

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

<b>Actions</b>	<b>Outcome Goal</b>	<b>Who's Responsible</b>	<b>Reporting Entity</b>	<b>Target Date/Status</b>	<b>Mis. Notes</b>	<b>Near Term</b>	<b>Mid Term</b>	<b>Long Term</b>
<b>A - Continuous Quality Improvement (CQI)</b>	Provide recommendations to develop a comprehensive CQI program County Wide	Ben Wehmeier; Kathi Cauley; Brian Lamers; Lean Participates	Task Force	August		Continue with Waukesha County - Fall 15	Fully Implement Program Locally	CQI fully established across County
<b>B - Smart Growth/Economics</b>	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	*Note - look at in house planning staff (combine with grant writing potential)			Comprehensive Plan Update & Farmland Preservation Update - funding 2017-2018
<b>C - County Farmland</b>	Review existing studies and market impact; analyze short-term versus long-term financial impacts; policy for proceeds from any sale; Balance reviews with community values to include open space and non-monetary attributes	Planning and Zoning; JCEDC; Land & Water; Finance; Land Use Committees; Infrastructure	Task Force; County Board.	Video & Presentation, presentation on overview of agriculture economy in Jefferson County. Ongoing		Review and update existing county farmland master plan; review use policy		
<b>D - Fund Balance Policy</b>	Review existing policy and provide recommendations for changes; determine if protocol is needed for when utilized (ex- issuing debt)	Finance Committee	County Board	Recently reviewed with Finance Committee included language for emergency purposes		Maintain process		
<b>E - Alternate Revenue Sources</b>	Continue to explore revenue opportunities to support County provided services	Department Heads	County Administrator	Part of Budget Process. Ongoing		Look at fund raising options; grant; private sector; Jefferson Foundation/endowment/ doner advise fund; fee for service.		
<b>F - Transportation Plan</b>	Work to Develop a cohesive transportation plan that covers a diversify of needs (Infrastructure; Human Services; Workforce Development; Economic Issues; Alternative 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		look at specifically workforce issues - engage with municipalities and private sector/non-for-profit; workforce development board; transportation summit (local COG)		Comprehensive Plan Update (transportation emphasis) - 2017-2018
<b>G - Develop Priority Based Budgeting</b>	Develop a formalized process within the County that helps prioritize based on County's strategic goals and captures formal and informal priorities	County Administrator; Finance Director; Department Head; County Board	Finance Committee; County Board	FY 2017				

## Area of Emphasis #2 - Staff/Work Environment

Actions	Outcome Goal	Who's Responsible	Reporting Entity	Target Date/Status	Mis. Notes	Near Term	Mid Term	Long Term
A - Review HR Policy and Operations County Wide in the following areas: (1) Analysis of OT and Sick Time utilization; (2) non-montetary incentives; (3) structure and status of staff; (4) benefit & compensation studies; (5) market studies (equity policy); (6) classification study review	Review current levels of OT and Sick Time usage and determine if policy changes and/or staffing changes may assist in reduction; review department specific pay (i.e. Hazard Duty); and how PTO is allocated	Respective Department Heads should review with specific emphaiss on Sheriff and Highway Department due to sizes of expenditures with support from CA, HR and Finance	County Administrator and Human Resource Committee	FY 16 to coordinate planning for FY 17 Budget and negotiations.	OT beyound budget should not exceed 10% in respective budgets; Large Departments will develop work groups to assist in engagment process to include utilization of CQI processes.			
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				Budget in 2016 and 2017
B(2) - Technology - Security	On-going evaluation of security balanced with operational needs	MIS	County Administrator; Infrastructure	Ongoing	Look at policies for ability to work out of office while maintaing security requirements			
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	Costs for systems continue to grow			
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	Joint Committee (Admin & Rules; HR; Finance) to begin discussion on these issues; looking for further education to the County Board			
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; Parks	Infrastructure	End of Year		Contract for Condition Assessment	Analyze and develop priorities	Develop Funding Model
E - Fleet Management	Review policy and operations as it relates to take home vehicles, fleet procurement and fleet maintienance	Highway Department; Sheriff; Central Services; Admin; Finance; Human Services; Parks						

## Area of Emphasis #3 - Structure & Governance

<b>Actions</b>	<b>Outcome Goal</b>	<b>Who's Responsible</b>	<b>Reporting Entity</b>	<b>Target Date/Status</b>	<b>Mis. Notes</b>	<b>Near Term</b>	<b>Mid Term</b>	<b>Long Term</b>
<b>A - Develop a Council of Governments (COG)</b>	Develop a formal COG to develop cohesive strategies across the County along with looking for opportunities partner and reduce duplication of services. Looking at opportunities to develop comprehensive consistent policies that reinforces vision - example zoning.	County Board Chair	County Board	Early Fall	Key issues: transportation; zoning; growth; economic development; shared services			
<b>B - Communication with State Agencies and State Legislatures</b>	Develop a process to assist in better engagement with state officials	COG & Admin and Rules		Ongoing				
<b>C - Committee Structure</b>	Review committee structure and number of committee; look for opportunities if consolidating of committees/boards make sense; look at scheduling of committees for process; joint meeting possibilities/committee of the whole	County Board; Administration and Rules; Vice Chairs	County Board	End of year	Initial recommendations to be completed by end of year and forwarded to County Board; intent is to have in place prior to new County Board taking office			
<b>D - County Board Size</b>	Review size of Board to determine what best fits Jefferson County	Administration and Rules; Andy Erdman; Barb Frank; Vice Chairs	County Board	September				
<b>E (1) - Strategic Plan - Update</b>	Review Strategic Plan and determine what updates or refinements need to take place.	Administration and Rules; Vice Chairs	County Board	Ongoing	after april election			
<b>E (2) - Strategic Plan - Action Plan</b>	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	after april election			
<b>F - Department Structure/ Operation Organization</b>		County Administrator	Admin & Rules; County Board					