

**Regular Meeting #10 - 2020  
Fairfield County Commissioners' Office  
March 5, 2020**

**Leadership Conference, Part I**

The Commissioners met at 8:36 a.m. for the Leadership Conference, Part I. Commissioner Davis called the meeting to order with the following Commissioners present: Steve Davis, Jeff Fix, and Dave Levacy. Also in attendance were Carri Brown, Rachel Elsea, Judge Vandervoort, Dennis Keller, Judge Smith, Lori Lovas, Clint Davis, Jon Kochis, Lt. Churchill, Branden Meyer, Aunie Cordle, Rick Szabrak, Donna Fox-Moore, Rhonda Myers, Lisa McKenzie, Michael Kaper, Joshua Horacek, Sheriff Phalen, Jeff Porter, Tony Vogel, Todd McCullough, Mark Conrad, Ed Laramée, David Miller, Dave Burgei, Clint Davis, Tom Lininger, Cathie Warner, Kelly Turben, Shannon Carter, Nikki Drake, Christina Holt, Judge Trimmer, Magistrate Boone, Cheryl Downour, CJ Roberts, Becky Edwards.

- Welcome

The Commissioners welcomed everyone in attendance. They also wished Branden Meyer a happy birthday.

Dr. Brown reminded everyone about the 2021 budget (information will be coming in April 2020), US Census (March 23 marks the beginning date for self-responses), and upcoming volunteer recognition (there will be a resolution in April).

We also passed cards to congratulate a former contracted worker and an employee who was leaving Fairfield County.

- Leadership Training – Coffee Bean Metaphor

Mr. McCullough and Mr. Vogel presented the attached presentation explaining Damon West's Coffee Bean Metaphor (with a book written by Damon West and Jon Gordon). They reviewed Damon West's four life lessons as well as the implementation of these lessons at the Dog Shelter and Utilities Offices. They encouraged everyone to think about how the metaphor could be used in work and in life. The group reflected and discussed the leadership topic.

- Public Records Policy Training

Dr. Brown, Mr. Horacek, and Ms. Elsea presented on the Fairfield County policy and procedures, as well as the State Auditor star rating system. Please see the attached slide show for details. The group appreciated the material presented.

- Human Resources Update

Mr. Porter announced that Justin Grant will be leaving the office after accepting a position with CEBCO. Todd McCullough will be transitioning to Human Resources to fill that role with some additional responsibilities, including training, work group leadership, and supervision. This will allow the office to offer more trainings and resources for county employees. The office will also look at improving onboarding for new employees. This should make the county more marketable for qualified candidates. Also, health claims were down 10% last year from the previous year.

- Commissioners' Office Updates

Mr. Davis spoke about the conclusion of the MCJDC discussions to decrease Fairfield County's contributions to more align with the county's usage of the facility.

Mr. Davis is also looking forward to wrapping up the discussions with the Bar Association regarding reimbursement rates for court appointed attorneys. This should be concluded in the next few months.

The Franklin County litigation regarding the health insurance reserve is set to go to trial in three weeks.

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Mr. Davis spoke to the financial ramifications of concluding these three issues.

- Department Updates

- a. Juvenile/Probate Court – Judge Terre Vandervoort

There are currently two juveniles in custody at MCJDC. The court is focusing on alternate methods including the new assessment center where there will be mental health assessments, work with the family, and work with law enforcement.

Mr. Davis thanked Judge Vandervoort and her Court for their assistance with the MCJDC negotiations.

- b. Domestic Relations Court – Judge Laura Smith

There was recently a major change in the Ohio Child Support law which has required a lot of education and standard language for attorneys to use. In February the DR Court sponsors the CLE through the bar association. That event is always well attended. They hope to have the video arraignments available soon.

- c. Common Pleas Court – Judge David Trimmer

The Court's perspective is about changing life for the better and identifying individuals who are not willing to change. A recent state decision has required the Court to go back and look at previous sentences and resentence those individuals. The Court is hiring two individuals in the probation department. That department is the front line for the Court as they carry out the judge's orders.

Mr. Davis thanked Magistrate Boone for her assistance with the Bar Association negotiations.

- d. Sheriff – Sheriff Dave Phalen

Sheriff Phalen thanked the Commissioners for the hire of a new special victims' detective. Deputy Kathryn Nunemaker will start in April. Inmate intake surveys have been adjusted.

- e. Clerk of Courts – Branden Meyer

Mr. Davis thanked Mr. Meyer for his office's annual declaration of a surplus which has benefited the general fund.

Mr. Meyer thanked the Commissioners for the Records Center which has been open since May 2019. Thank you to the departments who cooperated with the smooth transition. The staff is finalizing the organization of the Clerk of Courts records and adding old cases into CourtView.

- f. Commissioner Jeff Fix

Mr. Fix was just appointed to the County Commissioners Association of Ohio Board as well as the District Advisory Council's Commission seat. He continues to work with ADAMH and Developmental Disabilities Boards. He spoke of the collaboration throughout the county and how that is gaining influence throughout the state. Fairfield County is on a great path and now must ask "what else we can do?"

- g. Commissioner Dave Levacy

Mr. Levacy spoke to how amazing Fairfield County is. He thanked Sheriff Phalen for his service and turning the office around. He is also thankful for Gene Wood

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for his service. He is also looking forward to the new leadership as they have been well mentored.

h. Recorder – Lisa McKenzie

Ms. McKenzie stated it would be bittersweet to see Gene Wood retire. She feels confident in his leadership and with his mentoring of her. She is excited to implement some new changes.

i. County Administrator – Dr. Carri Brown

Dr. Brown stated that the required cyber security, ethics, and sexual harassment trainings, as well as additional (not required) essential skills trainings, are available. Mr. Porter will send more information out about the essential skills, which is through Service Skills.

Dr. Brown also reviewed the packet contents, which included some useful tools to help managers and supervisors. She offered performance assessment (evaluation) trainings for supervisors if elected officials and department heads would like such training.

j. Auditor – Ed Laramée, Chris Wagner, David Miller, and Dave Burgei

The first tax settlement will be completed soon. They are also looking at placing an estimator on the website to help the public estimate their levy taxes. There is a bit of work required to put this on the site.

Mr. Wagner thanked everyone for welcoming him to the county. The Auditor of State is kicking off their annual audit. He thanked everyone for the narratives. They are also working on the inter-governmental worksheet and the federal schedule.

Mr. Miller thanked everyone for their patience with Executime. He noted there were some departments commenting on how the process is becoming efficient and is better than the previous process.

k. Soil and Water – Nikki Drake

The 2020 Plat Books are now available. Thank you to GIS for their help compiling those. They are hosting a Native Plant Workshop on Earth Day and have their annual tree sale going on now.

l. Job and Family Services – Aunie Cordle

April 8<sup>th</sup> is the Child Prevention Breakfast with Lt. Governor Husted being the keynote speaker. The event will start at 8:00 a.m. but the advertised start time is 7:45 a.m. as we want to be able to start right at 8:00 a.m. to be respectful of Lt. Governor Husted's schedule.

m. Economic Development

Patrick O'Malia left at the end of the last year allowing the department to restructure. Hannah Heimberger will serve as the WIOA Board financial specialist. In a few weeks Doug Durrett will be filling Patrick's role. The Career Readiness program is seeking renewals for next year and applying for state funding to hire more career navigators. April 1<sup>st</sup> is the Career Readiness Expo. The office is also doing an energy audit to help businesses improve their energy efficiency through a grant they received.

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n. Facilities – Dennis Keller

There are some new staff members in the maintenance team. The primary focus is trying to finish up the Real Estate Assessment Office. The project is taking a but longer than thought due to the age of the building. The project should be wrapped up in the next few weeks. The Baldwin facility is complete with the punch list being wrapped up.

They are looking forward to some solar projects and a possible phase two energy conservation project for buildings that need more energy improvements than took place in 2015.

Dr. Brown thanked Mr. Keller and Mr. Kochis for their work on the planning of the Baldwin project. We were able to finish the project under budget. We have about \$40,000 remaining in the capital projects fund, and we believe we will be using that for paving.

o. Community Action – Clint Davis

The new Recycling Director started just before Mr. Davis did. They look forward to some new improvement which will greatly help the recycling center. There are several grant opportunities and exciting projects. The annual judging for the Earth Day art will take place next week with the winner announced on Earth Day.

p. Family, Adult, and Children First Council – Donna Fox-Moore

March 13<sup>th</sup> is the Trauma Informed Care Training Conference at OU-L. This is a community effort. This will come with 5.5 continuing education units for counselors, social workers, etc. There are over 200 already registered.

q. ADAMH – Rhonda Myers

The Annual Dinner is March 19<sup>th</sup>. They will be hiring an assistant director of operations and assistant director of programs within the next month. Thank you to Dr. Brown and Mr. Fix for their partnership and vision. Thank you to Jeff Porter and Cassie Strickler for their help. Jennifer Dickerson in the Auditor's Office will be starting as the accountant soon.

r. Treasurer – Michael Kaper

Tax settlement numbers are being finalized and are 20% higher than last year. Thank you to everyone for their help as they have worked with those who have questions or concerns. The office has opened an escrow program for a short period of time for those who do not have escrow through their mortgage company.

The Land Bank has been working on the Working Man's Friend project. They are still working on the final stages of EPA testing, then they will be able to improve the site.

s. IT – Mark Conrad

Mr. Conrad emphasized the cyber security trainings coming up. Cyber security is the weakest link in an organization.

t. Prosecutor's Office – Joshua Horacek

The office is there to help any office as needed. Tom has been reaching out at as well. Mr. Horacek stated he appreciated serving all of their clients and they were happy to answer any questions.

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u. Dog Shelter – Todd McCullough

There will be some exciting busy times in the coming weeks. They have a great team that will be able to take things and move forward. They are finishing up the annual dangerous and vicious dog follow ups.

