

**MEETING NOTICE MINUTES
LANCASTER COUNTY BOARD OF COMMISSIONERS
HUMAN RESOURCES CONFERENCE ROOM
555 S. 10TH STREET, ROOM 302
TUESDAY, JANUARY 14, 2020
12:30 P.M.**

Commissioners Present: Sean Flowerday, Chair; Rick Vest, Vice Chair; Deb Schorr, Christa Yoakum and Roma Amundson

Facilitator: Doug McDaniel, Human Resources Director

Others Present: Sara Hoyle, Human Services Director; Brad Johnson, Corrections Director; Dennis Meyer, Budget and Fiscal Director; Daisy Brayton, Human Resources Coordinator; Kerry Eagan, Chief Administrative Officer; Rob Ogden, Assessor/Register of Deeds; Leslie Brestel, County Clerk's Office

Advance public notice of the Board of Commissioners Staff Meeting was posted on the County-City Building bulletin board and the Lancaster County, Nebraska web site and provided to the media on January 10, 2020.

The location announcement of the Nebraska Open Meetings Act was given and the meeting was called to order at 12:42 p.m.

The purpose of the meeting was to interview candidates for the position of Chief Administrative Officer.

1) A. Orientation for Interview Panelists

McDaniel reviewed the interviewing process and distributed the list of interview questions (Exhibit A). The questions were distributed as follows:

- Flowerday - "What interests you most about this position and why do you feel you are the best candidate?" and "What is a development area, deficit, or a gap that you've had to overcome or improve in your career? How was that identified, and what did you do to improve?"
- Amundson - "Tell us what your experience is in either working with or developing a strategic plan for an organization and how you have either utilized it or believe it should be utilized." and "Describe your supervision style, how it can be an asset and how it can be an obstacle."
- Schorr - "Describe a time when you had to introduce a new idea or project to other employees and had to obtain their buy-in. How did you accomplish this?" and "What is your greatest professional achievement or most innovative improvement?"
- Yoakum - "Tell us about your experiences in communicating with and working with a multi-faceted board of directors." and "Tell us about a time when you had too much to do, but not enough resources (this could include staffing, time, money). How did you handle the pressure, overcome the deficit and/or achieve the goals?"
- Vest - "Tell us about a time you had a difficult working relationship with a colleague. What was the challenge, how did you address the situation and what did you learn from the experience?" and "What questions do you have for us?"

It was the consensus of the Board to begin the interviews at 12:55 p.m.

2) A. Richard Hoppe

Hoppe's interview commenced at 12:55 p.m. Hoppe distributed and reviewed a proposed County strategic plan (Exhibit B). The panel fielded questions from the candidate.

BREAK

The meeting was recessed at 1:46 p.m. and reconvened at 1:57 p.m.

3) A. Gary Greer

Greer's interview commenced at 1:58 p.m. The panel fielded questions from the candidate.

BREAK

The meeting was recessed at 2:43 p.m. and reconvened at 2:57 p.m.

4) A. Kelly DiMartino

DiMartino's interview commenced at 2:58 p.m. The panel fielded questions from the candidate.

BREAK

The meeting was recessed at 3:40 p.m. and reconvened at 3:45 p.m.

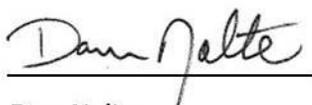
5) A. Interview Panelists Debrief

The panel reviewed strengths and concerns of each candidate.

McDaniel instructed the Board to email their rankings to him individually. Johnson, Meyer and Hoyle were encouraged to send any additional thoughts and information by an individual email to each Commissioner and to McDaniel.

The Board will meet on Thursday, January 16 at 7:30 a.m. in Room 302 for further discussion.

There being no further business, the meeting was adjourned at 4:50 p.m.



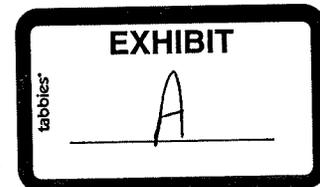
Dan Nolte
Lancaster County Clerk





Chief Administrative Officer

Interview Questions



CANDIDATE NAME: _____

1. What interests you most about this position and why do you feel you are the best candidate?

2. Tell us what your experience is in either working with or developing a strategic plan for an organization and how you have either utilized it or believe it should be utilized.

