

A RESOLUTION AFFIRMING THE 2019 CALENDAR OF DELIVERABLES
DOCUMENT

WASHTENAW COUNTY BOARD OF COMMISSIONERS

March 6, 2019

WHEREAS, Washtenaw County has a tradition of purposeful planning in its budget and policy development; and

WHEREAS, the Washtenaw County Board of Commissioners and County Administration has identified priorities that require consideration throughout the year; and

WHEREAS, County staff prepared a "2019 Calendar of Deliverables" document as a proposed planning tool for the Board of Commissioners and County staff; and

WHEREAS, this document outlines an intended course of action for the Board of Commissioners in 2019.

NOW THEREFORE BE IT RESOLVED the Board of Commissioners hereby affirms this document; and

BE IT FURTHER RESOLVED, this document shall serve as an intended outline of Board of Commissioners action, not as a binding document.



Board of Commissioners/County Administrator's
 "Calendar of Deliverables" – 2019 Planning Initiative Document for
 Washtenaw County Government

Project Area	Project	BOC Champions (* denotes lead)	Staff Leads	Key Milestone Dates
Operational	Conduct Comprehensive Master Plan	*Cmsr. Jason Morgan Cmsr. Sue Shink Cmsr. Katie Scott	Gregory Dill Andrew DeLeeuw	Tbd
	Ensure Competitive Employee Compensation (compensation study)	*Cmsr. Andy LaBarre Cmsr. Katie Scott	Monica Boote Judy Kramer	2019 data gathering; 2020 implementation
	Develop & Implement Economic Development Strategy	*Cmsr. Shannon Beeman Cmsr. Jason Morgan Cmsr. Felicia Brabec Cmsr. Sue Shink	Gregory Dill Diane Heidt	2 nd quarter, 2019
	Advance Racial Equity	*Cmsr. Felicia Brabec Cmsr. Ricky Jefferson	Gregory Dill Diane Heidt	2 nd quarter, 2019 – hire of staff
	Improve Employee Satisfaction (employee engagement survey)	*Cmsr. Ruth Ann Jamnick	Monica Boote Judy Kramer	2 nd quarter, 2019 – analyze data collected
Financial	Address WCCMH Budget Shortfall	*Cmsr. Katie Scott *Cmsr. Felicia Brabec Cmsr. Andy LaBarre Cmsr. Jason Morgan	Gregory Dill Kelly Belknap Diane Heidt	3 rd quarter, 2019 – alignment with WCCMH fiscal year
Policy	Review Washtenaw County Road Commission Structure	*Cmsr. Sue Shink Cmsr. Shannon Beeman Cmsr. Ricky Jefferson Cmsr. Jason Morgan	Gregory Dill Diane Heidt	Tbd
Strategic Initiatives (BOC Driven)	Increase Access to Broadband Internet	*Cmsr. Jason Maciejewski Cmsr. Shannon Beeman	Gregory Dill Andrew DeLeeuw	Tbd

Project Area	Project	BOC Champions (proposed)	Staff Leads (proposed)	Key Milestone Dates
	Advance Establishment of East Side Recreational Opportunities	*Cmsr. Ricky Jefferson Cmsr. Felicia Brabec Cmsr. Ruth Ann Jamnick Cmsr. Sue Shink	Gregory Dill Diane Heidt	Tbd
	Establish Roadmap to Getting to Carbon Neutral County	*Cmsr. Sue Shink Cmsr. Jason Morgan	Gregory Dill Diane Heidt Dave Shirley	Tbd
	Increase Access to Public Transportation	*Cmsr. Andy LaBarre Cmsr. Jason Morgan	Gregory Dill Diane Heidt Dave Shirley	Tbd
	Environmental Stewardship	* Cmsr. Katie Scott Cmsr. Sue Shink Cmsr. Shannon Beeman Cmsr. Maciejewski	Gregory Dill Diane Heidt Andrew DeLeeuw	Tbd

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OPERATIONAL INITIATIVES

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CONDUCT COMPREHENSIVE MASTER PLAN

Gregory Dill, Andrew DeLeeuw

BACKGROUND

Comprehensive planning is a process that determines community goals and aspirations in terms of community development, expressing and regulating public policies on transportation, utilities, land use, recreation, and housing.

The comprehensive plan, also known as a general plan, master plan or land-use plan, is a document designed to guide the future actions of a community. It presents a vision for the future, with long-range goals and objectives for all activities that affect local government. This includes guidance on how to make decisions on public and private land development proposals, the expenditure of public funds, availability of tax policy (tax incentives), cooperative efforts and issues of pressing concern, such as farmland preservation or the rehabilitation of older neighborhoods areas. Most plans are written to provide direction for future activities over a 10- to 20-year period after plan adoption. However, plans should receive a considered review and possible update every five years.

The plan will provide continuity across time, and give successive public bodies a common framework for addressing land-use issues. It is the means by which a community can balance competing private interests and helps balance among the many competing demands on land by creating development patterns that are orderly and rational, provide the greatest benefits for individuals and the community as a whole and avoid nuisance conflicts between land uses.

Through well-planned, orderly and phased development patterns are also less expensive for a community to provide with public services than low-density, scattered development. It allows communities to plan development in a way that protects valued resources. Planning can identify environmental features like wetlands, agricultural lands, woods and steep slopes and suggest strategies for preserving those resources from destruction or degradation by inappropriate development.

It is meant to provide guidance for shaping the appearance of the community. A plan can set forth policies that foster a distinctive sense of place. It promotes economic development and contains valuable information that drives the location decisions of prospective firms.

The plan shall provide justification for decisions and a factual and objective basis to support zoning decisions and can be used by communities to defend their decisions if challenged in court. Through public dialogue, citizens express a collective vision for the future. Last, but certainly not least, the planning process provides citizens an opportunity to brainstorm, debate and discuss the future of their community. A plan developed through a robust public input process enjoys strong community support.

