

# Summit 2019

## Session Notes



## Summit 2019 Overview

The Wasco County Leadership Summit was held in April 2019 at the Washington Family Ranch. Attendees included Wasco County elected officials, County Administrator and senior management.

The purpose of this year's Summit was to create the time and space for county leaders and managers to discuss the future state of Wasco County. How do we plan now to ensure services are available in the years to come? What unique and innovative ideas can we put into play? What's at stake if we fail?

The group was asked, "If we could change the future in the next three days, what would we change?"

- Stable financing
- Extend the culture to our partner agencies so they would feel the love and trust us
- Keep the bus full once we get the right employees on it
- Let go of the past

The group shared their goals for Summit:

- Shared focus
- Better understanding of where everyone is at
- Information about what's happening in the county
- Re-energize
- Cultural recharge
- Looking forward so we continue to Pioneer Pathways to Prosperity
- Hear other people's perspectives
- Get to know people better and the departments they run
- Map of where we are and where we're going
- Shared vision
- An better understanding of our roles and how we fit into the organization
- Strategic roadmap for going forward

### SAFETY AGREEMENT

Our Safety Agreement provides a guideline for how we interact with each other in a way that allows "the truth to be heard." Each person was asked to share what is important to include to feel they can safely participate:

- Hold "it" harmless against me for questions
- Civility and respect, professional
- Trust each other
- Speak your mind, speak the truth
- Don't be easily offended, forgive if offended
- Say what you need to say, don't hold back
- Say what you mean, but don't be mean when you say it
- Question for clarification
- Allow people to complete their thought
- Don't make it personal – work from a neutral perspective vs personal perspective
- Listen, presume the best of others

- Be patient
- WHAT it is instead of WHO

## TRAUMA AND EMPOWERMENT TRIANGLES

This session topic talks about the unhealthy relationships and behaviors we can fall into when faced with a traumatic or tense situation. Recognizing that you're on the "triangle" allows you to use healthier responses and step out of the drama.

### What is the drama triangle?

- Original triangle was called the Dreaded Drama Triangle, but now it's called Trauma Triangle
- There are three roles on the Trauma Triangle – persecutor, rescuer and the victim
- People move around on the triangle – shifting roles depending on the situation
- Most of us are looking to blame. It's a natural reaction to go to "whose fault is it?"
- Blame is discharging discomfort and anger. Blaming is corrosive in relationships.

### Keep Calm and Stop the Drama!

- Sometimes the best move is to NOT play the game
- Step off – be sensitive, compassionate, accountable and with solutions focus
- Stop looking outside of ourselves for approval – you choose your attitude
- Your value does not decrease based on someone's inability to see your worth

### Strive for Understanding – Listen Actively

- Be attentive
- Ask open-ended questions
- Ask probing questions
- Request clarification
- Paraphrase
- Be attuned to and reflect feelings
- Summarize

### Getting off the triangle

- Recognize that you're on it
- Don't let people push your buttons
- Remember your lessons from kindergarten - the 5 Lessons from Dr. Seuss:
  - There is no one alive who is Youer than You
  - Why fit in when you were born to stand out?
  - You can steer yourself in any direction you choose
  - Be who you are and say what you feel – those who matter don't mind
  - Behave as if this was the last day you will be remembered

## CRUCIAL CONVERSATIONS, CRUCIAL ACCOUNTABILITY

This session topic gave a high level overview of why and how to have conversations that might be uncomfortable but crucial to conduct.

- WHAT is the conversation I should hold, and IF I should hold it
- Should I even address this conversation – look at CPR: content, patterns and relationship
- Be prepared to have a conversation before holding it
- Master your Story by seeking out all the “whys” of the problem

### Crucial Conversations

Start with heart

- Stay in dialogue – ask why, don’t address when your angry; don’t be the only one doing the talking
- Make it Safe – trust needs to be established. Use the four paths to powerful listening (Ask, Mirror, Paraphrase, Prime). If you say something wrong, admit it and apologize with authenticity and move on.
- Don’t get hooked by emotion (or hook them) – share the facts, tell your story, ask for the other person’s story, talk tentatively, encourage testing
- Agree on a mutual purpose – commit to seek a mutual purpose, recognize the purpose behind the strategy, invent a mutual purpose, brainstorm new strategies
- Separate facts from story – helps to take emotion of it and prevents “filling in the void”. If there is still disagreement, use the ABCs, Agree, Build and Compare
- Agree on a Clear Action Plan. There are four methods of decision making: Command, Consult, Vote and Consensus. Choose which one to use by asking these questions: 1) Who cares, 2) Who knows, 3) Who must agree

### Crucial Accountability

Accountability Discussion

- It’s not a one-time conversation
- If it’s a problem with motivation, make it motivating!
- If it is a problem with ability, make it easy!

After an accountability discussion

- Create a complete plan, be specific about what comes next
- Use two forms of follow-up: check up, and check back

## ON TO THE FUTURE!

With the foundational topics in place, we launched right into our main topics. One note is that this year’s Summit included “TedTalk” style of topics – short segments that introduced a session, designed to get people thinking about things in a new way. Many of the topics came from the book “Transformational Leadership,” which was this year’s management reading assignment. Others were selected personally from topics that were meaningful to the presenter. All participants at the Summit presented topics as part of our leadership development.

# Day 1

## TL TOPIC #1: WILL THIS MATTER IN 5 YEARS?

*The themes of Chapter 56 in Transformational Leadership were:*

- People tend to make “big deals” of things, which puts added pressure that doesn’t really exist
- Diffuse the pressure by asking whether this will matter in 5 years
- Keep a healthy perspective
- Do our best regardless of the outcome
- From the Commissioners’ perspective – it’s about collaboration, having conversations; realizing that it’s interesting work and not as hard as what happens in your personal life; understanding that you can’t take it personally when people are upset and try to make a big deal of something. It can be enjoyable and challenging, but also tough and the thanks are few and far between.

## SWOTT ANALYSIS 2019

The bullets below were compiled from individual management answers based on the similarity of issues raised. We then discussed these bullets and how they might impact our actions.

### STRENGTHS

- Customer Service – quick, positive responses to customers; improved interactions; relationship building with customers and partners, thoughtful, supportive, caring
- Team Work – foster a team environment; strong sense of team; consider impacts to fellow employees; inter-departmental relationships; active participation with other teams; supportive staff; cross functional team successes

### *Discussion:*

- What else might be considered a strength from a citizen’s standpoint? Accessibility of information for citizens; ability to get a person for an answer. Having a solutions approach versus just saying no.
- What would citizens say our strengths should be? Fiscal responsibility is one area, and we think we’ve done a good job on moving from deficit spending to being fiscally responsible and sustainable. Citizens also expect transparency in government, and that’s a moving target for us and them. There needs to be education about how our processes work – it’s hard to have enough time to educate while explaining it in a way that can be understood by that person. Sometimes this involves working with other agencies so they understand and streamline their processes as well. When it comes to transparency, people are looking at it through the lens of national politics and what’s happening at that level – they are predisposed to look at us that way. Messaging is important. Citizens don’t really know what we do and think we do everything.



## WEAKNESSES

- Budget constraints/compensation/wages and benefits – we can't compete for employees; employee retention – people are being poached or leaving for more money; can't keep our A Players
- Capacity – too many projects for too few people; constant high workload

### *Discussion:*

- How do these weaknesses impact our services? It's really hard for the Planning Dept. to offer continuity of service when there's turnover – it's hard to develop systems and processes. Being able to retain people in her department is critical. This question (how does it impact services) is critical in evaluating whether our compensation is working against us – Planning Services are impacted by turnover, and the Sheriff's Office is impacted by the lack of supply at a State and National level, which impacts all levels of government.
- What are citizen's expectations of service?
- Is our compensation policy hurting us or is it a sound financial plan?  
We need to remember that a dollar in salary has other associated costs, and you can't just raise salaries without understanding the additional impact. Compensation isn't just financial – it's also feeling valued. Paying more doesn't mean it would be enough. What are the other creative ways we can provide perks? Many of our employees are millennials who have a very different perspective on length of stay with one employer. Can length of vacation be a better perk?
- AHA Moment – we need to bring employees into the market approach conversation so they understand it. Need to do that with senior management too since not all of us understand it.
- Why is it that some of us are more invested than others?
- For employees who are topped out, they lose overall given the impact of insurance increases, etc.
- Capacity – is some of this self-inflicted/self-imposed?
- At department level – some teams have had discussions around what can be added vs what can be maintained. Need to discuss before implementing anything new. What's the priority?

## OPPORTUNITIES

- Partnerships – share services with other agencies; co-location of similar services; consolidated or collaborative services; privatizing or contracting for certain services.
- Grants – special project grants or agreements; actively seek out support and financial assistance
- Peer support; local trainings; cross training; community outreach. Tap local talent – utilize local experience and professionals

### *Discussion:*

- Are some IGAs or partnerships a weakness – are they hurting the County? Do the partners hold up their end of the agreements? Are the partners accountable?  
Each one of our partners is unique so it's hard to apply a "one size fits all" approach.
- One approach that was discussed is to get an increase in the phone tax to help provide the revenue needed for extra people. He also sent someone to a grant-writing class to help apply for new money. Has to prove to partners that they're doing everything they can to help the problem. The nearby 911 centers are looking at consolidating the costs/infrastructure of providing those services.
- Some of these are low-hanging fruit. Are there other proactive opportunities we could brainstorm? Gilliam County goes out and builds roads to provide infrastructure to new wind farms. Is there something along those lines we could pursue?
- Planning has some partnerships that make it complex to manage, especially at budget time

## THREATS

- Competing markets – other employers with higher wages and benefits. Hard to attract or retain employees, do succession planning.
- Shortage of living wage jobs, combined with skills gap in local population to meet needs.
- PERS – unfunded liabilities; increased county costs – contribution rate
- Cost of Living – lack of affordable housing, high utility costs, high taxes from combination of special districts and county, rising healthcare and insurance costs
- Aging infrastructure of Wasco County the government and Wasco County the community
- Natural disasters – potential (earthquakes) and realized (fire, flood)
- Increasing cost of public safety with decreasing state/federal support – opioid epidemic, mental health, etc.

