

**Size of the Outagamie County Board  
1987**

**LEAGUE OF WOMEN VOTERS OF APPLETON: 1986-87 COUNTY STUDY REPORT**

The LWV-Appleton 1986-87 county study examined the functioning of the Outagamie County Board of Supervisors in terms of its size and committee structure.

On October 9, 1986, the six member study committee (Karen de Young, Ann Long, Bobbie Murray, Helen Nagler, Nancy Pourciau, and Gretta Volk) mailed questionnaires to the 44 Outagamie County Board Supervisors; the 6 State Assembly Representatives of Outagamie County; the 4 Mayors, 8 Village Presidents and 18 Town Board Chairpersons in Outagamie County; 29 Outagamie County Officers (the department heads, directors, etc. as listed in the County Directory), 1 Board Program Director and 1 Board Chairperson; and 9 former Outagamie County Supervisors. The following questions were asked:

- 1.A. What are the advantages to the present size (44 supervisors) of the Outagamie County Board of Supervisors?
- 1.A. What are the advantages to the present committee structure (11 standing committees: Committee on Committees; Agriculture, Extension, Education, Zoning and Land Conservation; Airport; Finance; Highway; Human Services; Law Enforcement; Legislative; Personnel; Property, Building, and Recreation; Solid Waste)?
- 2.A. What are the disadvantages to the present size of the Outagamie County Board?
- 2.B. What are the disadvantages to the present committee structure of the Outagamie County Board of Supervisors?
- 3.A. What recommendations do you have for changes in the size of the Outagamie County Board?
- 3.B. What recommendations do you have for changes in the committee structure of the Outagamie County Board of Supervisors?

Additional comments:

At the end of the study (February 25, 1987), the number of people responding (acknowledging receipt of the questionnaire) and answering the questionnaire was as follows:

SUPERVISORS:	20 responded (45%);	19 answered (43%)
STATE ASSEM. REPS:	4 responded (67%);	3 answered (50%)
MAYORS, VILLAGE PRES., TWN BRDS.:	22 responded (73%);	21 answered (70%)
CNTY OFFICERS, BRDS(2):	18 responded (58%);	12 answered (39%)
FORMER SUPERV.:	2 responded (22%);	2 answered (22%)

(See attached Questionnaire Results)

In addition to the questionnaire, letters were written to Rock, Sheboygan, Manitowoc, Fond du Lac, Winnebago, Waupaca, and Brown, Counties asking several questions about the size and structure of their county boards. Several other Wisconsin leagues were also contacted.

Throughout the study, several committee members observed County Board meetings.

On January 15, 1987, the LWV-Appleton sponsored a county forum at the Appleton Police Station as part of the study. Robert Stadel from the County Planning Department gave a 15 minute presentation on the problems experienced during the last county redistricting in 1982. Supervisors Griesbach, Harvath, Schroeder, and Thompson gave answers to four questions which were provided prior to the forum:

1. What special considerations or problems arise from having both urban and rural areas in the same county? Are urban and rural interests always in opposition? Please explain.  
Why do some rural residents think they would lose representation in comparison to urban areas if the county board were reduced in size ?
2. How would you respond to an Advisory Referendum on a subject as sensitive as determining the size of the county board?
3. Does the current county board committee structure allow the supervisors to develop both a specialized and a generalized understanding of issues? Please elaborate or suggest modifications.
4. The results from the LWV's October questionnaire showed that the current size of the Outagamie County Board of Supervisors is viewed as both advantageous and disadvantageous to the board's functioning. For example, advantages listed included: allowing each supervisor to have the smallest constituency possible, increasing input to the board as a whole, and making the board resistant to pressure from small groups. On the other hand, disadvantages listed included: creating problems for decision making, contributing to high absenteeism, and discouraging supervisors from being prepared for board meetings. On what side of this issue do you stand? Please elaborate.

Please see the attached "Forum Report" for a condensed version of their responses.

On February 24 and 25, 1987, the LWV-Appleton held study units for its membership. The study committee presented information on (1) the "Strategic Task Force Report" and "Minority Report", (2) "Opportunities for Improvement: A report submitted to the County Executive of Outagamie County by the Reorganization Study/Advisory Committee", (3) the LWV-Appleton Questionnaire results, (4) how a decision is made in the present County Board committee structure, (5) the Wisconsin State Statutes pertaining to apportionment, (6) County Board attendance figures, (7) County Board sizes in other Wisconsin counties and in other states, (8) what other counties of comparable size in Wisconsin have done or considered doing with their board size, and (9) budget figures for running the County Board.

