

CHAIRPERSON  
BRYAN CRENSHAW

VICE-CHAIRPERSON  
RYAN SEBOLT

VICE-CHAIRPERSON PRO-TEM  
ROBIN NAEYAERT

HUMAN SERVICES COMMITTEE  
TODD TENNIS, CHAIR  
CHRIS TRUBAC  
RYAN SEBOLT  
THOMAS MORGAN  
DERRELL SLAUGHTER  
EMILY STIVERS  
ROBIN NAEYAERT

## INGHAM COUNTY BOARD OF COMMISSIONERS

P.O. Box 319, Mason, Michigan 48854 Telephone (517) 676-7200 Fax (517) 676-7264

THE HUMAN SERVICES COMMITTEE WILL MEET ON MONDAY, JUNE 17, 2019 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 [June 3, 2019 Minutes](#)

Additions to the Agenda

Limited Public Comment

1. Facilities Department – Resolution to Authorize an Agreement with Moore Trosper Construction Co. for the [Renovations](#) at Forest Community Health Center
2. Health Department
  - a. Resolution to Authorize an Agreement with [RS Biomedical](#)
  - b. Resolution to Authorize an Agreement with [YMCA of Lansing](#)
3. Parks Department
  - a. Resolution to Authorize an Amendment to the Contract with [Laux Construction, LLC](#).
  - b. Resolution to Authorize a Contract with [Johnson Sign Company](#) for the Installation of Wayfinding Signs
  - c. Resolution to Authorize an Amendment to [Delhi Township Millage Agreement](#)
  - d. Purchase of Real Property Pursuant to MCL 15.268(d) (*Closed Session*)
4. Controller's Office – Resolution to Update the [2018-2022 Strategic Plan](#) and Action Plan

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](http://www.ingham.org).

HUMAN SERVICES COMMITTEE

June 3, 2019

Draft Minutes

Members Present: Morgan, Naeyaert, Sebolt, Slaughter, Stivers, Tennis, and Trubac.

Members Absent: None.

Others Present: Treasurer Eric Schertzing, Brigitte Gurden, Rachel Ruddock, Ismael Jaber, Jared Cypher, Beth Foster, and others.

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

Approval of the May 20, 2019 Minutes

WITHOUT OBJECTION, CHAIRPERSON TENNIS STATED THE MAY 20, 2019 MEETING MINUTES WERE APPROVED AS PRESENTED.

Additions to the Agenda

5. Community Health Center Board - Interviews

Limited Public Comment

None.

MOVED BY COMM. SLAUGHTER, SUPPORTED BY COMM. NAEYAERT, TO APPROVE A CONSENT AGENDA CONSISTING OF THE FOLLOWING ACTION ITEMS:

3. Mid-State Health Network – Resolution to Authorize an Extension to the Inter-Local Agreement with Mid State Health Network (MSHN)
4. Health Department – Resolution to Amend the Staffing Services Agreement with Cross Country

THE MOTION CARRIED UNANIMOUSLY.

THE MOTION TO APPROVE THE ITEMS ON THE CONSENT AGENDA CARRIED UNANIMOUSLY.

1. Youth Commission – Interviews

Ismael Jaber interviewed for a position on the Youth Commission.

MOVED BY COMM. SEBOLT, SUPPORTED BY COMM. NAEYAERT, TO APPOINT ISMAEL JABER TO THE YOUTH COMMISSION.

THE MOTION CARRIED UNANIMOUSLY.

5. Community Health Center Board – Interviews

Rachel Ruddock interviewed for a position on the Community Health Center Board.

MOVED BY COMM. NAEYAERT, SUPPORTED BY COMM. STIVERS, TO APPOINT RACHEL RUDDOCK TO THE COMMUNITY HEALTH CENTER BOARD.

THE MOTION CARRIED UNANIMOUSLY.

2. Presentation – EVE Capital Campaign and Building Usage

Brigitte Gurden, Executive Director, gave a presentation on the EVE Capital Campaign and Building Usage.

Chairperson Tennis asked what a reverter clause was.

Ms. Gurden stated that a reverter clause meant that EVE's current property would go back to the County if vacated.

Treasurer Eric Schertzing stated that he believed the reverter clause was there to ensure that the property was still used for this purpose and it may have also been used to cloak the ownership.

Commissioner Naeyaert asked what the value of the property was.

Ms. Gurden stated that the property was worth about \$287,000.

Chairperson Tennis asked how large the parcel was.

Ms. Gurden stated that it was about one acre.

Commissioner Naeyaert asked if the plan was to move from the current location to a different location.

Ms. Gurden stated that that was the plan.

Discussion.

Commissioner Sebolt asked if EVE was paying the County rent.

Ms. Gurden stated that they were not.

Commissioner Naeyaert asked what options the Board of Commissioners had if they wanted to assist EVE.

Jared Cypher, Deputy Controller, stated that the County could decide to sell EVE the property for one dollar. He further stated that the reverter clause was there to ensure the property is used for an intended use, so it would need to be evaluated as far as what would it be used for if the County did get it back, and if there is no use, then there would be a strong argument to sell it to EVE.

Commissioner Naeyaert stated that everything EVE did was remarkable. She further stated that without hesitation she would move to sell the property to EVE for one dollar.

**Chairperson Tennis stated that he would like to have staff come up with a resolution regarding selling the property to EVE and bring it to a future meeting.**

Commissioner Stivers stated that she would like to hear more about the location and consult with stakeholders in the Old Town area.

Mr. Cypher stated that the Committee could go into closed session to discuss the location because it involved real estate.

Chairperson Tennis stated that Commissioner Stivers meant she wanted staff to look into it, not to discuss it presently.

Commissioner Stivers stated that that was what she meant. She further stated that she wanted EVE to be able to sell it and use the profits for program purposes, but there may be other considerations when it came to who might end up trying to purchase property in that area.

**Chairperson Tennis stated that the Committee was very interested in pursuing selling EVE the property and asked staff to consult with legal counsel, the assessor, and to check for any potential unintended consequences.**

Commissioner Stivers asked what the timeframe was for relocation.

Ms. Gurden stated that the plan was to move in five years and that she wanted to get everything in order now to avoid any issues when it was time.

Commissioner Slaughter asked, out of the 184 families EVE had to turn away due to lack of space, if there was any sense of where those families ended up.

Ms. Gurden stated that it depended on many issues, including the severity of the case, and that they often worked with other agencies to help those who had to be turned away. She further stated that they helped victims of domestic violence and human trafficking victims.

Commissioner Stivers asked if the County could offer a location for more beds in the short-term.

Discussion.

Ms. Gurden stated that the biggest problem why EVE was full and had to turn people away was that the people they are helping cannot be rehoused fast enough. She further stated that there was also a lack of affordable housing in the area.

Commissioner Slaughter asked what a person should do if they came across someone who needed help.

Ms. Gurden stated that the best thing to do was to have them call EVE's crisis line which was available 24/7.

Chairperson Tennis thanked Ms. Gurden.

#### Commissioner Announcements

None.

#### Public Comment

None.

#### Adjournment

The meeting was adjourned at 7:00 p.m.

## JUNE 17, 2019 HUMAN SERVICES AGENDA STAFF REVIEW SUMMARY

### ACTION ITEMS:

#### The Deputy Controller is recommending approval of the following resolutions

1. Facilities Department – *Resolution to Authorize an Agreement with Moore Trosper Construction Co. for the Renovations at Forest Community Health Center*

This resolution authorizes entering into an agreement with Moore Trosper Construction Co., for renovations at the Forest Community Health Center for an amount not to exceed \$102,400 which includes an \$8,000 contingency. Funds for the project are available from the Ryan White grant and the Community Health Center Fund operating reserve.

2. Health Department

- a. *Resolution to Authorize an Agreement with RS Biomedical*

This resolution authorizes an agreement with RS Biomedical to provide maintenance and repair of biomedical equipment effective October 1, 2019 through September 30, 2023. RS Biomedical, Inc. will provide the preventative maintenance, corrective maintenance, and emergency repairs on ICHD/ICHC's biomedical equipment at the rate of \$21.50 per piece, totaling \$9,000 plus \$100 per hour for travel, \$100 for routine service, and \$250 for emergency service. These expenses are included in the Health Department's 2020 budget request.

- b. *Resolution to Authorize an Agreement with YMCA of Lansing*

This resolution enter into an agreement with YMCA of Lansing to provide one 12 week nutrition course for HIV clients, for \$9,800, at the Forest Community Health Center (FCHC) effective July 1, 2019 to June 30, 2020. Funds for the program are available through Ryan White grants.

3. Parks Department

- a. *Resolution to Authorize an Amendment to the Contract with Laux Construction, LLC.*

This resolution authorizes a contract amendment with Laux Construction to do the following at Lake Lansing North:

- The existing toilet fixtures and urinals at Sand Hill and Main are in need of repairs in order to work properly. Due to their age, 40 years old, we can no longer find parts for these fixtures. The plumber recommends replacing the fixtures and carriers in order to have them all operational. So we will be asking for additional contingency to cover these items to finish the project.
- Authorization of funds that were approved by an amendment that was authorized by short form contract as well as rolling over the original funds that were approved for this project from 2019.
- The contract with Laux construction authorized with resolution #19-048 be extended from June 30<sup>th</sup> until August 31<sup>st</sup>, 2019 due to the change order for the bathroom fixtures.

Sufficient funds are available in the Parks Fund to complete this project.

- b. *Resolution to Authorize a Contract with Johnson Sign Company for the Installation of Wayfinding Signs*

This resolution approves entering into a contract with Johnson Sign Company in the total amount not to exceed \$71,929.00 which includes a 10% contingency, from the Trails and Parks Millage Fund for installing custom wayfinding signs for the Trail Wayfinding Signage project.

c. *Resolution to Authorize an Amendment to Delhi Township Millage Agreement*

This resolution authorizes an amendment to the Trails & Parks Millage Agreement with Delhi Township to split the funding for the project between 2019 and 2020. Originally a 2020 project, this will allow for the project in 2019 and avoid delays.

4. *Controller's Office – Resolution to Update the 2018-2022 Strategic Plan and Action Plan*

This resolution authorizes updates to the Ingham County 2018-2022 Strategic Plan, and Action Plan. Changes included in the resolution are the result of discussion held a previous liaison committee meetings.

**OTHER ITEMS:**

3. *Parks Department*

d. *Purchase of Real Property Pursuant to MCL 15.268(d) (Closed Session)*

## Agenda Item 1

**TO:** Board of Commissioners, Human Services, County Services & Finance Committees

**FROM:** Rick Terrill, Facilities Director

**DATE:** Jun 4, 2019

**RE:** Resolution Authorizing an Agreement with Moore Trosper Construction Co. for the Renovations at Forest Community Health Center

For the meeting agendas of: June 17, 18 & 19

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### **BACKGROUND**

The River Oak Clinic will be moving into space at the Forest Community Health Center (FCHC). The space at FCHC will need to be renovated to allow for River Oak to move in. Moore Trosper Construction Company submitted the lowest responsive and responsible revised proposal of \$94,400.00.

