

WOODBURY COUNTY BOARD OF SUPERVISORS AGENDA ITEM(S) REQUEST

Date: August 28, 2015

Weekly Agenda Date: September 1, 2015

ELECTED OFFICIAL / DEPARTMENT HEAD / CITIZEN: Supervisor Mark Monson

SUBJECT: Long Range Planning

ACTION REQUIRED:

Approve Ordinance <input type="checkbox"/>	Approve Resolution <input type="checkbox"/>	Approve Motion <input type="checkbox"/>
Give Direction <input type="checkbox"/>	Other: Informational <input checked="" type="checkbox"/>	Attachments <input type="checkbox"/>

WORDING FOR AGENDA ITEM: Consideration of a long range planning proposal.

EXECUTIVE SUMMARY: The Board will consider a long range planning proposal with action September 8, 2015.

BACKGROUND: Work has been done over the past months to create unity within county departments. This project would bring managers together to develop future direction.

FINANCIAL IMPACT: See attachment

RECOMMENDATION: Consideration of the request for decision at the next Board meeting.

ACTION REQUIRED / PROPOSED MOTION: None

Approved by Board of Supervisors March 3, 2015.

LONG RANGE PLANNING FOR COUNTY MANAGERS

PURPOSE:

Long range planning across all departments and services is critical to a strong vision for the future.

PROCESS:

Thirty individuals have been identified as county managers. This list may be added to or reduced in size. To provide opportunity for frank and open discussion the group would be divided into three groups with no majority of elected officials at any of the meetings.

The proposal would identify three days in October (or early November) for the small groups to gather. The consultant would direct each of the three days and compile the results. The entire group would meet in January 2016 to bring all people and information together. The Board will need to require participation.

The last day would be a public meeting where all participants would bring together thoughts from the three days. As a part of that last day the group could review the Vision Statement to accept or "tweak" the wording.

The major goal of this process will be to develop a single direction/ purpose of all services and functions provided by the county with unity of direction.

OTHER ACTIVITIES:

We have initiated the State evaluation form to be used with all employees. As a part of that process there must be a statement of the mission of each area. Also being considered is "True Speak" which is a process to work with employees. All these activities will help our managers direct employees with a "big picture" and uniform view of the County.

JANET CARL:

As an organizational consultant, Janet has been helping groups meet their goals for more than twenty-five years. She works primarily with educational, governmental and nonprofit groups in the areas of team building, outcome-based planning and communication skills. She is also a former state legislator and headed the Department of Human Services appropriations sub-committee. Currently she serves as Director of the Writing Lab at Grinnell College.

CONSULTANT COST:

Four days of consultation	\$3,200
Travel estimate	1,070
Lodging estimate	400
Meals estimate	200
Miscellaneous	200
Total Estimate	<u>\$5,070</u>

MEALS, ETC. FOR FOUR DAYS

Meal estimate	<u>\$ 500</u>
TOTAL COST	\$5,500

The first choice location would be the Nature Center.

STRATEGIC PLANNING GROUPS 2015

Group One

Mark Monson	Board of Supervisors (Elected)
Dave Drew	Sheriff (Elected)
Mike Clayton	Treasurer (Elected)
Dennis Butler	Budget Analyst
Mark Nahra	Secondary Roads
David Gleiser	Rural Economic Development
Theresa Yochums	Social Services
John Malloy	WICC (Technology) (has own Board) (Shared with City)
Diane Peterson	Recorder's office (Under Auditor)
Donna Chapman	County Library (has own Board)

Group Two

Jeremy Taylor	Board of Supervisors (Elected)
Larry Clausen	Board of Supervisors (Elected)
Pat Gill	Auditor/ Recorder (Elected)
Rick Schneider	Conservation (Has own Board)
Ed Gilliland	Human Resources
Mark Olsen	Juvenile Detention
Julie Connolly	County Assessors Office (Has own Board)
Glen Sedivy	E911 (Has own Board)(Shared with City)
Michelle Skaff	Emergency Management (Has own Board)
Kevin Grieme	District Health (Has own Board)

