



COUNTY COMMISSION JOINT SESSION AGENDA

Gerry Schultz, Chair | Larry C. Jones | Dave Jones | Duane Drees | Lon E. Pishny

Finney County, dedicated to its citizens, serving its taxpayers

FINNEY COUNTY ADMINISTRATIVE CENTER

March 18, 2024 | 9:00 AM

CALL TO ORDER

CHAIRMAN GERRY SCHULTZ

9:00 AM

Pledge of Allegiance to the Flag and Invocation

Discussion Items

Governance Model

Robert Reece, County Administrator

Review and update the Finney County Governance Model for 2024

Department Priorities

Department Heads

Review of department priorities for 2025 budget

ADJOURNMENT

MEMORANDUM

TO: County Commission
THRU:
FROM:
DATE: March 18, 2024
RE: Governance Model

DISCUSSION:

Review updates and discuss any additional changes needing to be made in conjunction with 2025 budget priorities and goals.

RECOMMENDATION:

TBD

ATTACHMENTS:

Description

2022 Governance Model

DRAFT Revisions



FINNEY COUNTY
KANSAS

FINNEY COUNTY GOVERNMENT GOVERNANCE MODEL

COUNTY COMMISSION

Duane Drees | Bob Kreutzer | Dave Jones | Larry C. Jones | Lon E. Pishny

MISSION

Finney County, dedicated to its citizens, serving its taxpayers

VISION

Finney County seeks to provide essential and relevant services that promote a growing community for residents, businesses, and visitors. The County government shall be a convener and assist other government entities and businesses in efforts to enhance the quality of life, providing opportunities for all of its citizens.

VALUES

INTEGRITY	Be honest and trustworthy. Be transparent to citizens and put the County's interests above personal gain.
STEWARDSHIP	Make decisions that are in the best interest of the taxpayers' financial investment.
CUSTOMER SERVICE	Provide superior customer service to the public and peers.
COLLABORATION	Understand and practice first-rate teamwork internally and with external partners.
RESOURCEFULNESS	Provide services in an efficient manner and adjust to changing needs.

GOALS

- Prioritize county services to align the available resources, while maximizing efficiency and responsiveness in the delivery of services.
- Expand citizen engagement by maintaining and promoting communication with citizens about county services and initiatives.
- Plan for and fund capital improvement projects that assure public safety, support local commerce, enhance quality of life and maintain county facilities.
- Expand partnerships with area governmental entities, state agencies, and other public and private entities to leverage resources, eliminate service redundancies, and maximize influence in state and federal decision-making.
- Be a positive contributor, particularly as a convener when deemed appropriate, to address community issues.

CONTINUOUS/ONGOING INITIATIVES

- Seek community feedback on prioritizing services
- Advocate for and support improvements to U.S. Highway 83
- With community partners, sustain and strengthen the economy and our quality of life
- Pursue opportunities for expanding sources of non-property tax revenue
- Explore economic development improvement funding source (other than property tax)
- Work with community partners to promote Finney County as a destination of choice
- Analyze and address community and organizational service needs
 - Prioritize recruitment, retention and development of county employees
 - Continue the efforts to enhance connectivity for Finney County via broadband infrastructure
 - Shared equipment/services with other entities
- Contribute to development of shared legislative agendas with:
 - Local governments in the county and region
 - Kansas Legislative Policy Group (KLPG)
 - Kansas Association of Counties (KAC)
 - Kansas County Commissioners Association (KCCA)
 - Chambers of Commerce
 - For federal legislation, keep abreast of the National Association of Counties (NACo) legislative policies
- Support County Administration in the continuous process improvement of all county services and priorities of core and non-core services
- On a quarterly basis, staff provides updates and/or progress reports regarding the board-defined priorities
- On a quarterly basis, conduct board governance self-evaluation

IMMEDIATE PROJECTS (Next 1 to 2 Budget Years)

- Identify measurement standards/tools and a scoring system for various projects
- Compare and benchmark Finney County budgets to peer counties (by department)
- Develop a County Comprehensive Plan that includes a County-wide transportation study
- Monitor compliance with the county's current Comprehensive Plan.
 - Review county subdivision regulations
 - Review zoning rules and regulations
 - Review code enforcement procedures for non-compliant property
- Collaborate and coordinate with community partners to address:
 - Income-appropriate housing projects
 - North Jennie Barker
 - Country Acres
 - Randall Estates
 - Ponderosa Addition at Southwind