Subsequent decisions that are consistent with the plan’s policies are less likely to become embroiled in public controversy.

The most recent update of Washtenaw County’s master plan was in the 1990’s and does not accurately reflect the demographics of our current landscape.

DRAFT

**ENSURE COMPETITIVE EMPLOYEE COMPENSATION
(compensation survey)
Monica Boote, Judy Kramer**

BACKGROUND

Washtenaw County is comprised of approximately 30 departments / offices and approximately 1350 employees, of which approximately 85% are unionized. The County maintains 17 collective bargaining agreements with the following represented groups:

- AFSCME Local 2733 – Units A, B, C, JC, JD
- AFSCME Local 3052 Supervisors – General and Courts
- Michigan Nurses Association – Public Health Nurses
- Michigan Nurses Association – Public Health Nurse Supervisors
- TPOAM – District Court Clerks
- TPOAM – District Court Supervisors / Probation Agents
- Police Officers Association of Michigan
- Command Officers Association of Michigan
- Assistant Prosecutors Association – General and Supervisors
- Public Defenders Association – General and Supervisors

The County also has the following three (3) non-represented employee groups:

- General Non-Union
- Court Non-Union (Trial Court & District Court)
- Sheriff Non-Union

In the early 1980's, Washtenaw County implemented a classification system for general and supervisory union employees, as well as non-union employees. A comprehensive review and restructuring of the non-union classification system was completed in 1992, by Slavin Nevins and Associates, with a 1993 implementation date. As part of this study the following occurred:

- all non-union classifications were reviewed and updated,
- a new factoring system was established, and
- longevity was rolled into base salaries, and
- a performance evaluation system was developed and implemented.

Since that time, evaluation of classifications has occurred on an add need basis (e.g., market conditions, recruitment and retention difficulties, etc.). Additionally, a review of classifications and request for reclassification of positions have traditionally been part of the union negotiating process, as well as budget review.

MILESTONES / GOALS

Evaluating our classification and compensation system, programs, policies and approaches that meet the needs of the County is key as they attract, retain, motivate, develop, classify and organize our diverse work force.

Therefore, the County will be seeking to review, develop and/or revise the classification and compensation system, philosophies and approaches according to the following elements, all while ensuring our organization's leadership and long-term strategic direction:

- Labor market trends and analysis
- Participating in various compensation surveys
- Delivering up-to-date decision support research, analysis, data, tools and structures related to compensation and classification
- On-going development of the organization's competency in compensation and classification related matters
- Auditing for legal, fair and equitable compensation practices
- Salary program administration, including merit pay program planning and analysis

NEXT STEPS

Request for Proposal (RFP) #7515 – Salary & Compensation Analysis was developed and published in the in the spring of 2018. The proposal was issued on June 10, 2018 with responses due July 6, 2018. The following five (5) vendors responded to the RFP:

- Management Advisory Group, Inc.
- The Archer Company
- Segal Waters Consulting
- Gallagher Benefit Services
- Evergreen Solutions, LLC

A Compensation Analysis Strategic Oversight Committee was established in June, 2018 and is tasked with the following:

- Review of Vendor Responses to RFP for Salary - Compensation Analysis;
- Selecting Vendor to conduct Salary – Compensation Analysis;
- Assist in the search / study parameters, including looking at comparables;
- Review of findings and attend any presentation by vendor rolling out the findings

The Committee is comprised of:

- Human Resources Director
- Labor Relations Director
- Assistant Corporation Counsel
- President – AFSCME Local 2733
- President – Assistant Prosecutors Association
- Deputy County Administrator

The Committee interviewed Management Advisory Group, Inc. (MAG) and Gallagher Benefit Services on Thursday, 10.4.18. Both organizations provided a presentation of available services, including a proposed project plan and timeline. At the end of the presentations, the Committee unanimously voted

to proceed with reference checks for Management Advisory Group, and pursue a contract for services. Following the Strategic Oversight Committee's recommendation to partner with MAG and the completion of the procurement/contract process, Human Resources developed a project team to begin the roll-out of the study. MAG will be on-site the week of January 28th, during which time kick-off meetings will be held with Department Heads and the Labor Management Team. The balance of the week will be set-up to provide as many employees as possible the opportunity to attend an orientation session to learn more about the project, and learn about the Job Analysis Questionnaire (JAQ) that each employee will be asked to complete.

Study Methodology

The study methodology includes:

- collection of current employee data and organizational background information;
- opportunity for all included staff to participate in the collection and analysis of job information through MAG's online *Job Analysis Questionnaires*;
- identification, in collaboration with the Human Resources Division, of comparable peer and competitor jurisdictions and "benchmark" job titles for the market salary;
- interviews with departmental staff to gather additional perspectives on the specific issues impacting the various employee job families;
- consolidate current classifications based on information regarding duties and responsibilities to develop a classification structure that will maximize internal equity;
- create a standardized Pay Grade structure based on the County's needs and the analysis of salary survey data;
- assign consolidated classes to Pay Grades, based on "Job Profiles", internal reporting relationships and market survey relationships, to maximize internal equity and external competitiveness;
- recommend an objective methodology for relieving salary compression, if it exists, among employees and between job classes; and,
- recommend any needed changes to basic policies and procedures, related to classification/compensation, to facilitate maintaining the new structure in the future.

MAG's preliminary project plan indicated the work would be completed within six to eight months, allowing for potential financial implementation discussions during the budget process for 2020.

DEVELOP & IMPLEMENT ECONOMIC DEVELOPMENT STRATEGY

Gregory Dill, Diane Heidt

BACKGROUND

Washtenaw County has been levying an agricultural and economic development millage pursuant to Public Act 88 of 1913, beginning in 2009 (with the collected funds first being used in 2010). P.A. 88 is a pre-Headlee authorized millage which the County has viewed as not being subject to the Headlee Amendment to the Constitution and was initially levied as a stop gap measure in poor economic times to insure that certain services, such as MSU Extension and its 4H program, continued to be funded. The County has continued to collect the P.A. 88 levy on an annual basis, continually through 2015 (for use in 2016).