After structured discussion, the members in attendance at the units addressed two questions and reached the following consensus which now represents the League of Women Voters of Appleton's position on the size and structure of the Outagamie County Board of Supervisors:

The League of Women Voters of Appleton supports the following changes in the Outagamie County Board of Supervisors in order to promote a more efficient and effective County Board structure:

1. a reorganization and a reduction in the number of standing committees (currently there are 11) with no fewer than 5 members per committee.
2. a reduction in the current size (44 supervisors) of the County Board and encourages a significant reduction.

--approved by the LWV-Appleton Board, February 25, 1987

LWV-APPLETON 1986-87 COUNTY BOARD STUDY CONSENSUS QUESTIONS

1. Do you think a change in the current committee structure of the Outagamie County Board of Supervisors is warranted? Why or why not? List any specific changes desired. (Please consider rotation-seniority, minimum-maximum size, and the reorganization of committees.)
2. a) Do you think a change in the current size of the Outagamie County Board of Supervisors is warranted? Why or why not?  
b) Should there be a minimum size? Please elaborate.  
(Please consider apportionment, full time/ part time, and cost for 2a. and 2b.)

DISCUSSION QUESTIONS

1. What are the disadvantages to the size of the Outagamie County Board of Supervisors? What are the advantages?
2. What are the advantages to the present committee structure of the Out. Co. Brd. of Sups.? What are the disadvantages?
3. What is the relationship between 1. and 2.? For instance, which disadvantages in committee structure lead to disadvantages in board size? Would changes in committee structure alone significantly improve board functioning- if a problem is perceived?
4. What would the ramifications be of going to a significantly reduced board of supervisors ( for instance, one with 22 supervisors as has been recommended by the Statigic Task Force)? Please consider full time/ part time, cost, responsibility, and work load.
5. If the Outagamie County Board of Supervisors were to be decreased in size, what procedure would be followed? How could public input/pressure come into play?
6. What other changes in the County Board and committee structure as listed in the LWV-questionnaire results would improve board functioning (for instance, limiting years of service on board, developing ways to attract qualified supervisors, establishing commissions to replace some committees)?

## A REPORT ON THE 1986-87 COUNTY STUDY CONSENSUS UNITS

The County Study Consensus Units were held Tuesday, February 24, at 7:00 p.m. and Wednesday, February 25, 1987 at 9:30 a.m. Nine League members were present at each meeting; a total of 18 members participated in consensus.

The committee provided additional information about the county-County Board attendance figures, how Outagamie County compares to other county boards in terms of its size (in Wisconsin and throughout the country), what other select Wisconsin County Boards have done or considered about changing their size (Rock and Racine Counties have some interesting stories....), how a zoning request travels through board committees, what the Strategic Task Force Report and Minority Report had to say about the county board and committee structure, and much more. If you missed the units and need to know, call a committee member.

Besides addressing the discussion and consensus questions, each unit found other lively aspects of county government to discuss. Tuesday night's unit considered the desirability of having aldermanic wards and supervisory districts coterminous. While Wednesday's unit pondered the advisability of reducing the County Board size to less than 20 supervisors, Tuesday's unit felt minimum board size shouldn't be specified. But then Wednesday's Unit wasn't concerned about coterminous wards and districts - in fact, there was discussion about **the benefits** of non-coterminous wards and districts. Fortunately, there was agreement around the central issues, and consensus was reached!

Thank all of you who attended the units ( especially Sharon Fenlon who allowed the charts and maps to invade her home - and Marlys Fritzell and Beth English who were discussion leaders), and a big THANK YOU to the study committee: Karen de Young, Ann Long, Bobbie Murray, Helen Nagler and Nancy Pourciau -it surpassed great, you all did a superlative job, and eating popcorn has never been so interesting! --Gretta Volk

### **THE LEAGUE OF WOMEN VOTERS OF APPLETON 1986-87 COUNTY STUDY ON THE SIZE AND STRUCTURE OF THE OUTAGAMIE COUNTY BOARD OF SUPERVISORS: CONSENSUS REPORT**

The League of Women Voters of Appleton supports the following changes in the Outagamie County Board of Supervisors in order to promote a more efficient and effective County Board structure:

1. a reorganization and a reduction in the number of standing committees (currently there are 11) with no fewer than 5 members per committee.
2. a reduction in the current size (44 supervisors) of the County Board and encourages a significant reduction.

--approved by the LWV-Appleton Board, February 25, 1987

Helene Iverson  
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Appleton, WI 54915

# BULLETIN

LEAGUE OF WOMEN VOTERS  
APPLETON, WISCONSIN

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Everyone is  
Welcome!

