

AGENDA

Task Force on County Operations & Organization

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

May 21, 2015 – 8:30 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 May 6, 2015 Task Force meeting minutes
8. Discussion and possible action on previous Proceeding Reports
9. Follow up on discussion of concepts with Department Heads
10. Discussion and possible action on audit findings & recommendations
11. Discussion and possible action on areas of emphasis
 - a. Workgroups
 - i. How will they be structured?
 - ii. How many will there be?
12. Discuss scheduling topics for future agendas
13. Tentative Future Meeting and Agenda Items (June 2, 2015 at 11:00 a.m. Courthouse, Room 202)
14. 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**

May 6, 2015

Task Force on County Operations & Organization

1. Call to Order

Meeting was called to order by Hanneman at 10:00 a.m.

2. Roll Call

Task Force Members

Members present: Jennifer Hanneman, George Jaeckel, Ron Krueger, Russell Kutz, Joe Nehmer, Timothy Smith, Kathi Cauley, Susan Happ and Steve Nass.

Others Present: Tammie Jaeger, Administration; Benjamin Wehmeier, County Administrator; Stacie Jensen, Child Support Director; Jim Schroeder, County Board Chair; Steve Grabow, Community Development Agent; Brian Lamers, Finance Director; Carla Robinson – Clerk of Courts; Genevieve Borich, Economic Development Consortium; Donna Haugom, Emergency Management Director and Barb Frank, County Clerk.

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

- Task Force Focus Group Workshop Session 2 Meeting Agenda
- Proceedings Report from the April 27th, 2015 Focus Group with Department Heads

7. Approval of April 22, 2015 Task Force meeting minutes

Motion by Jaeckel; Second by Krueger to approve the April 22, 2015 Task Force meeting minutes as printed. (Ayes-All) Motion carried.

8. Discussion and possible action on extending the length of time the Task Force will meet

The group discussed the need for extending the length of time the Task Force has to accomplish their task. Grabow discussed the different phases of the project. It was suggested to extend the time frame to August 31, 2015 for completion of Phase I. Schroeder will put together a resolution for County Board consideration. The Task Force will submit a report to the County Board in September.

Motion by Cauley; Second by Jaeckel to forward a Resolution to the County Board extending the timeframe for the Task Force on County Operations & Organization to meet through August 31, 2015 for completion of Phase I. A report will be presented to the County Board in September. (Ayes-All) Motion carried.

9. Facilitated Focus Group Dialogue Session

Grabow reviewed the Proceedings Reports from the April 22, 2015 Task Force Focus Group and also the April 27, 2015 meeting with Department Heads for the Task Force to review. He reviewed both Proceedings Reports. The Task Force wants to reiterate that the meetings are open to the public and the Department Heads are encouraged to come and share their comments and ideas. The intent of the Task Force is not to tell Department Heads what to do but to try and work together to come up with solutions to the issues that the county is facing. The Task Force and Department heads shared ideas and concerns. Grabow discussed follow up items related to Financial Condition, Staff/ Work Environment and Structure/ Governance. Grabow asked the group to consider a) what areas do you want to emphasize? b) Who might be involved in detailing some of the ideas? Cauley indicated that the Task Force has consensus on three areas: 1) CQI 2) County Board size and committees 3) Ways to increase revenue and

decrease expenses. The Task Force would like a simple graphic depicting the county's financial issues to be sent to County Employees including additional information on Capital Projects. These concepts will be discussed at the next Department Head meeting. No action taken.

10. Discuss scheduling topics for future agendas

No action taken.

11. Tentative Future Meeting Dates & Agenda Items (May 21, 8:30 a.m. Courthouse; June 2, 2015, 11:00 a.m. Courthouse)

- Approval of May 6, 2015 Task Force meeting minutes
- Discussion and possible action on previous Proceeding Reports
- Follow up on discussion of concepts with Department Heads
- Discussion and possible action on audit findings & recommendations
- Discussion and possible action on areas of emphasis:
 - a. Workgroups
 - How are they structured?
 - How many?

12. Adjourn

Motion made by Nass; Second by Schroeder to adjourn at 12:08 p.m. (Ayes-All) Motion Carried.

