	District 4	Present	
Jason Bergeron	Chippewa County	District 7	Present	
Joel Seidlitz	Chippewa County	District 9	Present	

Others Present: Randy Scholz, Traci Bremness, Lori Zwiefelhofer, Todd Pauls, Toni Hohlfelder, Peter Johnston, Mark Hollister, Megan Olson, Paul Brenner, Tim Easker, Jordan Hallingstad, Jim Sherman, Deb Blevins

3. MEMBERS OF THE PUBLIC WISHING TO BE HEARD

4. CONSENT AGENDA

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Jason Bergeron, District 7
SECONDER:	Dean Mueller, District 20, Vice-Chair
AYES:	Hull, Mueller, Gehring, Bergeron, Seidlitz

1. Approve the Agenda
2. Approve the Minutes

Executive Committee - Regular Meeting - Jul 16, 2024 4:00 PM

3. Schedule Next Meeting Date - August 20, 2024

5. REPORTS

1. Internal Control Review by Sikich of the Public Health and Sheriff's Departments - Randy Scholz/Lori Zwiefelhofer
Zwiefelhofer gave an overview of the findings from the Sikich review of the Public Health and Sheriff's Department.

RESULT:	REVIEWED	Next: 8/13/2024 6:00 PM
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Minutes Acceptance: Minutes of Aug 6, 2024 4:00 PM (Consent Agenda)

Executive Committee

Minutes
Regular Meeting

Chippewa County Courthouse, Rm 302

August 6, 2024
4:00 PM

6. BUSINESS ITEMS

1. Veterans 2025 Budget Review - Peter Johnston

RESULT:	FORWARD BUDGET TO THE COUNTY ADMINISTRATOR [UNANIMOUS]
MOVER:	Peter Gehring, District 4
SECONDER:	Dean Mueller, District 20, Vice-Chair
AYES:	Hull, Mueller, Gehring, Bergeron, Seidlitz

2. Corporation Counsel Division 2025 Budget Review - Todd Pauls

RESULT:	FORWARD BUDGET TO THE COUNTY ADMINISTRATOR [UNANIMOUS]
MOVER:	Joel Seidlitz, District 9
SECONDER:	Jason Bergeron, District 7
AYES:	Hull, Mueller, Gehring, Bergeron, Seidlitz

3. Resolution to Establish Health Insurance Plan Funding for 2025 – Randy Scholz/Toni Hohlfelder

RESULT:	FORWARD TO COUNTY BOARD [UNANIMOUS]	Next: 8/13/2024 6:00 PM
MOVER:	Dean Mueller, District 20, Vice-Chair	
SECONDER:	Peter Gehring, District 4	
AYES:	Hull, Mueller, Gehring, Bergeron, Seidlitz	

4. Resolution to Approve Tax Levy Funding for Salary Adjustments in 2025 – Randy Scholz/Toni Hohlfelder

RESULT:	FORWARD TO COUNTY BOARD [UNANIMOUS]	Next: 8/13/2024 6:00 PM
MOVER:	Joel Seidlitz, District 9	
SECONDER:	Jason Bergeron, District 7	
AYES:	Hull, Mueller, Gehring, Bergeron, Seidlitz	

5. Resolution to Create a Supervisor Position in the Children's Long Term Support Program in the Department of Human Services - Randy Scholz

RESULT:	FORWARD TO COUNTY BOARD [UNANIMOUS]	Next: 8/13/2024 6:00 PM
MOVER:	Jason Bergeron, District 7	
SECONDER:	Dean Mueller, District 20, Vice-Chair	
AYES:	Hull, Mueller, Gehring, Bergeron, Seidlitz	

6. Resolution to Create a Supervisor Position in the Department of Human Services to Provide Supervision in the Children's Comprehensive Community Services Program - Randy Scholz

Minutes Acceptance: Minutes of Aug 6, 2024 4:00 PM (Consent Agenda)

Executive Committee

Minutes
Regular Meeting

Chippewa County Courthouse, Rm 302

August 6, 2024
4:00 PM

RESULT:	FORWARD TO COUNTY BOARD [UNANIMOUS]	Next: 8/13/2024 6:00 PM
MOVER:	Dean Mueller, District 20, Vice-Chair	
SECONDER:	Jason Bergeron, District 7	
AYES:	Hull, Mueller, Gehring, Bergeron, Seidlitz	

7. Resolution to Create a Clinician Position in the Recovery and Wellness Consortium of the Department of Human Services to Provide Clinical Supervision for Children's Comprehensive Community Services - Randy Scholz

RESULT:	FORWARD TO COUNTY BOARD [UNANIMOUS]	Next: 8/13/2024 6:00 PM
MOVER:	Joel Seidlitz, District 9	
SECONDER:	Peter Gehring, District 4	
AYES:	Hull, Mueller, Gehring, Bergeron, Seidlitz	

8. Resolution to Disallow Claims of Rolling Hills Equine, Inc. - Jim Sherman

RESULT:	FORWARD TO COUNTY BOARD [UNANIMOUS]	Next: 8/13/2024 6:00 PM
MOVER:	Joel Seidlitz, District 9	
SECONDER:	Jason Bergeron, District 7	
AYES:	Hull, Mueller, Gehring, Bergeron, Seidlitz	

9. Resolution to Disallow Claims of Carlson Consultants We Adapt - Jim Sherman

RESULT:	FORWARD TO COUNTY BOARD [UNANIMOUS]	Next: 8/13/2024 6:00 PM
MOVER:	Joel Seidlitz, District 9	
SECONDER:	Jason Bergeron, District 7	
AYES:	Hull, Mueller, Gehring, Bergeron, Seidlitz	

10. Ordinance to Amend Section 2-3. of Chapter 2. General Government and Administration of the Chippewa County Code of Ordinances to Undesignate an Official Newspaper – Randy Scholz
Scholz explained this came about last year when we had an issue with the Chippewa Herald not publishing our budget in a timely manner as requested. The newspaper circulation numbers are way down and many people now get their news from a variety of sources. If a county decides to have an official newspaper then we need to designate it by law, which we have done. Several counties do not designate a newspaper. This ordinance is coming forward first to see if the County Board wants to undesignate an official newspaper. If approved by the County Board, then the other ordinance revisions for the other chapters will come forward. We will also request the County Board to waive the 2nd reading so we can get this adopted in time for the budget publication. If approved, this would allow us the option to publish in the newspaper if we want to but it would not be required.

Minutes Acceptance: Minutes of Aug 6, 2024 4:00 PM (Consent Agenda)

Executive Committee

Minutes
Regular Meeting

Chippewa County Courthouse, Rm 302

August 6, 2024
4:00 PM

RESULT:	FORWARD TO COUNTY BOARD [UNANIMOUS]	Next: 8/13/2024 6:00 PM
MOVER:	Peter Gehring, District 4	
SECONDER:	Jason Bergeron, District 7	
AYES:	Hull, Mueller, Gehring, Bergeron, Seidlitz	

7. UPDATES, ANNOUNCEMENTS, AND CORRESPONDENCE

- A. County Board Chair Report
- B. County Administrator Operation Report

8. AGENDA ITEMS FOR FUTURE CONSIDERATION

9. ADJOURN

The meeting adjourned at 4:54 p.m.

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Joel Seidlitz, District 9
SECONDER:	Dean Mueller, District 20, Vice-Chair
AYES:	Hull, Mueller, Gehring, Bergeron, Seidlitz

Minutes Acceptance: Minutes of Aug 6, 2024 4:00 PM (Consent Agenda)

**STATEMENT OF EXPLANATION**

Resolution No. 38 - 24

**RES. 38-24: RESOLUTION AWARDING THE SALE OF \$3,500,000
GENERAL OBLIGATION PROMISSORY NOTES - LORI ZWIEFELHOFER**

1 Passage of this resolution authorizes the sale of general obligation promissory notes to
2 evidence the borrowing of \$3,500,000 authorized by the County Board at the June 11, 2024
3 County Board meeting. Approval of this resolution requires a simple majority of a quorum of
4 the County Board. This resolution will be presented to the Executive Committee on September
5 3, 2024, before the final interest rates are locked in, presumably on September 10, 2024. The
6 resolution and attachments presented to the County Board on September 10, 2024 will have
7 the interest rates and annual repayment schedules that reflect those interest rates.

8

Resolution No. 38 - 24

**RES. 38-24: RESOLUTION AWARDING THE SALE OF \$3,500,000 GENERAL OBLIGATION
PROMISSORY NOTES - LORI ZWIEFELHOFER**

WHEREAS, on June 11, 2024, the County Board of Supervisors of Chippewa County, Wisconsin (the "County") adopted, by a vote of at least $\frac{3}{4}$ of the members-elect, an initial resolution (the "Initial Resolution") authorizing the issuance of general obligation promissory notes in an amount not to exceed \$3,500,000 for the public purpose of paying the cost of the construction and improvement of highways (the "Project"); and

WHEREAS, on June 11, 2024, the County Board of Supervisors of the County also adopted a resolution providing that the general obligation promissory notes authorized by the Initial Resolution be issued and sold as a single issue of notes designated as "General Obligation Promissory Notes" (the "Notes") for the purpose of paying the cost of the Project; and

WHEREAS, the County Board of Supervisors hereby finds and determines that the Project is within the County's power to undertake and therefore serves a "public purpose" as that term is defined in Section 67.04(1)(b), Wisconsin Statutes; and

WHEREAS, counties are authorized by the provisions of Section 67.12(12), Wisconsin Statutes, to borrow money and issue general obligation promissory notes for such public purposes; and

WHEREAS, none of the proceeds of the Notes shall be used to fund the operating expenses of the general fund of the County or to fund the operating expenses of any special revenue fund of the County that is supported by property taxes; and

WHEREAS, it is the finding of the County Board of Supervisors that it is necessary, desirable and in the best interest of the County to sell such Notes to Robert W. Baird & Co. Incorporated (the "Purchaser"), pursuant to the terms and conditions of its note purchase proposal attached hereto as Exhibit A and incorporated herein by this reference (the "Proposal");

NOW, THEREFORE BE IT RESOLVED, that the County Board of Supervisors of Chippewa County does hereby approve the following:

Section 1. Sale of the Notes. For the purpose of paying the cost of the Project, there shall be borrowed pursuant to Section 67.12(12), Wisconsin Statutes, the principal sum of THREE MILLION FIVE HUNDRED THOUSAND DOLLARS (\$3,500,000) from the Purchaser in accordance with the terms and conditions of the Proposal. The Proposal is hereby accepted and the Chairperson and County Clerk or other appropriate officers of the County are authorized and directed to execute an acceptance of the Proposal on behalf of the County. To

evidence the obligation of the County, the Chairperson and County Clerk are hereby authorized, empowered and directed to make, execute, issue and sell to the Purchaser for, on behalf of and in the name of the County, the Notes aggregating the principal amount of THREE MILLION FIVE HUNDRED THOUSAND DOLLARS (\$3,500,000) for the sum set forth on the Proposal, plus accrued interest to the date of delivery.

Section 2. Terms of the Notes. The Notes shall be designated "General Obligation Promissory Notes"; shall be issued in the aggregate principal amount of \$3,500,000; shall be dated October 1, 2024; shall be in the denomination of \$5,000 or any integral multiple thereof; shall be numbered R-1 and upward; and shall bear interest at the rates per annum and mature on February 1 of each year, in the years and principal amounts as set forth on the Pricing Summary attached hereto as Exhibit B-1 and incorporated herein by this reference. Interest shall be payable semi-annually on February 1 and August 1 of each year commencing on February 1, 2025. Interest shall be computed upon the basis of a 360-day year of twelve 30-day months and will be rounded pursuant to the rules of the Municipal Securities Rulemaking Board. The schedule of principal and interest payments due on the Notes is set forth on the Debt Service Schedule attached hereto as Exhibit B-2 and incorporated herein by this reference (the "Schedule").

Section 3. Redemption Provisions. The Notes maturing on February 1, 2032 shall be subject to redemption prior to maturity, at the option of the County, on February 1, 2031 or on any date thereafter. Said Notes shall be redeemable as a whole or in part, and if in part, by lot (as selected by DTC (defined herein)), at the principal amount thereof, plus accrued interest to the date of redemption.

Section 4. Form of the Notes. The Notes shall be issued in registered form and shall be executed and delivered in substantially the form attached hereto as Exhibit C and incorporated herein by this reference.

Section 5. Tax Provisions.

(A) Direct Annual Irrepealable Tax Levy. For the purpose of paying the principal of and interest on the Notes as the same becomes due, the full faith, credit and resources of the County are hereby irrevocably pledged, and there is hereby levied upon all of the taxable property of the County a direct annual irrepealable tax in the years 2024 through 2031 for the payments due in the years 2025 through 2032 in the amounts set forth on the Schedule.

