

**GENERAL FINANCIAL CONDITION
JEFFERSON COUNTY WISCONSIN
September 1, 2015**

Available Cash on Hand		
August 1, 2015	\$	3,619,651.54
August Receipts	\$	<u>33,591,903.56</u>
 Total Cash	 \$	 37,211,555.10
Disbursements		
General - August 2015	\$	36,257,007.45
Payroll - August 2015	\$	<u>1,257,443.68</u>
 Total Disbursements	 \$	 <u>37,514,451.13</u>
 Total Available Cash	 \$	 (302,896.03)
Cash on Hand (in bank) Sept. 1, 2015	\$	718,548.93
Less Outstanding Checks	\$	<u>1,021,444.96</u>
 Total Available Cash	 \$	 (302,896.03)
 Local Government Investment Pool - General	 \$	 9,935,222.82
Institutional Capital Management / Dana	\$	23,314,823.41
Local Government Investment Pool -Clerk of Courts	\$	25,968.44
Local Government Investment Pool -Farmland Preservation	\$	227,933.99
Local Government Investment Pool -Parks/Liddle	\$	81,586.23
Local Government Investment Pool -Highway Bond	\$	<u>2,014,416.08</u>
	\$	35,599,950.97
 2015 Interest - Super N.O.W. Account	 \$	 857.33
2015 Interest - L.G.I.P. - General Funds	\$	21,764.46
2015 Interest - ICM/DANA	\$	86,258.13
2015 Interest - L.G.I.P. - Parks /Carol Liddle Fund	\$	66.38
2015 Interest - L.G.I.P. - Farmland Preservation	\$	185.46
2015 Interest - L.G.I.P. - Clerk of Courts	\$	21.12
2015 Interest - L.G.I.P. - Highway Bond	\$	<u>2,031.60</u>
Total 2015 Interest	\$	111,184.48

JOHN E. JENSEN
JEFFERSON COUNTY TREASURER

TASK FORCE

County Board Initial Out Brief

Agenda

- Introduction of Task Force Members
- Task Force Charge/Mission
- Task Force Education
- Task Force Recommendation Process
- Action Plan/Areas of Emphasis
- Way Ahead/Next Steps

Task Force Members

- Jennifer Hanneman – Chair
- Russel Kutz – Vice Chair
- Timothy Smith – Secretary
- Kathi Cauley
- Susan Happ
- George Jaeckel
- Ron Krueger
- Steve Nass
- Joe Nehmer

TASK FORCE CHARGE

Mission Statement

Task Force Charge/Mission

- **Problem Statement:** Jefferson County, like many local governments in the state and the country, are faced with increasing costs while having a relatively flat revenue stream, which in many cases is not in line with inflationary impacts and cost of living.
- **Objective:** The Task Force will provide recommendations to the County Board that will put the County in position to develop a sustainable solution to maintain services at its current level.

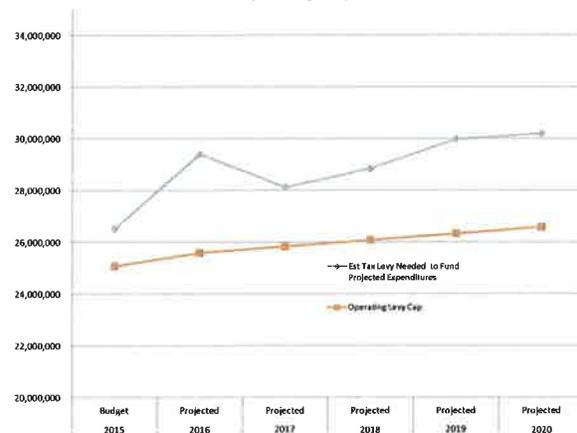
Who are we?

- We are a \$70 million dollar corporation with 550 personnel to carry out several missions in very diverse fields by 27 Departments on behalf of 85,000 shareholders
- Examples:
 - Clinics
 - Law firms
 - Construction company
 - Engineering firm
 - GIS service
 - Health Services
 - Economic Development Consultant
 - University Staff
 - Land, Water and Environmental Consultants
 - Recreation/Entertainment
 - And many more.....

