

**Regular Meeting #50 - 2019**  
**Fairfield County Commissioners' Office**  
**November 21, 2019**

**Roundtable**

The Commissioners met at 8:30 a.m. for the quarterly roundtable. Commissioner Levacy called the meeting to order with the following Commissioners present: Steve Davis and Dave Levacy. Also present were Carri Brown, Rachel Elsea, Kyle Witt, Chief Lape, Lisa Notestone, Chris Wagner, Donna Fox-Moore, Tiffany Nash, Todd McCullough, Tony Vogel, Belinda Nebbergall, Loudan Klein, Tom Lininger, Luann Davidson, John Pekar, Lisa Notestone, Aunie Cordle, Dennis Keller, Mark Conrad, Randall Hunt, Jeff Camechis, Park Russell, Rhonda Myers, Jeff Porter, Nikki Drake, Rick Szabrak, Dr. Brian Varney, and Cathie Warner.

- **Welcome**

Commissioner Levacy welcomed those who were in attendance.

Mr Davis stated that the Commission met earlier this week with Commissioner Bubb from Licking County. He reviewed the history of the funding dispute and discrepancies with MCJDC. An outline agreement has been agreed upon for 2020-2023. This decreases the annual contributions from \$1,000,000 to \$600,000 in 2021-2023. For 2020, the contribution is \$800,000. The agreement needs to be taken back to the full board, but Mr. Davis anticipates a quick approval. The Commission is appreciative of Licking County stepping up.

- **Speed Mentoring**

Dr. Brown reviewed the speed mentoring opportunity scheduled for January 13<sup>th</sup>. Mentors can be elected officials, department heads, managers, and other professionals who are interested in serving in this capacity. Mentees are any employees of Fairfield County. A fact sheet about speed mentoring was available. Please let Rachel Elsea know if you are interested in participating as a mentor. She will be sending communication to all staff. This idea arose in response to suggestions within the recruitment and retention committee and in recognition that a comprehensive mentoring program was likely not to be implemented at this time.

- **Fairfield County Branding Efforts**

The Fairfield County logo was designed by Martin Baker Design of Lancaster, Ohio, who worked with a small work group consisting of Fairfield County employees dedicated to County branding. The logo of Fairfield County reflects how the public entity and many of its stakeholders are here to serve, connect, and protect. The multiple sectors and economic diversity of the County are represented. The thirteen rays of sunshine represent the thirteen townships, while the two bands represent the two cities, Lancaster, the County seat, and Pickerington. The agriculture sector is reflected in the fields on each side of the logo. The center structure evokes Rock Mill, a popular destination, which is Ohio's oldest and largest gristmill built in 1824, completely renovated along with construction of the waterwheel during 2012. The structure to the left of Rock Mill represents Fairfield Medical Center, a major employer and thriving representative of the health sector. The structure to the right of Rock Mill represents the Fairfield County Courthouse, a historical landmark, constructed of locally quarried stone, completed in 1872. The logo is used in multiple communication pieces to help establish branding for Fairfield County, such as letterhead, folders, and the County flag to be placed at the Ohio Statehouse. The County has received positive feedback for the logo's modern and recognizable approach. The latest additions to the branding effort are pins, and elected officials and department heads received such pins during the roundtable meeting.

- **Community Partnership Highlight**

Mr. Pekar introduced a video that highlights the social enterprise aspects of the Board of Developmental Disabilities.

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- Budget Update

Dr. Brown provided a brief budget update with the attached slide show presentation.

Mr. Davis reviewed his presentation to the Fairfield County Bar Association. The Commission anticipates the Bar Association will approve the Commission's proposal.

- Utilities & Development Update

Mr. Vogel & Mr. Klein provided an update on the construction within the county as included in the attached slide show.

- Human Resources Update

Mr. Porter updated the group on health benefits, wellness, and the Department of Labor self-audit.

Mr. Davis provided a review and update on the Franklin County legislation.

- Department Updates

- a. Prosecutor – Kyle Witt

There are 688 felony indictments so far this year. The intake list (referrals for prosecution) is about 50 cases. There have been two life sentences from jury trials. Tom Lininger is an addition to the civil team. He is a resource for everyone and is happy to help. While drug addiction is at the forefront of everyone's minds, there is a bill, SB3, at the Senate level that has many prosecutors, including Mr. Witt, concerned. The bill advocates for treatment in lieu of detention for inmates without a significant history. While treatment is always necessary, the courts need to remain involved.

- b. Sheriff's Office – Sheriff Phalen and Chief Lape

The Community Watch group and special deputies (typically retired officers who come back to volunteer) have provided services saving the taxpayers over \$182,000 this year. The office had a joint billboard campaign for "don't text and drive." Chief Lape discussed the programming at the jail. He is of the opinion that rehabilitation becomes more difficult if you take the court out of the process as proposed in SB3. He reviewed the successful programming at the jail through the TCAP grant. Chief Lape applauded Ms. Carpico (Re-entry Coordinator) and the work she does.

- c. Facilities – Dennis Keller

Mr. Keller reported the average response time for work requests is 1.62 days. The facilities management team also completes in-house projects including building storage rooms for the board of elections and renovating the auditor's office. There are some contractual projects, including the Main Street Parking Lot, which is nearly done and should be open in the next few weeks. Baldwin is progressing well with painting and flooring taking place. Offices will be moving by the end of the year. The auditor's new building is making progress and is a bit trickier due to the age of the building.

- d. JFS – Aunie Cordle

Ms. Cordle distributed information on the Holiday Donation Drive. The EG is working with JFS to highlight all of JFS's efforts during the holidays. JFS employees will be ringing the bell for Salvation Army. There is a regional foster

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care forum in Pataskala tonight hosted by the Governor. Adoption day is this Saturday with seven kids being adopted by four families.

e. Health Department – Tiffany Nash

The Community Health Assessment was just completed. The Community Health Improvement Plan will start in January. The Board voted on no fee increases for environmental services for 2020.

f. Family, Adult, and Children First Council – Donna Fox-Moore

The FACFC Annual meeting and Firefly Awards were last Friday. Ms. Fox-Moore highlighted the award recipients. She also provided applications for the Mary Good humanitarian award.

g. Developmental Disabilities – John Pekar

Mr. Pekar stated that 1,350 individuals have been served this year compared to the 1,200 served last year. DD is proud to be able to keep up with providing quality services despite growth in the county. They received the highest accreditation from the state. Fairfield County remains at the forefront of services in Ohio. He thanked FACFC for helping to look at the adult DD population. He also spoke in favor of the newly created Guardianship Service Board.

h. ADAMH – Rhonda Myers

ADAMH appreciates the partnerships throughout the community that help ADAMH achieve goals. Early next year, they will use new levy funds to continue funding programs currently using reserves. The board met for their strategic planning retreat last week. They will also move ahead with the crisis stabilization unit. Federal funding was received to help partner with many agencies to expand substance abuse treatment and housing services.

