

# COUNTY OF JEFFERSON

## COUNTY ADMINISTRATOR

### **THE COUNTY OF JEFFERSON, WI SEEKS A COUNTY ADMINISTRATOR**

If you are looking for a dynamic, growing, and stable county to manage, Jefferson County, Wisconsin is your next move! When you come to Jefferson County, you will be taking on a leadership role that provides you with the chance to work alongside a dedicated and knowledgeable team, enabling you to implement impactful initiatives that enhance the community. If you are seeking a leadership position that combines professional growth with a collaborative and supportive atmosphere, Jefferson County is the ideal place to advance your career.

#### **THE COUNTY**

Located in southeastern Wisconsin, nestled between the metropolitan areas of Milwaukee and Madison, Jefferson County offers the best of Midwest living characterized by rich agricultural areas, thriving family-oriented communities, diversified manufacturing, and highly valued natural resource features. Jefferson County is the fifth fastest-growing county in the state, with a population of 86,598. While it is known as the place where outdoor recreation meets small-town living, it is close to the attractions of several well-known cities. It is only 45 minutes from Milwaukee and Madison, and 90 minutes from Chicago.

Made up of 16 towns, 6 cities, and 5 villages, the County has an array of fun things to do that only small-town communities who understand big-city amenities can offer. Many of the communities have active downtown areas. Fort Atkinson is the largest city in the County, followed by Jefferson, where the County offices are located. The County offers excellent public and private school systems, and there is easy access to post-secondary education, such as the University of Wisconsin-Whitewater, Maranatha Baptist Bible College, and Madison Area Technical College.

Jefferson County has repeatedly been recognized as one of the healthiest communities nationwide by U.S. News and World Report and was one of three counties in Wisconsin to receive the Gold level Healthy Community Designation in 2024. These awards are based on metrics tied to education, population health, local economy, the environment, public safety, community vitality, infrastructure, housing, and equity.

The County covers a land area of 557 square miles, with an additional 25 square miles of water area, including five major rivers and 35 lakes. With over 1000 acres of parks, recreation opportunities are abundant. The famed Glacier River Trail brings bicyclists and walkers through the countryside. The river trails in Jefferson County are aquatic byways that offer a scenic atmosphere for paddling, fishing, and even birdwatching. In wintertime, there are over 450 miles of snowmobile and club trails to enjoy, and residents enjoy snowshoeing and skiing in the local parks. The famed Knickerbocker Ice Festival on Lake Mills features ice skating, ice carving, ice softball, ice golf, and an ice bar!

## COUNTY GOVERNMENT

The people of Jefferson County are represented by 30 elected supervisors from the supervisory districts of the County. Jefferson County operates under the Committee system and County Administrator form of government. The County Board adopts the annual budget, establishes the tax rate to support the county services, and creates offices and departments it deems necessary to administer functions authorized by the state except for certain elected offices.

The County Administrator is appointed by and reports to the County Board. The County Administrator is the County's chief administrative officer, responsible for the overall management of day-to-day county operations. The County Administrator is directly responsible for managing county staff, implementing policies set by the County Board, and ensuring the effective and efficient delivery of county services. The County Administrator develops and oversees the County's annual budget, coordinates organizational development, appoints and supervises all non-elected department heads of the County, represents the County in intergovernmental affairs, and prepares the monthly County Board agenda and packet.

The County has 26 departments. Six of them are headed by elected officials, including the Clerk of Courts, County Clerk, District Attorney, Register of Deeds, Sheriff, and the Treasurer. Other departments include Child Support, Central Services, Economic Development, Emergency Management, Fair Park, Health, Highway, Human Services, Land and Water Conservation, Parks, Veteran's Services, Planning & Development, Finance, IT, Human Resources, UW Extension and Medical Examiner. The staff is high-performing and diverse.

The County's mission is to enhance the quality of life of its residents by providing exceptional services and programs to its communities. The current Administrator has built a solid foundation and created significant momentum on key initiatives, including attracting over a billion dollars in new economic investments, collaborating with the City of Jefferson to develop the Food & Beverage Innovation Campus, increasing tourism, expanding access to broadband, and implementing efforts to address the statewide housing shortage that has become a model for other communities. The incoming Administrator will be tasked with building on this progress while introducing innovative ideas and strategies that further propel the County's growth and success.

The County is fiscally sound with healthy reserves and a low debt service. A \$109 million priority-based budget supports approximately 715 employees who provide a diverse range of services and programs. The County's bond rating is AA2. The County has decreased both the debt levy and its mill rate in the last ten years. In 2024, the County received the GFOA Distinguished Budget Presentation Award for the tenth consecutive year, recognizing the County's commitment financial transparency, accountability and accessibility.

To learn more, visit [www.jeffersoncountywi.gov](http://www.jeffersoncountywi.gov).