### Discussion:

- Is the County for the people, by the people or of the people? How proactive do we want to be as an agency in addressing issues like sanitation, etc.

## TRENDS

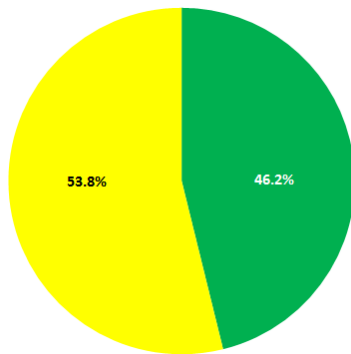
- Changing workforce – age, backgrounds, skills, outlook, mobility, use of technology
- Development in rural areas – wind, solar, marijuana, changing land uses – new demands on infrastructure and services
- Cyber security issues – protecting privacy, accounts, systems, data, etc.
- Homelessness and mental illness – Oregon has the nation's 2<sup>nd</sup> highest rate of unsheltered homeless and ranks 1<sup>st</sup> in the nation for rate of homeless children and youth

### Discussion:

- State is trending to push more expenses for State services to counties rather than funding it themselves. Holding out carrot of funding only to pull it back.
- Increase in focused advocacy groups and their impact on local services. We should consider being proactive in building relationships to move issues forward. Have respectful conversations. Lack of wanting to work on consensus from outside groups. Positive side is increased citizen engagement.
- Fires – is this a trend? Increasing issues around smoke. Shift in policy that impacts the types of fires occurring and who deals with them.
- Age of our water supply, buildings. Part of the THREAT section.
- Less revenue to meet needs – sensitivity to new taxes

## GOOD TO GREAT CONCEPTS

A survey was sent out prior to Summit to gauge how our management team thinks we've done in terms of incorporating the concepts from *Good to Great* by Jim Collins, our reading assignment in 2016. In the charts that follow, green means "this is working well," yellow means "this is kind of working," red means "this is not working," and blue which means "not applicable or I haven't used this in my team."



### On the Bus – 54% think this is “kind of working”

*The Bus is your organization. Most people assume that great bus drivers (read: business leaders) immediately start the journey by announcing to the people on the bus where they’re going—by setting a new direction or by articulating a fresh corporate vision.*

*In fact, leaders of companies that go from good to great start not with “where” but with*

*“who.” They start by getting the right people on the bus, the wrong people off the bus, and the right people in the right seats. And they stick with that discipline—first the people, then the direction—no matter how*

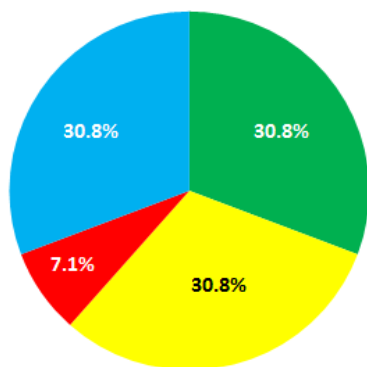
*dire the circumstances.*

- Working – interviewing and hiring for right cultural fit; by hiring for culture our productivity, innovation and implementation have exploded; we have encouraged people who are not the right fit to get off the bus (but this is slow).
- Not Working – termination has to be evidenced based which makes it difficult to get people off the bus; we still have some people on the bus who are not the right fit; its hard to be patient when hiring for A players; we’ve lost a few great people – we need to work harder at retention

#### Discussion:

What do retention strategies look like? Offer assistance for spouses to find jobs, have childcare assistance, the All Staff Training and employee recognition are new strategies we’ve put in place, keep the culture moving forward

### The Right Seat on the Bus – split almost evenly between “working,” “kind of working” or “NA”



*Someone might be good to have on your bus – but maybe they are not in exactly the right seat... not assigned to the right role.*

*Whenever possible, give a person the chance to prove himself or herself in a different seat, before drawing the conclusion that he or she is a wrong person on the bus.*

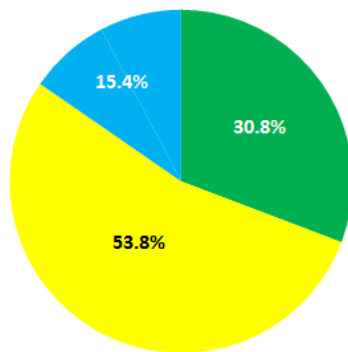
- Working - paying attention to people’s skills and interests and providing opportunities when they come up; we are making strides in having open, honest conversations with staff about their skill set; we are assigning tasks and projects based on skill sets which creates efficiencies
- Not Working – we’re too small an organization to have room to move people; limited opportunities for advancement; A players are hard to keep on C+ salaries

#### Discussion:

How can we be creative about this, which feeds into retention, etc. Can we do a job share? Can we have an employee help out in another department for one day a week? Cross departmental projects? Cross functional teams are another strategy we employ. What are the impacts of doing these strategies – there’s a ripple effect



### Pushing the Flywheel – 54% “kind of working,” 31% said it’s “working”



*Picture a huge, heavy flywheel—a massive metal disk mounted horizontally on an axle, about 30 feet in diameter, 2 feet thick, and weighing about 5,000 pounds. Now imagine that your task is to get the flywheel rotating on the axle as fast and*

*long as possible. Pushing with great effort, you get the flywheel to inch forward, moving almost imperceptibly at first. You keep pushing and, after two or three hours of persistent effort, you get the flywheel to complete one entire turn. You*

*keep pushing, and the flywheel begins to move a bit faster, and with continued great effort, you move it around a second rotation. You keep pushing in a consistent direction. Three turns ... four ... five ... six ... the*

*flywheel builds up speed ... seven ... eight ... you keep pushing ... nine ... ten ... it builds momentum ... eleven ... twelve ... moving faster with each turn... twenty ... thirty ... fifty ... a hundred.*

*Then, at some point—breakthrough! The momentum of the thing kicks in in your favor, hurling the flywheel forward, turn after turn ... whoosh! ... its own heavy weight working for you. You’re pushing no harder than during the first rotation, but the flywheel goes faster and faster. Each turn of the flywheel builds upon work done earlier, compounding your investment of effort. A thousand times faster, then ten thousand, then a hundred thousand. The huge heavy disk flies forward, with almost unstoppable momentum.*

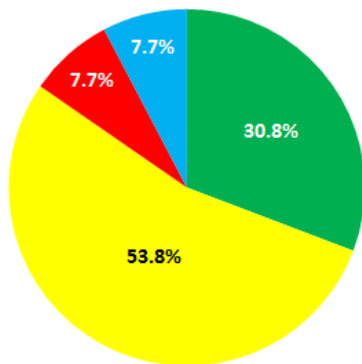
- Working – we’ve made more progress than we give ourselves credit for; we aren’t starting from scratch; we’ve seen movement (results) in processes AND projects, both in departments and in cross-functional teams
- Not Working – with staff turnover or not enough staff, it’s hard to keep momentum going forward; still getting up-to-speed on bigger projects (wheel needs more pushing); there’s inconsistency in messaging

#### Discussion:

The inconsistency was based in part on getting complacent about the flywheel moving on a project level – the focus shifted. The gravel sometimes gets in the way of the momentum. Recognize that it takes effort to keep a good habit going. The slowing has happened at the County-wide level, in part because the focus shifts to the department level. We need to be more accountable ourselves and be consistent in how we message.

### Climate Where Truth is Heard – 54% think this is “kind of working”

*This is allowing everyone the opportunity to be heard – not just have their say. Discussions should not be confrontational but conversational with respect for diverse points of view. Listening should be open and curious. Facts are not disguised or covered up. Here are the four basic practices that lead to a climate where truth is heard:*



-- Lead with questions, not answers. Do not present the group with the answers and then try to motivate them to follow. Have the humility to grasp the fact that you do not yet understand enough to have the answers and then to ask the questions that will lead to the best possible insights.

-- Engage in dialogue and debate, not coercion. Remember, the goal is for everyone to be engaged in a search for the best solutions – not to convince everyone that you are right.

-- Conduct autopsies, without blame. With the right people on the bus, you should almost never need to assign blame but need only to search for understanding and learning to improve future performance.

-- Build “red flag” mechanisms. Do not ignore “ugly” facts/circumstances – highlight, examine and act on the reality. Employees should be encouraged to “raise the red flag” when they see something “going off the rails.”

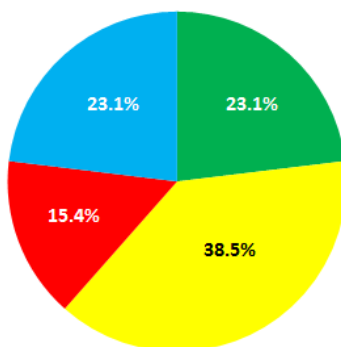
- Working – communication is happening at all level, although it can still be difficult when the topic is tense; red flags and autopsies seem to be working best
- Not Working – sometimes we avoid topics/conversations to avoid conflict; our history at the county impacts how we react to people/topics; saying something in a “safe” environment showed up on an evaluation which shouldn’t be allowed to happen.

#### Discussion:

A “safe zone” doesn’t mean you have a get-out-of-jail-free card. We have to address issues where they need to be addressed. Safety Agreement doesn’t mean there aren’t consequences if there’s a serious issue.

#### Autopsy Without Blame – 38.5% think this is “kind of working”

The process of examining WHAT went wrong rather than WHO went wrong creates an environment where truth can be told and heard to improve work relationships and processes.



- Working - Some teams are using this, although are more of a “debrief” than autopsy to determine how to move forward; keeping the “blame” out of the conversation allows for better solutions
- Not Working – the focus should be on WHAT happened, not WHO made it happen; autopsies are perceived as a negative thing (something to fear) rather than being used for improvement; we need to be more consistent about doing them

#### Discussion:

We need to do a better job of doing autopsies. These are constructive opportunities as long as the Safety Agreement is in place.

#### TEDTALK: GAMING

This presentation included an overview of the history of games, the various types of games, and how the principles of gaming can be applied in the work place. The results of playing a social game were intriguing!

