

County of Waseca, Minnesota County Administrator 2015 Transition Strategy

Transition Objectives

1. Meet with the interim County Administrator immediately to share information, get up to speed with pressing County affairs, and coordinate the transition process.
2. Become familiar with the organizational culture, processes, and procedures that establish the framework for performing day to day activities and duties.
3. Develop a better understanding of department level goals and challenges to provide appropriate guidance and resources and assist in solving concerns.
4. Conduct one on one information conversations with each County Board member to develop personal working relationships, identify their individual goals, and direction for the future of the County, and better understand their vision for the County Administrator in fulfilling those goals.
5. Become familiar with the County's financial position, budget, budget approval process, capital improvement plan, audit findings, and payment processes.
6. Display leadership by promoting a trusting, positive, open, and flexible approach to the role of County Administrator for the County of Waseca.
7. Establish a visible presence in the community by creating relationships with key stakeholders, business leaders, media representatives, and civic organizations.
8. Develop an implementation plan for the 2016 budget and capital improvement plan. Work with the County Board and County staff to appreciate past practices, process, and goals of budget adoption.

Six Month Objectives

1. Maintain professional relationships with the County Board and County staff in order to develop teamwork and effective operations in County services.
2. Review and develop a higher level of understanding of the County's short and long term goals, mission, vision, and how these statements shape and guide the direction of the organization.
3. Meet with County staff to review the status of department operations and current projects; discuss leadership, communication, and decision making processes and limitations. Complete in-depth tours of the County and community facilities.
4. Get up to speed on major infrastructure projects as well as significant developments. Meet with consulting staff to better understand pressing projects needing attention and brief the County Board. Review communication preferences, contract parameters, and work flow objectives.
5. Establish roles on outside organizations such as Economic Development, Chambers of Commerce, Rotary, Lions, etc.
6. Meet and introduce myself to area legislators and their representatives who represent the County of Waseca.
7. Review County personnel policies, procedures, and past practices, and prepare possible edits or changes as needed including updating the employee handbook/manual.
8. Review and become familiar with County communication tools such as website, mailings, and social media. Work with IT and Departments to develop an enhanced communications plan for County business and items of community interest.
9. Review status labor agreements and of pending outstanding legal cases.
10. Complete a six month self-performance review for the County Board. Adjust goals and objectives as needed based upon Board feedback.

One Year Objectives

1. Manage the 2017 budget process from preparation to adoption and ensure timely financial reporting and public participation in the budgeting process.
2. Build upon a strong workplace culture focused on customer service, flexible response, team decision making, and professional development.
3. Assist and guide the County Board in their decision making process. Become familiar with preferred methods of communication, informational work session materials, and timely agenda item placement.
4. Review the capital improvement plan; work with County staff to identify current and future projects and determine financial implications for the County. Prioritize project list and financial objectives with the County Board. Identify and evaluate County economic development tools.
5. Review and discuss with the County Board the limitations and benefits of a variety of economic development tools. Work with outside agencies, State of Minnesota, economic development authorities in utilizing economic development tools in the county.
6. Evaluate employee performance and identify areas of strength and potential resources for professional development.
7. Review and evaluate program effectiveness and workplace technology tools. Research and develop an implementation plan for new technology based tools or devices to ensure efficient service delivery.
8. Complete a one year performance self-review for the County Board. Adjust goals and objectives as needed based upon Board feedback.

HR Survey on County Administrators
email inquiry sent week of July 13

-Includes shared responses from Door County and Grant County:

County	County Administrator Starting Salary		Do you use a contract	Comments / Other info provided
	Annual	hourly		
Barron		\$44.03 min.	No	\$50.32 is 100% with potential to earn up to 120% thru pay for perf. Plan (60,38)
Calumet	\$135,000		Employment Agreement	
Dodge			Yes	Used Springsted for recruitment
Door	\$108,000		Yes	
Douglas		\$44.45 min.	No	Mid \$50.80, Max \$60.96
Eau Claire	\$122,000		Yes	My responses may not be overly helpful as I believe our CA is underpaid. That being said, our outgoing CA (he is leaving us) is currently at around \$122,000. We are in the middle of a class comp study and will likely not hire one for under \$140 or \$150.
Jefferson	\$101,358 min		Employment Agreement	\$130,312 is top of range (Copy of employment agreement and job description sent)
Marathon	\$92,585 min		Yes	Currently at \$119,808 (Mid \$120,361, Max \$148,137)
Monroe	\$88,000		Yes	Started 5 years ago - is now at \$92K. Has a contract which says the benefit and pay adjustments received by county employees applies as well.
Rock	\$127,500		Employment Agreement	
Adams				We are still trying to determine how we are going to move forward (it's only been since April when Trena left) and the Ad Hoc Committee assigned to the task are supposed to make a presentation at County Board tomorrow night
St. Croix				Our County Administrator is paid under an employment agreement. We do not have a set salary range for this position.
Walworth	\$150,942 (see notes)			Our Administrator is also our Corp Counsel, so those duties are incorporated into JD. (copy sent) CA does not have a "set" salary range. The current County Administrator is paid \$150,942 for the County Admin and \$24,383 for a Corporation Counsel stipend.!
Washington		\$48.61 (see note)		Job description sent. Salary range: \$48.61--50.00--51.38--52.77--54.16--55.55--56.94--58.33--59.72--61.11--62.49

