



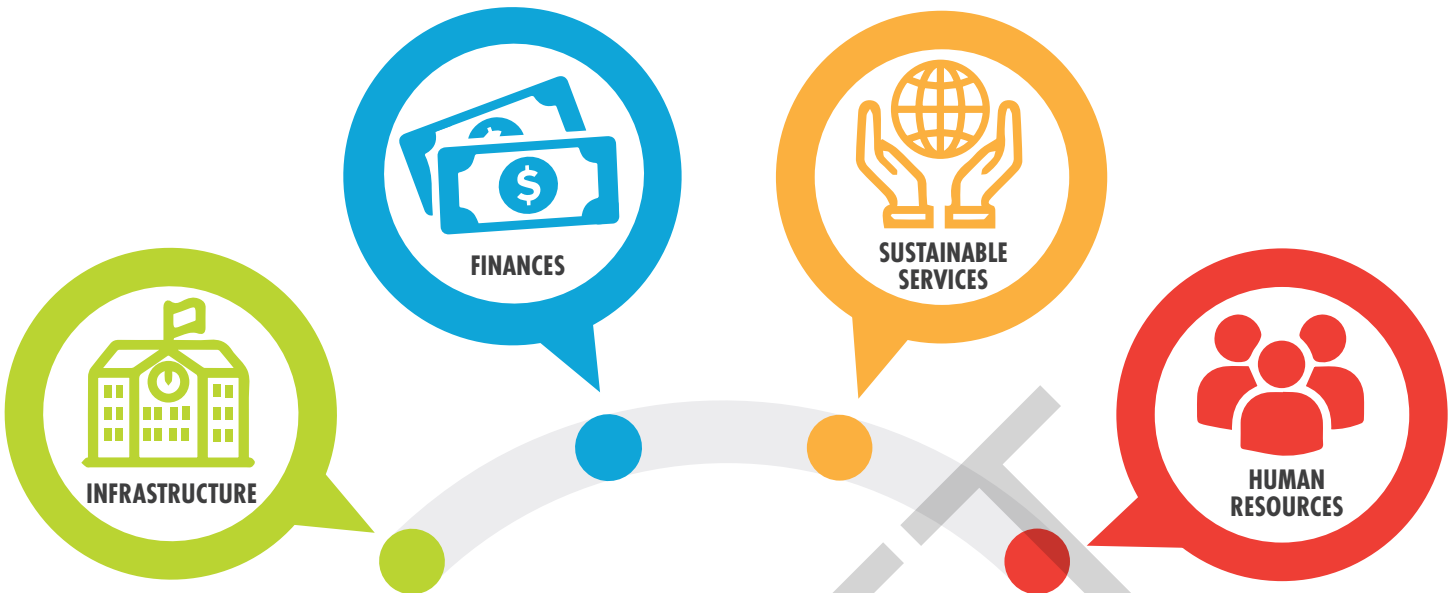
BOARD OF COMMISSIONERS WORK SESSION

AGENDA

October 15, 2019, 6:00 PM

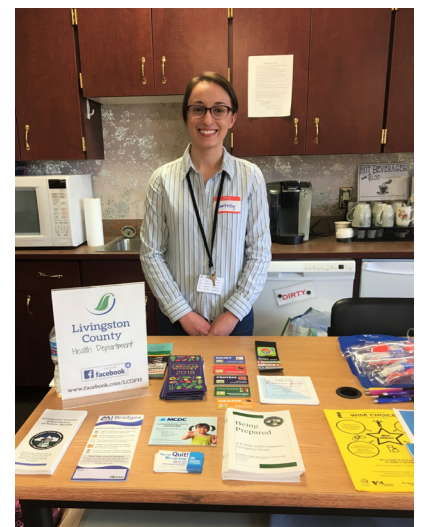
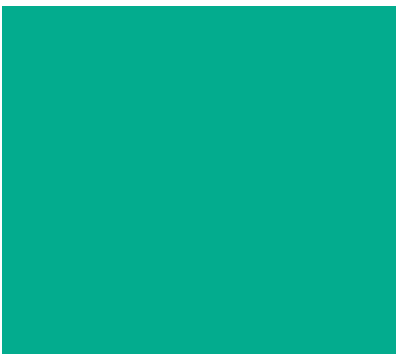
304 E. Grand River, Board Chambers, Howell MI 48843

