

**Human Resources Committee Agenda**  
**Jefferson County Courthouse, Conference Room C2063**  
**311 S Center Avenue**  
**Jefferson, WI 53549**  
**Tuesday, August 19, 2025, at 8:30 a.m.**

Virtual TEAMS link:

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Meeting ID: 240 309 639 621

Passcode: Rz7uW9Jj

Committee Members: James Braughler, Chair; Joan Callan, Kirk Lund, Matthew Tracy, and Karl Zarling, Vice Chair

1. Call to order
2. Roll call (*establish a quorum*)
3. Certification of compliance with the Open Meetings Law
4. Review of the Agenda
5. Public comment (*Members of the Public who wish to address the Committee on specific agenda items must register their request at this time*)
6. Approval of June 17, 2025, Minutes
7. Communications
8. Discussion and possible action to support restructuring of shared positions between part time positions in the County Clerk, Register of Deeds, and Treasurer Offices
9. Discussion and possible action to support restructuring and creation of positions in the CJCC division in the 2026 Administration budget
10. Discussion and possible action to support a succession transition process in Veteran's Service Office and Human Resources Department
11. Convene into closed session for discussion and possible action pursuant to Wisconsin State Statute section 19.85 (1)(e), "...conducting other specified public business, whenever competitive or bargaining reasons require a closed session, for the purpose of discussion and possible action on labor negotiation strategy with the Jefferson County Supervisors Association and Jefferson County Deputy Sheriff's Association
12. Reconvene into open session for possible action on items discussed in closed session
13. Review of July 2025 monthly financial reports for Human Resources and Safety
14. Report from Human Resources Director on 2026 Staffing Requests and Update on wage/benefit costs
15. Report from Human Resources Director on 2026 Human Resources and Safety budget requests
16. Report from Human Resources Director to include Requests to fill vacant positions, Emergency Help requests, Extra steps and/or benefits for new hires and current positions, Update of Leaves of Absences requests, and Update on Human Resources Department activities
17. Discussion and possible action on tentative future meeting schedule and agenda items.
18. Adjournment

**Next scheduled meetings:**

**Tuesday, September 16, 2025, at 8:30 a.m.**

**Tuesday, October 21, 2025, at 8:30 a.m.**

*A quorum of any Jefferson County Committee, Board, Commission, or other body, including the Jefferson County Board of Supervisors, may be present at this meeting. Individuals requiring special accommodation for attendance at this meeting should contact the County Administrator 24 hours prior to the meeting at 920-674-7101 so appropriate arrangements can be made.*

**HUMAN RESOURCES COMMITTEE MEETING MINUTES**  
**Tuesday, June 17, 2025 @ 8:30 a.m.**  
**Jefferson County Courthouse, Room C2001, and Videoconference**

1. Call to Order: Meeting called to order by J. Braughler at 8:31 a.m.
2. Roll Call: Present: James Braughler, Chair; Joan Callan (virtual, at 8:04 a.m.); Kirk Lund; Karl Zarling, Vice Chair. Absent: Matthew Tracy. **Quorum established.**  
  
*Other staff present:* Michael Luckey, County Administrator; Travis Maze, Sheriff; Jess Olszewski, Advanced Human Resources Coordinator (virtual); Terri Palm-Kostroski, Human Resources Director; Jenn Robinson, Recruitment and Retention Specialist (virtual); Danielle Thompson, Corporation Counsel; Jessica Tucker, Benefits Administrator.
3. Certification of compliance with the Open Meetings Law: Confirmed by M. Luckey.
4. Review of Agenda: No changes. **No action taken.**
5. Public Comment: None. **No action taken.**
6. Approval of April 17, 2025, Human Resources Committee Minutes. Motion by K. Zarling to approve the Human Resources Committee April 17, 2025, minutes, as presented. Second by K. Lund. Motion passed 3:0.
7. Communications: None. **No action taken.**
8. Discussion and possible action recommending a resolution approving the Elimination of the Assistant County Administrator position and creating a Communications and Marketing Coordinator position in the County Administration Office. Motion by K. Zarling to approve the elimination of the vacant Assistant County Administrator position and creation of a full-time Communication and Marketing Coordinator position in the County Administration Office. Second by K. Lund. Aye: Zarling, Lund, Callan. Nay: Braughler. Motion passes 3:1.
9. Review and discussion on list of benchmark positions presented to GovInvest to prepare comparable market total compensation. Discussion by T. Palm Kostroski reviewing the list of 87 benchmark positions and how they represent the vast majority of all pay grades, departments, and job types/classifications based on review of competencies. No action taken.
10. Motion by K. Lund to convene into closed session for discussion and possible action pursuant to Wisconsin State Statute section 19.85 (1)(b), Considering dismissal, demotion, licensing or discipline of any public employee(s)... and the taking of formal action on any such matter” for the purpose of discussing a Stipulation and Order imposing discipline on an employee(s) of the Sheriff’s Office and pursuant to Wisconsin State Statute section 19.85 (1)(e), “...conducting other specified public business, whenever competitive or bargaining reasons require a closed session, for the purpose of discussion and possible action on labor negotiation strategy with the Jefferson County Supervisors Association. Second by K. Zarling. Roll call vote: Braughler, Aye; Callan, Aye; Zarling, Aye; Lund, Aye. Moved into closed session at 8:59 a.m.