A forum for Outagamie County Executive will be held on March 31, 7:00 p.m. at UW-Fox Valley Center. Pam Bellis and John Schreiter will discuss important county issues. If you have the winter blahs or you're just too busy to attend, Cable TV will be taping this forum. Check for it on Sunday, April 4 at 12 noon on channel 8.



LWV-APPLETON 1986-87 CONSENSUS QUESTIONS FOR COUNTY STUDY: CONSENSUS UNITS  
WEDNESDAY, FEBRUARY 25, 1987, 9:30 A.M.

MEMBERS PRESENT: Beth English, Terry Flom, Barb Grant, Sam Murdoch, Bobbi Murray\*, Helen Nagler\*, Nancy Pourciau\*, Dick Sampson, Marty Ward (9) (\* indicates committee members)

M.J. Wurster had to leave before consensus, Gretta Volk\* was present for informational purposes only

CONSENSUS:

1. Yes.  
5-10 committee members more reasonable than 3  
County Board committees should be consolidated yet reflect the administrative organization of the county government.

There was no consensus on rotation, length of stay

2. Yes.  
prefer significant reduction of county board size, but not under approx. 20.

There was consensus that coterminality of wards/districts was not important and should not be part of the "consensus". There could be some advantages to having Grand Chute/North side as a county district. (This issue was raised because it caused significant discussion at the Tues. evening units)

PROPOSED 1987 COUNTY CONSENSUS:

The League of Women Voters of Appleton supports the following changes in the Outagamie County Board of Supervisors in order to promote a more efficient and effective County Board structure:

1. a reorganization and a reduction in the number of standing committees (currently, there are 11) with no fewer than 5 members per committee.
2. a reduction in the current size (44 supervisors) of the County Board

ADDITIONAL:

- a) The LWV-Appleton favors a significant reduction in county board size.
- b) the LWV-Appleton recommends that supervisors attend meetings of committees which they are not members of, but in which they have an interest and that they participate in these committees' discussions.



LWV-APPLETON 1986 COUNTY STUDY RESULTS

CATEGORY: SUPERVISORS ( 19 responded; 18 answered)

( 43% responded )  
( 41% answered )

1. What are the advantages to the present size ( 44 supervisors) of the Outagamie County Board of Supervisors?

- A. Each Supervisor represents the smallest constituency possible
- B. maintain closer contact with constituency [because of Superv./constituency ratio]
- C. bring government closer to the people
- D. allows for a broad representation from all areas at a basic level of government (2)
- E. representations provided from a wide range of interests within the county. Rural and urban interests are adequately represented.
- F. more people [on Board] leads to more input
- G. districts are geographically identical with aldermanic wards
- H. not subject to herd pressure; each supervisor is encouraged to think for him/her self - less reluctance to hold back for fear of giving offence - there are too many people involved to worry about someone carrying a grudge
- I. special interest groups find it difficult to lobby such a large and diverse group of elected Supervisors (3)
- J. safety in numbers (2)
- K. Supervisors do not have to serve on several standing committees
- L. more input in the committees
- M. more input in presenting information to the Board
- N. larger work force should result in ability to accomplish more
- O. none (3)
- P. very little

2. What are the advantages to the present committee structure ( 11 standing committees)?

- A. it fits the 44 member Board of Supervisors
- B. the many departments are understood better with numerous committees
- C. Allows committee members to become very well informed in their arena
- D. specialization - for understanding for a few! on that committee
- E. all areas of the County operation are designated to be overseen by one committee for fiscal responsibility
- F. every Board member serves on one committee ( except com. on com.)
- G. it's fine
- H. spreads the work load and area of expertise
- I. keeps time commitment as low as possible to enable working people to hold office (we don't need a Board made up of all retired people)
- J. all areas of county government are reviewed and decisions made on a timely basis
- K. gives a supervisor more time to serve and meet more often on a particular committee.
- L. those areas that have a significant impact upon the County are able to be dealt with specifically. Historically the evolution of these committees assured that these areas called for attention
- M. allows for greater depth of understanding of specifics with definite scope of responsibility
- N. small number of committee members, More background work can be done on issues while serving on one committee
- O. Policy-decision making is further enhanced because of the Board's ability to make reports on all phases of a given unit of government
- P. none (3)
- Q. spreads the work around exhaustively

2.A. What are the disadvantages to the present size of the Out. Co. Board of Supervisors ?

