

ICC Meeting Minutes

February 15, 2016

UW-Extension, Jefferson County Office, Jefferson, WI

Call to Order

The meeting was called to order by Russell Kottke, Chairman, at 9:30 a.m.

Certification of Open Meeting Notices

The Secretary confirmed that the requirements of the WI Open Meeting Law were met.

Adoption of the Agenda

Motion by Green Lake County seconded by Dodge County, to approve the agenda.
Motion approved.

Approval of Previous Meeting Minutes

Motion by Columbia County, seconded by Green Lake County to approve the minutes from the December 21, 2015 meeting.

Reports from Visiting Legislative Officials -- none

Update on County Issues

Wisconsin Counties Association, Jon Hochhammer reported on several WCA legislative topics:

- Shoreland Zoning: Counties want the new changes repealed; this is not looking good.
- Recycling Bill: would restore \$3 million.
- Highway Safety: Would prohibit hand held devices in work zones.
- Probation/Parole Holds: Would provide more County funding.
- TAD Funding: Would provide an additional \$2 million for TAD.
- ½ % Sales Tax for Transportation: There are not the votes. This is seen as a tax increase to some legislators. People are concerned about our failing infrastructure. People expect quality services. Green Lake has supported via resolution. It is important to hear from counties. Some in legislature are viewing this as a tax increase and not an investment. All recognize we have a transportation problem.

Presentation: County Board Member Orientation Processes (Program handout provided)

- Steve Grabow, Professor and Community Development Educator, UW-Extension, Jefferson County Office
- Dan Hill, Professor and Local Government Specialist, UW-Extension, Local Government Center

Steve Grabow provided an overview of the Jefferson County Orientation Process

- See Handout (attached)
- The Jefferson County Orientation Manual was distributed and described. (See Outline of Content from Workshop 1 and Workshop 2).
- A Presentation excerpt on "Basics of County Structure and Governance" was given. (PowerPoint attached).
- Steve Grabow provided an overview of the Jefferson County Orientation Process

Dan Hill – Orientation Progress Survey

- Professor Hill provided findings from a survey of counties that have a CNRED Agent.
- Heard from 39 counties.
- 78% - Some orientation program provided.
- 22% - No orientation.
- Leadership of Orientation:
 - County Clerk: 45%
 - Executive/Administrator 41%
 - UWEX 28%
 - Board Chair 10%
 - Corporation Counsel 10%
- Subjects Covered in Other Counties:
 - Open Meetings 66%
 - Records 41%
 - Ethics 52%
 - Tips/Practical 59%
 - Other Topics Covered
 - Roles 48%
 - Budgets 52%
 - Per Diem 45%
 - Rules of Board/Parliamentary Procedure 4%
 - Organization Chart 55%
- Challenge and Big Issue: Micro-management
- Ideas: Recommend job description for County Board Supervisors
 - Dunn County Example (Chapter 2)
 - St. Croix County Example
 - Calumet County
- Professor Hill also described the content of the Local Government Center/Wisconsin Counties Association Orientation in May 2016 (Another way to orient supervisors).

Examples of the Supervisor Orientation Approach in the Other ICC Counties

- Green Lake County:
 - Manual provided
 - Training (after election)
 - Mirrors Jefferson County
 - Clerk organizes
 - Veteran & New Supervisors
- Columbia County
 - Similar to Jefferson County
 - No manual (could look into this)
 - Corporation Counsel; Chair and Clerk lead
 - Tour of County Buildings (\$44 million facility)
 - Expect several new Supervisors
 - Has led to more unanimous votes (keep all apprised)

- Dodge County
 - No manual
 - County Clerk/Administrator/Board Chair/Corporation Counsel
 - Open Meetings; records
 - Address “micro-management”: emphasize this year – coming back

- Sauk County
 - Similar to others
 - Hand-out resource materials
 - Basics/Ethics
 - Aimed at “New” Supervisor
 - Administrative Coordinator takes lead; Corporation Counsel, Clerk, Personnel and County Board Chair involved.
 - Consider broader invite
 - Possibly nine new Supervisors
 - Challenge with a “small-group” of Supervisors
 - Significant new issues

Desired Topics/Processes for Orientation:

The ICC members discussed and shared ideas on possible important topics and processes for orientation.