The amounts collected under the P.A. levy have annually increased from an initial levy of \$603,000.00 for use in 2010 to \$1,383,750.00 for use in 2016. On January 5, 2016, the Michigan Legislature enacted P.A. 138 of 2015 which amended P.A. 88 to indicate that for those counties currently levying under the Act (including Washtenaw County), such levies would only be permitted through 2019, and beginning in 2020, any levies under P.A. 88 would need to be approved by the Washtenaw County electorate.

On October 21, 2015, the Michigan Attorney General published an opinion concerning, in part, the legal validity of the County's levy of P.A. 88. The Attorney General opined that while the County did not violate the Headlee Amendment to the Constitution by levying P.A. 88 without a vote of the electorate, it was still prohibited from levying the tax because the levy caused the County to exceed its constitutional mill limitation under the Michigan Constitution.

In April of 2016, the County was sued in the Michigan Court of Appeals by Taxpayers United Michigan Foundation alleging that the County violated the Headlee Amendment by levying P.A. 88 without a vote of the Washtenaw County electorate and that the levy of P.A. 88 caused the County to improperly exceed its constitutional mill limit under the Michigan Constitution. In an Order dated August 17, 2016, the Court of Appeals dismissed Plaintiff's Complaint, holding that the County did not violate the Headlee Amendment by levying P.A. 88 without a vote of the electorate, and dismissing the constitutional mill limit claim on procedural grounds without addressing the merits of the claim. Given the Amendment to the Statute, Attorney General's Opinion and potential for additional lawsuits, it now appears to be the proper time for the County to transition away from levying P.A. 88.

In 2017, the Board of Commissioners, by way of Resolution #16-156, made a commitment to not levy PA 88 in 2016 for use in calendar year 2017. Instead, they authorized the use of the PA 88 fund balance and the Washtenaw County general fund for certain important projects during fiscal year 2017 only, and consider 2017 as a transitional year.

The authorized projects to be funded during 2017 are:

- Spark--\$500,000
- MSU Extension--\$166,752
- Farm Council - \$15,000
- LiveYpsi - \$60,000
- Growing Hope - \$88,000
- Office of Community and Economic Development--\$115,000.00

On November 16, 2017, as part of the Working Session, Administration brought forward a proposal for continued economic development funding for 2018 and beyond. The recommendation included as part of the **2018 budget reaffirmation** is as follows:

Sunset the Economic Development Coordinating Committee (EDCC)

Leverage existing boards and committees for advisory functions

- Urban County Executive Committee
- Community Action Board
- Workforce Development Board
- SPARK Board and Public Sector Committee

Evaluate **structure and process for CVB budget approval and oversight**

Develop plan for next 4 year budget cycle to implement **Equitable Economic Development** strategy

- Convene department heads that make infrastructure investments (e.g., Administration, Parks & Recreation, Water Resources, OCED, WATS, Road Commission) to do an equity analysis of the County’s investments
- Utilize Racial Equity Leadership and Core Teams through GARE partnership to inform this work
- Convene key stakeholders and neighborhood residents to map existing efforts and gaps & prioritize strategies
- Provide financial resources to key existing grantees for 1 year & resource OCED to do work outlined above

External Investments

- Spark \$250,000
- MSU Extension \$65,000
- Farm Council \$15,000
- LiveYpsi \$40,000

Internal Investment

- OCED \$125,000*

The proposed recommendation for **2019 & beyond** includes incorporating the following as part of the 4-year budget planning process:

- **Staffing and resources for OCED** to implement Equitable Economic Development (EED) strategy
~\$250,000 annual salary/fringe to start for two positions plus 10% administrative/CAP support
- Include **resources for external partners** to advance goals articulated in EED strategy
May include resources for existing external partners like SPARK, Live Ypsi, etc.
- Earmark resources to support County’s overall Equity Initiative

As part of the 2019 – 2022 quadrennial budget, the following commitments were made relative to Economic Development:

- Creation of Economic Development Specialist I/II position (Grade 26/28 – Unit A)
- Economic Development funding through appropriation for each of the next four years as follows:

2019

○ SPARK	\$500,000
○ Washtenaw Farm Council (4-H)	\$15,000
○ MSU Extension	\$65,000
○ Live Ypsilanti	\$60,000

2020 - 2022

○ SPARK	\$250,000
○ Washtenaw Farm Council (4-H)	\$15,000
○ MSU Extension	\$65,000
○ Live Ypsilanti	\$40,000

- Amounts shall not be disbursed until the position of Director of the Office of Community and Economic Development has been filled, and until a strategy for the county’s role in economic development has been developed and approved by the Board of Commissioners, including departmental responsibility for these efforts.
- If necessary, at that point the budget amount would be reallocated to the department responsible for those efforts.
- Options for an economic development strategy shall be presented to the Board of Commissioners for consideration by the end of the first quarter, 2019.

Additionally, the OCED Director provided a departmental and economic development update to the Board of Commissioners in Working Session on 10.25.18. As part of her presentation she provided three (3) potential options for Washtenaw County Economic Development Services.

Option 1: Local / Small Business Development

Why Small Business?

99.6% of all Michigan businesses are small businesses. Our current and future economy will have the most growth in jobs through small business development.

What focus?

Focus on minority and/or women-owned business. Data shows that people of color and/or women earn less and have less wealth creation than their white and/or male counterparts. These business owners are also shown to hire more people of color and/or women providing additional community benefit.

What kinds of businesses?