- A. the debate is monopolized by a few vocal Supervisors and the majority do not speak out. However, reducing the size would not necessarily change this as in all prob. the more vocal members would be more recognized by the electorate and elected over those who prefer to work behind the scenes.
- B. the Board is unwieldy (2)
- C. during debate at Board meetings many supervisors who are new feel discouraged about floating newer concepts. Some of our older elected supervisors come across as bullies in debate. They hog the microphone when given the floor, indulge in histrionics and use intimidation. These people tend to dominate because they are allowed to do this by the Chairman.
- E. too many people - too many people to make decisions
- F. because the free elective system does not guarantee quality of ability, b) attention to duty of office, c) effort or lack of, d) attention span, e) courage of decision making et cetera, I conclude, that numbers large or small make no difference in the decision making process, which is, after all, the bottom line
- G. too cumbersome, (2) expensive, too fragmented
- H. I don't see any(3) I feel there are more advantages in this size than there are in reducing the number
- I. too much discussion
- J. too fragmented
- K. too expensive (2)
- L. too many rely on a FEW Board members to be informed on issues
- M. on some debated issues, the no. of supervisors who wish to speak is large. Thus the length of meetings is extended endlessly
- N. it is difficult to come to consensus. The size makes decision making slow. At times this is a real disadvantage because decisions need to be made and action expedited as soon as possible
- O. in some ways its too large. This size allows some supervisors to be pretty inactive and poorly prepared. However, decreasing size may not take out the "dead wood" due to redistricting procedures.
- P. decision making requires more input on board floor than if there were fewer better informed supervisors
- Q. absenteeism is high
- R. Not enough pressure on supervisors to do research and be prepared fro Board floor debate
- S. NONE!! We don't need fewer elected officials and fewer people taking part in local gov.

2.B. What are the disadvantages to the present committee structure of the Outagamie County Board of Supervisors?

- A. there are too many committees (2)
- B. too many small committees
- C. too many committees with limited jurisdiction
- D. too many small committees with great authority and responsibility [e.g. property, human services and personnel]
- E. some elected supervisors become fixtures on one committee or another
- F. some committees try to administer rather than just set policy (2)
- G. very little incentive for supervisors to attend committee meetings other than the assigned committee
- H. some of the committees you may never get on, because of the length of time of service in government
- I. too framented
- J. contributes to narrow approach to issues
- K. uneven distribution of work - too much for some-others never much of any importance(.
- L. too many people
- M. most Board members appear unconcerned of other departments or fully understand

2. BContinued

- N. some are too small, difficult to obtain a quorum
- O. some committees are more influential (powerful) than others
- P. there is some overlapping of authority: Personnel and Finance
- Q. the Board as a whole does not trust committee decisions; their stands are re-discuss by the Bd. at the meetings
- R. I am satisfied with the present committee structure (2)
- S. none- other than provincialism which has its virtues as well
- T. there are questions as to the overlap of the committees in terms of their area of sanction.
- U. lines of responsibility are not always clear.
- V. somewhat cumbersome in that Finance and Personnel often have to co-sponsor or approve a measure that may pertain only slightly to them
- W. there is overlapping of personnel-communications
- X. any government body - worth it's salt- has to be effectively organized. A good pulli horse improperly harnassed will not pull his/her weight. A capable effective legisla working within a poorly structured committee arrangement will be quickly reduced to status quoism and become totally ineffective. Under current committee structure it takes 10 to 15 years to develop a knowledgeable County Board Supervisor. Knowledgeab means converseant on the entire panorama of County services and costs. And this depend on the self discipline and activity level of the individual Supervisor. I have recommended a better way.

3. A. What recommendations do you have for changes in the size of the Otsego, Co. Board of Super

- A. none (5)
- B. shrink the Board size to  $\frac{1}{2}$  of present number(4) -this could follow the 1990 census when redistricting is required; to increase efficincy
- C. support for the Strategic Task Force recomensations
- D. 21
- E. develop ways to attract more qualified and dedicated Bd. members who are willing to work
- F. limit the number of years of service on Bd. More new blood on Bd- more contests for available seats
- G. I suggest that the size of the Board be evaluated in relationship to its function and its relationship to the rest of county government. "Form follows function". The nature of decision making and the role of the Board will determine its size. I recommend no change until this is evaluated.
- H. I see advantages for a smaller board or remaining the same. More change in philosoph than just change of size is needed. Committee recomensations should represent thorough study and should carry more clout. The board should trust their committees more and not have uninformed board members trying to "re-invent the wheel"
- I. reduce size
- J. add more citizens to commissions and boards
- K. care hshould be taken that all segments of population should be represented i.e. urban towns and cities.
- L. the amount of materials to study would require full time representatives to keep abreast of changes in activities conducted throughout the county.
- M. eliminate dual districts.
- N. I would not like to see the size go below 30-35 supervisors. It would be hard to serve on a part-time position, when serving on several standing committees
- O. to arrive at a workable number we must view the apportionment issue. Certain criteri must be established when selecting the amount of representatives to serve on the Board, such as: 1) do you desire to keep enumeration districts in tact? 2) do you want whole communities to remain in tact? 3) do you want to allow aldermanic and supervisory districts to be conterminous for the cities of Kaukauna, Seymour, portion of New London, and Appleton?

