

AGENDA

Task Force on County Operations & Organization

Jefferson County Courthouse
311 S. Center Avenue, Room 202
Jefferson, WI 53549

May 6, 2015 – 10:00 a.m.

Members

Kathi Cauley, Jennifer Hanneman-Chair, Sue Happ, George Jaeckel, Ron Krueger,
Russell Kutz-Vice Chair, Steve Nass, Joe Nehmer, Timothy Smith-Secretary

1. Call to Order
2. Roll Call
3. Certification of Compliance with Open Meeting Law Requirements
4. Review of Agenda
5. Public Comment (Members of the public who wish to address the committee on specific agenda items must register at this time)
6. Communications
7. Approval of April 22, 2015 Task Force meeting minutes
8. Discussion and possible action on extending the length of time the Task Force will meet
9. Facilitated Focus Group Dialogue Session (Steve Grabow)
10. Discuss scheduling topics for future agendas
11. Tentative Future Meeting and Agenda Items (May 21, 2015 Room 202)
12. Adjourn

The Committee may discuss and/or take action on any items specifically listed on the agenda

Individuals requiring special accommodations for attendance at the meeting should contact the County Administrator 24 hours prior to the meeting at 920-674-7101 so appropriate arrangements can be made.

**JEFFERSON COUNTY BOARD
COMMITTEE MINUTES**

April 22, 2015

Task Force on County Operations & Organization

1. **Call to Order**
Meeting was called to order by Hanneman at 8:30 a.m.
2. **Roll Call**
Task Force Members
Members present: Jennifer Hanneman, George Jaeckel, Ron Krueger, Russell Kutz, Joe Nehmer, Timothy Smith, Kathi Cauley and Steve Nass.
Excused: Susan Happ

Others Present: Tammie Jaeger, Administration; Benjamin Wehmeier, County Administrator; Jim Schroeder, County Board Chair; Steve Grabow, Community Development Agent; Brian Lamers, Finance Director; Supervisor Walt Christensen; Barb Frank, County Clerk and J. Blair Ward, Corporation Counsel.
3. **Certification of compliance with Open Meeting Law Requirements**
Wehmeier certified compliance with the open meeting law.
4. **Review of Agenda**
No changes
5. **Public Comment**
None
6. **Communications**
 - County Government Organization and Operations: Diagnostic Session with Task force Core Group and Follow-up Process Adjustments – Proceedings Report
 - Focus Group Questions & Exercises
 - Suggested Facilitated Meeting Guidelines
7. **Approval of April 9, 2015 Task Force meeting minutes**
Motion by Jaeckel; Second by Kutz to approve the April 9, 2015 Task Force meeting minutes as printed. (Ayes-All) Motion carried.
8. **Facilitated Focus Group Dialogue Session**
Grabow provided information for the Task Force to review. The Proceedings Report that resulted from a meeting with the core group was reviewed and workshop guidelines were discussed. Grabow led the group through some prompting questions. The categories included Strengths, Assets and Accomplishments; Weaknesses, Challenges and Concerns; Opportunities and Hopes and Operating Principles. The Task Force provided their comments on these subjects. The group discussed core values including Service (Respect, Transparency, Honesty and Responsibility), Stewardship (Trust and Stewardship, Accountability) and Skills (Competence, Professionalism & Efficiency and Innovation). No action taken.
9. **Discuss scheduling topics for future agendas**
Hanneman would like to review previous ideas of the Task Force with Steve Grabow at a future meeting. No action taken.
10. **Tentative Future Meeting Dates & Agenda Items (May 6, 2015 at 10:00 a.m. – Courthouse, Room 202; May 22, 8:30 a.m. Courthouse)**
 - Approval of April 22, 2015 Task Force meeting minutes (May 6th)

Future Agenda Items:

- Discussion and possible action on alternate staffing model to reduce overtime costs in the Sheriff's Office
- Discussion on Jail Assessment Fund
- Discussion and possible action on the county-owned farm
- Review future capital projects
- Report from the Finance Department on future projections – State Levy Caps
- Discussion on shared services:
 - a. Discussion with Mayors & Village Presidents regarding shared services
 - b. Department Head reports including current and potential possibilities for shared services
 - c. Discuss possible shared services with agencies outside of Jefferson County
- Discuss reports from Department Heads regarding their ideas on how things can be done better
- Presentation from other counties on their CQI process
- Information on the barriers and opportunities that may exist with combining services such as Fire and EMS – Krueger
- Possible topics presented by the Wisconsin Counties Association (WCA)
- Discussion and possible action on doing a time study
- Discussion and possible action on agenda format
- Review previous ideas of the Task Force with Steve Grabow at a future meeting.