Supervisor Roles as Leaders

- “Leadership” versus “Micromanagement”: Can’t emphasis enough. (Continue to “Drill” on this.)
- “Overall County” versus District”: must represent all and holistic view for all people in County.
- Idea: Training for Department Heads (new) and role with policy committees.
- Idea: Impress upon new Supervisors that now they are a Supervisor and can’t take that hat off. (Need to understand “role” of a Supervisor).
- Idea: Challenge of Supervisors – not aware of roles. (Sheriff is Sergeant of Arms).

Controversy/Challenges

- Caution: WCA needs to take lead on controversial topics. (Avoid being partisan at local level).
- Highway Issue is major but two strong perspectives.
- Challenge of “City” versus “Rural” issues.

Ethics/Rules

- Idea: How can a Committee operate without violating rules? (Can be handled by County Board rules).
- State Need: To readdress the “open meetings” in the new digital age.

Practical Considerations

- Idea: Periodic topics at each County Board meeting (i.e. 5 minutes as a series).
- Practical Ideas: Infrastructure Committee physically visit each County building.

State and County Considerations

- Programs on State and Local issues (things pushed on us from the State).
- Ways that State has “usurped” local control. (This is a big topic beyond orientation program.)

County Board Functions

- Education on what County Boards all do. (FLAG Group – Columbia County) Run by UWEX Staff.

Mandates and Service Levels

- What are “mandated” versus “unmandated” and relation to “level of Service” for mandated?

Other County Issues

March meeting in Sauk County

Adjournment

Motion by Sauk County, seconded by Columbia County to adjourn at 11:35 a.m. Motion approved.

ICC Participants

Refer to sign-in sheet (attached).

Respectfully submitted by,

Steve Grabow
Community Development Educator
Jefferson County UW-Extension

Basics of County Structure and Governance

A Program For:

- ❖ Jefferson County Board Members: New and Returning
- ❖ Jefferson County Department Heads and Staff
 - ❖ Other Elected Officials & Administrators
 - ❖ Interested Citizens
 - ❖ The Media

UW-Extension Local Government Center

Prepared by:

- Dan Elsass
Former Local Government Specialist
- David Hinds
Professor Emeritus
- Updates by Alan Probst
Former Local Government Specialist

Presented by:

- Steve Grabow
Community Development Educator/Professor
UW-Extension, Jefferson County



Overall Direction of County Board Supervisors

How the Board Sets Policy

- Plans (Desired future condition and steps to get there.)
- Budgets (Important document on provision of services and funding level.)
- Ordinances and Resolutions (Communicate direction of action.)

County Board Functions

- **Involve, represent and be accountable to the public**
- **Set policies**
- **Make the annual budget and levy taxes**
- **Oversee County services and operations**
- **Regulate**
- **Cooperate with other governments**

Service Decisions

- **Will a service be provided?**
- **At what level will the service be provided?**
- **How will the service be provided?**
- **How will the service be paid for?**

Other Leaders and Structure

County Officers (sometimes called Constitutional Officers)

- Clerk
 - Treasurer
 - Sheriff
 - Coroner *
 - Clerk of Circuit Court
 - Register of Deeds
 - Surveyor (in Land Information)
 - District Attorney
- (WSS.978.01)