## Day 2

### RECAP OF PREVIOUS DAY - AHA MOMENTS

- How do we get the rest of the Wasco County team to buy into the goals and aspirations of what we're trying to do like the senior management team does? The All Staff Training was a great start.
- PIO and messaging – how can we do a better job of handling messaging? How can we be more consistent about what we say? How do we do it in an organized, intentional way? A PIO is a very different skill set than a communications specialist – which one is needed more? Can the same person handle both roles?
- Even though things may not move forward on a list, the awareness of them seems to move the item. We can't solve everything at once, but things begin to bubble up.
- Retention – this is an important topic and there's a hope we can brainstorm/discuss how to let employees know they're valued without relating it to cash incentive. Each department is different, and we need to consider those different needs/issues when developing a plan so it's not a "one size fits none." Can we do a "menu" of items that would appeal to employees? People want choice.

### TEDTALK: "YOUR MONEY OR YOUR LIFE"

This presentation was based on the book "Your Money or Your Life" by Vicki Robin. The premise of the book is that money is a trade for your "life energy." To have a healthy relationship with money, you need to understand how much money an hour of "life energy" is worth. This allows you to understand whether the areas you spend your money are worth the time you had to work to get the money – and more importantly – to look at whether you are spending your money (time) in alignment with your values. To evaluate your spending, ask three questions about the money spent:

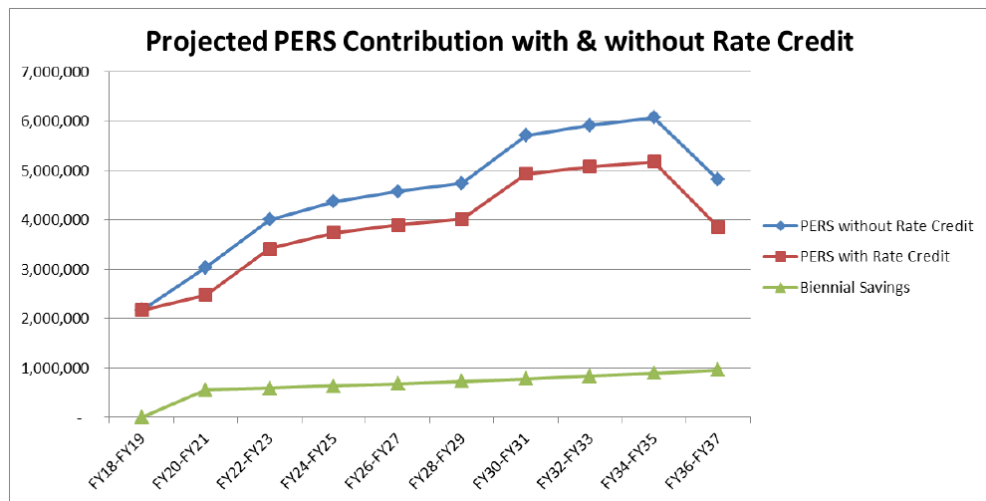
- Did I receive fulfillment, satisfaction and value in proportion to the life energy spent?
- Is this expenditure of life energy in alignment with my values and life purpose?
- How might this expenditure change if I didn't have to work for money?

As a government agency, we need to recognize that tax revenue is a trade for a citizen's life energy. When we look at expenditures, are we spending the money in alignment with what our citizens value, and in alignment with our organizational values? And at the end of the day, are our expenditures moving the County closer to – or further from – *Pioneering Pathways to Prosperity*?

## FINANCIAL REVIEW AND FORECAST

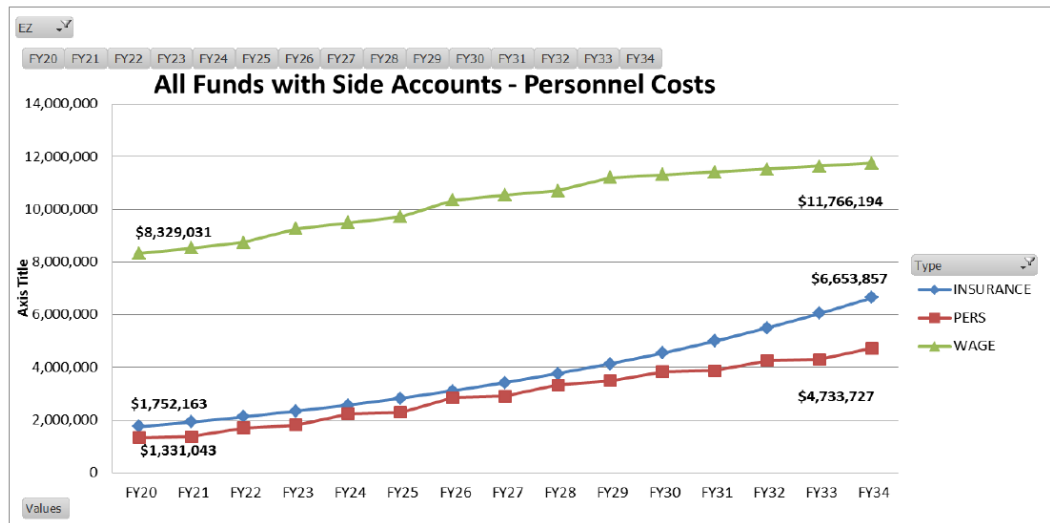
This presentation by the Financial Director focused on the financial forecast for Wasco County under various scenarios/impacts – PERS' unfunded account liability (UAL), personnel costs, rising cost of benefits, etc.

1. What are forecasts? Think of them as headlights on the road – the farther down the road you can see, the better able you are to react to what shows up. Keep in mind that plans change, especially once they're put into play. They not only change, but they HAVE to change and be flexible.
2. Disclaimers – budget is a work in progress, are based on assumptions which can and WILL change based on management decisions. Projections are headlights, not train tracks.
3. **Known Risks** – PERS, personnel as a whole, rising costs
  - a. PERS options – do nothing (the State will take care of it), leave PERS, fund PERS side account



- i. There are some options with the State, but unrealistic
- ii. Leave PERS – we still have the Unfunded Actuarial Liability (UAL) does not go away. Our portion of UAL is \$12 million and slowly decreasing
- iii. Set up a Side Account - \$3.8M gets a 3.97% rate credit. Projected benefit is \$6.6M. State is supposed to have a 25% match but that's not likely to happen. Amortized over 20 years. Used to offset a portion of the employer's future PERS rate. Held separate from other employer reserves – the State can't take it and use for other purposes.
- iv. Discussion – the County is legally limited in how we can invest because of risk, so the maximum we can realistically earn is 3%. Mike doesn't have the time given all the other duties to manage investing on top of it, even if there was the legal flexibility.

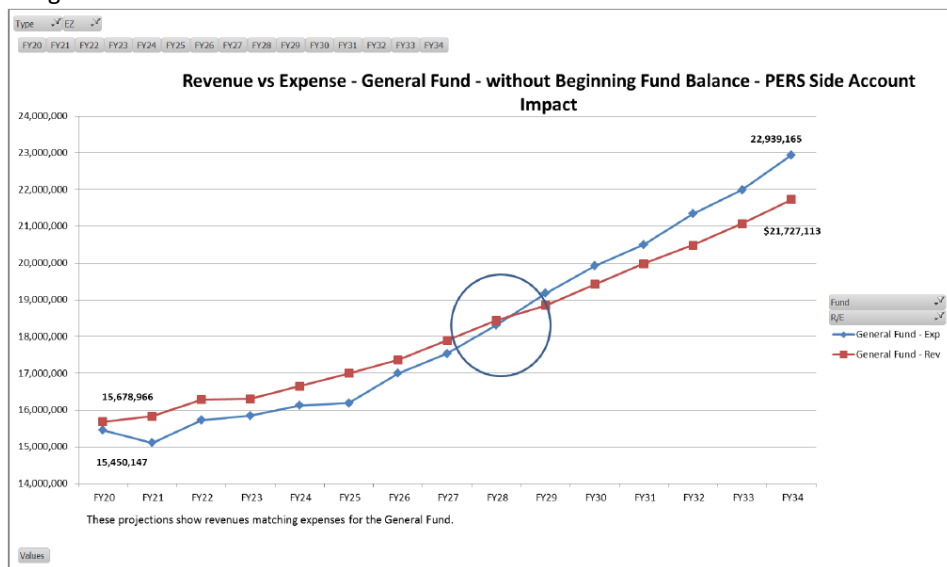
- b. Personnel – it's not the wage, it the benefits driving the increase



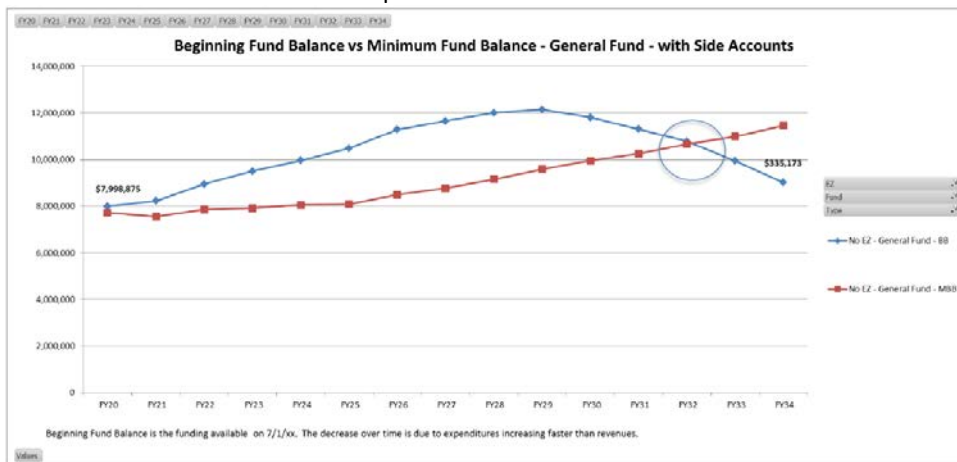
- i. 15 years we will more than double our personnel costs. Salary is one component, but the cost of insurance and PERS account for another 2/3rds on top of it – PERS will cost \$3 million extra which is the same amount as the salary increase. In 20 years, \$1 in today's wage will equal \$2.78 fully loaded.
  - ii. Property tax can be limited by falling market and/or compression. Average rate growth in taxes is 4.22%. This equals \$293,726 average increase a year. A 3% Cost of Living Increase would quickly eat up the property tax increase.
  - iii. State is decreasing funding – Community Corrections is anticipating a cut. Public Works has taken a \$2M hit due to Legislative changes over 10 years. They had to cut staff by 30% because of it. Some funds within the budget are almost entirely funded by State dollars.
  - iv. Partner Funding has shared expenses (NORCOR, 911, NCPHD). This puts pressure on our budget because we're at risk of an expense increase we weren't expecting or controlling.
- c. How to address known risks:
- i. Using Fund Balance – this works for short term issues
  - ii. Service reduction – have to cut staff typically
  - iii. Utilize reserves to have a less drastic response
  - iv. Revamp department processes/priorities – use technology, outsource or collaborate
4. Unknown Risks
- a. Bubbles in the economy
  - b. Another Bernie Madoff?
  - c. Worldcom, Enron, Lehman Brothers collapse
  - d. All impact the economy – fraud, risks
5. How is Wasco County doing?
- a. FY20 is good
  - b. Across all funds, \$33.3 M in cash and investment as of 4/19/19. We have some governmental funds and special revenue funds, enterprise funds, capital funds, trust funds, reserve funds
  - c. Reserve Funds
    - i. Road Reserve \$4.9M