### **ALTERNATIVES**

There are no alternatives for this project.

### **FINANCIAL IMPACT**

The funds for this project will be split 50/50 between the Ryan White Care Coordination Grant with line item # 511-61500-967000-02225 and 2018 CHC Operating Surplus with Line item # 511-60000-967000-01000. We are requesting a contingency of \$8,000.00 for any unforeseen circumstances, for a total not to exceed \$102,400.00.

### **OTHER CONSIDERATIONS**

There are no other considerations for this project.

### **RECOMMENDATION**

Based on the information presented, the Facilities, Health and Purchasing Departments respectfully recommends approval of the attached resolution for an agreement with Moore Trosper Construction Co. for renovations at Forest Community Health Center.

**Agenda Item 1**

TO: Rick Terrill, Facilities Director  
FROM: James Hudgins, Director of Purchasing  
DATE: May 22, 2019  
RE: Memorandum of Performance for RFP No. 71-19 Forest Community Health Center Renovations

Per your request, the Purchasing Department sought proposals from qualified and experienced general contractors to enter into a contract for the purpose of renovating the Forest Community Health Center.

The scope of work includes, but is not limited to, interior renovations at five different areas of the building including demolition/removal portions of gypsum board walls, ceilings, flooring, casework, accessories, plumbing fixtures and electrical as may be necessary; modifying steel stud and gypsum board walls, suspended acoustical ceilings, lighting, HVAC, fire alarm and fire suppression system as may be necessary; and, providing new steel stud and gypsum board painted walls, new doors, frames and hardware, flooring, and new electrical receptacles.

The Purchasing Department can confirm the following:

Function	Overall Number of Vendors	Number of Local Vendors
Vendors invited to propose	43	13
Vendors attending pre-bid/proposal meeting	11	7
Vendors responding	4	3

A summary of the vendors' costs is located on the next page.

*A preconstruction meeting will be required prior to commencement of work since the construction cost exceeds \$10,000. Please make sure the Purchasing Department is invited and able to attend the preconstruction meeting to ensure that all contractors comply with the Prevailing Wage Policy and proper bonding.*

*You are now ready to complete the final steps in the process: 1) evaluate the submissions based on the criteria established in the RFP; 2) confirm funds are available; 3) submit your recommendation of award along with your evaluation to the Purchasing Department; 4) write a memo of explanation; and, 5) prepare and submit a resolution for Board approval.*

*This Memorandum is to be included with your memo and resolution submission to the Resolutions Group as acknowledgement of the Purchasing Department's participation in the purchasing process.*

*If I can be of further assistance, please do not hesitate to contact me by e-mail at [jhudgins@ingham.org](mailto:jhudgins@ingham.org) or by phone at 676-7309.*

**SUMMARY OF VENDORS' COSTS**

Vendor Name	Local Pref	Total Cost
Marsh Construction	No, Bloomfield Hills MI	\$94,400.00
LJ Trumble Builders LLC	Yes, Lansing MI	\$118,500.00
Laux Construction	Yes, Mason MI	\$104,900.00
Moore Trosper	Yes, Holt, MI	\$96,400.00

- Moore Trosper, a local vendor, is within 10% of the lowest responsive bid, and was given the opportunity to match the lowest bid. Moore Trosper agreed to match the lowest bid.

**Agenda Item 1**

Introduced by the Human Services, County Services and Finance Committees of the:

**INGHAM COUNTY BOARD OF COMMISSIONERS**

**RESOLUTION TO AUTHORIZE AN AGREEMENT WITH MOORE TROSPER  
CONSTRUCTION CO. FOR THE RENOVATIONS AT FOREST COMMUNITY HEALTH CENTER**

WHEREAS, space at Forest Community Health Center needs to be renovated to allow space for the River Oak Clinic; and

WHEREAS, it is the recommendation of the Facilities, Health and Purchasing Departments to enter into an agreement with Moore Trospen Construction Co., a registered local vendor who submitted the lowest responsive and responsible revised proposal of \$94,400.00, for the renovations at Forest Community Health Center; and

WHEREAS, the Facilities Department would like to ask for a \$8,000.00 contingency for any unforeseen circumstances that may arise with this type of project as well as to be sure that we are up to code; and

WHEREAS, the funds for this project will be split 50/50 between the Ryan White Care Coordination Grant with line item # 511-61500-967000-02225 and 2018 CHC Operating Surplus with line item # 511-60000-967000-01000.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners authorizes entering into an agreement with Moore Trospen Construction Co., 4224 Keller Road, Holt, Michigan, 48842, for the renovations at the Forest Community Health Center for an amount not to exceed \$102,400.00 which includes an \$8,000.00 contingency.

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

BE IT FURTHER RESOLVED, that the Ingham County Board of Commissioners authorizes the Board Chairperson to sign any necessary documents that are consistent with this resolution and approved as to form by the County Attorney.

**TO:** Board of Commissioners Human Services and Finance Committees  
**FROM:** Linda S. Vail, MPA, Health Officer  
**DATE:** May 29, 2019  
**SUBJECT:** Authorization to Enter into an Agreement with RS Biomedical  
For the meeting agendas of June 17 and June 19, 2019

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**BACKGROUND**

Ingham County Health Department (ICHHD) wishes to enter into an agreement with RS Biomedical to provide maintenance and repair of biomedical equipment effective October 1, 2019 through September 30, 2023. ICHHD currently has an agreement with RS Biomedical that expires September 30, 2019. RS Biomedical is a local vendor and will be responsible for all labor, supervision, equipment, tools, obtaining parts and materials necessary to provide preventative maintenance, corrective maintenance, and emergency repairs on ICHHD and Ingham Community Health Center (ICHC) biomedical equipment. All preventative, maintenance and emergency repairs will be provided at the rate of \$21.50 per piece, totaling \$9,000 plus \$100 per hour for travel, \$100 per hour for routine service, and \$250 an hour for emergency service. This agreement will be effective for consecutive one-year terms beginning October 1, 2019 and shall auto-renew for a period of four years.

**ALTERNATIVES**

There are no alternatives.

**FINANCIAL IMPACT**

RS Biomedical, Inc. will provide the preventative maintenance, corrective maintenance, and emergency repairs on ICHHD/ICHC's biomedical equipment at the rate of \$21.50 per piece, totaling \$9,000 plus \$100 per hour for travel, \$100 for routine service, and \$250 for emergency service. These expenses are included in the 2020 budget.

**STRATEGIC PLAN**

This resolution supports the overarching long-term objective of promoting accessible healthcare, specifically section A.1(e) of the Action Plan – Expand access to healthcare for county residents, with an emphasis on the uninsured and underinsured

**OTHER CONSIDERATIONS**

There are no other considerations.

**RECOMMENDATION**

Based on the information presented, I respectfully recommend approval to enter into an agreement with RS Biomedical to provide maintenance and repair of biomedical equipment effective October 1, 2019 through September 30, 2023.

Introduced by the Human Services and Finance Committees of the:

**INGHAM COUNTY BOARD OF COMMISSIONERS**

**RESOLUTION TO AUTHORIZE AN AGREEMENT WITH RS BIOMEDICAL**

WHEREAS, Ingham County Health Department (ICHD) wishes to enter into an agreement with RS Biomedical to provide maintenance and repair of biomedical equipment effective October 1, 2019 through September 30, 2023; and

WHEREAS, ICHD currently has an agreement with RS Biomedical that ends September 30, 2019; and

WHEREAS, RS Biomedical is a local vendor and will be responsible for all labor, supervision, equipment, tools, obtaining parts and materials necessary to provide preventative maintenance, corrective maintenance, and emergency repairs on ICHD and Ingham Community Health Center (ICHC) biomedical equipment; and

WHEREAS, the expenses are included in the Health Department's 2020 budget request; and

WHEREAS, the agreement shall be for consecutive one-year terms effective October 1, 2019 and will continue thereafter for a period of four years; and

WHEREAS, RS Biomedical, Inc. will provide the preventative maintenance, corrective maintenance, and emergency repairs on ICHD/ICHC's biomedical equipment at the rate of \$21.50 per piece, totaling \$9,000 plus \$100 per hour for travel, \$100 per hour for routine service, and \$250 per hour for emergency service; and

WHEREAS, the Ingham Community Health Center Board and the Health Officer support entering into an agreement with RS Biomedical to provide maintenance and repair of biomedical equipment effective October 1, 2019 through September 30, 2023.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners authorize entering into an agreement with RS Biomedical to provide maintenance and repair of biomedical equipment effective October 1, 2019 through September 30, 2023.

BE IT FURTHER RESOLVED, that RS Biomedical, Inc. will provide the preventative maintenance, corrective maintenance, and emergency repairs on ICHD/ICHC's biomedical equipment at the rate of \$21.50 per piece, totaling \$9,000 plus \$100 per hour for travel, \$100 per hour for routine service, and \$250 per hour for emergency service.

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

BE IT FURTHER RESOLVED, that the Chairperson of the Board of Commissioners is hereby authorized to sign any contract documents on behalf of the county after approval as to form by the County Attorney.

## Agenda Item 2b

**TO:** Board of Commissioners Human Services and Finance Committees  
**FROM:** Linda S. Vail, MPA, Health Officer  
**DATE:** May 29, 2019  
**SUBJECT:** Authorization to Enter into an Agreement with YMCA of Lansing  
For the meeting agendas of June 17 and June 19, 2019

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### **BACKGROUND**

Ingham County Health Department (ICHD) wishes to enter into an agreement with YMCA of Lansing to provide one 12 week nutrition course for HIV clients, for \$9,800, at the Forest Community Health Center (FCHC) effective July 1, 2019 to June 30, 2020. The course will be geared towards HIV patients with oversight from a nutritionist at ICHD to ensure the lessons provided meet the needs of the patients and the Ryan White Grant. This 12 week course is a pilot program and will take place once a week for 60 minutes.

### **ALTERNATIVES**

There are no alternatives.

### **FINANCIAL IMPACT**

The HIV nutrition program costs \$9,800 for one 12 week course. The cost will be covered by funds from the Ryan White B and Ryan White D State/Federal grants.

### **STRATEGIC PLAN**

This resolution supports the overarching long-term objective of promoting accessible healthcare, specifically section A.1(e) of the Action Plan – Expand access to healthcare for county residents, with an emphasis on the uninsured and underinsured

### **OTHER CONSIDERATIONS**

There are no other considerations.

### **RECOMMENDATION**

Based on the information presented, I respectfully recommend approval to enter into an agreement with YMCA of Lansing to provide one 12 week nutrition course for HIV clients, for \$9,800, at the Forest Community Health Center (FCHC) effective July 1, 2019 to June 30, 2020.