11. Adjourn

Motion made Nass; Second by Nehmer to adjourn at 11:33 a.m. (Ayes-All) Motion Carried.

**Jefferson County Task Force
on
County Government Organization and Operations:
Focus Group Questions and Exercises**

PROCEEDINGS REPORT

April 22, 2015

Task Force Members:

Kathy Cauli
Jennifer Hanneman
George Jaeckel
Ron Krueger
Russell Kutz
Steve Nass
Joe Nehmer
Jim Schroeder
Tim Smith
Ben Wehmeier

Other Participants:

Walt Christensen
Barb Frank
Brian Lamers
Blaire Ward
Carlton Zentner

Proceedings Report Prepared By:
Steve Grabow, Professor and Community Development Educator
UW-Extension, Jefferson County Office
April 30, 2015 draft

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Section 1: Strengths, Assets and Accomplishments

The Task Force responded to these questions related to strengths, assets and accomplishments.

1. *What do you see as strengths in the operations and/or organizational structure of Jefferson County government? And or*
2. *What are you as positive things associated with Jefferson County government over the past few years? And/or*
3. *What are you pleased with or proud of when you look at accomplishments by Jefferson County Government over the past five years or so?*

Subsequently, the facilitator organized the input into themes, categories and affinity groups. The extent of agreement was not tested.

Strengths, Assets and Accomplishments:

- A. Leadership
 - a. Most notable: hiring this County Administrator; good search process/committee did good work; highly competent; high character.
 - b. Likes the way County Administrator implements change including empowering.
 - c. Good team of Department Heads.
 - d. Recognized staff – leaders in many areas because of staff.
 - e. County Board has put leaders in place to move forward (avoid problems; look for solutions).
- B. Financial Condition/Budget
 - a. Comparatively, a very sound financial condition (less debt, trimmed fat, better to weather than some).
 - b. Maintained adequate reserves.
 - c. Excellent budget process last year.
 - d. Impressed that audit recommendations – many done right away.
- C. Communication/Relationships
 - a. Open communication with State agencies (WI DNR/DOT) – no burned bridges.
 - b. Relationships with municipalities is one of respect; often as a “team effort”.
 - c. Relationships positive and non-controversial between workforce and managers (not adversarial; ex. don’t need transcripts).
 - d. Communities have worked well with County.
- D. Governance/Structure
 - a. Good committee meetings (educated County Board members – especially in comparison to other counties).
 - b. Made a real effort toward open government and transparency (now expected).
 - c. Organization has been “patient”; resulted in buy-in (sometimes need “reconciliation”); enables more input.

- E. Planning/Change
 - a. Forward thinking approach; 2020/2025
 - b. Have had a consensus on planning – not fights among local government.

- F. Functions
 - a. Glacial Heritage Area – exercised patience to keep partners at the table.
 - b. County economic development efforts – came back and trying to build better communities and better county (work to make County a destination).

- G. Innovation/Education
 - a. Been generally willing to be innovative and try new ideas.

- H. Location/Demographics/Economics
 - a. Geographic location – Madison/Milwaukee; many opportunities (and challenges).

Section 2: Weaknesses, Challenges and Concerns

The Task Force responded to these questions related to weaknesses, challenges and concerns:

1. *What do you see as weaknesses, challenges or concerns in the operations and/or organizational structure of Jefferson County government? And/or*
2. *What are concerns or challenges you see that can affect Jefferson County government and its future?*

Subsequently, the facilitator organized the input into themes, categories and affinity groups. The extent of agreement was not tested.