3. Describe a time when you had to introduce a new idea or project to other employees and had to obtain their buy-in. How did you accomplish this?

4. Tell us about your experiences in communicating with and working with a multi-faceted board of directors.

5. Tell us about a time you had a difficult working relationship with a colleague. What was the challenge, how did you address the situation and what did you learn from the experience?

6. What is a development area, deficit, or a gap that you've had to overcome or improve in your career? How was that identified, and what did you do to improve?

7. Describe your supervision style, how it can be an asset and how it can be an obstacle?

8. What is your greatest professional achievement or most innovative improvement?

9. Tell us about a time when you had too much to do, but not enough resources (this could include staffing, time, money). How did you handle the pressure, overcome the deficit and/or achieve the goals?

10. What questions do you have for us?

IMPROVEMENT



TIME

SCORE



MONITORED



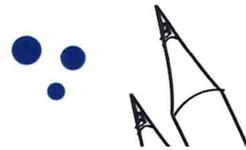
DRAFT Excel Lancaster
2020 Strategic Plan
& Performance Goals



GOALS



EFFICIENCY



SCORECARD

**“..the only
measure of a
great team – or
a great
organization –
is whether it
accomplishes
what it sets out
to accomplish.”**

**Patrick
Lencioni**



Excel Lancaster

How It Works

Excel Lancaster uses data review, performance management and strategic planning to meet the County's mission and goals.

- Strategic planning allows elected officials to set the County's organizational direction and create measurable outcomes.
- Data review measures the effectiveness of County programs in achieving outcomes.
- Performance management is the program's continuous improvement process.

Excel Lancaster should be developed by elected officials with input from Lancaster County citizens and County agency leadership to help align department and program activities to the outcomes set by the plan.

County departments will use Excel Lancaster to develop performance plans that accomplish the County's overall strategic direction and prioritize programming for the annual County budget. The departments will use performance measures to track progress in accomplishing the County's outcomes and help inform service level allocations.



Mission Statement

A mission statement is the core purpose of the organization:

- The mission of Lancaster County is to provide excellent services that support healthy, safe, economically prosperous and inclusive communities; promote growth; balance the needs of rural and urban areas; and encourage meaningful participation in the governance of the County by all citizens.

OUTCOME #1:
Safe Communities

OUTCOME #2:
*Transportation &
Infrastructure that
Promote Growth*

OUTCOME #3:
*Healthy
Communities*



**Outcomes define what the
organization hopes to achieve
in its mission statement.**

OUTCOME #4:
*Livable Urban and
Rural Communities*

OUTCOME #5:
*People Reaching
Their Full Potential*

OUTCOME #6:
*High Performing
Government*

Goals Tell Us How To Accomplish The Outcomes



OUTCOME #1: Safe Communities

- Ensure community safety through strong law enforcement and effective prosecution and corrections systems
- Promote a fair justice system through diversion, prevention, problem solving courts and effective legal representation
- Provide effective emergency preparedness and response

OUTCOME #2: Transportation & Infrastructure that Promote Growth

- Adequately maintain county roads, bridges, and other infrastructure
- Ensure traffic safety
- Build new roads and infrastructure that create growth opportunities

OUTCOME #3: Healthy Communities

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- Improve community access to health services
- Preserve agricultural traditions and promote recreational and educational opportunities
- Promote healthy lifestyles for county residents

OUTCOME #4: Livable Urban and Rural Communities

- Provide affordable housing opportunities and diverse urban and rural housing options
- Create seamless transition areas between rural and urban areas
- Provide basic safety, health, and transportation support to all Lancaster County communities
- Ensure planning balances agricultural production with rural living





OUTCOME #5: People Reaching Their Full Potential

- Ensure human services support for families and vulnerable populations
- Ensure timely access to effective mental health services
- Provide compassionate juvenile justice alternates
- Promote inclusive policies for people of all abilities and backgrounds

