

**JEFFERSON COUNTY BOARD
COMMITTEE MINUTES**

**February 14, 2013
County Administrator Search Committee**

1. **Call to Order**
Meeting was called to order by Supervisor Molinaro at 8:30 a.m.
2. **Roll Call**
County Administrator Search Committee Members
Members present: Paul Babcock, James Braughler, Richard Jones, James Mode, John Molinaro, Donald Reese, Amy Rinard and Pamela Rogers. Rick Kuhlman – Excused.

Others Present: Tammie Jaeger – Administrative Assistant – Confidential; Terri Palm-Kostroski – Human Resources Director; Steve Grabow – UW Extension Community Development Coordinator; Lydia Statz – Daily Union Reporter; David Unmacht from Springsted Incorporated via Skype.
3. **Certification of compliance with Open Meeting Law Requirements**
Administration staff certified compliance with the open meeting law.
4. **Review of Agenda** No changes were made.
5. **Public Comment** None
6. **Approve Minutes from February 4, 2013 meeting**
Motion made by Supervisor Jones; Second by Supervisor Rogers to approve the minutes from February 4, 2013 meeting as printed. (Ayes-All) Motion Carried.
7. **Communications:**
 - a. County Administrator Position Profile
 - b. Job Posting
8. **Discussion with Springsted Incorporated and possible action to proceed with the County Administrator Search, including but not limited to approving the County Administrator position announcement**
The Committee reviewed a draft of the County Administrator Position Profile. The educational requirements and essential accountabilities were discussed and suggested changes were made. The committee went over the revisions with Dave Unmacht from Springsted, Inc. The edits will be made and the job announcement will be posted on Monday, February 18th. The posting will close on March 18th. It is anticipated that interviews could be scheduled during the second or third week in April.
9. **Tentative Future Agenda Items and Meeting Dates**
Next meeting to be determined.
 - Approval of February 14, 2013 County Administrator Search Committee meeting minutes.
10. **Adjourn**
Motion made by Supervisor Reese; Second by Supervisor Rogers to adjourn at 9:21 a.m. (Ayes-All) Motion Carried.

Jefferson County, WI
 County Administrator
 Ad Information

	Entity Name	Cost
1	Springsted	\$0
2	Jefferson County	\$0
3	ICMA	\$450
4	Monster	\$0
5	LinkedIn	\$0
6	govjobs.com	\$150
7	LMC	\$225
8	MN City/County Management Assn. (MCMA)	\$0
9	IA League of Cities	\$0
10	North Dakota League of Cities	\$0
11	South Dakota Municipal League	\$50
12	WI City/County Management Assn. (WCMA)	\$0
13	League of WI Municipalities	\$100
14	Hamline University	\$0
15	MN State University-Mankato	\$0
16	UND-University of North Dakota	\$0
17	Metro State University	\$0
18	University of Minnesota	\$0
19	University of NE-Omaha	\$0
20	University of Kansas (KU)	\$0
	TOTAL	\$975

posted by County

**Jefferson County
Working Timeline
February 15, 2013**

Project Milestone	Deliverables	Timeline
Notice to proceed		Completed
Position review and analysis	Meet with Search Committee	Completed
Search Committee approval	Prepare Position profile Prepare Job announcement	February 14
Recruitment and candidate outreach	Placement of job announcement Contact with prospective candidates Acceptance / acknowledgement of applications	February 19 – March 18
Applicant screening	Review resumes Written questionnaires to top candidates	March 18 – March 31
Candidate presentation/selection	On-site meeting with the Search Committee Identify candidates for further screening Notification to applicants not advancing in the selection process	April 1 – April 5
Prepare interview details	Prepare interview information including draft questions, interview plans and dates	April 1 – April 5
Candidate screening	Personal contacts Social media checks Reference checks	April 8 – April 12
First and second interviews	Candidate interviews	April 15 – April 26

Project Milestone	Deliverables	Timeline
Background check	Candidate background report	Upon selection of final candidate
Job Offer	Employment agreement	Upon completion of interviews
Projected start date	Identify start date	On or before June 1
First year check-ins	On-going follow-ups (informal and formal)	November 2013 and May 2014

**Input by the County Department Heads on:
Ideal Characteristics of a County Administrator**

PROCEEDINGS REPORT

**March 11, 2013
UW-Extension, Room 102
1:45 - 2:45 p.m.**

Facilitated and Compiled By:

Steve Grabow, Professor and Community Resource Development Agent
University of Wisconsin-Extension, Jefferson County Office

March 12, 2013

AGENDA

County Administrator: Questions to Guide Input for the Identification of the Ideal Administrator

This facilitated session consists of input by County Department Heads at their March 11, 2013 staff meeting. The purpose is to provide input to the Search and Screen Committee and the consultant who is assisting the County in the process for selecting a new County Administrator. Input is captured as close as possible to the words and phrases used by the participants. The participants were also invited to provide additional ideas to Linda Woolridge or the facilitator subsequent to the workshop. The workshop was intended to be interactive.