Weaknesses, Challenges and Concerns:

- A. Staff/Work Environment
 - a. Concern about staffing levels relative to the amount of work.
 - b. How do we recruit (who wants these government jobs)?
 - c. Losing more people (aging workforce); succession needs.
 - d. There is an “unevenness” in work-flow and work demands.
 - e. Resistance to “cross training” among departments (Sheriffs/Highways) – opportunities.
 - f. Challenge: accommodating non-traditional workers (part-time, retired, at-home) with technology to enable.
 - g. Challenge of being “public servants” and obligations to access by residents (some offices need to be open and accessible).
 - h. Challenge of “difficult jobs”; some could be handled more flexibly.
 - i. Need/challenge of “staff efficiency”.
 - j. People don’t even want to admit they work for government (sad!).
- B. State/County Role
 - a. Challenge for the future: State-imposed levy limits! (for County and cities).
 - b. Challenge to flexibility with limits; concern about constraints by State government.
 - c. Biggest challenge: Help Legislators understand what mandates are doing to County government.
 - d. Challenge of regularly apprising State legislators of “real world challenges” in local governing.
 - e. Challenge: who lobbies for Jefferson County?
 - f. Communication needs; involve many through media; dialogue with citizens, State, officials (beyond ICC/LWM/WCA) help understand local condition (real world).
 - g. State Legislators: challenge to get them to listen.
 - h. Difficulty of engaging with State Legislators (are they coached not to engage?).

- C. Governance/Structure
 - a. Still “silos” in government departments.
 - b. Lack of interest to run for County office (who will carry the torch)?
 - c. Concern about “attacks” on local government and workers.
 - d. Who wants to run for office?
 - e. Challenge of more work if there are fewer committees.
- D. Location/Demographics/Economics
 - a. Location challenges – lost staff to jobs that pay more/challenge of retention to keep and attract.
 - b. Challenge of illustrating who we are (between Madison/Milwaukee)
 - c. Challenge accommodating an aging population and veterans services (those employees in the service).
 - d. Challenge of real estate value (low housing value).
 - e. Difficult to attract new business (with economic challenges).
- E. Functions
 - a. Sad about building a new nursing home and then selling it.
 - b. Lack of a comprehensive transportation plan.
 - c. How to get people around County (no public transportation).
- F. Planning/Change
 - a. Challenge: “Relativeness” of change (comfortable, which is easier than change) people worried about change; status quo is easier.
 - b. Concern about “ramifications of change”.
 - c. Areas resistant to change; timing of change is a challenge, don’t address areas needing change.
- G. Communication/Relationships
 - a. Need for community outreach (in today’s age of social media/high technology).
 - b. Challenge of meaningful contact/input with those only following social media.
 - c. Challenges of “record retention” with open records law (new world of social media).
- H. Financial Condition/Budget
 - a. Challenge: ability to fund capital project without extensive debt (need to keep buildings up-to-date/safe).
 - b. All funded by taxpayers.
- I. Trust
 - a. Decline in the faith and trust in government.
- J. Innovation/Education
 - a. Challenge – educating youth about County Government (least understood form of government).

Section 3: Opportunities and Hopes

The Task Force responded to these questions related to opportunities and hopes for the future:

1. *What do you see as either opportunities or hopes associated with the operations and/or organizational structure of Jefferson County government? And/or*
2. *What are opportunities or hopes you have for the future of Jefferson County government or setting of Jefferson County and its communities?*

Subsequently, the facilitator organized the input into themes, categories and affinity groups. The extent of the agreement was not tested.

Opportunities and Hopes:

- A. Staff/Work Environment
 - a. Hope that workforce is “proud” of County government and their job/role regardless – hope for this mentality.
 - b. Hope to advance the “dignity of County work”.
 - c. Hope for more engagement at all levels of government (workforce to supervisors)
 - d. Hope to create opportunities to engage our employees/educate our employees
 - i. Orientation on County Board; county functions
 - ii. What is business of County government?
 - iii. Overview of “citizenship”
 - e. Start with our own workforce.
 - f. Hope for continuous quality improvement mechanisms (can lead to culture change in our workforce).
 - g. Hope for enhanced “performance measure” approaches.
 - h. Hope to empower employees through quality improvement processes (culture change – can involve awards, recognition).
 - i. Hope for a “circle of excellence” among the workforce.
 - j. Hope to put money into an “employee recognition” program (can do better than a certificate); other: “Wall of Fame”
 - k. Learn from good research/examples on “Employee Recognition”
 - l. Hope to capture the “special culture” characteristics that package the characteristics of working for Jefferson County (use this to attract workers):
 - i. Growth intellectually
 - ii. Autonomy culture/worker independence
 - iii. Input into “positive work environment”
 - iv. Testimonies from current workers on value of working for Jefferson County.
 - v. Not “top-down”
 - vi. Flexibility in jobs (parents’ flexibility)
 - vii. Accommodate worker personal needs.
 - viii. Flex in lunch (balance of work-life)
 - ix. “Integrity” of our County Culture
 - x. Recognize new “employment culture” of new generation.