Iowa County Administrator Pay Discussion

County Administrator

Current Pay

Iowa County: 92,000 \$86,500 or \$41.59 (Contracted)
Jefferson County: \$117,561 or \$56.52 (Contracted & On Pay Scale)
Sauk County: \$105,000 or \$50.48 (Contracted & On Pay Scale)
Dodge County \$103,729.60 or \$49.87 (Contracted, Not on Pay Scale)
Average Pay for Jefferson, Sauk, and Dodge: \$52.29 or \$108,763

County Administrator Pay State Wide

N=14 Counties Reporting (Counties Above NOT included)
Lowest Reported: \$33.18 (Ashland)
Highest Reported: \$85.30 (La Crosse)
Average: \$54.42
Median: \$52.58

Fifteen Counties Included: Ashland, Barron, Bayfield, Burnett, Calumet, Door, Douglas, La Crosse, Marathon, Marinette, Monroe, Ozaukee, Rock, Walworth.

Iowa County Pay Scale

Corporation Counsel is the top position on the pay scale in Grade T. The Control Point for that position is \$45.69. The pay range is \$39.98 to \$54.83.

Our recommendation, if the County Administrator's pay is set on the pay scale would be to place the position in Grade V. The Control Point for Grade V is \$53.09. The pay range is \$46.45 to \$63.71.

Placing the position at Grade V would result in the following:

Iowa County Control Point: \$53.09
Average Current Pay for Jefferson, Sauk, and Dodge: \$52.29
Average Current Pay for 14 County Administrators Statewide: \$54.42
Median Current Pay for 14 County Administrators Statewide: \$52.58

If Iowa County utilizes the pay scale recommendation for the County Administrator position, the current Pay of \$41.59 is below the minimum by \$4.86 or \$10,108. Current Pay is below the Control Point of Grade V by \$11.50 or \$23,920.

County Administrator Transition Plan & Projects – 08-2015

PROGRAM	RECOMMENDED LEAD	PROJECT	STAKE HOLDERS
Division Team Leads a) General Government b) Health & Human Services c) Public Safety d) Public Works	a. Matthew Allen b. Tom Slaney c. Keith Hurlbert d. Craig Hardy	Department Head meetings Agenda Preparation Coordination of Division Projects in Process Updates on Policies	All Departments
Administrator Daily Duties	Interim Administrator(s)	a. Citizen contact b. Board Contact c. Department Head Contact d. Governments/agencies e. Meeting attendance f. DH Reviews g. Below/Exceed Reviews h. Vendor Contacts i. Building Issues j. Payroll Verification k. Voucher Verification	Public Departments County Board Members Other units of government
2016 Budget Process	Roxanne Hamilton ASC Committee	Completing the 2016 Budget	All Departments County Board
Courtroom Security	Jake Tarrell/Jewell Architects Greg Pittz	Coordinating construction, technology, carpeting, furnishings	Judge Dyke, Lia Gust, Tari Engels EDP Committee/County Board
Courthouse Security Windows	Jake Tarrell/TRI-STATE WINDOWS – Kerby Thomas	Completing Security Windows	Dixie Edge, Jolene Millar, Greg Klusendorf EDP Committee/County Board
Child Support Security Update	Jake Tarrell/Jewell Architects	Requested changes to office	Deb Rosenthal EDP Committee County Board