Revenues/ Expenditures Status

- Revenues
 - New growth - \$210k
 - Sales Tax - \$200k
 - State Shared/Utility - Flat
- Expenditures
 - Step Program – about 90% in step
 - 2.5% between steps
 - About \$600K
 - Cost of Living Adjustment (COLA)
 - 1% = \$247K
 - COLA's returning – public and private
 - Health Insurance increases 7%

Jefferson County
Operating Levy Limit Forecast



Challenges/ Opportunities

- Succession Planning
 - State and Federal Budget
 - Implementation of Quality Improvements, Lean & Performance Measurements
 - Forward leaning staff
 - Technology
 - Location
 - Relationships – new and existing
-
- No magical solution

Long-term Outlook

- Positive Financial Position
 - Limited debt - .3% of full valuation
 - Solid Fund Balance – 3 month operations
 - Liabilities Funded
 - Solid Bond Rating – Aa2
- Personnel
 - Compensation
 - Recruitment & Retention
- Operational Budget
- Technology
 - Infrastructure
 - Investment
- Capital
 - Funding
 - Priorities

TASK FORCE EDUCATION

Jefferson County Basics

Task Force Education – County Studies, Policies, Plans and Documents

- Reviewed the five department “audits” that had been done previously:
 - Highway
 - Human Services
 - MIS Operations
 - Sheriff
 - Administrative Services
 - County Administrator
 - County Clerk (Finance Department)
 - Treasurer
 - Human Resources

Task Force Education – County Studies, Policies, Plans and Documents

- Reviewed the Strategic Plan
- Reviewed the Comprehensive Plan
- Reviewed the County Farm Master Plans

Task Force Education – Requested Analysis/Information

- Economic Impact of Agriculture in County
- Analysis of Historical and Projected Growth in the County/Economic Condition Analysis
- Highway Work Rules Analysis
- Reviewed 3-5 year financial outlook based on projected revenue versus expenditures at status quo

TASK FORCE ANALYSIS

Diagnosis Process

Task Force Recommendation Process

- Diagnosis Session (Facilitated by Professor Grabow)
 - Task Force Sessions
 - Department Head Session
 - Other input
- Side by Side Comparison Developed
 - Common themes in each group
 - Repetitiveness with Strategic Goals discussions
- Sessions led to development of Areas of Emphasis

Areas of Emphasis Types

- Three recommendation types evolved:
 - Policy/Strategic Goals (PSG)
 - Business Process/Management Practices (BMP)
 - Day-to-day Policy/Operations (DDO)

Areas of Emphasis Identified

- #1 - Financial/Budget Condition of County
- #2 - Staff/Work Environment
- #3 - Structure and Governance

AREAS OF EMPHASIS #1

Financial/Budget Condition of County

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

1. Continuous Quality Improvement
2. Smart Growth
3. County Farmland
4. Fund Balance Policy
5. Alternate Revenue Sources
6. Transportation Plan
7. Develop a Priority Based Budgeting Process

Continuous Quality Improvement

- Goal – Develop CQI program across the County involving all staff. (BMP)
- Status/Recommendation -
 - Short term, the County will continue to look at partnering with Waukesha County for training opportunities
 - Staff has begun exploring options with WCTC to provide several levels/types of training within the county; priority is to develop familiarization with CQI
 - Long term this will be integrated into evaluations and the budgeting process of departments
 - Provides opportunity for employee engagement

Smart Growth/Economic Condition

- Goal – Develop an overview related to growth in the County and economic outlook. Information should include education of plans, studies and historical community feedback. (PSG)
- Status/Recommendation – An initial growth/economic forecast was presented to the Task Force and the JCEDC along with an economic impact of agriculture in the County.
 - Additional recommendations :
 - Potential in house planning staff which may include grant writing
 - Plan for the update of the comprehensive plan with emphasis on transportation
 - Continue on-going economic forecasts and trends to decision makers as part of orientation and strategic update

County Farmland

- Goal – 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. (PSG)
- Status/Recommendation: Develop a working group of key stakeholders within the County to look at the long term county needs; financial impacts and community needs.

Fund Balance Policy

- Goal – Review Existing Policy and Provide recommendation for change; develop protocol for when utilized (i.e. – before issuing debt) (DDO)
- Status/Recommendation – Finance Committee with County Administrator reviews on an annual basis. Policy was recently updated including asset recognition and utilization under emergency conditions.

Alternate Revenue Sources

- Goal – Continue to explore non-tax revenue sources to support County efforts to provide services. (DDO)
- Status/Recommendation – As part of annual budget process department will continue to monitor fee schedule to ensure in line with costs of services.
- In addition:
 - Continue exploration of grants,
 - Explore development of a foundation, endowment fund and donor advise funds
 - Maintain and enhance on-going public-private partnerships

Transportation Plan

- Goal – Develop a cohesive transportation plan that covers a diversity of needs including Infrastructure, Workforce Development, Economic Opportunities, alternative transportation. (PSG)
- Status/Recommendation –
 - Short term focus on workforce development
 - Comprehensive Plan Update with Transportation Emphasis – 2017-2018
 - Develop priorities for rail and alternative transportation