- xi. Accept those “shorter-term”/”high-impact” employees.
- xii. Accept benefits of turnover/diversity/new thoughts
- xiii. Accommodate needs of younger generation.
- m. Lots of position needs throughout the County.

B. Communication/Relationships

- a. Hope for enhanced engagement with private sector.
- b. Hope to be a “good face and voice” for Jefferson County in the community (Farmers Markets, restaurants, etc.).
- c. Hope for more County-sponsored events (could be informal) to see County employees out in the community (i.e. Fort HealthCare is outreaching more to be seen by the public).
- d. “Presence is Power”
- e. “Dunk Tanks” □ Use Fun/Humor!
- f. Hope to recognize special partners, businesses who have helped Jefferson County (i.e. those that speak on behalf of Jefferson County).
- g. Hope for “Friend/Recognition Event” for our partners (large businesses of the year, those who have supported us; other ways).
- h. Hope to “counteract” negative/antagonistic labeling of Government, government workers, government leaders.
- i. Hope to point out good things of government.
- j. Hope to work together even though they have totally different perspectives/core values; disagreement is good.

C. Planning/Change

- a. Hope to find a way to develop Jefferson County economy in a way that is consistent with our land use plan/vision.
- b. Hope for compatible growth – priority to preserve farming and open space.
- c. Hope to consider “succession” needs; staff and senior elected officials.
- d. Hope to build change from “bottom-up”.
- e. Hope to have a “Planner” in County Administrator office (need a planning function; assistance to County: Transportation planning/Parks planning).
- f. Hope for sharing of a Planning function between County & municipalities.
- g. Consider “Planner on Retainer”, using consultant like municipalities.
- h. Planner/Grant writer can be a dynamic function (shared between counties or cities).
- i. Could adapt “Analyst” position already existing into a “planner”.

D. Governance/Structure

- a. Hope for a “Council of Government”.
- b. Hope for a “Friends of Human Services” group (more general- not literal).
- c. Hope for interest in running for office; opportunity for new people to run.
- d. Hope to look at our Board size (30 is too big; could help get more interest in elections).
- e. Hope to look at our “Hodge-podge” of County committees.
- f. Hope for more efficiency in committees.
- g. Hope for new ways to add flexibility to enable more interested in elected office.
- h. Hope for “diversity” in County.

E. Innovation/Education

- a. Hope to build on our nearby higher educational system (Universities).
- b. Hope to partner more with nearby Universities to keep talent in Jefferson County.
- c. Hope to attract “top talent” from nearby cities/metro.
- d. Hope to use UW-Whitewater for talent.
- e. Hope for enhanced “Internship Program”
- f. Work with high school juniors and seniors to co-op with County government (summer, part-time)
- g. Determine “specialty” of educational institutions on good fit for County government internships.
- h. Hope to provide opportunities/commitment to role of mentoring and training of new employees (and new County Board Supervisors).

F. Financial Condition/Budget

- a. Hope to continue Parks approach ((and Sheriff/others) to bring in private donations).
- b. Hope to consider a “non-profit partner” to receive County-related donations.
- c. Hope for better connections to community “interests”; match donations to where community interests are (this can guide).

G. Functions

- a. Hope for the Glacial Heritage Area plans to come to fruition over the next 30 years.

H. Location/Demographics/Economic

- a. Hope to build on our location between Madison and Milwaukee.

Section 4: Core Values, Operating Principles and Guidelines

The Task Force reviewed and affirmed the core values identified in the Jefferson County Government Strategic Plan. The participants then offered additional principles and guidelines for the work of the Task Force.

1. *What do you value most in the work of the Task Force? And/or*
2. *What are ways that the Task Force should work together and with others to help achieve its purpose? And/or*
3. *What are some operating guidelines or principles to help guide the work of the Task Force?*

Key words were added by the facilitator to help organize the ideas. The level of agreement was not tested.

