THE HUMAN SERVICES COMMITTEE WILL MEET ON MONDAY, MAY 16, 2016 AT 6:30 P.M., IN THE PERSONNEL CONFERENCE ROOM (D & E), HUMAN SERVICES BUILDING, 5303 S. CEDAR, LANSING.

Agenda

Call to Order
Approval of the May 2, 2016 Minutes
Additions to the Agenda
Limited Public Comment

1. Health Department
   a. Resolution to Authorize an Extension to the Agreement with Cross Country Staffing, Inc.
   b. Resolution to Enter into an Agreement with Mary Kushion Consulting, LLC
   c. Resolution Honoring Lori Mugford
   d. Resolution Honoring Charlyn Stratton
   e. Discussion: Community Health Centers Position Conversion

2. Controller’s Office
   a. Resolution Approving Criteria for Evaluating 2017 Applications for Community Agency Funding
   b. Discussion: Update on Human Services Building Renovations
   c. Discussion: Ingham County Strategic Plan

3. Board Referral – Letter from the Capital Area United Auto Workers (UAW) Cap Council Endorsing the Work of the Volunteers of America (VOA) in the Greater Lansing Community

Announcements
Public Comment
Adjournment

PLEASE TURN OFF CELL PHONES OR OTHER ELECTRONIC DEVICES OR SET TO MUTE OR VIBRATE TO AVOID DISRUPTION DURING THE MEETING

The County of Ingham will provide necessary reasonable auxiliary aids and services, such as interpreters for the hearing impaired and audio tapes of printed materials being considered at the meeting for the visually impaired, for individuals with disabilities at the meeting upon five (5) working days notice to the County of Ingham. Individuals with disabilities requiring auxiliary aids or services should contact the County of Ingham in writing or by calling the following: Ingham County Board of Commissioners, P.O. Box 319, Mason, MI 48854 Phone: (517) 676-7200. A quorum of the Board of Commissioners may be in attendance at this meeting. Meeting information is also available on line at www.ingham.org.
Members Present: McGrain, Banas, Tennis, Nolan, Hope, and Case-Naeyaert

Members Absent: Koenig

Others Present: Rick Terrill, Linda Vail, Jared Cypher, Robin Reynolds, Adriena Hall, Henry Rojas, and others

The meeting was called to order by Chairperson McGrain at 6:30 p.m. in the Personnel Conference Room “D&E” of the Human Services Building, 5303 S. Cedar Street, Lansing, Michigan.

Approval of the April 18, 2016 Minutes

MOVED BY COMM. TENNIS, SUPPORTED BY COMM. BANAS, TO APPROVE THE MINUTES OF THE APRIL 18, 2016 MEETING.
THE MOTION CARRIED UNANIMOUSLY. Absent: Commissioner Koenig

Additions to the Agenda

3. Health Department
d. Resolution to Authorize a Grant Agreement with Reinvesment Fund, Inc.

Limited Public Comment

Linda Vail, Health Officer, presented Ingham County Health Department’s campaign in support of breastfeeding.

MOVED BY COMM. CASE-NAEYAERT, SUPPORTED BY COMM. HOPE, TO ADOPT A CONSENT AGENDA OF THE FOLLOWING ACTION ITEMS:

2. Facilities Department - Resolution Amending the Agreement with Safety Systems, Inc. to Install Additional Alarm Equipment to Monitor two New Boilers and an Emergency Back-Up Generator at Forest Community Health Center

3. Health Department
a. Resolution to Authorize Entering into an Agreement with Continental Canteen for Vending Services at Forest Community Health Center
b. Resolution to Accept Funding from Michigan Association of United Ways, Funding from the Jewish Fund, and to Act as the Fiduciary/Payee for the Wayne Children’s Healthcare Access Program
c. Resolution to Amend Resolution #14-413 to Re-Authorize Subcontracts with Southside Community Coalition, Authorize Subcontracts with Tabernacle of David and Willow Tree Family Center, and Adjust the Amount Authorized for Peer Advisor Stipends
d. Resolution to Authorize a Grant Agreement with Reinvesment Fund, Inc.

