



# FINANCE DIRECTOR

DODGE COUNTY, WISCONSIN

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## POSITION PROFILE



Public Administration Associates

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Organized in 1836, Dodge County was named in honor of Henry Dodge, then the territorial governor of Wisconsin. The county has a total area of 907 square miles, of which 31 square miles is water.

# THE COMMUNITY

Located in southeast Wisconsin, 89,393 residents call Dodge County home. Dodge County offers the best of both worlds, a small town quality of life, of life within a one-hour drive of the metropolitan areas of Milwaukee, Madison and the Fox Cities. Dodge County's many peaceful communities, offer a variety of housing options, quality schools, growing businesses and job opportunities. The County boasts year-round recreational activities including boating and fishing on its many lakes and rivers. Thousands of acres of parks and public land are available for hiking, skiing and hunting with trails for biking, snowmobiling and ATVs. The County is home to the 32,000-acre Horicon Marsh, the largest freshwater cattail marsh in the country.

Dodge County is comprised of 24 towns, 11 villages and nine cities. Major cities within Dodge County and their populations include Beaver Dam (16,345), Mayville (8,895) and Horicon (3,620). Other major cities, a portion of which is located in Dodge County, include Watertown (23,633), Hartford (14,977), Waupun (11,276) and Columbus (5,058).

## Economy

Major employers include Quad/Graphics, Wisconsin Department of Corrections, Wal-Mart, Wal-Mart Distribution Center, John Deere Horicon Works, Beaver Dam Community Hospital, Grande Cheese Co, Watertown Regional Medical Center, Mayville Engineering Co., Michels Corporation, Beaver Dam Public Schools and Seneca Foods Corp. Quad/Graphics is the world's second largest print and multi-media provider. With approximately 25,000 full-time equivalent employees worldwide and \$4.7 billion in annual sales, the company operates two facilities in Dodge County, employing nearly 2,700 persons in the County. John Deere Horicon Works and the Beaver Dam Community Hospital account for over 2,000 jobs.

The County Administration Building, pictured (above), is located in the county seat of Juneau and houses many county departments. You can learn more about Dodge County by visiting its [website](#).



Dodge County has a strong manufacturing base, but its economy is diversified. It is a leader in the production of cheese, barley, alfalfa, hay and peas for canning. Local manufacturers produce a variety of goods including wood products, metal products, lawn care equipment, stainless steel equipment and ice fishing gear. According to recent data, average monthly employment in the largest three was as follows: Manufacturing 30.20%, Education and Health Services 18.35% and Trade, Transportation and Utilities 16.96 percent. Shown on the left is the John Deere plant in Horicon.



## Education

Dodge County is served by nine different school districts, with most students attending schools located in the Beaver Dam School District. The County is also home to two campuses of the Wisconsin Technical College System. The Moraine Park Technical College (MPTC) campus in Beaver Dam offers more than 100 associate degrees, technical diplomas and certificates. The Madison Area Technical College (MATC) has a campus located in Watertown. MATC is dedicated to providing accessible, high quality instruction and technical experience to meet the needs of its students, community and area employers. More than 90% of MPTC and MATC graduates are hired shortly after graduation. The University of Wisconsin, with campuses in Madison and Milwaukee, is nationally acclaimed as an outstanding center of higher learning.



Friendly small towns, farm markets, orchards, antique and craft shops and cheese factories can be found throughout the County. In addition to many small town festivals, the Dodge County Fairgrounds hosts a variety of events including stock car and harness racing as well as the annual fair. Other cultural opportunities include numerous community theaters (Beaver Dam Act is shown above) as well as the Dodge County Center for the Arts (above).





## DODGE COUNTY GOVERNMENT

Dodge County government provides a diverse range of services in areas including public safety, human services, health, land use and highway maintenance, among many others. A \$168.5 M total annual (expense) budget supports 678.5 full-time equivalent employees. Dodge County is governed by a thirty-three-member, nonpartisan Board of Supervisors, elected from districts every two years. The County Board Chair is elected by the Board. The County Administrator is appointed by and reports to the Board. The Administrator appoints department heads, not elected by residents, including the Finance Director. Directly elected officials include the County Clerk, Treasurer, Sheriff, Clerk of Circuit Court, Register of Deeds and the District Attorney. Much of the work for the County Board is conducted by standing committees..

The Dodge County Courthouse, constructed in 1999, houses four circuit court branches. Providing civil and criminal justice services to county residents is the responsibility of numerous stakeholders including the independently elected judiciary, Sheriff, District Attorney and Clerk of Circuit Court. The ability to work, collaboratively, with these Constitutional officers is a critical skill set for the next Finance Director to possess.