* Medical Examiner – effective 1/1/15

Other Leaders and Structure

Other County Departments

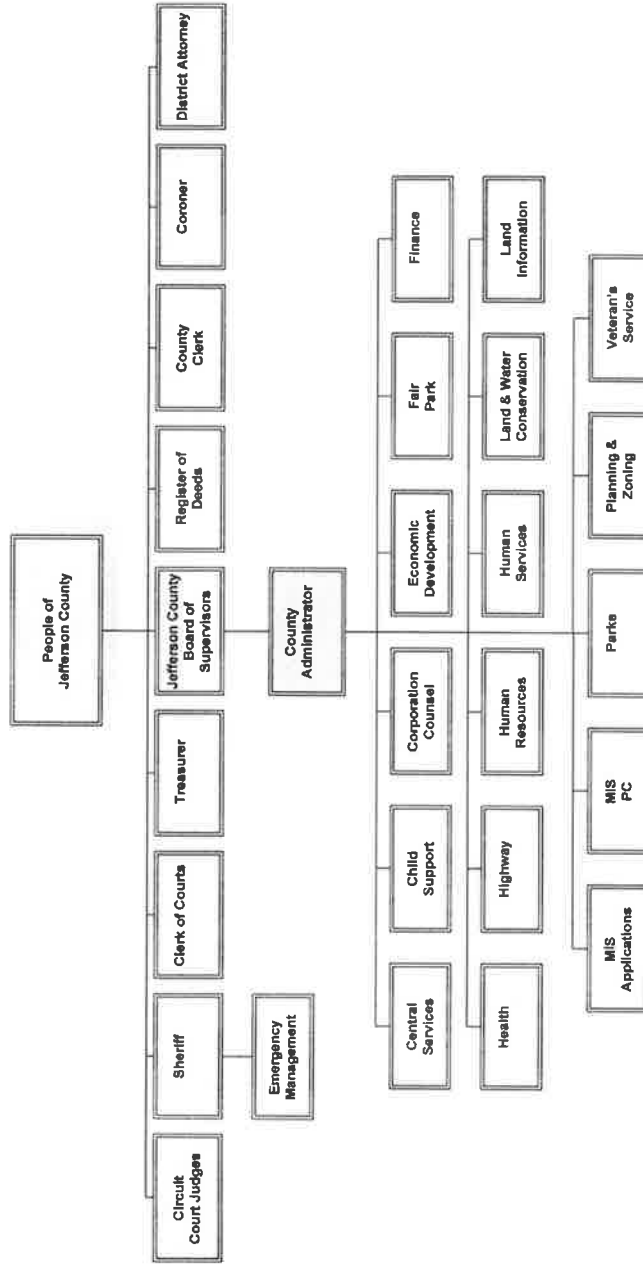
- Human Services
- Health
- Child Support
- Highway
- Planning & Zoning
- Finance
- Human Resources
- Information Services (MIS)
- UW-Extension
- Land Information
- Land and Water Conservation
- Veterans Services
- Corporation Counsel
- Parks
- Fair Park
- Administrator
- Economic Development
- Central Services
- Emergency Management

Other Leaders and Structure

Organizational Chart

Jefferson County Government Organizational Chart

January 2012



Other Leaders and Structure

Essential County Committees

**Executive
(Administration
& Rules)**

**Finance/Audit
(Finance)**

**Personnel
(Human
Resources)**

**Governing
(9 Other
Standing
Committees)**

Roles

County Administrator Role

- Chief administrative officer of the County
- Observe, administer and enforce laws
- Coordinate & direct administrative/management functions
- Appoint & supervise department heads
- Appoint members of boards & commissions
- Submits annual budget

