

Roscommon County Michigan Strategic Plan – 2023

Discussion Summary April 6, 2018

Overview:

On April 5-6, 2018 the Roscommon County Board of Commissioners and the Prosecutor, Sheriff, Clerk Drain Commissioner, Administrator and appointed department heads gathered together to grapple with the most challenging issues facing the citizens of Roscommon County. The discussion was intense, insightful and went well beyond any narrowed interest to embrace the current and future challenges to the County Community. The following strategic plan reflects the deliberations and desires of the leadership team to create a positive future for the citizens of Roscommon County.

Vision Tour 2023

In 2023 a visitor to Roscommon County will see the following changes throughout the County:

- *Young people will be choosing to stay in greater numbers. They will have good jobs and realize a positive future for themselves and the families they raise.*
 - *Young people and families will have many more positive choices and paths and be able to move away from life destroying drugs and substance abuse and move toward healthy productive lives.*
 - *Residents and non-residents will be much more aware of the natural beauty and resources contained within the County and will make choices to remain or move to the area.*
 - *The County Government will be much more financially secure.*
 - *The County Government will continue to attract and be better able to retain good dedicated employees with competitive wages and benefit packages.*
 - *The key services of the Country will be more sustainable and less overwhelmed by continuous growing demand.*
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Four Major Goal Areas

In order to achieve this 2023 vision the County will focus on the following key Goal Areas:

- A. Youth and Family Support in the Community**
- B. Education, Marketing and Economic Development**
- C. Financial Sustainability and Growth**
- D. Staff Development – Support and Retention**

A. Youth and Family Support in the Community

Key Objectives to Achieve by 2023

- *Reduce the amount and impacts of drugs and alcohol on our citizens - especially our young people.*
- *Create proactive – positive youth and family programs*
- *Explore and promote youth well being*
- *Change the negative statistics in the County-especially related to youth and families.*
- *Support Roscommon Schools to become the school of choice*
- *Strengthen mental health support*
- *Create a Substance abuse court*
- *Expand Substance abuse services*
- *Expand Life skills training*

Next Steps - One-Year Tasks:

- *Organize a task force of stakeholders including:*
 - *Clergy, Community Mental Health, Department of Homeland Security, CHS, Laku?, CTC, Michigan State University, Courts, P.O., Law Enforcement, Medical, Child Assessment, Grace Center, Roscommon County Community Foundation and members of the community.*
- ***April 26, at 9:00 am will be the initial meeting. Jodi Valentino needs names and will identify the location.***
- *Develop and present a plan to the Board of Commissioners that addresses the Key Objectives and that identifies the overall cost for moving forward. (By early June 2018)*
- *Identify funding alternatives and proceed to seek funding.*

B. Education, Marketing and Economic Development

Key Objectives to Achieve by 2023

- *Protect and promote natural resources*
- *Market Roscommon County to our residents and other State Residents.*
- *Attract population to the County*
- *Retain youth – create jobs*
- *Branding – MOGL (Michigan’s Other Great Lake)*
- *Filling vacant commercial and retail properties*
- *Create an identity. Involve the Townships and Chambers of Commerce*
- *Utilize seniors and other assets*
- *Kirtland*

Next Steps - One-Year Tasks:

- *Create a task force a task force consisting of key stakeholders such as: Chambers of Commerce, Visitors Bureau, Township Representatives, County Economic leaders, Michigan Works, etc.*
- ***April 26 at 9:00 will be the initial meeting. Jodi Valentino will identify the location and need names of attendees.***
- *Develop and Present a plan by early June to the Board of Commissioners that addresses the key objectives in this area and identifies overall costs through 2023.*
- *Identify funding alternatives and seek to develop funding.*

C. Financial Sustainability and Growth

Key Objectives to achieve by 2023

- *Educate the residents regarding financial realities*
- *Identify and explore the revenue-financing options and make decisions*
- *Develop a promotion strategy*
- *Restore fund balance to sustainable levels*
- *Determine historic and projected revenue*
- *Determine funding needs for the next five years*
- *Secure needed funding*