## PRIORITIES, INITIATIVES, AND CHALLENGES

- Implement the Jefferson County 2023-2033 Strategic Plan, which focuses on enhancing the quality of life for all residents, promoting economic development, and ensuring fiscal sustainability
- Recruiting and retaining quality employees in a challenging labor market
- Continue efforts to increase housing supply and affordability

- Continue the momentum of economic development projects, while ensuring new economic development projects maintain the identity of the area.
- Continue to foster good intergovernmental relationships with cities, townships, and private organizations; explore areas where consolidation and collaboration can increase efficiency and effectiveness of services.
- Work with other area governments on improved EMS services.
- Explore ways to improve access to mental health services.
- Improve transportation services.
- Review and improve county systems that need modernization
- Provide leadership development in the organization.
- Develop and implement ideas to increase tourism to the county.

### **THE IDEAL CANDIDATE:**

The ideal candidate will be:

- A strong and dynamic leader with the ability to inspire and guide a diverse team of professionals.
- Forward-thinking, with a focus on long-term sustainability.
- Well-skilled in finance and budgeting.
- Able to make difficult decisions and manage challenging conversations.
- An effective communicator, able to break down complex issues.
- Able to hit the ground running
- Intelligent, with a strong work ethic.
- Collaborative, with a team-oriented approach to governance and the ability to foster relationships across diverse stakeholders.
- A consensus builder.
- Experienced in economic development and comprehensive plannings
- Honest with high integrity, accessibility, and a balanced demeanor,
- A servant leader with a commitment to public service.
- Experienced working with the media in a transparent and accurate manner.
- Knowledgeable of the various services the 26 County departments provide.
- Committed to making a long-term impact, viewing this role as a lasting career opportunity.

### **EDUCATION AND EXPERIENCE:**

A Bachelor's degree in Public or Business Administration or a related field required. A Master's Degree in public or business administration preferred. A minimum of five years of government administrative management required, with a record of progressive supervisory and management experience.

The County Administrator is not required to live in Jefferson County but is expected to be engaged and involved in activities and events throughout the County as his/her schedule, availability, and work allows.

### **COMPENSATION AND BENEFITS**

The compensation and benefits package will be competitive and negotiable depending on the experience and qualifications of the chosen candidate. The salary range for this position is \$152,339 - \$195,832 annually. The County will also contribute an additional 5% to a deferred compensation account. The County Administrator is also eligible for performance bonuses.

The position offers the following benefits:

- Medical, Dental, and Vision, including Flexible Spending with an HRA and HSA.
- Retirement through the Wisconsin Retirement System.
- 20 days of vacation per year.
- 1 Sick Day per month, up to a maximum of 108 days.
- Nine paid holidays, plus one floating holiday per year.
- Dues and subscriptions for certain state and national city/county management groups.
- **Automobile Reimbursement-\$250 per month (this may need to be raised).** Use of county vehicle as needed.
- Long-term disability and life insurance.
- Employee Assistance Program.

## APPLICATION AND SELECTION PROCEDURE

This position is open until filled. To be considered for this exceptional career opportunity, submit your resume and cover letter by the first resume review date of **January 13, 2025**. Resume should reflect years and months of employment, beginning / ending dates, as well as the size of staff and budgets you have managed.

Please go to our website to submit your application: <https://www.cpshr.us/recruitment/2424>.

For further information contact:

David Niemeyer

CPS HR Consulting

(916) 471-3326

[dniemeyer@cpshr.us](mailto:dniemeyer@cpshr.us)

Website: [www.cpshr.us](http://www.cpshr.us)

Resumes will be screened in relation to the criteria outlined in this brochure. Candidates with the most relevant qualifications will be given preliminary interviews by the consultants. The most qualified candidates will be invited for further interviews with the County. Final interviews and other assessment activities will be in-person sometime in March 2025. An appointment will be made by the County Board following comprehensive reference and background checks.