- Infrastructure projects
 - Repair and upgrades to existing county sewer infrastructure
 - Southwind water improvements
 - Possibility of a rural water district in eastern Finney County
- Need for convention/conference/trade show facilities and services
- Childcare needs
- Develop plans to meet the needs for County Health and EMS facilities

INTERMEDIATE PROJECTS (Next 3 Budget Years)

- Promote and effectively use the County's tax revenues and search for alternative funding sources
 - County's Capital Improvement Projects (CIP)
 - Westside sewer district
 - Mansfield Road
 - Law Enforcement Center HVAC
 - Parallel Road, West of 83 Highway (BRMP Sales Tax)
 - Enhancements to 3rd Street, Highlands Addition area
 - Improve bike path and pedestrian access
 - Plan for a Northeast Bypass
 - Evaluate bridge improvements

LONG TERM PROJECTS (4 or More Budget Years)

- Analyze the feasibility of partnerships with regional entities and businesses.
- Convene and collaborate with other local governments and state entities to promote water conservation, improve water quality, and identify new water sources for the Western Kansas region.



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GOALS

- Prioritize county services to align the available resources, while maximizing efficiency and responsiveness in the delivery of services.
- Expand citizen engagement by maintaining and promoting communication with citizens about county services and initiatives.
- Plan for and fund capital improvement projects that assure public safety, support local commerce, enhance quality of life and maintain county facilities.
- Expand partnerships with area governmental entities, state agencies, and other public and private entities to leverage resources, eliminate service redundancies, and maximize influence in state and federal decision-making.
- Be a positive contributor, particularly as a convener when deemed appropriate, to address community issues.

- Seek community feedback on prioritizing necessary and desired services, beyond state mandated services.
- Work with community partners to promote Finney County as a destination of choice
- With community partners, sustain and strengthen the economy and our quality of life
- Pursue opportunities for expanding sources of non-property tax revenue
- Encourage non-property tax funding sources for economic development (i.e., grants and membership fees)
- Advocate for and support improvements to area highways - U.S. Highway 83, U.S. Highway 156 and U.S. Highway 50/400.
- Prioritize recruitment, retention, development and recognition of county employees
- Continue the efforts to enhance connectivity for Finney County via broadband infrastructure
- Explore possibilities of sharing services with other entities
- Analyze the feasibility of partnerships with regional entities and businesses.
- Convene and collaborate with other local governments and state entities to promote water conservation, improve water quality, and identify new water sources for the western Kansas region.
- Contribute to development of shared legislative agendas with:
 - Local governments in the county and region
 - Kansas Legislative Policy Group (KLPG)
 - Kansas Association of Counties (KAC)
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 - For federal legislation, keep abreast of the National Association of Counties (NACo) legislative policies
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- On a quarterly basis, conduct board governance self-evaluation

PRIORITIES OVER THE NEXT 5 BUDGET YEARS

(Next 1 to 5 Budget Years)

- Prioritize funds for services mandated by state statute
- Identify financial outcomes for comparison to similar governmental entities
- Develop/update the County Comprehensive Plan and include a County-wide transportation study
- Monitor compliance with the County's Comprehensive Plan.
 - Review subdivision regulations
 - Review zoning rules and regulations
 - Review code enforcement procedures for non-compliant property
- Collaborate and coordinate with community partners to address:
 - Housing projects within the county
 - Country Acres
 - Randall Estates
- Develop plans to meet the needs for County Health and EMS facilities
- Develop plans to address concerns of the Law Enforcement Center
 - Complete renovation project for County Attorney, Treasurer & Register of Deeds
 - Upgrade Electrical service in Administration Building
 - Upgrade Fairground building to meet Shelter Standards
- Resolve inefficiencies of HVAC system in Administration Building
 - Payoff HVAC system lease purchase by 2029
- Establish sewer district in the prior Industrial District
 - Complete Modernization projects for County Sewer Districts
 - Explore utility extensions in Finney County, in a financially responsible manner
 - Complete County fiber connection run by 2026
- Complete a master plan for county fairgrounds property

(5 or More Budget Years)

- Promote and effectively use the County's tax revenues and search for alternative funding sources
- Develop county's capital improvement plans for facilities and infrastructure
- Westside sewer district
- Mansfield Road
- Parallel Road, West of 83 Highway (BRMP Sales Tax)
- Enhancements to 3rd Street, Highlands Addition area
- Improve bike path and pedestrian access
- Explore options for a Northeast Bypass

MEMORANDUM

TO: County Commission
THRU:
FROM:
DATE: March 18, 2024
RE: Department Priorities

DISCUSSION:

Requesting board give direction for 2025 budget priorities and objectives.