(B) Tax Collection. So long as any part of the principal of or interest on the Notes remains unpaid, the County shall be and continue without power to repeal such levy or obstruct the collection of said tax until all such payments have been made or provided for. After the issuance of the Notes, said tax shall be, from year to year, carried onto the tax roll of the County and collected in addition to all other taxes and in the same manner and at the same time as other taxes of the County for said years are collected, except that the amount of tax

carried onto the tax roll may be reduced in any year by the amount of any surplus money in the Debt Service Fund Account created below.

(C) Additional Funds. If at any time there shall be on hand insufficient funds from the aforesaid tax levy to meet principal and/or interest payments on said Notes when due, the requisite amounts shall be paid from other funds of the County then available, which sums shall be replaced upon the collection of the taxes herein levied.

Section 6. Segregated Debt Service Fund Account.

(A) Creation and Deposits. There shall be and there hereby is established in the treasury of the County, if one has not already been created, a debt service fund, separate and distinct from every other fund, which shall be maintained in accordance with generally accepted accounting principles. Debt service or sinking funds established for obligations previously issued by the County may be considered as separate and distinct accounts within the debt service fund.

Within the debt service fund, there hereby is established a separate and distinct account designated as the "Debt Service Fund Account for General Obligation Promissory Notes, dated October 1, 2024" (the "Debt Service Fund Account") and such account shall be maintained until the indebtedness evidenced by the Notes is fully paid or otherwise extinguished. There shall be deposited into the Debt Service Fund Account (i) all accrued interest received by the County at the time of delivery of and payment for the Notes; (ii) any premium which may be received by the County above the par value of the Notes and accrued interest thereon; (iii) all money raised by the taxes herein levied and any amounts appropriated for the specific purpose of meeting principal of and interest on the Notes when due; (iv) such other sums as may be necessary at any time to pay principal of and interest on the Notes when due; (v) surplus monies in the Borrowed Money Fund as specified below; and (vi) such further deposits as may be required by Section 67.11, Wisconsin Statutes.

(B) Use and Investment. No money shall be withdrawn from the Debt Service Fund Account and appropriated for any purpose other than the payment of principal of and interest on the Notes until all such principal and interest has been paid in full and the Notes canceled; provided (i) the funds to provide for each payment of principal of and interest on the Notes prior to the scheduled receipt of taxes from the next succeeding tax collection may be invested in direct obligations of the United States of America maturing in time to make such payments when they are due or in other investments permitted by law; and (ii) any funds over and above the amount of such principal and interest payments on the Notes may be used to reduce the next succeeding tax levy, or may, at the option of the County, be invested by purchasing the Notes as permitted by and subject to Section 67.11(2)(a), Wisconsin Statutes, or in permitted municipal investments under the pertinent provisions of the Wisconsin Statutes ("Permitted Investments"), which investments shall continue to be a part of the Debt Service Fund Account. Any investment of the Debt Service Fund Account shall at all times conform with the provisions of the Internal Revenue Code of 1986, as amended (the "Code") and any

139 applicable Treasury Regulations (the "Regulations").

140
141 (C) Remaining Monies. When all of the Notes have been paid in full and
142 canceled, and all Permitted Investments disposed of, any money remaining in the Debt Service
143 Fund Account shall be transferred and deposited in the general fund of the County, unless the
144 County Board of Supervisors directs otherwise.

145
146 Section 7. Proceeds of the Notes; Segregated Borrowed Money Fund. The proceeds of
147 the Notes (the "Note Proceeds") (other than any premium and accrued interest which must be
148 paid at the time of the delivery of the Notes into the Debt Service Fund Account created above)
149 shall be deposited into a special fund (the "Borrowed Money Fund") separate and distinct from
150 all other funds of the County and disbursed solely for the purpose or purposes for which
151 borrowed. In no event shall monies in the Borrowed Money Fund be used to fund operating
152 expenses of the general fund of the County or of any special revenue fund of the County that is
153 supported by property taxes. Monies in the Borrowed Money Fund may be temporarily
154 invested in Permitted Investments. Any monies, including any income from Permitted
155 Investments, remaining in the Borrowed Money Fund after the purpose or purposes for which
156 the Notes have been issued have been accomplished, and, at any time, any monies as are not
157 needed and which obviously thereafter cannot be needed for such purpose(s) shall be
158 deposited in the Debt Service Fund Account.

159
160 Section 8. No Arbitrage. All investments made pursuant to this Resolution shall be
161 Permitted Investments, but no such investment shall be made in such a manner as would cause
162 the Notes to be "arbitrage bonds" within the meaning of Section 148 of the Code or the
163 Regulations and an officer of the County, charged with the responsibility for issuing the Notes,
164 shall certify as to facts, estimates, circumstances and reasonable expectations in existence on
165 the date of delivery of the Notes to the Purchaser which will permit the conclusion that the
166 Notes are not "arbitrage bonds," within the meaning of the Code or Regulations.

167
168 Section 9. Compliance with Federal Tax Laws.

169
170 (a) The County represents and covenants that the projects financed by the Notes and
171 the ownership, management and use of the projects will not cause the Notes to be "private
172 activity bonds" within the meaning of Section 141 of the Code. The County further covenants
173 that it shall comply with the provisions of the Code to the extent necessary to maintain the tax-
174 exempt status of the interest on the Notes including, if applicable, the rebate requirements of
175 Section 148(f) of the Code. The County further covenants that it will not take any action, omit
176 to take any action or permit the taking or omission of any action within its control (including,
177 without limitation, making or permitting any use of the proceeds of the Notes) if taking,
178 permitting or omitting to take such action would cause any of the Notes to be an arbitrage
179 bond or a private activity bond within the meaning of the Code or would otherwise cause
180 interest on the Notes to be included in the gross income of the recipients thereof for federal
181 income tax purposes. The County Clerk or other officer of the County charged with the
182 responsibility of issuing the Notes shall provide an appropriate certificate of the County

183 certifying that the County can and covenanting that it will comply with the provisions of the
184 Code and Regulations.

185
186 (b) The County also covenants to use its best efforts to meet the requirements and
187 restrictions of any different or additional federal legislation which may be made applicable to
188 the Notes provided that in meeting such requirements the County will do so only to the extent
189 consistent with the proceedings authorizing the Notes and the laws of the State of Wisconsin
190 and to the extent that there is a reasonable period of time in which to comply.

191
192 Section 10. Designation as Qualified Tax-Exempt Obligations. The Notes are hereby
193 designated as "qualified tax-exempt obligations" for purposes of Section 265 of the Code,
194 relating to the ability of financial institutions to deduct from income for federal income tax
195 purposes, interest expense that is allocable to carrying and acquiring tax-exempt obligations.

196
197 Section 11. Execution of the Notes; Closing; Professional Services. The Notes shall be
198 issued in printed form, executed on behalf of the County by the manual or facsimile signatures
199 of the Chairperson and County Clerk, authenticated, if required, by the Fiscal Agent (defined
200 below), sealed with its official or corporate seal, if any, or a facsimile thereof, and delivered to
201 the Purchaser upon payment to the County of the purchase price thereof, plus accrued interest
202 to the date of delivery (the "Closing"). The facsimile signature of either of the officers executing
203 the Notes may be imprinted on the Notes in lieu of the manual signature of the officer but,
204 unless the County has contracted with a fiscal agent to authenticate the Notes, at least one of
205 the signatures appearing on each Note shall be a manual signature. In the event that either of
206 the officers whose signatures appear on the Notes shall cease to be such officers before the
207 Closing, such signatures shall, nevertheless, be valid and sufficient for all purposes to the same
208 extent as if they had remained in office until the Closing. The aforesaid officers are hereby
209 authorized and directed to do all acts and execute and deliver the Notes and all such
210 documents, certificates and acknowledgements as may be necessary and convenient to
211 effectuate the Closing. The County hereby authorizes the officers and agents of the County to
212 enter into, on its behalf, agreements and contracts in conjunction with the Notes, including but
213 not limited to agreements and contracts for legal, trust, fiscal agency, disclosure and continuing
214 disclosure, and rebate calculation services. Any such contract heretofore entered into in
215 conjunction with the issuance of the Notes is hereby ratified and approved in all respects.

216
217 Section 12. Payment of the Notes; Fiscal Agent. The principal of and interest on the
218 Notes shall be paid by the County Clerk or the County Treasurer (the "Fiscal Agent").

219
220 Section 13. Persons Treated as Owners; Transfer of Notes. The County shall cause
221 books for the registration and for the transfer of the Notes to be kept by the Fiscal Agent. The
222 person in whose name any Note shall be registered shall be deemed and regarded as the
223 absolute owner thereof for all purposes and payment of either principal or interest on any Note
224 shall be made only to the registered owner thereof. All such payments shall be valid and
225 effectual to satisfy and discharge the liability upon such Note to the extent of the sum or sums
226 so paid.

Any Note may be transferred by the registered owner thereof by surrender of the Note at the office of the Fiscal Agent, duly endorsed for the transfer or accompanied by an assignment duly executed by the registered owner or his attorney duly authorized in writing. Upon such transfer, the Chairperson and County Clerk shall execute and deliver in the name of the transferee or transferees a new Note or Notes of a like aggregate principal amount, series and maturity and the Fiscal Agent shall record the name of each transferee in the registration book. No registration shall be made to bearer. The Fiscal Agent shall cancel any Note surrendered for transfer.

The County shall cooperate in any such transfer, and the Chairperson and County Clerk are authorized to execute any new Note or Notes necessary to effect any such transfer.

Section 14. Record Date. The 15th day of the calendar month next preceding each interest payment date shall be the record date for the Notes (the "Record Date"). Payment of interest on the Notes on any interest payment date shall be made to the registered owners of the Notes as they appear on the registration book of the County at the close of business on the Record Date.

Section 15. Utilization of The Depository Trust Company Book-Entry-Only System. In order to make the Notes eligible for the services provided by The Depository Trust Company, New York, New York ("DTC"), the County agrees to the applicable provisions set forth in the Blanket Issuer Letter of Representations, which the County Clerk or other authorized representative of the County is authorized and directed to execute and deliver to DTC on behalf of the County to the extent an effective Blanket Issuer Letter of Representations is not presently on file in the County Clerk's office.

Section 16. Official Statement. The County Board of Supervisors hereby approves the Preliminary Official Statement with respect to the Notes and deems the Preliminary Official Statement as "final" as of its date for purposes of SEC Rule 15c2-12 promulgated by the Securities and Exchange Commission pursuant to the Securities and Exchange Act of 1934 (the "Rule"). All actions taken by officers of the County in connection with the preparation of such Preliminary Official Statement and any addenda to it or final Official Statement are hereby ratified and approved. In connection with the Closing, the appropriate County official shall certify the Preliminary Official Statement and any addenda or final Official Statement. The County Clerk shall cause copies of the Preliminary Official Statement and any addenda or final Official Statement to be distributed to the Purchaser.

Section 17. Undertaking to Provide Continuing Disclosure. The County hereby covenants and agrees, for the benefit of the owners of the Notes, to enter into a written undertaking (the "Undertaking") if required by the Rule to provide continuing disclosure of certain financial information and operating data and timely notices of the occurrence of certain events in accordance with the Rule. The Undertaking shall be enforceable by the owners of the Notes or by the Purchaser on behalf of such owners (provided that the rights of the owners and

the Purchaser to enforce the Undertaking shall be limited to a right to obtain specific performance of the obligations thereunder and any failure by the County to comply with the provisions of the Undertaking shall not be an event of default with respect to the Notes).

To the extent required under the Rule, the Chairperson and County Clerk, or other officer of the County charged with the responsibility for issuing the Notes, shall provide a Continuing Disclosure Certificate for inclusion in the transcript of proceedings, setting forth the details and terms of the County's Undertaking.

Section 18. Record Book. The County Clerk shall provide and keep the transcript of proceedings as a separate record book (the "Record Book") and shall record a full and correct statement of every step or proceeding had or taken in the course of authorizing and issuing the Notes in the Record Book.

Section 19. Bond Insurance. If the Purchaser determines to obtain municipal bond insurance with respect to the Notes, the officers of the County are authorized to take all actions necessary to obtain such municipal bond insurance. The Chairperson and County Clerk are authorized to agree to such additional provisions as the bond insurer may reasonably request and which are acceptable to the Chairperson and County Clerk including provisions regarding restrictions on investment of Note proceeds, the payment procedure under the municipal bond insurance policy, the rights of the bond insurer in the event of default and payment of the Notes by the bond insurer and notices to be given to the bond insurer. In addition, any reference required by the bond insurer to the municipal bond insurance policy shall be made in the form of Note provided herein.

Section 20. Conflicting Resolutions; Severability; Effective Date. All prior resolutions, rules or other actions of the County Board of Supervisors or any parts thereof in conflict with the provisions hereof shall be, and the same are, hereby rescinded insofar as the same may so conflict. In the event that any one or more provisions hereof shall for any reason be held to be illegal or invalid, such illegality or invalidity shall not affect any other provisions hereof. The foregoing shall take effect immediately upon adoption and approval in the manner provided by law.