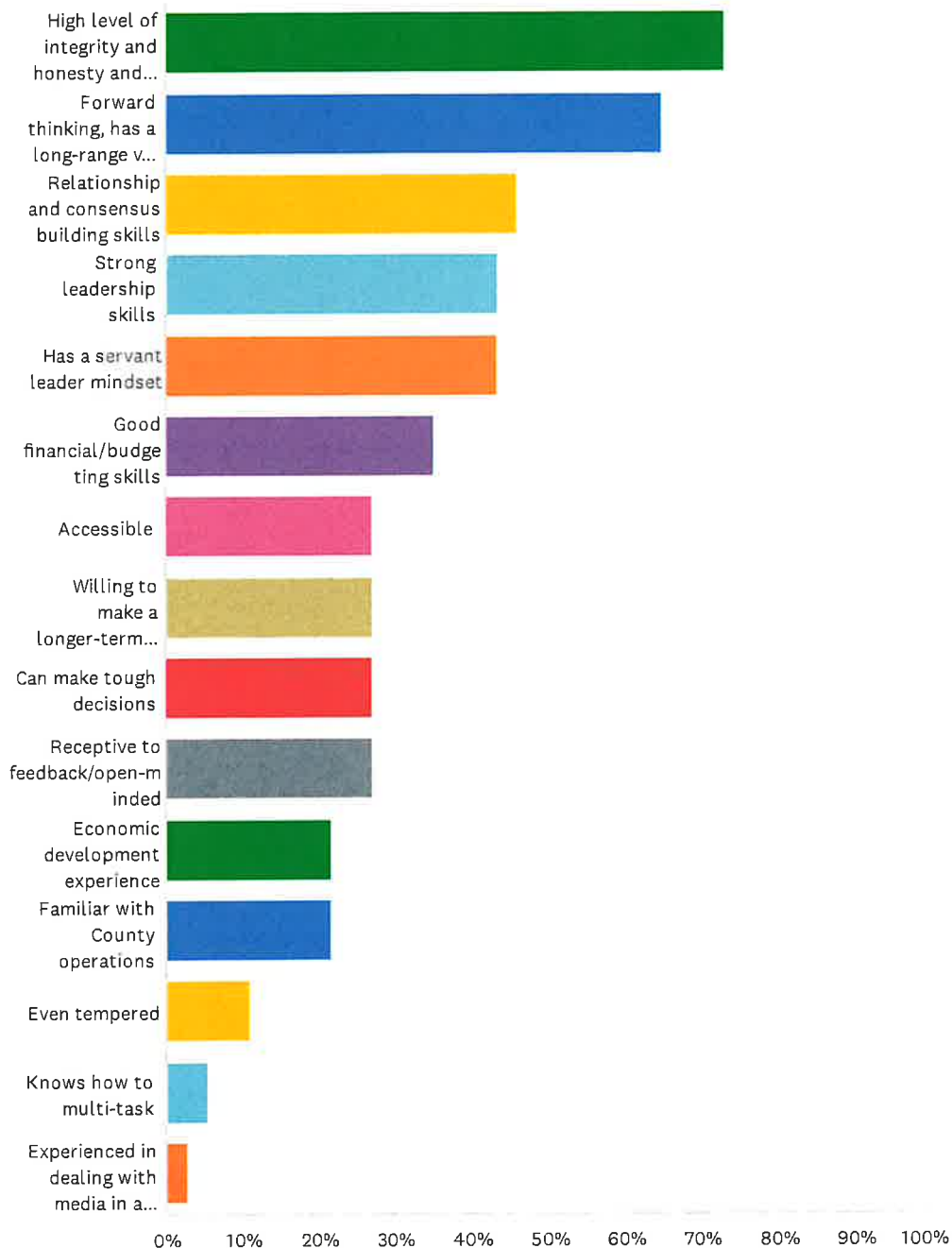
## Q4 Any other information you would like the County Administrator Search Committee to consider during this recruitment process? (Optional)

Answered: 16 Skipped: 20

#	RESPONSES	DATE
1	The County Administrator needs to be able to work with all departments within the county collectively and individually.	11/22/2024 2:29 PM
2	It would be great if the Department Heads were updated through the process. When it comes to final interviews - it would be great if the Department Heads are included somehow - such as a meet and greet.	11/22/2024 6:34 AM
3	Ben has (1) operated in a fiscally responsible way, (2) not campaigned for himself to have control beyond the parameters of the county board, (3) fostered team building and trust internally, and (4) stayed on course with the county plan as best as possible.	11/21/2024 12:46 PM
4	Ben is leaving on a high note, leaving the County in a good position for the next person. Want someone who doesn't say "before my time or what was he thinking "	11/21/2024 9:24 AM
5	As a new county board supervisor, the current county administrator and his team have been instrumental in making me feel supported and heard in my role. I would hope who ever takes on Ben's role would have a similar rapport with the board.	11/20/2024 4:44 PM
6	In our area, relationships with local businesses and units of government are important; having someone who has those relationships - or very quickly can earn them- will be vital to jumping off where Ben left.	11/20/2024 7:40 AM
7	Familiarity with the region and its culture; understanding of the role of administration (staff) vs. policy development (elected officials) and build a strong and cooperative relationship with both staff and board.	11/19/2024 1:31 PM
8	understanding the cyber security threats and cost of keeping the county safe	11/19/2024 12:08 PM
9	We are a TEAM. Everyone is on the same playing field.	11/19/2024 10:20 AM
10	County experience is not as important as the strategic approach to managing a large organization. The next County Administrator should also be connected at the state level to leverage resources and programs to benefit all of Jefferson County.	11/19/2024 7:49 AM
11	If we could be so lucky to find someone who is genuinely kind, empathetic and really cares about their employees that would be great, Ben has those qualities.	11/19/2024 5:52 AM
12	While they administer a County and navigate all of the pieces that come with it - they are also a "boss" to 30-ish Department Heads and need to have the skills to navigate that with grace.	11/18/2024 2:10 PM
13	Ability to work with multiply people/groups to gain consensus	11/18/2024 1:42 PM
14	None.	11/18/2024 9:09 AM
15	Leverage the disruption happening in federal government.	11/18/2024 8:37 AM
16	The importance of someone with extensive experience working with the issues facing the County and municipalities, substantial experience as the chief administrative/executive official for a substantial organization, the ability to lead, govern and gain consensus during periods of calm, crisis and stress should not be underestimated. These qualities are easy to say one has, but history tends to be the only way to truly know.	11/18/2024 6:01 AM

## Q2 What are the five most important attributes that the next County Administrator should possess to be successful in Jefferson County?