RECOMMENDATION:

TBD

ATTACHMENTS:

Description

Prior Year Budget Priorities

2025 Department Priorities - updated

Public welfare

Code enforcement	How to improve dispute resolution? Are current adopted codes appropriate for County?
Community Education	Develop strategy that educates public and promotes Finney County government.
Mental Health	Comprehensive plan that addresses challenges related to mental health in Finney County and SW KS, regional hub?

County staff -

Wages	Implement plan to stay competitive
Benefits	Deferred Comp matching contributions, other?
Health Ins	What is long range plan and how do we sustain?
KP&F	SO and EMS transition to KP&F
Recruit	Strategies, high school and college outreach, internships, scholarships, ?
Train (Employee Development)	
Retain	All of the above + work environment
4 day work week	? How does this affect service delivery?

Infrastructure - urgent repairs

Grant writer	BIL grants, infrastructure grants, etc
Expo building parking lot	Covered in Fairgrounds Master Plan
West Side Sewer	
Road Improvements	3rd Street, Mansfield, ?
CA building	
LEC HVAC/plumbing	Engineer needs analysis and bid document prep
Expo Building	Electrical, IT, heating, storage, (AC) - currently \$100,000 pledged from Health Dept grant revenue for improvements
Courthouse elevator	Solicit bids for replacement - complete in 2023
Building security	Developing plans in progress, complete by 12/2024 - due to material supply challenges
EMS/Health Dept building	Solicit architectural proposals
Community master plans to utilize facilities without repeating	Hunden Study - expected completion in June, Fairgrounds Master Plan,
Fiber run	In progress, complete loop by 2025, County committed \$400,000 ARPA
Review immediate priorities from governance	
JDC/Shelter - challenges	Reevaluate facility utilization

Partner in Economic Dev

City/County Planning and Development	Improve service delivery, explore options
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Tally from 2nd work session with all department heads

- 1 Flexible schedules
- 2 Building Improvements/Security
- 3 Training/cross training/development/recognition/job laddering
- 4 tie Recruiting/Wages/Retention
- 4 tie Public image/education/outreach
- 5 Technology/software/equipment
- 6 County Planning and Development
- 7 Other benefits/health insurance/KP&F
- 8 tie Collaborate within the county as well as other outside agencies
- 8 tie Additional staffing
- 8 tie Roads/street improvements
- 9 Mental health initiatives
- 10 Grants

- 1 - People and retention; right # and right people in positions
- 2 - Projects/buildings; LEC, Fairgrounds master plan - Hunden study, EMS/Health Dept building
- 3 - Level or lower tax dollar funding
- 4 -Plan for use of 1 time funds - ARPA, O/G

2025 Budget Priorities

February 20, 2024

HR

Employee Recognition/Appreciation:

- * BoCC employee recognition - expanding
- * Enhance employee inservice day

Development/Retention/Recruitment - Supervisory Training biannual, Increase training for all departments

- * Biannual Supervisory Training
- * Increase training for all departments
- * Advertising money for recruiting - movies, restaurant tables, Pandora/Spotify
- * Public Information Officer position - increase awareness of County and public opinion

Sheriff

Retention/Recruitment

- * \$1.00 increase for all staff that did not receive increase in December (excluding Lt and above)
- * Increase starting salary for all position by 7.65% - percentage is based off increasing base for Jail Deputy to \$19/hour

Facilities and Equipment

- * Replace handheld and vehicle radios with new, current are 10 years or older
- * LEC Building Project moving forward