i. Regional Planning Commission – Loudan Klein

Mr. Klein is the co-chair of the Complete Count Committee. The next meeting is December 3<sup>rd</sup> prior to the RPC meeting. The county will be a MORPC member for 2020. Mr. Klein and Mr. Szabrak have been attending MORPC meetings.

j. Dog Shelter – Todd McCullough

Dog licenses are on sale December 1 through January 31. The office will do their gift card drive again for Child Protective Services. The goal is to raise \$1,000 in gift cards.

k. Utilities – Tony Vogel

No additional update.

l. Economic Development – Rick Szabrak

Mr. Szabrak reviewed manufacturing month and the career readiness program that has 287 high school seniors signed up through the program and 30+ businesses as participants.

m. Treasurer – Michael Kaper

In 2019, \$204,000,000 was collected. Delinquencies are at the lowest they have been in 10 years. The land bank is losing a funding source at the end of December, but the Land Bank will continue. The Land Bank has established a mini-grant program.

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n. Veterans Service Commission – Park Russell

No update.

o. IT – Mark Conrad

The county has invested \$200,000 in roughly 250 new desktops. Cyber security remains a top IT priority. The department appreciates everyone completing the training.

p. Clerk of Courts - Cathie Warner

No update.

q. Community Action – Randal Hunt

Mr. Hunt provided an update on upcoming events and will serve as a point of contact for the Complete Count Committee.

r. Engineer – Jeff Camechis and Jason Grub

Bridge inspections are beginning, and crews are preparing for winter snow removal.

s. SWCD – Nikki Drake

Ms. Drake provided an update on the drug take-back day and recycling drop off as well as other programs.

t. Coroner – Dr. Varney

The office has been very busy with over 300 investigated cases and closing in on 400 by the end of the year. Drug cases are on the slight decline thanks to the efforts the Sheriff mentioned. There is an upswing in suicides which is seen in all walks of life. He encouraged everyone to check on their families and those they have not heard from during this holiday season.

u. Ohio Attorney General – Jim Shaw

Mr. Shaw thanked the Commissioners for allowing him to attend and applauded Fairfield County for the tight ship they run.

v. Auditor – Lisa Notestone

Ms. Notestone passed out a two-page summary of year end budget process deadlines (see attached). She introduced Chris Wagner who will be replacing her when she retires.

• Rapid Fire News

- a. What have we done to accomplish the mission
- b. Stay Interviews
- c. Service Skills
- d. Records Center reminder
- e. 2019 Remaining special Dates
- f. 2020 Special Dates and Proclamations
- g. Review of Packet – Checklist
- h. Communications Workgroup for 2020
- i. Workforce Center Fact Sheet
- j. Highlights of voting meeting at 10:00 a.m.

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Mr. Levacy stated at 10:06 a.m. that the commission would take a 2-minute recess prior to the regular meeting.

**Commissioners' Regular Meeting**

A regular meeting of the Fairfield County Board of Commissioners was held on Thursday, November 21, 2019 beginning at 10:11 a.m., with the following Commissioners present: Steve Davis and Dave Levacy. Also present were Carri Brown, Rachel Elsea, Staci Knisley, Aunie Cordle, Rhonda Myers, Tom Lininger, Loudan Klein, Todd McCullough, Belinda Nebbergall, Michael Kaper, Jay Mattlin, Jeff Porter, Denis Gressick, Cathie Warner, Christy Noland, Chief Lape, Criss Manning, Donna Fox-Moore, Nikki Drake, Kyle Witt, and Mark Conrad.

**Pledge of Allegiance**

Commissioner Levacy asked everyone to rise as able, and he led the Pledge of Allegiance.

**Announcements**

Commissioner Levacy asked if there were any announcements.

There were no announcements.

**Public Comment**

Commissioner Levacy asked if anyone from the public who would like to speak or offer comments.

There were no public comments.

**Approval of the Commissioners' Resolutions**

On the motion of Steve Davis and the second of Dave Levacy, the Board of Commissioners voted to approve the Commissioner's Office resolutions:

- |              |   |
|--------------|---|
| 2019-11.21.a | A resolution approving the reappointment of Mr. Pat Ferguson, Mr. Bill Fagan, and the Fairfield County Economic Development Director to the Fairfield County Airport Authority Board. [Commissioners]<br>[Commissioners]  |
| 2019-11.21.b | A resolution recognizing contributions to the Fairfield County Electronic Idea Box. [Commissioners]   |
| Discussion:  | Dr. Brown thanked the Airport Authority Board members for continuing their service. She also highlighted the exceptional ideas received with the electronic idea box. Receiving honors were Catherine Warner, Denise Gressick, Jodi Recchi, Jay Mattlin, Christy Noland, and Nikki Drake. |

Roll call vote of the motion resulted as follows:

Voting aye thereon: Jeff Fix, Steve Davis, and Dave Levacy

**Approval of the JFS Resolutions**

On the motion of Steve Davis and the second of Dave Levacy, the Board of Commissioners voted to approve the JFS resolutions:

- |              |  |
|--------------|--|
| 2019-11.21.c | A resolution regarding Network Placement and Related Services Agreement between Marie's House of Hope, Inc., and Job and Family Services, Child Protective Services Department [JFS] |
|--------------|--|

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- 2019-11.21.d      A resolution regarding an service agreement between Functional Training Services, Inc. and Job & Family Services, Community Services Division [JFS]
- 2019-11.21.e      A resolution regarding Network Placement and Related Services Agreement between Seeds 4 Life, Inc., and the Child Protective Services Department [JFS]
- 2019-11.21.f      A resolution regarding a Purchase of Service Contract between Functional Training Services, Inc. and Job & Family Services, Community Services Division [JFS]

Roll call vote of the motion resulted as follows:  
Voting aye thereon: Jeff Fix, Steve Davis, and Dave Levacy

**Approval of the JFS Resolution**

On the motion of Steve Davis and the second of Dave Levacy, the Board of Commissioners voted to approve the Regional Planning Commission resolutions:

- 2019-11.21.g      A resolution to approve change order# 1 for the Fairfield County CDBG – Village of Sugar Grove FY 2018 Wastewater Treatment Plant Improvement Project [Regional Planning] [Regional Planning Commission]
- 2019-11.21.h      A resolution to approve Final Acceptance of the Peyton Ridge Subdivision [Regional Planning] [Regional Planning Commission]

Roll call vote of the motion resulted as follows:  
Voting aye thereon: Jeff Fix, Steve Davis, and Dave Levacy

**ADAMH Update**

The Commissioners met at 10:18 a.m. for an update from ADAHM. Commissioner Levacy called the meeting to order with the following Commissioners present: Steve Davis and Dave Levacy. Also present were Carri Brown, Rachel Elsea, Rhonda Myers, Cathie Warner, Chief Lape, Aunie Cordle, Jeff Porter, Todd McCullough, Tom Lininger, and Michael Kaper.