Introduced by the Human Services and Finance Committees of the:

**INGHAM COUNTY BOARD OF COMMISSIONERS**

**RESOLUTION TO AUTHORIZE AN AGREEMENT WITH YMCA OF LANSING**

WHEREAS, Ingham County Health Department (ICHD) wishes to enter into an agreement with YMCA of Lansing to provide one 12 week nutrition course for HIV clients, for \$9,800, at the Forest Community Health Center (FCHC) effective July 1, 2019 to June 30, 2020; and

WHEREAS, the course will be geared towards HIV patients with oversight from a nutritionist at ICHD to ensure the lessons provided meet the needs of the patients and the Ryan White Grant; and

WHEREAS, the HIV nutrition program costs \$9,800 for one 12 week course; and

WHEREAS, the cost will be covered by funds from the Ryan White B and Ryan White D State/Federal grants; and

WHEREAS, the Ingham Community Health Center Board and the Health Officer support entering into an agreement with YMCA of Lansing to provide one 12 week nutrition course for HIV clients, for \$9,800, at the Forest Community Health Center (FCHC) effective July 1, 2019 to June 30, 2020.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners authorize entering into an agreement with YMCA of Lansing to provide one 12 week nutrition course for HIV clients, for \$9,800, at the Forest Community Health Center (FCHC) effective July 1, 2019 to June 30, 2020.

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

BE IT FURTHER RESOLVED, that the Chairperson of the Board of Commissioners is hereby authorized to sign any contract documents on behalf of the county after approval as to form by the County Attorney.

**TO:** Board of Commissioners Human Services & Finance Committees  
**FROM:** Tim Morgan, Parks Director  
**DATE:** June 4, 2019  
**SUBJECT:** Lake Lansing North Grant  
For the meeting agenda of 6/17/19 Human Services and 6/19/19 Finance

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**BACKGROUND**

The county received a 2017 Michigan Natural Resource Trust Fund Grant from the Michigan Department of Natural Resources for improvements at Lake Lansing North Park. The project will provide accessibility improvements throughout the park. The Purchasing Department solicited proposals from qualified and experienced general contractors to enter into a contract for the purpose of making improvements to Lake Lansing North Park. The general scope of work includes, but is not limited to, new accessible HMA paved trails, gravel entry drive improvement, accessible boardwalk replacement and restroom building improvements.

This resolution will fund a change order request that is outside the \$10,000 contingency (3%) that was originally approved with the project. The existing toilet fixtures and urinals at Sand Hill and Main are in need of repairs in order to work properly. Due to their age, 40 years old, we can no longer find parts for these fixtures. The plumber recommends replacing the fixtures and carriers in order to have them all operational. So we will be asking for additional contingency to cover these items to finish the project.

We also are asking for authorization of funds that were approved by an amendment that was authorized by short form contract as well as rolling over the original funds that were approved for this project from 2019.

We are also requesting that the contract with Laux construction authorized with resolution #19-048 be extended from June 30<sup>th</sup> until August 31<sup>st</sup>, 2019 due to the change order for the bathroom fixtures.

**ALTERNATIVES**

This project would be in line with the Parks Department 5-year Master Plan for capital improvements that improve accessibility and enhance the user experience. This grant will allow for accessibility improvements throughout the park which include paved parking spaces, restroom improvements for ADA and paved walkways to connect facilities within the park for people of all abilities. The only alternative is to not complete the project.

**FINANCIAL IMPACT**

Board of Commissioners Resolution #18-307 authorized the acceptance of a Michigan Natural Resources Trust Fund Grant Project Agreement in the amount of \$244,700, plus a local match of \$115,000 for a total project amount of \$359,700. Board of Commissioners Resolution #18-185 authorized a contract with the prime professional, ROWE Professional Services Company in the amount of \$28,787 plus an additional \$3,000 by short form authorization.

Board of Commissioners Resolution #19-048 authorized a contract with Laux Construction, LLC as quoted in the base bid in the amount of \$330,700 plus Alternate 1 in the amount of \$4,750, Alternate 2 in the amount of \$13,000, and Alternate 3 in the amount of \$3,200, plus a contingency of \$10,000 for a total construction cost not to exceed \$361,650 for the purpose of making improvements to Lake Lansing North Park.

This resolution requests authorization for an additional \$15,527.30 from the Parks 208 fund balance in order to complete the project, and authorization to use the fund balance of the public improvement (Fund 245) in the amount of \$335,458.67. These funds were inadvertently not included in the roll over request submitted in the first quarter adjustments by the Parks Department.

**STRATEGIC PLANNING IMPACT**

This resolution supports the overarching long-term objective of striving to make facilities and services user-friendly, specifically Section A. 1(g) of the Action Plan - Work to improve accessibility for visitors of all ages and abilities.

**OTHER CONSIDERATIONS**

N/A.

**RECOMMENDATION**

Based on the information presented, I respectfully recommend approval of the attached resolution.

Introduced by the Human Services and Finance Committees of the:

**INGHAM COUNTY BOARD OF COMMISSIONERS**

**RESOLUTION TO AUTHORIZE AN AMENDMENT TO THE CONTRACT WITH  
LAUX CONSTRUCTION, LLC.**

WHEREAS, Board of Commissioners Resolution #18-307 authorized the acceptance of a Michigan Natural Resources Trust Fund Grant Project Agreement for the grant application titled Lake Lansing North Park Improvements #TF17-0157; and

WHEREAS, the Purchasing Department solicited proposals from qualified and experienced general contractors to enter into a contract for the purpose of making improvements to Lake Lansing North Park. The general scope of work includes, but is not limited to, new accessible HMA paved trails, gravel entry drive improvement, accessible boardwalk replacement and restroom building improvements; and

WHEREAS, Board of Commissioners Resolution #18-307 authorized the acceptance of a Michigan Natural Resources Trust Fund Grant Project Agreement in the amount of \$244,700, plus a local match of \$115,000 for a total project amount of \$359,700; and

WHEREAS, Board of Commissioners Resolution #18-185 authorized a contract with the prime professional, ROWE Professional Services Company in the amount of \$28,787 plus an additional \$3,000 by short form contract authorization; and

WHEREAS, Board of Commissioners Resolution #19-048 authorized a contract with Laux Construction, LLC as quoted in the base bid in the amount of \$330,700 plus Alternate 1 in the amount of \$4,750, Alternate 2 in the amount of \$13,000, and Alternate 3 in the amount of \$3,200, plus a contingency of \$10,000 for a total construction cost not to exceed \$361,650 for the purpose of making improvements to Lake Lansing North Park.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners hereby approves extending the contract with Laux Construction, LLC from June 30<sup>th</sup>, 2019 until August 31, 2019.

BE IT FURTHER RESOLVED, that the Board of Commissioners authorizes the Controller to transfer \$3,000 from the Parks Department fund balance, that was approved by an amendment that was authorized by short form contract, into line item 245-75299-976000-7P14.

BE IT FURTHER RESOLVED, that the Board of Commissioners authorizes the Controller to transfer \$1,865 is required for permitting from the Parks Department fund balance, that was approved by Resolution #19-048, into line item 245-75299-976000-7P14.

BE IT FURTHER RESOLVED, that the Board of Commissioners authorizes a not to exceed additional contingency for the toilet fixture change order in the amount of \$10,662.30 from the Parks Department 208 fund balance for the project be transferred into line item #245-75299-976000-7P14.

BE IT FURTHER RESOLVED, that the Board of Commissioners authorizes use of fund balance of the public improvement (Fund 245) in the amount of \$335,458.67 into line item #245-75299-976000-7P14.

BE IT FURTHER RESOLVED, that the Controller/Administrator is authorized to make the 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.

**TO:** Board of Commissioners Human Services & Finance Committees  
**FROM:** Melissa Buzzard, Trails and Parks Millage Coordinator  
**DATE:** June 4, 2019  
**SUBJECT:** Contract with Johnson Sign Company  
For the meeting agenda of 6/17/19 Human Services and 6/19/19 Finance

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**BACKGROUND**

Board of Commissioners Resolution 19-123 authorized a contract with Signs by Crannie for designing and fabricating custom wayfinding signs for the Trail Wayfinding Signage project. The Purchasing Department solicited proposals from firms experienced in installing custom wayfinding signs. The invitation was to install 307 custom wayfinding signs. This recommendation is for the install of these 307 custom signs around the County as designated by the associated communities working with the County for the unified trail system.

**ALTERNATIVES**

A wayfinding system is an important tool for helping people navigate and fully experience an area. Well placed signage ensures that people can safely reach desired destinations. It also can help people discover new areas of interest in an impromptu way. Wayfinding signs are needed by Ingham County visitors and residents to navigate their land and water trail systems that can often disorient the user, even when they are familiar with the area.

**FINANCIAL IMPACT**

The Evaluation Committee recommends that a contract be awarded to Johnson Sign Company for the amount of \$65,390.00 with an additional 10% contingency of \$6,539 for a total of \$71,929.00.

**STRATEGIC PLANNING IMPACT**

This resolution supports the overarching long-term objective of striving to make facilities and services user-friendly, specifically Section A. 1(f) of the Action Plan - Maintain and improve existing parkland, facilities, and features. This resolution supports the overarching long-term objective of striving to make facilities and services user-friendly, specifically Section A. 1(g) of the Action Plan - Work to improve accessibility for visitors of all ages and abilities.

**OTHER CONSIDERATIONS**

N/A.

**RECOMMENDATION**

Based on the information presented, I respectfully recommend approval of the attached resolution authorizing Ingham County enter into a contract with Johnson Sign Company.

**Agenda Item 3b**

TO: Tim Morgan, Parks Director  
FROM: James Hudgins, Director of Purchasing  
DATE: May 8, 2019  
RE: Memorandum of Performance for RFP No. 86-19 Installation of Wayfinding Signs

Per your request, the Purchasing Department sought proposals for the installation of 307 wayfinding signs for its Trail Wayfinding Signage Project. Vendors were required to meet the minimum qualifications of three consecutive years of installing similar signage, as well as, provide references whereby they used similar materials and installation practices.

The scope of work includes, but is not limited to, providing all labor, materials and equipment to each jobsite for the assembly and installation of 307 custom wayfinding signs as specified by the sign maker’s shop drawings for the installations, foundations and footings.

The Purchasing Department can confirm the following:

Function	Overall Number of Vendors	Number of Local Vendors
Vendors invited to propose	106	46
Vendors responding	5	2

A summary of the vendors’ costs is located on the next page.

