

# LIVINGSTON COUNTY BOARD OF COMMISSIONERS

## WORK SESSION

### MEETING MINUTES

April 24, 2019, 8:00 a.m.

John E. LaBelle Public Safety Complex  
1911 Tooley Road, Howell, MI

Members Present: Donald Parker, Dennis Dolan, William Green, Wes Nakagiri, Douglas Helzerman, Robert Bezotte, Carol Griffith, Gary Childs

Members Absent: Kate Lawrence

#### 1. CALL WORK SESSION TO ORDER

The Work Session began at 8:00 a.m.

#### 2. STRATEGIC PLANNING - PART 1

Board Members, County Administrator, Elected Officials and Appointed Department Heads.

8:00 a.m. - 10:30 a.m.

##### 2.a State of the County

##### 2.b Major Trends

##### 2.c Identify Major Challenges, Trends & Issues Facing County

#### 3. RECESS WORK SESSION

#### 4. STRATEGIC PLANNING - PART 2

Board Members and County Administrator.

10:45 am - 1:30 p.m.

Commissioner Parker exited at 12:00 p.m.

##### 4.a Challenges, Ideas & Concerns

##### 4.b Shared Vision for Livingston County

##### 4.c Major Goal Areas

Commissioner Bezotte exited at 12:30 p.m.

#### 5. RECESS WORK SESSION

#### 6. STRATEGIC PLANNING - PART 3

Board Members, County Administrator, Elected Officials and Appointed Department Heads.

1:45 p.m. - 4:00 p.m.

##### 6.a Board's Vision & Major Goal Areas

**6.b Identify Key Objectives & Guidelines for Each Major Goal**

**6.c Identify & Define Key One-Year Tasks in Each Goal Area**

**7. ADJOURNMENT**

The Work Session adjourned at 4:00 p.m.

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Ken Hinton, County Administrator

## Livingston County Strategic Planning Session Vision Tour 2019

### Overview

On Wednesday, April 24, 2019, the County Board of Commissioners, Elected and Appointed Department Heads and County Administrator met to discuss the Board's Vision for 2024. The team then discussed and identified key goal areas, and identified tasks in each goal area to be completed in the first year.:

The group discussions are summarized below.

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### Livingston County Board of Commissioners Vision Tour – 2024

A visitor to Livingston County in 2024 will be given a tour encompassing the following, programs, facilities staffing and collaborations:

- Succession planning, cross training, overlapping (2)
- Services
  - Meals on Wheels (2)
  - Livingston Essential Transportation Service (L.E.T.S.)
  - Elder care (2)
- Capital Improvement
- Court House, improve court security
- Animal Shelter
- Facility Maintenance
- Improve security awareness for all buildings
- Low tax rate – local involvement
- Pension – liability
- Defined contribution
- Budget process
- Pressure points – three-year horizon
- Pay down and reduce long-term liabilities
- Adoption of current technology
- Monetary appropriation for roads
- Phase out of defined pension for new hires
- Management structure
- Expansion of the master plan
- Optimized workforce
- Triple AAA bond rating – maintained and low tax rate maintained
- Managed economic development through partnerships
- Competitive compensation

- Competitive compensation
- Balanced budget maintenance of reserves
- Set aside (monetary) for traffic concerns

## MAJOR GOAL AREAS

*To fulfill the Board Vision for 2024, Livingston County will focus on these four major goal areas:*

- I. FINANCES - SUSTAINABILITY
- II. HUMAN RESOURCES
- III. SUSTAINABLE SERVICES
- IV. INFRASTRUCTURE

### **I. GOAL AREA ONE - FINANCES – SUSTAINABILITY** *(Wes)*

#### **KEY OBJECTIVES**

- Address pensions
- Capital improvement budget
- Maintain
  - Low tax rate
  - AAA Bond Rating
  - Maintain reserves
- Budget process – 3 year
  - Identify pressure points

#### **One Year Tasks – Finances and Sustainability**

1. N/U implementation of DC Pension for new hires. Opt-in for existing employees.
2. Capital equipment and facility needs assessment
3. Define a three-year budget process
4. Maintain:
  - Low tax rate
  - AAA Bond Rating
  - Maintain Reserves

### **II. GOAL AREA TWO – HUMAN RESOURCES** *(Carol and Bill)* **KEY OBJECTIVES**

- Succession – Overlap
- Support staffing levels

- Cross training
- Employee development
- Competitive compensation
- Budget process – 3 year
  - Identify pressure points

#### **One Year Tasks - Human Resources**

1. Succession
  - Policy-Identify how long and where.
  - Conduct an employee survey
  - Create overlap in filling key positions
  - Create a Buy-Out Incentive
2. Support Staffing Levels
  - Attract new workers
  - Create a process to reward top performers
3. Competitive Compensation
  - Create Bonus-inter department
  - Create Inter-department pool policy

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### **III. GOAL AREA THREE – SUSTAINABLE SERVICES (*Bob and Dennis*)**

#### **KEY OBJECTIVES**

- Senior needs – i.e., Meals on Wheels
- Elder Care
- Identify Senior services and needs
  - Gather senior data current or soon to be released
  - AAA 1B needs assessment
  - HSCB “Connect with local resources.”
  - Analyze data and determine how to fund senior priorities
  - Collaborative with Oakland County on Meals on Wheels project
- Determine a plan
- Implement the plan
- Sustainable economic development

#### **One Year Tasks – Sustainable Services**

1. Identify Senior Existing Services and Needs
  - Gather Senior Data-current or soon to be released.
  - AAA 1B Needs Assessment.
  - HCSB “Connect with local resources.”
2. Analyze data and determine how to fund senior priorities
3. Collaborate with Oakland County on Meals on Wheels Program

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**IV. GOAL AREA FOUR – INFRASTRUCTURE (Doug and Gary)**

**Key Objectives**

- Court Security – Court House
- County security needs
- Traffic concerns
- Expanded master plan – facilities
- Facility maintenance
- Leverage updated technology

**One Year Tasks - Infrastructure**

1. Update Master Facilities plan
2. Identify Court plans
3. Short term and long-term security needs across the County

**Next Steps**

- The County Administrator and Elected and Appointed Department Heads will review this draft plan and create a final proposed Strategic Plan to be presented to the Board of Commissioners for final approval. Particular attention will be given to the one year tasks.
- Upon approval, elements of the Strategic Plan will be discussed (reports, updates, etc.) each month by the Administrator and Commissioners.
- Future decisions and actions that the Board of Commissioners or Department Heads might make should be discussed if they impact (positively or negatively) the County's Strategic Plan.
- Seven months after formal adoption the County Board of Commissioners, Administrator and Elected and Appointed Department Heads should conduct a full review of the status of the entire Strategic Plan. They should update the one year tasks at that time.
- Thirteen months after adoption the entire leadership team should review the plan, ensure that the goals and objectives are viable and identify tasks to be completed over the following year. Approximately 3-4 hours should be dedicated to this annual review and update.

*Respectfully submitted:*

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Facilitator

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6/25/2019