DRAFT

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

**PROCEEDINGS REPORT
May 6, 2015**

Task Force Members:

Kathi Cauley
Jennifer Hanneman
Susan Happ
George Jaeckel
Ron Krueger
Russell Kutz
Steve Nass
Joe Nehmer
Jim Schroeder
Tim Smith
Ben Wehmeier

Other Participants:

Tammie Jaeger
Stacie Jensen
Brian Lamers
Carla Robinson
Genevieve Borich
Donna Haugom
Barb Frank

Proceedings Report Prepared By:
Steve Grabow, Professor and Community Development Educator
UW-Extension, Jefferson County Office
May 15, 2015 draft

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Section 1: Dialogue Around Areas to Place Emphasis

The Task Force reviewed in detail, the “Proceedings Report” from their April 22nd workshop. The facilitator also presented a first draft of the “Proceedings Report” from the April 27th Department Head Focus Group Workshop. There were questions raised, considerable discussion, and other efforts to better understand the content and meaning in these reports. Many Department Heads were in attendance and were involved. Most of this discussion was moderated by the Task Force Chair. The facilitator did outline some ideas that pertained to areas of emphasis, which were then reviewed by the Task Force. This outline is presented below. The Task Force subsequently requested a side-by-side comparison (worksheets) of the findings of both the Department Head and Task Force. This will be used to further inform a needed and more in-depth follow-up dialogue and issue-framing discussion around areas to emphasize.

(Note: The side-by-side worksheets have been developed in a separate packet.)

A. Financial Condition/Budget

Potential Strategies and Initiatives:

- a. Technical Processes
- b. Scenarios by Department Heads
- c. Revenue/Expenses Graphic
- d. Audit Findings/Conclusions

B. Staff Consideration/Work Environment

Potential Strategies and Initiatives:

- a. Continuous Quality Improvement (various staff processes)

C. Structure/Governance

Potential Strategies and Initiatives:

- a. Committees/Board Size

D. Communication/Relationships

Potential Strategies and Initiatives:

- a. Continue efforts: Important
- b. Strategies for more frequent interaction/contacts

E. Planning/Change

Potential Strategies and Initiatives:

- a. Mentioned as important.

F. Other?

Financial Condition/Budget

The facilitator led a discussion around possible ways to initiate follow-up issue framing, desired outcomes and actions around this one area of emphasis: Financial Condition/Budget. Initial ideas were captured. Some of the options on how to develop scenarios will likely have applicability for other “issue/topic” areas to be emphasized in this process. The workshop concluded with the intent to consider other “issue areas of emphasis” at the next Task Force meeting.

Further Discussion on Follow-Up and Scenario Development

- A. Graphic Overview of Condition/Pictograph
- B. Share with Task Force/Department Heads
- C. Visuals and Scenarios
- D. Recognize that “Task Force” is a starting point for a long-term effort.
- E. How to develop scenarios?
 - a. Combination Task Force/Departments
 - b. Parallel Efforts
 - i. Departments
 - ii. Task Force
 - c. Work Group: Both Department Heads & Supervisors
- F. Avoid Adversarial Relationship in follow-up activities.

Section 2: Next Task Force Meeting and Agenda Considerations

The Task Force identified several follow-up activities and initial thoughts for the next Task Force meeting.

- A. Review of “Proceedings Reports” and Side-by-Side Worksheets
(Analytical/Discussion Tool Worksheets). Note: The side-by-side worksheets are included in a separate packet.
- B. County Administrator will discuss concepts with Department Heads
- C. Audit Findings/Recommendations
- D. Areas of Emphasis: Structures and Methods for Developing Scenarios and Detailed Strategy Ideas around Each Area of Emphasis.
 - a. Workgroups?
 - b. How structured?
 - c. How many?

Appendix

Jefferson County Task Force on Organization and Operations
Task Force Focus Group Workshop Session 2
May 6, 2015
10:00-12:30pm
Courthouse, Room 202

Agenda

- Review “Proceedings Report” from Focus Group Workshop Session 1 on April 22nd
- Briefing on the Department Head Focus Group Workshop on April 27th
- Dialogue around potential areas to place emphasis (preliminary issue areas and functions to focus): See Section 5 from Proceedings Report.
- For areas of emphasis:
 - What might be some promising initiatives that could help County government functions in the future?, or
 - What do you see as actions for enhancing the effectiveness or efficiency of County government?, or
 - What are examples of actions/strategies that could be taken to significantly address the challenges or opportunities within an area of emphasis?
- Discuss potential follow-up process steps with the facilitator (including, should the “Core Group” be reconvened to work with the facilitator on process and timetable adjustments?)
- Adjourn workshop session

**Jefferson County Task Force
On
County Government Organization and Operations:
Side-by-Side Worksheet Comparisons
(Task Force and Department Heads)**