*Note: For the purpose of the closed session under Wisconsin State Statute section 19.85 (1)(b), the Human Resources Committee will be acting as the Jefferson County Civil Service Grievance Committee. Also present: T. Maze, T. Palm-Kostroski, J. Tucker, D. Thompson, M. Luckey, J. Robinson, J. Olszewski.*

11. Motion by K. Zarling to reconvene into open session for possible action on items discussed in closed session. Second by K. Lund. Motion passed 4:0. Moved into open session at 9:28 a.m.
  - a. Motion by K. Zarling to approve the Sheriff's recommendation for two sworn employees of a 10-day suspension and reassignment from Patrol to Jail from time of incident to approximately July 1, 2025, as agreed upon for violation of work rules. Second by K. Lund. Motion passed 4:0.
12. Review of May 2025 monthly financial reports for Human Resources and Safety. T. Palm-Kostroski reported no significant changes from previous meeting. **No action taken.**
13. Report from Human Resources Director. Report available within packet. **No action taken.**
14. Discussion and possible action on tentative future meeting schedule and agenda items. Next meeting scheduled for **Tuesday, July 15, 2025. No action taken.**
15. Adjournment. Motion by K. Zarling to adjourn. Second by K. Lund. **Motion passed 4:0. Meeting adjourned 9:37 a.m.**



## JEFFERSON COUNTY HUMAN RESOURCES

311 S. Center Avenue, Room C2040  
Jefferson, WI 53549  
Phone (920) 674-7102  
Website: [jeffersoncountywi.gov](http://jeffersoncountywi.gov)

TERRI PALM-KOSTROSKI  
Human Resources Director

JESSICA TUCKER  
Benefits Administrator

JESSICA OLSZEWSKI  
Human Resources Coordinator

JENNIFER ROBINSON  
Recruitment & Retention Specialist

**“Jefferson County: Responsible government advancing quality of life.”**

**To:** Human Resources Committee

**From:** Terri PalmKostroski, Human Resources Director

**Date:** August 19, 2025

**Re:** Departmental Restructuring and Staffing Updates

The Human Resources Department continues to review opportunities for departmental structuring and restructuring, particularly within smaller departments of fewer than five employees. With several vacancies across the County, this is a timely opportunity to evaluate efficiencies such as sharing staff within office suites, ceasing external contracting where feasible, and aligning staffing models with succession planning needs. These efforts are intended to ensure long-term sustainability, maximize resources, and better support continuity of operations. All items discussed here are being aligned with the 2026 budget process and will ultimately be subject to formal approval by the County Board as part of that budget.

One current initiative involves restructuring the shared part-time positions historically allocated across the County Clerk, Register of Deeds, and Treasurer offices. At this time, all of those part-time positions remain vacant. Each of the elected officials was surveyed regarding their operational priorities and willingness to share resources. Based on that input, the recommendation moving forward is to eliminate the existing shared part-time model and reallocate funds to support each office more effectively, including the transfer of 50% of benefit funds from the County Clerk's budget to the Register of Deeds. The new structure will reflect the Register of Deeds and the Treasurer offices sharing a full-time position, and the County Clerk Office retaining a part-time position, however not benefited. The Finance department remains committed to assisting the County Clerk to best serve the public.

A second initiative is the proposed restructuring and creation of positions within the CJCC division as part of the 2026 Administration budget. The County recently signed a six-month contract extension with Wisconsin Community Services (WCS) to continue case management for the Alcohol and Drug Treatment Courts through December 2025. WCS currently provides two full-time case managers and a 0.4 FTE supervisor at a monthly cost of \$15,597 (\$187,164 annually). As discussed, one option under review is bringing case management in-house beginning in 2026. This would involve creating one or two County case manager positions funded primarily through the state's TAD Grant allocation, rather than continuing the WCS contract. This change is reflected in the Administration's staffing requests for 2026.