Priority sectors

- Small-scale and/or craft manufacturing
- Value-added food businesses
- Creative sector including arts and design

Priority also for businesses activating underutilized or vacant downtown spaces

Partners

SBDA, Local governments, WCC & EMU Entrepreneurship Centers, Ann Arbor SPARK, Chambers, DDAs, CVB, MSUE Extension, etc.

Measure of success

Set a goal for annual job growth as a result of work with local/small businesses, track leverage of investments in the community.

Option 2: Economic Opportunity

What is Economic Opportunity?

Economic Opportunity puts the focus on connecting low-income, unemployed, and/or under-employed residents to pathways to living-wage jobs, with upward mobility. Currently five census tracts on the east side of the county have unemployment tracts between 10-20% unemployment. The County average was 3% in May 2018.

How does this help the county?

A different approach to economic development, this strategy focuses on growing incomes for households, creating options for families, and reducing service levels and safety-net support for these households.

How could this work?

Examples include Employee Resource Networks, targeted skill training that moves underemployed residents directly to jobs, not necessarily credentials, and community building to create

trust in connecting people with less work history to employment pathways with business and anchor institution partners.

Partners

Ann Arbor SPARK, Michigan Works! Employee Resource Networks, major institutions, local government, WIN, etc.

Measure of success

Set a goal for individuals engaged who are unemployed or under-employed to maintain employment over set period, eventually lower unemployment rates in focus neighborhoods.

Option 3: Strategic & Regional Planning

What is the focus?

Internal coordination and regional planning related to economic development including housing, transportation, and land use to increase taxable value, limit sprawl, and implement smart growth strategies.

What would happen internally?

Internal coordination would be through existing county investments, potentially combining or connecting the existing Capital Improvements Plans.

What regional planning could occur?

Regional efforts could coalesce around coordinating economic development efforts, support regional affordable housing (to support both employers and employees), transportation, land use planning, and emerging topics.

Partners

Local government, WATS, AAATA, County Departments, RPI, SEMCOG, Washtenaw Housing Alliance, Michigan Works!, etc.

Measure of success

Executed regional plans – Coordinated Capital Improvement Plans, increased cooperation & coordination, development of incremental zoning toolkit to meet county-wide land use, housing, transportation and economic development goals.

ADVANCE RACIAL EQUITY

Gregory Dill, Diane Heidt

BACKGROUND

Washtenaw County is one of the wealthiest counties in Michigan, with high incomes and high rankings as one of the most economically vibrant, educated, healthy, and best places to live in the state. However, this has also led to high inequity within the County. For example, Washtenaw County ranked 80 out of 83 Michigan counties for income inequality in the 2015 Robert Wood Johnson Foundation County Health Rankings. In addition, life expectancy for white residents of Washtenaw County is thirteen years higher than for black residents -- 75 years for whites; 62 years for black residents.

For the past 15 years Washtenaw County Public Health has been tracking health disparities in the County, and has found that such disparities are increasing in many areas, based on geography and the racial background of residents surveyed.

In 2015, the County's Office of Community and Economic Development (OCED) released a ***Housing Affordability and Economic Equity Analysis*** that identified racial and economic segregation in Washtenaw County as a key driver of inequities. The Analysis and its recommendations were subsequently adopted by the Washtenaw County Board of Commissioners along with the City of Ann Arbor, the City of Ypsilanti, Ypsilanti Township, Pittsfield Township and the Ann Arbor Downtown Development Authority (DDA).

To further the conversation on this important issue, the County held an Equity Summit in late 2015 in conjunction with the publication of the Washtenaw County Opportunity Index that conveys the distribution of opportunity across the County through maps and data. The Index utilizes recent data in five categories to break the county into quintiles showing where the average person has more overall opportunity.

Following the Equity Summit, it was determined that the County should pursue an Equity Ordinance as the best-practice, first step for advancing government-wide equity work.

Work to lessen and ultimately dismantle inequity needs to occur on three distinct levels - individual, institutional and structural. Before an effective Equity Ordinance can be developed for deliberation and possible approval by the Board of Commissioners, the County must identify and apply strategies and supports on all three levels to ensure that strategies identified in the Ordinance will actually work towards reducing inequities.

DEVELOPMENT OF STRATEGY / GOALS / MILESTONES

County Staff from Public Health and OCED have met with County Department Heads, Administration, the Board of Health and the Community Action Board, and discussed the concept at a Board Working Session in early 2016. While these actions are a good start on developing the concepts and strategy needed to draft an effective Equity Ordinance, more input from internal and external stakeholders must be gathered and evaluated before a comprehensive Equity Ordinance can be drafted and presented to the Board of Commissioners.

Interested groups like the Washtenaw County Community Action Board and the Washtenaw County Board of Health have both voted in support of the Board of Commissioners' adoption of an Equity Ordinance. These and other interested groups will be valuable assets as the County moves forward on developing an Equity Ordinance.

County Staff has also consulted with the Government Alliance on Racial Equity (GARE) for best practices from other local governments who have started changing their policies and practices to support equity in hiring and over-all decision-making. Washtenaw County joined as an associate member of GARE in mid-2016 to connect with other communities and leaders in this work as well.

In keeping with the Board of Commissioners commitment to advancing equity, Washtenaw County and the City of Ann Arbor jointly sponsored an initiative with the Government Alliance on Race and Equity - the leaders of a national effort to support government entities committed to equity - to provide an introductory training called "**Advancing Racial Equity**" for both County/City department leadership, County/City elected officials, and local units of government officials.

Advancing equity requires strong leadership and a common vision. GARE is engaged to provide the teams with the foundational understanding of these issues that need to lead this effort effectively. The training was designed to achieve the following objectives:

- Increase understanding of the role and responsibility of government in advancing racial equity
- Develop a shared understanding of key terminology relating to race and equity
- Increase commitment to operationalizing racial equity, including use of Racial Equity Tools
- Strategize with peer elected officials about next steps for advancing racial equity in Washtenaw County and across jurisdictions

Responsibility for the effort will rest on the Board of Commissioners, County Administrator, Department heads, an inter-department equity team to be assembled by the County Administrator, and the community at large.