Mr. McCullough is excited about his new opportunity as well.

v. Utilities – Tony Vogel

Things continue to go well in the Utilities Office.

w. Emergency Management Agency – Jon Kochis

The local medical professionals met recently. Coronavirus has evolved and is now more easily combative. EMA continues to be involved in all planning efforts. Also, there is a new position posting which will help over the next few months.

x. Engineer – Cheryl Downour

The office is moving into construction season. They just bid a \$3.3 million project for resurfacing 33A and have several bridge projects in the works as well.

y. Human Resources – Jeff Porter

If you'd like to have a new employee highlighted, please let HR know. Note that Fairfield County has a lot of options for care if someone is feeling ill. The clinic continues to see an increase in visits with over 3,000 visits in 2019. There is also doctors on demand, a way to access medical care through your cell phone.

z. Lt. Churchill

Mr. Churchill stated he was happy to be a part of the organization and looks forward to the years to come. This was the first roundtable he had attended, and he was very happy to participate.

• Reflections & Closing Remarks

Dr. Brown provided a few updates. The county received a Tech Cred grant for IT trainings. She will help others apply for this grant if they would like to do so.

The first anniversary of Sgt. Collette's passing is approaching. To honor him and those who have fallen in the line of duty, a mural will be placed on the west side of the Amstutz building. The design was chosen by Terry Meconis, Sgt. Collette's mother. The goal is to have the mural done by Sgt. Collette's birthday on August 17<sup>th</sup>.

Mr. Levacy thanked Mr. Keller for his leadership in all of the facilities projects throughout the county.

The Commissioners thanked everyone for attending.

Mr. Davis asked everyone to save the Date for the State of the County Address on April 28<sup>th</sup> at the Wigwam.

Commissioner Davis stated at 11:37 p.m. that the Commission would take a 10-minute recess.

**Review**

The Commissioners met at 11:45 a.m. to review legal issues and pending or future action items and correspondence. Commissioner Davis called the meeting to order with the following

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Commissioners present: Steve Davis, Jeff Fix, and Dave Levacy. Also present were Carri Brown, Rachel Elsea, Dennis Keller, Jeff Porter, Jon Kochis, and Branden Meyer.

- Welcome
- Legal Update (none)
- Administration and Budget Update/Carri's List

a. Announcements

March 15-21 – Sunshine Week

April 1 – Career Readiness Expo

April 8 – Wear Blue for Child Abuse Prevention Awareness - Lt. Governor Husted to Speak

April 10 – Good Friday – Close at Noon

April 23 – Circus Night at JFS

April 28 – State of the County Address – WigWam in Violet Township

b. Highlights of Resolutions

There are two resolutions planned for the voting meeting. RPC proposed approval of a contract for the CDBG related sidewalk project for Millersport. We proposed a change order for Gutknecht for the project at 108 N. High Street. There were multiple resolutions in queue, as discussed earlier this week.

c. Administrative Approvals, Program, & Budget Update

Teleconference – Human Resources Technology

We continue to meet to review the NEOGov solution for Human Resources, supporting an employee's journey including recruitment, onboarding, attraction, retention, and development. We have a vision of talent at Fairfield County producing maximum results for better citizen services. The NEOGov integration to MUNIS is demonstrated to be effective, and it is typically conducted by flat file, which is acceptable to IT. We will be able to eliminate multiple forms and paper within multiple processes.

Electronic Idea Box

In following up to Idea #29 from the electronic idea box, we learned that a digital sign in the City of Lancaster is not allowed. We will explore that idea in other areas. Also, a new idea was submitted, and it is summarized below with a response:

**Idea 31:** I am enjoying the fitness center! Is there any way our employee access cards can be set so that we can use the fitness equipment at the Records Center earlier (say at 4:30 a.m.)?

**Response:** Thank you for your idea, and sure, the access cards have been adjusted to work from 4 am – midnight, globally. Thank you for your idea.

Budget Update

On Tuesday, March 3, 2020, we discussed the potential of refinancing debt. We have examined options, and we would like some guidance as we continue to

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pursue the refinancing. We are working as quickly as possible in order to take advantage of the lowest interest rates we have seen in a very long time.

A partial refunding of the Series 2015 (only the jail portion) would yield annual savings of an estimated, approximate \$35,000 annually, with the same final maturity date of December 1, 2044. The estimated net present value of savings is about \$600,000. Such a partial refunding would require a public offering, and we would prepare an official statement and have a teleconference with our rater, Moody's. Because we are doing a public offering some smaller refundings make sense, although on their own, we would not prepare such an offering. Together with the partial refunding from 2015, it does make sense. We will report on the estimated savings overall as we proceed with the analysis.

The Commissioners provided guidance to proceed with the refinancing work.

Resolutions will be presented, and there will be work conducted to prepare for the teleconference and official statement. This will involve the Commission, Treasurer, and Auditor.

Further, in August of 2019, during the ongoing energy conservation project, we were planning for the project scope and are now returning to that effort. If we are to be issuing debt, now would be a good time to take the phase 2 step. We have pared down the concept of a historic renovation of the Administrative Courthouse to energy conservation related items, which would include the envelope items, such things as a roof and insulation, sandstone rejuvenation, gutter/down spouts, new doors, railings, and tuck-point repairs, as well as Terrazzo floor work. We have options with the envelope of the Courthouse included and without it. The other phase 2 items include additional LED lights, HVAC equipment, and the Hall of Justice window replacements. With the Administrative Courthouse Envelope, the total project cost is estimated at \$5.9 M, with a simple payback of 13.58 years. This does include an annual energy savings of \$21,607. Without the Administrative Courthouse Envelope, the total project cost is estimated at almost \$1.9 M, with a simple payback of 11.89 years. Our cash balances can manage either option.

We would reduce amounts in the planning tool for transfers to the capital improvements fund (as such estimate would need to reflect the activities associated financing). We would be able to accomplish the project in the required timeframes relating to the debt issuance.

The Commissioners discussed the options. They agreed to give some time and thought to the options. Mr. Davis asked that this be added as old business on the review meeting agenda next week.

Mr. Meyer added that this type of discussion is a reason why Dr. Brown should be rehired as County Administrator.

As discussed last week, we removed the Title Building solar option from the plan in order to issue an RFP for that project so that it could be evaluated separately.

Mr. Davis stated that there are individuals in this county that appreciate different points of views and he does not think there is anything wrong with having a pilot project that some people could look to and be proud of.

We will present more information as it is available.

d. BRAVOs

Thank you to the Board of Commissioners for the ongoing support of the Patriotic Mural at Amstutz. We received approval from the BZA on March 3, 2020, and once we have that in writing, we can proceed with contracting administratively.

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We will prepare a project timeline and hope to have a dedication ceremony in August.

Congratulations to Chief Lape, Lt. Hodder, and staff for a positive report and conclusion from the Bureau of Adult Detention. A certificate of compliance is forthcoming.

- Old Business (none)
- New Business (none)
- General Correspondence Received

Kelly Ailes sent a thank you note to the Commissioners.

- Calendar Review/Invitations Received (none)
- FYI (none)
- Open Items (none)

**Commissioners' Regular Meeting**

A regular meeting of the Fairfield County Board of Commissioners was held on Tuesday, March 5, 2020 beginning at 12:08 p.m., with the following Commissioners present: Steve Davis, Jeff Fix, and Dave Levacy. Also present were Carri Brown, Rachel Elsea, Jeff Porter, Branden Meyer, Jon Kochis, and Dennis Keller.

**Pledge of Allegiance**

Commissioner Davis asked everyone to rise as able, and he led the Pledge of Allegiance.

**Announcements**

Commissioner Davis asked if there were any announcements.

There were no announcements.

**Public Comment**

Commissioner Davis asked if anyone from the public who would like to speak or offer comments.

There were no public comments.

**Approval of Minutes for Tuesday, March 3, 2020**

On the motion of Jeff Fix and the second of Dave Levacy, the Board of Commissioners voted to approve the minutes for the Tuesday, March 3, 2020 Regular Meeting.

Roll call vote of the motion resulted as follows:  
Voting aye thereon: Jeff Fix, Dave Levacy, and Steve Davis

**Approval of the Facilities' Resolutions**

On the motion of Jeff Fix and the second of Dave Levacy, the Board of Commissioners voted to approve the Facilities' resolution for approval of change order No. 9 to the contract between the Gutknecht Construction Company and the Fairfield County Commissioners; see resolution 2020-03.05.a.



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Discussion: Mr. Keller is hopeful this is the last change order. Punch lists are scheduled for next Thursday and Friday. Dr. Brown applauded Mr. Keller's management on this project given the complexity of the old building. There are multiple meetings held weekly to keep the project on track. Mr. Davis stated the Commission would be interested in a solution to the exterior work of the building.

Roll call vote of the motion resulted as follows:

Voting aye thereon: Jeff Fix, Dave Levacy, and Steve Davis

### Approval of the Regional Planning Commission Resolution

On the motion of Jeff Fix and the second of Dave Levacy, the Board of Commissioners voted to approve the Regional Planning Commission resolution authorizing the contract to GM General Constructing LLC Notice to Proceed and Notice of Commencement for the Village of Millersport FY2018 CDBG Sidewalk Improvement Project; see resolution 2020-03.05.b.

Roll call vote of the motion resulted as follows:

Voting aye thereon: Jeff Fix, Dave Levacy, and Steve Davis

### Review (continued)

Mr. Davis expressed how much he enjoyed the leadership conference and roundtable meeting that morning.

Dr. Brown added that she has observed great attention to the Fairfield County organizational culture and core values (of serving, connecting, and protecting) and that the Commission and all leaders are a key part of the effort to establish a strong, supportive culture. Employees truly appreciate supervisory support in our complex environment.

## Adjournment

With no further business, on the motion of Jeff Fix and a second of Steve Davis, the Board of Commissioners voted to adjourn at 12:16 p.m.

Roll call vote of the motion resulted as follows:

Voting aye thereon: Jeff Fix, Dave Levacy, and Steve Davis

The next Regular Meeting is scheduled for Tuesday, March 10, 2020 at 10:00 a.m.

Motion by: \_\_\_\_\_ Seconded by: \_\_\_\_\_  
that the March 5, 2020 minutes were approved by the following vote:

YEAS: . NAYS: None

**ABSTENTIONS:** None

\*Approved on March 10, 2020

  
Steven A. Davis  
Commissioner

  
Dave LeVacy  
Commissioner

  
Jeff Fix  
Commissioner

  
Rachel A. Elsea, Clerk

1. The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that proper record-keeping is essential for the transparency and accountability of the organization. The text also mentions the need for regular audits to ensure that all financial data is correctly recorded and reported.