PROGRAM	RECOMMENDED LEAD	PROJECT	STAKE HOLDERS
Administrative Assistant to Administrator/Emergency Mgmt.	Keith Hurlbert Amanda Gardner	Administration Continuity of Operations, Emergency Mgmt.	Keith Hurlbert Interim Administrator
Employee Relations	Allison Leitzinger	Policy questions Benefits questions Job vacancies Performance Reviews Discipline/Grievances/Commendations Filing Personnel Records	Public Staff
Bloomfield Construction	Matthew Allen Jake Tarrell/Penny Clary	Concept plans for Bloomfield Facility Referendum Question Phrasing	County Board
Bloomfield Recruitment	Bloomfield Employee Relations Assistant Employee Relations Director	DON – Recruitment Ongoing Recruitment Performance Reviews	Bloomfield Management
Contract Renewals a) Auditing b) Civic Plus c) Cleaning d) Concrete Work e) Copiers f) Document Shredding g) Economic Development h) Electrical i) Elevator j) Fire Inspection k) Heating/Cooling l) Inmate Meals m) Inmate Medical n) Lawn Care o) Legal Counsel p) Pest control q) Snow Removal r) Waste Removal	Matthew Allen Jacob Tarrell	Ongoing various contracts in HR, Maintenance, Property Leases, etc.	Administrative Services EDP County Board Staff

PROGRAM	RECOMMENDED LEAD	PROJECT	STAKE HOLDERS
COOP – COG Updates	Interim Administrator Amanda Gardner/Keith Hurlbert	Continuity of Government Operations Plan for Administration – Due 12/2015	Committee on Committees County Board Administration/Emergency Mgmt.
External Committee Appointments	Greg Klusendorf	External Committee-appointments, vacancies, terms, etc.	County Board Members appointed
County Property Leases a) Airport Cropland b) Airport Hangers c) Blackhawk Lake d) Bloomfield Cropland e) Bloomfield Pasture f) Bloomfield Conservation g) Bloomfield Pond h) Chapel Street House i) Highway Cropland j) PL 566 Dams k) Social Services/ADRC	Contact persons a. Kevin King b. Kevin King c. Jim McCaulley d. Jacob Tarrell e. Jacob Tarrell f. Matt Masters g. Jacob Tarrell h. Jacob Tarrell i. Craig Hardy j. Jim McCaulley k. Tom Slaney	Various properties owned or managed or County involvement	EDP County Board
Employee Handbook	Allison Leitzinger	Complete by end of 2015	County Board Staff
Highway Projects	Craig Hardy	a. Spurley driveway variance vs. right-of-way encroachment permit b. Review and recommend changes to the driveway ordinance c. Highway policies/procedures/ employee handbook addendum	Transportation Committee Highway Staff County Board

Employer	Title	Population	Years in Current Position	Years in Mgmt	Degree	Salary	Vehicle Provided	Personal Vehicle Allowance	Per mile	Per Time	Per Time Duration	Vehicle Comments	Conferences	Out of state	In state	Annual Allowance	Conference Comments	Membership Dues
Iowa County	County Administrator	23,599	3	23	BB	\$86,500	N	N			month			N	N			
Pierce County	Administrative Coordinator	41,000	0	0		\$110,000	N	N			month			N	N			
Monroe County	County Administrator	44,877	3	14	MBA	\$92,000	N	Y	50		year	90% of Federal IRS Mileage Rate		Y	Y		Approved on a per request basis.	
County of Barron	County Administrator	45,733	3	12	MBA	\$101,338	N	N			month			N	N			
Calumet County	Assistant to the County Administrator	48,971	13	13		\$55,310	N	N			month			N	N			
Calumet County	County Administrator	48,971	4	19	MPA	\$114,892	N	N	48.5	720	year			Y	Y	\$4,000.00		
Sauk County	Administrative Coordinator	61,976	6	13	MPA	\$102,288	Y	Y	55	0	year			N	Y	\$1,000.00		
Dodge County	County Administrator	89,000	4	15	MPA	\$101,200	N	Y	0.555		year	IRS Mileage Rate		N	Y	\$700.00		
Eau Claire County	County Administrator	99,260	16	22	MPA	\$120,848	N	N			month	Mileage reimbursement at \$.51/mile.		N	N		County pays costs for attendance at ICMA or NACo national conference and annual WCA and WCMA conferences.	
La Crosse County	County Administrator	113,000	8	26	MPA	\$165,591	N	Y		2400	year	Monthly car allowance for local travel, mileage reimbursement is provided at IRS rate outside of County trips.		N	N		Budget provides for conferences as needed.	
Sheboygan County	County Administrator	115,507	13	13	MS	\$120,983	N	Y	48.5		year			N	Y	\$1,000.00		
Rock County	County Administrator	163,500	29	34	MAPPA	\$129,605	N	Y		6000	year			Y	Y	\$1,200.00		
Milwaukee County	Fiscal and Management Analyst	947,735	0	2	MPA	\$42,098	N	N			month			N	N			