Group Three

Matthew Ung	Board of Supervisors (Elected)
Jackie Smith	Board of Supervisors (Elected)
PJ Jennings	County Attorney (Elected)
Karen James	Board Office
Gary Brown	Emergency Services
Danielle Dempster	Veterans Affairs (Has own Board)
John Pylelo	Planning & Zoning
Patty Erickson Puttmann	Social Services (Part of this belongs to a region)
Ken Schmitz	Building Services
Jean Logan	General Relief (contracted to her agency)

Total = 30

Memo to: Mark Monson, Chair, Board of Supervisors, Woodbury County
From: Janet Carl, Organizational Development Consultant
Re: Development of Strategic Plan

I like to help groups develop what I call outcome-based plans. Outcome based plans are specific and measureable. They call for tangible changes—in results for customers of each office of county government and in capacities each office and staff have to develop in order to create new and better results for customers.

I don't yet know what the full day schedule of activities might be for the 3 working groups, but here are some of the topics I would want to cover.

First, I would want the supervisor(s) present at each of the three work days to talk about why the supervisors want to create a strategic plan—what the supervisors see as the need for such a plan. The supervisor(s) should also lay out the expectation that every office is going to participate and going to be represented in the final plan. Also, the supervisor should give an assurance that conversations held during the planning process should be full and frank, but that they are confidential (I assume these 3 meetings are not going to be open meetings). No one should be afraid that there will be retribution for anything that is said; additionally, I will urge people to make constructive, non-blaming comments. I don't have any desire to wallow in the misdeeds of the past, although if there is something factual or significant to be said about past practice, a person should be able to make such a statement freely.

Once the ground rules are established, I would probably get people talking (maybe in small groups of 3 or so) about what they think the public thinks about their particular office of county government. Do they get direct public comment about their services? Might they be interested in gathering some public comment in the next few weeks/months? What are their own view about the services their office provides? Are policies and practices generally up to date? What are the current strengths and weaknesses of county government as a whole, their offices in particular? (Obviously, these are difficult conversations to have, so again we need to establish as much trust and openness in the atmosphere as we can.)

I would then ask them to dream about the future. What do they want county government to be like as a whole? What would they like to hear citizens say about county government? What are their ideas as to how their offices can serve the public better? What is operating in their environment that they might build on (e.g., new technology, new models from other counties or states)? What do they see as threats in the future?

The day would probably culminate with everybody brain-storming ideas for their own offices and for county government as a whole. I would hope that these discussions would not be constrained at this point by money considerations. I would ask people to think big; we'll worry about money later.

After the first of these work days, I would communicate with you and other supervisors to see how you think things went and make any changes to the agenda that seem advisable. After we've conducted all three work days, I'll put together a plan for the final day of planning and talk with you and the other board members about it.

CONTRACT FOR SERVICES

This contract is entered into by Woodbury County (Board of Supervisors), 620 Douglas St., Sioux City, IA 51101 and Janet A. Carl, Organizational Development Consultant, 14142 N. 39th Ave. E., Grinnell, IA 50112

WHEREAS, Woodbury County desires to contract with Janet Carl to provide strategic planning services

Now, therefore, the two parties agree to the following terms:

Janet Carl will

1. Lead three planning days with county office leaders and others invited by the board of supervisors in October, 2015
2. Lead a large group planning day to formulate the final components of the strategic plan in January, 2016.
3. Compile the plan and submit it to the Board of Supervisors by February 1, 2016.

COST: Woodbury County will pay Janet Carl \$800 per day for her services plus mileage at 57.5 cents per mile, lodging and per diem. Woodbury County will pay Janet Carl within four weeks of receipt of invoice.

AMENDMENTS: This contract may be amended by agreement of both parties. Any amendment must be made in writing and signed by both parties.