3.B. What recommendations do you have for changes in the committee structure of the Out. Co. Bd?

- A. there should be eight committees, allowing for five-person committees
  - B. human services jurisdiction should be broken into three committees involving 15 members; property should be increased to five and include airport (com. on com. really shouldn't be counted as this is a second assignment for its members)
  - C. My current assignment is on the prop., bldg. and rec. co. which is a three-person committee. This committee has the final say in many matters and thus two members can make decisions affecting millions of dollars and scores of people (for instance, our committee decided not to proceed with the jail/courthouse expansion project in 1987). This is a concentration of too much power. Conversely, the human services committee has responsibility for approx. 2/3 of the county budget and probably the majority of the county employees; three separate committees in that area could well be justified.
  - D. adopt the recommendations (concepts) of the Reorganization study Advisory committee: five units: administrative services, planning and property, social/human/health svcs., public works, judicial/safety/law enforcement (2)
  - E. County should align committee structure to units of government. Public works, for example, should include all P.W. (airport, highway, etc.) When county reorganizes, so should Board
  - F. depending on the re-organization structure being sought by County Executive. Should this be instituted committees should correspond to the five major divisions.
  - G. the committees need to be evaluated in light of the management structure of the county. At present, there is little to no evaluation.
  - H. more committee members, less Bd. members might lead Bd. to trust committee decisions more
  - I. support for the Strategic Task Force recommendations
  - J. 6-8 committees would be more in tune to run government more efficiently.
  - K. combination of committees - consolidating common themes or efforts: airport + prop.; highway + solid waste; finance + personnel; others stay same
  - L. re-organize
  - M. super committee sub dept. committee
  - N. none (4)
  - O. reduce number
  - P. I would not like to see super committees of 9 members. Its hard to work with committees of more than 5 members
  - Q. the County Board has two broad areas to perform it's duties within, as designated within State Statutes. They are: Legislation and Finance. The annual County budget accounts for the major portion of Finance planning by Board members. The balance of the year it's monitoring, transferring and adjusting accounts. In legislation and Policy matters the business is ongoing. I have recommended the Super Committee approach. This would not confine members to what I term are jurisdictional boxes. The Super Committee approach would have two (2) Committees. Finance and Legislation.
- (Note: the entire projection of this approach must be viewed to appreciate and understand). Be happy to lay the plan before your august group.

ADDITIONAL COMMENTS:

- A. In a representative democracy there will always be talkers and doers, as well as thinkers and reactors, or, to paraphrase a story told about Calvin Coolidge, one of his appointees was criticized as being an S.O.B. Replied Coolidge, "There are lots of them in the country and they deserve representation." (John Kellogg)
- B. Thank you for the opportunity to respond to your questions and good luck in this important study (Virginia Swanson)
- C. If you can change ( or start the change) the size of the Board, I applaud you! (Mary Sturtevant)
- D. Since I have been a Board member for only seven months, I do not believe I could give you a meaningful response to your questions (Ruth Sanders)
- E. Since this is my first year on the Board it is without experience that I base my comment. However, it appears to me that the role of Board and Committee really needs to be re-articulated. (Edward Thumier)

- F. Thanks to LWV for being a continuing responsible voice in County Government!  
(Marty Ward)
- G. Majority of Supr. do their homework, but as in any organization there are "doers" and "sitters". The latter need to communicate more and the former need to enlist their help in policy decisions. We, as a Board, must become a credible entity to the Public (Mary Grundman)
- H. I would be happy to discuss this with you anytime. Call me at 734-1449 between 9AM -3PM Mon-Fri. (Joseph Harvath)
- I. There has to be changes in Government structure particularly local Government - in it's organization devices (Eugene Kloes)

LWV-APPLETON 1986 COUNTY STUDY RESULTS

CATEGORY: DEPARTMENT HEADS (16 responded; 9 answered) 52% responded; 29% answered

1A. WHAT are the advantages to the present size of the Out. Co. Board of Supervs.?