Priority Based Budget

- Goal – Formalize a priority based budgeting process that integrates within the strategic goals of the county and balances various requirements. (PSG/BMP)
- Status/Recommendation –
 - Informally done to certain degree now
 - Should integrate with updates of strategic plan and feedback from COG
 - Various examples of programs to be explored by Finance and Administration & Rules
 - Look at training in FY 16, initial implementation as part of FY 17 process with full implementation going into FY 18

AREAS OF EMPHASIS #2

Staff /Work Environment

Area of Emphasis #2 – Staff /Work Environment

1. Staff Policies (tbd)
2. Technology
 - A. ERP
 - B. Security
 - C. Long Term
3. HR
 - A. Training
 - B. Recruitment/Retainage
 - C. Succession Planning
4. County Facilities
5. Fleet Management

Technology – Enterprise Resource Planning (ERP)

- Goal – Move forward to newer technology to integrate various aspects of County operations to improve business processes and efficiencies. (DDO)
- Status/Recommendation – The County is in the RFP stage and reviewing potential bidders. Funds have been identified for the 2016 Capital Budget for initial cost. Goal will be to have fully implemented by end of 2017.

Technology – Security

- Goal – On going review of security protocol to protect infrastructure and data and maintain compliance with regulatory requirements; balance with operational needs. (DDO)
- Status/Recommendation – On-going review of systems and threats; look to options to develop flexible work options in changing environment.

Technology – Long Term

- Goal –Continue to evaluate evolving change in technology working with MIS and the end-user departments; Work with respective DH on ROI and legacy costs. (DDO)
- Status/Recommendation - On-going process; capital plan updated as part of budget process. Recent RFP request costs of yearly maintenance costs.

HR - Training

- Goal – Work with staff to further enhance training opportunities for general requirements, leadership, general best management practices and professional development opportunities; DH to help with technical skills. (DDO)
- Status/Recommendation – Discussions with HR on further enhancement of training; joint committee looking to recommend funding of unique professional development opportunities for staff.

HR – Recruitment and Retention

- Goal – Continue to look at internal and external market forces to ensure the County is able to recruit and retain qualified staff. (DDO)
- Status – Special joint committee has begun to have discussion of opportunities and challenges concerning recruitment and retention. Looking at compensation, policy changes and other “new” incentives such as bonuses and PTO.

HR Succession Planning

- Goal – Ensure with know transitions in the mid-term that the County is prepared to maintain operations. (BMP/DDO)
- Status/Recommendation – Reviewed on a transitional basis with department status; identify future leaders for additional training opportunities. Joint Committee has recommended providing \$7,500 for training opportunities to staff.

Facilities

- Goal – Respective staffs overseeing building operations will develop a plan for maintaining the County's facilities in an economically sustainable fashion.(PSG)
- Status/Recommendation – County has engaged with Facility Dude to conduct a condition assessment of the county facility to develop a baseline for long range plans and financing.

Fleet Management

- Goals – Review policy and operations as related to fleet procurement, fleet maintenance and take home vehicles. (DDO)
- Status/Recommendation
 - Review vehicle usage policy; including take home vehicles
 - Review fleet maintenance policy and operations
 - Look into fleet procurement and impacts of operational expenditures.

AREAS OF EMPHASIS #3

Structure and Governance

Area of Emphasis #3 -- Structure and Governance

1. Develop a Council of Governments (COG)
2. Communication with State Legislatures and State Agencies
3. Committee Structure
4. County Board Size
5. Strategic Plan Update and Development of Action Plan
6. Department Structure and Operation Organization

Develop a Council of Government (COG)

- Goal – Develop a consist opportunity for local governments of Jefferson County to coordinate policy discussion and look at opportunities to partner while reducing duplication of efforts. (PSG)
- Status/Recommendation – County Board Chair has reached out to local leaders to convene the inaugural session in Fall. County Board Chair has reached out and visited other counties who currently operate a similar program.
 - Opportunities to review services provided/duplication
 - Working groups on key issues

Communication with State

- Goal – Develop a comprehensive process with local partners to improve upon engagement process with State Officials. (PSG)
- Status/Recommendation - Through Administration and Rules & the COG develop opportunities to further engage elected and appointed officials.

Committee Structure

- Goal – Review current status of Committee and Board structure of the County including number, frequency of meetings and scheduling sequence for efficiency purposes. (PSG)
- Status/Recommendation – Vice Chairs will lead a working group to develop specific recommendations to the County Board.
- Timeline –
 - Working committee convened by Vice Chairs
 - By end of 2015 report to County Board for changes
 - Recommendation is to have changes complete prior to new County Board taking office in 2016

County Board Size

- Goal – To review the County Board size and determine if the current size best fits Jefferson County and if the County should look at downsizing. (PSG)
- Status/Recommendation – The recommendation is develop a working group consisting of the Administration and Rules Committee, Land Information Director and the County Clerk to review current Board size.
- Timeline –
 - Initial meeting commences in October of 2015
 - Report for County Board no later then Dec 2016
 - Final Board Action no later then October 2017

Strategic Plan

- Goal – The strategic plan needs to be reviewed on a periodic basis to ensure that it up to date based on current goals and conditions. (PSG)
- Status/Recommendation – Based on the plan design, this is the 5th year of the plan with the Administration and Rules Committee being responsible for it. Based on discussion, the Task Force is recommending this should be updated after the April election with the update being completed by the end of 2016.