- ii. Capital Acquisition \$3.8M
  - iii. Facility Capital Reserve \$3.8M
  - iv. General Operating Reserve \$4.5M
  - v. 911 Reserve \$27K
- d. FY19 Budget are within expectations
- e. Overall, we're in a healthy position
- 6. Back to the Future – Overview of the General Fund
  - a. FY28 is where we have a crossover of expenses to revenue, taking out Beginning Fund Balances and doing the PERS Side Account. Design LLC Abatement funds of \$405K are included, but will be ending starting in FY22. Property tax from Design LLC starts coming into the county in 2022-2023. The lowest denominator was chosen in projections so that things are understated rather than overstated.

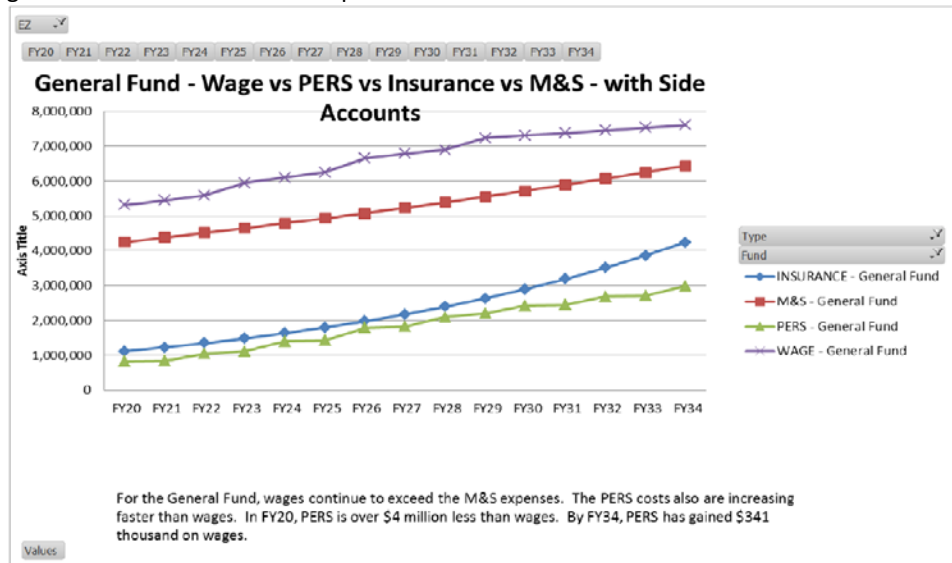


- b. FY32 is when the Fund Balance drops below Minimum Fund Balance



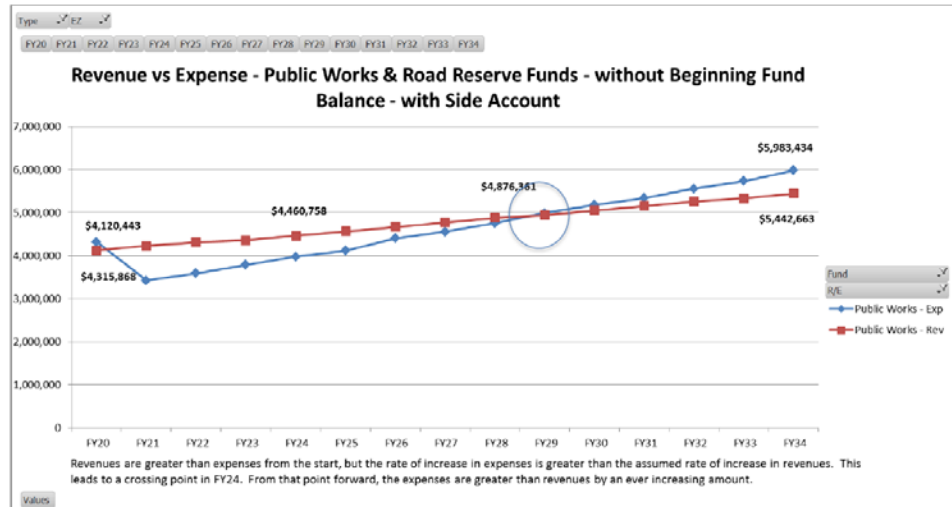
- c. In FY20, Personnel is 63% of operations and Materials & Services are 36%; by FY34 Personnel is 71% and M&S is 29%. Personnel growth is 7%, M&S is 3%.

- d. Average increase in revenue from Property Taxes since FY06 is 4.6%. Average expense growth rate is 5.8-6.1% due to personnel.

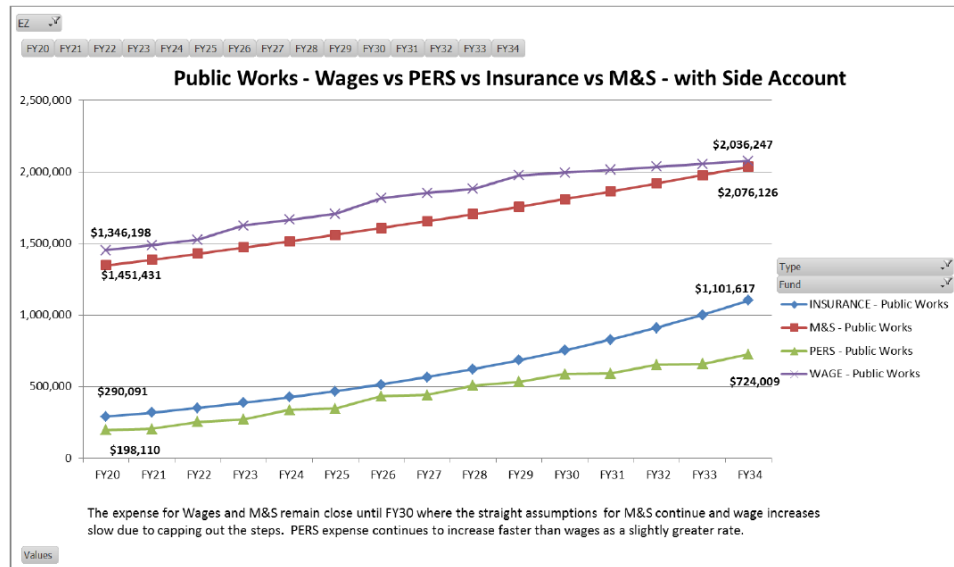


## 7. Back to the Future – Overview of Public Works

- a. Expenses will exceed revenue after FY29, and will exceed revenue in FY20 due to transferring \$1M to the Road Reserve Fund (planned expense to fund PERS Side Account)