On July 12, 2017, per resolution #17-111, the Board of Commissioners affirmed the County's commitment to a joint Washtenaw County – City of Ann Arbor Equity Initiative and directed the County Administrator to engage the City of Ann Arbor in a partnership with the Government Alliance on Race and Equity (GARE). Phase 2 of the initiative will include participation in a 9 month "Advancing Racial Equity" series with City and County staff, culminating in an Equity Ordinance and Action Plan. The Board of Commissioners authorized the budget amendment of up to \$77,000 for such engagement. The City of Ann Arbor has committed to a 50-50 share of costs for Phase 2 in 2018.

An internal workgroup of Washtenaw County and City of Ann Arbor employees have been working with GARE to establish a timeline for kick-off of Phase 2 estimated to be at the beginning of 2018.



Phase 2 of the equity initiative kicked-off for the organization in January, 2018. The Phase 2 initiative has been titled **One Community**, establishing a partnership between Washtenaw County and the City of Ann Arbor.

The goal of the One Community initiative is to begin to systematically improve Washtenaw County City of Ann Arbor racial inequities through a formal partnership with the Government Alliance on Race & Equity (GARE). GARE has been working with our organizations since January, 2018 for a period of six (6) months, to provide us the tools we need to become more comfortable thinking, talking and making changes about racial inequities in our community in order to examine how we do business and provide services more equitable to all of our citizens. As local government we have a unique opportunity to address these challenges.

The goals of the training sessions provided by GARE are as follows:

- Normalize racial equity as a key value across the management team and with line employees
- Operationalize racial equity via new policies and institutional practices
- Organize internally, in partnership with other institutions, and with the community

A temporary Racial Equity Analyst was hired to drive the efforts and to design a racial equity office proposal. As the county is in the ‘normalize’ stage, various working groups such as train-the-trainer and workforce development have begun alongside the suggested internal team structure with the Action Team leading the way.

Work to lessen and ultimately dismantle inequity needs to occur on three distinct levels - individual, institutional and structural. The Equity Policy lays out the policy for how to address racial inequity at all levels, with the acknowledgement that in order to do this, an internal Office needs to be supported. The office will need staff, resources, and the authority to hold ourselves accountable as an institution, internally and externally.

Development of Strategy

Based on the 2016 original racial equity ordinance draft, an updated draft was written based in a variety of other jurisdiction’s models of related resolutions and ordinances. Simultaneously during this rewriting process, a recommended Racial Equity Office design was developed through conversation with 20 other offices/communities engaged in advancing racial equity across the country.

The updated ordinance was presented at a Board of Commissioners working session on June 7th, 2018 which included internal feedback from the Action Team (primarily internal department heads).

The draft was then shared with the Community through intentional feedback sessions where residents could voice concerns, questions and affirmations. These sessions were held in Ypsilanti, Chelsea and Ann Arbor with approximately 100 residents in attendance. Additionally, residents emailed feedback or came to other public meetings to express their opinions.

These community residents represented many different community groups, professions, and backgrounds. These, and other interested groups, will be valuable assets as the County moves forward in passing and implementing an Equity Ordinance.

Responsibility for the described efforts will rest on the Board of Commissioners, County Administrator, Department heads, all staff, and indirectly the community at large.

Since the unanimous passing vote at the Ways and Means meeting on August 8, 2018, the Ordinance has been changed to a Policy (due to its internal focus) with an updated schedule to include a Public Hearing on September 5, 2018. New amendments have been proposed by the Action Team and were proposed at the September 5th Board meeting. The County Administrator is charged with directing the Action Team and other related staff to continue and/or initiate the implementation of the directives within the Equity Ordinance.

Upon approval of the Policy, 2.0 FTE have been requested as part of the 2019-2022 Budget Development process. Two-hundred fifty thousand (\$250k) dollars per year has been approved as part of the 2019-2022 budget with an effective date of 1.1.19. The Racial Equity Officer will be appointed by Administration with approval by the Board of Commissioners.

Approval of the Policy will require the County, Administrator, County-wide elected officials, Department Heads and various external stakeholders to invest time and effort into endorsing a Racial Equity Office and implementing the policies that are described in the Policy itself.

NEXT STEPS – 2019

Education

Economic Opportunity – when everyone has the chance to succeed, we all prosper.

Economic opportunity is usually determined by comparing income differences between generations. ...
"First, being healthy helps people get and keep better jobs and higher incomes. When prospects of improving incomes are more remote, people could lose an **important** motivating force to maintain healthy behaviors.

Economic Opportunity for All. ... work to expand **opportunities** for low-income individuals and families to move up the **economic** ladder.

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IMPROVE EMPLOYEE SATISFACTION
(employee engagement survey)
Monica Boote, Judy Kramer

BACKGROUND

Human Resources convened the Employee Engagement Advisory Committee in December, 2018, with representatives from nearly all departments, labor, and management. At the kick-off meeting, Susan McGraw facilitated a planning process with the committee, by leading the group through discussions regarding past experiences, survey types, best practices, historical surveys conducted at the County, and strategies to engage employees in gathering data and feedback. Employee feedback events are scheduled in early February, allowing the committee to then review the synthesized data through February and March of 2019. Recommendations will then be presented in April to Administration.

Anticipated Timeframe November 2018 to April 2019

Scope of the Project Washtenaw County is interested in convening an Action Team to conduct a needs assessment and formulate recommendations on strategies to implement an employee engagement survey process.