Forwarded to the County Board by the Executive Committee.

FINANCIAL IMPACT:

The fiscal impact will be the repayment of the \$3,500,000 borrowed plus interest. The estimated levy impact is \$0 as all principal and interest for this bond issue will be funded from Sales Tax proceeds.

311 **09/3/2024 Executive Committee**
312 **RESULT: FORWARD TO COUNTY BOARD [UNANIMOUS] Next: 9/10/2024 6:00 PM**
313 **MOVER:** Dean Mueller, District 20, Vice-Chair
314 **SECONDER:** Joel Seidlitz, District 9
315 **AYES:** Hull, Mueller, Gehring, Bergeron, Seidlitz

316
317
Approved as to Form:


Todd A. Pauls, Corporation Counsel

8/26/2024


Lori Zwiefelhofer, Finance Director

8/26/2024


Randy B. Scholz, County Administrator

8/26/2024

318

EXHIBIT A

Proposal

To be provided by the Purchaser and incorporated into the Resolution.

(See Attached)

EXHIBIT B-1

Pricing Summary

To be provided by the Purchaser and incorporated into the Resolution.

(See Attached)

EXHIBIT B-2

Debt Service Schedule and Irrepealable Tax Levies

To be provided by the Purchaser and incorporated into the Resolution.

(See Attached)

[EXHIBIT MRP

Mandatory Redemption Provision

The Notes due on February 1, ____, ____ and ____ (the "Term Bonds") are subject to mandatory redemption prior to maturity by lot (as selected by the Depository) at a redemption price equal to One Hundred Percent (100%) of the principal amount to be redeemed plus accrued interest to the date of redemption, from debt service fund deposits which are required to be made in amounts sufficient to redeem on February 1 of each year the respective amount of Term Bonds specified below:

For the Term Bonds Maturing on February 1, ____

<u>Redemption Date</u>	<u>Amount</u>
____	\$ ____
____	____
____	____ (maturity)

For the Term Bonds Maturing on February 1, ____

<u>Redemption Date</u>	<u>Amount</u>
____	\$ ____
____	____
____	____ (maturity)

For the Term Bonds Maturing on February 1, ____

<u>Redemption Date</u>	<u>Amount</u>
____	\$ ____
____	____
____	____ (maturity)

For the Term Bonds Maturing on February 1, ____

<u>Redemption Date</u>	<u>Amount</u>
____	\$ ____
____	____
____	____ (maturity)]

EXHIBIT C

(Form of Note)

REGISTERED	UNITED STATES OF AMERICA	DOLLARS
NO. R-____	STATE OF WISCONSIN	\$_____
	CHIPPEWA COUNTY	
	GENERAL OBLIGATION PROMISSORY NOTE	

MATURITY DATE:	ORIGINAL DATE OF ISSUE:	INTEREST RATE:	CUSIP:
February 1, _____	October 1, 2024	_____%	_____

DEPOSITORY OR ITS NOMINEE NAME: CEDE & CO.

PRINCIPAL AMOUNT: _____ THOUSAND DOLLARS (\$_____)

FOR VALUE RECEIVED, Chippewa County, Wisconsin (the "County"), hereby acknowledges itself to owe and promises to pay to the Depository or its Nominee Name (the "Depository") identified above (or to registered assigns), on the maturity date identified above, the principal amount identified above, and to pay interest thereon at the rate of interest per annum identified above, all subject to the provisions set forth herein regarding redemption prior to maturity. Interest shall be payable semi-annually on February 1 and August 1 of each year commencing on February 1, 2025 until the aforesaid principal amount is paid in full. Both the principal of and interest on this Note are payable to the registered owner in lawful money of the United States. Interest payable on any interest payment date shall be paid by wire transfer to the Depository in whose name this Note is registered on the Bond Register maintained by the County Clerk or the County Treasurer (the "Fiscal Agent") or any successor thereto at the close of business on the 15th day of the calendar month next preceding each interest payment date (the "Record Date"). This Note is payable as to principal upon presentation and surrender hereof at the office of the Fiscal Agent.

For the prompt payment of this Note together with interest hereon as aforesaid and for the levy of taxes sufficient for that purpose, the full faith, credit and resources of the County are hereby irrevocably pledged.

This Note is one of an issue of Notes aggregating the principal amount of \$3,500,000, all of which are of like tenor, except as to denomination, interest rate, maturity date and redemption provision, issued by the County pursuant to the provisions of Section 67.12(12), Wisconsin Statutes, for the public purpose of paying the cost of the construction and improvement of highways, as authorized by resolutions adopted on June 11, 2024 and September 10, 2024. Said resolutions are recorded in the official minutes of the County Board of Supervisors for said dates.

The Notes maturing on February 1, 2032 are subject to redemption prior to maturity, at the option of the County, on February 1, 2031 or on any date thereafter. Said Notes are redeemable as a whole or in part, and if in part, by lot (as selected by the Depository), at the principal amount thereof, plus accrued interest to the date of redemption.

[The Notes maturing in the years _____ are subject to mandatory redemption by lot as provided in the resolutions referred to above, at the redemption price of par plus accrued interest to the date of redemption and without premium.]

In the event the Notes are redeemed prior to maturity, as long as the Notes are in book-entry-only form, official notice of the redemption will be given by mailing a notice by registered or certified mail, overnight express delivery, facsimile transmission, electronic transmission or in any other manner required by the Depository, to the Depository not less than thirty (30) days nor more than sixty (60) days prior to the redemption date. If less than all of the Notes of a maturity are to be called for redemption, the Notes of such maturity to be redeemed will be selected by lot. Such notice will include but not be limited to the following: the designation, date and maturities of the Notes called for redemption, CUSIP numbers, and the date of redemption. Any notice provided as described herein shall be conclusively presumed to have been duly given, whether or not the registered owner receives the notice. The Notes shall cease to bear interest on the specified redemption date provided that federal or other immediately available funds sufficient for such redemption are on deposit at the office of the Depository at that time. Upon such deposit of funds for redemption the Notes shall no longer be deemed to be outstanding.

It is hereby certified and recited that all conditions, things and acts required by law to exist or to be done prior to and in connection with the issuance of this Note have been done, have existed and have been performed in due form and time; that the aggregate indebtedness of the County, including this Note and others issued simultaneously herewith, does not exceed any limitation imposed by law or the Constitution of the State of Wisconsin; and that a direct annual irrevocable tax has been levied sufficient to pay this Note, together with the interest thereon, when and as payable.

This Note has been designated by the County Board of Supervisors as a "qualified tax-exempt obligation" pursuant to the provisions of Section 265(b)(3) of the Internal Revenue Code of 1986, as amended.

This Note is transferable only upon the books of the County kept for that purpose at the office of the Fiscal Agent, only in the event that the Depository does not continue to act as depository for the Notes, and the County appoints another depository, upon surrender of the Note to the Fiscal Agent, by the registered owner in person or his duly authorized attorney, together with a written instrument of transfer (which may be endorsed hereon) satisfactory to the Fiscal Agent duly executed by the registered owner or his duly authorized attorney. Thereupon a new fully registered Note in the same aggregate principal amount shall be issued to the new depository in exchange therefor and upon the payment of a charge sufficient to reimburse the County for any tax, fee or other governmental charge required to be paid with respect to such registration. The Fiscal Agent shall not be obliged to make any transfer of the Notes (i) after the Record Date, (ii) during the fifteen (15) calendar days preceding the date of any publication of notice of any proposed redemption of the Notes, or (iii) with respect to any particular Note, after such Note has been called for redemption. The Fiscal Agent and County may treat and consider the Depository in whose name this Note is registered as the absolute owner hereof for the purpose of receiving payment of, or on account of, the principal or redemption price hereof and interest due hereon and for all other purposes whatsoever. The Notes are issuable solely as negotiable, fully-registered Notes without coupons in the denomination of \$5,000 or any integral multiple thereof.

No delay or omission on the part of the owner hereof to exercise any right hereunder shall impair such right or be considered as a waiver thereof or as a waiver of or acquiescence in any default hereunder.

IN WITNESS WHEREOF, Chippewa County, Wisconsin, by its governing body, has caused this Note to be executed for it and in its name by the manual or facsimile signatures of its duly qualified Chairperson and County Clerk; and to be sealed with its official or corporate seal, if any, all as of the original date of issue specified above.

CHIPPEWA COUNTY, WISCONSIN

By: _____
 Chuck Hull
 Chairperson

(SEAL)

By: _____
 Jaclyn J. Sadler
 County Clerk

ASSIGNMENT

FOR VALUE RECEIVED, the undersigned sells, assigns and transfers unto

(Name and Address of Assignee)

(Social Security or other Identifying Number of Assignee)

the within Note and all rights thereunder and hereby irrevocably constitutes and appoints _____, Legal Representative, to transfer said Note on the books kept for registration thereof, with full power of substitution in the premises.

Dated: _____

Signature Guaranteed:

(e.g. Bank, Trust Company
or Securities Firm)

(Depository or Nominee Name)

NOTICE: This signature must correspond with the name of the Depository or Nominee Name as it appears upon the face of the within Note in every particular, without alteration or enlargement or any change whatever.

(Authorized Officer)



STATEMENT OF EXPLANATION

Resolution No. 39 - 24

**RES. 39-24: RESOLUTION TO APPROVE A REQUEST TO ADD AN
ADDITIONAL \$1,500,000 OF COMMUNITY DEVELOPMENT BLOCK
GRANT FUNDING ON BEHALF OF THE WEST CENTRAL WISCONSIN
COMMUNITY DEVELOPMENT BLOCK HOUSING REGION TO BE UTILIZED
BY HOPE VILLAGE FOR A CONVERSION PROJECT TO CREATE
AFFORDABLE HOUSING - JESSICA MUDGETT**

1 Passage of this resolution will approve a request for additional Community
2 Development Block Grant (CDBG) funding of \$1,500,000 to assist the non-profit organization
3 Hope Village with converting an existing building into affordable housing. These funds would
4 be used for acquisition and conversion/rehabilitation as well as administration of the project.
5 There will be no Chippewa County funds expended on the project.

6 The State of Wisconsin, Division of Energy, Housing, and Community Resources (DEHCR)
7 has advised Chippewa County as the lead county for the West Central Wisconsin CDBG Region
8 that the county may request additional funds to assist with the types of conversion projects
9 that Hope Village is proposing. Conversion projects are an eligible activity under the CDBG
10 Regional Housing Contract. To make this project and funding a reality, the Chippewa County
11 CDBG Regional contract with DEHCR would be amended to add these funds to be utilized for
12 one project through Hope Village to convert an existing structure into affordable housing. The
13 DEHCR indicates that amending the existing contract to include the specific funding for Hope
14 Village is the best way to assist with this project.

15 Hope Village has indicated an interest in assisting their clients living in tiny homes who
16 struggle to find affordable and open units upon exiting their program. The current project
17 would entail Hope Village converting motel rooms into single room occupancy rental units by
18 adding kitchenettes to each room. Hope Village would also complete all necessary repairs such
19 as upgrading electric and plumbing to meet code, and any other health and safety or structural
20 issues found.

21 This addition to the Regional CDBG grant can provide additional much needed
22 affordable units in Chippewa Falls that will not only be utilized both by Hope Village clients, but
23 also others in the community with one level, efficiency units that are affordable.
24

Resolution No. 39 - 24

RES. 39-24: RESOLUTION TO APPROVE A REQUEST TO ADD AN ADDITIONAL \$1,500,000 OF COMMUNITY DEVELOPMENT BLOCK GRANT FUNDING ON BEHALF OF THE WEST CENTRAL WISCONSIN COMMUNITY DEVELOPMENT BLOCK HOUSING REGION TO BE UTILIZED BY HOPE VILLAGE FOR A CONVERSION PROJECT TO CREATE AFFORDABLE HOUSING - JESSICA MUDGETT

WHEREAS, the West Central Wisconsin Community Development Block Grant (CDBG) Region was formed in 2012 to administer CDBG funds on a regional basis; and

WHEREAS, Chippewa County, through the Chippewa County Housing Authority, is the lead county in the Region for administration of the CDBG contract with the State of Wisconsin; and

WHEREAS, Federal monies are available under the Wisconsin State Administered Community Development Block Grant, administered by the State of Wisconsin, Department of Administration, Division of Energy, Housing and Community Resources (DEHCR) for the purpose of housing, and conversion of existing structures into affordable housing; and

WHEREAS, DEHCR has advised Chippewa County that funds are available for conversion projects and that the existing CDBG Housing Contract HSG 24.07 may be amended to add an additional \$1,500,000 of grant funding to be used to assist the nonprofit Hope Village with a conversion project to provide affordable housing in Chippewa Falls; and

WHEREAS, to receive the additional grant funding, the County Board must approve the preparation and filing of a request to DEHCR to receive CDBG funds as an amendment to the current West Central Region CDBG contract; and

WHEREAS, unlike the rehabilitation projects that the Housing Region does with CDBG funds, this conversion project would be financed as a 20 year forgivable loan, which means that Hope Village will need to maintain at least 51% of the units as affordable units and if that occurs, then the loan would be forgiven; and

WHEREAS, the County Board has reviewed and does approve of this request for additional CDBG funds to be used for a conversion project for affordable rentals and the benefits to be gained therefrom by the residents of Chippewa County;

NOW, THEREFORE BE IT RESOLVED, that the Chippewa County Board of Supervisors does hereby approve and authorize the Chippewa County Housing Authority to request that the CDBG Regional contract with DEHCR be amended to include an additional \$1,500,000 of grant funding to be used to assist Hope Village with a conversion project to provide affordable housing as set out above; and

BE IT FURTHER RESOLVED that the County Board Chair is authorized to sign all necessary documents on behalf of the County to effectuate the goals of this resolution.