Answered: 37 Skipped: 0

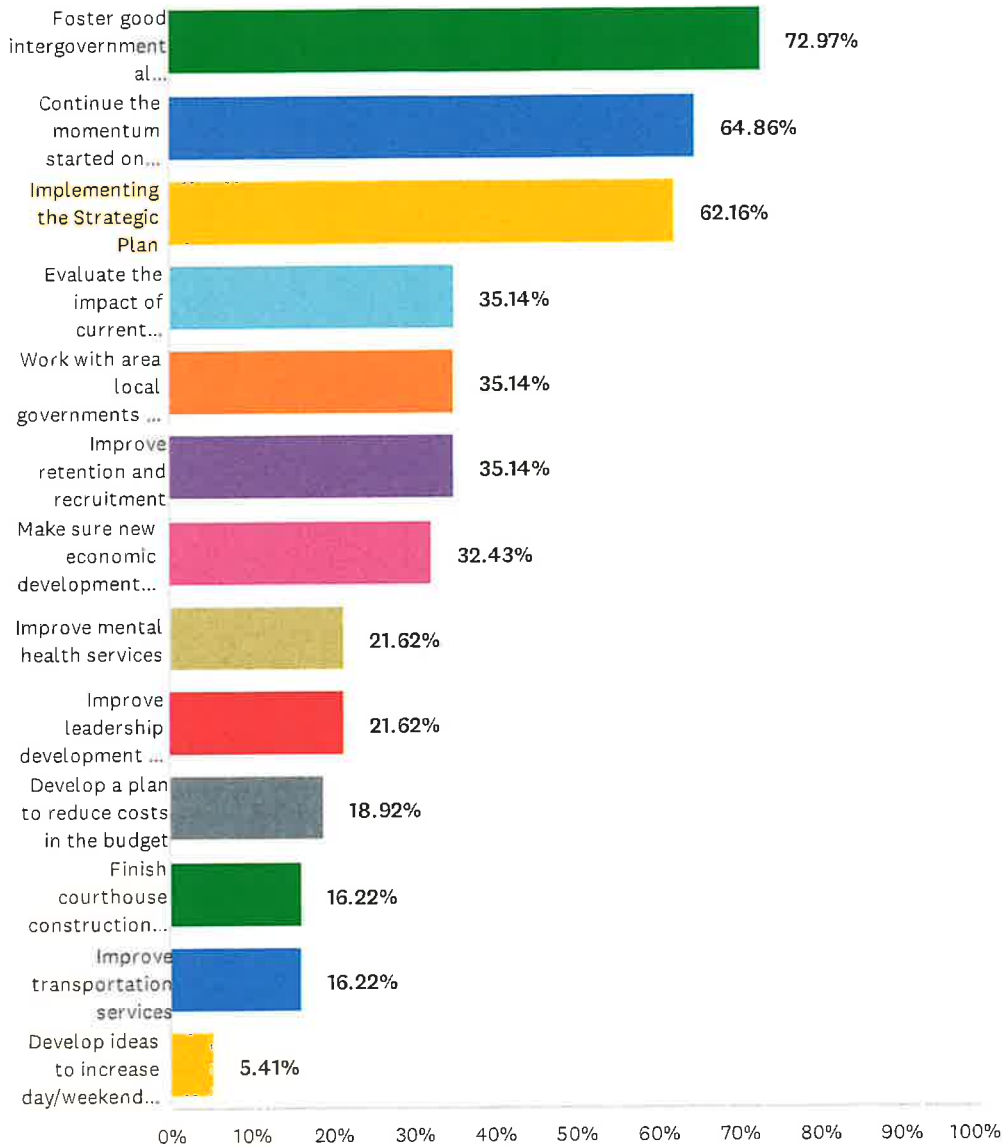


ANSWER CHOICES	RESPONSES	
High level of integrity and honesty and straightforwardness in their conversations	72.97%	27
Forward thinking, has a long-range view of things	64.86%	24
Relationship and consensus building skills	45.95%	17
Strong leadership skills	43.24%	16
Has a servant leader mindset	43.24%	16
Good financial/budgeting skills	35.14%	13
Accessible	27.03%	10
Willing to make a longer-term commitment to the County	27.03%	10
Can make tough decisions	27.03%	10
Receptive to feedback/open-minded	27.03%	10
Economic development experience	21.62%	8
Familiar with County operations	21.62%	8
Even tempered	10.81%	4
Knows how to multi-task	5.41%	2
Experienced in dealing with media in a transparent manner	2.70%	1
Total Respondents: 37		