5. Board Referrals
   a. Letter from the Capital Area Transportation Authority Regarding the Discontinuation of the Williamston/Webberville Redi-Ride and Connector Service
   b. Letter from Sparrow Endorsing the Volunteers of America’s (VOA) Financial Assistance Request to Support the New VOA Dental Clinic

There was a discussion regarding the addition of agenda item 3.D.

THE MOTION CARRIED UNANIMOUSLY. Absent: Commissioner Koenig.

THE MOTION TO APPROVE THE ITEMS ON THE CONSENT AGENDA CARRIED UNANIMOUSLY. Absent: Commissioner Koenig.

1. Ingham Health Plan Corporation - Presentation of the 2015 Millage Report by Robin Reynolds

Robin Reynolds, Ingham Health Plan Corporation, presented an overview of the 2015 Millage Report from Ingham Health Plan Corporation.

Commissioner Tennis asked what the difference was between “total charges” and “total paid.”

Ms. Reynolds answered that the “total paid” was similar to “total charged” except that “total charged” was altered by things like Medicaid discounts.

There was a discussion regarding membership numbers.

Commissioner Banas asked how the invoicing was going.

Mr. Cypher answered that it was caught up until October of 2015 and 2016 had been caught up.

Chairperson McGrain asked when the rest of 2015 would be finished.

Mr. Cypher answered by the end of the month.

Commissioner Banas asked why the Administration costs increased for the month of December.

Ms. Reynolds answered that it was because of their interpretation of the contract. She stated that a lot of administrative expenses were not paid in other months.

Mr. Cypher stated that there was a difference in how the contract was interpreted between the County and Ingham Health Plan Corporation.

Commissioner Banas asked if the other months were underbilled.

Ms. Reynolds answered that the costs were capped at a maximum of 10%.
Commissioner Nolan stated that it was the intention of the Board to pay exactly 10% of their expenditure.

There was a discussion regarding Ingham Health Plan’s expenditures for 2015.

Commissioner Banas asked why this interpretation was not anticipated before the contract was signed.

Chairperson McGrain asked for total current enrollment.

Ms. Reynolds answered that it was around 1,400 total.

Chairperson McGrain asked what the average millage eligible person looked like.

Adriena Hall, Operations Manager, indicated that there were many different circumstances in which someone could be come millage eligible.

Commissioner Banas asked if there was turn over with current patients in the system.

Ms. Reynolds stated that urgent care was offered because it was better than the emergency room. She further stated that people used it if they could not get to their providers.

Ms. Hall answered that all the patients were assigned a primary care doctor. She stated that patients were instructed on the differences between primary care and urgent care.

Commissioner Banas asked what percentage were long-term patients.

Ms. Reynolds answered that a lot of patients had retroactive Medicaid and they were encouraged to use it.

Ms. Hall stated that a lot of people were serviced but were not included in the numbers because they were not actually enrolled in the Ingham Health Plan.

Commissioner Nolan suggested data for monthly averages of millage eligible members.

4. **Controller’s Office** - Resolution Updating Various Fees for County Services

MOVED BY COMM. NOLAN, SUPPORTED BY COMM. HOPE, TO APPROVE THE RESOLUTION UPDATING VARIOUS FEES FOR COUNTY SERVICES.

THE MOTION CARRIED UNANIMOUSLY. Absent: Commissioner Koenig.

**Announcements**

Commissioner Hope announced that the Michigan Environmental Action Committee Fundraiser would be on May 12, 2016.
Public Comment

None.

Adjournment

The meeting was adjourned at 7:12 p.m.
MAY 16, 2016 HUMAN SERVICES AGENDA
STAFF REVIEW SUMMARY

ACTION ITEMS:
The Deputy Controller is recommending approval of the following resolutions

1. **Health Department**
   a. **Resolution to Authorize an Extension to the Agreement with Cross Country Staffing, Inc.**
   This resolution authorizes an extension to the agreement with Cross Country Staffing for medication passing services at the Ingham County Jail through July 28, 2018. Medications are generally passed to inmates by ICHD staff twice per day, 365 days per year. However, due to the critical nature of this role there can be no vacancies in the staffing schedule. On the infrequent occasion that ICHD staff are not available for medication passing, CCS provides staff to fill the vacancy.
   
   b. **Resolution to Enter into an Agreement with Mary Kushion Consulting, LLC**
   This resolution authorizes an agreement with Mary Kushion Consulting, LLC (MKC) to guide and facilitate the Health Department in completing a comprehensive strategic plan and through the PHAB accreditation process. The agreement will run from May 1, 2016 through December 31, 2016 at a cost not to exceed $5,500.