*A preconstruction meeting will be required prior to commencement of work since the construction cost exceeds \$10,000. Please make sure the Purchasing Department is invited and able to attend the preconstruction meeting to ensure that all contractors comply with the Prevailing Wage Policy and proper bonding.*

*You are now ready to complete the final steps in the process: 1) evaluate the submissions based on the criteria established in the RFP; 2) confirm funds are available; 3) submit your recommendation of award along with your evaluation to the Purchasing Department; 4) write a memo of explanation; and, 5) prepare and submit a resolution for Board approval.*

*This Memorandum is to be included with your memo and resolution submission to the Resolutions Group as acknowledgement of the Purchasing Department’s participation in the purchasing process.*

*If I can be of further assistance, please do not hesitate to contact me by e-mail at [jhudgins@ingham.org](mailto:jhudgins@ingham.org) or by phone at 676-7309.*

SUMMARY OF VENDORS' COSTS

Vendor Name	Local Pref	Base Bid
Johnson Sign Company	Yes, Lansing	\$65,390.00
Graffix Plus /Extreme Graffix Inc.	No, Grand Rapids	\$89,375.00
Signs by Crannie	No, Flint	\$96,606.00
J. Ranck Electric, Inc.	No, Mt. Pleasant	\$164,202.00
Ingham County Parks Department	Yes, Mason	\$200,777.00

Introduced by the Human Services and Finance Committees of the:

**INGHAM COUNTY BOARD OF COMMISSIONERS**

**RESOLUTION TO AUTHORIZE A CONTRACT WITH JOHNSON SIGN COMPANY  
FOR THE INSTALLATION OF WAYFINDING SIGNS**

WHEREAS, Board of Commissioners Resolution #19-123 authorized a contract with Signs by Crannie for designing and fabricating custom wayfinding signs for the Trail Wayfinding Signage project; and

WHEREAS, the Purchasing Department solicited proposals from firms experienced in installing custom wayfinding signs for its Trail Wayfinding Signage project; and

WHEREAS, after careful review and evaluation of the proposals received, the Evaluation Committee recommends that a contract be awarded to Johnson Sign Company.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners hereby approves entering into a contract with Johnson Sign Company in the total amount not to exceed \$71,929.00 which includes a 10% contingency, from the Trails and Parks Millage Fund for installing custom wayfinding signs for the Trail Wayfinding Signage project.

BE IT FURTHER RESOLVED, that the Controller/Administrator is authorized to make the 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.

**TO:** Board of Commissioners Human Services & Finance Committees  
**FROM:** Melissa Buzzard, Trails and Parks Millage Coordinator  
**DATE:** June 4, 2019  
**SUBJECT:** Amendment to Delhi Township Millage Agreement  
For the meeting agenda of 6/17/19 Human Services and 6/19/19 Finance

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**BACKGROUND**

Board of Commissioners Resolution 19-047 authorized entering into a contract with Delhi Township to fund the Holt to Mason Trail, Phase 1 project for \$1,000,000.00 for the funding year of 2020.

Delhi Township originally requested \$3,543,380.00 and their scope of work was based off of this figure. The attached letter from Delhi Township outlines the project, broken into phases and would like to submit this for board approval in order to have their contract amended. The Township will be able to get this project in 2019 and would like the funding to be split between 2019 and 2020.

**ALTERNATIVES**

If the funding is not split between 2019 and 2020 and stays completely in 2020, the project will be delayed until January of 2020.

**FINANCIAL IMPACT**

No additional funds past the originally allocated \$1,000,000.00 is being requested.

**STRATEGIC PLANNING IMPACT**

This resolution supports the overarching long-term objective of striving to make facilities and services user-friendly, specifically Section A. 1(f) - Maintain and improve existing parkland, facilities and features, 1(g) - Work to improve accessibility for visitors of all ages and abilities and 1(h) - Enhance existing trails and blueways, and develop new multi-use trails and blueways, that connect parks with recreational, residential, cultural and business centers throughout Ingham County.

**OTHER CONSIDERATIONS**

N/A.

**RECOMMENDATION**

Based on the information presented, I respectfully recommend approval of the resolution authorizing an amendment to the Agreement with Delhi Township.

**DELHI CHARTER TOWNSHIP**  
**TOWNSHIP MANAGER'S OFFICE**

2074 Aurelius Road  
Holt, MI 48842-6320

Phone (517) 694-2137  
Fax (517) 694-3847



May 23, 2019

Melissa Buzzard  
Ingham County Parks Dept.  
121 E. Maple Street, Suite 102  
Mason, MI 48854

RE: Holt to Mason Trail – Phase I Millage Funding

Dear Ms. Buzzard:

Per our recent conversation, I have worked with our engineers to determine a logical break between activities that can be funded with the currently allocated \$1M, and those that will need to be funded using future millage allocations by the County Board of Commissioners. I offer the following work description for use in the agreement pertaining to the current Holt 2 Mason (Hayhoe) trail for your consideration:

**Phase 1**

- Complete survey of entire east side of Cedar Street
- Model and design the existing drain and proposed enclosure, working with the Ingham County Drain Commissioner office.
- Prepare plans and specifications for the entire trail project (to College Road).
  - Prepare two bid packages:
    - a) Bid package for the drain enclosure
    - b) Bid package for the pathway construction, which would include grading and paving for the pathway.
- Advertise and receive bids for the first bid package for the drain enclosure (bid package “a” described above)
- Award a contract for the drain enclosure
- Start construction of the enclosure

*Phase 2: This phase is dependent on subsequent allocation of additional millage resources*

- Advertise and receive bids for the second bid package which would be pathway construction (bid package “b” described above)
- Award a contract for pathway construction
- Complete construction of the enclosure
- State construction of the pathway
- Complete construction of trail project

It seems that only the Phase I details should be included in the current agreement language, since this is all we are likely to be able to complete with the available funding. However, I am including

the Phase 2 information so that you can see a complete picture of what is being proposed. If you agree that makes sense, please have the County's legal counsel prepare the agreement including the Phase 1 information.

During the summer, the Township only has one Board Meeting per month. Therefore, I have an opportunity on June 18<sup>th</sup>, and another on July 16<sup>th</sup>, to have the agreement approved by the Township Board. Obviously, we would all like to get going on this project as soon as possible, so the June 18<sup>th</sup> meeting would be best. Please let me know if you have any questions, or need additional information. Thank you!

Sincerely,



Tracy Miller  
Township Manager

Introduced by the Human Services and Finance Committees of the:

**INGHAM COUNTY BOARD OF COMMISSIONERS**

**RESOLUTION TO AUTHORIZE AN AMENDMENT TO DELHI TOWNSHIP  
MILLAGE AGREEMENT**

WHEREAS, Board of Commissioners Resolution 19-047 authorized entering into a contract with Delhi Township to fund the Holt to Mason Trail, Phase 1 for the funding year of 2020 for a total of \$1,000,000.00; and

WHEREAS, Delhi Township is requesting an amendment to the above Agreements due to a change of scope of the project; and

WHEREAS, Delhi Township is requesting the funding be allocated between the funding years of 2019 and 2020.

THEREFORE BE IT RESOLVED, the Ingham County Board of Commissioners authorizes an Amendment to the Agreement listed above with Delhi Township.

BE IT FURTHER RESOLVED, the Board of Commissioners authorizes the funding of \$1,000,000 be split between the funding years of 2019 and 2020.

BE IT FURTHER RESOLVED, that all other terms and conditions of these Agreements shall remain unchanged.

BE IT FURTHER RESOLVED, the Ingham County Board of Commissioners authorizes the Board Chairperson to sign any necessary documents that are consistent with this Resolution and approved as to form by the County Attorney.

## Agenda Item 4

**TO:** Law & Courts, Human Services, County Services, & Finance Committees

**FROM:** Teri Morton, Deputy Controller

**DATE:** June 5, 2019

**SUBJECT:** Resolution to update the Ingham County Strategic Plan and Action Plan  
For the meeting agendas of 6/12, 6/17, 6/18 and 6/19

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### **BACKGROUND**

Ingham County's current Strategic Plan identifies the vision, values, and goals to guide resource allocation and work planning for the years 2018 through 2022. The plan includes strategies and an action plan that specify activities and tasks required for accomplishing the goals. The strategic plan also includes success measures to evaluate the County's progress toward meeting these goals.

The 2018 – 2022 plan was adopted by the Board of Commissioners in March 2017. The version included here is not changed from the original, with one exception. Last year, the resolution was updated to reflect years 2019-2023. We recommend reverting back to 2018-2022 to give the 5-year plan a specific end date, then at that time the County can review progress and prepare a new 5- year plan if warranted.

This packet also includes an update to the action plan following its review by the Liaison Committees of the Board of Commissioners. Recommended changes to the action plan are in bold.

### **ALTERNATIVES**

The Board of Commissioners could choose not to make any changes to the 2018 – 2022 plan.

### **FINANCIAL IMPACT**

There is no direct financial impact. However, the goals and strategies included in the Strategic Plan are considered when allocating resources during the annual budget process.

### **STRATEGIC PLANNING IMPACT**

This resolution supports Goal A. Service to Residents: Provide easy access to quality, innovative, cost-effective services that promote well-being and quality of life for the residents of Ingham County. *Strategy 3. Develop a performance-based measurement system for monitoring and reporting County service delivery and outcomes.* Key implementation task f. 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.

### **OTHER CONSIDERATIONS**

Departments will be providing further updates to the action plan as part of their 2020 Budget Requests. Review of the 5- year strategic plan is necessary to ensure that the strategies and goals remain current.

### **RECOMMENDATION**

I recommend approval of the attached resolution and update of the action plan after review by the Board of Commissioners to incorporate the changes proposed by the Liaison Committees and to clarify the time frame of the 5-year Strategic Plan.

Introduced by the Finance Committee of the:

**INGHAM COUNTY BOARD OF COMMISSIONERS**

**RESOLUTION TO UPDATE THE 2018 – 2022 STRATEGIC PLAN AND ACTION PLAN**

WHEREAS, the Ingham County Board of Commissioners has developed and desires to adopt of a strategic plan that presents the goals and aspirations of County government and all its affiliated departments and agencies; and

WHEREAS, in 2017, the Board of Commissioners, working with elected officials, department heads and budgetary units completed a comprehensive year-long project with the assistance of Management Partners, Inc., a professional strategic planning firm; and

WHEREAS, the Board of Commissioners reviewed the plan in detail, provided feedback and made certain editorial modifications through its standing committees; and

WHEREAS, the Board deemed the plan to be comprehensive, appropriate, aspirational and strategically sound; and

WHEREAS, the Ingham County Board of Commissioners adopted the 2018 - 2022 Ingham County Strategic Plan; and

WHEREAS, the Ingham County Strategic Plan and Action Plan should be reviewed and updated, if necessary, on an annual basis.

**THEREFORE BE IT RESOLVED**, that the Ingham County Board of Commissioners hereby accepts the 2018 – 2022 Ingham County Strategic Plan and Action Plan as presented and modified by the Board membership.

Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
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**Goal A. Service to Residents: Provide easy access to quality, innovative, cost-effective services that promote well-being and quality of life for the residents of Ingham County.**

*Strategy 1. Strive to make facilities and services user-friendly*

a. Submit to the electorate a new health services millage that broadens the population served beyond what the current millage allows.	<u>Board of Commissioners</u> Controller TCOA	4th quarter of 2019	<b>The Human Services Committee will discuss the Health Services Millage Renewal in Late Summer/Fall of 2019.</b>
b. Expand Medicaid enrollment activities throughout Ingham County.	<u>Health Department - Health Promotion and Prevention</u>	Ongoing	Medicaid enrollment activities continued in 2018. Registration and Enrollment's location was enhanced to better serve clients as part of the HSB's May 2018 renovation.
c. Renovate the Health Department space at the Human Services Building and find a permanent home for the River Oak Clinic.	<u>Health Department</u> Controller Facilities Purchasing	2nd quarter of 2018	HSB centralized check-in and waiting room renovation project was completed in June 2018. 2019 CIP Requests reflect preparation to move the River Oak Clinic.
d. Expand programming to identify and address the prevalence of STDs in the community, particularly HIV/AIDS.	<u>Health Department</u>	Ongoing through 2022	A Ryan White Care Coordination Grant in the amount of \$581,172 was awarded to Ingham County in 2018.
e. Expand access to health care for County residents, with an emphasis on the uninsured and the under-insured, <b>the LGBTQ community, rural residents, and other underserved and marginalized populations.</b>	<u>Health Department</u>	Ongoing through 2022	Sparrow-VOA Clinic provided additional access to healthcare. Mobile health clinic partnership with Sparrow increased access to healthcare.
f. Maintain and improve existing parkland, facilities, and features.	<u>Parks</u> Purchasing Controller Board Of Commissioners Purchasing Zoo MSU Extension	Ongoing	The Parks Department continues work on approved CIP projects. These projects include roof replacement at Hawk Island and Lake Lansing South, improvements to splash pad features, adding canoes/kayaks/trailers, etc.

Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
g. Work to improve accessibility for visitors of all ages and abilities.	<u>Parks</u> Zoo Animal Control	Ongoing	The Parks Department was awarded two grants for Burchfield Park and McNamara Landing. The grant for McNamara Landing will provide for a universally accessible public kayak and canoe launch on the Grand River, with adjacent ADA parking improvements and a new accessible restroom facility. The Overlook Shelter grant will provide for the installation of a new ADA shelter, parking improvements, accessible pathway, etc. at Burchfield Park. In addition, we have a new ADA wheelchair at Lake Lansing South to provide beach access for any park visitor.
h. Enhance existing trails and blueways, and develop new multi-use trails and blueways, that connect parks with recreational, residential, cultural and business centers throughout Ingham County.	<u>Parks</u> Board of Commissioners Purchasing	Ongoing	A fourth round of millage applications were reviewed and 16 new projects were awarded that will address new construction, special projects (including blue ways) as well as repairs, rehabilitation, long-term maintenance projects, and small projects. The grant for McNamara Landing to install a new EzDock kayak launch will also enhance access to a blueway trail connecting to Burchfield Park. In addition, we have purchased kayaks for Hawk Island and Burchfield Park.
i. Construct a new 50,000 sq. ft. exposition center and replace the grandstands at the Fairgrounds.	<u>Fair</u> Controller Board Of Commissioners Purchasing	Last quarter 2019 (Fair)	Exploring a variety of methods to get the project completed by late 2019.
j. The Drain Commissioner's office will continue its program of maintenance and improvement of the important public drain infrastructure	<u>Drain Commissioner</u>	Ongoing	Maintenance and improvement of drain infrastructure is an ongoing activity.
k. Provide for collection and proper disposal of household hazardous waste through the Health Department environmental health division.	<u>Health Department</u> Purchasing	Ongoing	Household Hazardous Waste collection program continued. See activity indicators for metrics.

Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
l. Provide for ongoing potable water and wastewater inspections through the Health Department.	<u>Health Department</u>	Ongoing	Ongoing. Environmental Health staff provided input and advocacy around proposed changes to the statewide septic code.
m. Monitor environmental hazards and seek to prevent and mitigate pollution.	<u>Health Department</u>	Ongoing	Ongoing
n. Diversify programs/activities at the Ingham County Fair.	<u>Fair</u> Controller Board Of Commissioners Purchasing MSU Extension	Ongoing	Develop relationships with a variety of different clubs, organizations and businesses throughout the county. Create opportunities for the underserved populations that we don't typically reach.
o. Apply contemporary transportation infrastructure philosophies, such as complete streets, to all road construction projects.	<u>Road Department</u> Board of Commissioners Parks Purchasing	Ongoing	2018 Road projects that involved complete streets philosophy: Jolly, Dobie-Meridian Rds--adding paved shoulders; Jolly at Okemos Intersection--Sidewalk gap fill-ins & ADA upgrades; Cedar St, Holt-Aurelius Rds--To be reconstructed with bike lanes, on-street parking, cross walks, new sidewalks and ADA upgrades.
p. Ensure there is no waiting list for the TCOA meals on wheels program in Ingham County.	<u>Tri-County Office on Aging</u> Board of Commissioners		TCOA was awarded a 3% increase over last year's MOW request, as well as an additional \$11,930 to be put toward this strategy for ending the wait list.
q. Implement an electronic filing system for veteran benefit claims.	<u>Veterans Affairs</u>		Veterans Affairs is able to report county service delivery and outcomes by utilizing a more efficient county-solution VetraSpec system. VetraSpec is a secure, online, veteran's claims management software solution built for veteran service officers and state departments.
r. Increase the number of families are served through the DHHS special needs account.	<u>Michigan Department of Health and Human Services</u> Board of Commissioners Controller		The number of special needs clients served by DHHS is projected to increase from 125 in 2017 and 2018 to 180 in 2019.

Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
s. Work with DHHS to fix their handbook and administrative rules to eliminate confusion.	<u>Circuit Court - Juvenile Division</u> Michigan Department of Health and Human Services Board of Commissioners Controller		The Juvenile Division has attended all training and forums related to the Child Care Fund. Additionally, the Deputy Court Administrator and the Michigan Association of Family Court Administrators have met regularly to address concerns as they arise. It should also be noted that in September of 2017, the Juvenile Division participated in an on-site review by the Child Care Fund audit team. It was determined that the Juvenile Division was effective in reporting costs that were accurate, allowable and appropriate according to state laws, regulations and departmental policy.
t. Reduce the amount of time spent by each child in the foster care system.	<u>Michigan Department of Health and Human Services</u> Board of Commissioners Controller		The number of days of Family Foster Care is projected to decrease from 38,077 in 2017 down to 28,470 in 2019.
u. Maintain the minimal level of Law Enforcement /Road Patrol response in the Sheriff's Office primary service area within the current revenue stream.	<u>Sheriff's Office</u>	Remain at current level through 2020	Formal Reorganization of ICSO in 2018/2019 with the proposed addition of one new Field Services Sergeant position. This position has been added and made a noticeable improvement to operations. Sheriff's Safer Schools Initiative
v. Continue to take the lead in organizing interagency cooperation and obtaining state and federal grant funding to protect Ingham County against all hazards, including an emphasis on terrorism, natural disasters and accidents.	<u>Homeland Security Office</u> Purchasing MSU Extension MSP EOC Lansing SEOC MSU EOC		Strong partnerships have been established and are maintained with our local, state, regional and federal partners

Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
w. Continue work to stem the epidemic of Opioid/Heroin related deaths and crime.	<u>Health Department</u> Prosecuting Attorney Sheriff's Office Tri-County Metro Squad Circuit Court - Juvenile Division FAN Lansing/Mason Area Opiate Task Force TCOA	Ongoing/Annual	The Ingham Opioid Abuse Prevention Initiative continued to meet and follow the strategic plan that it developed. Activities include collaborating with the County Jail and Community Mental Health to develop plans of care for inmates with Substance Use Disorders. Ingham County has retained Weitz & Luxenberg to pursue legal action against manufacturers and distributors of opioids. <b>This is also being addressed through the recently received Medically Assisted Treatment (MAT) federal grant, as well as programming being funded by the new Justice Millage.</b>
x. Continue work that targets violent offenders, high level drug dealers, gang activity, and gun violence.	<u>Prosecuting Attorney</u> Tri-County Metro Squad	Ongoing/Annual	ICPO works with police and law enforcement partners to prosecute violent crimes, much of which is the result of the illegal drug trade. In the absence of sensible gun legislation at the state and national level, it is local police and prosecutors who are on the front lines addressing gun violence. Many of our homicides result from the illegal drug trade and we support efforts to reduce illegal drug activity, in our community and throughout the State of Michigan. <b>The Sheriff's Office will continue to partner with the Lansing Police Violent Crime Initiative (VCI) to stem violence.</b>

**Goal A. Service to Residents: Provide easy access to quality, innovative, cost-effective services that promote well-being and quality of life for the residents of Ingham County.**

*Strategy 2. Connect and collaborate with local government networks to learn about innovations and new cost effective service delivery models.*

Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
a. Provide additional resources to the task force focusing on the epidemic of opiate addiction in Ingham County.	<u>Health Department</u> Sheriff's Office Prosecuting Attorney MSU Extension TCOA	Ongoing through 2022	The Health Department secured \$70,000 in funding from the Blue Cross Blue Shield of MI Foundation to support the activities of the Ingham Opioid Abuse Prevention Initiative and is utilizing these funds in 2018. CMH has begun distributing Narcan to at-risk individuals upon their release from the Ingham County Jail. The Sheriff has had several mobile pill collections at community events.
b. Partner with non-profit agencies and local governments to communicate the availability of quality pre-natal care to minority populations.	<u>Health Department</u>	Ongoing through 2022	The Maternal and Child Health Division's Maternal and Infant Health, Nurse Family Partnership, and Strong Start Healthy Start programs continued to work with community partners to improve birth outcomes.
c. Develop an indigent defense services plan following guidelines issued by the State through the Michigan Indigent Defense Commission (MIDC)	<u>Controller</u> Circuit Court District Court Prosecuting Attorney	<u>Following Deadlines as set by MIDC</u>	Compliance Plan including 54A, 54B, and 55th District Courts and 30th Circuit Court submitted to MIDC. Plan accepted by MIDC and funding from State of Michigan granted. Implementation planning for a County Public Defender Office is underway.
d. Continue and consider expansion of the network of various Ingham County Specialty Courts (Domestic Violence, Mental Health, Substance Abuse, and Veterans Courts).	<u>District Court</u> Circuit Court Prosecuting Attorney Sheriff's Office Circuit Court - Juvenile Division	Ongoing	The court continues to work with other courts and community partners to enhance and expand existing specialty court programs.
e. Combine Jail sentences with substance abuse and other treatment programming when appropriate to reduce recidivism.	<u>District Court</u> Community Corrections Advisory Board Sheriff's Office Circuit Court Prosecuting Attorney	Ongoing	The court focus is on rehabilitation and sentences are designed for what is best for the defendant and the community. <b>The Sheriff's Office will continue to engage the MSU School of Criminal Justice to implement a local Ingham County Recidivism study to determine if specialty courts and new programming are having a positive effect.</b>

Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
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**Goal A. Service to Residents: Provide easy access to quality, innovative, cost-effective services that promote well-being and quality of life for the residents of Ingham County.**

*Strategy 3. Develop a performance-based measurement system for monitoring and reporting County service delivery and outcomes.*

a. Preserve important farmland and open spaces through purchase of development rights.	<u>Farmland and Open Space Preservation Board</u> Purchasing MSUE	Annually	Since it began, the program has protected just over 5300 acres of farmland and open space land in the county with permanent conservation easements. The millage was renewed for an additional 10 years in 2018.
b. Maintain a master road improvement plan that prioritizes road projects to achieve “excellent” road conditions.	<u>Road Department</u>	Ongoing	With the MTF revenue increase, the Road Department proposes maintenance paving and chip-sealing on approximately 100 miles of primary road in 2019. Also in 2019 the increased MTF will provide several miles of full resurfacing. With the recent past financial constraints, no primary roads have been fully rehabilitated or re-paved without federal aid and/or special state or other funding.
c. Develop a standardized reporting system for Community Agencies.	<u>Controller</u>	2nd quarter of 2018	A standardized reporting system is expected to be in place for 2019.
d. Identify acceptable response time ranges to develop plans to address any shortfalls in meeting the acceptable time ranges for calls for service.	<u>Sheriff's Office</u> 9-1-1 Center	Annual Basis	Pending reorganization would add one additional unit to respond / improve response times to CFS Sheriff's Safer Schools Initiative. Sheriff has assigned a deputy to each rural township and has
e. Identify appropriate sanctions for adults in order to foster appropriate behavior, reduce criminal recidivism, and effectively manage corrections resources, including the jail population.	<u>Community Corrections Advisory Board</u> Prosecuting Attorney Sheriff's Office Circuit Court/Pretrial Services District Court Private Service Providers	Develop definition of recidivism by Oct. 1, 2017 Establish baseline by collecting data for 1 year - October 1, 2018	Due to the scope of this project and time constraints this FY, the Action Plan has been revised. The overall scope and feasibility of defining and tracking recidivism will be explored by June 30, 2019. Based on the results, an Implementation Plan and Timeline will be developed by September 30, 2019; Use of structured sentences that include evidence-based program models shown to reduce participant recidivism will continue to be utilized.

Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
f. 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.	<u>Controller</u>	12/31/2017	A new 5-year strategic plan was adopted by the Board of Commissioners in 2017. Progress is reported annually during the budget process and periodically throughout the year at liaison committee meetings.

**Goal A. Service to Residents: Provide easy access to quality, innovative, cost-effective services that promote well-being and quality of life for the residents of Ingham County.**

*Strategy 4. Ensure employees provide complete and courteous response to resident questions and inquiries.*

a. Periodically offer FOIA training opportunities to all employees.	<u>Board of Commissioners</u> Animal Control Prosecuting Attorney		Key users have participated in training for new releases of the FOIA software.
b. Provide responsive customer service and public engagement.	<u>Controller</u>		Methods to further implement this strategy will be explored in 2019. Facilities Department sent out a satisfaction survey in January 2019.

**Goal A. Service to Residents: Provide easy access to quality, innovative, cost-effective services that promote well-being and quality of life for the residents of Ingham County.**

*Strategy 5. Provide opportunities to gather feedback on County services from the public.*

	<u>Board of Commissioners</u> Innovation and Technology Animal Control Circuit Court Sheriff's Office		Every public meeting is a chance to gather feedback. However, an example of specific engagement with the public is the sessions held by the Sheriff to educate the public on the Jail millage.
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**Goal B. Communication: Improve service by enhancing the quality of external and internal communication.**

*Strategy 1. Promote key services through the local media.*

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Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
a. Increase resident awareness of parks, park activities, accomplishments, and opportunities.	<u>Parks</u> Board of Commissioners Zoo	Ongoing	The Parks Department issues press releases and frequently posts to Facebook to keep the public up to date on park information. The Friends of Ingham County Parks have developed in conjunction with the Parks Department staff, a Voluntary Park Patron Optional Decal – Fundraising Proposal. This will help the Friends build a membership base of park supporters and donors.
b. Secure funding for mass media campaign around education, prevention, and treatment of HIV and STIs.	<u>Health Department</u> Board of Commissioners	Apply for funding by Q4 2018	The Health Department was awarded \$20,000 for a media campaign as part of its 2018 grant for Ryan White Care Coordination funds. The Health Department secured \$5,000 for a Hepatitis A Campaign and began implementing it in May 2018.
c. Provide public relations and media training for Commissioners, department heads, and staff.	<u>Controller</u>	Ongoing	Training opportunities are ongoing and encouraged county-wide (ICMA Webinars). Media training scheduled for February 27 Department Head

**Goal B. Communication: Improve service by enhancing the quality of external and internal communication.**

*Strategy 2. Provide opportunities for residents and service recipients to share their experiences about County services.*

a. Add a recurring item to County Board agenda for committee liaisons to provide brief updates on relevant business and actions.	<u>Controller</u> Board of Commissioners	Ongoing	Committee Chair updates are included on the agenda for every Board of Commissioners meeting.
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**Goal B. Communication: Improve service by enhancing the quality of external and internal communication.**

*Strategy 3. Consider ways to brand and unify County messaging*

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Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
a. Create and maintain a social media presence for County programs and services.	<u>Controller</u> All Interested Departments	Ongoing	A social media policy was approved by the Board of Commissioners in 2018. The web site update is ongoing.

**Goal B. Communication: Improve service by enhancing the quality of external and internal communication.**

*Strategy 4. Assure ease of access to information on and maintenance of the County Web site.*

a. Make county records available on-line whenever practical.	<u>Innovation and Technology</u>	12/1/2020	Website update is in progress, this will be the first step in providing more information online.
b. Route all requests for public documents through the FOIA Coordinator.	<u>Board of Commissioners</u>		While FOIA request procedures are available on the webpage, we are still attempting to have all customers use the FOIA software when requesting information.
c. Continue support for online mapping and property search queries through the Equalization Department.	<u>Equalization/Tax Mapping</u> Innovation and Technology	Annually	This is addressed annually in the budget.
d. Support efforts to allow on-line fee payment for vital records.	<u>County Clerk</u> Innovation and Technology	2nd Quarter - 2019	Two challenges must be addressed: ability to verify identity and no-cost or low-cost payment processing. The current vendor is developing an ID verification module with an expected rollout in 2019. After rollout, the Clerk will determine if it meets our needs. The Clerk plans to work with the Treasurer to develop no-cost payment processing solutions.
e. Create an electronic, public directory of all County services with contact information.	<u>Innovation and Technology</u>	12/1/2018	Website update is in progress, anticipated rollout is before the end of the year.
f. Assign an employee in each department with responsibility for keeping the intranet up to date.	<u>Innovation and Technology</u>		IT can recruit a point person and coordinate but cannot enforce updates to happen. It will need to be escalated if greater measures need to be taken.

Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
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**Goal C. Management, Finance and Governance: Maintain and enhance County fiscal health to ensure delivery of services to residents.**

*Strategy 1. Maintain the County's financial reserves at adequate levels.*

	<u>Controller</u>	Ongoing	The reserves in the Budget Stabilization Fund, General Fund, and Public Improvement Fund as of 12/31/17 total \$27.9 million. This equates to 12% of the \$233.3 million in total budgeted expenditures for 2018. As of 12/31/17 the General Fund has \$11.8 million more than the policy's minimum target and the Public Improvement Fund has \$.8 million more than the policy minimum. The Budget Stabilization Fund is \$240,959 above its minimum target level.
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**Goal C. Management, Finance and Governance: Maintain and enhance County fiscal health to ensure delivery of services to residents.**

*Strategy 2. Continue to monitor adherence to the County's financial reserve policy*

	<u>Controller</u>	Ongoing	The County's policy requires that the County Controller annually advise the Finance Committee of the status of the balances in the funds, and as appropriate, provide recommendations for maintaining the balance at appropriate levels.
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**Goal C. Management, Finance and Governance: Maintain and enhance County fiscal health to ensure delivery of services to residents.**

*Strategy 3. Develop options for service levels depending on the County's fiscal health.*

a. Set reasonable fees for document searches and duplication.	<u>Board of Commissioners</u>		Fees are set by resolution on an annual basis.
b. Build capacity to meet growing demands to investigate, educate and control the incidence of sexually transmitted infections in our community.	<u>Health Department</u>		Ryan White Care Coordination Grant awarded in 2018.

Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
c. Increase the immunization rate among children 19-35 months old and 13-17 years old through community outreach/collaborations to increase knowledge and awareness about immunization.	<u>Health Department</u>		Immunization activities continued. The Board of Health has included <i>Promote ICHD Adolescent &amp; Adult Vaccination Activities</i> as one of its Strategic Priority areas. Vaccinated residents at the Ingham County Youth Center monthly.
d. Consider the 9-1-1 Advisory Committee recommendation to submit to the electorate a supplemental 9-1-1 Operational Millage to build up a fund balance to upgrade or replace the current Public Safety Communications System.	<u>Board of Commissioners</u> 9-1-1 Center	Increase start in 2018 and continue for several years. Radio system must be replaced/updated by 2021.	The Board of Commissioners decided to move forward with a ballot question in November 2018 to increase the 9-1-1 surcharge to fund a full radio replacement, per Resolution 18-322. The ballot question was approved by voters and the radio replacement project is underway.
e. Supplement the CCAB Plans and Programs through local funding given the limited resources available.	<u>Community Corrections Advisory Board</u> Circuit Court Prosecuting Attorney	2018	CMH-CATS, Jail and Community Corrections worked together to propose programming that could potentially be funded through the Justice Complex Millage. A proposal was submitted for community-based programming.
f. Expand diversion program to divert non-violent economic crime from the traditional Courts dockets.	<u>Prosecuting Attorney</u>		We are working to further expand the eligibility of diversion cases. If marijuana is legalized in the State of Michigan, a significant number of our annual Diversion cases would no longer be filed. We are planning for this eventuality by looking at additional cases and offense categories for which Diversion programming is an appropriate solution.

Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
g. Expand evidence based juvenile programming to adequately address the increased Family Division caseload should 17 year olds become part of their responsibilities.	<u>Circuit Court - Juvenile Division</u> Prosecuting Attorney	Annually	The Juvenile Division attempts to support this goal by reorganizing a Juvenile Court Officer position to a second Family Center Supervisor. The Family Center currently has the infrastructure to treat juveniles through their 18th birthday. This new position will be able to make decisions in the face of a critical incident at the Family Center. Currently there is one Supervisor working 12:00 pm to 8:00 pm. This new Supervisor position will provide necessary coverage from 7:30 am – 3:00 pm, while the other Supervisor will work 12:30 pm – 8:30 pm.