CANCELLATION: Either Woodbury County or Janet Carl may cancel the contract at any time. Any fees or expenses owed Janet Carl at the time of the cancellation must be paid by Woodbury County within four weeks of the date of cancellation, including time spent in preparation for one of the training sessions.

Signed _____
Woodbury County Supervisor

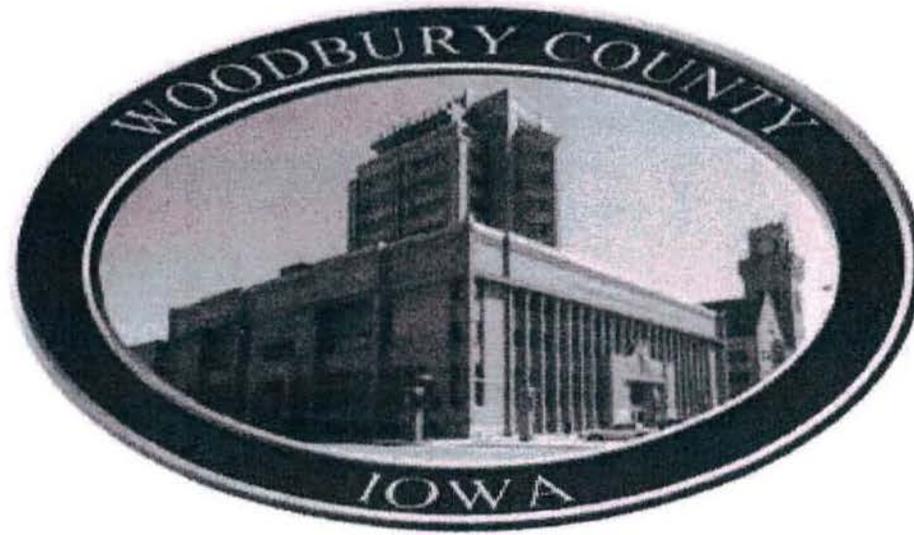
Signed _____
Organizational Consultant

Date: _____

Date: _____

Woodbury County

Vision Statement



Woodbury County will be a leader in providing customer-friendly service through innovative technology, continuous process improvement and collaborative efforts in the Tri-State area.

Janet A. Carl
14142 N. 39th Avenue E.
Grinnell, IA 50112

jacarl6994@gmail.com
641-236-6994 (H)
641-990-3649 (C)

Organizational Development Consultant, 1980-present. Consult , provide training to governmental, educational, human services, professional organizations on the topics of outcome-based evaluation, strategic planning, team building, leadership development. Provide grant and other technical writing services. Certified consultant for Benchmarks (360° performance appraisal tool). Certified Trainer, Results Oriented Management and Accountability (ROMA) curriculum (recertified 2012).

Director of Academic Support for Writing and Speaking, Grinnell College, Grinnell, IA, 2012- present. Oversee Writing Lab operations. Hire, supervise, evaluate professional and peer writing staff. Teach classes and tutor students on all stages of the writing process.

Lecturer, Writing Lab, Grinnell College, Grinnell, Iowa, 2000-12. Tutored students on all phases of the writing process.

Resource Development Director, Mid-Iowa Community Action, Inc., Marshalltown, Iowa, 1998-2000. Major responsibilities: Directed a team of 25 persons responsible for housing programs, local, state and national fundraising, public information and information technology services. Provided consulting services to Marshall County Youth and Violence Committee and Child Abuse Prevention Services agency for outcome-based evaluation and resource development. Consulted with the National Association of Community Action Agencies for development of Dialogue on Poverty 2000 materials and training. Provided training and technical assistance to agencies through the US Department of Health and Human Services Peer to Peer grant.