2. **Controller’s Office**
   a. **Resolution Approving Criteria for Evaluating 2017 Applications for Community Agency Funding**
   This resolution establishes the criteria by which each agency’s application will be evaluated for the 2017 Community Agency funding process. If the resolution is approved as presented, the Controller/Administrator’s Office will accept applications for Community Agency funding in July. Applications will then be evaluated by the Controller/Administrator’s Office with priority given to proposals that directly contribute to addressing the County’s long-term priority of “Meeting Basic Needs”, such as food, clothing, and shelter. The recommendations made by the Controller/Administrator’s Office on funding levels for each applicant agency will then be presented to the Board of Commissioners for consideration and approval in November.

OTHER ITEMS:
1. **Health Department**
   c. **Resolution Honoring Lori Mugford**
   d. **Resolution Honoring Charlyn Stratton**
   e. **Discussion: Community Health Centers Position Conversion**

2. **Controller’s Office**
   b. **Discussion: Update on Human Services BuildingRenovations**
   c. **Discussion: Ingham County Strategic Plan**
TO: Board of Commissioners Finance and Human Services Committees
FROM: Linda S. Vail, Health Officer
DATE: April 28, 2016
SUBJECT: Extension to the Agreement with Cross Country Staffing, Inc.
For the meeting agenda of May 24, 2016

BACKGROUND
The Ingham County Health Department (ICHD) currently provides medical services and medications to inmates within the Ingham County Sheriff’s Office (ICSO) correctional facility. In order to assist in the delivery of these services ICHD contracts with Cross Country Staffing, Inc. (CCS) on a per diem basis. Resolution #15-224 authorized an extension to the current agreement with CCS, through July 28, 2016. ICHD would like to extend the agreement again through July 28, 2018.

ALTERNATIVES
Medications are generally passed to inmates by ICHD staff twice per day, 365 days per year. However, due to the critical nature of this role there can be no vacancies in the staffing schedule. On the infrequent occasion that ICHD staff are not available for medication passing, CCS provides staff to fill the vacancy. Without this coverage, inmates would not receive their prescribed medications. Failure to administer these medications could result in a critical event that would impact that patient’s health and ICHD’s liability.

FINANCIAL IMPACT
The financial terms of this agreement will remain unchanged; we do not anticipate that CCS will be utilized more frequently than in previous years.

OTHER CONSIDERATIONS
N/A

RECOMMENDATION
Based on the information presented, I respectfully recommend approval of the attached resolution to support an extension to the current agreement with Cross Country Staffing, Inc. through July 28, 2018.
WHEREAS, the Ingham County Health Department (ICHD) currently provides medical services and medications to inmates within the Ingham County Sheriff’s Office (ICSO) correctional facility; and

WHEREAS, in Resolution #15-224, the Ingham County Board of Commissioners authorized an extension to the agreement between Ingham County Health Department (ICHD) and Cross Country Staffing, Inc. (CCS) to provide per diem professional staffing for medication passing services at the ICSO correctional facility through July 28, 2016; and

WHEREAS, medication passing is a necessity in the delivery of high quality and efficient health care services to inmates; and

WHEREAS, the current agreement with CCS expires on July 28, 2016; and

WHEREAS, the Ingham Community Health Center Board of Directors supports extending the agreement with CCS for per diem professional staffing for medication passing services at the Ingham County Jail through July 28, 2018 with all other terms of the agreement remaining the same; and

WHEREAS, the Health Officer recommends extending the agreement with CCS through July 28, 2018 with all other terms of the agreement remaining the same.

THEREFORE BE IT RESOLVED, that an extension of the agreement between ICHD and CCS for per diem professional staffing for medication passing services at the ICSO correctional facility is authorized through July 28th, 2018.