Ms. Myers reviewed the attached update which includes a review od ADAMH funded programs, board program goals, and funding priorities.

Dr. Brown asked if the crisis intervention investment of \$1,000,000 was related to the new building. Ms. Myers replied it was and that operational expenditures are expected to be \$600,000, once the capital is paid off.

There was discussion as to whether or not ADAMH would be running in the deficit for the coming out years. There was discussion about the potential to decrease funding for services.

Dr. Brown asked what the carryover cash was anticipated for the end of the year.

Ms. Myers replied they had \$3.5 million in dedicated reserves.

Dr. Brown stated that ADAMH appears to be prioritizing as they stated they would when asking for the levy, but that one piece is missing, and that is the communication piece that so soon after the levy is passed, there as so quickly a need to reduce services. She asked what the strategies were for that communication.

Ms. Myers replied they were trying to hold things flat for this year and had not gotten to that yet.

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Dr. Brown suggested they pay attention to that as soon as possible as it is a major communication, if needed, as projected in the presentation.

Mr. Davis asked what the cash balance was at the end of the most recent fiscal year.

Mr. Levacy stated he had heard it was \$1.3 million.

Mr. Davis stated he did not understand that the plan all along after immediate passage of the levy was to cut services, as even with the levy, they could not sustain services.

Ms. Myers replied that they would cut services in order to bring the budget back into balance.

Dr. Brown stated that should be the number one priority of the board to address. She asked if the public was ever told, even if the levy passes, they'd have to cut services?

Ms. Myers did not remember.

Mr. Fix stated that he was sure the public and providers were not told. The Board will have the choice to spend a significant amount for a positive impact on a small number of people. The choice to build the building and support it while making decisions to cut programs already in place, those are decisions that will need to be made in the next couple of months. He stated that the entire board will make those decisions and the decisions may look different than the Commission expects.

Ms. Myers reported that the board met on Saturday, and everyone was in attendance and the budget issue was discussed.

Mr. Levacy recommended that a new update be scheduled with the fiscal officer attending to clarify the questions.

Mr. Davis stated that he saw what was presented and that difficult decisions appear to be necessary. He would have loved to be more involved with the strategic decision to set the levy amount since the projections today showed a crash after passing the levy.

Ms. Myers replied she did not think it was as dire as it looks, as they budget deficits, and the agencies have not spent all they were budgeted, and the levy brings in more money that they expect. She suggested the deficit may end up disappearing.

Mr. Fix replied it was not a complete picture. There are grants out there that are not included. The presentation appears to be going down a path of "if everything else remains the same." He added it would be helpful to come back to discuss the financials with the fiscal officer.

Mr. Levacy asked that they continue the meeting at a later date with the finance officer.

**Adjournment**

With no further business, on the motion of Jeff Fix and a second of Dave Levacy, the Board of Commissioners voted to adjourn at 11:08 a.m.

Roll call vote of the motion resulted as follows:

Voting aye thereon: Jeff Fix, Dave Levacy, and Steve Davis

The next Regular Meeting is scheduled for Tuesday, November 26, 2019 at 10:00 a.m.

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Motion by:

Seconded by:

that the November 21, 2019 minutes were approved by the following vote:

YEAS:

NAYS: None

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**Fairfield County Commissioners' Office**  
**November 21, 2019**

ABSTENTIONS: None  
\*Approved on November 26, 2019

  
\_\_\_\_\_  
Steven A. Davis  
Commissioner

  
\_\_\_\_\_  
Dave Levacy  
Commissioner

  
\_\_\_\_\_  
Jeff Fix  
Commissioner

  
\_\_\_\_\_  
Rachel Elsea, Clerk





# AGENDA

## BOARD OF COMMISSIONERS

**Commissioners**  
Steven A. Davis  
Jeffrey M. Fix  
David L. Levacy

**County Administrator**  
Carri L. Brown

**Clerk**  
Rachel A. Elsea

### Elected Officials/Department Heads Roundtable

November 21, 2019, 8:30 a.m. – Commissioners' Hearing Room

#### Purpose Statement:

*The purpose of the roundtable discussion is to facilitate the review, discussion, and analysis of topics with relevance for Fairfield County elected officials and department heads. It is a time to provide information, network with peers, and plan.*

### AGENDA

- |   |                                    |
|---|------------------------------------|
| A. Welcome  | Commissioners Davis, Fix, & Levacy |
| B. Speed mentoring – January 13 <sup>th</sup>     | Carri Brown                        |
| C. Fairfield County Branding Effort Continues     | Carri Brown                        |
| D. Community Partnership Highlight – DD Video     | John Pekar                         |
| E. Budget Update                                  | Carri Brown                        |
| F. Utilities/Development                          | Tony Vogel & Loudan Klein          |
| G. Human Resources Update                         | Jeff Porter                        |
| H. Departmental Updates                           | All Participants                   |
| I. Rapid News                                     | Carri Brown                        |
| a. What have we done to accomplish the mission... |                                    |
| b. Stay Interviews                                |                                    |
| c. Service Skills!                                |                                    |
| d. Records Center - reminder                      |                                    |
| e. 2019 Remaining Special Dates                   |                                    |
| f. 2020 Special Dates/Proclamations               |                                    |
| g. Review of Packet – Checklist                   |                                    |
| h. Communications Work Group for 2020             |                                    |
| i. Workforce Center Fact Sheet                    |                                    |
| j. Highlights of voting meeting at 10 am          |                                    |

### ADJOURN

Regular Commissioners' Meeting: 10:00 a.m., following the Roundtable

If you have suggestions for topics to address during the next Roundtable (February 6), please contact: Carri Brown, [cbrown@co.fairfield.oh.us](mailto:cbrown@co.fairfield.oh.us)

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**Fairfield County Commissioners  
2020 Special Dates**

**January 2020**

- 1 – New Year’s Day - Offices Closed
- 13 – Reorganizational Meeting
- 13 – Speed Mentoring
- 20 – MLK Day - Offices Closed

**February 2020**

- 1 – Time with the Commission
- 6 – Regular Meeting at Baldwin
- 6 – EO/DH Roundtable at Baldwin
- 5 – Towns at Baldwin
- 17 – Presidents’ Day – Offices Closed
- 25 – Time with the Commission (Engineer’s Office)

**March 2020**

- 3 – Leadership Conference, Part I
- 15-21 – Sunshine Week

**April 2020 – National County Month**

- 8 – Wear Blue – Child Protective Services Breakfast – Abuse Prevention Month
- 11 – Township Trustees Assoc. Mtg
- 10 – Good Friday – Close at noon
- 23 – Circus Night @ JFS
- 28 – State of the County Address - WigWam