Forwarded to the County Board by the Executive Committee.

FINANCIAL IMPACT:

There is no fiscal impact to Chippewa County by passage of this resolution.

09/3/2024	Executive Committee	
RESULT:	FORWARD TO COUNTY BOARD [UNANIMOUS]	Next: 9/10/2024 6:00 PM
MOVER:	Joel Seidlitz, District 9	
SECONDER:	Jason Bergeron, District 7	
AYES:	Hull, Mueller, Gehring, Bergeron, Seidlitz	

Approved as to Form:

Todd A. Pauls

Todd A. Pauls, Corporation Counsel

8/26/2024

Lori Zwiefelhofer

Lori Zwiefelhofer, Finance Director

8/26/2024

Randy B. Scholz

Randy B. Scholz, County Administrator

8/26/2024



HR Mission, Vision and Value Statements

Toni Hohlfelder, Human Resources Director
Executive Committee - September 3, 2024

2008 HR Mission (found in HR's e-records)

"The Department of Administration-Human Resources Division serves Chippewa County and its employees by providing an equitable and effective system for recruitment and selection, reclassification and retention of a competent workforce and the maintenance of competitive compensation and benefits. The division strives to provide fair and equal treatment in all areas of employment with the highest ethical standards in the profession while adhering to Federal, State, and County laws, regulations, and ordinances."

2010 Draft HR Mission (found in HR's e-records)

Our mission is to provide the following quality services:

- recruitment of qualified individuals;
- retention of valuable employees;
- training, development and education to promote individual success and increase overall value to the organization;
- provide and promote a safe and healthy working environment;
- inspire and encourage a high level of employee morale through recognition, effective communication and delivering constant feedback;
- resource for administering benefits, policies and procedures.

In addition, it is our mission to assist in creating a culture where:

- employees can not wait to get to work;
- employees feel trusted, safe, can give honest input and be a part of decision making;
- employees are of a similar vision and work together with common goals for the agency;
- work is done efficiently, with care and with great quality;
- people are recognized and praised for their accomplishments.

Current HR Mission (approved by Exec Committee in 2012 or 2013)

The mission of the Human Resources Division is to provide human resource related support and guidance to county departments, department heads and managers, and elected officials; to establish a system of employment that is fair, equitable, and productive for employees. This is accomplished through the following functions:

- Labor relations
- Policy and procedure development
- Position administration
- Recruitment and hiring
- Personnel records management
- Wage and benefit administration
- Regulation and labor law compliance
- Training and education

History

2015 – HR Division discussed updating the mission, but direction was given to hold off until the County initiated a directive to all departments to make updates.

2019 – The County did it's first Gallup Q12 Engagement survey. Q8 asks employees to rate, "Mission/Purpose – The mission or purpose of my organization makes me feel my job is important." The HR team said that the mission didn't provide this clarity and the team also wanted to add a vision and value statement.

2020-2021 – The HR division staff started to brainstorm a new HR Division mission, vision and value statement to provide more purpose and direction for the staff in their roles.

2023-2024 – Dusted off ideas discussed in 2020-2021 and finalized a new recommendation in 2024

Definitions

Mission Statement

- A clear, concise statement that defines how the division (or company) will achieve its vision and differentiate itself from others. It's a clear statement that describes the reason for the division's existence.

Vision Statement

- A broad, inspirational statement that describes what the division (or company) wants to become in the future, usually in 5–10 years. It's intended to keep the division focused.

Value Statement

- An explicit list of the division's (company's) values and core guiding principles for how people should behave and treat each other. It provides a framework for decision making and helps employees understand how to conduct their daily activities.

Our Division's Process for Development

Mission Statement and Vision

- We reviewed past HR statements/drafts, other HR statements in both the public and private sectors, other Chippewa County department statements and others in SHRM articles.
- We reviewed the definition of mission, vision and values to make certain we crafted them correctly.
- In our division, you may hear us talk a lot about why all of us are in the field of HR and it's because of the H in HR - Humans. So we used this idea to create our vision statement using H.U.M.A.N as a visual.

Final Recommendations – Mission and Value Statements

Mission Statement

Our mission is to provide support and guidance to county employees and elected officials while cultivating a collaborative environment where every employee has the opportunity to feel valued, be engaged and be empowered to contribute to the County's mission and community's success.

Vision Statement

The Human Resources Division aspires to continuously build a strong, effective and efficient HR operations, systems and processes that:

- **Harness** the collective strengths and potential of every employee by working diligently to create a welcoming, productive, safe, healthy and fun culture.
- **Uphold**, develop, implement and administer fair, consistent and compliant labor contracts, policies and procedures.
- **Maximize** organizational effectiveness and engagement by assisting leadership in attracting, developing, motivating and retaining skilled, passionate and positive employees.
- **Advocate** for fair, consistent, equitable and innovative development, implementation and administration of compensation and benefits.
- **Nurture** a culture of growth, trust and collaboration that encourages the overall well-being and engagement of our employees.

Our Division's Process for Development

Value Statement

- Started with seven pages, with 100s of values or words that someone would describe as a value
- Each member of the team highlighted what they felt described us as a team and the County overall, then we compared.
- With a focus only on the HR division, we came up with a list of 20 words that all of us highlighted on the seven pages of words
- Then we each ranked our top 10 of the 20. All four of us ranked five of the words in our top 10 and three of us ranked two additional in our top 10. So we ended with a final seven core values.
- Lastly, we spent time individually and then as a group, defining our seven core values.

Final Recommendation – Value Statement

1. **Welcoming / Approachable** – We strive to greet one another, employees, elected officials and the public with a warm, friendly smile and to create an environment that is open, available and easy for people to ask questions, get and give advice and overall communicate with ease with us.
2. **Communication** – We provide clear, thorough, frequent, proactive, open, honest, consistent communication to ensure one another and employees have the information they need to make the best decisions they can. We also try to be as concise and respectful of our employees' time as possible by offering multiple methods of communication so an employee can choose what works best for them.
3. **Teamwork** – We value working together and helping each other. We believe that each team member comes with unique skills and strengths and we value all the unique combinations of strengths and lean into one another's diverse contributions to assist in being more efficient and making the best possible decisions.
4. **Friendship/Relationship** – We value building and nurturing genuine and affectionate work connections. We work hard to build a trusting, supportive environment where we feel safe building others up and showing that we care and feel deep concern for one another and all employees.
5. **Joy / Fun / Play** – We love to play, laugh and create an environment that is joyful and fun to be around. We deal with some heavy or tough issues at times, so we feel it is even more important to work hard at bringing laughter into the office and those we work with.
6. **Trustworthy** – We strongly desire to be trusted by employees by being reliable, honest and consistently demonstrating ethical, respectful and confidential behaviors with one another and toward employees.
7. **Passion** – We love the work we do (HR) and who we do the work for (our employees). We are driven and enthusiastic about our jobs and desire to provide strong customer service that is accurate, positive, organized and lawful. We are driven to learn and grow professionally and proud of the meaningful work we are privileged to provide the County daily.

Questions, Comments, or Concerns





Finance Update

January-June 2024 (Pre-Audited)

Lori Zwiefelhofer, Finance Director
 Executive Committee – September 2, 2024
 County Board – September 10, 2024

Definitions

Fund – A fiscal entity that is segregated for the purpose of accounting and budget reporting with a complete set of self balancing accounts to include assets, liabilities, equity/fund balance and revenues and expenditures/expenses

- General – to account for all financial resources used to fund general government operations not accounted for in another fund
- Special Revenue/Purpose – are used to account for the proceeds of a specific revenue sources that are restricted or committed to specified purposes
- Debt Service – to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest
- Capital Projects – to account for financial resources to be used for the acquisition or construction of major capital facilities or equipment
- Proprietary – the category of funds used to account for ongoing activities similar to those also found in the private sector. Uses the accrual basis of accounting
 - Enterprise – to account for operations that are financed and operated similar to private business with the intention that the cost of providing goods or services to the general public is to be financed or recovered primarily through user charges
 - Internal Service – to account for the cost of providing goods or services by one department or agency to another department or agency on a cost-reimbursement basis
- Fiduciary Funds – funds used to report assets held in a trust agency

Definitions (cont.)

Fund Balance/Net Assets – The difference between assets and liabilities

- If at the end of the year actual revenues exceed actual expenditures fund balance increases – it decreases if actual expenditures exceed actual revenues
- When budgeting fund balance – you are anticipating that expenditures will exceed revenue by the amount budgeted and the budget plan is to reduce the amount of fund balance available
 - Non-spendable fund balance – amounts that are not in spendable form, such as inventory and prepaid expense.
 - Restricted fund balance – amounts that can be spent only for specific purposes by external providers, such as grant or bondholders as well as through legislation
 - Committed fund balance – amounts that are intended for specific purpose, as expressed by the governing body or authorized official
 - Unassigned fund balance – all amounts not contained in other categories

Definitions (cont.)

Lapsing Fund – The difference between revenues and expenditures is closed out to the fund balance and not carried forward to be used for a specific purpose

Non-Lapsing Fund – The difference between revenues and expenditures is carried forward to be used for a specific purpose

Contingency Fund – A line item in the budget that is for unplanned expenditures

January – June 2024 (Pre-Audited) Financial Results

2024 Pre-Audited Financial Results

January – June 2024 (Pre-Audited) Financial Results:
General Fund

Fund	Description	Revenue			Expense			Actuals Net Gain/(Loss)
		Budget	Actual	% Collected	Budget	Actual	% Spent	
02	County Board	\$ 185,135.00	\$ 185,135.00	100.0%	\$ 185,135.00	\$ 118,985.75	64.3%	\$ 66,149.25
03	General County	\$ 407,260.00	\$ (3,114,189.48)	-764.7%	\$ 407,260.00	\$ 235,081.57	57.7%	\$ (3,349,271.05)
04	Department of Administration	\$ 8,222,219.54	\$ 6,880,938.21	83.7%	\$ 8,222,219.54	\$ 2,987,513.00	36.3%	\$ 3,893,425.21
05	Insurances	\$ 542,400.00	\$ 401,588.10	74.0%	\$ 542,400.00	\$ 58,899.48	10.9%	\$ 342,688.62
06	County Clerk	\$ 1,336,138.00	\$ 1,267,612.40	94.9%	\$ 1,336,138.00	\$ 1,151,531.17	86.2%	\$ 116,081.23
10	County Treasurer	\$ 466,292.00	\$ 1,097,854.92	235.4%	\$ 466,292.00	\$ 202,798.04	43.5%	\$ 895,056.88
11	Register of Deeds	\$ 425,873.00	\$ 167,864.57	39.4%	\$ 425,873.00	\$ 275,886.82	64.8%	\$ (108,022.25)
12	District Attorney	\$ 989,552.00	\$ 794,565.99	80.3%	\$ 989,552.00	\$ 429,090.73	43.4%	\$ 365,475.26
14	Clerk of Courts	\$ 1,656,021.00	\$ 1,247,428.95	75.3%	\$ 1,656,021.00	\$ 874,480.97	52.8%	\$ 372,947.98
18	Register in Probate	\$ 253,524.00	\$ 265,057.25	104.5%	\$ 253,524.00	\$ 117,076.88	46.2%	\$ 147,980.37
20	Child Support	\$ 969,667.00	\$ 287,826.31	29.7%	\$ 969,667.00	\$ 440,210.13	45.4%	\$ (152,383.82)
24	Sheriff	\$ 11,124,377.41	\$ 9,773,079.46	87.9%	\$ 11,124,377.41	\$ 5,275,488.08	47.4%	\$ 4,497,591.38
27	Coroner	\$ 165,015.00	\$ 128,215.00	77.7%	\$ 165,015.00	\$ 63,086.40	38.2%	\$ 65,128.60
42	Housing Authority	\$ 1,150.00	\$ 1,150.00	100.0%	\$ 1,150.00	\$ -	0.0%	\$ 1,150.00
48	UW - Extension	\$ 238,891.00	\$ 253,408.14	106.1%	\$ 238,891.00	\$ 117,006.67	49.0%	\$ 136,401.47
50/52	Land Conservation & Forest Mgmt	\$ 3,270,510.00	\$ 1,131,468.88	34.6%	\$ 3,270,510.00	\$ 859,722.25	26.3%	\$ 271,746.63
53/54	Planning & Zoning	\$ 1,316,451.00	\$ 768,045.38	58.3%	\$ 1,316,451.00	\$ 450,829.21	34.2%	\$ 317,216.17
60	Veterans	\$ 218,136.00	\$ 223,275.11	102.4%	\$ 218,136.00	\$ 101,266.90	46.4%	\$ 122,008.21
68	Public Health	\$ 549,200.00	\$ 497,348.19	90.6%	\$ 549,200.00	\$ 266,746.71	48.6%	\$ 230,601.48
100	General Fund	\$ 32,337,811.95	\$ 22,257,672.38	68.8%	\$ 32,337,811.95	\$ 14,025,700.76	43.4%	\$ 8,231,971.62

January – June 2024 (Pre-Audited) Financial Summary:

General Fund (cont.)**Highlights Include:**

- **County Board**
 - Annual subscriptions/contracts paid at the beginning of the year
- **General County**
 - State Shared Revenues arrive in 4th Quarter (2024 Budgeted = \$3,364,089)
- **County Clerk**
 - The expenses show 86.2% utilized which is attributed to the annual Libraries allocation (2024 = \$953,407)
- **County Treasurer**
 - Interest rates with State Investment Pool are at 5.42%
 - Schwab Investments (See table in the right corner.)
- **Register of Deeds**
 - Revenues are lower than budgeted
- **Child Support**
 - State Aid reimbursement revenues received quarterly

Revenues - You will notice that some other departments show revenues at 100% because the tax levy allocation for their department is given at the beginning of the year for the whole year.