BE IT FURTHER RESOLVED, that all other terms of the agreement shall remain the same.

BE IT FURTHER RESOLVED, that the Chairperson of the Board of Commissioners is hereby authorized to sign the necessary contract documents on behalf of the county after approval as to form by the County Attorney.
TO: Board of Commissioners Human Service and Finance Committees
FROM: Linda S. Vail, Health Officer
DATE: April 29, 2016
SUBJECT: Resolution to Enter into an Agreement with Mary Kushion Consulting, LLC

For the meeting agenda of May

BACKGROUND

The Ingham County Health Department (ICHD) will be applying for accreditation through the Public Health Accreditation Board (PHAB). PHAB accreditation will allow ICHD to be more competitive, improve service and value, and advance quality and performance. As part of PHAB accreditation ICHD is required to provide a comprehensive strategic planning process; we are currently seeking consultative and facilitation services to guide in the development of the plan.

ALTERNATIVES

PHAB accreditation provides a framework for local health departments to identify performance improvement opportunities, to improve management, to develop leadership, and to improve relationships with the community. PHAB accreditation will also allow ICHD and the Ingham Community Health Centers be more competitive, to be of greater benefit to the community, and to improve the performance outcomes of ICHD. Mary Kushion Consulting, LLC (MKC) will guide and facilitate ICHD in completing a comprehensive strategic plan and through the PHAB accreditation process. Without the assistance of an outside consulting firm familiar with the PHAB accreditation process, it is possible a crucial aspect of strategic planning could be overlooked.

FINANCIAL IMPACT

ICHD has budgeted $15,000 in the current fiscal year for PHAB related expenses and will use a portion of these funds to pay for the consulting services provided by MKC. The cost for these services will be $5,000.00 plus travel costs at the 2016 IRS rate, not to exceed $500.00, for a total of up to $5,500.

OTHER CONSIDERATIONS

N/A

RECOMMENDATION

Based on the information presented, I respectfully recommend approval of the attached resolution to enter into an agreement with Mary Kushion Consulting, LLC in an amount not to exceed $5,500 for the period of May 1, 2016 through December 31, 2016.
INTRODUCED BY THE HUMAN SERVICES AND FINANCE COMMITTEES OF THE:

INGHAM COUNTY BOARD OF COMMISSIONERS

RESOLUTION TO ENTER INTO AN AGREEMENT WITH
MARY KUSHION CONSULTING, LLC

WHEREAS, Ingham County Health Department (ICHD) desires to apply for accreditation through the Public Health Accreditation Board (PHAB); and

WHEREAS, PHAB accreditation will allow ICHD to be more competitive, improve service and value, and advance quality and performance; and

WHEREAS, as part of PHAB accreditation ICHD is required to provide a comprehensive strategic planning process; and

WHEREAS, ICHD is seeking consultative and facilitation services to guide in the development of this strategic plan; and

WHEREAS, Mary Kushion Consulting, LLC (MKC) will guide ICHD through the PHAB accreditation process and facilitate completion of a comprehensive strategic plan and;

WHEREAS, ICHD has budgeted $15,000 in the current fiscal year for PHAB related expenses and will use a portion of these funds to pay for the consulting services provided by MKC.; and

WHEREAS, the cost for these services will be $5,000.00 plus travel costs at the 2016 IRS rate, not to exceed $500.00, for a total of up to $5,500; and

WHEREAS, this agreement will be in effect from May 1, 2016 through December 31, 2016; and

WHEREAS, the Health Officer recommends that the Board of Commissioners authorize entering into an agreement with MKC.

THEREFORE BE IT RESOLVED, ICHD will enter into an agreement with MKC for comprehensive strategic planning and consultative services in an amount not to exceed $5,500 for the period of May 1, 2016 through December 31, 2016.

BE IT FURTHER RESOLVED, that the Controller/Administrator is authorized to make any necessary budget adjustments consistent with this resolution.