**May 2020**

- 5 – Wear Orange for Supervised Visitation Awareness
- 6 – JFS All Staff Meeting
- 14 – EO/DH Roundtable
- 25 – Memorial Day – Offices Closed

**June 2020**

- 3 – Wear Purple for Elder Abuse Prev.
- 1 – Time with the Commission in Amanda Town

**July 2020**

- 3 – Independence Day Observed – Offices Closed
- 28 – Employee Recognition Breakfast & Meetings at the Records Center

**August 2020**

- 6 – EO/DH Roundtable
- 5 – Wear Green for CSEA Awareness
- 17-21 - Wellness Events
- 18 – Time with the Commission (Sheriff’s Office)
- 25 – Time with the Commission in Walnut Town

**September 2020**

- 7 – Labor Day – Offices Closed
- 8 – National Preparedness Month Event
- 10 – United Way Day
- 29 – Time with the Commission with Berna Town
- 24 – Leadership Conference

**October 2020**

- 13-17 – Time with individual Commissioners at the Fairfield County Fair (morning and evening)
- 16 – Fair Day – Offices Closed
- 29 – Time with the Commission at Tussum Road
- 22 – Budget Hearings
- 24 – Township Trustees Assoc. Mtg
- 29 – Budget Hearings

**November 2020**

- 11 – Veterans Day Observed – Closed
- 12 – EO/DH Roundtable
- 26 & 27 – Thanksgiving – Offices Closed

**December 2020**

- 13 – JFS All Staff Meeting
- 11 – 33 Alliance Annual Meeting
- 8 – Holiday Open House
- 24 – Christmas Eve Holiday – Close at Noon
- 25 – Christmas Day Holiday – Closed
- County Training Dates will be added as they are scheduled.
- Voting, regular Board of Commissioner meetings are held Tuesdays at 10 am.
- Review sessions are held at 9 am prior to the voting, regular meetings.

Time with the Commission and Events for Employees and/or Board Members

Time with the Commission for the Community

**Fairfield County Commissioners  
2020 Proclamations**

**January 2020**

**February 2020**

**March 2020**

- 3 – DD Awareness Month
- 3 – Sunshine Week
- 3 – Kidney Health Awareness

**April 2020 – National County Month**

- 7 – Child Abuse Prevention Month
- 7 – Victims Crimes Rights Week
- 7 – Earth Day

**May 2020**

- 5 – Foster Care and Adoption Month
- 5 – Peace Officer Memorial Day
- 5 – Fraud Awareness Month
- 5 – Supervised Visitation
- 5 – Mental Health Month
- 5 – Stepping Up
- 5 – Military Awareness Month
- 5 – Older Adult Month

**June 2020**

- 2 – Elder Abuse Prevention Month

**July 2020**

- 7 – Customer Service

**August 2020**

- 4 –CSEA Awareness Month
- 4 – National Recovery Month
- 4 – Wellness Month

**September 2020**

- 1 – Prostate Cancer
- 1 – Recovery Month
- 1 – Constitution Week
- 8 – National Preparedness Month

**October 2020**

- 6 – Manufacturing Month
- 6 – Dog Shelter Awareness Month

**November 2020**

- 3 – National Adoption Month

**December 2020**

- 1 – Customer Service



BOARD OF COMMISSIONERS

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**What is Speed Mentoring?**

Speed mentoring is a series of short, focused conversations about specific questions. You will meet with a limited number of mentees in 10-minute time slots each.

When directed, mentees will proceed to their mentor’s table. At the start and end of each Speed Mentoring round, a bell will ring. Mentees will then proceed to the next mentor table. There will be two minutes to switch and prepare for the next round. Not all mentors will meet with all mentees.

**What will I know about my mentees?**

Mentees will be given specific instructions for speaking with mentors. After a brief introduction, the mentee will give his/her elevator pitch. In general, mentees should share:

- Name
- Position
- Skills and Interests
- Awards / Achievements
- Successful projects
- Career Aspirations / Goals

**What questions should I be ready to answer?**

Mentees should then proceed to ask 2 – 3 questions. There will most likely not be time to cover all questions. Mentees will be provided with the following list of questions to consider:

- What was instrumental for you in landing your first professional job?
- What soft skills should I develop or seek experience in? (or technical or professional skills; adapt as appropriate)
- How can I improve my professional visibility?
- What suggestions do you have based on my career field and goals?
- Can you recommend two more people I should talk to?

**How should I plan to respond to questions?**

Do your best to answer the questions quickly and with specific steps the mentee can apply.

- What do you look for in an employee or applicant?
  - What skills seem to be generally missing in recent candidates?
  - What professional groups can they join?
  - What do you wish you’d know when you looked for your first professional job?
- This is where your experience, both as a job seeker and as a hiring manager, will be valuable.

At the end the mentee should briefly answer the question, “What will you do as a result of this discussion: What’s next?”

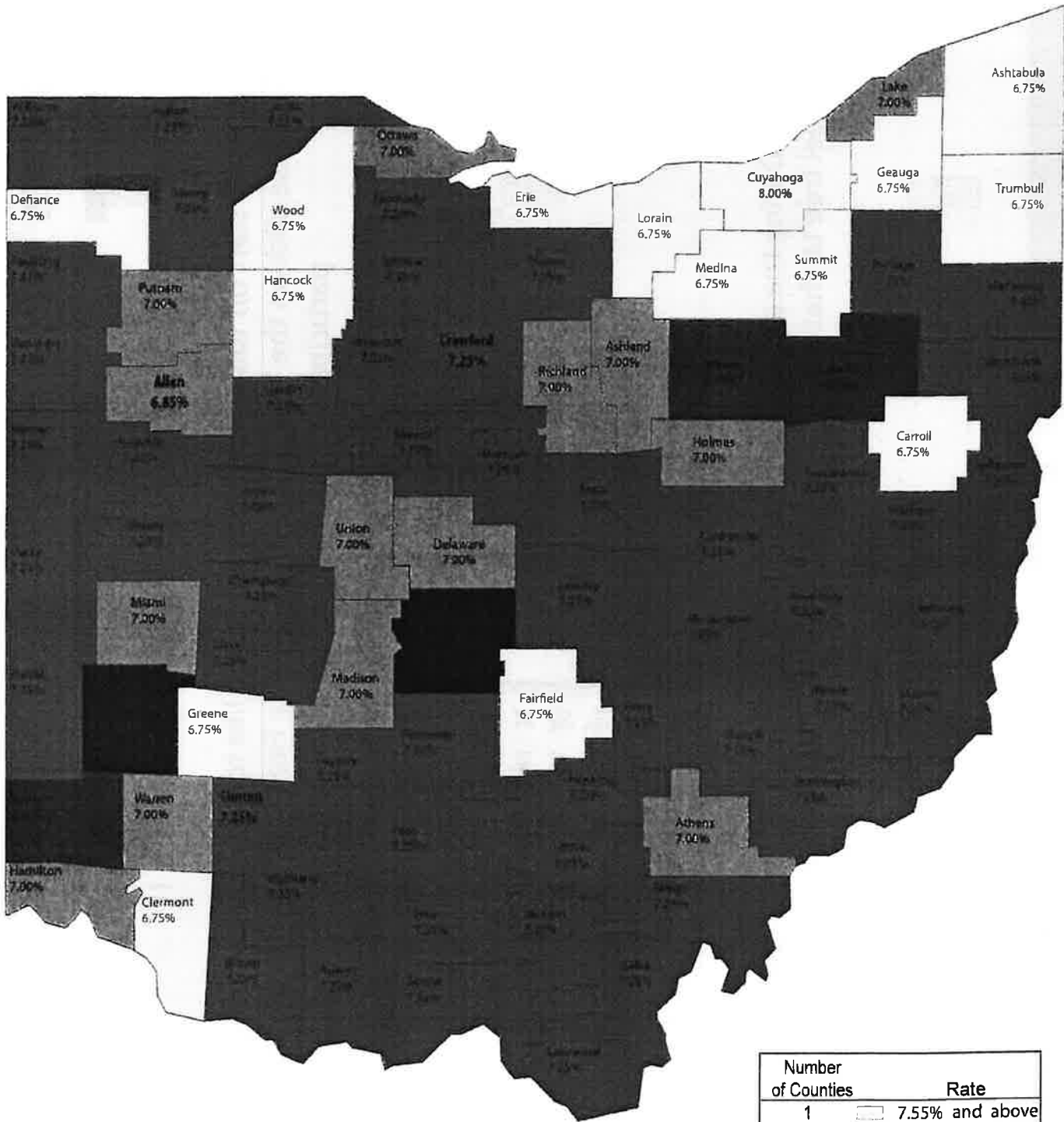
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**Roundtable Checklist**  
**November 21, 2019**