The goal of this project is to engage key staff in answering the following types of questions:

- What type of employee engagement information does the organization need?
- What is the primary purpose or objective of the survey process? Should it be used to assess growth opportunities for the organization as a whole or focused more on collecting information about internal service delivery?
- What is the desired outcome of the survey process?
- Who should administer the survey process? Should internal resources be used, an outside vendor, or an outside consultant partnering with internal staff.
- How should the unique needs of specific departments be addressed?
- How will the survey results be used? How do we ensure that the information is utilized effectively?
- How do we address staff concerns about the confidentiality of the survey responses?
- How frequently should the survey be conducted?
- How do we ensure our ability to carry out the survey in the future?
- How do we ensure consistency in survey delivery over time?
- How do we engage employees in everything we do (i.e., onboarding, mentoring programs, retention strategies, etc.)?

Projected Timeline

1. **December 2018** – First Action Team meeting to solicit suggestions and input on the types of additional information that should be collected to inform the planning process (i.e., staff focus groups, paper/online surveys, research on survey tools or methodology, etc.).

2. **January through February 2019** – *Collect* and synthesize the data/information needed to inform the planning process (i.e., staff focus groups, paper/online surveys, research on survey tools or methodology, etc.).
3. **February through March 2019** – Action Team meetings to review and analyze the data collected and develop recommendations to be presented to County leadership.
 - February: 2 meetings
 - March: 2 meetings

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FINANCIAL INITIATIVES

Address WCCMH Budget Shortfall

22

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ADDRESS WCCMH BUDGET SHORTFALL

Gregory Dill, Kelly Belknap, Diane Heidt

BACKGROUND

On October 8, 2018, the Washtenaw County Community Mental Health Board (WCCMH) sent a communication to the Board of Commissioners (BOC) expressing concerns regarding the status of WCCMH finances. They indicated that they had been closely monitoring the WCCMH finance and felt that it was necessary to full engage in conversations regarding the ongoing revenue shortfalls and increasing expenses that could potentially put Washtenaw County at risk. The correspondence outlined some of the following primary concerns:

- WCCMH is mandated under both the CMHPSM and MDHHS contracts to provide medically necessary services to eligible individuals,
- At the close of FY2018, the CMHPSM is expected to have fully exhausted all Medicaid reserves,
- WCCMH will contribute \$1.5 million of fund balance to meet the local obligation to the shared-risk corridor, leaving an inadequate balance to mitigate any future risk,
- Should WCCMH incur expenditures above the available Medicaid allotment at the CMHPSM in FY2019 the risk will be on Washtenaw County general funds – given the current trajectory it is likely WCCMH will exceed this allotment,
- WCCMH Administration has engaged the Board of Commissioners and County Administration on several occasions to educate and inform them regarding the financial forecast for community mental health,
- WCCMH Board, along with Executive Director Trish Cortes, continue to advocate at the state level for adequate funding,
- WCCMH contracts with a network of service providers and community partners to fulfill its mandate of medically necessary services; contracted services make up \$50 million or 57% of the WCCMH budget and is considered a delegated function of the CMHPSM to WCCMH,
- IF WCCMH is unable to fulfill the mandate of network/contract management, the CMHPSM will likely take back this function along with the \$50 million of revenue that runs through the County’s pooled cash at the Treasurer’s Office,
- Internal staffing and infrastructure costs are an ongoing concern and challenge for WCCMH:
 - Structural negotiated increases based on growth in County tax revenues are projected to cost WCCMH nearly \$1 million in FY2019,
 - County Cost Allocation Plan (CAP) charges to WCCMH have increased 31% from FY2016 to FY2019.

DISCUSSION

The WCCMH budget is comprised of internally provided services and externally contracted services. Internal Costs include fixed staffing costs, buildings, utilities, technology, vehicles, etc.

INTERNAL COSTS

Salary	Fringe
Cost Allocation Plan	Legacy

External Costs include services authorized based on medical necessity criteria dictated by the Medicaid Provider Manual.



In addition to insufficient Medicaid revenues, internal expenditure increases to salaries, fringes and the cost allocation plan have put additional stress on the WCCMH budget. Such increases are outside the control of the WCCMH Board. The rising cost of service delivery for other supports, such as, Community Living Supports (CLS), Licensed Residential and Hospitalizations continue to put pressures on the WCCMH budget. There are many factors that contribute to the growing cost for external service provision. These include, but are not limited to, an increased demand, lack of local capacity, and PIHP rate increases for CLS services. The strategies in this document outline the efforts put in place to assure that external services are being provided efficiently. A challenging component of external costs is that WCCMH must provide services based on individual need and medical necessity criteria identified in the Medicaid Provider Manual.

Of importance to understand is that the financial difficulties facing WCCMH is in part a statewide problem as a result of inadequate Medicaid funding. There have been many lobbying efforts with the State of Michigan and such efforts are anticipated to continue.

Mental Health Sustainability

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STRATEGIC INITIATIVES BOC Driven

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INCREASE ACCESS TO BROADBAND INTERNET

Gregory Dill, Andrew DeLeeuw

BACKGROUND

Broadband access is no longer a luxury, and is essential for participation in modern society. About 20,000 residents (about 8,000 households) in Washtenaw County currently do not have access to broadband as defined at the 25 megabit download speed threshold. The primary cause of this lack of access is the fact that market forces leave broadband providers with a higher profit margin in more populated areas than in rural areas. In some areas, the return on investment for providers is low enough that it is likely that these areas will remain unserved for the foreseeable future. This lack of access is impacting this group of residents in the following ways:

- **Education:** Students without broadband at home are at a significant disadvantage versus their peers. There are students lacking access in all Washtenaw County school districts, but the two worst impacted are Chelsea School District (40.6% or 2,836 households unserved and Manchester School District (69.5% or 2,327 households unserved³).
- **Economic development:** Lack of broadband hampers entrepreneurship, job seeking, and attraction of both businesses and talent.
- **Property value:** Studies show that homes without broadband access are on average worth 3.1% less than comparable homes with broadband, and the gap rises to 7.1% when faster fiber optic broadband is considered.
- **Personal prosperity:** Having broadband access enables cost savings in many areas of personal commerce, yielding hundreds or thousands of dollars each year that those without broadband are overspending.
- **Health and safety:** Communities without broadband experience higher rates of lost lives, injury, and crime, and residents in these communities have difficulty leveraging new capabilities like electronic medical records and e-Visits.
- **Quality of life:** Broadband enables people to communicate more freely with friends and family, leverage new technologies like smart home features, use modern entertainment services like streaming video, and generally participate in modern society.