The Dodge Sheriff's Office is responsible for performing a number of critical services. In addition to patrolling the County and investigating crimes, the Sheriff's Office operates a secure detention facility, secures the courts, serves civil process and provides 911 dispatch services for all law enforcement, fire and EMS agencies in the County. The Sheriff's 911 center answered over 92,000 calls for service in 2021.

## MAJOR SERVICES AND PROGRAMS

### Public Safety

The County provides law enforcement and emergency services through the Sheriff's Office and the Offices of the District Attorney and Medical Examiner. In addition, the County maintains a detention facility with a bed capacity of 358 beds.

### Health and Human Services

The County provides health and human services in a wide variety of areas including public health, aging, mental health, developmental disabilities, alcohol and other drug abuse, economic support, job skills training (W-2 program), child abuse and neglect, child support enforcement and long-term care.

### Highway

Dodge County maintains and replaces county roads and contracts with the State and certain municipalities to maintain State and municipal roads. With 539 miles of county road miles, Dodge County ranks second among Wisconsin counties in the number of county road miles.

### Clearview

The County operates the Clearview health care facility. Constructed in 2012, Clearview houses skilled nursing care, behavioral health and rehabilitation programs as well a brain injury center. The County operates two assisted living Adult Family Homes, as well. With its mission statement, "Compassion is the Heart of our Exceptional Care," Clearview provides a unique variety of services for either long or short-term care.

### Culture, Recreation and Education

The County operates five parks totaling 382 acres, and maintains 34 miles of the Wild Goose State Trail. The County also supports the University of Wisconsin Extension in its educational outreach mission.

### Conservation and Development

The County provides land and water conservation and economic development services. These services include land use planning and zoning regulation and enforcement.

### Airport

Wisconsin Aviation provides services to the Dodge County Airport, located in Juneau. The Dodge County Airport is home to approximately 60 aircraft ranging from light sport aircraft to business jets. The Airport serves approximately 24,000 take-offs and landings a year.



Ledge Park (above), features camping, picnicking and hiking. It is one of five parks operated by Dodge County.



Constructed in 2012, Clearview, located in Juneau, offers a variety of innovative skilled nursing and rehabilitation programs.

## FINANCES

Dodge County enjoys a strong financial position with healthy reserves and low debt. The County's outstanding debt is approximately 6.5% of its statutory debt limit and is rated Aa2 by Moody's Investors Service. Overall leverage from pensions is modest.

Charges for services and property taxes are the two largest revenue sources that support the annual budget. Wisconsin counties administer many state programs; as a result, state grants comprise a major source of revenue, although this funding is not spread equally among the departments. Health and human service programs receive the "lion's share" of state funding, while other programs, such as the Sheriff's Office rely more heavily on the property tax levy. A more detailed breakdown of Dodge County revenues and expenses is set forth on the following page.

One challenge facing all Wisconsin counties is a state-imposed tax levy cap. A county's ability to increase the tax levy is limited to the value of new construction ("net new construction") that took place during the previous year. Operating expenses often rise at a faster rate than net new construction. For example, in 2021, net new construction accounted

for less than one percent (.86%) of the growth of equalized value in the County. To proactively address this challenge, it will be important for the next County Administrator to have a solid foundation in budgeting, capital improvement planning as well as the ability to "think outside of the box" in terms of funding operations. While state statutes task the County Administrator with producing the first draft of the annual budget, a successful Administrator will rely heavily on the Finance Director. Being able to foster teamwork among Supervisors and the management team to prioritize programs in order to continue to deliver quality services to residents will be essential. Dodge County is currently recruiting its next Administrator. The County is timing these recruitments so the next County Administrator can have input into the selection of the Finance Director.

Dodge County is transparent in its budgeting and financial reporting. To view the current and past budgets as well as Comprehensive Annual Financial Reports (CAFR) visit the [County's finance department page](#).

DODGE COUNTY

# REVENUE SOURCES

## BUDGET YEAR 2022



Revenue Sources	Percent
Charges for Services - Public	23.8%
Property Taxes	21.2%
Grants - State	9.9%
Charges for Services - Departments	9.1%
Charges for Services - Indirect	6.3%
Bond Proceeds	5.5%
Transfer in - Sales Tax	5.2%
Sales Tax	4.5%
All Other Revenues	3.4%
Charges for Services - Federal	3.2%
Fund Balance / Net Position Applied	2.4%
Charges for Services - State	2.1%
Grants - State Shared Revenues	2.0%
Charges for Services - Local Gov't	0.8%
Transfer In- Other	0.7%

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# EXPENSES/EXPENDITURES CATEGORIES