- \_\_\_\_\_ Use the GEM module and share with staff for their participation
- \_\_\_\_\_ Mark calendars for special dates (remaining in 2019 and for 2020)
- \_\_\_\_\_ Ensure staff takes Ethics, CyberSecurity, and Unlawful Harassment Training
- \_\_\_\_\_ Provide additional examples of exceptional customer service to Carri Brown by email to [carri.brown@fairfieldcountyohio.gov](mailto:carri.brown@fairfieldcountyohio.gov) no later than the end of November if you would like the examples reflected in a Commissioners' resolution
- \_\_\_\_\_ Review the Service Skills modules with HR
- \_\_\_\_\_ Review the Workforce Center fact sheet
- \_\_\_\_\_ Review the "stay interview" slide show

**Total State and Local Sales Tax Rates,  
by County,  
Effective October 1, 2019**

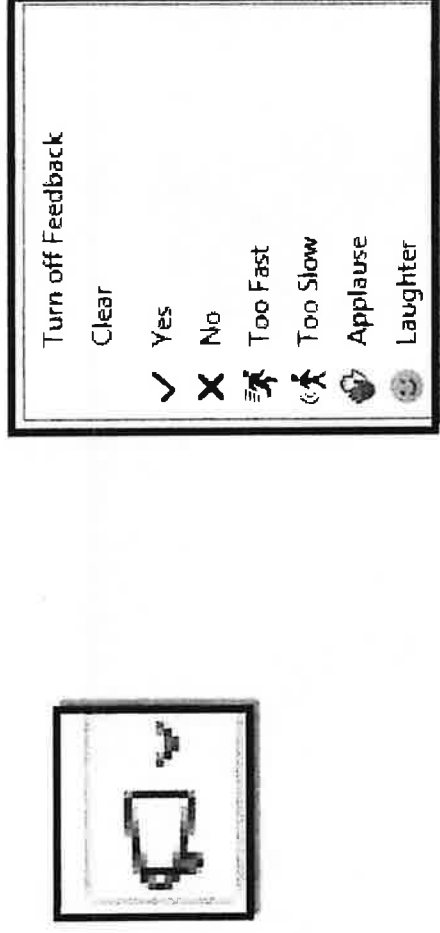


New Rate:  
 Allen county tax rate 6.85% (previously 6.75%)  
 Clinton county tax rate 7.25% (previously 6.75%)  
 Crawford county tax rate 7.25% (previously 6.75%)

Note: Small portions of Delaware, Fairfield, Licking & Union counties assess a transit authority sales tax levy of 0.50% (not reflected on this map.)

## Good day Ladies and Gentleman !!

Before we could start off today's webinar, we would like to take you all through a quick **audio check**. Please click on the Yes/ Tick mark icon in the Feedback page at the bottom of the participant panel, if you can hear me loud and clear.



During the presentation; you telephone lines will be placed on mute.  
Please feel free to chat with the host using the chat tool in case you need any assistance.







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Powerful Employee  
Engagement and  
Retention Tool



Marcia Zidle

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## About the speaker

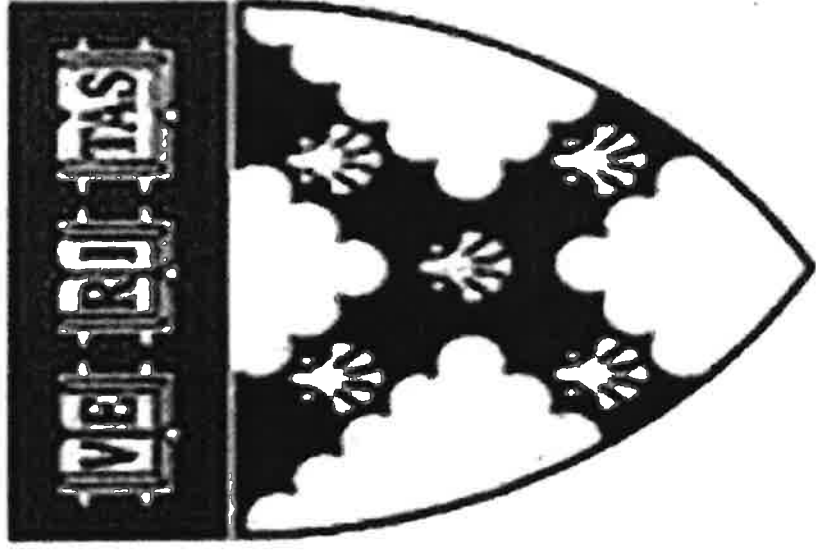
Marcia Zidle is a board certified executive coach, business management consultant and keynote speaker, who helps organizations to leverage their leadership and human capital assets.

She has 25 years of management, business consulting and international experience in a variety of industries including health care, financial services, oil and gas, manufacturing, insurance, pharmaceuticals, hospitality, government and nonprofits.

She brings an expertise in strategy and alignment; social and emotional intelligence; executive and team leadership; employee engagement and innovation; personal and organization change management.