Fairgrounds

Facilities and Equipment

- * Security upgrades
- * Level out arena ground
- * Exhibition Bldg - floor wiring/internet, generator capable, additional 50 amp electric hookups outside, refinish floor after wiring/internet work is complete
- * Parking lot - repair/replacement/repurpose
- * Fresh paint, outlet replacement, update water fountains, picnic areas and groundskeeping
- * Floor scrubbers
- * PA System & Microphones for Exhibition Bldg and announcers stand
- * Portable coolers

Employee Development

- * Cross train employees, equipment operation certifications, develop new employee skills

IT

Development/Retention/Recruitment

- * Additional staffing
- * Staff laddering
- * Training/certifications

Beta test all projects prior to implementation

Improve customer service and response time

Improve project tracking

Clerk

- * Process documentation and improvements
- * Utilizing technology to improve efficiency and accuracy of tasks
- * Collaborating with departments to improve and/or streamline shared/cross-departmental processes
- * Final stages of new agenda software implementation
- * Developing staff through leadership courses, continuous teaching and coaching, providing opportunities to lead
- * Tool Implementations - agenda software; commission software - configuring, testing, rollout; digitization of resolutions and contracts - repository accessible to all county staff, 2025 targeted completion
- * Elections - equipment tools; efficiencies and increasing accuracy, equipment tracking, worker scheduling and communications

County-Wide goals

- * Public Welfare - improve/redefine public image
Community engagement and education; promote FiCo as a great place to work
Community feedback and participation on key initiatives and service prioritization
- * County Staff
Training opportunities particularly for managers/supervisors - key to culture that fosters retention
Project management - making sure that project rollout won't negatively impact service delivery
Retention - wages is not the only driver, environment plays a significant role
Wage study by 3rd party
- * Infrastructure
Provide safe and comfortable facilities and work environment

Health Dept

- * Expand collaboration with private/non-profit entities to strengthen system of care
Family planning and maternal/child health priority
Review changes to grant/state and local priorities, optimize applications to align with 2024 changes
- * Clinical Services - increase immunization services provided at outreach events
Review outcomes for telehealth services if adopted, plan to optimize
- * Community outreach/education

Targeted approach to reach specific communities/concerns

Comprehensive health promotion program to address behavioral health risk factors

Preemptive health measures

Wellness initiative to address physical health issues

Broaden reach of community health workers

- * Departmental processes

Financial and accounting process review

Complete clinical policy and procedure review and updates

Improve grant accounting and reporting process

- * Technological improvements

Follow AI use and implement per county policy/state recommendation

Increase electronic health records interfaces with other systems to minimize redundancy

- * Workforce development

FCHD retreat to train staff and strengthen commitment to public health and community service goals

Increase collaboration with GCCC/school systems to create talent pool

- * Health/EMS building

Collaborate with county team on needed inputs

Start preparing for Public Health Accreditation Board program to be completed after move

Appraiser

- * Customer Service

Cross train employees, collaborate with other departments when they need our help

- * Just Appraised Software

New software to help with sales process work efficiently and create workflow

- * Website

Parcel search is a taxpayer resource, would like improvements making it easier to use

- * Valuation setting

Do with integrity and be fair and equitable across Finney County

- * Technology

Learn how to use AI to create efficiencies

Emergency Management

- * Equipment

Upgrade vehicle lighting on director's vehicle

New printer purchase

- * Training

Change defensive driving to AAA

Continue ongoing training

Improve employee safety training

- * Staffing

Hire assistant

- * EOC remodel

- * Improve grant accounting and reporting process

Building/Grounds

- * Projects

Admin building

HVAC

Improve electrical service to building

Improve generator backup system to include all building systems

Courthouse elevator remodel

FG Exhibition building improvements

Floor wiring/internet

Generator hookup/generator to run all building systems

Improve sound system and accoustics

Treasurers remodel

Deeds remodel

PW shop roof repair

Health/EMS building

LEC Building Project

- * Establish a long term plan for each building to include routine maint/improvements to systems

HVAC, plumbing, electrical, structure, accessibility, safety, future needs

Proactive plan for routine maintenance/improvements to minimize budget impact

- * Provide a list of prioritized projects for budget preparation

- * Prepare a plan for equipment replacement/upgrades

- * Staff development opportunities

GIS

- * Utilize new drone to gather new aerials for urban areas annually, rural areas every 10 years