Senior Associate, Move the Mountain Leadership Center, Mid-Iowa Community Action, Inc., Marshalltown, Iowa, 1993-1998. Major responsibilities: Facilitated human service system transformation effort involving fifty-eight human service, education and health organizations in Hardin, Marshall, Poweshiek, Story and Tama Counties. Consulted with these organizations on strategic planning, resource development and leadership development; facilitated numerous interagency planning processes to improve outcomes for children and families at risk; developed materials for National Dialogue on Poverty and trained community action leaders in ten states to implement this community-based conversation about desired new outcomes for children and families; managed Family Preservation and Support Services Grant in Marshall County.

Director, Head Start Staff Development Center, Mid-Iowa Community Action, Inc., Marshalltown, Iowa, 1992. Major responsibilities: Led the planning process to develop

an innovative training and technical assistance program for Head Start staffs in Iowa and the Midwest; negotiated partnership of the local community college; planned the renovation of facilities at the college to house the center; hired staff; recruited Head Start directors and management staff to attend the training; designed and led the management training modules. The center was one of fourteen funded in a national competition by the US Department of Health and Human Services.

Director, Family Futures Project, Mid-Iowa Community Action, Marshalltown, Iowa, 1990-91. Major responsibilities: Planned and implemented a series of community conversations involving 7000 participants in five counties. Developed and produced video used to lead the discussions, which centered on needs of all children and families and ideas for ways the community could do a better job of responding to children and families' needs. Facilitated Family Futures Coalition, an interagency group that planned the format for the community conversation and recruited participants. Developed reporting system and other supportive materials and trained discussion leaders. Oversaw compilation of data collected from the discussions. Recruited leaders for follow up planning in all five counties.

Convener, Community Academy on Children and Families at Risk, Mid-Iowa Community Action, Inc., Marshalltown, Iowa, 1988-89. Major responsibilities: Planned and facilitated interagency collaborative process designed to promote greater responsiveness by institutions to children and families at risk through organizational improvement and the development of stronger partnerships among agencies.

Director of Development, Mid-Iowa Community Action, Inc., Marshalltown, Iowa, 1987-88. Major responsibilities: Supervised public information office; edited newsletter sent to 300 policy makers as well as in-house monthly newsletter; mobilized resources in support of agency goals; conducted national research project.

Executive Director, Iowa Court Appointed Special Advocate Program, State of Iowa Judicial Department, 1986-87. Major responsibilities: Developed and implemented fiscal and program policy and procedure for pilot project in two judicial districts; selected, trained, supervised and evaluated local coordinators; developed and implemented public relations plan; designed and implemented training for adult volunteer guardians *ad litem* in juvenile court procedure, symptoms of child abuse and neglect, and interviewing skills.

Member, Iowa House of Representatives, 1980-86. Co-Chair, Joint Human Services Appropriations Subcommittee. Areas of expertise: adoption reform, child testimony in court, day care licensing, nursing home reimbursement. Also served on Human Resources, Judiciary, Education, State Government, Energy Committees.

Training/Consulting Experience

<i>Topics:</i>	<i>Representative List of Clients:</i>
Action research: implementation of ROMA principles and practices	Iowa Community Action Association
Consultation skills, community assessment models, agency assessment	Iowa Head Start State Collaboration Office, Iowa Division of Community Action Agencies, Community action agencies in North Carolina, Florida, Texas
ROMA training for Boards of Directors	State of Virginia CSBG office—training in 20 Virginia CAAs; Iowa CAAs, West Virginia CAA
ROMA training; National Dialogue on Poverty (NDP) training	Community Action Agencies in 15 states
Strategic planning	Departments of Education (Iowa, Nebraska, Kansas, Arkansas), Iowa AEAs, community action agencies, Iowa Division of Vocational Rehabilitation Services (DVRS)
Teambuilding, networking training, conflict resolution	Iowa Transition Advisory Council, DVRS
Video script writing and production; development of NDP training manual	National Association of Community Action Agencies, now CAP
Meeting facilitation	Human services interagency councils, Iowa Policy Project, Family Development and Self-Sufficiency Advisory Council, Head Start State Collaboration Office
Meeting skills; planning	Local School Districts
ROMA training, outcomes based planning	CAA state associations in Kansas, Missouri, Nebraska, Iowa
New program design	Central Oklahoma Community Action Agency

Technical/Professional Writing Experience

The State of ROMA Implementation in Iowa, report for Iowa Community Action Association, March, 2011.