- A. none (4)
- B. more localized representation
- C. easy to redistrict
- D. more input to get across certain issues the People want
- E. equal representation
- G. more diverse frame of opinions [which leads to] more opportunity to educate board members to the needs of co. residents; usually can get a quorum; too many depts. to understand for a small group
- H. broad representation, diffuses responsibility
- I. diffuses responsibility
- J. promotes parochial issues rather than county wide concerns
- K. provides access to Health Insurance at reasonable cost for many members
- L. discourages opposition or participation because of lack of focus on issues

1B. What are the advantages to the present committee structure?

- A. In theory, committee members should be more informed and specialized
- B. better input by having committees input to the full Board
- C. committees seem to function quite well in some instances.
- D. ~~...~~
- E. like services are under one committee [leading to] greater understanding of workings of the departments
- F. none (3)
- G. The only reasons, if there is an advantage to having 11 standing committees, is to allow everyone of the County Board members committee membership while maintaining the relatively small numbers, i.e. 3 to 5 on the committees.
- H. I am not familiar with the committee structure, since I only deal with the Solid Waste and Highway Committees, however, I believe the County Board is too large, and the committee's responsibilities could be consolidated.

2A. What are the disadvantages to the present size of the Out. Co. Board of Supervisors?

- A. one of the disadvantages to the present size of the County Board is that it's difficult, if not impossible, for a department head to convey a message to the entire board. Many of them seem not to care, they have only one interest, and it's certainly not what is going on in the county.
- B. It is difficult at best to get even two people to agree on an issue with differing opinions. Does anyone really think that 44 can do a better job? Board members don't appear to be informed in the duties and responsibilities of the various departments over which they have jurisdiction.
- C. reaching a consensus with so many different thoughts, ideas and personalities being involved
- mD. the relatively small salary paid to the Supervisors as a result of so many of them, whereas with fewer board members, a higher salary rate could be paid and more qualified representation might be encouraged.
- E. the present size of the County Board tends to lose the authority and the responsibility of the board members individually and causes them to be more concerned with the impact of policy in their own district rather than what might be best for the entire citizenry of the County
- F. The size of the Board makes it difficult for each board member to be adequately informed for making comprehensive policy decisions.
- G. Endless debate over minutiae creates an atmosphere of disenchantment among voters.
- H. The large number of members with little work to do creates an attitude of interference -

ence with administrators, grand standing and distrust for the board's own committee structure.

- I. Issues requiring 2/3 votes are easily defeated often by 6 or 8 opponents present.
- J. Too many opinions
- K. County board supervisors outnumber fulltime Dept. heads and they try to do administrative functions: this is not what they were elected for
- L. Dual districts- if one district has two supervisors ( at large) and they disagree on an issue, they wipe each other out. The results of this are that the people are NOT being properly represented
- M. the numbers of people trying to work as a unit falls short- individual members don't seem to represent their constituents
- N. a smaller group might be more effective
- O. Cost
- P. there are 44 diverse opinions on every (?) issue.
- Q. there are an awful lot of people for a department head to get to know

2B. What are the disadvantages to the present committee structure of the Out. Co. Board of Supervisors

- A. the disadvantages to the committee structure as it is now, is that it's difficult on many occasions to get a quorum, and you spend too much time trying to convey information to too many people
- B. Members rarely talk with department heads except during a budget issue. It is almost unheard of for a supervisor to visit an office and observe what goes on daily within the departments
- C. Since action taken by committees is disregarded by the full board on most occasions the committees are virtually useless. If recommendations taken by the committees was used to benefit the county, they would be of more value.
- D. with eleven committees, some of them overlap depending on the issues; because of
- E. because of the number of committees, each com. becomes so specialized that their overall knowledge of the county's operation is less than comprehensive
- F. the size of the board makes the multiplicity of committees important - it creates small fiefdoms for supervisors. Virtually every issue overlaps and creates jurisdictional problems
- G. the many committees allow supervisors to ignore the broad picture
- H. supervisors still think they have administrative responsibility since many committees focus only on one department.
- I. human services has too much [departments]
- J. large number of committees diminishes trust among supervisors on critical issues.
- K. the zoning and conservation com. has 5 members, the property, building and rec. com. has 3 members. They could combine with the property com. and make it 5 or 6
- L. the structure is o.k. the people appointed seem genuine in their interest. They seem swamped at times with so many responsibilities.
- M. a commission would be beneficial to the airport, a committee is strapped with bureaucracy hindering needed maintenance and growth at our facility.
- N. our committee handles several departments and sometimes lacks time to give each dept. proper time. Maybe we need More committees