Strategic Plan – Action Plan

- Goal – Upon updating of the County's Strategic Plan, develop an action plan to ensure the County vision is carried out. Department Action Plans should be reviewed as part of the process for inclusion and updates as needed. (PSG)
- Status/Recommendation – This process will begin upon the update of the strategic plan and completed by the 1st quarter of 2017.

Department Structure/Organization Operation

- Goal – Review the structure of Department staffing based on priorities and strategic vision of the County. (BMP/DDO/PSG)
- Status/Recommendation – Review long term structure of County based on financial and operational needs.

NEXT STEPS

Way Ahead

- Action Plan developed to develop responsibilities; goals; time frames
- Several areas are being referred to working groups; standing committees and/or joint committees
- Recommendation of periodic check-in to ensure on-going progress of goals and objectives.
 - Administration and Rules will provide oversight on Action Plan

Final Report – Tentative Outline

Executive Summary –

- Brief overview of TF activities
- Overview of TF Findings
- TF Way Ahead – action plans

Task Force Charge /Mission

- Overview of County's Challenges and Opportunities – Financial Conditions

Task Force Education

- County Policies/Documents
 - Review of Past Audits/Department Operations
 - Provided overview of various Competitive Counties
 - Review of Strategic Plan
 - Review of Comprehensive Plan
 - Review of County Farm Master Plan

Requested Information

- Agriculture Economic Impact
- Growth/Economic Condition Analysis
- Highway Work Rules Analysis

Task Force Recommendation Process

- Diagnosis Session (Facilitated by Steve Grabow)
 - Task Force – Force Diagnosis Sessions
 - Department Head – Diagnosis Session
 - Consolidated – side by side comparison
- Identified Key Areas of Emphasis
 - Financial/Budget Condition of County
 - State/Work Environment
 - Structure and Governance
- Other employee input
- Development of Action Plan

Action Plan Way Ahead

- What are carry over tasks
- What are close out recommendations

Appendix

- Financial Condition Presentation
- Department updates on Audits
- Agriculture Economic Impact
- Growth/Economic Condition Presentation
- Highway Survey
- Proceedings Reports

Reference Table

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

Actions	Outcome Goal	Who's Responsible	Reporting Entity	Target Date/Status	Mis. Notes	Near Term	Mid Term	Long Term
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	End of 2016/ One project per department	Meet with WCTC for course structure; priority training to Sheriff and Highway; Familiarization	Continue with Waukesha County and WCTC - Fall 15 -16	Fully Implement Program Locally; Implement Across County 2016-17	Develop systems for evaluation and follow up on projects - 2017
B - Smart Growth/Economics	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;	Annual Report/ Look at quarterly indicators (specifically housing) *include a component for orientation	*Note - look at in house planning staff (combine with grant writing potential) * look at area 3	State of County - Feb 2016 (Private/Public)	Develop bench marks for reporting; full presentation as part of orientation in 2016 and strategic planning session 2017	Comprehensive Plan Update (Transportation Focus) & Farmland Preservation Update - funding 2017-2018
C - County Farmland	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	Develop working group of key stakeholders to look at short term and long term requirements of the County Farmland.	Review and update existing county farmland master plan; review use policy; identify future county needs	N/A	Require periodic update and review of Farmland
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	Recently reviewed with Finance Committee included language for emergency purposes	Completed July 2015	Maintain annual process in budget approval process - Sept Finance Committee	N/A	N/A
E - Alternate Revenue Sources	Continue to explore revenue opportunities to support County provided services	Department Heads	County Administrator	Part of Annual Budget Process. Ongoing	Working group for foundation/ volunteering (United Way partnership)	Look at fund raising options; grant; private sector; Jefferson Foundation/endowment/ donor advise fund; fee for service.	End of 2016 - Work Group provide report to Finance Committee and respective oversight committees on options	N/A
F - Transportation Plan	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	Working group to work on intra-county coordination of Brown cab and other resources)	look at specifically workforce issues - engage with municipalities and private sector/non-for-profit; workforce development board; transportation summit (local COG)	Engage private, local, state and federal funding options	Comprehensive Plan Update (transportation emphasis) - 2017-2018
G - Develop Priority Based Budgeting	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	Board hold a mid-term strategic session to update and focus priorities	Training on process -2016	Initial Implementation process FY 2017	Fully implemented by FY 2018; Develop on-going follow up process and reporting procedures