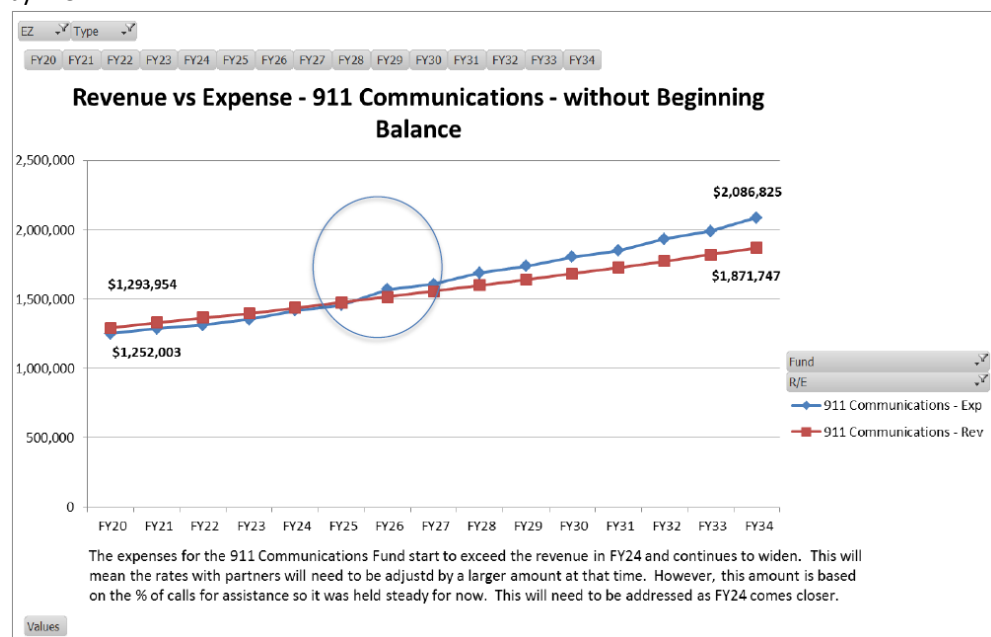


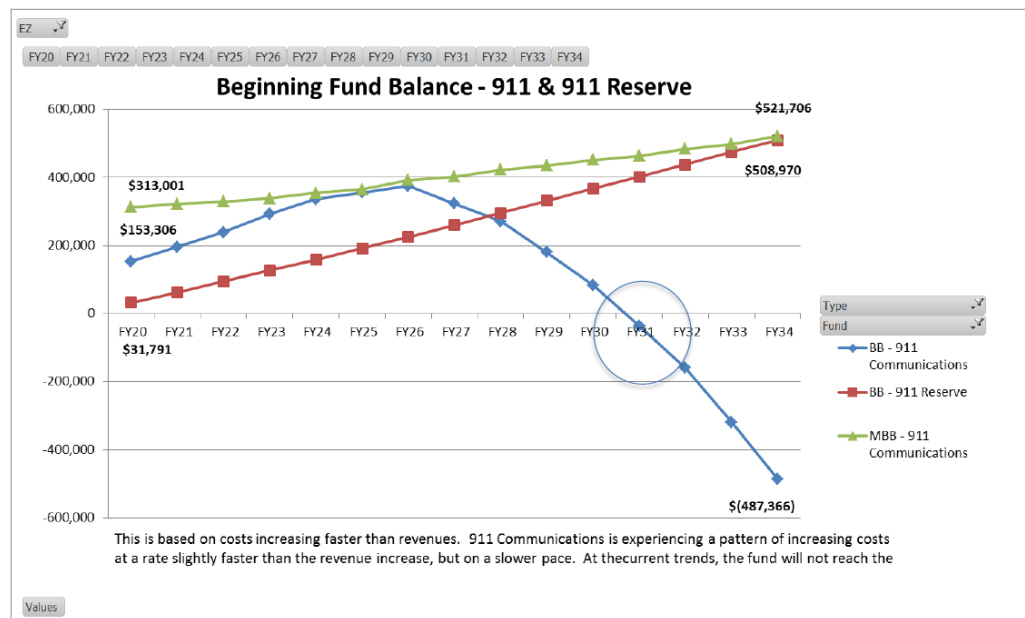
- b. Personnel is a lesser percent of the total expense for Public Works which enables more stability. This is the result of the mix of Personnel to M&S, and management's focus on the numbers.



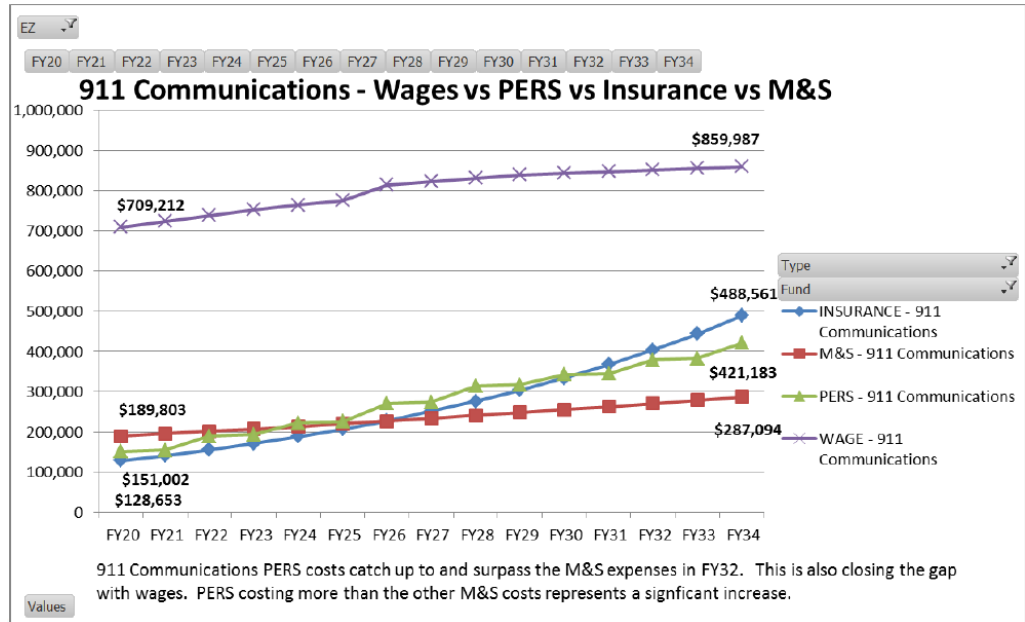
#### 8. Back to the Future – 911 Communications Overview

- Financial health has been improving – balance has been positive since October
- A third of funding comes from the phone tax, the remaining 2/3rds is: 60% from The Dalles, 29% from Wasco County and 11% Mid-Columbia Fire and Rescue
- Expenses exceed Revenues after FY25, after that Fund Balance dives and will go negative by FY31



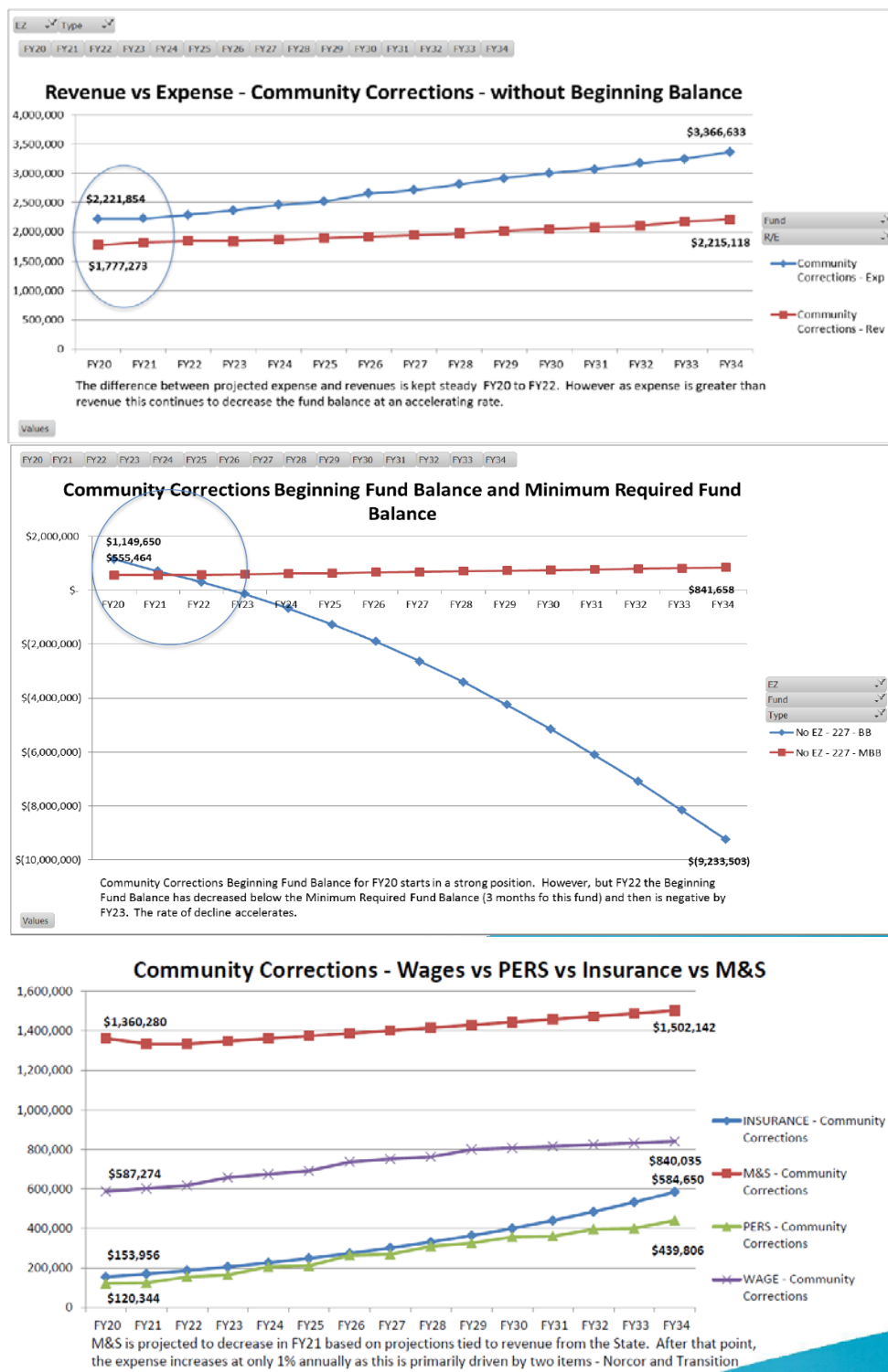


d. Personnel is the driving force in 911 costs:



## 9. Back to the Future – Community Corrections Overview

- Expenses already exceed revenue. FY20 will use \$445K of Fund Balance. Fund Balance will be below Minimum by FY22, goes negative in FY23. This is driven by an expected decrease in State Funding, support for NORCOR and Transitional Housing (\$1.1M of the \$1.4M FY20 budget), and personnel.



- b. The plan is to be conservative on the State Funding estimate, let normal attrition decrease the Mentor roles, and review the contract with the transitional housing provider.

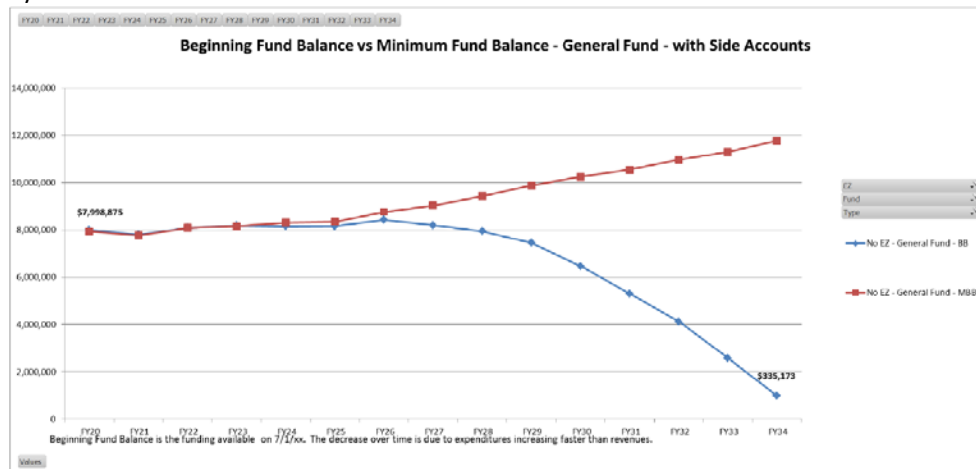


## 10. Overview – Other Small Funds

- a. Fair – growing slowly but couldn't exist without the tie to the Hunt Park Fund.
- b. Park Fund – this is a relatively new split, as was combined with the Fair Fund previously. It has a solid and growing fund base.
- c. Fort The Dalles Museum – growing slowly. Must manage the expectations of the Museum Commission for funding and growth.