Listed below are prompting questions that could help stimulate input and dialogue about some of the important characteristics or attributes of the ideal Jefferson County Administrator. Respondents might be interested in addressing all of these questions or just some of these.

General Strengths and Experiences

1. What are the most important assets or strengths that you are looking for in the Jefferson County Administrator?
 - a. What type of background and prior work experiences would be most important in preparing a candidate to be Jefferson County Administrator?

Limitations or Concerns

2. What are features that would make you hesitant to hire a candidate for Jefferson County Administrator? (i.e. characteristics or background to avoid)

Ideal Leadership Characteristics and Trust

3. What are the leadership characteristics that are most important to be the Jefferson County Administrator?
4. What are the characteristics of a candidate that are most important in gaining the trust and respect of County Department Heads?
5. What are the attributes of a candidate that are most important to gain the trust and respect of County Board Supervisors and other elected officials?

Wrap-up

6. What are other thoughts you have on characteristics or attributes of the ideal County Administrator?

Strengths and Experience

Participants provided their ideas in the area of “General Strengths and Experiences”, and were prompted by these questions:

- What are the most important assets or strengths that you are looking for in the Jefferson County Administrator?
- What type of background and prior work experiences would be most important in preparing a candidate to be Jefferson County Administrator?

After the ideas were generated, the facilitator asked for the participants to nominate ideas that warranted special emphasis. Those ideas are listed in bold font below. It should be noted that time did not allow a rigorous process to determine the extent of overall agreement or consensus on these ideas. Also, some of the ideas were organized by apparent theme, category or affinity subsequent to the workshop by the facilitator. This is intended to make the report more understandable.

Ideas with Special Emphasis

- a. Professional training in administrative management at County level.**
- b. Experience as a professional in a larger city or county.**
- c. Good communicator; proactive; good listener.**
- d. Experience in handling County Board supervisors (diplomatic skills).**
- e. Strong budgeting and financial management background.**

Planning Skills/Positive Vision/Creativity

- f. Skills in long-range planning (future thinking).
- g. Somebody who has “fresh ideas”. Some good innovations require creative solutions.
- h. A positive vision for the future.
- i. Somebody who can show how to use existing plans (and where the info came from in making the plans).
- j. Candidate has “buy-in” to existing vision (supportive of existing good work).

Other

- k. Wisconsin county experience.
- l. Experience with legislation and working with laws.

Limitations and Concerns

Participants provided their ideas in the area of “Limitations and Concerns”, and were prompted by this question:

- *What are features that would make you hesitant to hire a candidate for Jefferson County Administrator? (i.e. characteristics or background to avoid)*

After the ideas were generated, the facilitator asked for the participants to nominate ideas that warranted special emphasis. Those ideas are listed in bold font below. It should be noted that time did not allow a rigorous process to determine the extent of overall agreement or consensus on these ideas. Also, some of the ideas were organized by apparent theme, category or affinity subsequent to the workshop by the facilitator. This is intended to make the report more understandable.

Ideas with Special Emphasis

- a. Avoid someone who sits in office, and willing to visit other offices/departments.**
- b. Need an effort to know what departments do.**
- c. Avoid those who assume they know what departments are doing.**
- d. Avoid people who are “command and control”; dictatorial.**
- e. Need a good “steward” who puts the County needs first.**
- f. Avoid someone who is indecisive and inconsistent.**

Other

- g. Someone committed to be here awhile (not just interested in a year or two).
- h. Opposite of “strengths”, i.e. avoid someone who doesn’t listen well.
- i. Avoid someone who only wants to work from 9 to 5.
- j. Prefer someone who lives in the area or is willing to move here.
- k. Avoid a “yes person”, i.e. to County Board.
- l. Without a “criminal background”.
- m. Avoid someone who delegates too much, i.e. someone who understands the full extent of the position and understands what should be delegated.
- n. Needs to lead by example, i.e. if asking for cuts, demonstrate cuts.

Leadership and Trust

Participants provided their ideas in the area of “Leadership and Trust”, and were prompted by these questions:

- What are the leadership characteristics that are most important to be the Jefferson County Administrator?
- What are the characteristics of a candidate that are most important in gaining the trust and respect of County Department Heads?
- What are the attributes of a candidate that are most important to gain the trust and respect of County Board Supervisors and other elected officials?

After the ideas were generated, the facilitator asked for the participants to nominate ideas that warranted special emphasis. Those ideas are listed in bold font below. It should be noted that time did not allow a rigorous process to determine the extent of overall agreement or consensus on these ideas. Also, some of the ideas were organized by apparent theme, category or affinity subsequent to the workshop by the facilitator. This is intended to make the report more understandable.

Idea with Special Emphasis

- a. **Someone not caught up in the “dogma” of a particular ideology, i.e. nonpartisan/non-ideologue.**

Ethical/Honest

- b. Open, honest and fair.
- c. Ethical person.
- d. Someone who acts with integrity; who walks the talk”.
- e. Someone who can admit when they are wrong, and can learn from mistakes (high level of maturity).
- f. Someone who will admit “what they don’t know”.