Roles

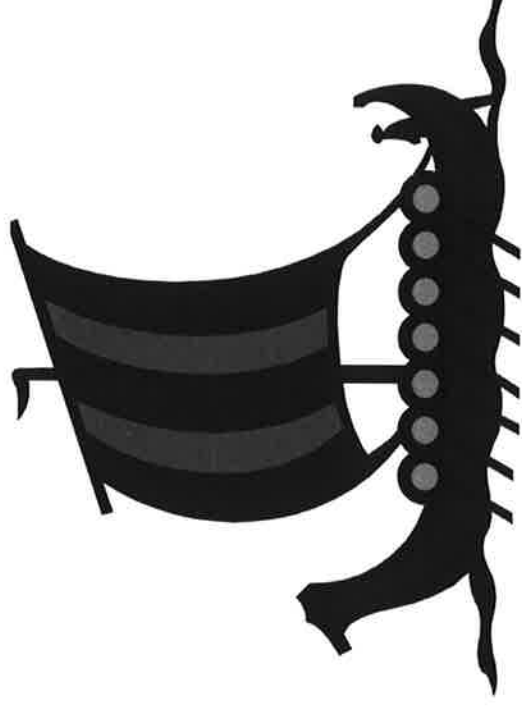
Oversight Roles of the Board and Committees

- Conformance to policy
- Follows budget guidelines
- Strategic Plan: monitoring implementation
- Relationships and building trust
- Performance
- Continuing improvement
- Recognition
- Complaints

Organizational Process Concepts

Differences Between Policy making and Micro-Managing

- Steering vs. Rowing
- Goal setting vs. Means to achieving
- Budget parameters vs. Implementation
- Personnel evaluation vs. Direct intervention



Distinctions Between Leadership and Management

- ❖ **Leadership** – creates the systems that managers manage. Leadership area include:
 - **Creating vision & strategy**
 - **Communicating & setting direction**
 - **Motivating action**
 - **Aligning people**
 - **Creating systems that managers can manage and transforming them when needed to allow for growth, evolution, opportunities and hazard avoidance**