BOARD OF COMMISSIONERS

Commissioners  
Steven A. Davis  
Jeffrey M. Fix  
David L. Levacy

County Administrator  
Carri L. Brown

Clerk  
Rachel A. Elsea

Leadership Conference – March 5  
Leadership and Public Records Training

When: March 5, 2020, 8:30 a.m. – 12:15 p.m.  
Location: County Commission Hearing Room, 210 East Main Street

Purpose Statement:

The purpose of the Leadership Conference is for county leaders to further the mission of Fairfield County and improve the organizational knowledge base. This session provides leadership training, public records training, opportunity for updates, and a question & answer period for elected officials and department heads.

AGENDA

8:30 am	Welcome & Announcements	Commissioners & Carri Brown
8:45 am	Leadership Training – Coffee Bean Metaphor	Tony Vogel and Todd McCullough
9:45 am	Break	
10:00 am	Public Records Policy Training	Carri Brown, Rachel Elsea, & Prosecutor Representatives
10:40 a.m.	Human Resources Update	Jeff Porter
11:00 am	Break	
11:10 am	Updates	All Participants
12:10 pm	Reflections & Closing Remarks	Carri Brown & All Participants

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# Listening to COMPLAINTS



*Listening to complaints, whether reasonable or not, is a part of every public servant's job. **Sometimes complaints can be overwhelming.***

However, when we take them in stride with an open mind, we can learn much from our employees and customers. We learn from their feelings about the workplace.

## STEPS TO TAKE:

- Be open. Try doing something new and different.
- Listen attentively, patiently - and with good nature.
- Even if the complaint seems unreasonable, try to keep this to yourself.
- Focus on the next steps to build a bridge for the future.
- Always follow up and try to exceed their expectations!



## COMPOSURE

Coping with complaints can be an uncomfortable task. We can sometimes let our emotions rule our thinking.

Consequently, we let complaints wear us out because we take on the complaint as a personal attack on us. It is not!



## PATIENCE

If you listen patiently and attentively, complaints will alert you to a real or potential problem or help you think of a better way to handle a situation.



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# Critical Thinking and EVALUATIVE SKILLS



## STEPS TO SUPPORT BUDGET JUSTIFICATION:

### **Clearly identifying a problem is an important first step.**

Managers need the ability to analyze problem situations and identify the significance of critical data elements. A strongly skilled problem solver uses analysis and interpretation skills to determine the issues that must be addressed and to understand the complexities of the problem.

**Managers need to evaluate alternatives.** It is important to have the ability to evaluate options accurately and establish priorities. We need to differentiate the quality of different possible choices and explain the reasons for decisions or recommendations.

**We need to reason well in contexts involving numerical data.** It is important to demonstrate the ability to interpret and evaluate vital information presented in a variety of numerical formats in order to reach an optimal solution. While both qualitative and quantitative data are necessary, quantitative data are critical for budget justifications.

### **We need to consider ambiguous contexts, risks, and uncertainty.**

We want to implement the solution that has the strongest likelihood of success, given information at hand.

**We need to anticipate outcomes and see logical consequences.**

*In good times and in hard times, **critical thinking skills** for evaluation and problem solving are **important**.*



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# Supervisor's Toolkit to Staff Development and Retention

## **Guide to Supervisors/Managers**

Staff retention and development is a complex issue. Our staff are often required to engage with people who are in emotionally and physically traumatizing settings or situations. The necessity to make life-changing decisions and high stress are inevitable. For these reasons, front-line staff need supportive supervisory relationships.

The supervisor is a key person who can provide guidance that comes from a real understanding of the struggles involved in working with children and families during difficult times. In many cases, the supervisor has done the same type of field work, understands the personal investment that it requires, and can look at the bigger picture, a view that can be obstructed when the employee is on the front lines.

Supervisors need to be able to help their staff manage the emotional intensity of the work. They need to find ways to individualize their approach and communicate with staff who come from diverse backgrounds with different experiences and a variety of work styles. It is your responsibility to make sure that the needs of individual children and families are addressed and paperwork is completed on time.

The Staff Development and Succession Plan has been developed as a tool for supervisors, managers, and staff to use together to develop, retain, and promote capable and talented employees.

## **Underlying Principles**

*The direct supervisor is the most influential person in staff retention and development.*

A good relationship with the front-line supervisor is one of the most important factors in retention and development in nearly every line of work. This is even more essential for our employees due to the nature of the work and stressful situations encountered. Managing one's own feelings and learning effective relationship skills to help others manage their feelings and assumptions are important skills for supervisors to apply. The multiple demands, and difficult situations and relationships, can cause stress and burnout. Additionally, it can result in secondary trauma for staff.

An effective supervisor will facilitate professional development of his/her staff by consistently modeling effective relationships and strengths-oriented behaviors that help staff grow through their most difficult events. An effective supervisor will pay attention to the personal and professional growth needs of his/her staff and offer recognition, encouragement, and support. To do this well, supervisors must be aware of their own vulnerabilities, while building on their personal style and strengths.

## Retention and Development Focused Supervision

### The Benefits

To Staff	To Supervisor	To Organization
Increase sense of belonging and support	Spend less time training new staff	Stable staff and better track record for recruiting and retaining staff
Experience growth and self-discovery	Experience growth and self-discovery	Meet and improve outcomes for children and families
Reduce feelings of stress and burnout	Experience fewer crises	Improve overall productivity of the agency
Develop new approaches to clients	Develop leadership skills	Improve agency-wide communication
Improve self-confidence	Develop more self confidence in a leadership role	Increase loyalty to the agency
Experience a new sense of competency in their roles	Increase self-esteem	Increase positive perceptions of the agency in the community
Gain impression of agency mission and values in practice	Experience a new sense of competency in their roles	Create a positive retention focused agency culture
Experience support for professional goal-setting	See staff grow and develop personally and professionally	Maintain a stable workforce to serve children and families

### The Process

#### The Supervisor's Responsibility for Retaining and Developing Staff

The quality of supervision is a determining factor in an employee's decision to stay or leave an organization. Employees have identified supervisory support as a motivation to stay despite job stress. Conversely employees cite a lack of supervisory support as a critical factor in their decisions to leave. Why? Because the factors that drive motivation and satisfaction within social services are largely within the supervisor's control.

#### Examples of 'motivational factors'

- Achievement – There must be a feeling of accomplishment and progress toward a goal.



- **Responsibility and meaningfulness** – The individual must feel connected to his/her work with a feeling of pride and ownership and feel in sync with the agency's mission and values.
- **Recognition** – Individuals must feel that there is proper acknowledgement for the work and the contribution they make.
- **Opportunity for growth** – Paths must exist for advancement both in personal growth (furthering one's knowledge and skills) and career growth (advancement opportunities).

In social services, a good supervisor who cares about and develops a strong connection with staff, starting from the first day of initial orientation, is in the best position to help them find what they want from their work because they can be a:

- **Model and Mentor:** To achieve its mission, social service agencies depend on cultivating safe and healing relationships with children, families and communities. A good supervisor will facilitate professional development of his/her staff by consistently modeling effective relationship behaviors that help staff through their most difficult and/or emotionally charged times and events.
- **Representative of Agency Culture:** Most social service agencies are organized so that supervisors oversee management of workloads, monitor legal and service requirements, and motivate their staff day-to-day. The supervisor represents the agency's culture by exemplifying how the agency respects and values staff and families.
- **Career Facilitator:** Supervisors dispense what tangible retention and development benefits the agency has to offer, as well as the softer benefits, including respect, flexibility, and encouragement.

The supervisor's style and relationship with his/her staff is of standout importance in attracting and retaining key talent. This means that the effective supervisor cannot abdicate responsibility but must take a proactive role in staff retention.

### **Why Workers Stay**

People stay in our agency for reasons that are distinctive to social services professionals. These include personal characteristics, support for handling stress, burnout, and secondary trauma, and effective supervisory and peer relationships. Those prime factors are listed and further expanded as follows:

#### **Personal Characteristics:**

- **Sense of personal mission**
- **Strong feeling of effectiveness in making a difference with children and families**
- **Alignment with work and the agency's mission**
- **Relevant education and length of time in the field**
- **Feeling of belonging and personal pride in the agency and its mission**

#### **Supervisory Relationships:**

- Support from and a good relationship with an effective supervisor
- Supervisor who focuses on professional learning, career, and personal development
- Recognition and encouragement from the supervisor and agency

#### **Professional Organizational Culture:**

- Opportunities to learn and develop
- Safe work environment – physically and emotionally
- Concern for employee's families and personal needs
- Agency investment in staff development
- Support for handling stress, burnout, and secondary trauma
- Supportive and satisfying relationships with peers
- Respect from management
- Flexibility in work hours, work setting, and dress code

To retain competent, valuable staff and ensure their job satisfaction and loyalty, a resourceful supervisor will make every effort to take advantage of opportunities in which these factors can be represented and manifested within their scope of supervision.

**Activity: My Retention Competencies**

Things I am good at:	Things I need to improve on:

1. My first step to improvement will be:

2. I will seek help from\_\_\_\_\_, in order to:

## **Planning and Structuring Productive Supervisory Meetings**

### **Before the meeting**

- Develop a regular schedule of meetings with each employee and adhere to the time scheduled for the meeting.
- Create a comfortable and confidential environment for holding meetings.
- Resist any unnecessary interruptions, including cleaning off your desk or table.

### **Prepare for the meeting**

- Review the objectives you and your employee established related to his/her performance.
- Reflect on your last meeting with the employee. What action items were established?
- Did you follow through on actions you promised to do?
- Review case materials and cases that are to be discussed.
- Reflect on the employee's unique strengths and style.
- Reflect on recurring themes from previous meetings, identifying where the employee might be stuck and need your help to progress.
- Consider what meeting outcomes would benefit the agency, the employee and you.
- Be aware of your own work style, your current state of mind and emotions.