Schwab Investments Market Review

	01/01/2024	06/30/2024
Cost Value	\$15,689,040.18	\$15,752,414.56
Market Adjustment	(1,151,455.51)	(1,028,074.37)
Net Change in Market Adjustment		\$ 123,381.14

January – June 2024 (Pre-Audited) Financial Results:

Special Revenue Funds

Fund	Description	Revenue			Expense			Actuals Net Gain/(Loss)
		Budget	Actual	% Collected	Budget	Actual	% Spent	
204	Public Health	\$ 2,565,886.00	\$ 1,386,666.17	54.0%	\$ 2,565,886.00	\$ 1,079,211.24	42.1%	\$ 307,454.93
205	ADRC & Aging	\$ 2,115,589.00	\$ 715,062.53	33.8%	\$ 2,115,589.00	\$ 935,691.89	44.2%	\$ (220,629.36)
208	Human Services	\$ 8,897,179.00	\$ 4,410,341.10	49.6%	\$ 8,897,179.00	\$ 2,859,264.31	32.1%	\$ 1,551,076.79
84	DHS-RWC	\$ 3,401,724.00	\$ 1,009,053.60	29.7%	\$ 3,401,724.00	\$ 1,735,863.19	51.0%	\$ (726,809.59)
85	RWC-Comprehensive Comm Serv	\$ 24,574,705.00	\$ 10,723,603.93	43.6%	\$ 24,574,705.00	\$ 8,765,731.19	35.7%	\$ 1,957,872.74
209	Recovery & Wellness Consortium	\$ 27,976,429.00	\$ 11,732,657.53	41.9%	\$ 27,976,429.00	\$ 10,501,594.38	37.5%	\$ 1,231,063.15
212	Crime Prevention Fund	\$ 4,000.00	\$ 2,612.87	65.3%	\$ 4,000.00	\$ 4,100.00	102.5%	\$ (1,487.13)
213	Housing CDBG Revolving Loans	\$ 1,526,150.00	\$ 943,478.00	61.8%	\$ 1,526,150.00	\$ 1,007,045.16	66.0%	\$ (63,567.16)
215	Jail Assessment	\$ 55,500.00	\$ 24,569.30	44.3%	\$ 55,500.00	\$ 21,323.75	38.4%	\$ 3,245.55
220	Land Records	\$ 243,566.00	\$ 57,940.00	23.8%	\$ 243,566.00	\$ -	0.0%	\$ 57,940.00
226	County Economic Development	\$ 1,287.00	\$ 775.00	60.2%	\$ 1,287.00	\$ -	0.0%	\$ 775.00

January – June 2024 (Pre-Audited) Financial Results:

Special Revenue Funds (cont.)**Highlights Include:**

- **Public Health, ADRC & Aging & DHS**
 - Revenues are received monthly through the state aid system
- **Recovery Wellness Consortium**
 - Medicaid revenue reported with a 2-3 month delay
 - \$7,100,000 advance received for Medicaid reconciliation
- **Jail Assessment**
 - Quarterly fees collected on fines low
- **Land Records**
 - Revenues low due to housing market and economy

RWC Working Capital Pool		
Buffalo	\$	133,567.46
Burnett		84,983.38
Dunn		275,775.00
Pepin		109,957.00
Pierce		254,020.00
Polk		446,606.03
Rusk		131,637.46
Washburn		153,032.03
6/30/2024 Balance	\$	1,589,578.36

January – June 2024 (Pre-Audited) Financial Results:

Special Revenue Funds - Sales Tax Review

Fund	Description	Revenue			Expense			Actuals
		Budget	Actual	% Collected	Budget	Actual	% Spent	Net Gain/(Loss)
230	Sales Tax Property Tax Relief	\$ 9,528,903.00	\$ 2,680,751.33	28.1%	\$ 9,528,903.00	\$ 9,528,903.00	100.0%	\$ (6,848,151.67)

2024 Sales Tax Review

Year	2019	2020	2021	2022	2023	2024	Change from Previous	(2019-2023) 5 Yr Average
January	364,507.60	412,672.62	397,205.20	549,612.29	491,993.09	603,151.14	22.59%	443,198.16
February	368,875.60	454,060.14	541,612.30	586,365.62	535,237.98	393,070.65	-26.56%	495,230.33
March	500,103.48	420,748.99	722,005.77	513,655.08	669,051.83	887,007.77	32.58%	565,113.03
April	461,263.80	453,068.14	744,469.84	837,971.82	811,205.87	661,570.40	-18.45%	661,595.89
May	538,976.41	658,017.81	600,030.33	692,683.33	664,857.20	664,857.20	0.00%	630,913.02
June	705,994.86	561,287.51	687,048.73	701,937.82	860,858.82	860,858.82	0.00%	703,425.55
Subtotal	2,929,721.75	2,959,855.21	3,692,372.17	3,882,225.96	4,033,204.79	4,070,515.98	0.93%	3,499,475.98
July	469,074.82	543,813.92	725,584.05	770,343.17	760,741.12	760,741.12	0.00%	653,911.42
August	632,821.49	641,477.88	690,160.64	692,751.23	689,572.44	689,572.44	0.00%	669,356.74
September	583,429.73	468,174.47	721,266.32	793,515.55	888,055.72	888,055.72	0.00%	690,888.36
October	459,459.89	574,830.83	712,929.94	798,530.04	707,188.24	707,188.24	0.00%	650,587.79
November	541,553.94	532,374.54	527,166.32	541,553.35	462,544.38	462,544.38	0.00%	521,038.51
December	481,481.78	500,998.70	702,937.65	825,979.69	1,029,171.19	1,029,171.19	0.00%	708,113.80
Subtotal	3,167,821.65	3,261,670.34	4,080,044.92	4,422,673.03	4,537,273.09	4,537,273.09	0.00%	3,893,896.61
Totals	6,097,543.40	6,221,525.55	7,772,417.09	8,304,898.99	8,570,477.88	8,607,789.07	0.44%	7,393,372.58
% change	1.94%	2.03%	24.93%	6.85%	3.20%	0.44%		

YTD Interest**\$135,951.37**

January – June 2024 (Pre-Audited) Financial Results:

Special Revenue Funds – **Opioid Abatement Account**

Fund	Description	Revenue			% Collected	Expense			% Spent	Actuals Net Gain/(Loss)
		Budget	Actual			Budget	Actual			
233	Opioid Abatement Account	\$ 168,258.00	\$ 347,598.90	206.6%		\$ 168,258.00	\$ 29,547.76	17.6%		\$ 318,051.14

Revenues:

Opioid Abatement Revenues	\$	334,591.76
Interest Income		13,007.14
Total Revenues	\$	347,598.90

Detailed Opioid Abatement Revenues Received in 2024

Janssen (Johnson & Johnson)	\$	-
Distributors		31,448.61
Retailers		303,143.15
Mallinckrodt Bankruptcy		-
Total Opioid Abatement Revenues	\$	334,591.76

Expenses for Approved Programs/Projects:

DHS RWC-Peer Support	\$	13,800.78
CJS-Dispense Drug Deactivation Kits		2,178.31
PH-Overdose Fatality Review		10,518.88
SH-Fentanyl rated gloves		279.32
Staff Training & Misc Expenses		2,770.47
Total Expenses	\$	29,547.76

January – June 2024 (Pre-Audited) Financial Results:

Special Revenue Funds - **American Rescue Plan Act Funds**

Fund	Description	Revenue			% Collected	Expense			% Spent	Actuals Net Gain/(Loss)
		Budget	Actual			Budget	Actual			
235	American Rescue Plan Funds	\$ 4,987,587.77	\$ 143,624.97	2.9%		\$ 4,987,587.77	\$ 658,612.18	13.2%		\$ (514,987.21)

YTD Revenues:

Federal Funds	\$	-
Interest Income		143,624.97
Total Revenues	\$	143,624.97

Chippewa County received \$12,559,059 of ARPA Funds

- We received \$6,279,529.50 on May 19, 2021.
- We received \$6,279,529.50 on June 9, 2022.

YTD Expenses:

BB-Ntera (Res 21-21)	\$	-
BB-BTC (Res 4-23)		-
BB-Ntera (Res 5-23)		-
Public Firearms Range		85,768.66
Contaminate Mitigation Wells		19,083.05
Otter Lake Bathroom/Shower		109,205.25
Pine Point Bathroom/Well		152,485.27
Picnic Tables for Parks		10,448.00
Firewood Dispensers		-
Road Improvements		-
Missed Longevity Payments		281,621.95
Contracted Services with Sikich		-
Total Expenses	\$	658,612.18

January – June 2024 (Pre-Audited) Financial Results:

Debt Service Funds

Fund	Description	Revenue			Expense			Actuals Net Gain/(Loss)
		Budget	Actual	% Collected	Budget	Actual	% Spent	
306	Debt Service-Unfunded Liability	\$ -	\$ 24,849.19		\$ -	\$ -		\$ 24,849.19
315	2019 CIP Bonds	\$ 945,400.00	\$ 850,942.11	90.0%	\$ 945,400.00	\$ 875,600.00	92.6%	\$ (24,657.89)
316	2020 CIP Bonds	\$ 809,695.00	\$ 135,732.00	16.8%	\$ 809,695.00	\$ 796,544.11	98.4%	\$ (660,812.11)
317	2022 CIP Bonds	\$ 653,300.00	\$ 653,300.00	100%	\$ 653,300.00	\$ 609,700.00	93.3%	\$ 43,600.00

Payment Year	Total Debt Service			Year-End Outstanding Principal
	Principal	Interest	Total	
2024	\$ 1,570,000	\$ 283,375	\$ 1,853,375	\$ 6,880,000
2025	\$ 1,360,000	\$ 227,050	\$ 1,587,050	\$ 5,520,000
2026	\$ 1,445,000	\$ 173,275	\$ 1,618,275	\$ 4,075,000
2027	\$ 1,445,000	\$ 117,875	\$ 1,562,875	\$ 2,630,000
2028	\$ 1,325,000	\$ 67,450	\$ 1,392,450	\$ 1,305,000
2029	\$ 765,000	\$ 33,150	\$ 798,150	\$ 540,000
2030	\$ 540,000	\$ 10,800	\$ 550,800	\$ -

Long-Term Bond Financing Plan		
Year	Bonding Amount	Projects
2024	\$3,500,000	Transportation Projects
2026	\$6,500,000	Transportation Projects
2028	\$3,500,000	Transportation Projects
2030	\$6,500,000	Transportation Projects

January – June 2024 (Pre-Audited) Financial Results:

Capital Project Funds

Fund	Description	Revenue			Expense			Actuals Net Gain/(Loss)
		Budget	Actual	% Collected	Budget	Actual	% Spent	
417	2023 CIP for Bonding	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -

No bonding funds are being used in 2024 because all \$3,000,000 from the 2022 bond issuance was utilized in 2023 for road and bridge construction.