**Goal C. Management, Finance and Governance: Maintain and enhance County fiscal health to ensure delivery of services to residents.**

*Strategy 4. Periodically review and revise policies and contracting procedures to reflect current best practices.*

a. Coordinate County infrastructure improvement projects such as roads and drains.	<u>Road Department</u> Drain Commissioner	Ongoing	Road department sends Drain office lists of upcoming road projects early each year and several times throughout design process for coordination including avoidance of duplicate traffic and pavement disturbance. Road department also routinely sends Drain office copies of any larger permit applications to alert Drain office of larger utility impacts that may affect county drains.
b. Provide regular reports to the County Board on the use of debt service, updates on Tax Increment Financing and other financing tools.	<u>Controller</u> Financial Services	Ongoing	The County has a debt service policy, updates done annually through the audit and other financial reporting.
c. Continue periodic reports to the County Board on management and financial issues outside of the budget process.	<u>Controller</u> Financial Services Human Resources Purchasing	Ongoing	Updates have been or will be provided on Purchasing and contracts policies, and new IT security training has been implemented.

**Goal C. Management, Finance and Governance: Maintain and enhance County fiscal health to ensure delivery of services to residents.**

Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
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*Strategy 5. Conduct periodic internal audits to assess departmental compliance with management and financial policies and procedures.*

a. Monitor compliance with policies and procedures by County employees, elected officials and Commissioners (e.g., purchasing, ethics, IT security, non-discrimination).	<u>Controller</u> Innovation and Technology Purchasing Sherriff's Office	Ongoing	Ongoing
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**Goal C. Management, Finance and Governance: Maintain and enhance County fiscal health to ensure delivery of services to residents.**

*Strategy 6. Identify long and short-term funding priorities and financing options for capital projects.*

a. Lend full faith and credit to viable drainage projects within parameters of the County's debt financing policy.	<u>Board of Commissioners</u>		In 2018 the County pledged full faith and credit for the Ferley Drainage District Bonds.
b. Lend full faith and credit to viable public infrastructure projects.	<u>Board of Commissioners</u>		The Board of Commissioners is supporting ongoing expansion and renovation projects at the Medical Care Facility, CMH and Animal Shelter.
c. Promote brownfield redevelopment.	<u>Economic Development</u>		For 2018 the County has contracted Economic Development Services to the Lansing Economic Area Partnership (LEAP).
d. Create a comprehensive and structured approach to the long-term management of assets as tools for the efficient and effective delivery of benefit.	<u>Facilities</u> Innovation and Technology Parks		The Facilities Director has met with Parks and they are doing a Facilities Condition Assessment of the assets within all 3 major parks. This should be concluded by the spring of 2019.
e. Develop a policy to ensure adherence with the approved Capital Improvement Program when reviewing capital funding requests.	<u>Controller</u> Innovation and Technology	4th quarter 2019	The timeline has been adjusted and extended to 2019.

**Goal C. Management, Finance and Governance: Maintain and enhance County fiscal health to ensure delivery of services to residents.**

*Strategy 7. Identify efficiencies through regional collaboration, consolidation and service sharing that promote accountability, transparency and controlling costs.*

a. Support the Ingham Conservation District in its efforts to promote natural resource stewardship.	<u>Board of Commissioners</u> Ingham Conservation District Parks	12/31/2017	The 2019 budget included a contract for services with the Ingham Conservation District of just over \$8,000.
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Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
b. Coordinate environmental education efforts with MSU Extension, Tri-County Regional Planning Commission and the environmental health division Health Department.	<u>MSU Extension</u> Tri-County Regional Planning Commission Health Department Parks	Ongoing	MSU Extension Greening Michigan Institute educators and resources may provide education and information.
c. Support regional and local convention and tourism activities	<u>Controller</u> Fair Parks	Ongoing	80% of Hotel/Motel tax proceeds continue to be allocated to the Greater Lansing Convention and Tourism Bureau.
d. Support regional and local economic development groups	<u>Controller</u> Fair Parks	Ongoing	The County is a dues paying member of LEAP and maintains a contract with LEAP for economic development services.
e. Improve the timing of Child Care Fund reimbursements received from the State of Michigan.	<u>Circuit Court - Juvenile Division</u>		The Juvenile Division intends to develop and maintain a Child Care Fund Annual Plan and Budget through a strong collaboration with the Ingham County Budget Office and the Financial Services Department. Reimbursement will be timely if the Child Care Fund Annual Plan and Budget is properly constructed. The Annual Plan and Budget will be developed this summer with proper coordination between departments.
f. Implement a legislative solution to fix the unfunded mandate caused by the reduction in DHHS worker caseload ratios from 15:1 to 13:1.	<u>Michigan Department of Health and Human Service</u> Controller Board of Commissioner Circuit Court - Juvenile Division		Work towards a legislative solution to contain foster care costs is ongoing.

Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
g. Continue the contracts with MSU to continually evaluate the effectiveness of the Juvenile Court Programming including millage-based programs.	<u>Circuit Court - Juvenile Division</u>	Annually	The newly created Clinical Mental Health Professional conducts quarterly fidelity assessments of evidence based curriculums utilized by the Juvenile Division. In January 2018, a formal continuous quality improvement (CQI) plan was instituted to assist with program evaluation and continued implementation for Juvenile Division programming. This evaluation will provide information regarding each program's fidelity to its model. This information will be shared with the relevant agency/personnel along with recommendations to ensure that all programming continues to implement best practices.

**Goal C. Management, Finance and Governance: Maintain and enhance County fiscal health to ensure delivery of services to residents.**

*Strategy 8. Monitor and address unfunded liabilities.*

	<u>Controller</u>	ongoing	The County continues to contribute required MERS payments and obligations toward OPEB.
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**Goal D. Information Technology: Enhance and provide the necessary support and equipment to meet the IT needs of each department to make service delivery to the public more efficient and transparent.**

*Strategy 1. Support well-trained IT managers and staff current with emerging trends and best practices.*

	<u>Innovation and Technology</u>	Ongoing	Training and conference opportunities are being provided to staff.
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**Goal D. Information Technology: Enhance and provide the necessary support and equipment to meet the IT needs of each department to make service delivery to the public more efficient and transparent.**

*Strategy 2. Annually budget for countywide IT projects including updates to existing software applications.*

a. Continue to replace all state-owned computer hardware with county-purchased hardware as well as purchase supporting MS/Windows licenses.	<u>Innovation and Technology</u> Friend of the Court	12/1/2019	Reviewing inventory to ensure all are identified and replaced by deadline. Licenses will be purchased to cover.
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Key Implementation Tasks	Lead Responsibility/Others Involved	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
b. Promptly communicate emerging IT issues with department heads, elected officials and the County Board.	<u>Innovation and Technology</u>	Ongoing	As issues arise, communication is sent via Helpdesk email or from CIO to advise depending on immediacy/severity of issue.
c. Schedule quarterly face-to-face meetings with the IT director, department heads, elected officials and County Services Committee.	<u>Innovation and Technology</u>	8/1/2018	First meetings to be scheduled for Q3 2018, will take feedback to determine optimal logistics – groups, one on one, etc.
d. Prepare a comprehensive landscape review and inventory of County IT programs, vendors, hardware, IT assets, and assessment of related needs with cost estimates.	<u>Innovation and Technology</u>	6/1/2018	In starting this project it was discovered that this is a much larger project than anticipated. It will take much longer to do an effective job of creating that inventory of everything IT.
e. Implement a department-by-department evaluation of IT services that focuses on the needs of the end user.	<u>Innovation and Technology</u>	12/1/2018	Evaluation document being developed, and key criteria/metrics being established.
f. Develop a five-year IT growth plan with associated costs.	<u>Innovation and Technology</u>	6/1/2019	As this is dependent on having a good review document, the date on this has been pushed out as well.
g. Create an up-to-date IT emergency management plan including the security of private data.	<u>Innovation and Technology</u>	4/1/2018	First draft is completed, will need annual review to ensure it is up to date.

**Goal D. Information Technology: Enhance and provide the necessary support and equipment to meet the IT needs of each department to make service delivery to the public more efficient and transparent.**

*Strategy 3. Establish consistent standards for department website design, information postings and monitoring.*

	<u>Innovation and Technology</u> Board of Commissioners Controller	6/1/2018	Slight delay on this due to obtaining feedback and consensus from the various stakeholders. Still on track to be completed as part of the website redesign process.
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**Goal E. Facilities and Infrastructure: Provide user friendly, accessible facilities and quality infrastructure.**

**Strategy 1. Review recommendations of the Space Utilization Study for Ingham County.**

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Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
a. Use the Animal Control Millage to build a new Animal Control Replacement facility on existing county property in Mason.	<u>Facilities</u> Animal Control Purchasing Building Authority	2nd Quarter 2019	New Shelter will be open to the public on June 5, and Ribbon Cutting will be held on June 14, 2019.
<b>a1. Continue support of expanded Animal Control staffing and debt service payments for new shelter with Animal Shelter millage funding, approved through 2021.</b>	<u>Board of Commissioners</u>		
b. Develop strategies to finance with new revenue a modern new Ingham County Jail that is more humane, efficient and cost effective with appropriate security levels, programming and staffing.	<u>Board of Commissioners</u> Courts Sheriff Controller Facilities	August 2018	The County is requesting that the voters consider a millage that would replace the current county jail, the Sheriff's administrative offices and court facilities located in Mason. This construction would be financed with bonds which would be paid for by the proceeds of the millage over the next 20 years. The County is also requesting additional programming funds over the same time period in order to expand services that would treat substance addictions and mental illness at the jail, and also to reduce re-incarceration among arrested persons. Voters approved the millage, and planning for the new justice complex and expanded programming is underway.
<b>b1. Develop/design and construct the new Justice Complex</b>	<u>Facilities</u> Sheriff Courts Building Authority Controller Purchasing County Clerk	Middle to End of 2022	
c. Develop a proactive maintenance plan to extend the life of facilities, property and infrastructure assets.	<u>Facilities</u> Parks Purchasing	12/31/2017	This was started in 2017 and should be completed in 2019.

Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
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**Goal E. Facilities and Infrastructure: Provide user friendly, accessible facilities and quality infrastructure.**

*Strategy 2. Plan physical space needed for future storage needs.*

a. Develop a data retention policy.	<u>Innovation and Technology</u>	Ongoing	Need information on legal requirements. Controller's office working with attorneys.
b. Evaluate future storage capacity needs for electronic data.	<u>Innovation and Technology</u>	12/1/2018 Within guidelines effective 1/1/2018	Corrected typo in second date, needs to be after the first date.

