

MEMBERS

Bryan Smith

Laura Stanek

Sherry Comben

Sheryl Guy

Bill Hefferan

Judy Parliament

Antrim County Ad Hoc Strategic Planning Committee

To: Ad Hoc Strategic Planning Committee Members

From: Janet Koch, Associate Planner

Date: October 14, 2016

Re: Meeting Agenda

This agenda is for the meeting scheduled for

Tuesday, October 18, 2016 at 1:00 p.m.

Room 211, 2nd Floor, County Building, 203 E. Cayuga Street, Bellaire.

STAFF

Pete Garwood

County Administrator
email: garwoodp@antrimcounty.org

Janet Koch

Associate Planner
email: kochj@antrimcounty.org

Tina Schrader

Administrative Assistant
email: schradert@antrimcounty.org

Katie Verellen

Secretary
email: verellenk@antrimcouty.org

OFFICE ADDRESS

P.O. Box 187
Bellaire, MI 49615

PHONE: 231-533-6265

FAX: 231-533-8111

SPECIAL ASSISTANCE

If you wish to attend this Meeting and require special assistance, please contact the Administration and Planning Office
P.O. Box 187, Bellaire, MI 49615;
Email: planner@antrimcounty.org
Phone: 231-533-6265.

Agenda

- Call to Order
- Approval of minutes – *attached*
- Leadership - Definition
- Paging System – from 10/13 Board mtg (as a security issue)
- Communication Training – Conflict Resolution Service Update
- Various Matters
- Adjournment

If you have any questions, concerns or are unable to attend this meeting, please contact the Administration/Planning Office at (231) 533-6265.

Thank you.

Strategic Planning Committee

Bill Hefferan, Chair

Bryan Smith

Laura Stanek

Minutes October 5, 2016

Members present: Bryan Smith, Laura Stanek, Bill Hefferan, Sherry Comben, Sheryl Guy, Judy Parliament

Members absent: None

Others present: Pete Garwood, Janet Koch

1. The meeting was called to order at 1:05 p.m.

2. Approval of Minutes

Motion by Sheryl Guy, seconded by Bryan Smith, to approve the minutes of the September 13 meeting were approved as presented. Motion carried – unanimous.

3. Organizational Chart (see attached pg. 3)

Pete Garwood, County Administrator, had provided copies of a County organizational chart to the Committee. Mr. Garwood said it had been noted that some departments also had advisory boards (COA, 911, Veterans, etc.), however, those had not been included in the organizational chart as Board of Commissioners is the ultimate decision maker.

Bryan Smith, County Commissioner, said he listens to County employees, but anything beyond listening undermines a supervisor's authority. The Committee discussed the chain of communication within the County. A communication flow chart was suggested, which would provide direction for employees and for commissioners and could be included in the employee handbook.

Bill Hefferan, Probate Court Administrator, asked if phone numbers and email addresses could be added to the organization chart. Janet Koch, Associate Planner, said she could turn the names into live email links. Ms. Koch asked about the preferred location for the chart on the County's website; it was the Committee's consensus that it should be a page on the "Government" dropdown. Ms. Koch said she could include a temporary link to it on the home page.

4. Leadership/Communication Training Discussions

Mr. Garwood and Ms. Koch distributed memos (**see attached pgs. 4-5**). Mr. Garwood said he'd talked with other County Administrators about the topic. He said some counties publish regular newsletters, but that seemed to be more for the public than for internal purposes.

Mr. Garwood said there are numerous types of communication; interpersonal, intra- and inter-department, up and down the chain of command, communication with the public, conflict resolution, and communication about policies. He said the Committee should focus on what needed the most improvement.

Laura Stanek, County Commissioner, said some department heads feel the commissioners don't necessarily listen to their employees. Mr. Smith said he thinks some commissioners feel they should have a direct line to employees. Ms. Stanek asked how the Strategic Planning Committee would communicate the appropriate chain of communication to the commissioners. Sherry Comben, County Treasurer, and Mr. Smith said it's an education issue with commissioners.

The Committee recommended that the information packets for the new commissioners include the committee chart, the organization chart, and any communication flow charts. The Committee noted that if a communication is sent to some commissioners but not all, that the commissioners should redirect the communication to the County Administrator or the Clerk.

A communication flow chart for the public was also discussed. This would direct the public on how to communicate with the Board of Commissioners, which would be to send communications to the Clerk, the County Administrator, or that there are public comment periods at all public meetings.

Mr. Hefferan said the Committee was only tasked with improving communication between the BOC and the department heads. He added that when the BOC isn't working together, it filters down to the employees. Mr. Hefferan asked the Committee members to bring their personal definitions of leadership to the next meeting.

Ms. Stanek said, regarding the training mentioned in the memo provided by Ms. Koch, that she thought the most important was Communication and Listening Skills. Second was Team Building. This training would be for both the BOC and the department heads.

Mr. Hefferan asked Ms. Koch to talk to Rebecca Garland from Conflict Resolution Services (CRS) about recommendations for training. Ms. Guy asked if it was possible to get references from other organizations that have used the services of CRS.

5. Commissioner Value Knowledge of all Dept. Heads & all Depts.

The agenda item had been identified at the previous meeting. Ms. Comben said some department heads felt that their opinions and thoughts aren't valued by the commissioners and that some department heads felt the Board second-guessed their decisions. The Committee discussed the importance of providing detailed information to the Administration Department for agenda packets. Ms. Koch said with the full agenda packets online, the information is available not only to the oversight committees, but also to all commissioners and to the public.

The Committee recommended two sessions for new commissioner orientation; one for finances and one for department head introductions. Department heads would also be invited to the financial orientation session; all existing commissioners would also be invited.

6. Communication

Ms. Comben asked about avenues for feedback to the department heads and how to work feedback into the flow of information.

7. Various Matters

Mr. Hefferan said the Committee should look at what isn't working. He said not all department heads appear at oversight committees; relationships are built through regular appearances.

Mr. Hefferan asked about the purpose of the strategic planning committee. The Committee agreed that they'd been created to "provide a recommendation to the Antrim County Board of Commissioners on how to improve communications amongst elected officials and department heads no later than December 9, 2016."

The next meeting was scheduled for Tuesday, October 18 at 1 pm. Mr. Hefferan said he would not be able to attend.

The meeting was adjourned at 3:20 p.m.