3.A. What recommendations do you have for changes in the size of the Out. Co. Brd. of Supervisors

- A. reduce size to half(2)
- B. establish minimum qualifications to become a County Board Member
- C. decrease size to seven members-make them fulltime paid professionals
- D. qualifications should be developed to include a degree in political science, experience and something other than nothing better to do with your time.
- E. three members elected at large
- F. cut to 50% or more. 11 would be ideal
- G. reduce size: if there were fewer Supervisors, there would be fewer committees. This would streamline the long, slow process that government, in this case Co. dept. heads, have to go through to accomplish anything.
- H. remain as is

- I. a smaller full time supervisory function would be beneficial to the tax payers of Out. co. Full time supervisors would be more knowledgeable
- J. undecided. Is 44 too few, too many or just right? Maybe # shouldn't be set by law..

3. What recommendations do you have for changes in the committee structure of the Out. Co. Brd.

- A. If concept of having five lines of jurisdiction in county Govern. is established, co. Board should be reduced to accomodate five committees, one in each of the jurisdictions. (3)
- B. if the Co. Brd. is reduced to 7 fulltime, paid professionals with specific qualifications (degree in poli. sci.; experience) the the committee structure will take care of itself.
- C. If you want approval of an additional staff person, it would fo like this: executive approval, committee of jurisdiction, personnel committee, finance committee and finally co. board approval comes last. This is quite a challenge for the administrative staf. Fewer committees would make this system more workable. Combine committees that have similar or closely related areas of interest: finance/personnel, property/zoning, solid waste/highway
- D. have one member actively involved in knowing the individual departs.; this person would be the spokesperson- the committee chair has so many departments to work with.
- E. change airport from committee to commission (see 2.B. M.)
- F. add more committees (i.e. zoning and planning as one, land conserv. as one, Ag, Ext, Ed. as one

ADDITIONAL COMMENTS:

- A. A major problem for me is to have sufficient time allocated at board meetings to explain real concerns and operating problems of this department. It's very difficult to convey your thoughts wqhen you're only allowed to meet with the County Board once a year during budget session, and then you're only aloowed a short period of time.
- B. It is appalling to see supervisors who are making budget and legislative decisions wearing sweatsuits and other inappropriate clothing to a brd. meeting. Second, there appears to be a total lack of professionalism in the attitude displayed by some. Earphones were being ownr by a supervisor during the budget hearings because a high school football game was apparently more important than the motion to cut employee wages. People vote the same way as their neighbor without studying the issue before them or by paying attention to the discussions being held before a vote. Should more than just a handful of supervisors read the literature mailed to them before the mweetings, much esoteric B.S. could be eliminated and more work would be accomplished. I could go on, however, I think by now you get the picture
- C. The purpose of County government as per the Wis. Constitution is to provide needed services as determined by the state legislature. There is an unwillingness to accept this role -most supervisors see change and service well delivered as a threat to personal power.
- D. I always appreciate having members remain for a second or more term-the orientation time is limited- time with the committee is limites, therefore it takes a long time for them to understand the workings of the departments. (Maurice)
- E. [while not answering the specific questions, Pter Berg wrote the following]:  
I am currently on a committee which has studied and suggested what we feel are necess: changes in the total administration of Co. services. During our study the structure of the Co. Brd. was discussed. Our committee determined that it would be best to not try and decide what size or how their committees should be organized.  
In our opinion we felt that if we reorganized administratively the Co. Brd. would study its organization and size. In their determination they could incorporate changes within th eir committee structure tocompliment our intentions. A desire to do this had been expressed by some members of the Brd.  
It appears that a continued dialogue and effort along these lines could result in a more efficient and better functioning Co. unit of government.
- F. The cynic in me questions changing as a way to improve the system. Will a smaller/larger co. brd. be better? Will changing the Co. Brd. committees be better? The cynic says: No. The optimist says: maybe. Answer: It's not for me to say! Sorry! (Stanke)



LWV-APPLETON 1986 COUNTY STUDY RESULTS

CATEGORY: Mayors, Village Presidents, Town Board Chairpersons (16 responded; 15 answered [4 were phone responses -not to all questions])  
1.A. What are the advantages to the present size of the Out. Co. Brd. of Supervisors?