Finally, succession planning remains a priority. For the Veterans Service Office, the County Administrator has expressed interest in a two- to three-month overlap period once a new Director is identified. This has come at the request of the current VSO, although a formal retirement date has not been identified. The Vested Benefit Contingency Fund is the anticipated budget source to support this transition. Longer-term planning for the Human Resources Department includes reclassifying the Benefits Administrator to a Deputy/Assistant Human Resources Director role effective January 2026. This reclass formally recognizes the duties already performed and the higher-level decision-making responsibilities such as employment investigations and supervisory duties, supporting leadership continuity within HR.

At this stage, the Committee's feedback is sought on:

- Confirmation of direction regarding restructuring of staffing in the elected offices.
- Input on proceeding with the in-house case management proposal for the CJCC division.
- Support for succession planning approaches outlined above.

08/18/2025  
15:19:57

Jefferson County  
FLEXIBLE PERIOD REPORT  
JULY 2025

PAGE 1  
glflxrpt

FROM 2025 01 TO 2025 07

ACCOUNTS FOR:	ORIGINAL	TRANFRS/	REVISED	ACTUALS	ENCUMBRANCES	AVAILABLE	PCT
100 General Fund	APPROP	ADJSTMTS	BUDGET			BUDGET	USED
<b>12301 Human Resources</b>							
12301 411100 General Property Taxes	666,488	0	666,488	388,784.62	.00	277,703.25	58.3%
12301 451034 Badge Replacement Fee	30	0	30	35.10	.00	-5.10	117.0%
12301 451200 Records & Reports	100	0	100	.00	.00	100.00	.0%
12301 484005 Insurance Training Reimbursem	4,500	0	4,500	.00	.00	4,500.00	.0%
12301 486010 Rebates	10,000	0	10,000	10,000.00	.00	.00	100.0%
12301 511110 Salary-Permanent Regular	224,118	0	224,118	173,877.31	.00	50,240.25	77.6%
12301 511210 Wages-Regular	134,834	0	134,834	35,420.39	.00	99,413.86	26.3%
12301 511220 Wages-Overtime	1,032	0	1,032	.00	.00	1,031.85	.0%
12301 511330 Wages-Longevity Pay	375	0	375	.00	.00	375.00	.0%
12301 512141 Social Security	25,885	0	25,885	15,068.53	.00	10,816.82	58.2%
12301 512142 Retirement (Employer)	24,628	0	24,628	14,300.46	.00	10,327.47	58.1%
12301 512144 Health Insurance	62,214	0	62,214	29,411.57	.00	32,802.52	47.3%
12301 512145 Life Insurance	93	0	93	76.72	.00	16.04	82.7%
12301 512151 HSA Contribution	7,200	0	7,200	.00	.00	7,200.00	.0%
12301 512153 HRA Contribution	0	0	0	880.56	.00	-880.56	.0%
12301 512173 Dental Insurance	4,416	0	4,416	2,278.41	.00	2,137.59	51.6%
12301 521218 Arbitrator	400	0	400	.00	.00	400.00	.0%
12301 521219 Other Professional Serv	20,000	7,880	27,880	41,689.95	59,043.00	-72,852.91	361.3%
12301 521225 Section 125	34,800	0	34,800	18,002.25	.00	16,797.75	51.7%
12301 521226 Ergonomics	250	0	250	.00	.00	250.00	.0%
12301 521228 Labor Negotiations	10,000	0	10,000	4,368.50	.00	5,631.50	43.7%
12301 521229 Recruitment Related	23,573	0	23,573	1,650.44	.00	21,922.56	7.0%
12301 531303 Computer Equipmt & Software	1,625	0	1,625	146.04	.00	1,478.96	9.0%
12301 531311 Postage & Box Rent	676	0	676	406.76	.00	269.24	60.2%
12301 531312 Office Supplies	971	0	971	466.72	.00	504.28	48.1%
12301 531313 Printing & Duplicating	25	0	25	9.46	.00	15.54	37.8%
12301 531314 Small Items Of Equipment	106	0	106	.00	.00	106.00	.0%
12301 531322 Subscriptions	1,280	0	1,280	707.40	.00	572.60	55.3%
12301 531324 Membership Dues	5,470	0	5,470	279.49	.00	5,190.51	5.1%
12301 531326 Advertising	0	0	0	790.00	8,240.00	-9,030.00	.0%
12301 531351 Gas/Diesel	0	0	0	25.00	.00	-25.00	.0%
12301 531357 Employee Recognition	12,115	0	12,115	2,934.82	.00	9,180.18	24.2%
12301 532325 Registration	2,534	0	2,534	1,799.40	.00	734.60	71.0%
12301 532332 Mileage	475	0	475	262.24	.00	212.76	55.2%
12301 532334 Commercial Travel	600	0	600	.00	.00	600.00	.0%
12301 532335 Meals	795	0	795	237.13	.00	557.87	29.8%
12301 532336 Lodging	2,850	0	2,850	1,542.00	.00	1,308.00	54.1%
12301 532339 Other Travel & Tolls	80	0	80	93.00	.00	-13.00	116.3%