## BUDGET YEAR 2022



Expenses/Expenditures Cat.	Percent
Operating Expenses/Expend.	30.1%
Wages	29.7%
Benefits	11.9%
Capital Outlay - Roads & Bridges	8.5%
Indirect Cost Allocation	6.3%
Transfers Out - Sales Tax	5.2%
Capital Outlay - Other	2.5%
Depreciation	2.4%
All Other Expenses/Expend.	2.3%
Debt Related	1.0%

# THE POSITION

## POSITION SUMMARY

The Finance Director is responsible for the overall administrative oversight, vision, leadership, planning, coordinating and management of the finance department for the county. This position also manages and directs operations of the County's six-person finance department, including financial forecasting, budget development and monitoring, central financial accounting and reporting, administration the county's debt program and administering a countywide financial system and analyzing all aspects of county finances. Serves as staff advisor the County Administrator, County Board and all departments on financial matters for the County. The position also serves as the County Auditor as defined in section 59.47 the Wisconsin Statutes.

## COMPENSATION

The salary for the position is \$116,022 to \$130,000 plus excellent benefits.

## ESSENTIAL FUNCTIONS

### SOME ESSENTIAL FUNCTIONS OF THE POSITION INCLUDE:

- Providing leadership in attracting, retaining and developing an engaged workforce in the delivery of superior services to County residents and businesses.
- Directing the work and managing the staff of the finance department, interviewing and selecting new employees. Provide training and instruction. Assigning tasks, reviewing work and preparing performance evaluations.
- Recommending employee transfers, promotions, disciplinary action and discharge.
- Providing leadership and management will assign staff. Directing staff on difficult projects and interpreting the application of accounting practices, policy and procedure.
- Preparing publication of annual budget, notice of public hearing for the annual recommended budget.
- Monitoring monthly department expenditures collaboratively with the County Administrator.
- Advising the County Administrator County Board preparing budget documents and makes related budget recommendations. Collaborating with the County Administrator, department heads and related staff to review, analyze and clarify budget document submissions and related budget entries on the financial system.
- Preparing required budget documents and attends budget hearings. Calculating tax apportionment as delegated by the County Clerk to ensure the tax levy adheres to current levy limit statutes; calculating County tax rates.
- In coordination with the County Administrator, maintaining and directing countywide accounting functions including general ledger, accounts receivable, accounts payable, payroll and fixed assets; developing cash management and internal control requirements; developing debt management activities including the sale of bonds/notes and recordkeeping.



**Under Wisconsin law, the administration of County government is to be provided in one of three ways:**

- Elected County Executive
- Appointed County Administrator
- Appointed Administrative Coordinator.

The difference between the Administrator and Administrative Coordinator is that the former position has additional responsibilities and authority established by state law. Dodge County created the position of County Administrator in 2008. The current Administrator, who is retiring, was appointed to the position in September of that year. The County Administrator appoints the Finance Director, subject to confirmation by the Board of Supervisors.

The County Highway Department shop in Juneau is pictured above.

# THE IDEAL CANDIDATE

The ideal candidate for the Dodge County Finance Director position will be an approachable leader of high integrity with a demonstrated passion for public service. The next Finance Director must be a collaborative problem-solver who possesses exceptional listening and communication skills. Flexibility to react to changing conditions and the ability to cultivate a relationship of trust with citizens, county board supervisors and staff will be critical to success.

## SKILLS & EXPERIENCE

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Exceptional budgeting and planning skills are imperative to ensure that the County can continue to provide superior services to its citizens in light of strict statutory levy limits. A thorough knowledge of government financial reporting regulations and a proven track record of maintaining complex central financial accounting systems is critical.

## QUALIFICATIONS

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Requires a Bachelor's degree in finance, accounting, public or business administration, finance, accounting or a related field. Certified Public Accountant (CPA) or completion of the Certified Public Finance Officers Program of the GFAO is preferred. A minimum of five years of progressively responsible government accounting or finance experience is required. An equivalent combination of education and experience which provides necessary knowledge, skills and abilities may be considered.



# HOW TO APPLY

Email cover letter, résumé, five professional references and salary history as a single PDF to Dave Bretl, Public Administration Associates, LLC at [nhill.paa@gmail.com](mailto:nhill.paa@gmail.com). Include Dodge County, WI, Finance Director Search in the subject line. Questions regarding the position should be directed to Mr. Bretl

at (414) 350-3328. The deadline for applications is May 9, 2022. Finalists should be available to participate in assessment activities, in person, in Juneau, WI on June 9. Dates are subject to change. Confidentiality must be requested by applicant and cannot be provided for finalists.