Analytical/Discussion Tool Worksheet Packet

Compiled by: Kim Buchholz
UW-Extension, Administrative Specialist
Draft - May 15, 2015

WORKSHEET A

Department Head: Strengths, Assets and Accomplishments

Staff Considerations/Work Environment

- a. Staff in general functions at a high level; not sure everyone on County Board appreciates how lucky they are.
- b. We have high level of experience in our Departments (have seen lots of changes and have helped us over the years).
- c. We do pretty well with work-life balance which can offset demands for higher salary.
- d. We have good department heads that get along very well.
- e. Proficient and efficient Administration staff; specifically with the hiring of new employees.

Leadership

- a. We have new county administrator who thinks outside the box.
- b. We have county administrator with strong leadership skills.
- c. There is a high level of transparency and open dialogue with leadership; especially helped by monthly department head meetings.
- d. Has been a real shift since 2010; leadership has moved very far ahead in building a culture where people feel respected and honored.

Governance

- a. Committees and Board works well with Departments and Staff.
- b. Have a much friendlier and productive County Board and members now (a supportive County Board).
- c. County Board is doing less micro-managing; we have more ability to run our departments and not worry about the Board; some have “our back” more now.

Financial Condition/Budget

- a. We have budget pressures but there have been strong strides in putting processes in place to give us more accountability (ex. MIS templates, Brian has many new tools to keep track of things); this keeps our Committees more informed.
- b. We have budget pressures but there have been strong strides in putting processes in place to give us more accountability (ex. MIS templates, Brian has many new tools to keep track of things); this keeps our Committees more informed.
- c. We as an employer bring many benefits which people look to (health benefits, etc.).

Location/Demographics/Economics

- a. The County has economic growth potential and Genevieve and Ben have been making strides in working with partners/companies.

Planning/Change/Decision Making

- a. Our strategic planning for emergency operations helped get us better organized and thinking about emergencies (even if painful).
- b. Several parts of the Strategic Plan are being worked on.

Communication/Relationships

- a. Impressed with the amount of collaboration among departments.

Functions

- a. The Parks Department is a strength and has gotten donations, volunteers (we can learn from Parks and strong role with the media and in the papers; something to be proud of).

Innovation

- a. Trying new initiatives like Task Force and LEAN and other.

Trust/Reputation

- a. County as a whole is very trustworthy and open-minded which makes for excellent business and working relationships.

Task Force: Strengths, Assets and Accomplishments

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).

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.

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.

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.

Planning/Change

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

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).

Innovation/Education

- a. Been generally willing to be innovative and try new ideas.

Location/Demographics/Economics

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

Department Head: Weaknesses, Challenges and Concerns

Communication/Relationships

- a. County Board did not show up for the Department “meet and greet”; only one County Board member showed up; i.e. essentially no Board members showed up!!!(this was part of the Orientation process in April 2014) VERY FRUSTRATING!!!
- b. Committee members have not physically been to our Sheriff’s Department; this is disappointing.
- c. Our annual reports: do the County Board members want to listen?
- d. Need better communication (in general).
- e. People don’t hear the positives about county government; (i.e. why would smaller committees be a good thing?).
- f. Transparency is better, but there is still disconnects.
- g. We need better explanations when there are policy changes (ex. Health changes).
- h. We need better follow through (County Administrator and all).
- i. County Board is most concerned with constituents’ response, but do not come and see individual departments.
- j. County Department Heads do not regularly go to County Board meetings.

Planning/Change/Decision-Making

- a. Let’s use our studies that we have spent thousands of dollars on.
- b. Not sure of positives that came out of 2010 strategic plan (Exception Parks Department).
- c. Not sure if the Administration and Rules Committee is following through with recommendations.
- d. Many plans have been done (Planning and Zoning); and should be sought out when making decisions.
- e. County Board members used to be more interested in County Plans.
- f. County Board members should be informed on matters that relate to County Plans.
- g. We need more alignment with our Strategic Plan.
- h. Still have some areas very resistant to change.
- i. Needs for succession planning with all the pending retirements (we are not planning for this).

Financial Condition/Budget

- a. Not a good understanding on revenue opportunities in county (and how this impacts economic development, population and culture and land use).
- b. Now getting into a period with much less money and more programs to run.

State/County/Community and Other Governments Role

- a. Challenge of keeping up with the constant changes in laws coming from Madison; need County to fight certain agencies and Governor.
- b. We have unfunded mandates.

