

Area of Emphasis #1 - Financial/Budget Condition of County

<u>Actions</u>	<u>Outcome Goal</u>	<u>Who's Responsible</u>	<u>Reporting Entity</u>	<u>Target Date</u>	<u>Measure of Success</u>
A - Continuous Quality Improvement (CQI)	Provide recommendations to develop a comprehensive CQI program County Wide	Ben Wehmeier; Kathi Cauley; Brian Lamers; Lean Participates	Task Force	August	
B - Smart Growth	Develop an overview of information related to growth in the county and education of plans, studies and community feedback.	Rob Klotz, Genevieve Borich, Andy Erdman, UWX Resources	Presentation - Task Force and JCEDC;	July	
C - County Farmland	Review existing studies and market impact; analyze short-term versus long-term financial impacts; policy for proceeds from any sale	Planning and Zoning; JCEDC; Land & Water; Finance; Land Use Committees; Infrastructure	Task Force; County Board.	Video & Presentation next meeting, presentation on overview of agriculture economy in Jefferson County. Next Meeting, Ongoing	
D - Fund Balance Policy	Review existing policy and provide recommendations for changes; determine if protocol is needed for when utilized (ex-issuing debt)	Finance Committee	County Board	To Finance Committee at their next meeting and auditor recommendation.	
E - Alternate Revenue Sources	Continue to explore revenue opportunities to support County provided services	Department Heads	County Administrator	Part of Budget Process. Ongoing	
F - Transportation Plan	Work to Develop a cohesive transportation plan that covers a diversify of needs (Infrastructure; Human Services; Workforce Development; Economic Issues; Transportation)	Currently have a Transportation Working Group	County Administrator; MIS, Boards and Committees	Focus on Rail and immediate transportation needs first. Combine work in updating the plans by 2017. Ongoing	

Area of Emphasis #2 - Staff/Work Environment

Actions	Outcome Goal	Who's Responsible	Reporting Entity	Target Date	Measure of Success
A - Analysis of OT and Sick Time utilization	Review current levels of OT and Sick Time usage and determine if policy changes and/or staffing changes may assist in reduction	Sheriff and Highway Commissioner with support from HR and Finance using the LEAN process	County Administrator and Human Resource Committee	Highway review before Budget Time if possible. Also discussion with Sheriff's Office regarding sick time. Sheriff's Office sick time discussion; OT addressed during Negotiations	
B(1) - Technology - ERP	Issue an RFP for an ERP system	Finance Director	County Administrator	Currently working with Dodge County to put together an RFP. Budget Time	
B(2) - Technology - Security	On-going evaluation of security balanced with operational needs	MIS	County Administrator; Infrastructure	Ongoing	
B(3) - Technology - long term plan	Continue to evaluate evolving change in technology working with DH on impacts and ROI	MIS	County Administrator; Infrastructure	Ongoing	
C(1) - HR - Training	Work with staff to further enhance training opportunities and focus on leadership and best management practices.	HR Director; DH	HR Committee; County Administrator	Ongoing	
C(2) - HR - Recruitment and Retainage	Continue on-going analysis with internal and external comparables to ensure the County is able to retain and recruit qualified staff. This may include reviewing the classification versus market conditions.	HR Director; DH; CA	HR Committee	Ongoing	
C(3) - HR - Succession Planning	Work with DHs on mid to long term transitions to ensure senior management staff is prepared in moving forward.	County Administrator	HR Committee; Admin & Rules	Currently working with certain departments on this. Ongoing	
D - Facilities	Respective staff works to develop a facilities assessment to develop a long range plan for maintaining the County's facilities in a economically sustainable fashion.	Central Services Director; Human Services Staff; Highway Staff; Fair Park Staff; County Administrator	Infrastructure	End of Year	

Area of Emphasis #3 - Structure & Governance

Actions	Outcome Goal	Who's Responsible	Reporting Entity	Target Date	Measure of Success
A - Develop a Council of Governments (COG)	Develop a formal COG to develop cohesive strategies across the County along with looking for opportunities partner and reduce duplication of services.	County Board Chair	County Board	Early Fall	
B - Communication with State Agencies and State Legislatures	Develop a process to assist in better engagement with state officials	COG & Admin and Rules		Ongoing	
C - Committee Structure	Review committee structure and number of committee; look for opportunities if consolidating of committees/boards make sense; look at scheduling of committees for process	County Board; Administration and Rules; Vice Chairs	County Board	September	
D - County Board Size	Review size of Board to determine what best fits Jefferson County	Administration and Rules; Andy Erdman; Barb Frank; Vice Chairs	County Board	September	
E (1) - Strategic Plan - Update	Review Strategic Plan and determine what updates or refinements need to take place.	Administration and Rules; Vice Chairs	County Board	Ongoing	
E (2) - Strategic Plan - Action Plan	Develop an Action Plan for the County's Strategic Plan; Review Departments' Action Plans as part of the process for inclusion as needed	County Administrator	Admin & Rules; County Board	Ongoing; Due for update	
F - Department Structure					

Task Force Report Outline

- Executive Summary –
 - o Brief overview of TF activities
 - o Overview of TF Findings
 - o TF Way Ahead – action plans
- Task Force Charge /Mission
 - o Overview of County's Challenges and Opportunities – Financial Conditions
- Task Force Education
 - o County Policies/Documents
 - Review of Past Audits/Department Operations (should we include the response of respective DH as an appendix)
 - Provided overview of various Comparative Counties
 - Review of Strategic Plan
 - Review of Comprehensive Plan
 - Review of County Farm Master Plan
 - o Requested Information
 - Agriculture Economic Impact
 - Growth/Economic Condition Analysis
 - Highway Work Rules Analysis
- Task Force Recommendation Process
 - o Diagnosis Session (Facilitated by Steve Grabow)
 - Task Force – Force Diagnosis Sessions
 - Department Head – Diagnosis Session
 - Consolidated – side by side comparison

Committee Meeting Sign-In Sheet

Committee/Board Name:

Date of Meeting:

Name (Please Print)	City or Township	Person/Firm Representing	Item # or General Comment
Andy Erdman		LFO	
Genevieve Borich		JCCDC	
Walt Christensen		JC Board	
Bob Frank			
Tim Schroeder			
Brian Lamers			
Lee Pahr			
Alexa Zoellner		Daily Union	