1. **CALL MEETING TO ORDER**
2. **ROLL CALL**
3. **CALL TO THE PUBLIC**
4. **APPROVAL OF AGENDA**
5. **LIVINGSTON COUNTY STRATEGIC PLAN 2020-2024**
6. **CALL TO THE PUBLIC**
7. **ADJOURNMENT**



LIVINGSTON COUNTY

STRATEGIC PLAN 2020 - 2024





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STRATEGIC PLAN: **THE VISIONING PROCESS**

In the spring of 2019, the Board of Commissioners, Elected Officials, and Department Directors met to discuss the Board's Vision for 2024. Lewis G. Bender facilitated the strategic planning process and assisted in collecting and analyzing needed information. Through discussion, the Board identified four strategic goal areas and tasks to be completed in each area in the first year. Each goal area was assigned a committee that met to review the goals and establish strategies for accomplishing each task. The result of this process is a 2020 - 2024 Strategic Plan that provides direction for Livingston County over the next several years by influencing departmental actions, guiding budget priorities, and providing a framework for ongoing accountability.

STRATEGIC PLAN: **NEXT STEPS**

Elements of the Strategic Plan will be discussed each month by the Administrator and Commissioners. Decisions and actions made by the Board of Commissioners and Departments that will impact the Strategic Plan will need to be discussed. Seven months after the formal adoption of the Plan, the Commissioners, Elected Officials, and Department Directors will reconvene to conduct a full review of the status of the Plan and update tasks. 13 months after adoption, the leadership team will meet to review the Plan to ensure that the goals and objectives are still viable and to identify tasks to complete within the next year.





STRATEGIC AREA: **INFRASTRUCTURE**



GOAL 1 **Consolidation of Courts**

The Livingston County Courts and court-related services are located within various buildings, primarily in the West County Complex in Howell. For maximum building security and service efficiency, and convenience to Livingston County citizens, the Courts and court-related departments should be consolidated in one facility within the West County Complex. The current space within the Judicial Center cannot accommodate this consolidation and a Needs Assessment conducted by an independent vendor found the facility to be deficient in space and security measures.

Strategic Priority:

Evaluate existing and future Court facility needs and consider consolidation of County facilities

2020

- Facility Services, Courts, and IT will conduct a facility assessment to identify short-term security enhancements and estimate total cost of work. The assessment will be presented to the Board to evaluate findings.
- Contract an architect to perform a building site assessment for a new Justice Center facility or the consolidation of County facilities.
- Develop and distribute informational material for the public to educate them on the needs of a new Justice Center facility or consolidated County facility.

2021 (Focused on Project Funding)

- Establish millage proposal for facility construction.
- The County's Legal Counsel will work with Finance to complete a financial analysis of needs and provide bond counsel.
- Form a PR committee to develop and distribute informational material for the public about the millage.

2022 - 2024

- Create an RFP for construction needs and contract an architect and construction company.
- Define project specifics with selected building vendors and begin building project.



GOAL 2 **County Security Needs**

Livingston County's facilities currently function with a minimum level of building and IT security. Most of the County's buildings and the spaces within are freely accessible to the public and County Staff without scrutiny. Additionally, municipal IT security breaches across the nation are at an all-time high. A County Facility Security Master Plan needs to be developed to identify and correct security needs. This process should include a professional security assessment as well as employee and public input.

Strategic Priority:

Develop a County Facility Security Master Plan to identify and correct security needs



GOAL 2 (Continued)

2020

- Establish a Facility Security committee to compile and analyze data, prioritize needs, and establish a preliminary budget.
- HR will create and distribute an employee survey to gather feedback about security perceptions and needs.
- Develop a RFP for a contracted Site Security Assessment to inventory existing facility and IT security and identify security shortages.