- A. supervisors have a smaller area to represent. Therefore, can be better acquainted with the entire area.
- B. we need the representation from the rural areas
- C. the present 44 person representation on the county board allows for broader area participation in county affairs
- D. it can be part time
- E. greater diversity of knowledge, experience, thought
- F. covers a greater geographical area, better representaiton.
- G. None (4)
- H. the only possible advantage is a wider variety of political viewpoints and personalit
- I. a very good representation for the people of Out. Co.

1.B. What are the advantages to the present committee structure?

- A. need representation in these areas.
- B. smaller Brd. of Supervisors would mean full time work for committee members, as they would have to serve on more committees.
- C. the present 11 committee structure narrows issues to a specific group who are not burdened with numerous other problems
- D. better do your homework as to the number of committees and there functions.
- E. none (3)
- F. seems fine
- G. 11 standing committees seem cumbersome, and in some ways redundant. No advantages.
- H. gives a broad coverage of the responsibility of running the county.

2.A. What are the disadvantages to the present size of the Out. Co. Brd. of Supervisors?

- A. None(3)
- B. too large and cumbersome to be effective. Any group over ten in number cannot arrive at consensus easily.
- C. cost
- D. ineffective management
- E. too many members- it is an unworkable # of people
- F. 44 supervisors who represent a range of parochial interests can rarely come to a sensible consensus.
- G. It is a cumbersome collection of inept persons who have nothing better to do. The Out. co. Brd. is run by just a few quality supervisors. The main reason for the ineptness is that people do not really care about their county or are unwilling to serve.
- H. the number one is that the structure fails to recognize the rural areas. The cities have all the say and all the votes. Our rural areas are growing and need representat
- I. it seems that the large number of board members operating in a highly political clima do not have the ability to erespond as effectively and as quickly as may be necessary in these very difficult financial times.

2B. What are the disadvantages to the present committee structure?

- A. None (3)
- B. the present committee structure tends to breed selfish interests which are politicall protected. Too few people know the issued or understand the problems.
- C. some individuals may not be suited for the committee they are chosen for
- D. Cost

- E. ineffective management
- F. I am not familiar with the purview or the range of assignments and functions for each committee, but the titles indicate the possibility of overlap and general government "clutter"
- G. there are too many committees having meetings, etc. to justify their being.
- H. too many committees, and too many people on committees, members not having the time to give the job it proper due.

3.A. What recommendations do you have for changes in the size of the Out. Co. Board?

- A. afraid to have smaller board because rural areas would lose voice
- B. keep it at 44; would be moving in wrong direction [if reduced] would be losing our form of government
- C. stay at 44; isn't enough representation even now; definately don't get smaller
- D. Reduce size
- E. we do not feel there should be a change. If we would have fewer supervisors, we do not think the rural areas would be represented as they are now.
- F. More rural representation
- G. Limit the # of Co. Brd. Supervisors to under 25. Change district line to accomplish this task. Be prepared for a fight.
- H. Reduce size and payrole
- I. have appointed positions to get a better qualified body of supervisors.
- J. cut to 20 members (20 districts)
- K. Cut size in half (3)
- L. Stay same
- M. I would advise that we go to a full time Co. Brd. member. Divide our county into 8-10 supervisor areas. This would give the supervisor the time to do the job and do it well.

3.B What recommendations do you have for changes in the committee structure?

- A. consolidate departments
- B. we are not well enough versed on the committee and how they are structured to comment on them.
- C. None (4)
- D. It seems many of the committes could be merged because of similar interests and content. Too many committees lead to fragmentation and encourages special interests.
- E. Reduce staff to 22 supervisors and cut committee sizes and change to appointed positions of qualified people.
- F. Analyze the scope and function of each and consolidate wherever possible
- G. reduce number of committees.
- H. eliminate county zoning committee because it performs a triplication of service and affects less than 1/2 of the county poplus.
- I. I would advise that we go to a full time county b

ADDITIONAL COMMENTS:

- A. (Mayor Van De Hey): would be willing to expand his views-call
- B. I think LWV-Appleton would better serve the public by educating voters to the functions or non-functions of County government than by polictizing individual issues (Wunderlich)
- C. If some people are thinking of commission type county government the majority of the County would be poorly represented. It is my opinion the cost commissio type government would be more than it is now/
- D. I realize that reducing the number of Board members will mean more work (committe assignments) for the remaining members, but in the long run I believe it will make for more efficinet governing of Outagamie County (Guyette)
- E. We feel very strong about Rural Areas in Outagamie County being represented so they can be heard. (Greeley)
- F. New London Mayor chose not to respond because New London only has 1 ward in our-c