She has been selected as one of LinkedIn Profinder's top coaches for 2016.

## How to Keep Top Talent?



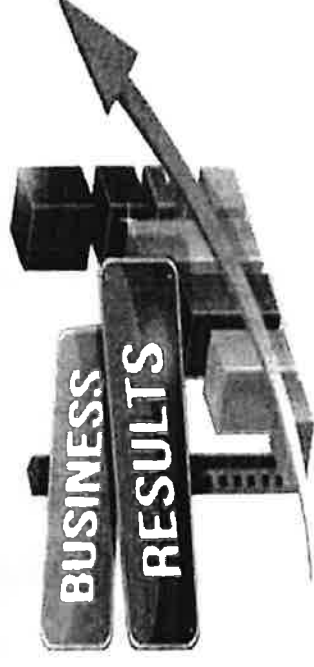
# Harvard Business Review

## It Start Out....

*“Practically every company these days has some form of program designed to nurture its rising stars.*

*With Good Reason!*

*These high-achieving individuals can have an enormous impact on*



## “Can’t Assume They’re Engaged”

**Lin 3**

high potential

employees admit to not  
putting all his effort into  
his job

**Lin 4**

believes he will be  
working for another  
employer in a year

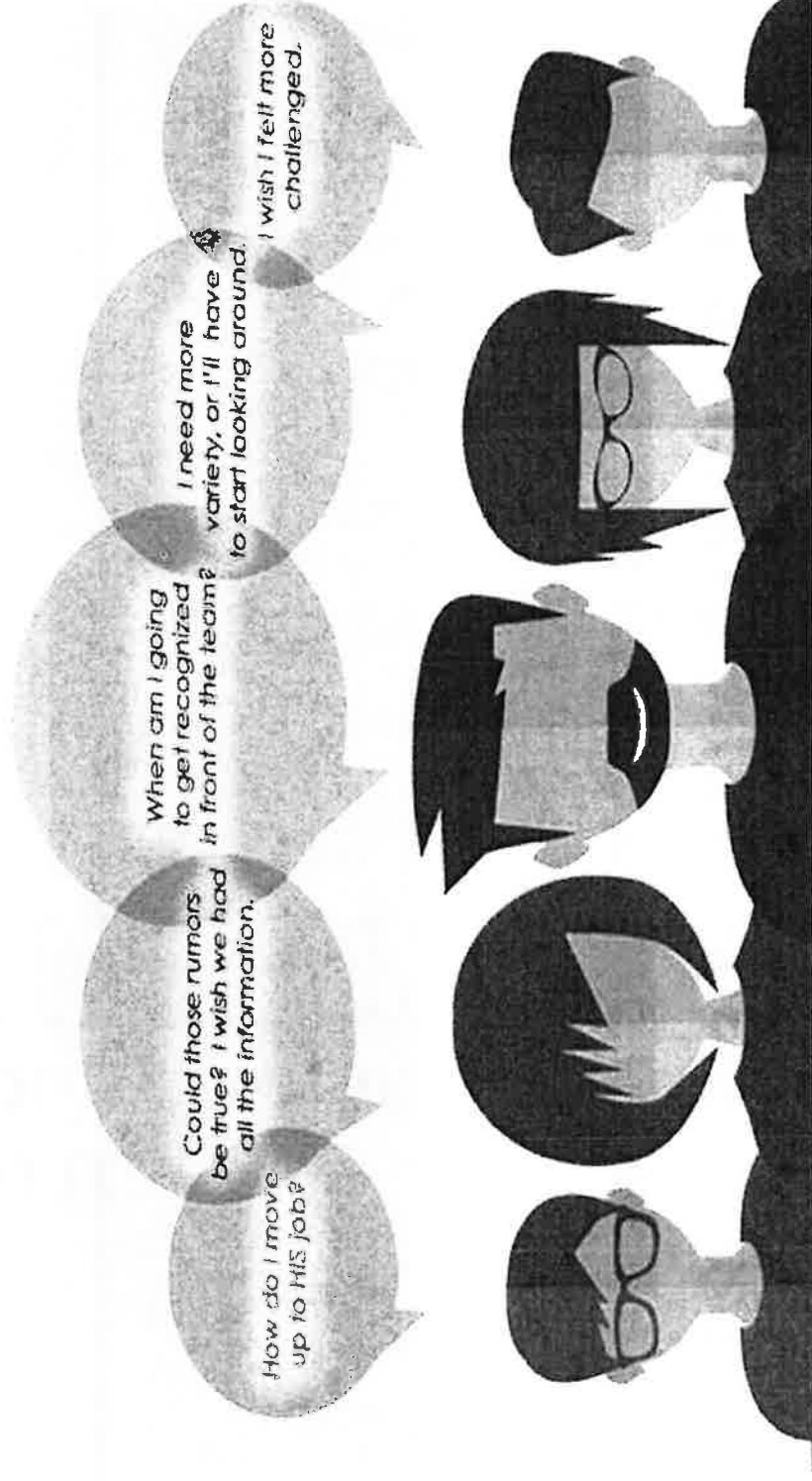
**Lin 5**

believes her personal  
aspirations are quite  
different from what  
the organization has  
planned for her