#	OTHER (PLEASE SPECIFY)	DATE
1	Ability to accept others' expertise Works cooperatively with county board members Recognition of important issues like the impact of climate change on infrastructure and housing	11/19/2024 1:31 PM
2	Treat the County employees as team members, not just subordinates. The team atmosphere has been very inviting and effective.	11/18/2024 9:09 AM
3	transparent	11/18/2024 8:26 AM
4	I think these individually will do no good unless they combine together with each of the unchecked attributes, and dozens of other, unlisted attributes. So, these are important, but obviously we don't want a candidate strong on only these areas with weakness in the others. At this level we expect someone universally strong in these areas.	11/18/2024 6:01 AM

### Q3 What should be the next County Administrator's priorities in the next 3-5 years? (Select 5)

Answered: 37 Skipped: 0





ANSWER CHOICES	RESPONSES	
Foster good intergovernmental relationships with Jefferson County's cities, townships, and private organizations	72.97%	27
Continue the momentum started on economic development projects	64.86%	24
Implementing the Strategic Plan	62.16%	23
Evaluate the impact of current staffing levels on work and services provided, aligned with County strategic plan	35.14%	13
Work with area local governments on improved EMS services	35.14%	13
Improve retention and recruitment	35.14%	13
Make sure new economic development projects maintain the identity of the area	32.43%	12
Improve mental health services	21.62%	8
Improve leadership development in the organization	21.62%	8
Develop a plan to reduce costs in the budget	18.92%	7
Finish courthouse construction project	16.22%	6
Improve transportation services	16.22%	6
Develop ideas to increase day/weekend tourism to the County	5.41%	2
Total Respondents: 37		

#	OTHER (PLEASE SPECIFY)	DATE
1	Ensure that Department Heads are brought into the high level discussions at the start of an issue or project. But then also trust those Department Heads to do the work necessary to make and implement decisions. (Don't have someone who needs to control the minutiae of projects.)	11/22/2024 6:34 AM
2	Work with all emergency services (not just EMS) to to improve response and planning for extreme weather events, major shortfalls in coverage by volunteer departments and consistency and reach of 911 coverage Recognize need for protection of quality environment and recreational opportunities, and protection/restoration of ecosystem functions that help reduce flooding	11/19/2024 1:31 PM
3	Be able to build on the excellent foundation established by the current administrator and appreciate the collegial mindset of department heads and county board	11/19/2024 9:39 AM
4	Leadership, vision and results will attract and help retention and recruitment	11/18/2024 8:37 AM
5	Again, if they only prioritize these three items in 3-5 years they will have failed. Almost all of these items, as well as many not on the list must be addressed in some manner in the next 3-5 years, although the ranking on the Administrator's priority list may be higher or lower for some items.	11/18/2024 6:01 AM

## Q1 What are the three most significant opportunities/challenges facing the County that will require the next County Administrator's attention?

Answered: 36 Skipped: 0

#	RESPONSES	DATE
1	Highway,Health,and Family court	11/22/2024 7:25 PM
2	Payroll, imminent pay review and resultant increases to stay competitive, recruitment and retention. Housing, increased and ongoing communication with all municipalities to stress the importance of additional new housing builds. Marketing and branding Jefferson County as a destination location to live, work, and play.	11/22/2024 5:20 PM
3	Budget, Community Program Partnership, Staff Retention	11/22/2024 2:29 PM
4	Treatment Courts	11/22/2024 7:47 AM
5	Budgetary restrictions on capital and staffing levels, alignment of priorities in the Strategic Plan to allocation of budgets, managing high level staff shortcomings and deficiencies in performance.	11/22/2024 7:09 AM
6	Situated between Madison and Milwaukee, Jefferson County is prime for development. However, the citizens have confirmed again and again that they want a rural feel and way of life. Therefore, the County Administrator will need to be able to ensure that policies are such that there is managed development in areas where it makes sense, and agricultural protections and investments to keep our farming economy vibrant. There are many ideas that came out of the Strategic Plan and the Comprehensive Plan that will improve the inner workings of the County as well as benefit the citizens of the County. The County Administrator should ensure BOTH documents are considered and implemented.	11/22/2024 6:34 AM
7	LEADERSHIP (1) Enacting the county strategic plan in a fiscally responsible way. (2) Continuing to foster both the productivity and the "team health" that we are enjoying under Ben. (3) Maintaining the delicate balance of being the executive that provides leadership and inspires effort without becoming autocratic apart from the county board.	11/21/2024 12:46 PM
8	Retain existing talent/ staff Maintain trend of declining property tax mill rate Inflation impact on operational expenditures	11/21/2024 9:24 AM
9	Education, cost of living, home ownership	11/21/2024 6:05 AM
10	Finances Transportation Issues Increasing Housing Opportunities	11/21/2024 3:20 AM
11	Making sure safety is addressed	11/20/2024 8:45 PM
12	I would say the top three challenges or opportunities would be affordable housing, economic development and county financing. Jefferson County is growing quickly as we are positioned between the two largest cities in our state. We've been able to attract high-quality, innovative businesses to our area that will support the families who currently live here as well as the ones who we need to attract in order to support increased job creation in the area.	11/20/2024 4:44 PM
13	lack of housing adequate power and water supply for future industrial expansion Immigration (if the new administration in washington goes through with their deportation plans there will be a large shortfall in the necessary labor in the county)	11/20/2024 3:45 PM
14	1. Housing development; the shortage of available housing in the county is a substantial concern for the overall health of the county. Balancing this and other types of development against the rural characteristics of the county is important. 2. Coordination of local municipalities for solving operational issues; particularly Fire/EMS. 3. Transportation; having interconnectedness throughout the region so that our population can access job/services.	11/20/2024 7:40 AM
15	Budget New businesses	11/19/2024 1:56 PM
16	Budgeting through the post-ARPA gap Maintaining quality staff Balancing desire of community	11/19/2024 1:31 PM