Fly newly developed areas after completed

- * Collaboration with other departments

- * Create migration plan from ArcGIS Desktop to ArcGIS Pro/Online

- * Staff training opportunities
- * Continue to grow GIS platform
 - New users
 - Additional training for users
 - Public access to information

Deeds

- * Digitization of all books in the vault - use of tech fund
- * Safety remodel

EMS

- * Change and improve EMS culture and image through enhanced structure and leadership
- * Fully staffed - additional open positions in April (retirement)
- * Expand public outreach
 - Provide educational health and safety presentations
- * Equipment replacement program
 - Continue to plan to replace 1 ambulance every year and admin vehicles on the 7th year
 - Establish a complete department equipment replacement program
- * Employee training program
 - Identify and address training issues or challenges, develop training program and implement
- * New facilities input
 - EMS/Health building
 - EMS/Fire Station 3
- * Utilize billing company to continue to increase efficiency and effectiveness of billing process

Treasurer

- * Office remodel to allow for increased staff space and security, as well as public access
- * Continuing commercial motor vehicle training, resulting in 75% of staff able to provide services of this kind
- * Examine office policies and make necessary updates
- * Continue cross training and encourage educational opportunities for all office staff
- * Explore implementing International Registration Plan services to better serve those that offer commercial trucking services that includes travel outside of Kansas
- * Continue to focus on non-property tax revenue by refining the investment strategy and allowing for more fee generating services

Public Works

- * Continuing training and development of employees

- * Community education and outreach
- * Immediate Projects (1-2 budget years)
 - Asphalt mill and overlay - Big Lowe Rd, Mennonite Rd, Jones Ave - Holcomb to GC
 - Gravel roads - Chmelka, CC Rider Rd, Jennie Barker to Quarter Horse Rd, Lyle Rd
 - Repair and upgrades to existing county sewer infrastructure
 - Relocation of Solar Ave - frontage road in NW Industrial Subdivision
 - Chemical mowing
 - Develop and fund a road maintenance program
 - Develop an equipment replacement program
 - Building upgrades - 2 new salt barns, equipment storage, shop roof, office upgrades, training room expansion
 - Nox Weed building windows and doors
- * Community Development
 - Review code enforcement procedures for non-compliant properties, possibly establishing a County Court to address code enforcement issues
 - Update zoning and subdivision regulations
 - Redefine what development in unincorporated areas should look like
 - Improve processes for development in the unincorporated county area
 - Collaborate and coordinate with community partners to address community housing needs
- * Intermediate Projects (3 budget years)
 - Equipment replacement
 - Evaluate bridge improvements
 - Enhancements to 3rd Street
 - Bike and pedestrian trails
 - Southwind water improvements
 - Evaluate community needs and solutions for semi-truck parking
- * Long Term Projects (4+ years)
 - Westside Sewer District
 - Possibility of rural water district in eastern Finney County
 - Evaluate building needs
 - Possibility of County driven developments

Administration

- * Projects
 - Creation of Sewer District 4, formerly NW Industrial District (2024)
 - Consulting and oversight of the sewer districts renovation project (2024)

Design and contracting for new Health Dept/EMS facility (2024-2025)

Establish scope of LEC project, begin design of new facility or renovation of current facility (24-25)

Electrical project at Administration building (24)

Fairgrounds phase 1 upgrades to Exhibition building for shelter (24)

Security system upgrades at Administration and Public Works buildings (24)

Treasurer's remodel (24-25)

Register of Deed's remodel (24-25)

- * Continue to develop and refine capital improvements and equipment reserve schedules and prepare budget schedules to minimize budget impacts to any one year
- * Improve grant oversight and reporting, as well as grant funding opportunities to limit taxing impacts to any one budget year
- * Establish a better development process to reduce/eliminate confusion
- * Evaluate and adjust employee benefits to attract talent, continue to review available options
- * Support HR in implementing retention and recognition, as well as training opportunities
- * Support other departments in training opportunities

Attorney

- * Wages

Corrections

- * Move to detention from shelter
- * Capital fund

Additional items mentioned:

- * Project manager, PIO and grant manager are of high interest
- * Rural water district conversation
- * Countywide evaluation process
- * Fairgrounds master plan
- * Provide a list of services provided to outside agencies to BoCC during budget process