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-monetary 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 emphasis 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 and changes for FY 17 Budget and negotiations.	OT beyond budget should not exceed 10% in respective budgets (look at salary lines within budget); Large Departments will develop work groups to assist in engagement process to include utilization of CQI processes.	Assemble CQI Teams for all department as needed; Review of HR policies	Provide progress report monthly to oversight committees as needed	Department will provide continuous monitoring of costs and operational impacts
B(1) - Technology - ERP	Issue an RFP for an ERP system	Finance Director	County Administrator	Worked with Dodge County to put together RFP	Reviewing RFP - to County in October	Budget in 2016 and 2017	Beginning implementation in 16/17	Fully operational by end of FY 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 maintaining security requirements	Work with MIS and HR staff on updating policies while working out of office	Work with MIS on security requirements and budgetary implications	N/A
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	Update purchasing policy to ensure total cost of ownership is evaluated	Maintain the 5 year Capital Plan	N/A
C(1) - HR - Training	Work with all staff to further enhance training opportunities and focus on leadership and best management practices.	HR Director; DH	HR Committee; County Administrator	Ongoing	Joint Committee - Implementing professional development fund; CQI; leadership; performance measurements	Develop training program implementing common task training and supporting Departments on specific technical training	N/A	N/A
C(2) - HR - Recruitment and Retention	Continue on-going analysis with internal and external comparable 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	Look at tools to maintain market competitiveness by specific positions (example bonuses) - 2015 and 2016; look at non-monetary benefits (PTO)	Look at appropriate time to update overall market analysis of all positions -2018-2019	N/A
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	N/A	Identify future leaders; utilize proposed training dollars to provide training; Department develop process mapping	N/A	N/A
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	Initial Assessment completed by end of 2015.	Condition Assessment has begun	Contract for Condition Assessment completed in July 2015	Analysis of Condition Assessment and develop priorities by end of 2015	Develop Funding Model as needed in 2016
E- Fleet Management	Review policy and operations as it relates to take home vehicles, fleet procurement and fleet maintenance	Highway Department; Sheriff; Central Services; Admin; Finance; Human Services; Parks	Admin and Rules - policy	review with new insurance policy	Update Vehicle Usage Policy - end of 2015; take home vehicles; CQI projects for vehicles utilization	Look at Fleet Maintenance status and procurement by end of 2016	N/A	N/A

Area of Emphasis #3 - Structure & Governance

Actions	Outcome Goal	Who's Responsible	Reporting Entity	Target Date/Status	Mis. Notes	Near Term	Mid Term	Long Term
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. 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 - look at options for other avenues for small working groups	Initial Meeting Fall of 15	Develop key areas of concerns for discussion purposes; Develop IG working groups	TBD
B - Communication with State Agencies and State Legislatures	Develop a process to assist in better engagement with state officials	COG & Admin and Rules	N/A	Ongoing	Look for opportunities based on key issues from the COG	N/A	N/A	N/A
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; joint meeting possibilities/committee of the whole	County Board; Administration and Rules; Vice Chairs; County Clerk	County Board	End of 2015 recommendation to County Board	Initial recommendations to be completed by end of year and forwarded to County Board; intent is to have changes in place prior to new County Board taking office in April 2016	N/A	N/A	N/A
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	Working Group convened by vice chairs in October	9-12 month process; Review study	Working Group convened by Vice Chairs in October 2015	Develop report for County Board by Dec 2016	Board determine no later than October 2017
E (1) - Strategic Plan - Update Process	Review Strategic Plan and determine what updates or refinements need to take place.	Administration and Rules; Vice Chairs; UW Extension	County Board	Ongoing	after April election	Update completed by end of 2016		
E (2) - Strategic Plan - Action Plan/Implementation 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	Developed in conjunction with the update of the Strategic Plan	Action Plan completed by 1st quarter of 2017		
F - Department Structure/ Operation Organization	Review long term structure of the County based on financial and operational needs	County Administrator	Admin & Rules; County Board	On-going				

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RESOLUTION NO. 2015-_____

Amending the County Administrator Employment Agreement

Executive Summary

The Jefferson County Administration and Rules Committee, Finance Committee and Human Resources Committee conducted an extensive review of the Jefferson County Administrator's performance and found that the County Administrator has consistently exceeded his established goals and expectations by the Jefferson County Board of Supervisors. These committees also conducted an extensive review of the compensation packages of County Administrators serving comparable Wisconsin counties and found that the County Administrator's compensation package is below that of comparable Wisconsin counties. For these reasons, the Committees unanimously recommended that the County Administrator's benefit and compensation package be adjusted to a level which recognizes his performance and brings his compensation closer to that of County Administrators serving comparable Wisconsin counties.