BE IT FURTHER RESOLVED, that the Chairperson of the Board of Commissioners is hereby authorized to sign any necessary contract documents on behalf of the County after approval as to form by the County Attorney.
WHEREAS, after 17 years of dedicated service to Ingham County and the Ingham Community Health Centers Lori Mugford will retire on May 31, 2016; and

WHEREAS, Lori Mugford began her career with Ingham County in May 1999 as a temporary Clinical Assistant for the STI Department; and

WHEREAS, in December of 1999 Lori was hired in as a Clinical Assistant Tech 1 at Sparrow Community Health Center; and

WHEREAS, during the next 17 years Lori was involved with the Mobile Homeless bus, the opening of Birch Health Center and the opening of River Oak Health Center; and

WHEREAS, for the past 17 years Lori has showed exemplary patient care on a daily basis; and

WHEREAS, Lori’s passion for patient care has always showed through in her relationships with patients and co-workers.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners hereby honor Lori Mugford for her 17 years of dedicated service to the Health Department and for her exemplified patient care and commitment to her work.

BE IT FURTHER RESOLVED, that the Board wished her continued success in all of her future endeavors.
Agenda Item 1d

Introduced by the Human Services Committee of the:

INGHAM COUNTY BOARD OF COMMISSIONERS

RESOLUTION HONORING CHARLYN STRATTON

WHEREAS, after over 33 years of dedicated service to Ingham County and the Ingham Community Health Centers Charlyn Stratton will be retiring on May 31, 2016; and

WHEREAS, Charlyn Stratton began her career with Ingham County in December of 1982 as a Clinic Nurse in Health and Family Planning; and

WHEREAS, Charlyn began the footwork to affordable health care through the use of Mid-Level providers; and

WHEREAS, in 1985 Charlyn became a Nurse Practitioner and has since worked in Adolescent Health, Family Planning, and Family Practice; and

WHEREAS, Charlyn provided dedicated patient care in several of the Ingham Community Health Centers, including, St. Lawrence Community Health Center, River Oak Community Health Center and the Homeless Bus; and

WHEREAS, Charlyn has always been passionate about her work and the patients she served; and

WHEREAS, Charlyn’s passion for health care has shown through her relationships with patients and co-workers; and

WHEREAS, Charlyn has been the President of the Nurses and Nurse Practitioners Union for over twenty years.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners hereby honor Charlyn Stratton for her 34 years of dedicated service to the Health Department and for her exemplified patient care and commitment to her work.

BE IT FURTHER RESOLVED, that the Board wished her continued success in all of her future endeavors.
TO: Board of Commissioners, Human Services and Finance Committees
FROM: Jared Cypher, Deputy Controller
DATE: May 3, 2016
SUBJECT: Resolution Approving Criteria for Evaluating 2017 Community Agency Funding Applications

For the meeting agendas of May 16 and May 18

BACKGROUND

This resolution establishes the criteria by which each agency’s application will be evaluated for the 2017 Community Agency funding process.

If the resolution is approved as presented, the Controller/Administrator’s Office will accept applications for Community Agency funding in July. Applications will then be evaluated by the Controller/Administrator’s Office with priority given to proposals that directly contribute to addressing the County’s long-term priority of “Meeting Basic Needs”, such as food, clothing, and shelter.

The recommendations made by the Controller/Administrator’s Office on funding levels for each applicant agency will then be presented to the Board of Commissioners for consideration and approval in November.

ALTERNATIVES

One alternative would be to have no criteria, and accept applications for a variety of different types of initiatives. Another alternative is for the Board of Commissioners to go back to the old way of awarding funding, which was to have agencies come to the Human Services Committee and make presentations on Community Agency night.

FINANCIAL IMPACT

This resolution has no direct financial impact.

OTHER CONSIDERATIONS

The community agency process has grown to 29 applicants requesting funding, with total requests of approximately $315,000 annually.

RECOMMENDATION

Based on the information presented, I respectfully recommend approval of the attached resolution approving criteria for evaluating 2017 community agency funding applications.
WHEREAS, since 1978, the Ingham County Board of Commissioners has provided financial support to various non-profit community organizations that provide a broad range of services for the purpose of advancing the County’s adopted long-range objectives; and

WHEREAS, over the years the community agency process has grown to 29 applicants requesting funding, with total requests of approximately $315,000 annually; and

WHEREAS, the Ingham County Board of Commissioners desires to make the process of awarding community agency funding efficient and effective; and

WHEREAS, the Ingham County Board of Commissioners desires to continue the Community Agency application process, focusing on the long term goal of assisting Ingham County residents in meeting basic needs.