2021 - 2024

- Gather data from Site Security Assessment and survey to formulate County Facility Security Master Plan and report findings to the Board.
- The Board will prioritize needs, establish a budget for completion, and contract specialized vendors to complete upgrades.



GOAL 3 Traffic Concerns

There is a need for improved motorized and non-motorized (pedestrian) circulation at the West County Complex. Current traffic concerns will be further strained by future development of county facilities. A collaborative approach to these circulation issues will result in a County Complex that is safe and easily accessible to the public and county employees.

Strategic Priority:

Identify and correct traffic concerns at the West Complex

2020

- Establish a West Complex Traffic committee to compile and analyze data, prioritize needs, and establish a preliminary budget. This committee will ensure that recommendations are consistent with existing County Plans such as the County Master Plan and Transit Master Plan.
- Contract a specialist to complete traffic counts and conduct a motorized and non-motorized circulation analysis at the West Complex.
- Develop and distribute informational material for the public and employees to educate them on what changes may be made and to elicit feedback.
- Communicate traffic concerns with the City of Howell and Livingston County Road Commission to ensure intergovernmental cooperation.

2021 - 2024

- Compile data, feedback, strategies, and recommendations to create a traffic plan/guide that will be presented to the Board.
- The Board will prioritize needs, establish a budget for completion, and contract specialized vendors to complete upgrades.
- Explore grant opportunities to fund updates.



GOAL 4

Expanded Master Plan - Facilities

A master plan for Livingston County governmental facilities was drafted in 2008. This plan should be updated with current information such as county-owned land, current and obsolete county facilities, and plans for new development. This information must be analyzed and developed into a master plan to guide the future development of Livingston County facilities.

Strategic Priority:

Expand and update the 2008 Master Facilities plan

2020

- Facility Services will inventory all County land holdings and maintain list.
- Review best practices and alternative models of other county facilities.
- Evaluate alternative uses of facilities, including the consolidation of facilities, departments, and services.

2021 - 2024

- Compile data and recommendations to create an updated Master Facilities Plan that will be presented to the Board.
- The Board will prioritize needs, establish a budget for completion, and contract specialized vendors to complete upgrades.



GOAL 5

Facilities Maintenance

For improved efficiency in Livingston County facility maintenance, a software application should be utilized to track completed facility maintenance and schedule & prioritize current and future facility maintenance. The information input into this application will be influenced by the findings of a professional building and energy assessment.

Strategic Priority:

Complete facility assessments and create an organized facility maintenance schedule

2020

- Contract specialized vendors to complete facility and energy assessments to identify needed repairs and updates.
- Facility Services and IT will explore using Munis to organize facility upgrades and maintain maintenance schedules.

2021 - 2024

- Facility Services will gather data from assessments to create replacement schedules and a list of system improvements that will be reported to the Board.
- Schedule future capital improvement program (CIP) expenditures depending on priorities set forth by Board.
- Implement improvement and maintenance schedules while assessing the effectiveness of the program and creating adjustments.



STRATEGIC AREA: **FINANCES**



GOAL 1 **Address Pension Liability**

Livingston County offers a defined pension benefit to its employees. There are 498 employees enrolled in a Defined Benefit or Hybrid pension plan. Currently, the County has an estimated unfunded liability of over \$38 million. The pension liability must be properly funded so benefits promised and earned by employees are there for them when they retire.

Strategic Priority:

Complete an analysis of sustainable pension costs

2020

- Study the current condition of County to see if fiscal priorities need to be adjusted to devote more financial resources toward funding our pension liability.
- Compare Livingston County's pension benefits offered to employees with other local municipalities/comparable counties to see if the benefits are comparable.
- Analyze and compare the current MERS actuarial report with a MERS supplemental report that moves all employees to a Defined Contribution plan. Include in the analysis:
 - The effect moving to a full DC plan would have on Directors recruitment efforts.
 - Potential cost savings of moving to a Defined Contribution plan and how long before the savings will be realized.
 - The effect this would have on the employee groups and what group would be most effected.

2021

- Provide the Board with options based on findings of the research and analysis and pursue what course of action to take.