OUTCOME #6: High Performing Government

- Encourage an informed and engaged community
- Provide efficient and effective county services and improve access
- Prioritize technology improvements
- Effectively and efficiently manage tax dollars



Key performance indicators are the markers that help determine if you are reaching your goals

Key Performance Indicators



Each Excel Lancaster Goal will have associated Key Performance Indicators (KPIs). KPIs measure the County's progress toward its goals. KPIs set a target for that progress. The target can be a comparison with past years' performance, peer County comparisons, or industry standards.

Each Department will work with the County Board to develop KPIs that allow Commissioners to broadly measure progress and establish priorities in reaction to that progress.

Strategic Actions

Strategic actions are the programs, activities, or efforts that respond to the County's goals and key performance indicators.

Strategic actions serve as directives from the County Board and other elected officials to the employees of the Departments.

Departments develop and execute their own plans to move forward on the strategic actions.

Outcome #1: Safe Communities

Goal #1: Ensure community safety through strong law enforcement and effective prosecution and corrections systems

Hold the burglary rate to no more than XXX offenses per 100,000 residents in County areas where the Sheriff's Office provides law enforcement, YY% below the average for peer counties (Sheriff)

Hold the violent crime rate to no more than XXX offenses per 100,000 residents in County areas where the Sheriff's Office provides law enforcement, YY% below the average for peer counties (Sheriff)

Maintain a case clearance rate of XX%, Y% above the national average (Sheriff)

Maintain case/prosecutor ratio of XXX to 1 on cases handled annually (County Attorney)

Outcome #1: Safe Communities

Goal #1: Ensure community safety through strong law enforcement and effective prosecution and corrections systems

Maintain a prosecution conviction rate in County Court above XX% (County Attorney)

Maintain at XX% the number of clients who rate services as good or very good on a customer service survey (County Attorney)

Reduce to X% the number of offenders who re-offend within one year after release from County Corrections facilities (County Corrections)

Maintain or reduce the number of days per year that that County Corrections exceed XXX% capacity (County Corrections)

Maintain 100% of correctional officer positions filled (County Corrections)

Strategic Actions

ACTIONS 1-2 years

- ▶ Increase the number of sworn deputies by YY by 20XX
- ▶ Develop and implement a body camera program by 20XX

ACTIONS 3-6 years

- ▶ Implement new CJIS system by 20XX

Goal #1: Ensure community safety through strong law enforcement and effective prosecution and corrections systems

Outcome #1: Safe Communities

Goal #2: Promote a fair justice system through diversion, prevention, problem solving courts and effective legal representation

Increase to XX% the number of non-felony offenders who participate in Community Corrections pre-trial program (Community Corrections)

Increase to XX% the number of defendants involved in the criminal justice system due to alcohol and/or drug use who participate in the 24/7 Sobriety program (Community Corrections)

Maintain or increase the percentage of defendants who successfully complete problem-solving courts (Drug Court, Veterans Court, future Mental Health court)

Maintain or increase the number of clients in classes and opportunities offered by the Reporting Center (Adult Probation)

Reduce the rate of incarcerated defendants to x%

Outcome #1: Safe Communities

Goal #2: Promote a fair justice system through diversion, prevention, problem solving courts and effective legal representation

Reduce or maintain the number of probationers convicted of a new offense while under supervision at the average of the previous three years (Adult Probation)

Maintain or increase the percent of those who successfully complete probation at or above peer counties (Adult Probation)

Increase to X% the number of clients assessed for holistic service needs and/or referred to services (mental health, substance abuse, etc (Public Defender)

Maintain case/public defender ratio of XXX to 1 on cases handled annually (Public Defender)

Reduce to X% the number of people in correctional facilities who cannot bond out (County Court)

Strategic Actions

ACTIONS 1-2 years

▶ Implement justice reform package by 20XX

▶ Seek funding for Adult Criminal Justice Reform and Bond Reform in 2020 Legislature