WHEREAS, the Administration and Rules Committee, the Finance Committee and the Human Resources Committee (the Committees) conducted an extensive review of the County Administrator's performance, and

WHEREAS, the Committees unanimously found that the County Administrator has consistently exceeded his established goals and expectations by the Jefferson County Board of Supervisors, and

WHEREAS, the Committees also conducted an extensive review of the compensation packages of County Administrators serving comparable Wisconsin counties, and

WHEREAS, the Committees found that the County Administrator compensation package is below benefit and compensation packages of County Administrators serving comparable Wisconsin counties, and

WHEREAS, the Committees recommended that the County Administrator's benefit and compensation package be adjusted to a level which recognizes his performance and is closer to that of County Administrators serving comparable Wisconsin counties.

NOW, THEREFORE, BE IT RESOLVED that the County Administrator Employment Agreement entered into on May 14, 2013, is hereby amended as set forth in the attached Addendum to County Administrator Employment Agreement and the County Board Chair is authorized to execute the agreement on behalf of Jefferson County.

Fiscal Note: The fiscal impact will not exceed \$5,800.00 including FICA and retirement contribution. Funding will be through a contingency fund transfer to the County Administrator budget. As a budget amendment, 20 affirmative votes are required to pass this resolution.

Requested by Administration and Rules Committee,
Finance Committee and Human Resources Committee

09-08-15

J. Blair Ward: 09-04-15; 09-08-15; Brian Lamers: 09-08-15

REVIEWED: Administrator ; Corp. Counsel ; Finance Director 

**ADDENDUM TO COUNTY ADMINISTRATOR EMPLOYMENT AGREEMENT
ENTERED INTO ON MAY 14, 2013**

THIS ADDENDUM made and entered into this _____ day of September 2015, by and between the County Board of Jefferson County, Wisconsin, hereinafter referred to as "County" and Benjamin Wehmeier, hereinafter referred to as "County Administrator" amends the County Administrator Employment Agreement entered into on May 14, 2013, and sets forth additional terms and conditions under which the County Administrator shall serve and perform the duties of County Administrator. To the extent that any of the terms or conditions contained in this ADDENDUM may contradict or conflict with any of the terms or conditions of the attached Agreement dated May 14, 2013, it is expressly understood and agreed that the terms of this ADDENDUM shall take precedence and supersede the attached Agreement. This ADDENDUM is attached to and forms part of the County Administrator Employment Agreement between Jefferson County and Benjamin Wehmeier.

1. Effective January 1, 2016, the County Administrator shall be provided 5 days (40 hours) of annual vacation in addition to what has been agreed to in the County Administrator Employment Agreement entered into on May 14, 2013.

2. The County Administrator shall receive a onetime bonus in the amount of \$5,000.00 to be paid in 2015 prior to December 31st.

3. Commencing in the calendar year 2016, the Administration and Rules Committee and County Administrator shall establish annual goals for the County Administrator to achieve. Upon achieving these goals to the satisfaction of the Administration and Rules Committee, the County Administrator shall receive up to \$5,000.00 as a performance bonus to be paid annually prior to December 31st. The County reserves the right to increase, decrease or eliminate the bonus in its sole discretion based on the financial condition and operational requirements of the County.

IN WITNESS WHEREOF, Jefferson County has caused this Addendum to the County Administrator Employment Agreement dated May 14, 2013, to be signed and executed on its behalf by the County Board Chair and Benjamin Wehmeier on the day and year first above written.

FOR COUNTY ADMINISTRATOR:

FOR JEFFERSON COUNTY:

Benjamin Wehmeier
County Administrator

Jim Schroeder
County Board Chair

Date: September _____, 2015

Date: September _____, 2015

**Jefferson County, Wisconsin
County Administrator Employment Agreement**

THIS AGREEMENT made and entered into this 14 day of May, 2013, by and between the County Board of Jefferson County, Wisconsin, hereinafter referred to as "County", and Benjamin Wehmeier, hereinafter referred to as "County Administrator" that he shall serve and perform the duties of County Administrator on the following terms and conditions:

1. Duties

Subject to the provisions herein contained, the County Board of Jefferson County hereby employs Benjamin Wehmeier as County Administrator pursuant to 59.18 Wisconsin statutes to perform the functions and duties as specified in said section and to perform other legally permissible and proper duties and functions as the County Board shall from time to time assign either directly or through the Administration and Rules Committee. County Administrator shall further perform the duties described in the County Administrator job description dated January 2013; a copy of which is attached to this Agreement.