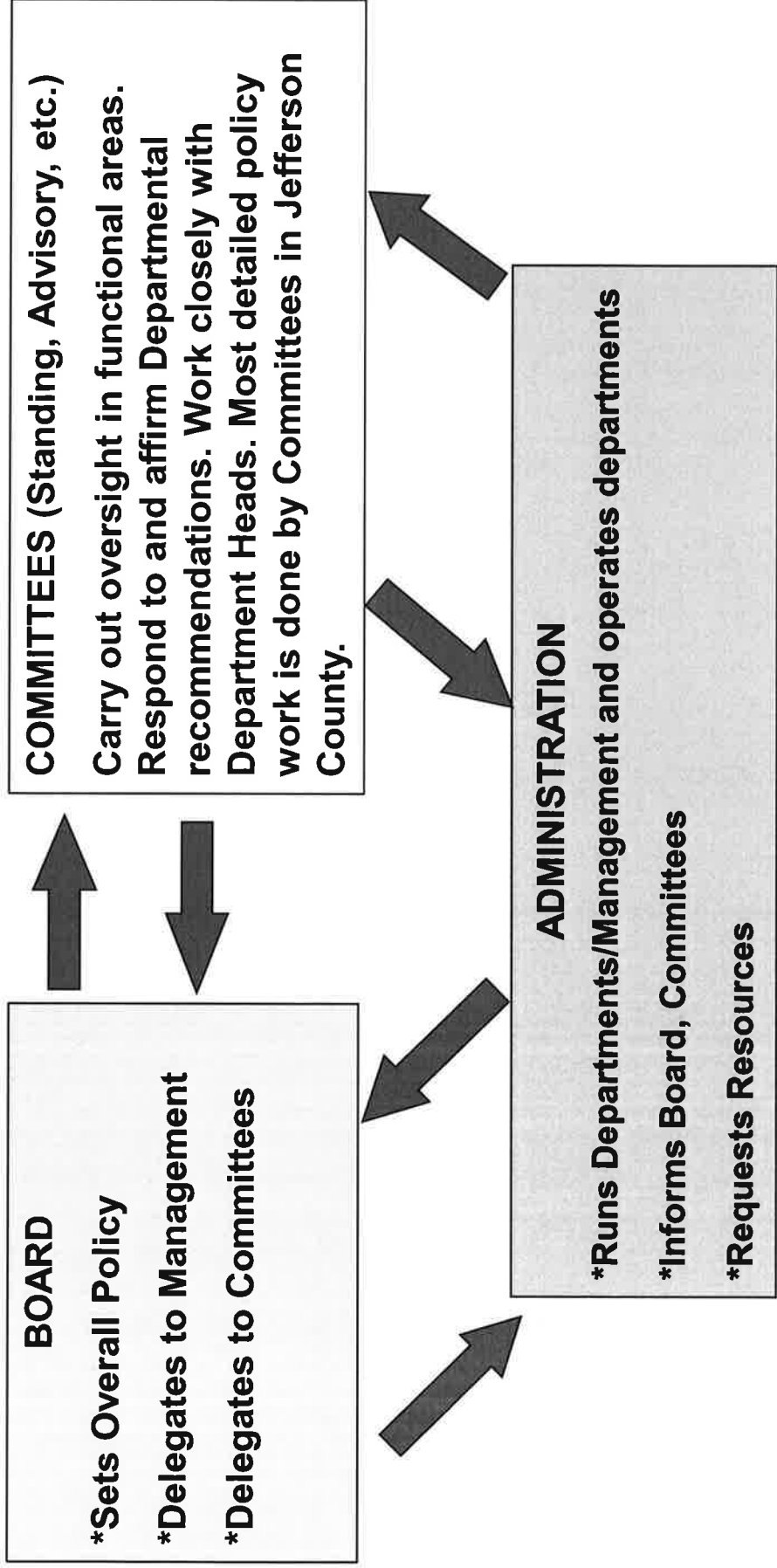
Organizational Process Concepts

Distinctions Between Leadership and Management

- ❖ **Management** – makes systems of people and technology work well day after day, week after week, year after year. Management includes:
 - **Planning & budgeting**
 - **Organizing and staffing**
 - **Controlling & problem solving**
 - **Taking complex systems of people and technology and making them run efficiently and effectively, hour after hour, day after day**
- ❖ **John Kotter's Observations:**
- ❖ **Successful organizations require a higher proportion of leadership than management in order to produce extremely useful and long-term change.**
- ❖ **Many organizations today have emphasized management which has resulted in a culture that discourages employees from learning how to lead.**

Organizational Process Concepts

Information Flow Model



Rights, Responsibilities and Relationships

Basic Rights of Every Board Member

- Right to be included in process
- Right to exchange information
- Right to certainty of procedures
- Access to staff research and information
- Access to outside experts

Rights, Responsibilities and Relationships

Basic Responsibilities of Members

- Should attend all required meetings of Board
- Accountable to larger constituency
- Accurately represent policy to public
- Do homework before making decisions
- Be constructive in problem solving
- Maintain high ethics
- Recruit and educate new members
- Project professionalism in appearance and actions

Rights, Responsibilities and Relationships

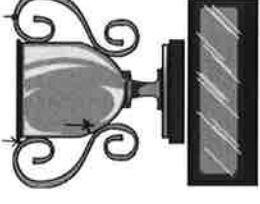
Potential Sources of Board/Staff Conflict

- **Poor communication**
- **Blurred lines of authority**
- **Highly visible personnel disputes**
- **Board/Staff “end-runs”**
- **Financial crisis**

Mathis' "Symptoms of a Troubled Board"

- All Board energy stays focused on one issue
- Minority views are more effective than majority views
- Administrator is only cure or reason for Board problems
- No clear annual Board goals and objectives
- Inner Board bickering and conflict more important than the issues
- Board values and integrity are compromised, but this is not recognized
- Board members "know it all" and constituency is not consulted

Rights, Responsibilities and Relationships



Keeping Relationships Strong

- Regular orientations for new members
- Community/County/Department tours and visits
- Retreats or social events
- Strategic planning process and follow-up
- Governing Body assessments
- Continuing efforts at communication and dialogue
- Employee recognition ceremonies
- Ongoing training opportunities

ICC Meeting
February 15, 2016
Jefferson, WI

Name

Representing

Russell Kapp

Dodge City

DAN HELL

LOCAL GOV. CENTER
UW-EXTENSION

Steve Grayow

UW Extension - Jeff Co.