**Goal E. Facilities and Infrastructure: Provide user friendly, accessible facilities and quality infrastructure.**

*Strategy 3. Identify areas for collaboration with other governmental units for facilities, property, and infrastructure upgrades.*

a. Coordinate road projects with other infrastructure improvement projects, such as drains, in order to minimize transportation disruption and public inconvenience.	<u>Road Department</u> Drain Office	Ongoing	See Goal C, Strategy 4a
b. Explore methods to share and/or consolidate District Court programming, operations and /or facilities.	<u>Controller</u> Law and Courts Committee 55th District Court State Court Administrator	Ongoing	This is ongoing. Meetings occurred in 2018 and are scheduled into the future.
c. Evaluate and plan for adult caseload reduction if the state legislation is approved to move 17-year-olds	<u>Circuit Court</u> Sheriff's Office		<b>It is likely that the State will enact Raise the Age Legislation effective October 1, 2021. The funding mechanism is the outstanding issue to be decided upon. The Family Division of the Circuit Court and the Sheriff's Office have plans in place to address the change when it becomes effective, although, with the outstanding issue of a funding mechanism, impacts on operational costs are difficult to evaluate.</b>

**Goal E. Facilities and Infrastructure: Provide user friendly, accessible facilities and quality infrastructure.**

Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
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*Strategy 4. Consider environmentally-friendly construction strategies.*

a. Maintain a database of drain infrastructure conditions to prioritize drain improvement projects designed to extend their useful life.	<u>Drain Commissioner</u> Innovation and Technology		Maintenance of a database of drain infrastructure is an ongoing activity.
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**Goal F. Human Resources and Staffing: Attract and retain exceptional employees who reflect the community they serve and who prioritize public service.**

*Strategy 1. Attract and retain employees who value public service.*

a. Develop an employee succession plan with a timeline for anticipated retirements.	<u>Human Resources</u>	HR data provided on 1/1/2018. Dept. review meetings to be complete step 1 by 3/31/2018. Analysis of initial feedback and summary of needs by 6/30/2018. Begin process of building plan in 3rd quarter.	Complete delivery of HR data to departments by 7/31/18. Dept. review meetings to be completed by 9/30/2018. Analysis of initial feedback and summary of needs by 12/31/2018. Begin process of building plan in 1st quarter 2019.
b. Develop a workforce that reflects the community it serves by establishing countywide diversity goals.	<u>Human Resources</u> Board of Commissioner Equal Opportunity Committee	Currently data provided quarterly to EOC.	Ongoing. 1st and 2nd quarter data provided to EOC as of July 2018.

**Goal F. Human Resources and Staffing: Attract and retain exceptional employees who reflect the community they serve and who prioritize public service.**

*Strategy 2. Regularly solicit employee feedback and suggestions for workflow improvements.*

Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
a. 6mo. And 12 mo. Survey on workflow	<u>Controller</u>	Deadline extended to 7/1/2019	These three tasks will be assigned to the Human Resources Department. In 2019 there will be discussions regarding a reorganization of the entire Central Services operation.
b. Staff Meeting include workflow reviews and process mapping exercise (if dept. does not have staff meetings, provide workflow questionnaire for soliciting a response)	<u>Controller</u>		
c. Electronic suggestion box	<u>Controller</u>		

**Goal F. Human Resources and Staffing: Attract and retain exceptional employees who reflect the community they serve and who prioritize public service.**

*Strategy 3. Encourage employee creativity and innovation.*

a. Develop formal and informal employee recognition programs	<u>Human Resources</u> Board of Commissioners Controller	Launch by 1/1/2019	HR draft plan to Controller by 9/30/18.
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**Goal F. Human Resources and Staffing: Attract and retain exceptional employees who reflect the community they serve and who prioritize public service.**

*Strategy 4. Support employee and professional development.*

a. Continue monthly department head meetings to share information.	<u>Controller</u>	Ongoing	Monthly department head meetings were held throughout 2018. Bimonthly meetings are scheduled for 2019.
b. Communicate policy and procedure changes and other updates to department heads and employees within one week of adoption.	<u>Board of Commissioners</u> Controller Human Resources	Ongoing	New policies and amended policies are added to the webpage once adopted and are also emailed to departments heads.
c. Conduct training that will help employees better understand and respond to resident questions and inquiries.	<u>Human Resources</u>	FY 2019	FY 2019
d. Conduct training on services specific to departments.	<u>Human Resources</u>	Ongoing	Ongoing

Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
e. Develop a countywide training program that promotes respect for diversity.	<u>Human Resources</u>	3rd quarter 2019	3rd quarter 2019



# Ingham County Strategic Plan



Vision  
Mission  
Values  
Overarching  
Priorities  
Goals  
Strategies  
Success  
Indicators

February 2017

*Prepared for Ingham County, Michigan by Management Partners*



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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 years 2018 through 2022. 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.

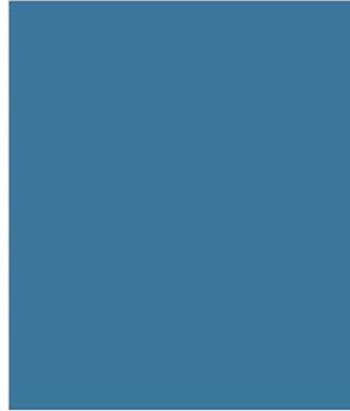
## Strategic Planning Process and Workshops

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. A subcommittee of Commissioners met in 2016 and early 2017 to refine this document which was subsequently approved by the Board of Commissioners on March 14, 2017.



# Vision and Mission



*A vision statement is aspirational. It reflects a desired future for the County.*

## **OUR VISION**

*Ingham County is a welcoming, inclusive, peaceful, engaged, healthy, and just community for all residents.*

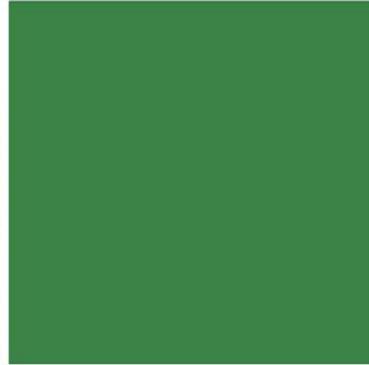
*A mission defines the purpose of the organization, what it stands for and what it will do, and directs the day-to-day actions of leaders, managers and employees.*

## **OUR MISSION**

*Ingham County will identify and provide high quality, easily accessible services that its residents value. These services will be delivered by an ethical, well-trained workforce comprised of public servants in the most effective, collaborative way possible.*



# 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:

- ❖ *Quality resident services;*
- ❖ *Accountability and fiscal responsibility;*
- ❖ *Diversity, equity and inclusion;*
- ❖ *Honesty, integrity and ethics; and*
- ❖ *Creativity and innovation.*



## Goals and Strategies (2018 – 2022)



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

*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. Success indicators are presented in a companion Implementation Action Plan document that is updated yearly as part of the annual budget process.*

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

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

Each of these six goals encompass many aspects and are interrelated. For example, information technology has an impact on service to residents, as does finance, facilities, infrastructure, communication and staffing. These interrelationships will be addressed as implementation proceeds and spelled out in the implementation action plan.



# Overarching County Priorities

The Ingham County Board of Commissioners has adopted several long-term priorities that were instrumental in the development of the strategic plan goals and priorities. The long-term objectives are focused on County services that promote and emphasize a healthy and active population, a safe community, a thriving economy and high quality of life, a clean and protected environment, and an innovative approach to government services focused on fairness, equity and social justice.

The overarching long-term objectives for the plan include:

Overarching Long-term Objective	Goal					
	Service to Residents	Communication	Management, Finance and Governance	Information Technology	Facilities and Infrastructure	Human Resources and Staffing
Fostering economic wellbeing	●					
Preventing and controlling disease	●					
Promoting accessible healthcare	●					
Assisting in meeting basic needs	●					
Fostering youth development	●					
Enhancing access to County records		●				
Supporting public safety			●			
Assuring fair and efficient judicial processing			●			
Providing appropriate evidence based sanctions for adult offenders			●			
Providing appropriate evidence based treatment and sanctions for at-risk youth and juveniles			●			
Providing a quality transportation system, including roads					●	
Providing a suitable and ecologically sensitive drainage system					●	
Providing recreational opportunities					●	
Promoting environmental protection, smart growth and conservation					●	



## Service to Residents

**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. Strive to make facilities and services user-friendly.
2. Connect and collaborate with local government networks to learn about innovations and new cost effective service delivery models.
3. Develop a performance-based measurement system for monitoring and reporting County service delivery and outcomes.
4. Ensure employees provide complete and courteous responses to resident questions and inquiries.
5. Provide opportunities to gather feedback on County services from the public.



## Communication



**Goal: Improve service by enhancing the quality of external and internal communication.**

### Strategies

1. Promote key services through the local media.
2. Provide opportunities for residents and service recipients to share their experiences about County services.
3. Consider ways to brand and unify County messaging.
4. Assure ease of access to information on and maintenance of the County Web site.



# Management, Finance and Governance



**Goal: Maintain and enhance County fiscal health to ensure delivery of services to residents.**

## Strategies

1. Maintain the County's financial reserves at adequate levels.
2. Continue to monitor adherence to the County's financial reserve policy.
3. Develop options for service levels depending on the County's fiscal health.
4. Periodically review and revise policies and contracting procedures to reflect current best practices.
5. Conduct periodic internal audits to assess departmental compliance with management and financial policies and procedures.
6. Identify long and short-term funding priorities and financing options for capital projects.
7. Identify efficiencies through regional collaboration, consolidation and service sharing that promotes accountability, transparency and controlling costs.
8. Monitor and address unfunded liabilities.



# Information Technology

**Goal: Enhance and provide the necessary support and equipment to meet the IT needs of each department to make service delivery to the public more efficient and transparent.**



## Strategies

1. Support well-trained IT managers and staff current with emerging trends and best practices.
2. Annually budget for countywide IT projects including updates to existing software applications.
3. Establish consistent standards for department website design, information postings and monitoring.



## Facilities and Infrastructure



**Goal: Provide user friendly, accessible facilities and quality infrastructure.**

### Strategies

1. Review recommendations of the Space Utilization Study for Ingham County.
2. Plan physical space needed for future storage needs.
3. Identify areas for collaboration with other governmental units for facilities, property, and infrastructure upgrades.
4. Consider environmentally-friendly construction strategies.



## Human Resources and Staffing



**Goal: Attract and retain exceptional employees who reflect the community they serve and who prioritize public service.**

### Strategies

1. Attract and retain employees who value public service.
2. Regularly solicit employee feedback and suggestions for workflow improvements.
3. Encourage employee creativity and innovation.
4. Support employee and professional development.



## 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.

The goal areas encompass the overarching priorities articulated by the County Commissioners and guide how services to Ingham County residents and visitors are delivered. For example, information technology has an impact on service to residents, as does finance, facilities and infrastructure and will be further clarified and addressed as implementation proceeds.

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

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