08/18/2025  
15:19:59

Jefferson County  
FLEXIBLE PERIOD REPORT  
JULY 2025

PAGE 2  
glflxrpt

FROM 2025 01 TO 2025 07

ACCOUNTS FOR:	ORIGINAL APPROP	TRANFRS/ ADJSTMTS	REVISED BUDGET	ACTUALS	ENCUMBRANCES	AVAILABLE BUDGET	PCT USED
100 General Fund							
12301 532350 Training Materials	58,235	0	58,235	39,486.17	.00	18,748.83	67.8%
12301 533225 Telephone & Fax	420	0	420	239.68	.00	180.32	57.1%
12301 535242 Maintain Machinery & Equip	745	0	745	379.82	.00	365.18	51.0%
12301 571004 IP Telephony Allocation	510	0	510	297.50	.00	212.50	58.3%
12301 571005 Duplicating Allocation	16	0	16	9.31	.00	6.69	58.2%
12301 571007 MIS Direct Charges	600	0	600	.00	.00	600.00	.0%
12301 571009 MIS PC Group Allocation	10,427	0	10,427	6,082.44	.00	4,344.56	58.3%
12301 571010 MIS Systems Grp Alloc(ISIS)	3,417	0	3,417	1,993.25	.00	1,423.75	58.3%
12301 591519 Other Insurance	3,328	0	3,328	1,973.72	.00	1,354.32	59.3%
12301 592006 WRS Interest	0	0	0	.57	.00	-.57	.0%
12301 699999 Budgetary Fund Balance	0	7,880	7,880	.00	.00	7,880.00	.0%
TOTAL Human Resources	1,362,236	15,760	1,377,996	796,006.73	67,283.00	514,706.01	62.6%

08/18/2025  
15:20:01

Jefferson County  
FLEXIBLE PERIOD REPORT  
JULY 2025

PAGE 3  
glflxrpt

FROM 2025 01 TO 2025 07

ACCOUNTS FOR:	ORIGINAL	TRANFRS/	REVISED	ACTUALS	ENCUMBRANCES	AVAILABLE	PCT
100 General Fund	APPROP	ADJUSTMTS	BUDGET			BUDGET	USED
<b>12302 Safety</b>							
12302 411100 General Property Taxes	140,402	0	140,402	81,901.12	.00	58,500.81	58.3%
12302 511110 Salary-Permanent Regular	81,951	0	81,951	.00	.00	81,951.15	.0%
12302 512141 Social Security	5,841	0	5,841	.00	.00	5,841.17	.0%
12302 512142 Retirement (Employer)	5,696	0	5,696	.00	.00	5,695.61	.0%
12302 512144 Health Insurance	20,738	0	20,738	.00	.00	20,738.03	.0%
12302 512145 Life Insurance	12	0	12	.00	.00	12.00	.0%
12302 512151 HSA Contribution	1,800	0	1,800	.00	.00	1,800.00	.0%
12302 512173 Dental Insurance	1,104	0	1,104	.00	.00	1,104.00	.0%
12302 531243 Furniture & Furnishings	600	0	600	.00	.00	600.00	.0%
12302 531303 Computer Equipmt & Software	1,500	0	1,500	.00	.00	1,500.00	.0%
12302 531311 Postage & Box Rent	30	0	30	.00	.00	30.00	.0%
12302 531312 Office Supplies	100	0	100	.00	.00	100.00	.0%
12302 531313 Printing & Duplicating	30	0	30	.00	.00	30.00	.0%
12302 531314 Small Items Of Equipment	1,000	0	1,000	.00	.00	1,000.00	.0%
12302 531320 Safety Supplies	800	0	800	53.73	.00	746.27	6.7%
12302 531322 Subscriptions	8,350	0	8,350	7,352.67	.00	997.33	88.1%
12302 531323 Subscriptions-Tax & Law	420	0	420	.00	.00	420.00	.0%
12302 531324 Membership Dues	885	0	885	639.99	.00	245.01	72.3%
12302 532325 Registration	850	0	850	.00	.00	850.00	.0%
12302 532332 Mileage	160	0	160	.00	.00	160.00	.0%
12302 532335 Meals	130	0	130	.00	.00	130.00	.0%
12302 532336 Lodging	540	0	540	.00	.00	540.00	.0%
12302 532350 Training Materials	4,500	0	4,500	.00	.00	4,500.00	.0%
12302 571009 MIS PC Group Allocation	1,647	0	1,647	960.75	.00	686.25	58.3%
12302 571010 MIS Systems Grp Alloc(ISIS)	854	0	854	498.19	.00	355.81	58.3%
12302 591519 Other Insurance	864	0	864	448.84	.00	415.13	52.0%
TOTAL Safety	280,804	0	280,804	91,855.29	.00	188,948.57	32.7%
TOTAL General Fund	1,643,040	15,760	1,658,800	887,862.02	67,283.00	703,654.58	57.6%
TOTAL REVENUES	821,520	7,880	829,400	480,720.84	.00	348,678.96	
TOTAL EXPENSES	821,520	7,880	829,400	407,141.18	67,283.00	354,975.62	