ACTIONS 3-6 years

▶ Advocate for a mental health court and mental health diversion by 20XX

Goal #2: Promote a fair justice system through diversion, prevention, problem solving courts and effective legal representation

Outcome #1: Safe Communities

Goal #3: Provide effective emergency preparedness and response

First responder on the scene of a fire or medical emergency within XX minutes from the time the 911 dispatcher receives the call (Rural Fire Departments)

Maintain an emergency call response rate of XX minutes or less, 80% of the time from when the 911 dispatcher receives the call to the moment a deputy arrives on the scene (Sheriff)

Maintain a non-emergency call response rate of XX minutes or less, 80% of the time from when the 911 dispatcher receives the call to the moment a deputy arrives on the scene (Sheriff)

100% of Lancaster County Governments will have updated governmental disaster plans

Strategic Actions

ACTIONS 1-2 years

- ▶ Update all governmental disaster plans by XXXX

ACTIONS 3-6 years

- ▶ Initiate discussion with rural fire departments on a County quadrant service system



Goal #3: Provide effective emergency preparedness and response

Outcome #2: Transportation & Infrastructure that Promote Growth

Goal #1: Adequately maintain county roads, bridges, and other infrastructure

Maintain or increase the percentage of County roads rated on the Average Pavement Condition Index at X% or better (County Engineer)

Maintain or increase the percentage of unincorporated County roads rated on the Average Condition Index at X% or better (County Engineer)

Maintain or decrease the average reported travel time to work for County residents outside of Lincoln at XX minutes or less (Planning)

Outcome #2: Transportation & Infrastructure that Promote Growth

Goal #1: Adequately maintain county roads, bridges, and other infrastructure

Reduce the number of County bridges rated as scour critical and scour susceptible

Increase the percent of capital projects completed within the project budget

Increase the percent of capital projects completed on time

Strategic Actions

ACTIONS years 1-2

- ▶ Adequately fund the first two years of the road and bridge construction program 2020-2025
- ▶ Work with the City of Lincoln to renegotiate the Metropolitan Planning Organization agreement to increase Lancaster County's share of funding to XX% by 20XX
- ▶ Reduce the critical bridge repairs gap determined by the Lancaster County Transportation Strategy Coalition by \$X million annually from 2020 to 2024.
- ▶ Complete Facility Study for County Engineering Buildings by 20XX

Goal #1: Adequately maintain county roads, bridges, and other infrastructure

ACTIONS years 3-6

- ▶ Reduce the \$15 million annual funding gap for roads and bridges determined by the Lancaster County Transportation Strategy Coalition to \$X million by 20XX and close completely by 20XX.

Outcome #2: Transportation & Infrastructure that Promote Growth

Goal #2: Ensure traffic safety

Maintain or reduce injury traffic crash rate to XXX crashes per 100,000 people or less in County areas outside of Lincoln (County Engineer)

Clear all other county roads of snow within XX hours of completed snowfall (County Engineer)

Clear main county arterials of snow within XX hours of completed snowfall (County Engineer)

Strategic Actions

ACTIONS years 1-2

► Implement the results of the 148th St safety study by XXX

ACTIONS years 3-6

► Implement the results of the 68th St safety study by XXX

**Goal #2:
Ensure traffic safety**

Outcome #2: Transportation & Infrastructure that Promote Growth

Goal #3: Build new roads and infrastructure that create growth opportunities

Complete XX% of new road construction as envisioned in the 2020-2025 One Year Road and Bridge Construction Program

Increase new roads funding from the State of Nebraska by XX%

Increase funding received by the Metropolitan Planning Organization by X%

Strategic Actions

ACTIONS years 1-2

ACTIONS years 3-6

- ▶ Initiate a RUTS project with the City of Lincoln by XXX

Goal #3: Build new roads and infrastructure that create growth opportunities

What's Next?

“However beautiful the strategy, you should occasionally look at the results.”

Winston Churchill

**1. Data Review to Discuss
Progress & Results**

**2. Performance
Management to
Improve
Progress & Results**