Trust/Reputation

- a. Still have the climate of not being as helpful as we could to other departments (Concern about not looking busy and then penalized).
- b. Fears and threats around “not being needed”.

Education/Understanding

- a. Challenge of understanding and measuring impacts of decisions.

Governance/Structure

- a. County Board is fiscally conservative to a fault (Penny wise and pound foolish).

Leadership

- a. Community leadership has different perspectives than County around growth.

Location/Demographics/Economics

- a. Concern about closing of McCain Foods.

Staff Considerations/Work Environment

- a. Concerns about not having formal cost of living adjustments for those that have “topped out” of pay scale (could lose these people); we are not keeping up.

Staffing Levels/Staff Considerations/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!).

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?).

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.

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).

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).

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.

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).

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.

Trust

- a. Decline in the faith and trust in government.

Innovation/Education

- a. Challenge – educating youth about County Government (least understood form of government).

Department Head: Opportunities and Hopes**Facilities/Infrastructure**

- a. Hope to do a study of facility needs for departments (Sheriff Facilities).
- b. Hope to avoid our buildings “going to hell”.
- c. Hope to remedy people literally working in closets.
- d. Hope to address controversial issue of facilities.
- e. Hope that the maintenance department has capacity to complete projects that have been started.
- f. Acknowledge that our maintenance staff is overworked and understaffed!!!!!!

Communication/Relationships

- a. Hope that our communities work together better and have one direction.
- b. Hope to use media to tell our story.
- c. Hope to offset negative comments about government.
- d. Hope that the County leverages regional and local partnerships more effectively including grants and other funding.
- e. Hope for each Department to show the value of their Departments, and communicate this to our County Board members

Functions

- a. Hope that the County Board understand that they operate beyond just the budget (only County that had a drop in per capital income and an aging population; single parenthood; child poverty and poverty in general).
- b. Hope that County Board reengages with Tourism and marketing effort; we sit between the biggest areas of Wisconsin.
- c. Hope we are recognized as the “Central Park” of Wisconsin; we should say this in partnership with our communities.
- d. Hope that we follow continuity of operations input (and see value of emergency planning).
- e. Hope to have “roadmaps” for continuity of operations.

Trust/Reputation

- a. Hope that we can work on the reputation of government (they don’t like us until they need us).
- b. Hope that County Board means it when they say workforce is a great asset (hope they mean it).
- c. Hope and need to establish an environment of trust if we are going to be moving into process improvement processes.
- d. Hope to continue to build the public’s trust in departments by offering excellent customer service.

Education/Understanding

- a. Public does not know what we do until they need it.
- b. Hope that the public understands that the County is the “boots on the ground” level of government.
- c. Hope to be aware of unexamined assumptions!!!!

Planning/Change/Decision-Making

- a. Hope that the Task Force puts something together and implements suggestions that come out of it.
- b. Hope that our County Board can help coordinate planning (both for County and then share with communities).
- c. Hope for better planning coordination between County and communities.

Governance

- a. County Government will really need to be there for people.
- b. Hope that County Board knows its role better and the different levels of its role.

Location/Demographics/Economics

- a. Hope that profiles on the demographics of Jefferson County is better understood by our County Board.
- b. Hope we package Jefferson County as a destination.

Financial Condition/Budget

- a. Hope that money is better focused (avoid redundant projects).

Staff Considerations/Work Environment

- a. Opportunity to use community service/internships/nearly universities to help with our busy work (i.e. data library, other routine).

State/County/Community and Other Governments Role

- a. Hope that our County communities get together more regularly to share stories, remedies, just getting together.

Staffing Levels/Staff Considerations/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.

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.

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).
- n. Hope for sharing of a Planning function between County & municipalities.
- o. Consider “Planner on Retainer”, using consultant like municipalities.
- p. Planner/Grant writer can be a dynamic function (shared between counties or cities).
- q. Could adapt “Analyst” position already existing into a “planner”.

Department Head: Opportunities and Hopes

(No Continuance)

Task Force: Opportunities and Hopes (Continued)

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.

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).

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).