### **During the meeting**

- Be personable, even if it is not your customary style. Pay attention to what the employee may bring to the session including stress level, emotional state and readiness to tackle difficult issues.
- Ask the employee what would be a good outcome for him/her because of this meeting; share the outcomes you are seeking.
- Begin the meeting by developing an agenda for the meeting with the employee.
- If you prepared the agenda in advance, be sure to engage the employee in making changes, as necessary.

- Follow the agenda as appropriate, but stay flexible to address crises or important professional development issues that may come up.
- Use listening, clarifying questions, reflection, empathy, encouragement and other communication skills to engage and empower staff and to gain necessary information and give feedback.
- Support staff in making difficult case decisions.
- Challenge staff by exploring potential blind spots and recurring themes, including relationship issues with you or others, as appropriate.
- Ensure employees are aware of development options, including:
  - Job Shadowing Opportunities
  - Tuition Reimbursement
  - Leadership Development Program
  - Progress of Individual Development Models
- Ask retention oriented questions
- Provide feedback on case reviews, outcomes and agency requirements.
- Review action items from last meeting.
- Develop mutually agreed upon action items.
- Plan the agenda and schedule next meeting.

#### **After the meeting**

- Follow through on your assignments
- Give feedback to staff on progress, information, and resources as needed

#### **Retention Questions to Ask**

- 1) Thinking back, why did you initially decide you wanted to work at Job and Family Services?
- 2) Are you treated respectfully by your peers and other agency staff?
- 3) Do you feel that you receive information quickly enough when policies or rules change?
- 4) Do you feel that you have a healthy work/life balance?
  - a. If not, what would you need to achieve a healthy balance?

- 5) What do you like most about your job?
- 6) What are some things you don't enjoy about your work here?
- 7) Do you feel that your work is meaningful?
- 8) Do you feel recognized for the contributions you make to your team and the agency?
- 9) What kinds of recognition mean the most to you?
- 10) What type of feedback would you like to receive about your performance that you're not receiving now?
- 11) Do you feel you have enough control over the way you perform your assigned duties?
- 12) Do you feel your position allows you the opportunity to grow as a person and professional?
- 13) Where do you see yourself career-wise in the next five years?
- 14) If interested, do you see the potential to advance at the agency?
- 15) What skills do you need to develop in order to be where you see yourself?
- 16) What skills have you developed since you began employment here?
- 17) Is there anything else important to you what we didn't cover in the previous questions?
- 18) What keeps you here? Examples:
  - a. Benefits
  - b. The team
  - c. Flexibility
  - d. The job duties

### **Implications for Supervisors**

In summary, supervisors must own retention to be successful. Some practical ways for supervisors to demonstrate their commitment to retention include:

- Take charge of a new employee's orientation, ensuring that staff are brought into an inclusive team and receive proper orientation to the work
- Assist staff to navigate the agency's infrastructure
- Connect staff with peers and others who can support them and encourage their growth
- Exemplify caring and respect for staff always
- Help staff connect with the agency's mission and beliefs and manage the emotional intensity and stress of the work
- Build an evolving professional development partnership with each employee, tailored to the individual's strengths, capacity and unique needs. A great way to accomplish this is through the Individual Development Model.
- Plan and advocate for staff to have appropriate educational and training opportunities that are internal and external to the agency
- Support staff in identifying, balancing, and meeting their personal and professional goals

**Self-Assessment Instrument for Helping the Manager Understand Their Role in Succession Planning**

*Directions:* Use this assessment instrument to rate yourself. For each expectation of a manager appearing in the left column, rate yourself in the right column by circling an appropriate number. Use these codes:

- 5 = I am extremely good at this.*
- 4 = I am good at this.*
- 3 = I am adequate at this.*
- 2 = I could stand some improvement here.*
- 1 = I could stand much improvement here.*

When you are finished, consult the scoring section at the end of the instrument.

As a manager/supervisor, I:

**Attract talent . . .**

1.	Try to attract the best people to apply to this organization.	1	2	3	4	5
2.	Do my best to recruit people to this organization.	1	2	3	4	5
3.	Work to select the best possible people.	1	2	3	4	5

**Develop talent . . .**

4.	Assess what people need to learn to be qualified for promotion.	1	2	3	4	5
5.	Arrange experiences for individuals that will build their competencies/abilities to perform at higher levels of responsibility.	1	2	3	4	5
6.	Provide continuing feedback to individuals about how well they are developing themselves.	1	2	3	4	5



**Retain talent . . .**

7.

Recognize the good things that people do,  
making it a point to comment on them.

12345
8.

Encourage people to “stretch”  
themselves by asking tough questions,  
giving tough assignments, setting  
tough deadlines, and setting the bar high  
for my expectations.

12345
9.

Reward people who perform well in a  
way suited to what matters to them and  
not what I think they might want.

12345

Total- Add the scores in the right column and place  
the number here

**Scoring Section**

If your score was:

40 or higher	You are performing your role in succession planning adequately or better.
28-39	You need some improvement in how you enact your role in succession planning.
31-27	You need much improvement in how you enact your role.
26 or lower	You are preventing the agency from developing/attracting talented employees.

## GUEST COLUMN

AUDITOR ANNOUNCES STAR RATING SYSTEM  
FOR PUBLIC-RECORDS COMPLIANCE

by Keith Faber, Auditor of the State

Central to the founding principle of self-governance is partnership between taxpayers and their elected representatives. For government to be most effective, taxpayers must be active participants in the operations of their elected representatives. When there is opacity in government practice, tyranny and stagnation will thrive, but transparency in governing forces those who serve in elected positions to be more accountable to their fellow citizens and foster the exchange of ideas that increases the effectiveness and efficiency of government. To that end, Ohio Sunshine Laws protect citizen's right to have broad access to government records and meetings.



My office works with entities every day to ensure that Ohio is adhering to Sunshine Laws in every facet and at every level of government. Each year, we collaborate with the Attorney General's office to distribute Ohio Sunshine Laws, An Open Government Resource Manual, which provides extensive information so public officials are equipped to remain compliant with the open records laws. The manual is available on our website at, [www.ohioauditor.gov/open.html](http://www.ohioauditor.gov/open.html). Our office also conducts Certified Public Records Training to educate public office holders and their staff about their statutory obligations. These classes are open to the public and you can register at [www.ohioauditor.gov/open/trainings.html](http://www.ohioauditor.gov/open/trainings.html).

Staying compliant with Ohio's open records and open meetings law is important work. Public officials must put forth a tremendous amount of effort in order to properly draft public records, record retention policies, implement them, and respond to records requests, all while juggling their other responsibilities. Yet, it is noble work, which keeps

the wheels of democracy turning. This is why when I took office less than one year ago, a top priority was creating a system to reward officials who comply with Sunshine Laws. And I am happy to announce that as of Nov. 21, that system is complete.

From this point forward, when our office tests for compliance with Ohio's Sunshine Laws, our auditors will incorporate those results into the new Star Rating System (StaRS). The StaRS will then generate a rating for the public office based on their compliance with the law and implementation of best practices. Offices that are compliant with open records law and implement best practices become eligible to receive a StaRS Award. To receive one star an office must meet every Sunshine Law requirement, and then by adding best practices an entity can achieve a multiple-star rating. The best practices are not required by law, but they do enhance transparency consistent with the spirit of the Sunshine Laws. A full break down of the number of stars an office can earn and how many best practices they must implement to earn them is available at [www.ohioauditor.gov/open/stars.html](http://www.ohioauditor.gov/open/stars.html).

One of the main reasons I created the new Star Rating System was because it is important to recognize exceptionally transparent government. Public offices that receive StaRS ratings with two or more best practices will be eligible to print a certificate that highlights their accomplishment. Also, my office will post StaRS level of each entity the Auditor of State's website, so those who work hard to keep government transparent will be recognized for their efforts.

Officials who work every day to make public records and meetings more available to the taxpayer deserve to recognition for their efforts. It is my hope that ultimately as more officials pursue high achievement through StaRS that the overall transparency of Ohio's governing will improve and more citizens will feel like they can participate in representative democracy.



# Child Abuse Prevention Month *Awareness Breakfast*



*Together, we can build great childhoods and a successful future for the children in our community.*

**Wednesday, April 8 at 7:45 a.m.**

You're invited to join us and other community members as we wear **BLUE** and gather together to raise awareness about child abuse and neglect.

**What:** Awareness Breakfast

**When:** April 8, 2020 from 7:45-10 a.m.

**Where:** Life Church  
5550 Lancaster-Newark Rd. NE  
Pleasantville, OH 43148

**RSVP:** Donna Stalter at 740-652-7892 or  
donna.stalter@jfs.ohio.gov by March 30



Lt. Governor  
Jon Husted  
joins us as our  
keynote speaker.

#WearBlue4Kids

#OhioWearsBlue

3/5/2020




1



2

# Leadership Training Coffee Bean Metaphor

*Tony Vogel & Todd McCullough*





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## First-Let's Feel Pressure

- A story of our own
- Name one person and carry the story forward

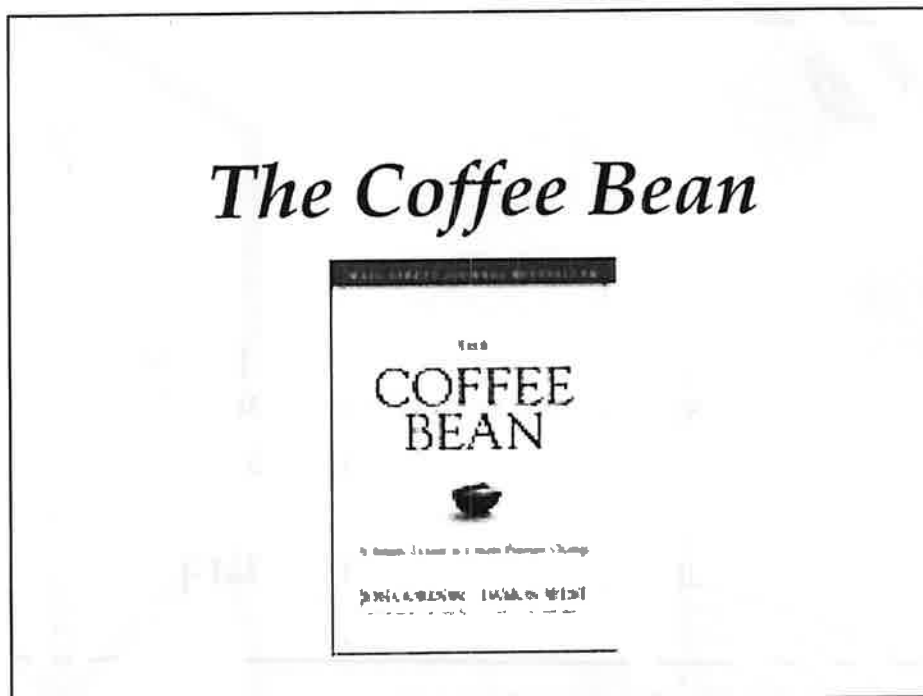
It was a ....