January – June 2024 (Pre-Audited) Financial Results:

Internal Service Funds

Fund	Description	Revenue			Expense			Actuals Net Gain/(Loss)
		Budget	Actual	% Collected	Budget	Actual	% Spent	
701	Highway	\$ 24,737,077.00	\$ 10,903,113.28	44.1%	\$ 24,737,077.00	\$ 7,058,205.39	28.5%	\$ 3,844,907.89
702	Self-Funded Worker's Comp Insurance	\$ 938,546.00	\$ 527,659.82	56.2%	\$ 938,546.00	\$ 286,566.18	30.5%	\$ 241,093.64
703	Self-Funded Health Insurance	\$ 7,833,102.00	\$ 4,027,031.67	51.4%	\$ 7,833,102.00	\$ 4,970,144.19	63.5%	\$ (943,112.52)
704	Self-Funded Liability Insurance	\$ 401,000.00	\$ 1,044.79	0.3%	\$ 401,000.00	\$ 354,759.96	88.5%	\$ (353,715.17)
705	Section 125 Payroll Deduction	\$ 326,000.00	\$ 154,431.40	47.4%	\$ 326,000.00	\$ 117,582.82	36.1%	\$ 36,848.58

Highlights Include:

- **Self-Funded Health Insurance**
 - Revenues are on track but the expenses for claims are high
- **Self-funded Liability Insurance**
 - Annual Insurance Allocation charges to departments will be processed in October/November
 - Paid annual WMMIC premiums \$300,671 for Liability and Cyber Liability Premiums

January – June 2024 (Pre-Audited) Financial Results:

Enterprise and Trust Agency Funds

Fund	Description	Revenue			Expense			Actuals Net Gain/(Loss)
		Budget	Actual	% Collected	Budget	Actual	% Spent	
602	Land Development	\$ 300,000.00	\$ -	0.0%	\$ 300,000.00	\$ 28,333.53	9.4%	\$ (28,333.53)
804	Dog License Fund	\$ 56,300.00	\$ 974.75	1.7%	\$ 56,300.00	\$ 108.96	0.2%	\$ 865.79

Questions, Comments, or Concerns

January – June 2024 (Pre-Audited) Financial Results





Employee Engagement, Stay & Other Surveys

County Board Orientation

Randy Scholz, County Administration

Toni Hohlfelder, Human Resources Director

Executive Committee: September 3, 2024

County Board: September 10, 2024

Why Offer Employee Feedback Surveys?

1. **We want to know!** 2024 was our fifth year surveying our employees. We have sent out three Gallup's Q¹² engagement surveys and two stay surveys. We genuinely want to know how our employees feel about Chippewa County. We want employees to have an opportunity to share their voice!
2. **We want to change and improve!** Most, if not all consultants agree, that you should not survey unless you are ready to act and change. We honestly and thoughtfully reviewed the engagement survey results and create action plans each year.
3. **We want to see proof of improvement!** Gallup's Q¹² survey tool provides comparisons to other companies to allow us to benchmark. We are also able to look at the Gallup's Q¹² and stay survey results and compare year over year.

We want you to consider Chippewa County the

BEST PLACE TO WORK

in the Chippewa Valley!

History / Purpose of the Engagement & Stay Interview

1. September 2019, October 2020 and September 2022 - Engagement Survey was sent to all employees using Gallup's Q¹² assessment and we asked for feedback to 3 open ended questions. The goal is to evaluate an employee's engagement using the 12 statistically proven questions by Gallup. A consultant with Carlson Dettmann assisted us with roll out, administration of the survey and setting up our action plan process
2. September 2021 and February 2024 – A stay survey was sent to employees using Survey Monkey. After reviewing the Engagement comments, it appeared that employees wanted to provide more feedback in the areas of compensation, benefits, policy, communication, decision making and leadership.
3. The purpose of both surveys is to look for areas to improve and/or celebrate when it comes to employee engagement, satisfaction and why employees stay or consider leaving Chippewa County.

We want to be best the employer in the Chippewa Valley!!

Types of Employee Feedback Gathered / Surveys

- Onboarding Survey
- Performance Review – Self Review feedback
- COVID Feedback Survey
- Exit Interview
- Engagement Survey
- Stay Interview

Onboarding Survey

- Survey Monkey tool is sent to new employees after they have worked for 3-4 months
- Assesses the strengths and weaknesses of the following:
 - Advertising and recruitment process
 - Why they applied and how they heard about the position
 - Communication during the interview process
 - Offer and pre-start communication
 - Onboarding process and communication by HR, IT and the Dept
- Specific department feedback is provided to the Department Head by Kristy
- Leaders and DOA has updated on-boarding practices many times over the years based on the data provided.

Performance Review – Self Review

- Provides the manager feedback on how the employees think they are performing in their job:
 - Job Knowledge Technical Competence
 - Customer Service
 - Productivity and Results
 - Teamwork / Commitment
- Asks four open-ended discussion questions:
 - Biggest accomplishment over the last year?
 - What they enjoyed most over the last year?
 - What they enjoyed least over the last year?
 - What additional things can your direct supervisor and/or Department Head do to support you in achieving your goals and continued growth with Chippewa County?

COVID Feedback Survey

- Goal was to learn from our employees what we did well and how to improve as we continued to navigate through the pandemic
- We had 227 responses and 27 employees selected “Prefer not to provide” their department
- Department specific feedback was provided to Department Heads
- Randy replied to all employees thanking them for the feedback and we provided detailed responses to themes provided in the survey responses.
- Clarifications were provided to employees when the decision was to NOT do something that was recommended
- Answers were provided to questions employees had
- In many cases, Randy or DOA made changes based on the feedback and communicated it in the All employee email

Exit Interview

- Survey used to be a fillable form that was emailed and we had a 20-25% response rate
- Survey is now sent via survey monkey and response rate improved to over 75%
- Kristy holds a last day meeting with all Full Time and Part Time employees to go through benefits and also pulls up the Exit Survey to ask any follow up or clarifying questions. Even if someone doesn't provide survey responses, Kristy attempts to gather information to understand why the employee is leaving and explain that we desire information to help the departments improve.
- Information is provided to the Department Head and at times to Randy
- Exit feedback is helpful in understanding why the person left the organization
- Feedback is typically very honest because they are leaving the organization, but some have an interest in returning some day and might withhold feedback
- If the employee isn't respected or thought of positively by the Department Head or manager, constructive feedback isn't often acted upon and input is disregarded at times
- It's a reactive step vs. proactive, because it's typically too late to retain the employee at this stage
- Because the employee has already left the organization, change based on the input is less likely

Employee Engagement / Stay Survey

Calendar - Engagment/Stay Survey		
		Response Rate
September 2019	1st Q12 Survey	76%
February 2020	Action Plans due	
October 2020	2nd Q12 survey	78%
March 2021	Action Plans due	
September 2021	1st Stay Survey	54%
February 2022	Action Plans due	
September 2022	3rd Q12 survey	75%
January 2023	Action Plans due	
February 2024	2nd Stay Survey	54%
June 2024	Action Plans due	
February 2025	4th Q12 survey will be sent	
June 2025	Action Plans will be due	
February 2026	3rd Stay Survey will be sent	
June 2026	Action Plans will be due	

- Engagement Survey / Gallup Q12
 - Gallup Q12's Engagement Survey Tool
 - 13 rate questions and 3 open ended questions
 - Carlson Dettmann Consultation
 - Anonymous (requires 4 or more responses to gain a report by dept, division or supervisor)
- Stay Survey
 - Additional feedback on compensation, benefits, policy, benefits, decision making, leadership, etc.
 - Used survey monkey to administer and HR Director to develop reporting
 - Anonymous (no requirement for reporting)
- Purpose
 - Look for areas to improve and/or celebrate when it comes to employee engagement, satisfaction and why employees stay or consider leaving Chippewa County.
 - We want to be best the employer in the Chippewa Valley!!**

2025

Q12 Survey Questions



Q12. Opportunities to learn and grow

Q11. Progress in last six months

Q10. I have a best friend at work

Q09. Coworkers committed to quality

Q08. Mission/Purpose of company

Q07. At work, my opinions seem to count

Q06. Someone encourages my development

Q05. Supervisor/Someone at work cares

Q04. Recognition last seven days

Q03. Do what I do best every day

Q02. I have materials and equipment

Q01. I know what is expected of me at work

The 2024 Stay Survey Responses

The next several slides illustrate the feedback by employees overall for each of the stay survey questions.
When open-ended feedback is provided, it is listed in summary form.



All department specific feedback was provided to the Department Heads in April 2024 with the “exact” comment provided by the employee on the survey if specified.

Q1. What do you like most about your position at Chippewa County and/or what makes you excited to come to work each day?

1. Categories of comments with 20 or more comments in order of quantity of similar comments:
 - a) Co-workers and/or others at work
 - b) Challenging work and rewarding public service work that provides a strong sense of purpose and meaningfulness in the position or work you do
 - c) Flexibility, work hours (new Courthouse hours) or telecommuting
 - d) Variety of the day to day work or tasks
 - e) That you ask employees these difficult questions and the County demonstrates a desire to improve, add benefits, etc.
2. Categories of comments with 5-19 comments in order in order of quantity of similar comments
 - a) Health insurance and related new benefits
 - b) Direct supervisor and/or overall leadership
 - c) Type typed the word “Nothing” or random letters or a dot or provided a negative comment
 - d) Challenging work
 - e) Stability of local government

Q2. What do you like least about your position at Chippewa County and/or what is something you would change if you could?

1. Categories of comments with 20 or more comments in order of quantity of similar comments
 - a) Workload is too high, work/life balance issues, need to hire extra help or working too much overtime
 - b) Typed the word "nothing", left blank or said a positive comment
 - c) Comments specific to leader or supervisor to improve or provided a negative comment about leadership or a manager
 - d) Pay is too low or the pay adjustments for long time employees was not high enough after wage study
 - e) Negative comments about department culture or co-workers
2. Categories of comments with 5-19 comments in order of quantity of similar comments
 - a) Being on-call or duties associated with on-call
 - b) Political environment and bureaucracy of government is difficult
 - c) Work with very difficult customers, public perception is negative or public devalues employees
 - d) Technology comments – lack there of or IT division specific comments
 - e) Facility or work space comments (too cold, too hot, cube, noisy, etc.)
 - f) Policy or procedure suggestion – some comments were very specific and others didn't list department
 - g) Recruitment / turnover issues

Q3. Name something that could make you more successful in your position

1. Categories of comments with 20 or more comments in order of quantity of similar comments
 - a) Improved work environment (new office space, no work space, improved workspace, better office furniture)
 - b) Technology improvements (phones, computers, monitors, software)
 - c) More training, professional development or continued education (computer and equipment training specifically mentioned often)
 - d) More time in the day, extra staff, get fully staffed, less tasks
 - e) Direct supervisor suggestions including improved communication, accountability for non performers, better use of employee for decision making, reduced micromanaging.
2. Categories of comments with 5-19 comments in order of quantity of similar comments
 - a) Typed N/A, "nothing" or "I can't think of anything"
 - b) Larger budget, more financial resources
 - c) More collaboration with other co-workers or other departments that work together
 - d) Better teamwork, collaboration, less drama/gossip
 - e) More opportunities for advancement
 - f) More time off

Q4. Next, provide a list of two or three things you are willing to do to achieve or obtain what you wrote down in Question #3.

25-30% of the feedback listed was proactive, provided a quality solution or valid thoughts on what the employee could do

25-30% of the feedback stated the employee will speak up again, ask again, discuss with manager again.

40-50% of the feedback was random letters, a period, NA, nothing, "unsure", or negative feedback

We are in this together!

