

# CASS HUMAN SERVICE ZONE BOARD MEETING

October 7, 2024

## MINUTES

With quorum present, Chair Bollinger called the meeting to order at 1:00 p.m.

**Present:** Commissioner Jim Kapitan; Senator Kyle Davison; Dan Madler; Rick Steen; Julie Haugen; Carey Fry; Jen Sahr; Gail Bollinger  
**Absent:** Brian Hagen;  
**Presenter:** Gail Bollinger, Zone Director; Jason Matthews, Consultant – JM Strategies (via Teams)

### I. **Approval of Minutes**

Mr. Steen made a motion to approve the August 5, 2024 meeting minutes. Mr. Madler seconded. Motion carried.

### II. **Cass Human Service Zone Advisory Board Terms Discussion**

Ms. Fry and Mr. Hagen's term of office will end in December. Chair Bollinger will reach out to them individually to discuss intentions to plan accordingly for 2025. This will be reviewed at the November meeting with new terms beginning January 1, 2025.

### III. **Cass Human Service Zone Vision and Values Alignment and Culture Assessment – Jason Matthews, JM Strategies**

Mr. Matthews was present via Teams to discuss the Zone's Vision and Values and the Alignment process that is currently taking place. The process to this point has included an Alignment phase that started in March 2023 followed by a brief pause to complete a Climate Assessment in January 2024. Meetings began again with an enhanced Alignment Team. Mr. Matthews and the enhanced Alignment Team are meeting every Monday via Teams to continue moving the process forward.

Mr. Matthews explained the two objectives of the Climate Assessment were to confirm or refute assumptions that the Zone may have of a poor culture, and negative public image and to identify the Zone's mesofacts, or facts that change slowly over time. The Climate Assessment found that 85-87% of Team Members surveyed rate the overall work environment within the Zone and their Departments as Very Healthy, Healthy, or Fair. The Climate Assessment was then followed up with Team Member interviews in February 2024 where clarification was sought on five areas: general agency impressions, support from agency leadership, communication, collaboration and teamwork, and Agency Vision and Values.

From those interviews, Mr. Matthews and the Leadership Team identified five common themes to include the public's view of the Zone; agency administration; communication; training and onboarding; and answering the "why" for the Zone's Vision and Values. The agency and department leaders are responsible for moving forward in developing and implementing communication, onboarding, orientation, and training changes while the Alignment Team and Team Members will be tasked with owning, embedding, and demonstrating the Vision and Values.

Moving forward, the Alignment Team will develop expectations and standards with the focus on sincerity, support, and professionalism. They will develop ideas and possible approaches within each identified theme with a completion goal of early December and present to Zone Leadership.

**IV. Operational Report**

Chair Bollinger provided a brief update on staffing. The Family Service Department is near completion in hiring their afternoon shift team. Economic Assistance will have three new Eligibility Workers starting on November 4.

**V. Adjournment**

Mr. Steen made a motion to adjourn the meeting at 1:59 p.m. Mr. Davison seconded. Motion carried.



Gail Bollinger, Zone Director  
Cass Human Service Zone



Blair Hodge, Recorder