Core Values, Operating Principles and Guidelines:

- A. Articulated Core Values in Jefferson County Government Strategic Plan:
 - a. Respect
 - b. Transparency
 - c. Honesty
 - d. Responsibility
 - e. Trust/Stewardship
 - f. Accountability
 - g. Competence
 - h. Professionalism and Efficiency
 - i. Innovative
- B. Additional Principles, Guidelines and Values for the Task Force
 - a. Engagement
 - i. Processes include opportunities for engagement
 - ii. Test “Task Force” findings/recommendations
 - iii. Transparent/inclusive
 - iv. Clear communication to our workforce; message points.
 - v. Clear communication to our residents and businesses; message points.
 - b. Representing Interests
 - i. Aware that we are dealing with people’s lives and livelihood.
 - ii. Acting on behalf of taxpayers (some recommendations may be difficult/tough – but the right thing to do).
 - iii. Recognize the “ability to pay” by taxpayers.
 - iv. Representative of the “citizens” and not just taxpayers.
 - v. Representative of future generations.
 - c. Justification
 - i. Provide “rationale/justification” for ideas
 - ii. Clarification and communication “on the need”.
 - iii. Be aware of “unexamined assumptions”.

- d. Implementation
 - i. Importance of strong implementation plan/mechanism.
 - ii. Assignments/protocol for implementing bodies (i.e. who?; by when?; readiness/capability/commitment)

- e. Uniqueness
 - i. All departments are unique.
 - ii. Distinction of government and business.

- f. Best Practice
 - i. Value best practice and best management practices.

Section 5: Preliminary Issues and Potential Direction

The facilitator reviewed the ideas generated, and 12 theme areas were identified. Some general observations by the facilitator are included in this section, based on the frequency of ideas identified and tallied. This is a very cursory form of review to get the Task Force thinking about future direction and potential strategy areas to emphasize.

Strengths, Assets and Accomplishments

Notable areas of strengths, based on frequency:

- Financial condition/Budget
- Leadership
- Communication/Relationship
- Governance/Structure

Weaknesses, Challenges and Concerns

Notable areas of weaknesses, challenges and concerns, based on frequency:

- Staff/Work Environment
- State/County Role

Opportunities and Hopes

Notable areas of opportunities and hopes for the future, based on frequency:

- Staff/Work Environment
- Communication/Relationships
- Governance/Structure
- Innovation/Education
- Planning/Change

Appendix

Jefferson County Task Force on Organization and Operations
Task Force Workshop Session: Focus Group Questions and Exercises
April 22, 2015
8:30-11:30 am
UW Extension, Room 12

Agenda

- ❖ Review “Proceedings Report” from diagnostic session on April 9th with core group.
- ❖ Review and agree to workshop guidelines.
- ❖ Participate in a facilitated session that addresses several questions in a “focus group exercise” format.

Focus Group Prompting Questions

Strengths, Assets and Accomplishments

1. What do you see as strengths in the operations and/or organizational structure of Jefferson County government? and/or
2. What are you as positive things associated with Jefferson County government over the past few years? and/or
3. What are you pleased with or proud of when you look at accomplishments by Jefferson County Government over the past five years or so?

Weaknesses, Challenges and Concerns

1. What do you see as weaknesses, challenges or concerns in the operations and/or organizational structure of Jefferson County government? and/or
2. What are concerns or challenges you see that can affect Jefferson County government and its future?

Opportunities and Hopes

1. What do you see as either opportunities or hopes associated with the operations and/or organizational structure of Jefferson County government? and/or
2. What are opportunities or hopes you have for the future of Jefferson County government or the setting of Jefferson County and its communities?

Operating Principles

1. What do you value most in the work of the Task Force? and/or
2. What are ways that the Task Force should work together and with others to help achieve its purpose? and/or
3. What are some operating guidelines or principles to help guide the work of the Task Force?

Wrap Up Questions

1. What other comments might you have related to the operations or organization of Jefferson County government? and/or
2. What else would you like share as part of input to this Task Force process?

Prepared by: Steve Grabow, Professor and Community Development Educator, UW Extension, Jefferson County Office, 4/21/15.

Suggested Facilitated-Meeting Guidelines (To help assure a productive workshop)

- Be open to new ideas by respecting others' opinions
- No right or wrong answers/responses (so avoid being judgmental).
- Be concise so everyone can participate.
- Only one person talks at a time.
- Actively participate.
- Pass if you choose not to speak
- All of same status during our workshop time
- Try to enjoy this.

Facilitator: Steve Grabow, Professor and Community Development Educator, UW Extension, Jefferson County Office.

Task Force on Organization and Operations Workshop, April 22, 2015