Marty Kuegel

Sauk County

Morgan McArthur

UWEX Sauk Co.

Andy Ross

Columbia Co.

James Foley

Columbia Co.

VERN GOVE

COLUMBIA Co.

James Braugher

Jefferson

Jim Schweden

Jefferson

JEFF HOFFMAN

DODGE Co. UWEX

DONNA MALY

DODGE CO

Mary Cuperly

Columbia Co.

Jon HOCISKAMMER

W.C.T

Jay Dampier

UWEX - Green Lake

David G. Gantel

Green Lake

JACK MEYERS

" "

County Board Member Orientation Processes Overview

Presenters:

Steve Grabow, Professor and Community Development Educator, UW-Extension, Jefferson County Office

Dan Hill, Professor and Local Government Specialist, UW-Extension, Local Government Center

Areas to Cover:

- Components of Jefferson County's New and Continuing County Board Orientation (Exhibit 1 and Training Manual-One Copy for Each ICC County)
- Sample Presentation: "Basics of County Structure and Governance" (Exhibit 2 for Summary of Main Areas Covered and PowerPoint)
- Description of one-day UW Extension Local Government Center Training
- Findings from statewide survey about other county orientation processes
- Discussion By ICC Counties:
 - What is your County doing now for orientation of new and continuing County Board members? and/or;
 - What do you think are important topics, processes and skills for County Board members do learn about? and/or;
 - What have new County Board members mentioned as areas that they would like to learn more about in their new role?

Exhibit 1

Jefferson County Orientation Workshops

Workshop 1

- 6:00 Assemble
- 6:30 Welcome, County Administrator
- 6:35 Introductions
- 6:40 "Basics of County Structure and Governance", UW Extension
- 7:10 Legal and Ethical Considerations, Corporation Counsel
- 7:45 Practical Tips, County Clerk
- 7:55 General Information, County Administrator
- 8:15 Further UW Extension Training Announcement, "Local Officials Workshop"
- 8:20 Q & A
- 8:30 Adjourn

Workshop 2

- 6:00 Assemble, Meet and Greet
- 6:15 Welcome, County Administrator
- 6:20 "Jefferson County Government Strategic Plan Overview", UW Extension
- 6:45 Current Major Issues, Facilitated Discussion, County Administrator and UW Extension
- 7:05 "Roles of Committees and Roles of Departments vs. Elected Officials", WCA
- 7:15 Break-out Meetings with Department Heads
- 7:45 Reconvene and Q & A

Exhibit 2

Outline of Presentation on: Basics of County Structure and Governance

- ❖ **Overall Direction of County Board Supervisors**
- ❖ **Other Leaders and Structure**
- ❖ **Roles**
- ❖ **Organizational Process Concepts**
- ❖ **Rights, Responsibilities and Relationships**

Abstract, March 21, 2016 ICC meeting

Dead End or Detour? C.A.R.E. program offers an off-ramp from heroin addiction in Sauk County.

Opiate/Heroin addiction:

1. Isn't what it used to be - opiate overdose deaths exceed traffic fatalities nationwide.
2. Is growing like cancer in the US – no demographic or community is exempt.
3. Buzzsaws through the lives of individuals, families and communities.

This session will spotlight the evolution of a novel collaborative response to the heroin problem by a concerned community. The Community Activated Recovery Enhancement (CARE) program had humble beginnings in Sauk Prairie (pop. ~7K) and in three years' time has drawn considerable interest – ranging from addicts to the State Attorney General. The program is now being scaled-up and rolled out (Sauk) county-wide with the support of a 3-year/\$3M Substance Abuse Mental Health Services Administration (SAMHSA) grant.

The objective of this ICC program is to show leaders that effective community action does not require a big federal grant. Participants will be encouraged to engage their situation with the three fundamental questions that launched the CARE program. (What is the challenge? Who are the stakeholders? Next steps?)