***That’s Bad News:  
If your Competitiveness relies on the  
drive, creative energy of your Top talent!***

# Do You Know Your Talent?

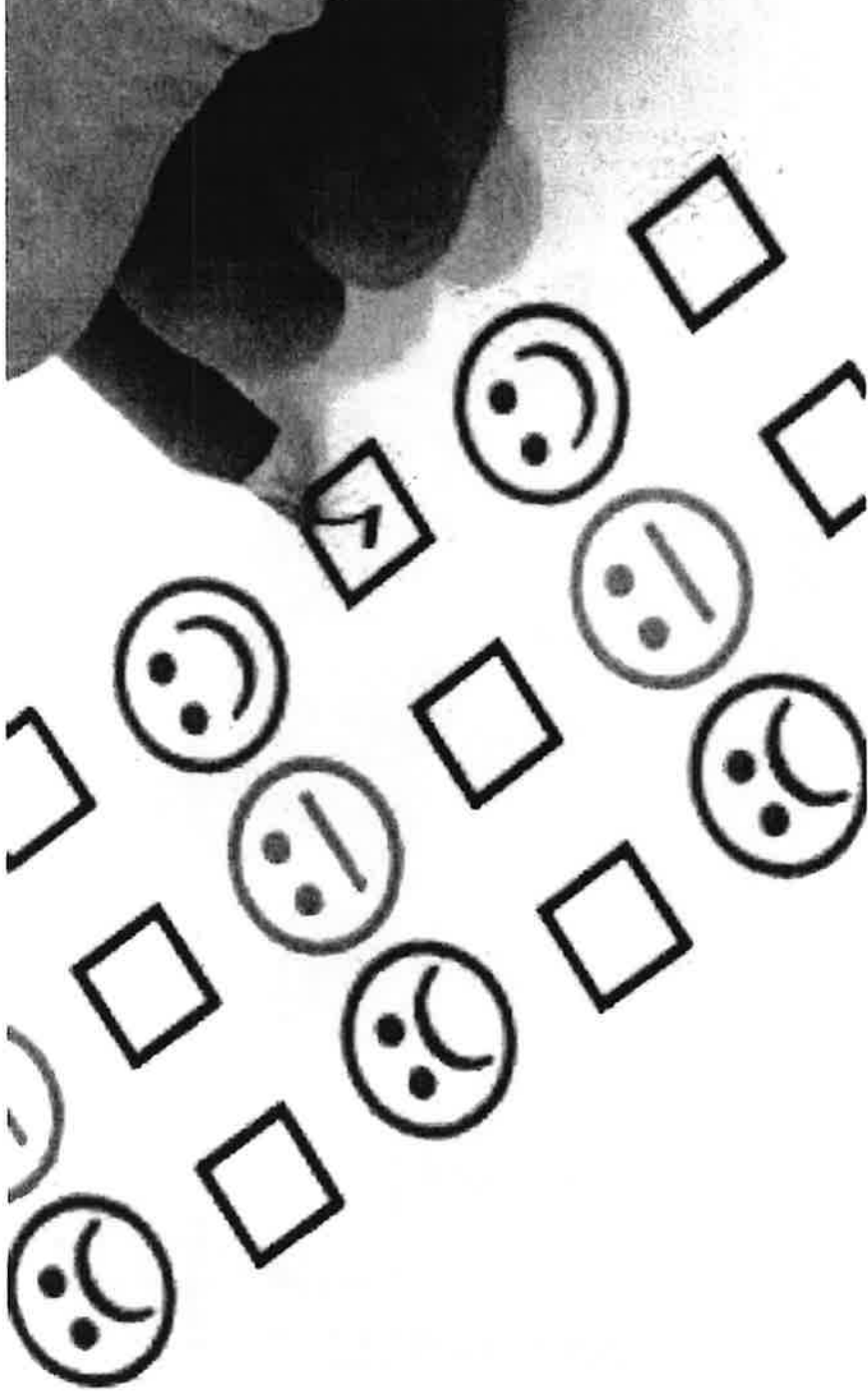
Do your leaders REALLY know what  
their team members are thinking?