## 11. “What If” Scenarios of impact on General Fund from adding Personnel

- a. One additional position (say Deputy): expense exceeds revenue just before FY28 instead of just after, fund balance is less than Minimum two years sooner (FY30)
- b. Two additional positions: expense exceeds revenue two years sooner (FY26), fund balance drops below Minimum four years earlier (FY28)
- c. Three positions: expense equals revenue in FY22-26, fund balance drops below Minimum by FY24



## 12. “What If” impact of decreased State Funds

- a. Already have base assumptions for no growth in taxes and reduced State funding. The various scenarios don't have much of a difference for the General Fund, but have a definite impact on specific departments like Community Corrections.

## 13. “What If” impact of decreased Federal Funds

- a. Decreased Federal funds mostly impact Public Works, where the fund balance would be below Minimum in FY33. There would be no additional impact to 911 or Community Corrections.

### MONOPOLY MONEY, PART I: DEPARTMENT LEVEL

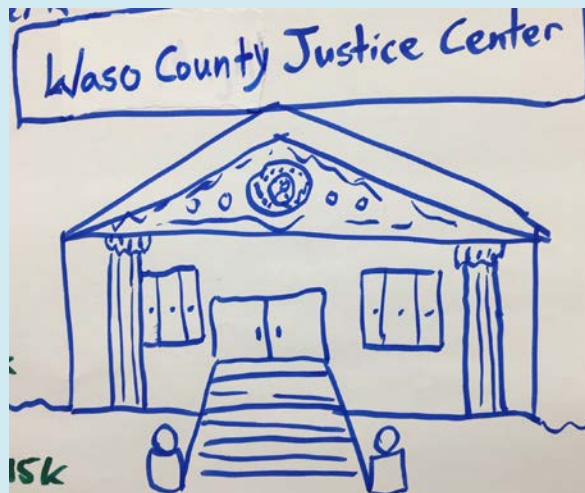
These two segments called “Monopoly Money” were designed to prompt discussion around use of County funds from a philosophical standpoint – how do we determine what is prudent use of taxpayer dollars while still supporting “Pioneering Pathways to Prosperity.”

In Part 1, each department was given \$100k as a one-time amount of money and asked to decide how they would spend it. Alternatively, the \$100k could be given to another department where they might make better use of it. Here’s what each department came up with (bold text indicates the most important project for each team).

Department	How they would spend \$100,000
Administrative Services	\$25k to employee initiatives and \$75k to community projects; OR <b>Give all \$100k to Human Resources for their budget</b>
Assessment & Taxation	<b>Give all \$100k to Sheriff’s Office for their Justice Center idea</b>
Public Works	<b>Hire a consultant to design bridge repairs for 7 load-limited bridges (\$100k).</b> Other ideas included: Increase Pavement Preservation program; pay for 10,000 cubic yards of rock crushing; begin funding Fleet Replacement program; increase safety training (send to out-of-area training); increase PERS Side Account funding
Youth Services	<b>\$45k to purchase a truck and trailer for Community Work Service;</b> \$20k on a technology upgrade for all staff; \$20k on professional development (training and certification); \$15k for research and data analysis services
Clerk’s Office	\$30k to finish back-indexing of land records; \$10k to create a “museum display” in our historic records vault; \$60k to create a dedicated Elections Processing Center; OR <b>Give all \$100k to the Sheriff’s Office for their Justice Center</b>
Finance Office	\$50k Vehicle Fleet Maintenance software; <b>\$150k for Tyler Total Content Management Software</b>
District Attorney’s Office	<b>\$25k to create a secure entry to their office;</b> \$8k to remove their old filing cabinet system; \$20k to remodel their office; \$15k to remodel a room in the basement to use as a victim’s/grand jury meeting space; \$2k on management training; \$30k left to give to the Sheriff’s Office; OR \$100k to the Sheriff’s Office if there’s sufficient funds to build a Justice Center
Planning Department	<b>\$75k to hire a Legal Parcel Determination Planner for one year;</b> \$25k on records scanning; OR \$100k for co-location with Assessor and other building services departments
Information Services	Training/salary bonuses; <b>10GB switches and Optics for fiber between buildings;</b> department retreat; Increase SPLUNK; OR split the \$100k between Finance, Assessment & Taxation, Sheriff’s Office and Roads technology needs
911	\$15k for secure parking area; <b>\$40k for a 911 vehicle;</b> \$15k for a new printer/copier; \$30k to upgrade computers; OR \$100k to the Sheriff’s Office to build a Justice Center
Community Corrections	<b>\$5k to have their building keyed for security upstairs;</b> \$25k for startup costs for a sex offender rehab house; \$25k for startup costs for a Female Next Step House; OR \$100k to the Sheriff’s Office to build a Justice Center

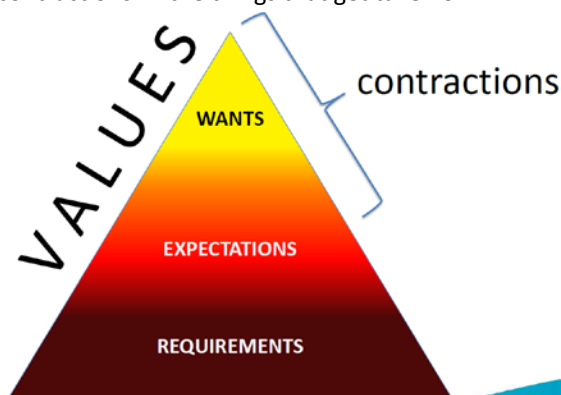
**Sheriff's Office**

\$20k for courthouse security; \$10k for scanning of documents; \$70k Up Pave Radio (?); OR use \$100k in addition to the other 8 departments who would donate their \$100k to **build a Wasco County Justice Center**, located next to NORCOR, that would house all Public Safety agencies in one complex (NORCOR, Sheriff's Office, DA's Office, Youth Services, 911, Community Corrections, Wasco County Circuit Court, City of The Dalles Police and the local Oregon State Police). This would be in conjunction with creating a long-term Safety District to finance public safety in Wasco County.

**TL TOPIC #2 – WHAT DO YOU PLAN TO NEGLECT?**

Chapter 47 in *Transformational Leadership* focused on the following concepts:

- We don't want to neglect things, but sometimes there's too much to do. How do you decide what to neglect?
- Triangle – *Requirements* are the base, *Expectations* in the middle, and *Wants* are at the top.
- All of these are impacted at some level by values. On the opposite side from values are the "contractions" – the things that get taken off.



- What do we like – Quick, Quality, or Low Cost? You can't always have all three:



So what do you plan to neglect?

- Imagine your department is a house:
  - There's a foundation - requirements that we have to do, like Zero-Based Budgeting
  - There's a Floor (and framing) – what fits after Zero Based Budgeting?
  - There's the Ceiling/Roof – the Vision and Values of Wasco County. How do they fit in?
- What's so hard about choosing what to neglect? Don't want to lower quality, don't want to weaken relationships, don't want to miss opportunities
- What values fit? This is likely to be the litmus test for what to neglect (or not).

## MONOPOLY MONEY PART II: WASCO COUNTY LEVEL

Before moving into the second segment of Monopoly Money, a history of the Enterprise Zone Agreement and the funds that are derived from it were presented.

### Enterprise Zone Funds –

- Relates only to property taxes. You are assigned a value, there are tax codes applied to it, and that determines your tax
- Enterprise Zones are special areas where the corporate taxes are reduced for a length of time in an effort to attract new business to the area.
- Our EZ is a joint agreement between the County and the City of The Dalles.
- There have been three deals with Google. Each deal has an initial payment before the annual payment.
  - 2005 – initial deal. \$250k a year for 15 years in lieu of taxes. At the beginning it was carved into other projects, and is a 50-50 split, or \$125k each year.
  - 2015 Deal 2 – bigger amount. Now its \$800k per year for 15 years. The agreement was 35% the City, 35% the County, 30% the school district to split. A little more angst now because there's more money involved. There are 11 taxing districts in that zone.
  - 2017 Deal 3 was a “per cubic foot” arrangement, over \$2MM per year for 15 years (roughly \$30MM). Now the other districts are wondering what they get out of the deal since it's abatement of taxes. Commissioner Hege and the former Mayor of The Dalles met with each district to discuss options. Legally, this agreement has the most flexibility to

determine what are done with the dollars, based on a 50-50 split. Scott's thought is to look at splitting the funds based on the original tax split when the zone was created.

- At the start, a port couldn't be a sponsor – just cities and counties.
- When the first agreement expires, our budget is based on just the minimum \$50k per year coming to us.
- The community college project is money coming from project #3, \$3.5 million of the \$30M is committed to the project at the college.
- We have smaller projects that are 3-5 years and a LT Rural EZ option which are 7-15 years in length. Google is the only LT Rural project.
- The new solar and wind renewable energy projects are a different type of project but can be similarly structured. Do we have a philosophy around how to handle the abatements or incentives on these projects?
- The property taxes on the current land are not sufficient to cover the services provided – at least that is the perception of some of the districts.

## Exercise 2 – How would teams spend money at the County-wide level

In this exercise, the participants were randomly split into teams and given \$1MM to spend at a County-wide level over the next 20 years. Here's what each team said:

### Team 1

This team looked at how to spend the money using the lens of our vision statement, *Pioneering Pathways to Prosperity* – what makes our citizens prosper? Their idea was to create a County Reinvestment Fund by putting the \$1MM each year into a “pot with a lid” and skim off the fat (i.e. interest) each year to use for:

- Community projects matching fund
- Pay off PERS Unfunded Actuarial Liability (current total is \$8MM after this year's \$3.7MM funding)
- Support County department needs

While this would be a small amount, it would be steady and potentially last forever.