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3/5/2020




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**The Coffee Bean**  
**By Damon West**

Video can be viewed at

<https://www.youtube.com/watch?v=TWszGs3v6U0>



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# Life Lesson #1

*Workout Every Day*

- Spiritually
- Mentally
- Physically

*“Be the best you can be”*



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# Life Lesson #2

*The Secret to Life*


- Servant Leadership

*“Serving Others is a Life of Fulfillment”*



**THE  
SERVANT**  
A SIMPLE STORY ABOUT  
THE TRUE MEANING OF  
LEADERSHIP  
JAMES C. HUNTER

*The Servant – James Hunter*



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## Life Lesson #3

*You only control four things.*

*Maximize your efforts*

*You control what you:*

- Think*
- Say*
- Feel*
- Do*

*“Work on what you control & don’t waste  
time on what you can’t”*



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## Life Lesson #4

*Nothing Defines YOU*

- Your past is a lesson*
- The Present is a GIFT*
- The Future is motivation*



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## Dog Shelter Adoption of the Coffee Bean

*Why the Coffee Bean works for us*

- Easy implementation
- Recognizable in our daily lives
- Common language and understanding
- Organic growth from within



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## Dog Shelter Adoption of the Coffee Bean

*Leadership*

- Coffee Bean Moments - as recognition of personal and professional growth
- Understanding the relationship between an evolving environment and our responses to it-
  - Leadership
  - Management
  - Supervision
  - Getting the job done



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## Utilities Adoption of the Coffee Bean

### *Senior Leadership Agenda*

- Find the Coffee Bean -
- Changing our Environment -
  - Updating Specification
  - New Employees
  - Employee Training



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## Utilities Adoption of the Coffee Bean

### *Supervisor Leadership Agenda*

- Find the Coffee Bean -
- Changing our Environment -
  - Updating Specification
  - New Employees
  - Employee Training
- Monthly Customer Service Measures




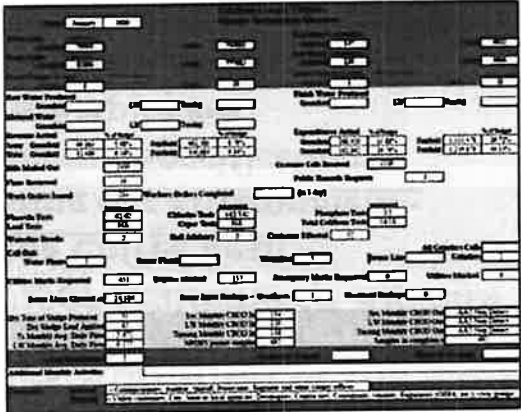
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### Utilities Adoption of the Coffee Bean




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### Utilities Adoption of the Coffee Bean

#### *Supervisor Leadership Agenda*

- Find the Coffee Bean -
- Changing our Environment -
  - Updating Specification
  - New Employees
  - Employee Training
- Monthly Customer Service Measures
- Call to Action -  
What are you going to do to be a coffee bean



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# Life Lesson #5

***Call to Action***

- Read the Book***
- Place the coffee beans on your desk***
- Share the book with someone***

***"Be the Coffee Bean and Find the Other Coffee Beans"***



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# Break

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# Fairfield County Public Records Request Policy

*Carri Brown, Rachel Elsea,  
& the Prosecutor's Office*



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## Introduction

It is the policy of the Fairfield County Commissioners Office that openness leads to a better-informed citizenry, which leads to better government and better public policy.



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## What is a Public Record?

The Ohio Revised Code defines records as including the following any document – paper, electronic (including, but not limited to, e-mail), or other format – that is created or received by, or comes under the jurisdiction of a public office that documents the organization, functions, policies, decisions, procedures, operations, or other activities of the office.



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## What is a Public Record?

- All records of the Fairfield County Commissioners are public unless they are exempt from disclosure under the Ohio Revised Code.
- It is the policy of the Fairfield County Commissioners Office, as required by Ohio law, that records will be organized and maintained so that they are readily available for inspection and copying.



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## Evaluating a Public Records Request

Each request for public records should be evaluated for a response using the following guidelines:

- The requestor must at least identify the records requested with sufficient clarity to allow the public office to identify, retrieve, and review the records



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## Evaluating a Public Records Request (cont.)

- The request does not have to be in writing
- Routine requests for records should be satisfied immediately if feasible to do so.
- All requests for public records must be acknowledged in writing by the public office within one business day following the office's receipt of the request.



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## Evaluating a Public Records Request (cont.)

- If a request is voluminous or will require research, the acknowledgement should include the following:
  - An estimated number of business days it will take to satisfy the request.
  - An estimated cost if copies are requested.
  - Any items within the request that may be exempt from disclosure.



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## Evaluation a Public Records Request (cont.)

- Any denial of public records requested must include an explanation, including legal authority, and the Prosecutor's Office should be consulted prior to denying any request.



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## Evaluation a Public Records Request (cont.)

- If portions of a record are public and portions are exempt, the exempt portions are to be redacted and the rest released. If there are redactions, each redaction must be accompanied by a supporting explanation, including legal authority.



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## Cost for Public Records

- Those seeking public records may be charged only the actual costs of making copies.
  - The charge for paper copies is \$0.05 per page or the amount required by law.
  - The charge for downloaded computer files to a compact disc is \$1.00 per disk or the amount required by law.
  - There is no charge for documents e-mailed.
  - Charges may be waived for efficiency purposes.



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# Public Records Request Log

Year	Month	Day	Event	Location	Organizer	Duration	Participants	Comments
1990	1	1	New Year's Eve	City Center	City Council	12:00 AM - 1:00 AM	10,000	Large crowd, fireworks, and music.
1991	2	14	Valentine's Day	City Center	City Council	12:00 AM - 1:00 AM	10,000	Large crowd, fireworks, and music.
1992	3	15	St. Patrick's Day	City Center	City Council	12:00 AM - 1:00 AM	10,000	Large crowd, fireworks, and music.
1993	4	15	Easter Sunday	City Center	City Council	12:00 AM - 1:00 AM	10,000	Large crowd, fireworks, and music.
1994	5	15	Memorial Day	City Center	City Council	12:00 AM - 1:00 AM	10,000	Large crowd, fireworks, and music.
1995	6	15	Juneteenth	City Center	City Council	12:00 AM - 1:00 AM	10,000	Large crowd, fireworks, and music.
1996	7	15	Independence Day	City Center	City Council	12:00 AM - 1:00 AM	10,000	Large crowd, fireworks, and music.
1997	8	15	Labor Day	City Center	City Council	12:00 AM - 1:00 AM	10,000	Large crowd, fireworks, and music.
1998	9	15	September 11th	City Center	City Council	12:00 AM - 1:00 AM	10,000	Large crowd, fireworks, and music.
1999	10	15	Halloween	City Center	City Council	12:00 AM - 1:00 AM	10,000	Large crowd, fireworks, and music.
2000	11	15	Thanksgiving	City Center	City Council	12:00 AM - 1:00 AM	10,000	Large crowd, fireworks, and music.
2001	12	15	Christmas Eve	City Center	City Council	12:00 AM - 1:00 AM	10,000	Large crowd, fireworks, and music.
2002	1	1	New Year's Eve	City Center	City Council	12:00 AM - 1:00 AM	10,000	Large crowd, fireworks, and music.
2003	2	14	Valentine's Day	City Center	City Council	12:00 AM - 1:00 AM	10,000	Large crowd, fireworks, and music.
2004	3	15	St. Patrick's Day	City Center	City Council	12:00 AM - 1:00 AM	10,000	Large crowd, fireworks, and music.
2005	4	15	Easter Sunday	City Center	City Council	12:00 AM - 1:00 AM	10,000	Large crowd, fireworks, and music.
2006	5	15	Memorial Day	City Center	City Council	12:00 AM - 1:00 AM	10,000	Large crowd, fireworks, and music.
2007	6	15	Juneteenth	City Center	City Council	12:00 AM - 1:00 AM	10,000	Large crowd, fireworks, and music.
2008	7	15	Independence Day	City Center	City Council	12:00 AM - 1:00 AM	10,000	Large crowd, fireworks, and music.
2009	8	15	Labor Day	City Center	City Council	12:00 AM - 1:00 AM	10,000	Large crowd, fireworks, and music.
2010	9	15	September 11th	City Center	City Council	12:00 AM - 1:00 AM	10,000	Large crowd, fireworks, and music.
2011	10	15	Halloween	City Center	City Council	12:00 AM - 1:00 AM	10,000	Large crowd, fireworks, and music.
2012	11	15	Thanksgiving	City Center	City Council	12:00 AM - 1:00 AM	10,000	Large crowd, fireworks, and music.
2013	12	15	Christmas Eve	City Center	City Council	12:00 AM - 1:00 AM	10,000	Large crowd, fireworks, and music.
2014	1	1	New Year's Eve	City Center	City Council	12:00 AM - 1:00 AM	10,000	Large crowd, fireworks, and music.
2015	2	14	Valentine's Day	City Center	City Council	12:00 AM - 1:00 AM	10,000	Large crowd, fireworks, and music.
2016	3	15	St. Patrick's Day	City Center	City Council	12:00 AM - 1:00 AM	10,000	Large crowd, fireworks, and music.
2017	4	15	Easter Sunday	City Center	City Council	12:00 AM - 1:00 AM	10,000	Large crowd, fireworks, and music.
2018	5	15	Memorial Day	City Center	City Council	12:00 AM - 1:00 AM	10,000	Large crowd, fireworks, and music.
2019	6	15	Juneteenth	City Center	City Council	12:00 AM - 1:00 AM	10,000	Large crowd, fireworks, and music.
2020	7	15	Independence Day	City Center	City Council	12:00 AM - 1:00 AM	10,000	Large crowd, fireworks, and music.
2021	8	15	Labor Day	City Center	City Council	12:00 AM - 1:00 AM	10,000	Large crowd, fireworks, and music.
2022	9	15	September 11th	City Center	City Council	12:00 AM - 1:00 AM	10,000	Large crowd, fireworks, and music.
2023	10	15	Halloween	City Center	City Council	12:00 AM - 1:00 AM	10,000	Large crowd, fireworks, and music.
2024	11	15	Thanksgiving	City Center	City Council	12:00 AM - 1:00 AM	10,000	Large crowd, fireworks, and music.
2025	12	15	Christmas Eve	City Center	City Council	12:00 AM - 1:00 AM	10,000	Large crowd, fireworks, and music.