GOAL 2 **Capital Improvement Planning**

Livingston County has multiple buildings and capital equipment that require maintenance or replacement. Many of these are large capital projects that will require an appropriation or may even require bond issues. In order to plan for these projects and replacements in the future, a detailed inventory and capital replacement plan is required.

Strategic Priority:

Create a Comprehensive County-Wide Capital Replacement Plan

2020

- Facility Services will complete a written inventory of all County Buildings and capital assets in each building.
- Create a capital replacement plan that assigns the remaining useful life, value, and estimated replacement cost of each asset to be used for long term planning and budgeting purposes. This will most likely need to be contracted.
- Incorporate all items listed on the inventory report into the Fixed Asset module in MUNIS and keep up to date with changes. The Treasurer's Office will maintain the list and grant inquiry access to users to verify inventory list is up to date.
- Create a capital replacement plan & Procedures Manual.

2021

- The Board will review Replacement Plan.
- Educate departments on replacement policy and procedure through in person trainings and email notifications.
- Provide departments a list of their assets that are up for replacement along with the Capital Improvement Plan template to ensure those replacements are factored into the CIP.



Aaa

GOAL 3 Maintain Outstanding Fiscal Rating

The Livingston County Board of Commissioners has made many prudent decisions over the years to ensure Livingston County remains fiscally sound. Livingston County has achieved, and continues to maintain, an Aaa bond rating from Moody's which is reflective of the Board's commitment to long term financial sustainability.

Strategic Priority:

Maintain the County's low tax rate, Aaa bond rating, and maintain reserves

2020

- Create a Fund Balance Policy to establish the minimum fund levels for the General Fund to ensure continued service delivery, protect against financial instability, and meet minimum fund balance requirements for Aaa bond rating.
- Address unfunded liabilities by ensuring we make our annual required contribution to MERS and devote any nonrecurring revenue received to reducing our unfunded liability.
- Continue to fund Economic Development efforts by appropriating funds in the annual budget process, contracting with the local Economic Development Committee, and supporting economic development grants through cash or like-kind contributions.

2021

- Review of General Fund Balance with the assistance of PFM every 3 years to:
 - Provide recommendations on minimum fund balances needed to provide positive cash flow through the County's fiscal year.
 - Identify the potential impact of reducing the General Fund's fund balance on the County's credit rating.



GOAL 4 Improvement of Budget Process

The purpose of the annual budget process is to guide policy and programmatic decisions. A well-prepared forecast provides the Board the opportunity to identify future revenue and expenditure trends that may have an immediate or long-term influence on County services.

Strategic Priority:

Streamline the budget process and explore adding a third year

2020

- Refine process and focus on year 2 of the process to determine revenue and expenditure trends. Operating expenses and/or services should be adjusted accordingly.
- Incorporate into department request presentation by having the Director focus part of their presentation time and conversation to Year 2.

2021

- Determine the benefits of extending the process out a third year after reviewing how the second year is currently being used to make financial decisions.
- Develop a process in MUNIS for adding a third year to the budget.
- Create a custom budget report that reflects 3 years of projections.



STRATEGIC AREA: **SUSTAINABLE SERVICES**



GOAL 1 **Senior Nutrition / Meals on Wheels**

Livingston County Senior Nutrition's Meals on Wheels program prepares and delivers over 100K meals each year to seniors 60 years and over. The number of meals delivered will significantly increase due to the expanding senior population in Livingston County. According to the Livingston County Senior Nutrition Program Director, the current location does not have adequate space to meet their existing or future needs.

Strategic Priority:

Meeting the existing & future needs for the Livingston County Senior Nutrition Meals on Wheels Program

2020

- Request Senior Nutrition provide a study to determine existing and future 20 year forecast of needs, which includes potential options to meet the space needs for meal preparation and delivery to the senior population in Livingston County.

2021

- Evaluate options based upon the findings in the Senior Nutrition study.
- Determine the costs and funding sources to implement desired recommendation.