The County Administrator agrees to perform at a professional level of competence the functions and duties of the position. The County Administrator agrees to devote the time necessary to complete the duties and responsibilities of the position. The County Administrator may not engage in non-County related business without the prior approval of the Administration and Rules Committee. Otherwise the County Administrator may engage in any pursuit that does not interfere with the proper discharge of the duties and responsibilities of the position.

2. Date of Hire

The date of hire shall be established as July 1, 2013.

3. Term and Review

The County Administrator is an at will employee whose service is subject to State law, the terms of this Agreement and other County policies and directives. The term of this Agreement shall be on going and will renew automatically at the anniversary date of employment unless requested to be reviewed by either the County Board or the County Administrator.

4. Salary

The County shall pay the County Administrator as compensation for his service a starting annual salary of \$113,000 (between Step 5 and Step 6 in the adopted pay scale) paid in the same manner as salaries of other county employees. Effective upon meeting or exceeding the original goals and the completion of a successful six month performance review the County Administrator is eligible for an increase in pay up to Step 6 on January 1, 2014. Further changes to the salary will be consistent with annual step increases and annual wage adjustments for non-represented exempt employees as provided by the Personnel Ordinance and policies established by the County Board. Salaries and benefits shall not be reduced during the terms of this Agreement to a greater extent than for all other exempt employees.

5. Performance Evaluation

The Administration and Rules Committee, with input from the County Board, shall review the performance of the County Administrator by July 1st of each year. Such review shall be based on the established goals and performance objectives. Annually the Administration and Rules Committee and County Administrator will jointly establish goals and objectives.

Initial three month, six month and one year goals of the County Administrator are included as an attachment to this Agreement.

6. Benefits

The County Administrator shall be entitled to such benefits as provided in the Personnel Ordinance and as otherwise established by the County Board for exempt employees with exceptions as noted in this Agreement.

7. Residency

The County Administrator is encouraged to reside in the County, but there is not a residency requirement. The County Administrator is expected to be engaged and involved in activities and events throughout the County as his schedule, availability and work allows.

8. Vacation and Sick Leave

The County Administrator will be provided a bank of 10 days (80 hours) of vacation and 5 days (40 hours) of sick leave upon starting his employment. Effective January 1, 2014, the County Administrator will receive 15 days (120 hours) of vacation to be used throughout 2014. Thereafter, the County Administrator will be credited with an additional 6 years of service for purposes of vacation accrual, July 1, 2007. The accrual and usage of vacation and sick leave will be consistent with exempt employees as outlined in the Personnel Ordinance.

9. Dues, Subscriptions and Conferences

The County agrees to budget and pay for professional dues and subscriptions of the County Administrator for his participation in the Wisconsin State Bar, Wisconsin City/County Management Association (WCMA) and the International County/County Management Association (ICMA), and other memberships as approved by the County Board in the annual budget, which national, regional, state and local associations and organizations are deemed necessary and desirable for his continued professional participation, growth and advancement, and for the good of the County.

The County Administrator is encouraged to use a county vehicle for travel as available and practical. The County Administrator shall be covered by the County's normal travel expense reimbursement policies.

10. Termination of Employment/Severance Pay

In the event the County Administrator resigns from his employment with Jefferson County, he shall give the County Board 30 days' notice of such resignation, unless otherwise approved by the County Board.

Termination without Cause

Upon the determination of a majority of the County Board the County Administrator may be discharged without cause. The County shall provide 30 days written notice of the intent to terminate the services of the County Administrator. In the event of such a termination without cause, the County Administrator shall be entitled to receive severance compensation from the County in the amount of six (6) months of salary at his present annual wage rate.

Termination for Cause

The County Administrator may be terminated with just and sufficient cause, such as but not limited to negligence, immorality, malfeasance, misfeasance or willful misconduct in office. Other justifiable grounds for dismissal include but are not limited to: frequent absenteeism, unreasonable tardiness, unprofessional attitude, inability to deal cooperatively with the public, and any criminal conduct that the County determines is substantially related to the County Administrator's job. If the County Administrator is discharged in accordance with this section of the Agreement, termination shall be with no ensuing benefits.

11. Retirement

The County agrees to contribute monthly in a manner consistent with which contributions are made for exempt employees to the Wisconsin Retirement System.

12. Moving Expenses

The County will offer the County Administrator moving expenses subject to the following provisions: up to \$3,500 to move to a location outside of Jefferson County and up to \$7,000 to move within Jefferson County. The County Administrator shall obtain two quotes for the work and shall accept the most responsible cost effective bid. The County Administrator shall provide receipts for all reimbursable expenses. In the event that the County Administrator shall leave his employment with the County in less than one year after his start date, he shall be required to reimburse the County in an amount equal to the amount received for moving expenses, which the County may withhold from final salary payments otherwise due.