Writing Forum, Writer, Editor of Grinnell College publication on teaching writing, 2000-2003.

Video Script, National Dialogue on Poverty 2000, produced by National Association of Community Action Agencies, 1999.

Video Script, National Dialogue on Poverty, produced by National Association of Community Action Agencies, 1996.

Outcomes Based Strategic Plan, Mid-Iowa Community Action, Marshalltown, IA, 1997.

Heiserman, O., Miller, S. and Carl, J., **Developing Resources for Family Development**, National Association of Community Action Agencies, publisher, 1994.

Carl, J., "Helping Families in Danger Help Themselves," Editorial Page, Des Moines Register, June 13, 1993.

Team Building Training Manual, State of Iowa Transition Advisory Boards, 1992.

Carl, J. and Stokes, G., "Ordinary People, Extraordinary Organizations," Volume 9, Numbers 4-6, **Nonprofit World**, 1991.

Video Script, Family Futures, produced under a federal grant by Mid-Iowa Community Action, Inc., 1990.

Newsletter Editor, Iowa Chapter of American Society for Training and Development, 1988-89.

Grant Writing Experience

Head Start State Collaboration Office, renewal grant, funded by the Head Start Bureau, 2007.

Leadership Training Grant, funded by US Department of Health and Human Services to Move the Mountain Leadership Center, 2000.

Peer to Peer Training and Technical Assistance Grants, funded for \$180,000, \$230,000, \$323,000 to Mid-Iowa Community Action, 1998, 1999, 2000.

Family Preservation and Support Services Grants, funded annually for \$76,000 to Mid-Iowa Community Action, Inc., 1995-2000.

AmeriCorps, National Volunteer Service Program, funded for \$200,000 to Mid-Iowa Community Action, 1994.

School-based Youth Services Program, funded for \$800,000 to Marshalltown School District, 1990.

Head Start Teaching Center Grant, funded for \$1,000,000 to Mid-Iowa Community Action, 1992.

College Teaching Experience

"Basic Principles of College Writing," 2008-present
"Teaching Writing," Grinnell College, 2012-present
"Oral Communication Skills," 2011-present
"Advanced Principles of College Writing," Grinnell College, 2010

Other Professional Experience

President, Board of Directors, Meliora Partners, Inc., a nonprofit consulting firm, 2011-2013. Member of board since 2007.

President, Board of Directors, Iowa Policy Project, 2007-2011 (nonprofit think tank devoted to issues of taxation, environment and other issues affecting low-income persons). Member of board, 2006-2011.

Grant reader, US Department of Health and Human Services, Office of Community Services, 2002, 2004, 2006. Panel Chairperson, 2007.

Advisory Board Member, National ROMA Train the Trainer Program, 2004-present.

Vice-Chair, Board of Directors, Iowa Ethics and Campaign Finance Disclosure Commission, 2004-2008.

Participant, faculty seminars on the use of portfolios in the classroom and to assess writing skills, Grinnell College, 2001, 2008-2011.

Graduate, Results Oriented Management and Accountability (ROMA) Train the Trainer Program, Community Action Association of Pennsylvania, 2001. Recertification in 2012.

Benchmarks 360° Performance Appraisal Tool Certification Training, Center for Creative Leadership, Greensboro, NC, 1998.

Communications Officer, Iowa Chapter, American Society for Training and
Grant recipient, National Science Foundation, for computer-assisted counselor training, 1978.

Education

BA, Sociology and Psychology, University of Iowa, 1970.

MA, Counselor Education, University of Iowa, 1973.