The Broadband Subcommittee recommended that the County takes the leadership role in coordinating the efforts required to achieve the goal broadband access for all. This coordination could take many forms, but its success will rely on dedicated effort and expertise. Suggesting where this coordination would be established is beyond the committee's purview.

DISCUSSION

The Committee provided three primary recommendations for the Washtenaw County Board of Commissioners to consider:

1. Develop a stated goal and plan to achieve 100% county-wide broadband access by 2022.
2. Establish staff capacity within Washtenaw County to carry out and coordinate the work plan outlined in this report.
3. Renew the Broadband Equity Subcommittee to ensure continuity in pursuit of these goals.

Based on the advice of experts who addressed the committee and research into best practices, the Broadband Subcommittee recommended the following activities to accomplish the goal of achieving 100% county-wide broadband access by 2022:

- Further Define/Refine the Need and Share the Story
 - Conduct a feasibility county-wide broadband feasibility study.
 - Build county-wide demand aggregation map.
 - Collect and map available fiber in the county.
 - Raise awareness of the problem of limited broadband access and its impact on residents and local businesses.
- Support Best and Emerging Practices
 - Support the Lyndon Township initiative.
 - Distribute a “community broadband playbook”.
 - Raise awareness of the incumbent providers’ low income rates/plans.
 - Seek out and support discussion and opportunities for partnerships.
- Seek Funding
 - Provide grant identification, writing, and aggregation resources for Washtenaw County communities.
 - Identify and pursue private investments and other funding sources to help subsidize and incentivize broadband expansion.
- Change or Update Policy
 - Require disclosure of broadband access in real estate listings and sales agreements.
 - Support Public-Private partnership enabling legislation for broadband projects.
 - Formally make existing fiber assets owned by the public entities available for municipalities to use for backhaul connections.
- Coordinate with Local Governments
 - Help minimize or eliminate barriers that discourage broadband providers from expanding their services areas
 - Enact a county-wide “dig once” policy.
 - Include achievement of 100% broadband access in Washtenaw County’s Master Plan

ADVANCE ESTABLISHMENT OF AN EAST SIDE RECREATIONAL OPPORTUNITIES

Gregory Dill, Diane Heidt

- Ypsilanti Township has identified land for use (Huron Street across from WCSO Station 2; next to Post Office)
- YMCA run center
- 2 local business leaders have indicated that they will assist with fundraising
 - Albert Berriz – McKinley CEO
 - Bill Ford, Jr. – Ford Motor Company Executive Chairman
- Operating funds ??

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ESTABLISH ROADMAP TO GETTING TO CARBON NEUTRAL COUNTY

Gregory Dill, Diane Heidt, David Shirley

Sustainability

Access to Clean & Safe Water

BACKGROUND

Carbon neutrality, or having a net zero carbon footprint, refers to achieving net zero carbon emissions by balancing a measured amount of carbon released with an equivalent amount sequestered or offset, or buying enough carbon credits to make up the difference. It is used in the context of carbon dioxide releasing processes associated with transportation, energy production, and industrial processes such as production of carbon neutral fuel.

The best practice for organizations and individuals seeking carbon neutral status entails reducing and/or avoiding carbon emissions first so that only unavoidable emissions are offset. Carbon neutral status is commonly achieved in two ways:

- Balancing carbon dioxide released into the atmosphere from burning fossil fuels, with renewable energy that creates a similar amount of useful energy, so that the carbon emissions are compensated, or alternatively using only renewable energies that don't produce any carbon dioxide (also called a post-carbon economy).
- Carbon offsetting by paying others to remove or sequester 100% of the carbon dioxide emitted from the atmosphere – for example by planting trees – or by funding 'carbon projects' that should lead to the prevention of future greenhouse gas emissions, or by buying carbon credits to remove (or 'retire') them through carbon trading. While carbon offsetting is often used alongside energy conservation measures to minimize energy use, the practice is criticized by some.

The concept may be extended to include other greenhouse gases measured in terms of their carbon dioxide equivalence. The phrase was the New Oxford American Dictionary's Word of the Year for 2006. The term "climate neutral" reflects the broader inclusiveness of other greenhouse gases in climate change, even if CO₂ is the most abundant.

ENSURE MEANINGFUL COMMUNITY ENGAGEMENT (community engagement plan)

Lisa Moutinho, Gregory Dill, Andrew DeLeeuw

BACKGROUND

Previously, the BOC has had limited opportunity and capacity to engage the community and constituents.

MILESTONES / GOALS

The goal of this deliverable is to create a community engagement plan tailored with each Commissioner to fit their communication needs within their district. The goal is to increase community awareness of the work of the County and to ensure that the thoughts and concerns of residents are to be incorporated into policymaking. The goal is to ensure that Commissioners and residents have the tools necessary to engage in productive dialogue to ensure a more representative County government.

TIMELINES

By May 7, 2018

BOC Liaison will research community engagement initiatives of other Boards of Commissioners and State Legislators and submit a background memo to the BOC regarding the most frequent and/or effective strategies used to communicate and engage with residents, as well as estimated potential costs associated.

Memo should include the following considerations:

- Communication to residents: This should be focused on increasing contact with residents via mail (such as an annual mailed newsletter) or email (such as a quarterly or monthly email update that each Commissioner could tailor to their district)
- Community Engagement: This should focus on increasing communication from residents such as community events/meetings such as coffee hours or online feedback mechanisms via email, social media or the county website.