	for rural/ag environment with need for housing.	
17	cyber security user training budget	11/19/2024 12:08 PM
18	Budget	11/19/2024 10:30 AM
19	growth of new business coming 2026 budget being a rough one retention in staff	11/19/2024 10:20 AM
20	Budget challenges Recruitment and retention of staff and department heads Opportunities through Strategic Plan and excellent staff	11/19/2024 9:39 AM
21	- Prioritize housing, ensure appropriate locations - Support intentional economic growth, ensure appropriate locations so as not to create sprawl - EMS provision. This ties back to 1 and 2. Encouraging housing and economic growth in villages and cities will allow efficient EMS provision.	11/19/2024 7:49 AM
22	Ben has created such positive forward momentum in many areas of the county. The new administrator will need to continue to foster those relationships and collaborations to keep those projects moving forward. They will need the mindset to think about needs and opportunities in the future and come up with a plan to get them accomplished. The new administrator needs to be a team player who can continue these relationships and have exceptional people skills so that everyone continues to work together for the greater good of the county as they do now.	11/19/2024 5:52 AM
23	Continued stabilization of county budget Continued Economic Development growth and impact County-wide Tourism initiatives	11/18/2024 2:10 PM
24	Budget, Personnel, Economic Development,	11/18/2024 1:42 PM
25	Economic and housing health, Interaction with communities & accommodating the permeations of growth with quality of life.	11/18/2024 11:51 AM
26	Avian Influenza (other communicable disease outbreaks) lack of transportation lack of mental health resources	11/18/2024 11:46 AM
27	*Monitor costs associated with health insurance, including keeping premiums affordable and keeping out of pocket expenses as low as possible. We are always told how each new "plan" is going to work over the course of the next "3 years", but there is always an unexpected increase. Maybe we should plan for this ahead of time so the County can cover a better percentage of the premium. Also recognizing some employees do not live in Jefferson County and need affordable coverage in their county too. *Maintaining the cost of living increase to compensate for ever-increasing insurance and other costs. *Make working for the government "worth it" again, as more and more people are searching the private workplace for the better pay and sometimes better insurance coverage. Local government does not compensate as well as higher government.	11/18/2024 9:09 AM
28	Housing and Immigration	11/18/2024 8:51 AM
29	Growth is vital. Implementing with vision, transparency and collaboration are crucial. Understand that balance is really about choices. And, with choices there is often sacrifice. Leaders facilitate that process whether new organizations, expansion, or, a crucial issue of community scope/boundary creep. (It seems to be on the rise.)	11/18/2024 8:37 AM
30	Positive growth and through housing, education, and employment sectors.	11/18/2024 8:26 AM
31	- Continued Economic Development - Increase housing opportunities - Increase in workers	11/18/2024 8:11 AM
32	- Continued development pressures, both businesses and housing - Insurance and salary cost increases - Continuing positive momentum	11/18/2024 7:56 AM
33	1) Housing shortage 2) Competitive available infrastructure and utilities (power, internet, water, rail, highway, land) 3)	11/18/2024 7:42 AM
34	Challenge - Funding and Budgeting. Increased expenses with limited increase in budget Development - both a challenge and opportunity. There is a lot of potential throughout the county, but there is also a lot of challenges with securing development opportunities and managing agricultural preservation	11/18/2024 7:31 AM
35	1. Budget/funding challenges 2. Countywide service consolidation (EMS/Fire/Dispatch) 3. Intentional economic growth	11/18/2024 6:35 AM

36

I think the Fire/EMS issues will continue to plague the County because the issues continue to plague the Towns, Cities, and Village, which will requires a great deal of intergovernmental relationship building and cooperation. Economic Development is another opportunity and challenge for the County which will require attention from the County Administrator, which includes intergovernmental cooperation and strategy. Finally, I think one of the most mundane but basic challenges will be working with the abnormally large County Board to identify clear and actionable priorities, because the governing body should be providing oversight, developing shared goals, and establishing policies and priorities. So, finding clear direction and common ground with 30 people will be important, but potentially impossible.