Employer	DUES	Contract	Contract	Severance duration	Health Benefits	Health Insurance	Premium amount	Contribute amount	Carrier WI State	Carrier self	Carrier self text	Carrier other	Carrier other text	Payment in Lieu of Health Insurance	Amount	Dental	Paid Leave	Sick	Vacation	Holidays	Other
Iowa County	ICMA, WAMCAM, Local Service, Chamber of Commerce,		Y	5		Y	\$574	\$75	Y	N		N		N		Y		12	20	9	2
Pierce County	ICMA, WCMA GFOA, ICMA, WAMCAM, WCMA, WGFOA, WMCA, Chamber of Commerce		Y	3		Y	\$1,700	\$170	N	Y		N		N		N				10	30
Monroe County County of Barron	ICMA, WMCA, WICPA		Y N	6 6		Y N	\$1,423	\$184	N	Y	Gundersen Lutheran	N		N Y	4800/year	Y N		12 12	20 22	9 11.5	1.5 0
Calumet County	WAMCAM		N			Y	\$1,202	\$240	N	N		Y	Network	N		Y					
Calumet County	ICMA, NACA, WCEA, WCMA, WMCA		Y	6		Y	\$1,092	\$109	N	N		Y	Network Health	N		Y					
Sauk County Dodge County	GFOA, ICMA, NACA, WCEA, WCMA GFOA, ICMA, NACA, WCMA		Y Y	3 6		Y Y	\$1,356 \$1,317	\$97 \$123	N Y	Y N	Dean	N N		N N		Y Y		12 12	24 20	9 10	3 0
Eau Claire County	ICMA, NACA, WCEA, WCMA, Local Service, Chamber of Commerce		Y	6		Y	\$2,133	\$256	N	N		Y	WCA/Group Health Tru	N		N		12	20	10.5	10
La Crosse County	ICMA, NACA, WCMA, WTA, Rotary NACA, WCEA, WCMA, Chamber of Commerce		Y	6		Y	\$1,761	\$176	N	Y	MMSI services	N		N		Y		12	25	10	10
Sheboygan County			N			Y	\$1,480	\$185	N	Y		N		N		Y			23	11.5	
Rock County	ICMA, WCEA, WCMA		N			Y	\$2,096	\$0	N	Y	PBA	N		N		Y		12	25	10	0
Milwaukee County			N			Y	\$1,092	\$137	N	N		Y	UHC	N		Y		12	5	10	0

Employer	Other text	Retirement	WRS	WRS Amount	ICMA	ICMA Amount	Other	Other Amount	Retirement Comments	Life Insurance	Value amount	Premium amount	Premium duration	Contribute amount	Other Compensation	Other Compensation	Comments
Iowa County	Floating Holiday		Y	\$50	N		N			Y	\$17,300	360	year	360			
Pierce County	PTO		Y	\$50	N		N			N							
Monroe County	Floating Holidays		Y	\$100	N		N			Y	\$178,845	18	year	18		Flextime, Expense, Smartphone Service	
County of Barron			Y	\$50	N		N			N							
Calumet County	PTO earn 11.82 hours every 2 weeks		Y	\$50	N		N			Y	\$55,310		year	0			
Calumet County	Paid Time Off		Y	\$50	N		N			Y	\$114,892		year			2,500 employer cont	
Sauk County	Executive Days		Y	\$80	N		N			Y	\$102,288	138	year	124			
Dodge County			Y	\$50	N		N			N	\$192,000	360	year	230			
Eau Claire County	Floating Holidays in lieu of comp. time		Y	\$50	N		N			Y	\$604,500	2920	year	130			
La Crosse County	additional days similar to vacation		Y	\$100	N		N			Y	\$75,000	268	year				Also taking 5 days Leave w/o pay to help with budget, reducing my salary above by approximately \$3500
Sheboygan County			Y	\$50	N		N			Y	\$604,915	68.99	year	0			
Rock County			Y	\$50	N		Y		15000 per year	Y	\$130,000	930	year	176		expense \$2000/year, \$10,000/year cont	
Milwaukee County			N		N		Y	15.92	MC-ERS	N							