Team/Involvement

- g. Make sure things add up; a “can-do” attitude; a sense that “we are all in this together”.
- h. Someone who is a “team player” and can work for the “common good”.
- i. Somebody who will approach County departments when considering budget changes; involve the departments in budget change considerations.

Positive/Motivational/Respectful of Workforce

- j. Someone who understands “motivation”; building on strengths; facilitating positive change.
- k. Someone who can gain the employees’ trust and who is respectful to the work force.

Quality/Methods

- l. Someone who understands framework for continuing quality improvement (e.g. LEAN).
- m. Somebody who recognizes...just because it works someplace else, it may not necessarily be right for Jefferson County.

Other Thoughts

Participants provided their ideas in the area of “Other Thoughts”, and were prompted by this question:

- *What are other thoughts you have on characteristics or attributes of the ideal County Administrator?*

It should be noted that time did not allow a rigorous process to determine the extent of overall agreement or consensus on these ideas.

Presentation Considerations

- a. Need a writing sample; research background; consider having candidates give a formal presentation on: “Their Vision for the County, Leadership and Building Trust”. See our “Building Relationships and Trust” documents which resulted from the most strategic issue in the County Government Strategic Plan:
 - Building Trust and Relationships Report
 - UW-River Falls - County Governance Assessment Survey and Report
 - Question: How would you address this?

*This was suggested as an important concept to incorporate into the interview process. We should know why they are looking for a new job.

Other

- b. Did individual have support of people in prior jobs (reference type check).
- c. Background: Rural? Urban? Possibly a good understanding/mix of rural and urban (because of our location).
- d. Understanding that we are in the midst of Milwaukee and Madison (while a “Central Park” of green space and agriculture.)
- e. Person has a “glass half-full” philosophy perspective (a positive thinker).
- f. Can make hard decisions and not afraid of confrontation.
- g. Does what they say; straight follow-through.

**Input by the County Department Heads on:
Ideal Characteristics of a County Administrator**

**PROCEEDINGS REPORT
March 11, 2013**

Appendix

The following input was received from two individuals subsequent to the March 11th Department Head Workshop.

County Administrator: Questions to Guide Input for the Identification of the Ideal Administrator

Listed below are prompting questions that could help stimulate input and dialogue about some of the important characteristics or attributes of the ideal Jefferson County Administrator. Respondents might be interested in addressing all of these questions or just some of these.

General Strengths and Experiences

1. What are the most important assets or strengths that you are looking for in the Jefferson County Administrator?
 - a. What type of background and prior work experiences would be most important in preparing a candidate to be Jefferson County Administrator?
 - Leadership in a governmental organization, budget management experience, experience and working knowledge of use of up-to-date technology, board of directors or other collaborative experience.
 - Honesty, ability to communicate, a sense of humor, confidence, commitment, positive attitude, creativity, understanding, the ability to inspire. A degree in Public Administration and experience as a department head or assistant county administrator.

Limitations or Concerns

2. What are features that would make you hesitant to hire a candidate for Jefferson County Administrator? (i.e. characteristics or background to avoid)
 - Someone who is not up-to-date on technology, someone who wants to minimize the governmental role or doesn't understand the role of local government, if they are coming in to "clean-up, downsize, etc.", micromanager or controlling.
 - Someone who is currently inside the Jefferson County "system". Need someone to break the divide.

Ideal Leadership Characteristics and Trust

3. What are the leadership characteristics that are most important to be the Jefferson County Administrator?
 - Someone who is invested in the community, has empathy, consistent and fair, honest, good communication skills, good delegator and knows when to lead/guide and when to let the department heads do their jobs, good problem solver, calm and level headed, flexible, driven, open to change (where

needed!), competent, team player while still maintaining leadership, good interpersonal skills and willingness to get to know everyone in the organization, a “can do” attitude – don’t throw up barriers, inspirational, someone who understands that employees may have needs outside of work that need to be considered, good listener, someone who will consider the expertise of the department heads, someone who asks questions before making decisions (make informed decisions).

- Honesty, ability to communicate, a sense of humor, confidence, commitment, positive attitude, creativity, understanding, the ability to inspire.
4. What are the characteristics of a candidate that are most important in gaining the trust and respect of County Department Heads?
- Open communication, mutual respect, asking questions before decisions are made, consistent and fair actions, supporting department heads and the important work of the departments.
 - Honesty, understanding what we do, follow-through.
5. What are the attributes of a candidate that are most important to gain the trust and respect of County Board Supervisors and other elected officials?
- Competency, open communication, remaining non-partisan, honesty, mutual respect.
 - Good communication. I don't know what the County Board or elected officials want from an administrator.

Wrap-up

6. What are other thoughts you have on characteristics or attributes of the ideal County Administrator?
- I believe that mutual respect, honesty competency and open communication are important in this position.
 - They need to be fair and open-minded.