### Team 2

Team 2's idea in year 1 would be to review core services across all funds and do an assessment of capacity issues. They would also look at adding security measures across all County facilities. After Year 1, some additional ideas were:

- Evaluate and add back personnel in 911, Sheriff's Office and Public Works
- Invest in compensation planning
- Create opportunities for the unincorporated areas of the county
- Add to the reserves for disasters and capital improvements

### Team 3

Team 3's focus was on how to protect, preserve and improve core services. They came up with an approach to spend 50% on protection measures, and 50% on preserve/improve. Protection included adding to reserve funds to create a safety net, and protecting against the PERS impact. Preserve and improve ideas included:

- Address compensation concerns, provide a sustainable solution (whole package)



- Capital improvements (sewers, facilities, etc) for both small communities as well as county properties
- Create a County Campus and liquidate the old stuff

#### *Team 4*

Team 4 developed a variety of ideas that could be pursued, without specifying any particular order of importance:

- One campus for all County services
- Put the money into our PERS offset
- Pay salaries based on a market point of 100%
- Fund all technology solutions needed at the County
- Do the Assessment & Taxation software and tech upgrade which would also be available to districts
- Use to pay the County's cost for NORCOR
- Create a County Training College
- Distribute the money to districts for projects
- Give the money to MCEDD for economic development
- Start a "Community Fund" to help address items from the SWOTT analysis (mental health, homeless, infrastructure needs)
- Add one Deputy

### **TL TOPIC #3: "THIS IS YOUR LIFE. ARE YOU WHO YOU WANT TO BE?" AND "YOU CAN'T WIN LIKE THAT... CAN YOU?"**

*The themes of Chapters 44 and 45 in Transformational Leadership were:*

- Dream Big, Think Small
- Do the best you can, with what you have, right where you are
- Simply make a start – if you don't start today, it will always be more challenging to start tomorrow
- Be careful you don't sacrifice everything that is **ACTUALLY** important in your life at the altar of **potentially** winning
- Write down your priorities in life, and put those priorities **first** in how you spend your time

### **WORK LIFE BALANCE**

This session started with the video "How to make work-life balance work," a TedTalk by Nigel Marsh: "There's a lot of work-life balance fluff. There are thousands of people who work long hours at a job they hate, to buy stuff they don't want, to impress people they don't like. We need to take responsibility of designing our own lives, or someone will design it for you. You can't let your life balance on 'I'll enjoy it when I retire.'"

We need to attend to our spiritual life, our emotional life, our physical life, in addition to our work life. The small things matter – it doesn't have to be a big transformation.

The facilitator led a discussion around the question of “What are we currently doing in our teams to help with balance?”

- Allowing a 4-10 work shift
- Giving a more flexible schedule – work through lunch and get off early, etc. having a different hourly schedule while still getting in the hours
- Some people try to schedule a specific day to have a lighter load
- Lunch with spouse every day, or kids
- Setting boundaries:
  - “Clocking Off” - some people make sure they don’t take their work home. He doesn’t even take any work-related equipment home (like his work phone).
  - Schedule time for home projects in his schedule
  - Reserve weekend time for hobbies
- Messaging about boundaries –
  - Set hours and stick to them
  - Look at it from the “Will this matter in 5 years?” perspective
  - Trust is a big part of allowing flexibility
  - What’s the impact to the team and the citizen is a big message. If we can allow the flexibility without negative impact to either we’re okay.
- What about working from home?
  - One size doesn’t fit all
  - Need to consider the impact of teams doing different things
- What are other things we do to make work enjoyable?
  - IS had a pork party when they retired their server called Wilbur
  - What makes people happy when they walk through the door – what are small things we can do in our desk areas and office environment

#### **TL TOPIC #4: “WE REINFORCE WHAT WE VALUE”**

*The themes of Chapter 21 in Transformational Leadership were:*

- A “score” is just a snapshot in time of performance, and should only be a small part of the equation when evaluating someone.
- Character traits should factor more heavily in a leader’s decision process: attitude, gratitude, effort, how you treat others, self-talk and body language
- Constantly analyze your system to make sure you are rewarding and valuing the process, and who people become in the process

#### **EXTREME GOVERNMENT MAKEOVER / PROCESS IMPROVEMENT REVIEW**

In the summer of 2018, four county teams (Planning, Surveyor, Assessment & Taxation and Clerk’s Office) participated in a two-day Process Improvement training that focused on the process of creating and recording a plat. The lessons learned in that training were used to highlight and reinforce the concepts from “Extreme Government Makeover,” our management book assignment from two years ago. Some of the concepts from the book that were covered included:

- Government really only has one problem – a capacity problem

- To solve the capacity problem, we need to “straighten the pipes” (streamline how we provide services)
- To straighten pipes, use the concepts of Faster (make systems faster), Better (maintain quality), and Cheaper (attack common cost drivers) on your processes
- Understand that the focus should be on Work Time (the amount of time where work/labor is actually occurring), and cutting Elapsed Time (the total amount of time a process takes from the customer’s perspective)

The presenters showed the “before and after” process maps and the measureable results from “straightening the pipes.” Each team has continued to refine/improve their individual department processes, and will reviewing these changes as a group this summer.

## STATE OF THE COUNTY

### What’s going well?

- Customer Service
- Focus on the customer and how different those might be
- We have an amazing management team
- Breaking down silos and working across departments
- We are hiring right
- Progress on many projects and cross functional teams
- Creating an intentional culture

### What are our concerns?

- Communication
- Capacity
- Succession planning

## Day 3

### RECAP OF PREVIOUS DAY – AHA MOMENTS

- Monopoly Money – was interesting at both levels: to see the new ideas, but to have some departments who are on the edge of providing basic services with aging equipment, etc.
- Glad to talk about Enterprise Zone funds and know more about those agreements. This type of program does build economic development in our communities. The fees they pay are higher than our top taxpayer in the County.
- The Summit has been phenomenal for new people. Previously he thought we could have it at Discovery Center, but after being at this location he understands how much more of an impact it has on our conversations.
- That play is an important way to engage, and it makes you realize how smart people are on the team

- The Monopoly Game made one manager realize that because they support other teams, it was hard to think about what to do for HIS team. Another liked the collaboration of teams to discuss the ways they could share funds to do more
- Discussions around money raised as many questions as it answered. There is more to learn.
- The ability to reconnect with each other was super important
- The presentation on Your Money or Your Life and the point that tax revenue is an exchange for citizen's life energy.
- Expected more fireworks given the topics, but was impressed that everything remained respectful and professional.
- Seeing the diverse skills and abilities we have, the different presentations. Oh, and that we still don't follow the rules.
- Seeing the personalities emerge when we don't have to be in our regular work personality
- The TedTalks and Transformational Leadership topics – very engaging
- A great team of people
- Was surprised about the discussion around underlying tensions since it isn't apparent on the surface
- Was impressed by all of the information we discussed and put up on sheets, is hoping that we type it up and revisit it after the Summit to move ideas forward.
- Question about how citizens think we're doing and whether we could do a survey to get feedback again
- Walked into the room and was amazed at the energy of everyone – the discussions, the working together
- Was surprised that so many teams were willing to give their money to another team with a big idea
- Loved the engagement, hanging out, getting to know people better.
- For \$3k for 20 people to be here is very cost effective

## TEDTALK ON FAMILY

This presentation focused on the concept of “family” and how the lessons from being part of a family can be applied at work.

- Families come in all different types and combinations
- Core Elements
  - Family is people – kinship or an underlying sense of oneness
  - Family is love – it should play a central role in all of our relationships
  - How about Wasco County – do we have Love? Are we a family? We're getting there.
  - How do we encourage it? Random acts of kindness, a kind word, encouragement and support
  - 100% LOVE means Living Our Values Everyday
- Managing families are not always easy. What are some approaches?
  - Agile Development – workers organized in small groups, to things in small amounts of time, with weekly reviews and daily feedback. Bring this into the home with a family meeting, should take under 20 minutes
  - Do things in small chunks
  - Everyone is accountable
  - Identify the problem and find out how you can solve the issue
  - You can't underestimate the power of the checkmark - introduce a checklist

- Quick review – what worked well, what didn't, what are we going to work on in the week ahead
- Adapt All the Time – be flexible, let parents out of the straight jacket that they know all the answers, be open-minded and let the best answer win
- Empower your children – enlist them in their own upbringing. Parental authority, but give guidance. People who plan their own goals take more control over their lives. Let people succeed and fail on their own.
- Tell Your Story – define your mission and core values. Create a mission statement. What's important to your family and family's values? Spend less time on what you did wrong – focus on what you did right. Family mission statement identifies what you do right, put it on the wall. Where did your family come from – explain the family history and legacy.
- Discover your core values and combine this with the dynamic of “preserve the core/stimulate progress”

## BUILDING RELATIONSHIPS AND INFUSING COUNTY CULTURE

- We are all human!
- Building relationships at the County can be hard because we are in different departments and even in separate buildings
- What do we need as humans? Maslow's Hierarchy of Needs:
  - Physiological Needs
  - Safety Needs
  - Love & Belonging Needs
  - Esteem Needs
  - Self-Actualization Needs
- What do we need as employees?
  - Money – I'm only here for the money
  - Job Security – I'm here for the money AND security
  - Camaraderie – I like who I work with
  - Importance – what I do makes a difference
  - Self-actualization – I love working here and I inspire others
- What is it that we do at Wasco County?
  - We provide SERVICE. We're interacting with people.
- What are the benefits to the organization by building relationships for providing quality service?
  - Productivity
  - Happy family/team
  - Trust
  - Commitment
  - Consistency
  - Loyalty
  - Safety
  - Reliability
  - Belonging
  - Friendship
  - Don't want to let their team down
  - Meet expectations
  - Job satisfaction