GOAL 2 **Identify Senior Services Needs & Gaps**

Livingston County's adult population 65 and over account for 17% of the population, and 40% of today's population will be at least 65 in the next 10 years. Support systems for seniors and caregivers is essential for residents to age in place.

Strategic Priority:

Identifying and supporting the current and future needs of the senior population

2020

- Gather data via the Senior Needs Assessment Phone Survey and Livingston Leadership Council on Aging (LLCOA) 2018 Executive Summary of Senior Needs to determine existing and future senior needs for service priorities in Livingston County and report findings and recommendations back to the Board of Commissioners.

2021

- Establish priorities for available funding of senior services based on survey findings and the Summary of Senior Needs.



GOAL 3 **How can Livingston County help?**

At a recent listening session hosted by Area Agency on Aging 1-B to gather input on prioritizing older adult services, several participants voiced concern about the difficulty finding a comprehensive list of services and places to contact for senior related programs in Livingston County.



Strategic Priority:

Assist in the distribution of information for senior programs and services so that seniors are better prepared to age in place in Livingston County

2020

- Development of a comprehensive resource guide.
- Funding for development and printing of a resource guide.
- County website to prominently display links to senior services and programs.
- Department Directors and Elected Officials to assist in distribution of resource materials.

2021

- Department Directors and Elected Officials shall include senior related trends observed within annual reports presented to the Board of Commissioners.



STRATEGIC AREA: HUMAN RESOURCES



GOAL 1 Succession Planning

30% of the County workforce is age-eligible to retire in the next five years. Some departments expect to lose over 50% of staff to retirement. In a tight labor market, it is prudent for the County to prepare for this loss of talent.

Strategic Priority:

Develop a Succession Planning Policy/Procedure

2020

- Research other counties' succession planning policies/procedures for best practices.
- Adjust appropriations resolutions to allow overlap of positions up to one month with two people in a position.
- Human Resources will provide departments with;
 - A retirement horizon report as part of annual budget process to monitor pending retirements.
 - An assessment to identify key players and critical tasks that would require advanced planning or significant training time. Data will be based on a 9-box grid individual assessment tool that evaluates an employee's current and potential level of contribution to the organization and the Readiness Level Chart for succession planning.
- Encourage departments to;
 - Create and maintain organizational charts that are combined with the department's seniority list.
 - Keep procedure manuals up to date to ease transitions.
 - Create cross-training and job shadowing opportunities by creating overlap in filling key positions.

2021

- Research Eaton County's retirement incentive to explore reducing barriers to voluntary retirement.
- Investigate paying-off of sick time from 50% to 100% to encourage advanced notice of voluntary termination or retirement.
- Human Resources will work with the County benefits broker to explore the impacts of allowing retirees to continue to purchase County medical benefits until age 65.
- Explore re-opening the retiree health care savings program.



GOAL 2 Recruitment & Retention

With the County's high percentage of employees age-eligible to retire, it is imperative to attract and retain our top-talent. We plan to address this by exploring new policies that provide flexibility for employees. These policies will allow employees to participate in new programs, inspire engagement within the County, and support a team culture of service to others.

Strategic Priority:

Attract new workers and retain top-talent while building a team culture of service and creating a program to reward top performers.

2020

- Attract new workers and retain top talent by;
 - Allowing department heads to increase a new hire's wages up to step 2 or 3 within the first year of employment due to excellent performance.
 - Creating a policy like EMS' which allows higher step placement for meeting specific criteria, up to 3 year step.
 - Reducing the number of steps on wage scale.
 - Establish flexible scheduling options.
 - Advertise the Public Service Loan Forgiveness Program.
- Create and support a team culture of service to others by;
 - Inspiring departments to have team building exercises.
 - Encouraging voluntarism among employees.
 - Promote employees to serve as Election Inspectors.
 - Foster job shadowing among departments.
 - Advocate departments plan social activities for their team.

2021

- Create a process to reward top performers through;
 - Researching methods to implement merit based pay or additional time off for recognition of top performers.
 - Exploring Administrative Leave (Sabbatical Leave) for employees or floating holidays.