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# Ohio Sunshine Laws Star Rating System



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## Sunshine Law Star Rating System

Ohio Auditor of State Keith Faber has released a star rating system for compliance to the Ohio Sunshine Laws with recommendations and best practices.



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## Sunshine Law Star Rating System Compliance Testing

- 1. The public office shall create and adopt a policy for responding to public records requests.**

*The public records policy may not:*

- (a) limit the number of public records that the public office will make available to a single person,*
- (b) limit the number of public records that it will make available during a fixed period of time, and*
- (c) establish a fixed period of time before it will respond to a request for inspection or copying of public records, unless that period is less than eight hours.*



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## Sunshine Law Star Rating System Compliance Testing

2. Public records are promptly prepared and sent to the requestor, and/or promptly prepared and made available for inspection by the requestor within a reasonable time.



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## Sunshine Law Star Rating System Compliance Testing

3. If a request is denied, in part or in whole, the public office shall provide the requestor with an explanation, including legal authority.



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## Sunshine Law Star Rating System Compliance Testing

4. The public office shall notify the requestor of any redaction(s) or make them plainly visible and provided an explanation, including legal authority.



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## Sunshine Law Star Rating System Compliance Testing

5. A public office shall have a copy of its current records retention schedule at a location readily available to the public.



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## Sunshine Law Star Rating System Compliance Testing

6. The public office shall distribute the public records policy to the employee who is the records custodian or records manager or employee who otherwise has custody of the records of that office. The public office shall require that employee to acknowledge receipt of the copy of the public records policy.



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## Sunshine Law Star Rating System Compliance Testing

- 6. (cont) The public office shall require that employee to acknowledge receipt of the copy of the public records policy.




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Sunshine Law Star Rating System  
Compliance Testing


7. If the public office has established a manual or handbook of its general policies and procedures, the public office shall include the public records policy in the manual or handbook.

  
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Sunshine Law Star Rating System  
Compliance Testing

8. The public office shall create a poster describing their public records policy and shall post it in a conspicuous place of all public locations of that public office.

  
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## Sunshine Law Star Rating System Compliance Testing

9. The appropriate records commission shall review the schedules of records retention and disposition, as well as any applications for the one-time disposal of obsolete records.



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## Sunshine Law Star Rating System Compliance Testing

**10. All elected officials or their designees shall attend public records training approved by the Attorney General. Training is required to be three hours for every term of office.** Community school administrators are required to complete annual training on public records and open meeting laws.



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## Sunshine Law Star Rating System Compliance Testing

11. Every public body, by rule, shall establish a reasonable method whereby any person may determine the time and place of all regularly scheduled meetings, and the time, place and purpose of all special and emergency meetings.



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## Sunshine Law Star Rating System Compliance Testing

a. A public body shall not hold a special meeting unless it gives at least twenty-four hours' advance notice to the news media that have requested notification, except in the event of an emergency requiring immediate official action.

b. In the event of an emergency, the member or members calling the meeting shall notify the news media that have requested notification immediately of the time, place, and purpose of the meeting.



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## Sunshine Law Star Rating System Compliance Testing

12. The minutes of a regular or special meeting of any public body shall be promptly prepared, filed and maintained and shall be open to public inspection.



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## Sunshine Law Star Rating System Compliance Testing

13. An executive session requires a majority of a quorum by roll call vote at a regular or special meeting for the sole purpose of the consideration of only the following matters:



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Sunshine Law Star Rating System  
Compliance Testing

a. specified employment matter of public employee/official (excluding elected officials);

b. purchase of property for public purpose or sale/disposition of property;

c. conferences with an attorney for the public body concerning disputes that are the subject of pending or imminent court action;

d. preparing for, conducting or reviewing negotiations or bargaining sessions;



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Sunshine Law Star Rating System  
Compliance Testing


e. matters required to be kept confidential by federal law or regulations or state statutes;

f. specialized details of security arrangements and emergency response protocols;

g. consideration of trade secrets for hospitals;

or

h. confidential information related to marketing plans, business strategy, trade secrets, or personal financial statements of an applicant for economic development assistance.




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Sunshine Law Star Rating System  
Compliance Testing


14. A resolution, rule or formal action of any kind is invalid unless adopted in an open meeting of the public body (unless specifically authorized by law).

  
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Sunshine Law Star Rating System  
Best Practices

In order to meet each best practice identified below, the public office must address a majority of the elements of that best practice.

  
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### Sunshine Law Star Rating System Best Practices

1. The public office employs a method to track public records requests. The public office uses a log or similar tracking method, which may include:

- a. date in-person, verbal, written or email request received (date stamp written requests);*
- b. name of requester (only if voluntarily provided; requests can be under a pseudonym or made anonymously);*
- c. type of records requested;*
- d. date requests were fulfilled; and*
- e. name of the person fulfilling the request.*




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### Sunshine Law Star Rating System Best Practices

2. To assist the public in making a request for records, the public office has standard request forms that are available to requestors to use if they wish, as well as for the staff to use when a request is made via phone. The informational fields can include the:



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## Sunshine Law Star Rating System Best Practices

- a. date of the request in order to be tracked;
- b. type of records requested (agendas, minutes, resolutions, budgets, etc.);
- c. format the requestor would like the records produced in (paper, electronic, etc.); and
- d. method the requestor would like to receive the requested records (paper, e-mail, electronic media, etc.).



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## Sunshine Law Star Rating System Best Practices

3. The public office provides an acknowledgement to the requestor when a public records request is received, consistent with the manner in which the request was made. The acknowledgement:




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3/5/2020

### Sunshine Law Star Rating System Best Practices

- a. whether by phone, email or mail, provides a “tracking” number (date of request for example) the requestor can reference;
- b. is recorded in the public records log by date and method; and
- c. is provided in a reasonable period of time in order to assure the requestor the request has been received and is being processed.




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### Sunshine Law Star Rating System Best Practices

4. To assist the public in making a request for records, the public office has publicized (website, public records poster, etc.) the name or office title of the records custodian and his/her contact information.



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## Sunshine Law Star Rating System Best Practices

4. (cont) Further, the public office's staff has been trained on how to route public records requests to the record custodian, who also has been trained on fulfilling the public records requests, including guidelines for negotiating ambiguous or large requests.



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## Sunshine Law Star Rating System Best Practices

5. If the public office has an online presence, their website provides the public office's:

- a. agendas of meetings in advance;
- b. public records policy;
- c. records retention policy;
- d. meeting schedule of the public office and any of its committees; and
- e. minutes of all meetings of the public office and any of its committees.



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3/5/2020

## Sunshine Law Star Rating System Best Practices

6. If the public office has an online presence, their website provides access to official documents. For example:

- a. annual budget;
- b. annual report;
- c. compensation for public officials;
- d. most recent audit report; and
- e. contact information and hours of various departments



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## Ohio Sunshine Laws

The Ohio Sunshine Laws, an Open Government Resource Manual, along with online public records training sessions can be accessed at

<https://www.ohioattorneygeneral.gov/Legal/Sunshine-Laws>




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# Human Resources Update

*Jeff Porter*



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*Break*

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3/5/2020

Department Updates

*Carri Brown & All Participants*


  
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Reflections  
& Closing Remarks

*Carri Brown & All Participants*

  
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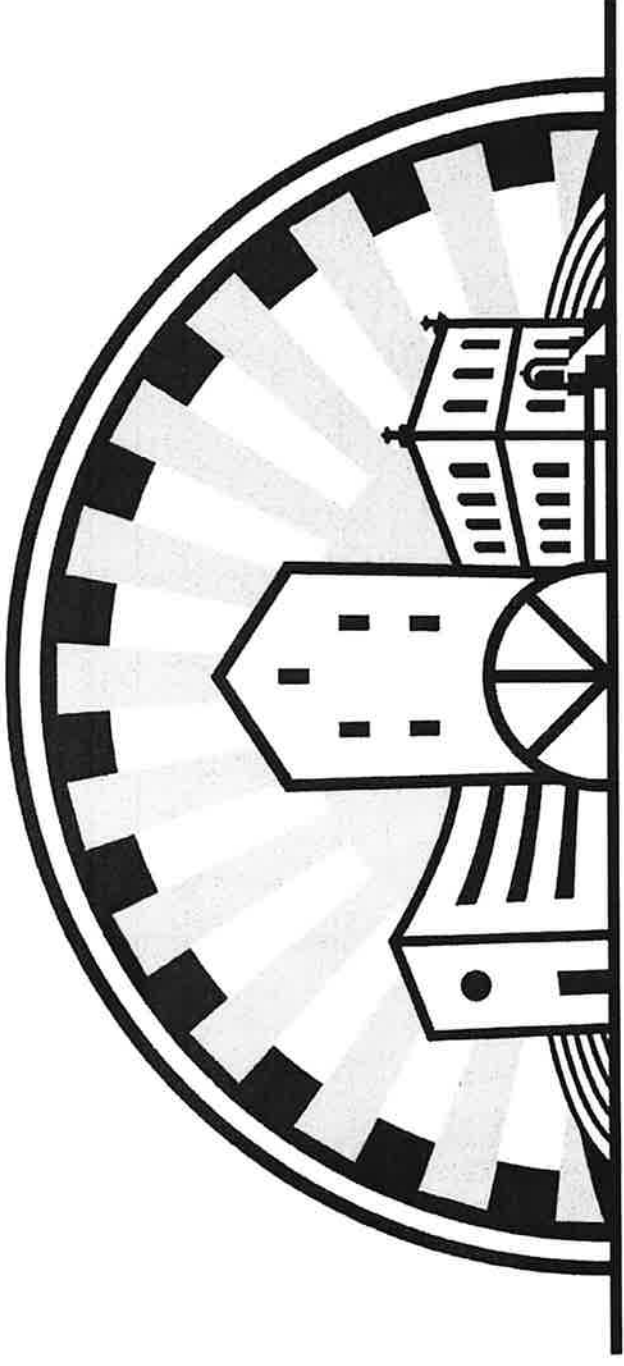
66