Functions

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

Location/Demographics/Economic

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

Department Head: Promising Direction

No Focus Group Question on this - To Be Determined

State/County/Community and Other Governments' Role

- a. Use our Wisconsin Counties Association (WCA) to advocate for Jefferson County interests, and use Staci Hoffman, who is on the Board of Directors.
- b. Clarify how we advocate and lobby for Jefferson County interests.
- c. Clarify mechanisms to regularly engage with State legislators.
- d. Need really good advocacy to help State legislators separate budget from policy.
- e. Provide "summits" with County and Communities to help State leaders understand local situation.
- f. Hope to learn from Towns Association and their relationships with State legislators (meet quarterly with State leaders).
- g. Have a quarterly meeting with County and State leaders.
- h. Look into County working with individual communities for certain functions (i.e. purchasing, other).

Planning/Change/Decision-Making

- a. Focus on "Major Alternatives" rather than more modest details (short term savings).
- b. Use our plans in our work.
- c. We need to think beyond "budget" in decision making.
- d. As the Task Force makes decisions, they should focus on good decision making process (do not drift away from good decision making processes; too often political processes are used)
- e. Need to use good process and have good structure if the Task Force is to be successful.
- f. Need to consider major modifications to Task Force process to assure that Department Heads and those most knowledgeable about County operations have a major role in decision making.

Education/Understanding

- a. Provide training for Committee chairs to help them.
- b. Provide leadership development training for the County Board.
- c. Provide leadership development for staff too.
- d. Need to carefully consider any unintended consequences of consolidation of departments.
- e. Need high level of understanding by policy makers if department consolidation is considered.

Staff Considerations/Work Environment

- a. Figure out ways to work together as Departments (sharing positions, etc.).
- b. Provide more cross training of staff.
- c. Partner with others for a volunteer coordinating program (software, other); this is a match making program (United Way /Chambers may be involved in coordinating).
- d. Reach out to all Department Heads if the Task Force is going to consider Department consolidation.
- e. Developing new policies and procedures within departments to enhance the efficiency and effectiveness of the department (increasing revenues/decreasing expenditures).

Financial Condition/Budget

- a. Leverage of regional and local partnerships and grants/other funding.
- b. Leverage the private sector where we can (lots of areas to look at).
- c. Develop a new HR/Finance system and software for efficiencies among departments and to look at impacts, future budget forecasts, etc.

Governance/Structure

- a. Focus on efficiency and effectiveness of Committees rather than number of committees (if realigning committees).
- b. Start to look into ways to combine departments (no one may want to see this) in order to avoid duplicating of efforts.
- c. When or if combining, the forms and function must be carefully considered.

Communication/Relationships

- a. Look at intergovernmental cooperation.
- b. Need strong involvement of Departments if the Task Force is to be successful.
- c. Provide opportunities for the Department Heads to have high-level dialogue (like we had today) without the County Administrator (he is highly respected, but the Department Heads need this uninhibited environment at times---i.e. 3 or 4 times per year).

Functions

- a. County should work with marketing more closely and take over some of the work formerly done by the Tourism Council.

Trust/Reputation

- a. Look into "0 Tolerance" policies and procedures (ethics protocol/squeaky clean government).

Department Head: Preliminary Issues and Potential Direction

Strengths, Assets and Accomplishments

- Notable areas of strengths based on frequency:
- Staff Considerations/Work Environment
 - Leadership

Weaknesses, Challenges and Concerns

- Notable areas of weaknesses, challenges and concerns based on frequency:
- Communication/Relationships
 - Planning/Change/Decision-Making

Opportunities and Hopes

- Notable areas of opportunities and hopes for the future, based on frequency:
- Facilities/Infrastructure
 - Communication/Relationships
 - Functions

Promising Direction

- Notable areas of promising direction (new or refined initiatives; or ideas for enhancing effectiveness or efficiency of the workforce or departments), based on frequency:
- State/County/Community and Other Governments' Role
 - Planning/Change/Decision-Making
 - Education/Understanding
 - Staff Considerations/Work Environment

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:
- Staffing Levels/Staff Considerations/Work Environment
 - State/County Role

Opportunities and Hopes

- Notable areas of opportunities and hopes for the future, based on frequency:
- Staffing Levels/Staff Considerations/Work Environment
 - Communication/Relationships
 - Governance/Structure
 - Innovation/Education
 - Planning/Change

Notes for Follow – Up

For follow-up, the Task Force should develop and frame potential key issues. This additional dialogue will help attain agreement on the areas of emphasis. For each agreed-upon area of emphasis, the Task Force will then be developing alternative scenarios, alternatives and strategy ideas. Refer to the “Proceedings Report” from the May 6th Task Force workshop for additional “follow-up” activities. The Agenda (also in the Proceedings Report) contains prompting questions to help with these activities.