13. Personnel Ordinance

All provisions of this Agreement that apply to the County Administrator that are contrary to the Personnel Ordinance shall apply to the County Administrator and take precedence over the Personnel Ordinance.

Except as otherwise specifically provided in this Agreement, or by ordinance or resolution of the County Board, the County Administrator shall be subject to all policies and procedures of the County which apply generally to other exempt employees.

This agreement shall be interpreted under the laws of and in the courts of the State of Wisconsin. This Agreement constitutes the entire Agreement between the County and the County Administrator and can only be amended by written agreement executed by both parties.

If, during the term of this Agreement, a specific clause of the Agreement is held illegal by a court of competent jurisdiction under federal or state law, the remainder of the Agreement shall remain in full force and effect.

IN WITNESS WHEREOF, Jefferson County has caused this Agreement to be signed and executed on its behalf by the County Board Chair and Benjamin Wehmeier has signed and executed this Agreement on the day and year first above written.

For County Administrator

For Jefferson County



Benjamin Wehmeier
County Administrator

John Molinaro
County Board Chair

Date 14 May 13

Date 5/14/13

Jefferson County

County Administrator Transition Goals, Plans and Objectives

Transition Objective: To become integrated as the leader and team member of Jefferson County within a short time period to provide the desired skill sets as called for by the County Board of Supervisors.

Transition Goals:

- Establish professional relationships with County Board members, other elected county officials and county staff to develop a team approach in the day to day operations of the county.
- Develop a full understanding of each department's mission, goals and challenges to be prepared to provide appropriate guidance and be a champion for solving problems.
- Ensure full understanding of County's organizational culture and the current process and procedures that has made the County successful in its mission.
- Establish visibility and relationships with key stakeholders in the County to include other governmental entities, not-for profits and the private sector.
- Have a clear understanding of County's long-term and short-term goals through review of exiting documents and dialogues with elected officials.
- Display true servant leadership style through both words and actions.

Key Milestones:

1- 3 Month Objectives

- Have "coffees" with small groups of County Board members to develop professional working relationships and identify key individual goals for the County's future.
- Meet with each department head individually to review current status of department and discuss leadership and operations process.
- Conduct departmental in-briefs with department leadership to discuss mission, current department status, key hot topics (department specific), major projects and current and proposed budget status.
- Work with elected officials and senior staff on identifying key community events and organizations.
- Reach out to all county sites to meet as many staff members as possible; express my personal and professional leadership goals and philosophies.
- Reach out to municipal staff leadership of cities, villages and towns of the County.
- Work with Finance Department to get up to speed on FY 14 Budget process and current status of FY 13 Budget.
- Develop a self-education program with respective department heads of Health and Human Services to gain a better understanding of their operations.
- Reach out to other governmental units staff to include school districts and UW-Whitewater to meet with respective leadership.
- Develop progress report of Highway Department Facilities; develop appropriate timeline and status as per County Board's direction.
- Reach out to staff of state and federal legislative delegations.

- Establish the most efficient and effective method to communicate with elected officials and staff.
- Ensure full understanding of personnel policies and procedures. Understand what past practices are in place.
- Develop operational schedule to accomplish duties and responsibilities as administrator, balancing work/life schedule.

4 - 6 Month Objectives

- Meet with elected bodies of cities, villages and townships within county limits.
- Meet with respective state and federal legislators.
- Identify key state staff to meet.
- Develop and recommend FY 14 Budget to meet the County Board's goals and objectives.
- Continue work as it relates to project management of Highway Facility.
- Join and become involved in professional organizations to include the Wisconsin County Associations and Wisconsin City/County Management Association.
- Complete final review of all policies, procedures and processes. Provide input to respective departments as needed. Complete understanding of key performance indicators by department.
- Refine communication strategy with elected officials and staff based on what is working and not working.
- Work to reach out and introduce myself to additional key stakeholders of the County to include non-for profits, and private sector organizations.
- Conduct a check- in with Department Heads on progress and feedback to how County Administrator is doing.
- At six month completion, complete a review of all listed goals and objectives and report status to the County Board. Adjust 7-12 month goals based on County Board feedback.

7- 12 Month Objectives

- Work with respective department leadership team on updating and prioritizing department short term and long term goals ensuring they are in line with the County's Board Goals and Objectives. Review for adhering to County's Strategic Goals and provide recommendations accordingly to the County Board.
- Continue to look for opportunities to meet and be active at events and activities in the county, regionally and at the state level.
- Execute final steps to move forward with Highway Facility project.
- Work with Finance Department to review five year projections and discuss impact to County's goals and objectives.
- Review departments revenue stream to try to limit tax levy to core functions of County Government.
- Complete formal performance review. Use as an opportunity to prepare goals and objective for the next 1- 3 years.