**Save the Date**

**Leadership Conference,  
Part II Trainings**

**Thursday, September 24<sup>th</sup>  
at the WigWam**





# FAIRFIELD

## COUNTY • OHIO

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# Welcome

*Commissioners & Carri Brown*



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# Leadership Training Coffee Bean Metaphor

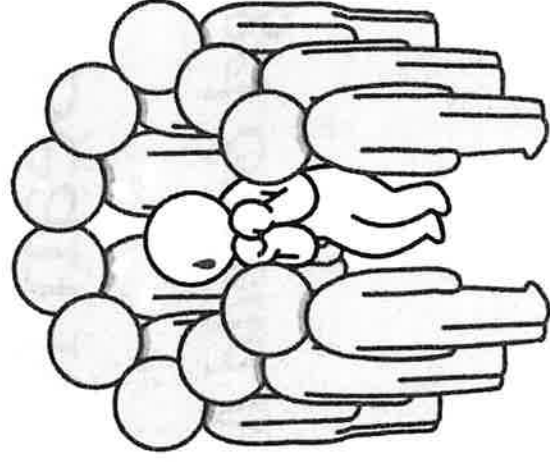
*Tony Vogel & Todd McCullough*



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# First-Let's Feel Pressure

- A story of our own
- Name one person and carry the story forward



It was a ....





# The Coffee Bean By Damon West

Video can be viewed at

<https://www.youtube.com/watch?v=TWszGs3v6U0>



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# Life Lesson #1

## *Workout Every Day*

- *Spiritually*
- *Mentally*
- *Physically*

*“Be the best you can be”*

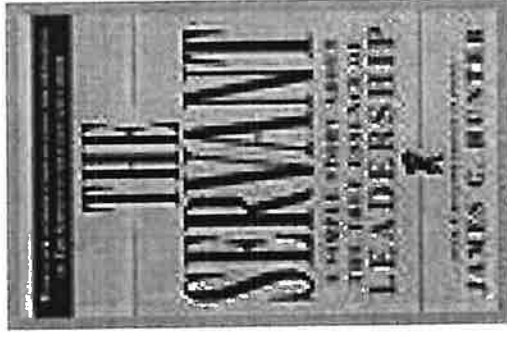


# Life Lesson #2

## *The Secret to Life*

– Servant Leadership

“Serving Others is a Life of Fulfillment”



The Servant – James Hunter



# Life Lesson #3

*You only control four things.*

*Maximize your efforts*

*You control what you:*

- *Think*
- *Say*
- *Feel*
- *Do*

*“Work on what you control & don’t waste  
time on what you can’t”*



# Life Lesson #4

## *Nothing Defines YOU*

- *Your past is a lesson*
- *The Present is a GIFT*
- *The Future is motivation*





# Dog Shelter Adoption of the Coffee Bean

*Why the Coffee Bean  
works for us*

- Easy implementation
- Recognizable in our daily lives
- Common language and understanding
- Organic growth from within



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# Dog Shelter Adoption of the Coffee Bean

## *Leadership*

- Coffee Bean Moments – as recognition of personal and professional growth
- Understanding the relationship between an evolving environment and our responses to it-
  - Leadership
  - Management
  - Supervision
  - Getting the job done



# Dog Shelter Adoption of the Coffee Bean



## *Staff Participation*

- *Self-awareness*
- *Goal setting*
- *Group accountability*
- *Public assumptions*
- *Perceptions of our dogs*
- *Perceptions of our customers*



# Utilities Adoption of the Coffee Bean

## Senior Leadership Agenda

- Find the Coffee Bean -

308 870-0845, Don	Don & Rosemary Davis 11378 Huntington Way Pickerington, OH 43147 bowdavis@msn.com	308 870 3783, Rosemary
-------------------	--------------------------------------------------------------------------------------------	------------------------

18 January 2020

Fairfield County Utilities  
6670 Lockville Rd NW  
Carroll, OH 43112

I am writing in praise of your crew who responded to a water main break on Huntington Way in Pickerington today. They came quickly and had the break mended much quicker than we neighbors imagined.

Further, they quite congenial and seemed to enjoy their work even though it was cold and raining the whole time.



They talked with residents in each of the affected homes in Huntington Hills, keeping us apprised of the situation and projected timeline. I spoke with three different neighbors, and all have the same high opinion of their work as Rosemary and I do. I also saw a couple very complimentary posts about your crew on the neighborhood Facebook page.

I hope you will convey to these guys how grateful we are for their hard work on a Saturday in the cold rain.

Sincerely,  
*Don Davis*  
Don Davis

# Utilities Adoption of the Coffee Bean

## *Senior Leadership Agenda*

- Find the Coffee Bean -
- Changing our Environment -
  - Updating Specification
  - New Employees
  - Employee Training



# Utilities Adoption of the Coffee Bean

## *Supervisor Leadership Agenda*

- Find the Coffee Bean -
- Changing our Environment -
  - Updating Specification
  - New Employees
  - Employee Training
- Monthly Customer Service Measures



# Utilities Adoption of the Coffee Bean

January		2020	
Revenue Actual	75563		167
Sewer Revenue	77763		159
Water Revenue	25		1
Revenue Budgeted			
Revenue Variance			
Revenue Shortage			
Revenue Surplus			
Revenue Deficit			
Revenue Excess			
Revenue Total			
Revenue Balance			
Revenue Change			
Revenue Growth			
Revenue Decline			
Revenue Increase			
Revenue Decrease			
Revenue Stabilize			
Revenue Fluctuate			
Revenue Oscillate			
Revenue Surge			
Revenue Dip			
Revenue Peak			
Revenue Trough			
Revenue High			
Revenue Low			
Revenue Average			
Revenue Median			
Revenue Mode			
Revenue Range			
Revenue Spread			
Revenue Gap			
Revenue Bridge			
Revenue Link			
Revenue Chain			
Revenue Network			
Revenue System			
Revenue Framework			
Revenue Structure			
Revenue Organization			
Revenue Design			
Revenue Plan			
Revenue Strategy			
Revenue Policy			
Revenue Procedure			
Revenue Process			
Revenue Method			
Revenue Technique			
Revenue Approach			
Revenue Direction			
Revenue Path			
Revenue Course			
Revenue Route			
Revenue Way			
Revenue Manner			
Revenue Style			
Revenue Fashion			
Revenue Look			
Revenue Appearance			
Revenue Presentation			
Revenue Display			
Revenue Show			
Revenue Demonstration			
Revenue Illustration			
Revenue Example			
Revenue Instance			
Revenue Case			
Revenue Situation			
Revenue Circumstance			
Revenue Condition			
Revenue State			
Revenue Status			
Revenue Position			
Revenue Location			
Revenue Place			
Revenue Spot			
Revenue Site			
Revenue Area			
Revenue Zone			
Revenue Region			
Revenue Territory			
Revenue Domain			
Revenue Field			
Revenue Ground			
Revenue Soil			
Revenue Earth			
Revenue Land			
Revenue Water			
Revenue Air			
Revenue Fire			
Revenue Wind			
Revenue Weather			
Revenue Climate			
Revenue Atmosphere			
Revenue Environment			
Revenue Nature			
Revenue World			
Revenue Universe			
Revenue Cosmos			
Revenue Galaxy			
Revenue Solar System			
Revenue Planet			
Revenue Moon			
Revenue Star			
Revenue Nebula			
Revenue Black Hole			
Revenue White Dwarf			
Revenue Red Giant			
Revenue Blue Dwarf			
Revenue Yellow Dwarf			
Revenue Orange Dwarf			
Revenue Green Dwarf			
Revenue Purple Dwarf			
Revenue Pink Dwarf			
Revenue Brown Dwarf			
Revenue Grey Dwarf			
Revenue Tan Dwarf			
Revenue Cream Dwarf			
Revenue Ivory Dwarf			
Revenue Pearl Dwarf			
Revenue Opal Dwarf			
Revenue Ruby Dwarf			
Revenue Sapphire Dwarf			
Revenue Emerald Dwarf			
Revenue Topaz Dwarf			
Revenue Amethyst Dwarf			
Revenue Garnet Dwarf			
Revenue Quartz Dwarf			
Revenue Diamond Dwarf			
Revenue Emerald Dwarf			
Revenue Topaz Dwarf			
Revenue Amethyst Dwarf			
Revenue Garnet Dwarf			



# Utilities Adoption of the Coffee Bean

## *Supervisor Leadership Agenda*

- Find the Coffee Bean -
- Changing our Environment -
  - Updating Specification
  - New Employeees
  - Employee Training
- Monthly Customer Service Measures
- Call to Action -

What are you going to do to be a coffee bean





# Life Lesson #5

## *Call to Action*

- *Read the Book*
- *Place the coffee beans on your desk*
- *Share the book with someone*

*“Be the Coffee Bean and Find the Other Coffee Beans”*



*Break*

# Fairfield County Public Records Request Policy

*Carri Brown, Rachel Elsea,  
& the Prosecutor's Office*



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# Introduction

It is the policy of the Fairfield County Commissioners Office that openness leads to a better-informed citizenry, which leads to better government and better public policy.



# What is a Public Record?

The Ohio Revised Code defines records as including the following any document – paper, electronic (including, but not limited to, e-mail), or other format – that is created or received by, or comes under the jurisdiction of a public office that documents the organization, functions, policies, decisions, procedures, operations, or other activities of the office.