- Creativity
  - Willing to take healthy risks
- The Top 5 Benefits:
  1. Resiliency/Bounce back
  2. Engagement
  3. Creativity
  4. Productivity
  5. Retention
- Relationships Are Primary!
  - Recognize your employee as a whole person
- Appreciation Survey Results
  - Most people prefer works of affirmation and quality time. If this was your team, how might you approach them differently? Keep in mind, the group result needs to have attention to the rest of the results as well. Think about ALL individuals!
- Setting the stage for success encouraging staff to build inter-staff relationships
  - Emotional literacy
  - Practice active listening – shift your paradigm
  - See something from another person's view – we all see the ball differently
  - Appreciate and gratitude. Gratitude is an attitude.
  - Positive attitude – attitude is contagious
  - Set and manage boundaries – draw the line so people know what to expect
  - Never gossip – it's corrosive and toxic
- Leadership is not a position or a title
  - You have people on your team who are leaders – support them!
- What's in your toolbox?
  - We have books we've read
  - Colleagues to work with and bounce ideas off
  - Videos or other training
  - What are some of the things you're doing in your teams?
    - Food/potluck events
    - Food competitions (with trophies)
    - Foosball/games
    - Bulletin board with stats and photos, a recognition board
    - Touching base with team members before heading out of the building: being visible and accessible to staff
    - Help each other outside of work – have each other on speed dial
    - Daily morning meetings, talk about personal life too
    - Annual awards banquet to recognize employees
    - Be accommodating to work-life balance. Tickets for 2 hours off.
    - Sit down and chat, laugh together. Provide flexibility to manage their own day and tasks
    - Nerf gun wars
    - Insider jokes
    - Call on each other

## EMPLOYEE RECOGNITION

- How do we recognize and celebrate employee achievements?
- 8 Common Ways Organizations screw it up
  1. When it's all about the money – you'll only build a staff that works for monetary gain
  2. Contests don't work – they create a cadre of non-winners which erodes morale and engagement
  3. Assuming everyone responds to the same motivation
  4. When praise only comes from on high – it can't be dispensed only from the boss. Peer to peer is more powerful.
  5. When recognition arrives late – it can go flat quickly. It's best when it's delivered quickly.
  6. When sounds generic – be specific rewards for specific activities
  7. When things become narrowly focused on hard goals – make room for soft accomplishments, especially those that support the core values
  8. When it becomes on autopilot only – don't let it become a flavor of the month
- The 5 B's of Recognition
  1. Be Quick – it should occur as close to performance as possible
  2. Be Specific – what is the recognition for? Behavior, actions, etc.
  3. Be Accurate – have your facts straight when its time to acknowledge an employee. Ensure you know their name
  4. Be Fair – be sure to recognize the team effort, celebrate the unsung heroes who helped behind the scenes
  5. Be Well-balanced – make sure the value of your reward matches the degree of achievement.
- What are we doing, and which of the 5 B's are they hitting?

LOVE Notes	1, 2 and 3
Years of Service Recognition	2, 3, 4, 5
SO Annual Award Banquet (combines peer award and department-specific award)	2, 3, 4, 5
DA Gold Star Award (wood plaque with a gold star which gets given to a teammate to have on their desk)	1, 2, 3
Compliment Your Co-Worker (staff meeting)	1, 2, 3, 4
Log of Accomplishments (Sheriff's Office)	1, 2, 3

- Is what we're doing enough? What are some ideas?
  - We're doing things at the department level, but the All Staff Training was the first time we'd done it at a county-wide level. It takes it up a level to have staff recognized in front of ALL employees.
  - Trying to reward employees can be hard because if it's a gift, then you feel obligated to do something for all employees to be fair. Then it's too much time/energy and you stop doing anything.
  - In a local kindergarten teacher's class, the kids at a table can earn a "table award" based on the group's behavior throughout the week. She also has a "trinket" bowl where kids who earn a reward can select what they want.
  - Have our teams take the survey so we understand how they like to be appreciated
  - Pass along words of praise from citizens, do it in front of teammates
  - Occasionally give them time off when they've worked really hard

- What's our plan? When should it be at the department level or organization level?

What	Who	When
Anniversary Recognition	HR tracks, team gives it	On their anniversary
Years of Service Award	Organization	At the All Staff Training Day
Compliment Your Co-worker, Love Notes	Individuals	At the occurrence

We need to understand that appreciation impacts both the person and the people around them who see it being done.

### TL TOPIC #5: YOU'VE LOST YOUR PRIVILEGE, SEE YOU TOMORROW

*The themes of Chapter 35 in Transformational Leadership were:*

- We want to develop people who pursue excellence because they want to pursue it
- How do you set healthy boundaries with your team? Let people know expectations and when they aren't holding up their end
- Sometimes we need a time out – a reset – and time to reflect on whether we're on our game
- This is not to be used as a disciplinary action – it's a heads up to the employee that they're having a difficult day and need to come back tomorrow ready to go
- How they react is very telling on whether they are engaged or not

### RECAP OF THE ALL-STAFF TRAINING DAY

The team discussed and provided feedback on the recent All-Staff Training Day:

- Liked the guest speakers and especially the keynote speaker
- Need to tighten up the timing
- Loved the tables with mixed staff
- Great first start
- Consider having a theme where the big topic of the morning becomes the basis of the afternoon breakouts to learn specific skills
- There was no negative feedback received from citizens about being closed

### TL TOPIC #6: LET IT BURN

*The themes of Chapter 35 in Transformational Leadership were:*

- Autonomy. Autonomous people are those who can self-govern themselves.
- Translated to our workforce reveals that small mistakes and failures whether individually or the team are healthy and good. Why? Because this creates a learning experience, building trust and an environment to operate within a growth mindset moving forward.
- The more we create opportunities for autonomy, the more our teams can begin to operate out of love in trying to grow into their greatest potential, rather than operating out of fear of making mistakes. They will learn to make better decisions.
- How do we encourage autonomy?
  - Mistakes will be made – don't stress

- Hire autonomous people
- Build trust
- Create choices with boundaries
- Empower employees
- Provide the tools to reach the goals
- Discussion: focusing on the action/skill to correct when a mistake is made is way more helpful than to be negative or focusing on who made the mistake

## SUCCESSION PLANNING

We won't be here forever. How do we have a plan for passing on the baton?

- Wasco County has a Succession Planning Guide developed by HR
- Things to Consider:
  - Identify skill gaps and training needs – do we have employees that are appropriate to move into the role that's been vacated?
  - Are we retaining institutional knowledge
  - How will we help the next person build the relationships that the person leaving had?
  - Replacing highly specialized competencies
  - Be aware of potential obstacles (resistance to change, organizational silos, etc)
  - Know the components of great programs
- Discussion:
  - How does it work when two people from a department are both interested?
  - What if someone has an interest in another department, and how do we support it?
  - We should be having conversations continually with employees about the career path they want to pursue

**Readiness Pool Nomination Summary**

Name	Support of Agency Values	Leadership Promise	Interpersonal Skills	Demonstration of Results	Developmental Orientation
Applicant A	S	S	S	P	S
Applicant B	S	S	P	P	S
Applicant C	P	P	S	S	P
Applicant D	P	S	P	S	P
Applicant E	P	P	P	P	S
Applicant F	D	P	P	P	P

S = Strength  
P = Proficiency  
D = Developmental Need

- How far out should we be planning? The higher level the position, the longer out you should be planning. Look at the factors on page 9 to help determine what areas need most planning.

**Sample: Completed Succession Planning Status Worksheet**

Position Title	Incumbent Name	Retirement Status	Criticality	Number of Staff Ready Now	Number of Staff Ready in 1-2 Years	Succession Planning Priorities
Admin. Services Director	John Dow	A	1	1	1	
IT Director	Elvira Mann	B	1	0	2	X
Finance Director	Max Weight	A	1	1	2	
HR Manager	Jenna Snow	A	1	2	3	
<b>Retirement Status:</b> A: Retirement likely within 1 year B: Retirement likely within 3 years C: Retirement eligible within 5 years				<b>Criticality:</b> 1: Critical - Must "hit the ground running" 2: Very Important - Fully functional within 6 months		

- Involve your staff every step of the way.
- There's a legal issue around asking someone when they're going to retire. A better question is to ask them their plans for the next 5 years. Can use the Succession Plan to start the conversation
- How do we apply these principles to elected officials and recruiting the next official? One of the ways is when you have an official getting ready to retire/not run, you plan ahead to have them resign mid-term so the BOCC can appoint someone into the role and give them time to get their feet wet before filing for candidacy.
- Sometimes when the Director position isn't going to retire soon, you might need to look a couple of levels down in your staff in case people leave in the meantime. Develop them so they can take over somewhere else, and then recruit them to come back later.
- This is a plan for the success of a department, knowing that in ANY role you'll have people move in and out and the team needs to be able to stay strong with those changes. It's less about retirement and more about staff changes.

## Looking forward...

At the end of Summit, participants were asked to share "What one word would you use to describe the Summit experience, or what insight did you have?"

- Our flywheel still needs some pushing, but we've come a long way in 4 years
- Gratitude for the process and re-energized
- Re-energized and a belief we can "do this"
- "Re-united and it feels so good!"
- Productive
- Solid topics and really good stuff
- Connectivity and the fact that we even do it speaks to our values. Gestalt.
- Progress - we set some big concepts in play four years ago, and we've come a long way to incorporating those concepts

- Proud of the work we've done, committed to the work yet to come
- Informative
- Challenge is a good thing
- Shared experience, which leads to progress
- Re-focused, and excited about sharing concepts with his team
- Bonding – understanding each other at a
- Supercalifragilisticexpialidocious – most excellent! Real word is “nurturing”
- Enlightening, eye-opening
- Energizing

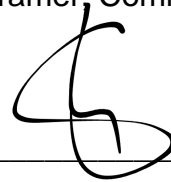
#### **PARKING LOT ITEMS:**

- Discuss how to have better unified messaging. Need for a Public Information Officer?
- Look at hosting a Government open house – meet the face of your county
- Provide a full-blown review of the current compensation matrix – HR Answers is coming into our next management meeting. Include insurance and benefits as part of the discussion.
- Talk about Capacity from Weaknesses – we didn't discuss due to time
- County Counsel – threat assessment about septic issues in unincorporated areas
- Review SWOTT in closer detail to pick out the most critical items to address or plan for?
- Answer question about how to do a 4-10 schedule with a small staff

#### **WASCO COUNTY BOARD OF COMMISSIONERS**



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