THEREFORE BE IT RESOLVED, the Ingham County Board of Commissioners authorizes the 2017 community agency funding process, with priority given to those proposals that directly contribute to addressing the County’s long-term priority of “Meeting Basic Needs”, such as food, clothing, and shelter.

BE IT FURTHER RESOLVED, the Controller/Administrator is authorized to evaluate and determine funding levels for each applicant as a recommendation for approval by the Human Services Committee.

BE IT FURTHER RESOLVED, no agency shall receive more than 10% of the total available funding for community agencies in FY 2017.

BE IT FURTHER RESOLVED, the Board of Commissioners wishes for applicants to understand that solicitation of proposals is not a commitment to fund those proposals in fiscal year 2017.
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Background

Ingham County is governed by a 14-member Board of Commissioners elected on a partisan basis for terms of two years from single-member districts that are approximately equal in population.

Introduction
Ingham County’s Strategic Plan identifies the vision, values, and goals to guide resource allocation and work planning for the next five years. The plan includes strategies and an action plan (separate document) that specifies activities and tasks required to reach for accomplishing the goals. The strategic plan also includes success measures to evaluate the County’s progress toward meeting these goals.

Strategic Planning Process and Workshops
The process for creating Ingham County’s Strategic Plan began with individual interviews with Commissioners, department heads, and elected officials. Interviewees shared their perspectives on strengths, weaknesses, opportunities and challenges (SWOC) facing the County. A summary of themes, along with data on current socio-economic trends, was provided as background information for a workshop with elected officials and department heads in January 2016. During the workshop the participants identified draft goals and strategies, which were then shared with Commissioners.

A Strategic Planning Workshop for Commissioners was held in March of 2016. The workshop began with a discussion about the County’s vision and mission, followed by discussion and prioritization of the values that provide the foundation for how the County does its work. In addition to discussing the Ingham County vision and values, the Commissioners developed goals and strategies. Together these elements comprise the Ingham County Strategic Plan.
Vision and Mission

OUR VISION
(The Commissioners discussed many concepts about vision, but did not reach consensus. Please choose one.)

Ingham County is a welcoming, inclusive area working to empower people to live well in a safe, healthy, engaged community that respects diversity.

or

Ingham County is a safe, welcoming, engaged, inclusive and just community that empowers people to live their best lives.

OUR MISSION

Ingham County is committed to assuring the identification and provision of services most important to its citizens in the achievement of its vision. County services will be of high quality, cost effective, and easily accessible and delivered in cooperation and collaboration with its citizens and other community and governmental organizations. These services will be delivered by a highly motivated, well-trained, service-oriented workforce, utilizing effective technology and guided by the highest ethical standards.
Values

OUR VALUES

Values guide the actions and behaviors of County leaders and employees in carrying out Ingham County programs, projects and policy development.

While providing county services and doing our work we value:

- Honesty, integrity and ethics;
- Accountability and fiscal responsibility;
- Creativity and innovation; and
- Quality constituent services
Goals and Strategies

A goal is a statement of a specific direction and the desired outcome(s).

The Commissioners developed goals and strategies that address six strategic issue areas:

- Service to Residents
- Communication
- Facilities and Infrastructure
- Information Technology
- Management and Finance
- Human Resources and Staffing

A strategy is an action to be taken to achieve a goal.

A success indicator is a quantifiable metric or measurement that is used over time to track progress and outcomes of programs.
Goal: Provide easy access to quality, innovative, cost-effective services that promote well-being and quality of life for the residents of Ingham County.

Strategies

1. Implement a public marketing campaign to promote key services through the local media, the County website and various publications.

2. Provide a forum for residents and service recipients to share their positive stories and experiences about County services.

3. Create an electronic, public directory of all County services with contact information.

4. Create a physical reception area and information desk in major and frequently used County facilities.

5. Create a virtual front desk that directs callers and electronic inquiries to the appropriate department contact.

6. Connect with local government networks to learn about innovations and new cost effective service delivery models (e.g., Alliance for Innovation, International City and County Management Association—ICMA, etc.).