# What is a Public Record?

- All records of the Fairfield County Commissioners are public unless they are exempt from disclosure under the Ohio Revised Code.
- It is the policy of the Fairfield County Commissioners Office, as required by Ohio law, that records will be organized and maintained so that they are readily available for inspection and copying.



# Evaluating a Public Records Request

Each request for public records should be evaluated for a response using the following guidelines:

- The requestor must at least identify the records requested with sufficient clarity to allow the public office to identify, retrieve, and review the records



# Evaluating a Public Records Request (cont.)

- The request does not have to be in writing
- Routine requests for records should be satisfied immediately if feasible to do so.
- All requests for public records must be acknowledged in writing by the public office within one business day following the office's receipt of the request.





# Evaluating a Public Records Request (cont.)

- If a request is voluminous or will require research, the acknowledgement should include the following:
  - An estimated number of business days it will take to satisfy the request.
  - An estimated cost if copies are requested.
  - Any items within the request that may be exempt from disclosure.



# Evaluation a Public Records Request (cont.)

- Any denial of public records requested must include an explanation, including legal authority, and the Prosecutor's Office should be consulted prior to denying any request.



# Evaluation a Public Records Request (cont.)

- If portions of a record are public and portions are exempt, the exempt portions are to be redacted and the rest released. If there are redactions, each redaction must be accompanied by a supporting explanation, including legal authority.



# Cost for Public Records

- Those seeking public records may be charged only the actual costs of making copies.
  - The charge for paper copies is \$0.05 per page or the amount required by law.
  - The charge for downloaded computer files to a compact disc is \$1.00 per disk or the amount required by law.
  - There is no charge for documents e-mailed.
  - Charges may be waived for efficiency purposes.



# Public Records Request Log

	Date Received	Date Sent	Name	Taken by	Resp. Time	Records Kept	Exempt/Partial Redaction?	Exempt/Partial Redaction	Charged	Information Requested
1	1/15/18	1/15/18	Derek Cruz - Small/Procure	Jeff	1	Y	N		no-emailed	all current employees/staff contact information
2	3/27/19	3/27/19	Synojik	Jeff	1	Y	N		no-emailed	FY 2019 compensation for employees
3	4/1/19	4/1/19	Jim Gammond	Carl	1	Y	N		no-emailed	RFP for Professional Care Services for the Jail
4	4/3/19	4/3/19	Denise Piccirilli	Rachel	1	Y	N		no-emailed	signed contract with Dominion Voting Systems for municipal
5	4/26/19	4/26/19	Ruth Rboy	Christina	1	Y	Y		no-emailed	maintenance & housekeeping start dates, current personnel
6	6/24/19	6/25/19	Corns Carpio	Carl	2	Y	N		no-emailed	I would like a copy of the Retention Schedule of the
7	7/1/19	7/1/19	Joel Chow - 104v	Carl	1	Y	N		no-emailed	service agreement information with Sequel Personnel
8	7/15/19	7/15/19	Jeff Barron	Carl	1	Y	N		no-emailed	DD Board Letters of Resignation (referred Personnel)
9	8/13/19	8/13/19	Steven Norton	Kayle Six	1	N	N	DEEMED CITED R.C. 295.43(A)(1)(AA)	N/A	STEVE NORTON REQUESTED THE CONSUMPTION IMP
10	8/15/19	8/15/19	Vincent M. Scalmato	Jeff Prator	1	Y	N		no-emailed	hiring file for Vincent M. Scalmato
11	8/23/19	8/23/19	Marsha Skooba	Carl	1	Y	N		no-emailed	Directory from May 5, 2019 to current for all cases up
12	9/3/19	9/3/19	Destiny Robinson	Carl	1	Y	N		no	requested footage from HQI building from 8.30. today
13	9/3/19	9/4/19	Russell Koenig	Ted Schmelzer	2	Y	N		no-emailed	design plans on Tollgate Rd for future development
14	9/4/19	9/4/19	Mike Reeves	Don Redor	1	Y	N		no-emailed	design plans on Tollgate Rd for future development
15	10/22/19	10/22/19	John Celugno	Tony Vogel	1	Y	N		no-emailed	master power plans for his property
16	10/28/19	10/29/19	Jeff Barron	Carl	1	Y	N		no-emailed	contract for engineer's project at Electionhouse and 33



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# Ohio Sunshine Laws Star Rating System



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# Sunshine Law Star Rating System

Ohio Auditor of State Keith Faber has released a star rating system for compliance to the Ohio Sunshine Laws with recommendations and best practices.



# Sunshine Law Star Rating System

## Compliance Testing

1. The public office shall create and adopt a policy for responding to public records requests.

*The public records policy may not:*

- (a) limit the number of public records that the public office will make available to a single person,
- (b) limit the number of public records that it will make available during a fixed period of time, and
- (c) establish a fixed period of time before it will respond to a request for inspection or copying of public records, unless that period is less than eight hours.





# Sunshine Law Star Rating System

## Compliance Testing

2. Public records are promptly prepared and sent to the requestor, and/or promptly prepared and made available for inspection by the requestor within a reasonable time.



# Sunshine Law Star Rating System

## Compliance Testing

3. If a request is denied, in part or in whole, the public office shall provide the requestor with an explanation, including legal authority.



# Sunshine Law Star Rating System

## Compliance Testing

4. The public office shall notify the requestor of any redaction(s) or make them plainly visible and provided an explanation, including legal authority.



# Sunshine Law Star Rating System

## Compliance Testing

5. A public office shall have a copy of its current records retention schedule at a location readily available to the public.



# Sunshine Law Star Rating System

## Compliance Testing

6. The public office shall distribute the public records policy to the employee who is the records custodian or records manager or employee who otherwise has custody of the records of that office. The public office shall require that employee to acknowledge receipt of the copy of the public records policy.



# Sunshine Law Star Rating System

## Compliance Testing

- 6. (cont) The public office shall require that employee to acknowledge receipt of the copy of the public records policy.



# Sunshine Law Star Rating System

## Compliance Testing

7. If the public office has established a manual or handbook of its general policies and procedures, the public office shall include the public records policy in the manual or handbook.



# Sunshine Law Star Rating System

## Compliance Testing

8. The public office shall create a poster describing their public records policy and shall post it in a conspicuous place of all public locations of that public office.





# Sunshine Law Star Rating System

## Compliance Testing

9. The appropriate records commission shall review the schedules of records retention and disposition, as well as any applications for the one-time disposal of obsolete records.



# Sunshine Law Star Rating System

## Compliance Testing

10. All elected officials or their designees shall attend public records training approved by the Attorney General. Training is required to be three hours for every term of office. Community school administrators are required to complete annual training on public records and open meeting laws.



# Sunshine Law Star Rating System

## Compliance Testing

11. Every public body, by rule, shall establish a reasonable method whereby any person may determine the time and place of all regularly scheduled meetings, and the time, place and purpose of all special and emergency meetings.



# Sunshine Law Star Rating System

## Compliance Testing

- a. A public body shall not hold a special meeting unless it gives at least twenty-four hours' advance notice to the news media that have requested notification, except in the event of an emergency requiring immediate official action.
- b. In the event of an emergency, the member or members calling the meeting shall notify the news media that have requested notification immediately of the time, place, and purpose of the meeting.



# Sunshine Law Star Rating System

## Compliance Testing

12. The minutes of a regular or special meeting of any public body shall be promptly prepared, filed and maintained and shall be open to public inspection.



# Sunshine Law Star Rating System

## Compliance Testing

13. An executive session requires a majority of a quorum by roll call vote at a regular or special meeting for the sole purpose of the consideration of only the following matters:



# Sunshine Law Star Rating System

## Compliance Testing

- a. specified employment matter of public employee/official (excluding elected officials);
- b. purchase of property for public purpose or sale/disposition of property;
- c. conferences with an attorney for the public body concerning disputes that are the subject of pending or imminent court action;
- d. preparing for, conducting or reviewing negotiations or bargaining sessions;



# Sunshine Law Star Rating System

## Compliance Testing

- e. matters required to be kept confidential by federal law or regulations or state statutes;
- f. specialized details of security arrangements and emergency response protocols;
- g. consideration of trade secrets for hospitals;  
or
- h. confidential information related to marketing plans, business strategy, trade secrets, or personal financial statements of an applicant for economic development assistance.





# Sunshine Law Star Rating System

## Compliance Testing

14. A resolution, rule or formal action of any kind is invalid unless adopted in an open meeting of the public body (unless specifically authorized by law).



# Sunshine Law Star Rating System

## Best Practices

In order to meet each best practice identified below, the public office must address a majority of the elements of that best practice.



# Sunshine Law Star Rating System

## Best Practices

1. The public office employs a method to track public records requests. The public office uses a log or similar tracking method, which may include:
  - a. date in-person, verbal, written or email request received (date stamp written requests);*
  - b. name of requester (only if voluntarily provided; requests can be under a pseudonym or made anonymously);*
  - c. type of records requested;*
  - d. date requests were fulfilled; and*
  - e. name of the person fulfilling the request.*



# Sunshine Law Star Rating System

## Best Practices

2. To assist the public in making a request for records, the public office has standard request forms that are available to requestors to use if they wish, as well as for the staff to use when a request is made via phone. The informational fields can include the:



# Sunshine Law Star Rating System

## Best Practices

- a. date of the request in order to be tracked;
- b. type of records requested (agendas, minutes, resolutions, budgets, etc.);
- c. format the requestor would like the records produced in (paper, electronic, etc.); and
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- a. agendas of meetings in advance;
  - b. public records policy;
  - c. records retention policy;
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  - e. minutes of all meetings of the public office and any of its committees.



# Sunshine Law Star Rating System

## Best Practices

6. If the public office has an online presence, their website provides access to official documents. For example:
- a. annual budget;
  - b. annual report;
  - c. compensation for public officials;
  - d. most recent audit report; and
  - e. contact information and hours of various departments



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# Human Resources Update

*Jeff Porter*



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*Break*

# Department Updates

*Carri Brown & All Participants*



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# Reflections & Closing Remarks

*Carri Brown & All Participants*



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**Save the Date**

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