GOAL 3 Cross-Training

Cross-training provides a wide variety of opportunities for employees to learn and develop new skills which are not available in their current duties, and allow departments to easily and quickly move talent within the department as the needs of the department change. Cross-training also provides opportunities for employees to avoid burnout within a position, and retain top-talent within the organization.

Strategic Priority:

Encourage departments to identify critical tasks and cross-train within their department and interdepartmentally

2020

- Departments will create a task list for all positions.
- Human Resources will create a cross-training template check list for departments.
- County job openings will be emailed to employees weekly.

2021

- Organize a "Career Day" within the County where employees can explore other County jobs.



GOAL 4

Employee Development

The County's number one asset is our employees. We need to continue to develop and invest in our employees for growth and expanded opportunities. Employee development opportunities will allow departments to specifically develop their high potential employees and allow for smooth transitions into various roles within the organization.

Strategic Priority:

Create and advertise employee development opportunities

2020

- Continue to offer Skillpath in-person trainings for current and future leaders and educate employees on availability
- Expand IT skills training opportunities.
- Offer On-site leadership development and compliance trainings.

2021

- Create a Leadership Certification Program.
- Create an Administrative Assistant Certification Program.
- Create a Mentorship program.



GOAL 5

Competitive Compensation

The County strives to keep up with the ever-changing market and maintain Livingston County as an Employer of Choice. To stay competitive, we plan to continually evaluate our total compensation to ensure we are in line with the marketplace. Evaluation will include a Benefit Market Analysis, Wage Studies, and Job Reclassifications when needed. We will also explore various pay policies to see where flexibility can be used to provide a competitive compensation package.

Strategic Priority:

Continually evaluate the County's total compensation and create additional opportunities for bonus pay

2020

- Explore programs to offer bonuses for employees, such as additional pay, flexible time, and vacation.

2021

- Conduct a decennial classification and non-union wage study with the help a 3rd party.
- Evaluate the non-union wage scale and compensation system with the help of a Contractor.



STRATEGIC PLAN: **ACKNOWLEDGMENTS**

Thank you to the following individuals for their hard work and commitment to Livingston County's 2020 - 2024 Strategic Plan

2019 Livingston County Commissioners

Donald Parker - Chairman
Dennis Dolan - Vice Chairman
Douglas Helzerman
Gary Childs
Carol Griffith
Kate Lawrence
Wes Nakagiri
Robert Bezotte
William Green

County Administration

Ken Hinton

Infrastructure Committee

Kathleen Kline-Hudson - Planning Director
Chris Folts - Facility Services Director
Jim Rowell - Building Official
Roberta Sacharski - Trial Court Administrator
Rich Malewicz - Chief Information Officer
Brian Jonckheere - Drain Commissioner
Cindy Catanach - Financial Officer/Deputy
County Administrator
Ken Hinton - County Administrator

Finance Committee

Cindy Catanach - Financial Officer/Deputy
County Administrator
Heather McCray-Germain - Court Financial Officer
Ken Hinton - County Administrator
Greg Kellogg - LETS Director
Sue Bostwick - Equalization Director
Jenny Nash - Treasurer
Jeff Warder - Undersheriff

Human Resources Committee

Jennifer Palmboos - HR/Labor Relations Director
Jeff Boyd - EMS Director
Cindy Catanach - Financial Officer/Deputy
County Administrator
Chad Chewning - 911 Director
Ken Hinton - County Administrator
Elizabeth Hundley - County Clerk
Mike Murphy - Sheriff
Melissa Scharrer - Friend of the Court
Bill Vaillencourt - Prosecutor

Sustainable Services Committee

Dianne McCormick - Health Official
Brandon Denby - Register of Deeds
Ken Hinton - County Administrator
Mary Durst - Veterans' Services Director
Mark Johnson - Airport Director
Amy Chapman - EMS Operations Manager
Cindy Catanach - Financial Officer/Deputy
County Administrator
Therese Cremonte - Emergency Manager
Debbie Shaw - Juvenile & Probate Court
Administrator
Adam Baranski - LETS Deputy Director
Erica Grochowski - Health Promotion Specialist