Q5. Rate the following:

Red = Scores decrease from 2021 to 2024
Green = Scores improved from 2021 to 2024

2024	2021
EE's in my dept Very Dissatisfied 5 2.2% Dissatisfied 14 6.2% Satisfied 108 47.6% Very Satisfied 98 43.2% NA (doesn't impact my job satisfaction) 2 0.9% Grand Total 227	EE's in my dept Very Dissatisfied 7 3.1% Dissatisfied 22 9.6% Satisfied 113 49.3% Very Satisfied 85 37.1% NA (doesn't impact my job satisfaction) 2 0.9% Grand Total 229
EE's in other dept I work with Very Dissatisfied 3 1.3% Dissatisfied 18 7.9% Satisfied 152 67.0% Very Satisfied 37 16.3% NA (doesn't impact my job satisfaction) 17 7.5% Grand Total 227	EE's in other dept I work with Very Dissatisfied 1 0.4% Dissatisfied 25 10.9% Satisfied 142 62.0% Very Satisfied 39 17.0% NA (doesn't impact my job satisfaction) 22 9.6% Grand Total 229

Q5. Rate the following:

Red = Scores decrease from 2021 to 2024

Green = Scores improved from 2021 to 2024

2024			2021		
EE's direct supv			EE's direct supv		
Very Dissatisfied	4	1.8%	Very Dissatisfied		DID NOT ASK in 2021
Dissatisfied	14	6.2%	Dissatisfied		
Satisfied	78	34.4%	Satisfied		
Very Satisfied	127	55.9%	Very Satisfied		
NA (doesn't impact my job satisfaction)	4	1.8%	NA (doesn't impact my job satisfaction)		
Grand Total	227		Grand Total		
Leadership in my dept			Leadership in my dept		
Very Dissatisfied	10	4.4%	Very Dissatisfied	12	5.2%
Dissatisfied	29	12.8%	Dissatisfied	27	11.8%
Satisfied	86	37.9%	Satisfied	94	41.0%
Very Satisfied	99	43.6%	Very Satisfied	93	40.6%
NA (doesn't impact my job satisfaction)	3	1.3%	NA (doesn't impact my job satisfaction)	3	1.3%
Grand Total	227		Grand Total	229	
Leadership in other depts I work with			Leadership in other depts I work with		
Very Dissatisfied	3	1.3%	Very Dissatisfied	5	2.2%
Dissatisfied	25	11.0%	Dissatisfied	32	14.0%
Satisfied	137	60.4%	Satisfied	131	57.2%
Very Satisfied	29	12.8%	Very Satisfied	35	15.3%
NA (doesn't impact my job satisfaction)	33	14.5%	NA (doesn't impact my job satisfaction)	26	11.4%
Grand Total	227		Grand Total	229	

Q5. Rate the following:

Red = Scores decrease from 2021 to 2024

Green = Scores improved from 2021 to 2024

2024			2021		
Department Culture			Department Culture		
Very Dissatisfied	14	6.2%	Very Dissatisfied	11	4.8%
Dissatisfied	35	15.4%	Dissatisfied	34	14.8%
Satisfied	93	41.0%	Satisfied	117	51.1%
Very Satisfied	82	36.1%	Very Satisfied	64	27.9%
NA (doesn't impact my job satisfaction)	3	1.3%	NA (doesn't impact my job satisfaction)	3	1.3%
Grand Total	227		Grand Total	229	
County Culture			County Culture		
Very Dissatisfied	12	5.3%	Very Dissatisfied	7	3.1%
Dissatisfied	27	11.9%	Dissatisfied	39	17.0%
Satisfied	135	59.5%	Satisfied	129	56.3%
Very Satisfied	43	18.9%	Very Satisfied	50	21.8%
NA (doesn't impact my job satisfaction)	10	4.4%	NA (doesn't impact my job satisfaction)	4	1.7%
Grand Total	227		Grand Total	229	
2024			2021		
Dept's Communication			Dept's Communication		
Very Dissatisfied	11	4.8%	Very Dissatisfied	19	8.3%
Dissatisfied	41	18.1%	Dissatisfied	30	13.1%
Satisfied	104	45.8%	Satisfied	124	54.1%
Very Satisfied	69	30.4%	Very Satisfied	53	23.1%
NA (doesn't impact my job satisfaction)	2	0.9%	NA (doesn't impact my job satisfaction)	3	1.3%
Grand Total	227		Grand Total	229	
County Communication			County Communication		
Very Dissatisfied	8	3.5%	Very Dissatisfied	20	8.7%
Dissatisfied	25	11.0%	Dissatisfied	28	12.2%
Satisfied	145	63.9%	Satisfied	131	57.2%
Very Satisfied	43	18.9%	Very Satisfied	44	19.2%
NA (doesn't impact my job satisfaction)	6	2.6%	NA (doesn't impact my job satisfaction)	6	2.6%
Grand Total	227		Grand Total	229	

Q5. Rate the following:

Red = Scores decrease from 2021 to 2024

Green = Scores improved from 2021 to 2024

2024			2021		
Dept policies & procedures			Dept policies & procedures		
Very Dissatisfied	11	4.8%	Very Dissatisfied	11	4.8%
Dissatisfied	17	7.5%	Dissatisfied	32	14.0%
Satisfied	130	57.3%	Satisfied	131	57.2%
Very Satisfied	66	29.1%	Very Satisfied	50	21.8%
NA (doesn't impact my job satisfaction)	3	1.3%	NA (doesn't impact my job satisfaction)	5	2.2%
Grand Total	227		Grand Total	229	
County policies & procedures			County policies & procedures		
Very Dissatisfied	10	4.4%	Very Dissatisfied	11	4.8%
Dissatisfied	32	14.1%	Dissatisfied	36	15.7%
Satisfied	140	61.7%	Satisfied	145	63.3%
Very Satisfied	42	18.5%	Very Satisfied	32	14.0%
NA (doesn't impact my job satisfaction)	3	1.3%	NA (doesn't impact my job satisfaction)	5	2.2%
Grand Total	227		Grand Total	229	

Q6. Constructive Comments on low rated items on Q5

1. "NA", random letters or a period were the number one comments by over 150 employees (more than half of the survey respondents)
2. Communication was the number one comment, but different requests based on the person / department
3. Policies were also mentioned a lot, but different policies for different reasons and some had opposite requests depending on the policy. Comp time, PTO, on-call
4. Specific comments regarding leadership in the department were also common

Q7. Rate the following:

Red = Scores decrease from 2021 to 2024

Green = Scores improved from 2021 to 2024

2024	2021
Challenging Work	Challenging Work
Very Dissatisfied 2 0.9%	Very Dissatisfied 8 3.5%
Dissatisfied 2 0.9%	Dissatisfied 1 0.4%
Satisfied 122 53.7%	Satisfied 125 54.6%
Very Satisfied 99 43.6%	Very Satisfied 91 39.7%
NA (doesn't impact my job satisfaction) 2 0.9%	NA (doesn't impact my job satisfaction) 4 1.7%
Grand Total 227	Grand Total 229
Opportunity for growth	Opportunity for growth
Very Dissatisfied 7 3.1%	Very Dissatisfied 7 3.1%
Dissatisfied 20 8.8%	Dissatisfied 22 9.6%
Satisfied 122 53.7%	Satisfied 119 52.0%
Very Satisfied 77 33.9%	Very Satisfied 76 33.2%
NA (doesn't impact my job satisfaction) 1 0.4%	NA (doesn't impact my job satisfaction) 5 2.2%
Grand Total 227	Grand Total 229

2024	2021
Impact you have	Impact you have
Very Dissatisfied 2 0.9%	Very Dissatisfied 2 0.9%
Dissatisfied 2 0.9%	Dissatisfied 7 3.1%
Satisfied 97 42.7%	Satisfied 124 54.1%
Very Satisfied 119 52.4%	Very Satisfied 87 38.0%
NA (doesn't impact my job satisfaction) 7 3.1%	NA (doesn't impact my job satisfaction) 9 3.9%
Grand Total 227	Grand Total 229
Advancement Opport	Advancement Opport
Very Dissatisfied 14 6.2%	Very Dissatisfied 17 7.4%
Dissatisfied 37 16.3%	Dissatisfied 36 15.7%
Satisfied 131 57.7%	Satisfied 123 53.7%
Very Satisfied 24 10.6%	Very Satisfied 25 10.9%
NA (doesn't impact my job satisfaction) 21 9.3%	NA (doesn't impact my job satisfaction) 28 12.2%
Grand Total 227	Grand Total 229

Q7. Rate the following:

Red = Scores decrease from 2021 to 2024

Green = Scores improved from 2021 to 2024

2024	2021
Technology	Technology
Very Dissatisfied 11 4.8%	Very Dissatisfied 5 2.2%
Dissatisfied 34 15.0%	Dissatisfied 27 11.8%
Satisfied 137 60.4%	Satisfied 149 65.1%
Very Satisfied 40 17.6%	Very Satisfied 45 19.7%
NA (doesn't impact my job satisfaction) 5 2.2%	NA (doesn't impact my job satisfaction) 3 1.3%
Grand Total 227	Grand Total 229
Physical Work Conditions	Physical Work Conditions
Very Dissatisfied 4 1.8%	Very Dissatisfied 7 3.1%
Dissatisfied 19 8.4%	Dissatisfied 22 9.6%
Satisfied 139 61.2%	Satisfied 126 55.0%
Very Satisfied 61 26.9%	Very Satisfied 70 30.6%
NA (doesn't impact my job satisfaction) 4 1.8%	NA (doesn't impact my job satisfaction) 4 1.7%
Grand Total 227	Grand Total 229

2024	2021
Shift / Schedule	Shift / Schedule
Very Dissatisfied 3 1.3%	Very Dissatisfied 8 3.5%
Dissatisfied 11 4.8%	Dissatisfied 14 6.1%
Satisfied 99 43.6%	Satisfied 121 52.8%
Very Satisfied 113 49.8%	Very Satisfied 82 35.8%
NA (doesn't impact my job satisfaction) 1 0.4%	NA (doesn't impact my job satisfaction) 4 1.7%
Grand Total 227	Grand Total 229
Work Flexibility	Work Flexibility
Very Dissatisfied 2 0.9%	Very Dissatisfied 12 5.2%
Dissatisfied 8 3.5%	Dissatisfied 22 9.6%
Satisfied 84 37.0%	Satisfied 84 36.7%
Very Satisfied 130 57.3%	Very Satisfied 107 46.7%
NA (doesn't impact my job satisfaction) 3 1.3%	NA (doesn't impact my job satisfaction) 4 1.7%
Grand Total 227	Grand Total 229

Q8. Constructive Comments on low rated items on Q7

1. "NA", random letters or a period were the number one comments by over 160 employees (more than half of the survey respondents)
2. Statements about the lack of advancement opportunities was the most common feedback.
3. Technology related suggestions and criticisms were also higher and ranged from needing to improve the outdated systems to needing more IT resources/funding, to wanting printers if working remote, to wanting more training in the area of technology.

Q9. Rate the following:

Red = Scores decrease from 2021 to 2024

Green = Scores improved from 2021 to 2024

2024		2021	
Wellness		Wellness	
Very Dissatisfied	4 1.8%	Very Dissatisfied	6 2.6%
Dissatisfied	9 4.0%	Dissatisfied	9 3.9%
Satisfied	118 52.0%	Satisfied	125 54.6%
Very Satisfied	46 20.3%	Very Satisfied	40 17.5%
NA (doesn't impact my job satisfaction)	50 22.0%	NA (doesn't impact my job satisfaction)	49 21.4%
Grand Total	227	Grand Total	229
Compensation		Compensation	
Very Dissatisfied	24 10.6%	Very Dissatisfied	DID NOT ASK in 2021
Dissatisfied	47 20.7%	Dissatisfied	
Satisfied	109 48.0%	Satisfied	
Very Satisfied	45 19.8%	Very Satisfied	
NA (doesn't impact my job satisfaction)	2 0.9%	NA (doesn't impact my job satisfaction)	
Grand Total	227	Grand Total	
2024		2021	
Health Insurance		Health Insurance	
Very Dissatisfied	7 3.1%	Very Dissatisfied	17 7.4%
Dissatisfied	10 4.4%	Dissatisfied	34 14.8%
Satisfied	92 40.5%	Satisfied	109 47.6%
Very Satisfied	102 44.9%	Very Satisfied	46 20.1%
NA (doesn't impact my job satisfaction)	16 7.0%	NA (doesn't impact my job satisfaction)	23 10.0%
Grand Total	227	Grand Total	229
Other Vol Benefits		Other Vol Benefits	
Very Dissatisfied	3 1.3%	Very Dissatisfied	7 3.1%
Dissatisfied	17 7.5%	Dissatisfied	26 11.4%
Satisfied	124 54.6%	Satisfied	132 57.6%
Very Satisfied	57 25.1%	Very Satisfied	36 15.7%
NA (doesn't impact my job satisfaction)	26 11.5%	NA (doesn't impact my job satisfaction)	28 12.2%
Grand Total	227	Grand Total	229

Q9. Rate the following:

Red = Scores decrease from 2021 to 2024

Green = Scores improved from 2021 to 2024

2024			2021		
PTO/Holidays			PTO/Holidays		
Very Dissatisfied	8	3.5%	Very Dissatisfied	9	3.9%
Dissatisfied	22	9.7%	Dissatisfied	24	10.5%
Satisfied	99	43.6%	Satisfied	97	42.4%
Very Satisfied	85	37.4%	Very Satisfied	81	35.4%
NA (doesn't impact my job satisfaction)	13	5.7%	NA (doesn't impact my job satisfaction)	18	7.9%
Grand Total	227		Grand Total	229	
Retirement benefits			Retirement benefits		
Very Dissatisfied	1	0.4%	Very Dissatisfied	1	0.4%
Dissatisfied	2	0.9%	Dissatisfied	4	1.7%
Satisfied	113	49.8%	Satisfied	119	52.0%
Very Satisfied	97	42.7%	Very Satisfied	83	36.2%
NA (doesn't impact my job satisfaction)	14	6.2%	NA (doesn't impact my job satisfaction)	22	9.6%
Grand Total	227		Grand Total	229	

Q10. Constructive Comments on low rated items on Q9

1. "NA", random letters or a period were the number one comments by over 120 employees (more than half of the survey respondents)
2. Negative statements about the wage study results or process and comments on pay in general was commented on the most. Issues related to how longevity was applied to staff was mentioned as well.
3. There were several positive wellness comments and a couple criticisms – specifically in the area of having to use PTO in order to participate in events during work hours or the scheduling issues with some of the activities. Gym memberships was also recommended several times.
4. Dental insurance premiums was the most common negative benefit related comment.