11/18/2024 6:01 AM

**Jefferson County Administrator Recruitment  
Stakeholder Questionnaire**

**Question 1: What are the three most significant opportunities/challenges facing the County that will require the next County Administrator's attention?**

Responses: 30

Not Answered: 0

**Responses**

LEADERSHIP (1) Enacting the county strategic plan in a fiscally responsible way. (2) Continuing to foster both the productivity and the "team health" that we are enjoying under Ben. (3) Maintaining the delicate balance of being the executive that provides leadership and inspires effort without becoming autocratic apart from the county board.

Retain existing talent/ staff

Maintain trend of declining property tax mill rate

Inflation impact on operational expenditures

Education, cost of living, home ownership

Finances

Transportation Issues

Increasing Housing Opportunities

Making sure safety is addressed

I would say the top three challenges or opportunities would be affordable housing, economic development and county financing. Jefferson County is growing quickly as we are positioned between the two largest cities in our state. We've been able to attract high-quality, innovative businesses to our area that will support the families who currently live here as well as the ones who we need to attract in order to support increased job creation in the area.

lack of housing

adequate power and water supply for future industrial expansion

Immigration (if the new administration in Washington goes through with their deportation plans there will be a large shortfall in the necessary labor in the county)

1. Housing development; the shortage of available housing in the county is a substantial concern for the overall health of the county. Balancing this and other types of development against the rural characteristics of the county is important.

2. Coordination of local municipalities for solving operational issues; particularly Fire/EMS.

3. Transportation; having interconnectedness throughout the region so that our population can access job/services.

Budget

New businesses

## Responses

Budgeting through the post-ARPA gap

Maintaining quality staff

Balancing desire of community for rural/ag environment with need for housing.

cyber security

user training

budget

Budget

growth of new business coming

2026 budget being a rough one

retention in staff

Budget challenges

Recruitment and retention of staff and department heads

Opportunities through Strategic Plan and excellent staff

- Prioritize housing, ensure appropriate locations

- Support intentional economic growth, ensure appropriate locations so as not to create sprawl

- EMS provision. This ties back to 1 and 2. Encouraging housing and economic growth in villages and cities will allow efficient EMS provision.

Ben has created such positive forward momentum in many areas of the county. The new administrator will need to continue to foster those relationships and collaborations to keep those projects moving forward. They will need the mindset to think about needs and opportunities in the future and come up with a plan to get them accomplished. The new administrator needs to be a team player who can continue these relationships

Continued stabilization of county budget

Continued Economic Development growth and impact

County-wide Tourism initiatives

Budget, Personnel, Economic Development,

Economic and housing health, Interaction with communities & accommodating the permeations of growth with quality of life.

Avian Influenza (other communicable disease outbreaks)

lack of transportation

lack of mental health resources

## Responses

\*Monitor costs associated with health insurance, including keeping premiums affordable and keeping out of pocket expenses as low as possible. We are always told how each new "plan" is going to work over the course of the next "3 years", but there is always an unexpected increase. Maybe we should plan for this ahead of time so the County can cover a better percentage of the premium. Also recognizing some employees do not live in Jefferson County and need affordable coverage in their county too.

\*Maintaining the cost of living increase to compensate for ever-increasing insurance and other costs.

\*Make working for the government "worth it" again, as more and more people are searching the private workplace for the better pay and sometimes better insurance coverage. Local government does not compensate as well as higher government.

### Housing and Immigration

Growth is vital. Implementing with vision, transparency and collaboration are crucial. Understand that balance is really about choices. And, with choices there is often sacrifice. Leaders facilitate that process whether new organizations, expansion, or, a crucial issue of community scope/boundary creep. (It seems to be on the rise.)

Positive growth and through housing, education, and employment sectors.

- Continued Economic Development

- Increase housing opportunities

- Increase in workers

- Continued development pressures, both businesses and housing

- Insurance and salary cost increases

- Continuing positive momentum

1) Housing shortage

2) Competitive available infrastructure and utilities (power, internet, water, rail, highway, land)

Challenge - Funding and Budgeting. Increased expenses with limited increase in budget

Development - both a challenge and opportunity. There is a lot of potential throughout the county, but there is also a lot of challenges with securing development opportunities and managing agricultural preservation

1. Budget/funding challenges

2. Countywide service consolidation (EMS/Fire/Dispatch)

3. Intentional economic growth

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## Responses

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\*I think the Fire/EMS issues will continue to plague the County because the issues continue to plague the Towns, Cities, and Village, which will require a great deal of intergovernmental relationship building and cooperation.

\*Economic Development is another opportunity and challenge for the County which will require attention from the County Administrator, which includes intergovernmental cooperation and strategy.

\*Finally, I think one of the most mundane but basic challenges will be working with the abnormally large County Board to identify clear and actionable priorities, because the governing body should be providing oversight, developing shared goals, and establishing policies and priorities. So, finding clear direction and common ground with 30 people will be important, but potentially impossible.