May 17, 2018

At May 17th Working Session, BOC will review potential community engagement strategies and discuss which strategies the BOC as a whole is interested in piloting or implement.

In consultation with the BOC, the BOC Liaison will develop community engagement strategy.

June 6, 2018

At June 6th BOC Ways and Means Committee meeting, BOC Liaison will present community engagement plan to BOC for consideration.

July 11, 2018	At BOC Meeting, BOC will approve community engagement plan, which will serve as an optional set of tools for Commissioners to choose to implement within their districts.
Second Quarter 2018	BOC and Administration will review community engagement strategies with individual commissioners and pilot or implement. <ul style="list-style-type: none">• By July 23rd, draft newsletter complete• By August 9, BOC reviews newsletter• By August 27/September 5 newsletter mailed out
Third & Fourth	BOC Liaison will lead effort to solicit feedback and assess impact Quarter 2018 of community engagement strategy. BOC will review feedback and impact of community engagement and develop 2019 plan.

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INCREASE ACCESS TO PUBLIC TRANSPORTATION

Gregory Dill, Andrew DeLeeuw, Diane Heidt

Regional Transit Authority (TRA)

Mass Transit

BACKGROUND

The Regional Transit Authority (RTA) was created by Public Act No. 387 of 2012. Its 10-member board is appointed for three year terms by the county executives of Wayne, Oakland and Macomb counties, the chair of the Washtenaw County Board of Commissioners, the Mayor of Detroit, and the Governor of Michigan. The Governor’s appointee serves as chair and without a vote.

The RTA *mission* is to manage and secure transportation resources that significantly enhance mobility options, to improve quality of life for the residents and to increase economic viability for the region.

RTA *visions* a region with sufficient and secure funding to support enhanced public transportation options that will ensure accessibility, satisfy the integrated mobility needs of the community, and promote livable, healthy, and sustainable growth.

The Southeast Michigan region is currently served by four transit providers: AAATA, DDOT, DTC, and SMART.

DISCUSSION

Since the 2016 transit referendum’s narrow loss, elected, business and philanthropic leaders have worked diligently with transit advocates, outside experts and the RTA to review and update the 2016 Regional Master Transit Plan (RMTP), adopted by the RTA. We began by listening and taking into account the most consistent feedback to the 2016 Master Plan. The RTA has heard residents repeatedly ask for the following:

- More service in more places
- Local, nontraditional transit service in less urbanized areas
- A seamless customer experience in a system that unifies disparate transit providers
- A larger role for local leaders to influence service in their communities
- Acknowledgment that technology is evolving, and the mobility systems must be flexible enough to evolve
- Connect Southeast Michigan builds on and modifies the 2016 plan with those insights.

ENVIRONMENTAL STEWARDSHIP

BACKGROUND

Over the course of the past several years a number of environmental issues have given rise to significant public and public health concerns, with Gelman and Armen Cleaners as examples. Both Corporation Counsel and the Health Department have immediately responded to the concerns when identified, looking for solutions and positive outcomes to maintain the safety of the citizens of Washtenaw County.

The Washtenaw County Board of Commissioners, through Corporation Counsel and the Health Department, continue to act as environmental stewards in areas of public need for the betterment of the citizens of Washtenaw County regarding all environmentally detrimental areas. The Board directed that appropriate legal and/or lobby activities continue to raise concern with the State of Michigan and other local organizations to ensure the well-being of all County citizens.

NEXT STEPS

The Board of Commissioners has demonstrated a strong commitment to environmental stewardship through making the pursuit of environmental justice one of its budget priorities in this document, and through Resolution 17-100, which affirmed the county's intent to take action on climate change in accordance with the Paris Accord.

Intent. The intent of the Board of Commissioners is to align County policies and procedures with its legislated goals of battling climate change and creating plans and policies that will ensure net zero-carbon County operations as soon as possible and no later than 2035.

Organization and Procedures. The Office of Infrastructure Management (OIM) will:

- a) Establish an *Environmental Infrastructure Workgroup*, to include interested countywide elected officials or their designated representatives, interested County Commissioners (up to one fewer than a majority of the Board), department heads or their designated representatives, the County Administrator or his/her designated representative, and a Liaison from the County's Environmental Council. This Workgroup shall meet at least quarterly and shall report directly to the Board of Commissioners at least annually (in October) on its progress. The purposes of this Workgroup are:
 - Comment on and provide input to the "DRAFT Energy and Environmental Infrastructure Policy 2020-2023" described below, in (2) (b);
 - Work on an ongoing basis with the County's Environmental Council, providing information, support and advice, if and when said Environmental Council is established by the Board of Commissioners;
- b) The OIM, with ongoing input from the Environmental Infrastructure Workgroup (see (2)(a) and from the County's Environmental Council after its establishment, will draft an updated comprehensive strategy addressing the County's energy

use and environmental impact as they relate to infrastructure, the “*DRAFT Energy and Environmental Infrastructure Policy 2020-2023*,” as a component of its comprehensive restructuring.

- c) The Draft Policy report should address and make recommendations on at least, but not limited to, the following, as well as other aspects of County operations as directed by the Board of Commissioners: fleet (conversion to electrics and hybrids where possible, EV charging station installations, idling guidelines); infrastructure energy use reduction; remodeling and new building Greenhouse Gas (GHG) guidelines; conversion of the County to reliance on renewable energy; and staffing and budget considerations necessary to accomplish the above.
- d) The “*DRAFT Energy and Environmental Infrastructure Policy*” will be presented to the Board of Commissioners’ Environmental Council no later than October 1, 2019 for a maximum two month period of review and input, and then will be revised based on that input and forwarded to the Board of Commissioners for consideration no later than February 1, 2020 for formal review, input and approval

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