7. Develop a performance-based measurement system for monitoring and reporting County service delivery and outcomes.
8. Conduct training that will help employees better understand and respond to customer questions and inquiries.

9. Contract with an impartial third party to survey residents and customers to evaluate the quality and accessibility of County services.

10. Hold public forums to gather feedback on County services.
Communication

Goal: Improve external and internal communication.

Strategies

1. Implement routine department head agenda review meetings to share information about upcoming County Board committee and business meetings.

2. Communicate policy and procedure changes and other updates to the Employee Handbook to department heads and employees within one week of adoption.

3. Assign an employee in each department with responsibility for keeping the intranet up to date.

4. Schedule department head meetings with the County Board once or twice a year and outside of the budget process.

5. Add a recurring item to County Board agenda for committee liaisons to provide brief updates on relevant business and actions.

6. Develop and adopt a County communication plan that includes ways to brand and unify messaging.

7. Identify financing for a dedicated position to coordinate and manage communication for the County.
8. Provide public relations and media training for Commissioners, department heads, and staff.

9. Improve the layout and ease of access to information on the County website.

10. Create and maintain a social media presence for County programs and services.

11. Publish a quarterly newsletter for distribution to County residents with access via mail, the web and an e-news distribution system.
Management and Finance

Goal: Be an open, well-managed and collaborative government that ensures our public services are efficiently delivered to all geographic areas while preserving the County’s fiscal health.

Strategies

1. Maintain and grow the County’s financial reserves.

2. Monitor adherence to the County’s reserve policy.

3. Develop options for expanding, maintaining or reducing service levels depending on the County’s fiscal health.

4. Create a schedule for reviewing and revising internal policies and contracting procedures to reflect current best practices.

5. Train department heads how to monitor their budgets and on contracting policies and procedures.

6. Conduct periodic internal audits to assess departmental compliance with management and financial policies and procedures.

7. Train staff on budgeting, grant writing and finding revenue enhancement opportunities.

8. Expand tax base growth through partnerships with economic development influencers and organizations.

9. Develop a long-term millage strategy that includes a calendar of

Ingham County Strategic Plan

April 2016
10. Schedule regular County Board information sessions on the use of debt service, updates on Tax Increment Financing and other financing tools.

11. Develop a policy to ensure adherence with the approved CIP when reviewing capital funding requests.

12. Develop a process for identifying funding priorities and financing options for future capital projects.

13. Develop a performance measurement system to track the success of County services (internal and external), including periodic reporting to the County Board and the public.

14. Schedule reports to the County Board on management and financial issues outside of the budget process.
Information Technology

Goal: Anticipate and meet the information technology needs of each department and effectively engage our residents through reliable platforms.

Strategies

1. Hire well-trained IT managers and staff.
2. Invest in training to keep IT managers and staff current with emerging trends and best practices.
3. Prioritize and annually budget for countywide IT projects including updates to existing software applications.
4. Establish consistent standards for department website design, information and posting and monitor.
5. Schedule quarterly face-to-face meetings with the IT director and department heads and elected officials.
6. Schedule quarterly meetings with the County Board and the IT director.
7. Promptly communicate emerging IT issues with department heads, elected officials and the County Board.
8. Prepare a comprehensive landscape review and inventory of County IT programs, vendors, hardware, IT assets, and
assessment of related needs with cost estimates.

9. Implement a department-by-department evaluation of IT services that focuses on the needs of the end user.

10. Develop a repository of prior IT vendors’ performance for reference and use during vendor selection.

11. Develop a five-year IT growth plan with associated costs.

12. Create an up-to-date IT emergency management plan including the security of private data.

13. Develop a data retention policy.

14. Evaluate future storage capacity needs for electronic data.
Facilities and Infrastructure

Goal: Provide environmentally friendly, accessible facilities and quality infrastructure, which supports a safe and efficient pedestrian and multi-modal transportation network.