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**Jefferson County Administrator Recruitment  
Stakeholder Questionnaire**

**Question 2: What are the five most important attributes that the next County Administrator should possess to be successful in Jefferson County?**

Responses: 30

Not Answered: 0

<b>Answer Choices</b>	<b>Response %</b>	<b>Responses</b>
High level of integrity and honesty and straightforwardness in their conversations	76.67%	23
Forward thinking, has a long-range view of things	66.67%	20
Strong leadership skills	53.33%	16
Relationship and consensus building skills	43.33%	13
Has a servant leader mindset	43.33%	13
Good financial/budgeting skills	36.67%	11
Can make tough decisions	33.33%	10
Willing to make a longer-term commitment to the County	26.67%	8
Economic development experience	20.00%	6
Accessible	20.00%	6
Receptive to feedback/open-minded	20.00%	6
Familiar with County operations	16.67%	5
Even tempered	6.67%	2
Knows how to multi-task	3.33%	1
Experienced in dealing with media in a transparent manner	3.33%	1

**Other (please specify)** 4

Ability to accept others' expertise. Works cooperatively with county board members. Recognition of important issues like the impact of climate change on infrastructure and housing

Treat the County employees as team members, not just subordinates. The team atmosphere has been very inviting and effective.

transparent

I think these individually will do no good unless they combine together with each of the unchecked attributes, and dozens of other, unlisted attributes. So, these are important, but obviously we don't want a candidate strong on only these areas with weakness in the others. At this level we expect someone universally strong in these areas.

**Jefferson County Administrator Recruitment  
Stakeholder Questionnaire**

**Question 3: What should be the next County Administrator’s priorities in the next 3-5 years? (Select 5)**

Responses: 30  
Not Answered: 0

<b>Answer Choices</b>	<b>Response %</b>	<b>Responses</b>
Foster good intergovernmental relationships with Jefferson County’s cities, townships, and private organizations	76.67%	23
Continue the momentum started on economic development projects	70.00%	21
Implementing the Strategic Plan	60.00%	18
Work with area local governments on improved EMS services	40.00%	12
Make sure new economic development projects maintain the identity of the area	33.33%	10
Evaluate the impact of current staffing levels on work and services provided, aligned with County strategic plan	30.00%	9
Improve retention and recruitment	26.67%	8
Develop a plan to reduce costs in the budget	20.00%	6
Improve mental health services	20.00%	6
Improve transportation services	20.00%	6
Improve leadership development in the organization	20.00%	6
Finish courthouse construction project	13.33%	4
Develop ideas to increase day/weekend tourism to the County	0.00%	0

**Other (please specify)** 4

Work with all emergency services (not just EMS) to to improve response and planning for extreme weather events, major shortfalls in coverage by volunteer departments and consistency and reach of 911 coverage

Recognize need for protection of quality environment and recreational opportunities, and protection/restoration of ecosystem functions

Be able to build on the excellent foundation established by the current administrator and appreciate the collegial mindset of department heads and county board

Leadership, vision and results will attract and help retention and recruitment

Again, if they only prioritize these three items in 3-5 years they will have failed. Almost all of these items, as well as many not on the list must be addressed in some manner in the next 3-5 years, although the ranking on the Administrator's priority list may be higher or lower for some items.

**Jefferson County Administrator Recruitment  
Stakeholder Questionnaire**

**Question 4: Any other information you would like the County Administrator Search Committee to consider during this recruitment process? (Optional)**

Responses: 14

Not Answered: 16

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**Responses**

Ben has (1) operated in a fiscally responsible way, (2) not campaigned for himself to have control beyond the parameters of the county board, (3) fostered team building and trust internally, and (4) stayed on course with the county plan as best as possible.

Ben is leaving on a high note, leaving the County in a good position for the next person. Want someone who doesn't say "before my time or what was As a new county board supervisor, the current county administrator and his team have been instrumental in making me feel supported and heard in my role. I would hope who ever takes on Ben's role would have a similar rapport with the board.

In our area, relationships with local businesses and units of government are important; having someone who has those relationships - or very quickly can earn them- will be vital to jumping off where Ben left.

Familiarity with the region and its culture; understanding of the role of administration (staff) vs. policy development (elected officials) and build a strong and cooperative relationship with both staff and board.

understanding the cyber security threats and cost of keeping the county safe

We are a TEAM. Everyone is on the same playing field.

County experience is not as important as the strategic approach to managing a large organization. The next County Administrator should also be connected at the state level to leverage resources and programs to benefit all of Jefferson County.

If we could be so lucky to find someone who is genuinely kind, empathetic and really cares about their employees that would be great. Ben has those While they administer a County and navigate all of the pieces that come with it - they are also a "boss" to 30-ish Department Heads and need to have the skills to navigate that with grace.

Ability to work with multiply people/groups to gain consensus

None.

Leverage the disruption happening in federal government.

The importance of someone with extensive experience working with the issues facing the County and municipalities, substantial experience as the chief administrative/executive official for a substantial organization, the ability to lead, govern and gain consensus during periods of calm, crisis and stress should not be underestimated. These qualities are easy to say one has, but history tends to be the only way to truly know.