Most Positive Rated Questions

Challenging Work				
Very Dissatisfied	2	0.9%	1.8%	
Dissatisfied	2	0.9%		
Satisfied	122	53.7%	97.4%	
Very Satisfied	99	43.6%		
NA (doesn't impact my job satisfaction)	2	0.9%		
Grand Total	227			

Impact you have				
Very Dissatisfied	2	0.9%	1.8%	
Dissatisfied	2	0.9%		
Satisfied	97	42.7%	95.2%	
Very Satisfied	119	52.4%		
NA (doesn't impact my job satisfaction)	7	3.1%		
Grand Total	227			

Work Flexibility				
Very Dissatisfied	2	0.9%	4.4%	
Dissatisfied	8	3.5%		
Satisfied	84	37.0%	94.3%	
Very Satisfied	130	57.3%		
NA (doesn't impact my job satisfaction)	3	1.3%		
Grand Total	227			

Shift / Schedule				
Very Dissatisfied	3	1.3%	6.2%	
Dissatisfied	11	4.8%		
Satisfied	99	43.6%	93.4%	
Very Satisfied	113	49.8%		
NA (doesn't impact my job satisfaction)	1	0.4%		
Grand Total	227			

Retirement benefits				
Very Dissatisfied	1	0.4%	1.3%	
Dissatisfied	2	0.9%		
Satisfied	113	49.8%	92.5%	
Very Satisfied	97	42.7%		
NA (doesn't impact my job satisfaction)	14	6.2%		
Grand Total	227			

EE's in my dept				
Very Dissatisfied	5	2.2%	8.4%	
Dissatisfied	14	6.2%		
Satisfied	108	47.6%	90.7%	
Very Satisfied	98	43.2%		
NA (doesn't impact my job satisfaction)	2	0.9%		
Grand Total	227			

Weakest Rated Questions

Wellness				
Very Dissatisfied	4	1.8%	5.7%	
Dissatisfied	9	4.0%		
Satisfied	118	52.0%	72.2%	
Very Satisfied	46	20.3%		
NA (doesn't impact my job satisfaction)	50	22.0%		
Grand Total	227			

Technology				
Very Dissatisfied	11	4.8%	19.8%	
Dissatisfied	34	15.0%		
Satisfied	137	60.4%	78.0%	
Very Satisfied	40	17.6%		
NA (doesn't impact my job satisfaction)	5	2.2%		
Grand Total	227			

Department Culture				
Very Dissatisfied	14	6.2%	21.6%	
Dissatisfied	35	15.4%		
Satisfied	93	41.0%	77.1%	
Very Satisfied	82	36.1%		
NA (doesn't impact my job satisfaction)	3	1.3%		
Grand Total	227			

Advancement Opport				
Very Dissatisfied	14	6.2%	22.5%	
Dissatisfied	37	16.3%		
Satisfied	131	57.7%	68.3%	
Very Satisfied	24	10.6%		
NA (doesn't impact my job satisfaction)	21	9.3%		
Grand Total	227			

Dept's Communication				
Very Dissatisfied	11	4.8%	22.9%	
Dissatisfied	41	18.1%		
Satisfied	104	45.8%	76.2%	
Very Satisfied	69	30.4%		
NA (doesn't impact my job satisfaction)	2	0.9%		
Grand Total	227			

Compensation				
Very Dissatisfied	24	10.6%	31.3%	
Dissatisfied	47	20.7%		
Satisfied	109	67.8%	87.6%	
Very Satisfied	45	19.8%		
NA (doesn't impact my job satisfaction)	2	0.9%		
Grand Total	227			

Q11. When was the last time, if ever, that you seriously considered leaving and took steps to leave your position or the County?

2024			2021		
When was the last time			When was the last time		
1-2 years ago	25	11.0%	1-2 years ago	17	7.4%
3-4 years ago	12	5.3%	3-4 years ago	8	3.5%
5 years ago or more	13	5.7%	5 years ago or more	18	7.9%
6 months to a year	30	13.2%	6 months to a year	24	10.5%
In the last 6 months	61	26.9%	In the last 6 months	79	34.5%
Never	86	37.9%	Never	83	36.2%
Grand Total	227		Grand Total	229	

Q12. If you said yes to Q11, explain why you were considering leaving your position.

1. Negative comment about the Department Head, direct supervisor or upper management
2. Pay
3. Work load is too high, overtime, turnover and staffing issues
4. Personal or family reasons
5. Stressful work environment related to tasks, co-workers, customers/clients or culture in general.

Q13. If you said yes to Q11, explain why you changed your mind and decided to stay with Chippewa County.

1. Leadership change that was positive
2. Positive co-workers outweigh other reasons to leave
3. Wage schedule and/or positive pay changes effective 1/1/2024
4. After looking for another job, realized that pay, benefits and/or flexibility aren't as strong elsewhere
5. Loyalty to customers/clients and the value in what you do day to day for the County
6. Change in County Board/committee members improved
7. Still looking

Q14. If someone asked you to describe your department's work environment or culture, how would you describe it?

1. Negative culture comments – 38 ; Positive culture comments – 161; and Mixed comments (both positive and negative culture attribute comments) – 22.
2. Below are categories of the more negative comments in order of quantity of similar comments
 - a) Co-workers (negative or poor performance, gossipy or toxic communication)
 - b) Leadership (favoritism, inconsistent, being too easy going and not holding people accountable)
 - c) Poor communication from leadership causing lack of organization
3. Below are categories of the more positive comments in order of quantity of similar comments
 - a) Great team and co-workers - Supportive, friendly, fun, flexible, helpful, easy going, caring, like family, etc. – so many of these comments in multiple lists
 - b) Flexible work environment
 - c) Hard working, efficient, highly productive and professional
 - d) Strong or new leadership has improved environment
 - e) Rewarding work and team to be a part of



Q15: What do you like and/or dislike about your department's leadership or management style?

1. Negative leadership comments – 53; Positive leadership comments – 131; and Mixed comments (both positive and negative leadership attribute comments) – 15.
2. Below are categories of the more negative comments in order of quantity of similar comments
 - a) Non confrontational, too easy going or doesn't hold employees accountable
 - b) Poor communication
 - c) Micromanages and doesn't listen to employee input
 - d) Not knowledgeable
 - e) Inconsistent or unorganized
3. Below are categories of the more positive comments in order of quantity of similar comments
 - a) Doesn't micromanage, trusts employees and empowers
 - b) Communication strong and good listener
 - c) Flexible, easy going and laid back
 - d) Approachable, has an open door, supportive and caring
 - e) Encouraging

Q16. Tell us a story about when you felt particularly energized at work or engaged in your job. What was going on? What made you so excited or energized?

Below are categories of the most common comments in order of quantity of similar comments:

1. Positive customers, solving problems for customers or consumer outcomes/success stories that left you and others proud (public service)
2. Working with strong team members, collaboration or teambuilding for a common goal.
3. Several employee accomplishments or stories about going above and beyond and feeling a sense of pride for what was done
4. Leader trusted and provided you a project, task, event, new technology or opportunity to do something you are good at with recognition from your leader
5. Crisis or very hard circumstance of some sort that brought a team of people together
6. Learning something new, training opportunities, etc.
7. Fun activities with co-workers including pot lucks, employee activities (Door Decorating, Halloween, luncheon) and getting to know co-workers strengths better
8. Day to day tasks that you enjoy, including positive comments on variety of work and being trusted/not micromanaged



Q17. What can the County Board, County Administrator and/or DOA do better or continue to do well to support you, other employees or the organization?

Below are categories of the most common comments in order of quantity of similar comments:

1. Salary, pay or market analysis comments for long term employees
2. Ask for them to increase knowledge and understanding of what employees do in each department
3. Feedback that leadership needs to be held accountable, improve recognition and retention factors
4. Positive or encouraging feedback provided about the CB, CA and/or DOA
5. Thankful for updated policies and new benefits tied to the health plan
6. Requests to add staff due to workload
7. Continue doing employee engagement/surveys and ask more question about what's going on in departments and taking action regarding the feedback
8. County Board is too political, negative or needs to learn more about the departments
9. Technology or IT related suggestions/requests
10. Comments about the Sheriff issues

2024 vs. 2021 Stay Survey Statistics

Department	2024 Completed	EEs	Response Rate
Judges	2	2	100.0%
HR	3	3	100.0%
ROD	4	4	100.0%
Zoning	6	7	85.7%
IT	5	6	83.3%
LCFM	8	11	72.7%
DHS	76	114	66.7%
PH	18	27	66.7%
Treasurer	2	3	66.7%
CJS	3	5	60.0%
Clerk of Courts	8	16	50.0%
Child Support	4	8	50.0%
County Clerk	1	2	50.0%
F&P	6	12	50.0%
Finance	3	6	50.0%
Sheriff	39	84	46.4%
OH Randy	3	7	42.9%
DOA Randy	3	7	42.9%
Hwy	28	74	37.8%
Coroner	1	3	33.3%
Elect Officials	2	6	33.3%
DA	2	9	22.2%
Corp Counsel	0	2	0.0%
Probate	0	2	0.0%
Vets	0	1	0.0%
Total	227	421	53.9%

Department	2021 Completed	Difference
HR	2	1
ROD	4	0
Zoning	1	5
IT	8	-3
LCFM	5	3
DHS	47	29
Public Health	9	9
Treasurer	1	1
CJS	3	0
Clerk of Courts and Probate	4	4
Child Support	0	4
County Clerk	2	-1
F&P	3	3
Finance	1	2
Sheriff Dept & Emerg Mgmt	29	10
OH and DOA Randy	9	-6
Hwy	40	-12
Coroner	1	0
Elected Officials	0	2
DA	0	2
Corp Counsel	1	-1
Vets	0	0
Increased dept specific response rate by ->	55	
2021 dept/mgr selected	169	
2021 No dept/mgr selected	60	=229
2021 partial data submitted	160	
Total	389	

Overview – Purpose

- Stay survey purpose is to find out:
 - Why employees are staying at Chippewa County?
 - What can we continue to do or improved to ensure employees stay?
 - If you thought about leaving, why?
 - If you thought about leaving and changed your mind, why did you stay?
- Purpose is also for Chippewa County leadership to REACT to data by increasing communication where needed, identifying barriers or misinformation and clarifying things and make changes when prudent.
- The heart behind the survey is to strengthen communication and improve the environment so people don't consider leaving and choose to STAY. We also need employees to start feeling comfortable sharing information before they choose to leave.
- Our response rates will improve, even in the small departments, when leadership demonstrates the desire to hear from employees, discusses the results, celebrate positive feedback and attempt to change if needed/possible, clarify concerns or discuss changes that are needed because of the feedback and ACT.

Overview - Why we require the manager's name to be selected?

- The County / DOA / County Board have impact on 11 of the rated questions.
 - County culture, policies & procedures and county communication
 - Technology, physical work conditions and wellness workgroup
 - Compensation, health insurance, other voluntary benefits, PTO/Holidays and Retirement
- 5 rated questions are impacted by the manager and County
 - Opportunity for growth and Advancement opportunity
 - Shift/schedule and work flexibility
 - When was the last time you thought about quitting?
- The remaining 10 questions can only be impacted by the manager.
 - Employees and Leadership in my department and in other departments and direct supervisor
 - Department culture, policies & procedures and department communication
 - Challenging work environment and impact you have

Overview – Increase response rate

Getting department specific feedback takes courage by all of us!!!

- Employees
 - Requires bravery to be honest and give feedback when not positive
 - Requires finesse in the way you provide feedback, so that it's honest, but not too harsh with a goal to be heard and have change to occur
- Managers
 - Requires them to be humble and open to change
 - Requires that they act in celebrating the positives and figure out how to respond to the criticism.

I believe that all of us can achieve this together!!!

Action Items:

Below are several action items that have been discuss or in process related to the Stay Survey results:

- | | |
|---|--|
| <ul style="list-style-type: none"> • Dept Heads received all dept specific feedback to review and depending on results, to discuss with teams. • Dept Heads met with Toni and/or Randy in the spring/summer of 2024 to discuss results and review action items. • Dept Head action items related to the stay survey were due to County Administrator by 6/15/24. • Staff Satisfaction Squad will continue to encourage teambuilding and other county-wide events. | <ul style="list-style-type: none"> • Courthouse Inservice – Dept Scramble was a success in 2024 and the plan is to offer something like this again in 2025 to assist with department learning opportunities. • HR Division's goal is to job shadow all departments at least once over the next two years to better understand what departments / positions do day to day. • Randy will continue to research leadership training options for all levels of management. • Next employee engagement survey (Gallup Q12) will come out in February 2025. |
|---|--|

Questions, Comments, or Concerns