Next Steps - One-Year Tasks

- *Obtain the historic and projected revenue from all sources*
- *Obtain 5-Year projected funding needs for the County*
- *Establish a community-based task force – find out what other communities have done to successfully address funding challenges*

D. Staff Development – Support and Retention

Key Objectives to achieve by 2023

- *Achieve Pay equivalence to comparable markets*
- *Conduct employee development and training programs*
- *Create useful approaches to succession planning and training*
- *County Building Security – review needs with stakeholders*
- *Create a competitive and attractive benefits program.*
- *Hours of operation – assess the needs of staff and public*
- *Conduct a recruitment workshop to assist Departments in their efforts to attract and retain quality employees.*
- *Conduct a Wage-Classification study*
- *Secure funding*

Next Steps - One-Year Tasks

- *Identify a steering group that will review the 5-year objectives and determine actions that can be completed in the next year.*

Next Steps: Strategic Plan

1. The Administrator and staff should review-revise this plan and submit it to the Board for final adoption.
2. Upon final adoption the Board should be updated each month regarding some element of the strategic plan.
3. At month 7 the Board and total leadership team should dedicate a workshop to reviewing the plan and adjusting action as required.
4. At month 13 the entire team should dedicate a workshop to reviewing progress and determining the next one-year tasks.

Appendices:

A. Internal Organization: Strengths and Weaknesses and Board Considerations

B. Talking Points

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Appendix A.

- **Internal Organization: Strengths and Weaknesses**
- **Board Considerations**

Strengths	Weaknesses
<ul style="list-style-type: none"> • Natural resources, lakes, outdoor recreation • Jobs • Tourism and recreation • Airport • Intellectual resources • Vacant property and buildings, available space • Community college/school collaboration • More to offer • Wide spread services – Township services • Customer service orientation • County employee workforce • Three senior centers • Two major interstate highways • Veterans • Tax rate versus services • County Building • Schools and Seniors 	<ul style="list-style-type: none"> • Lack of downtown • Fragmented areas and lack of cohesive local governments • Three separate local areas – not focused together • Disconnect between communities • No uniformity in county-wide services • Substance abuse, drug use • Amenities – sense of place • Lack of quality housing • Lack of workforce • Retirement community • Nothing for youth to do, youth development • No clear direction/goal • Poverty level (3rd lowest) • Structural blight, empty spaces (business and housing) • Marketing • Outreach and development • Schools and Seniors
Board Consideration	
<ul style="list-style-type: none"> • Public safety <ul style="list-style-type: none"> ○ Pre-planning (Sheriff’s Office) ○ Reacting (Emergency Management) • Economic development – business development • Educating the public and veterans on services • Educating youth • Airport - business and educational tool – training center • Unified County • Infrastructure improvement – roads, internet, dams • Branding to attract quality employers and residents • Improve communication and co-operation with local governments to have unified effort • Eliminate blight • Courts “not a profit center” • BOC – unified front • Invest in county employees – wages, comm. work, etc. • Invest in services 	

Goal Area Talking Points

A. Youth and family support in the community

- *County statistics*
- *Lack of programs and programs proposed by the task force*
- *Demand for services - financial*

B. Economic Growth and Sustainability

- *Our goal is to attract people, taken and businesses to our area through increased marketing efforts.*
- *Strengthen and expand services that are provided to retain businesses and create new jobs.*
- *Help create a sense of place to retain our youth and provide core amenities to our community.*

C. Financial Sustainability and Growth

- *Our goal is to make Roscommon County an awesome place to live*
- *Reverse the downward trend*
- *Restore lost funding*
- *Need to maintain and improve services*
- *Budget cuts and staff reduction without reduction of services is not viable*

D. Staff Development and Support Retention

- *Attract qualified employees*
- *Create a safe and secure environment for all!*