# NEW POSITIONS

DEPARTMENT	POSITION	NUMBER	COST	TOTAL COST	FTE	FUNDING SOURCE(S)	TAX LEVY	OTHERSOURCES
CLERK OF COURTS	DEPUTY COC II	1	\$ 76,889.75	\$ 76,889.75		1 TAX LEVY	\$ 76,889.75	\$ -
CLERK OF COURTS	INTERN	1	\$ 7,166.16	\$ 7,166.16		0.2 TAX LEVY	\$ 7,166.16	\$ -
DISTRICT ATTORNEY	LEGAL ASS'T/ASSISTANT VW	1	\$ 85,752.61	\$ 85,752.61		1 40% VW; 60% TAX LEV	\$ 51,451.57	\$ 34,301.04
FACILITIES	FACILITY SYSTEMS ADMINISTRATOR	1	\$ 80,213.63	\$ 80,213.63		1 TAX LEVY	\$ 80,213.63	\$ -
FAIRPARK	ADMIN ASS'T II - HS	1	\$ 20,538.20	\$ 20,538.20		0.48 TAX LEVY	\$ 20,538.20	\$ -
HUMAN RESOURCES	ADMIN SPECIALIST I	1	\$ 80,213.63	\$ 80,213.63		1 TAX LEVY/40% HS?	\$ 48,128.18	\$ 32,085.45
HUMAN RESOURCES	HR GENERALIST	1	\$ 96,860.69	\$ 96,860.69		1 TAX LEVY/40% HS?	\$ 58,116.41	\$ 38,744.28
HUMAN SERVICES	ADMIN ASS'T II - HS	1	\$ 76,889.75	\$ 76,889.75		1 MEDICAID/MC/WIMCR	\$ -	\$ 77,641.50
HUMAN SERVICES	ADMINISTRATIVE SPECIALIST I	1	\$ 80,213.63	\$ 80,213.63		1 MEDICAID/MC/WIMCR	\$ -	\$ 81,013.87
HUMAN SERVICES	CLTS SUPPORT SERVICES COOR	2	\$ 96,950.81	\$ 193,901.62		2 DIRECT BILLING	\$ -	\$ 193,901.62
PARKS	HISTORICAL SITE INTERN	1	\$ 6,045.62	\$ 6,045.62		0.18 TAX LEVY	\$ 6,045.62	\$ -
PARKS	ADMIN ASS'T II (INCREASE .4 TO .8 FTE)	1	\$ 44,661.00	\$ 44,661.00		0.8 TAX LEVY?	\$ 44,661.00	\$ -
SHERIFF	COMMUNICATION OPERATOR	4	\$ 95,233.71	\$ 380,934.84		4 TAX LEVY	\$ 380,934.84	\$ -
SHERIFF	COMMUNICATION OPERATOR SUPERVISOR	1	\$ 119,286.70	\$ 119,286.70		1 TAX LEVY	\$ 119,286.70	\$ -

FAIRPARK	SUPERINTENDENT	UNFUND
FAIRPARK	AUCTION COORDINATOR	UNFUND
ADMINISTRATION	CJCC CASE MANAGER	75% TAD AND 25% TAX LEVY
HUMAN SERVICES	PARENT SUPPORTING PARENT	ELIMINATE
HUMAN SERVICES	CLTS MANAGER	CREATE
CHILD SUPPORT AGENC	CHILD SUPPORT SPECIALIST	ELIMINATE (NOT FILLED)
DISTRICT ATTORNEY	LSS/VW SPECIALIST	CREATE
ELECTED OFFICIAL OFFI	RESHIFT SHARING OF POSITIONS	
HEALTH DEPARTMENT	REDUCTION OF HOURS FOR WIC	