Success Indicators

- Percent change in annual expenditures for planned facilities upgrades
- Percent of 17-year old offenders with adequate housing
- Percent change in annual expenditures devoted to proactive maintenance

Strategies

1. Use the County space study to prioritize and budget for facility space.
2. Develop a plan for a new jail.
3. Plan for and anticipate additional housing needs to adequately accommodate 17-year old offenders.
4. Plan physical space needed for future data storage needs.
5. Evaluate alternatives for countywide “complete streets” policy.
6. Develop a proactive maintenance plan to extend the life of facilities, property and infrastructure assets.
7. Identify areas for collaboration with other governmental units for facilities, property, and infrastructure upgrades.
Human Resources and Staffing

Goal: Make Ingham County the employer of choice where employees, diversity, inclusion, and public service are valued, and our workforce reflects the community it serves.

Success Indicators

- Percent change in employee turnover
- Percent of employees completing job satisfaction surveys
- Percent of survey respondents rating job satisfaction as good or excellent
- Percent change in funding for professional development

Strategies

1. Attract and retain employees who value public service.

2. Implement policies to encourage work-life balance, including flexible work hours and mobile access to work.

3. Use job satisfaction surveys and interviews to identify employee retention risks and suggestions for improving the work environment.

4. Develop an employee succession plan with a timeline for anticipated retirements.

5. Regularly solicit employee feedback and suggestions for workflow improvements.

6. Develop formal and informal employee recognition programs to encourage and reward creativity and innovation.

7. Support employee and professional development including travel to national conferences and educational opportunities.
8. Develop a workforce that reflects the community it serves by establishing countywide diversity goals.

9. Develop a countywide training program that promotes respect for diversity.

10. Monitor compliance with policies and procedures by County employees, elected officials and Commissioners (e.g., purchasing, ethics, IT security, non-discrimination).
Conclusion

This strategic plan includes goals and strategies to accomplish six areas of importance:

- Service to Residents,
- Communication,
- Management and Finance,
- Information Technology,
- Facilities and Infrastructure, and
- Human Resources and Staffing.

An Implementation Action Plan has been developed and provided to the County under separate cover. It describes and sequences the actions required to implement each of the strategies to accomplish the goals of the Strategic Plan.

Board of Commissioners

Kara Hope  
Chairperson

Sarah Anthony  
Vice-Chairperson

Randy Maiville  
Vice-Chairperson Pro Tem

Victor Celentino, District 1

Rebecca Bahar-Cook, District 2

Bryan Crenshaw, District 4

Todd Tennis, District 5

Penelope Tsernoglou, District 8

Carol Koenig, District 9

Brian McGrain, District 10

Teri Banas, District 11

Deb Nolan, District 12

Randy Schafer, District 13

Robin Case Naeyaert, District 14
April 14, 2016

Kara Hope, Chairperson
Ingham County Board of Commissioners
Via email: KHope@Ingham.org

Kara,

Thank you for the resolution you dropped off at the April 12, 2016 Capital Area UAW CAP Council meeting. It was truly unexpected and humbling.

We are taking this opportunity to endorse the work of Volunteers of America Michigan in the Greater Lansing community.

The Capital Area UAW CAP Council Locals and its membership in the tri-county area have a strong connection to this work, specifically in the VOA's commitment to serving Veterans - a commitment strongly shared by the membership of the UAW International Union, UAW Region 1-D and the Capital Area UAW CAP Council.

For each of the past 13 years since the VOA initiated the Capital Area Stand Down for Homeless Veterans, organized labor has been a key partner at this important event. We have joined with Volunteers of America in extending a helping hand to the men and women who fought for our freedom and now must fight for their own survival. Our membership commits hours of service and donates every year to this cause.

This commitment extends beyond this annual event as many give to clothing drives, fund drives, personal care drives, and volunteer hours. The working men and women feel that we are our brothers and sisters keepers in our community. As our past experience has shown we know that they can count on Volunteers of America Michigan to provide needed services to help with this mission.

We have seen that the Volunteers of America is committed to getting this work done. Our community is stronger because of the work and commitment to community exhibited by VOA and many of the non-profits within our community.

Therefore we are humbly forwarding this letter of support of their work on behalf of the Capital Area UAW CAP Council membership.

Respectfully Submitted,

Mike Green
Michael R. Green, President
Capital area UAW CAP Council