# How Do You Know?

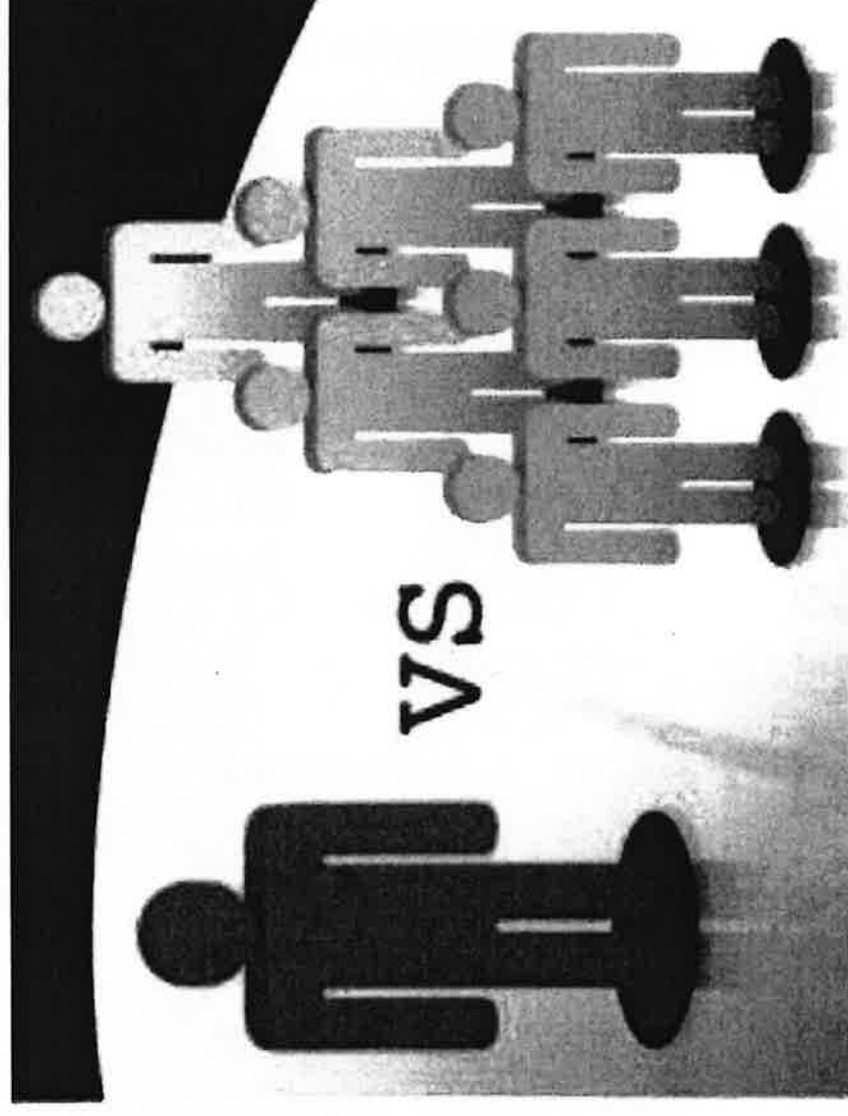
**Just k!**

# #1: Engagement Surveys

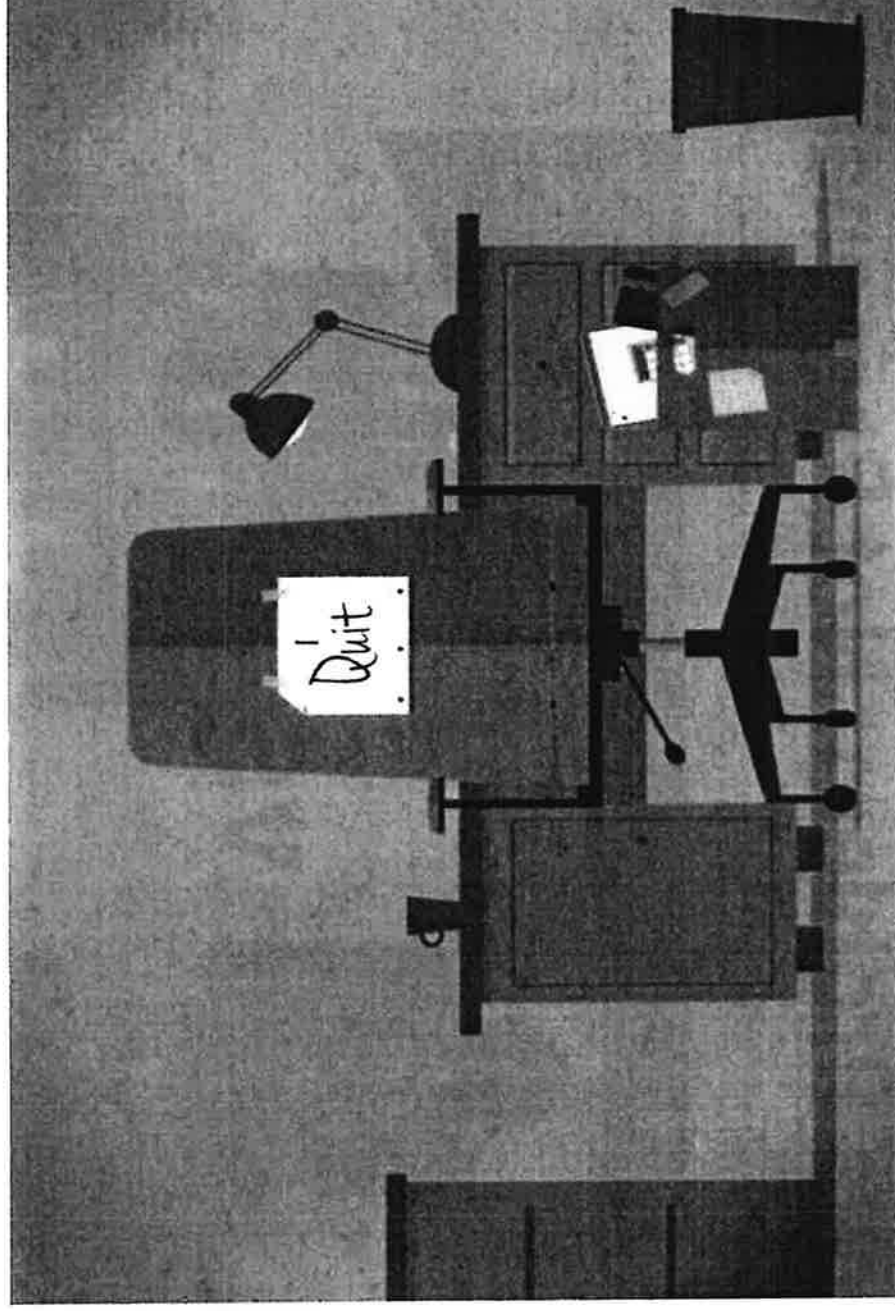




# Surveys Problem: Not Personalized



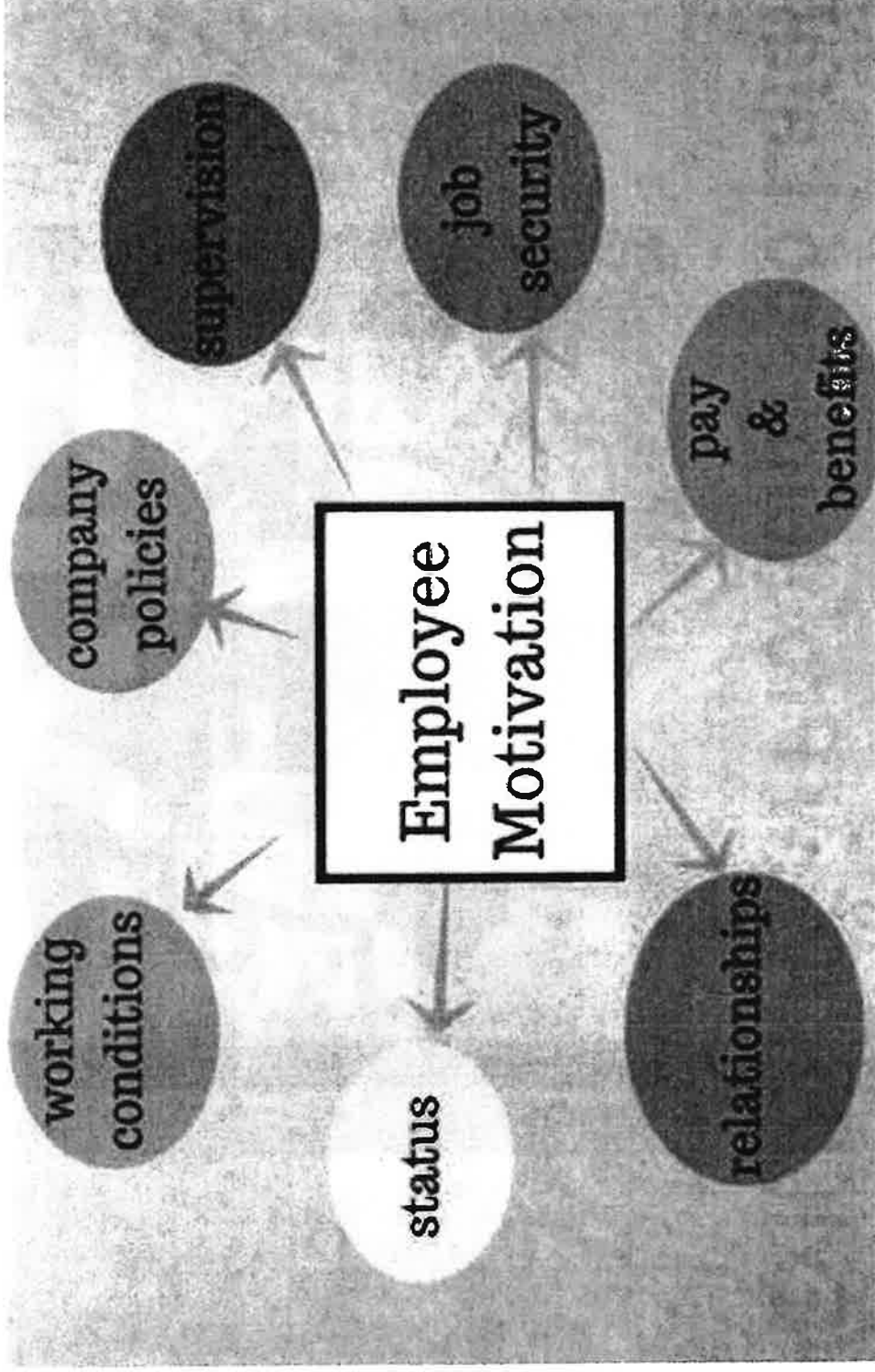
## #2: Exit Interviews



# Exit Interview Problem: Too Late!



## #3: Stay Interviews



# What is a Stay Interview?



- Periodic one-one-one discussion between manager & valued employee to:
- Identify and reinforce the factors driving an employee's engagement
- Identify and minimizes any triggers that might cause them to leave
- Send a message: “We Appreciate You?”

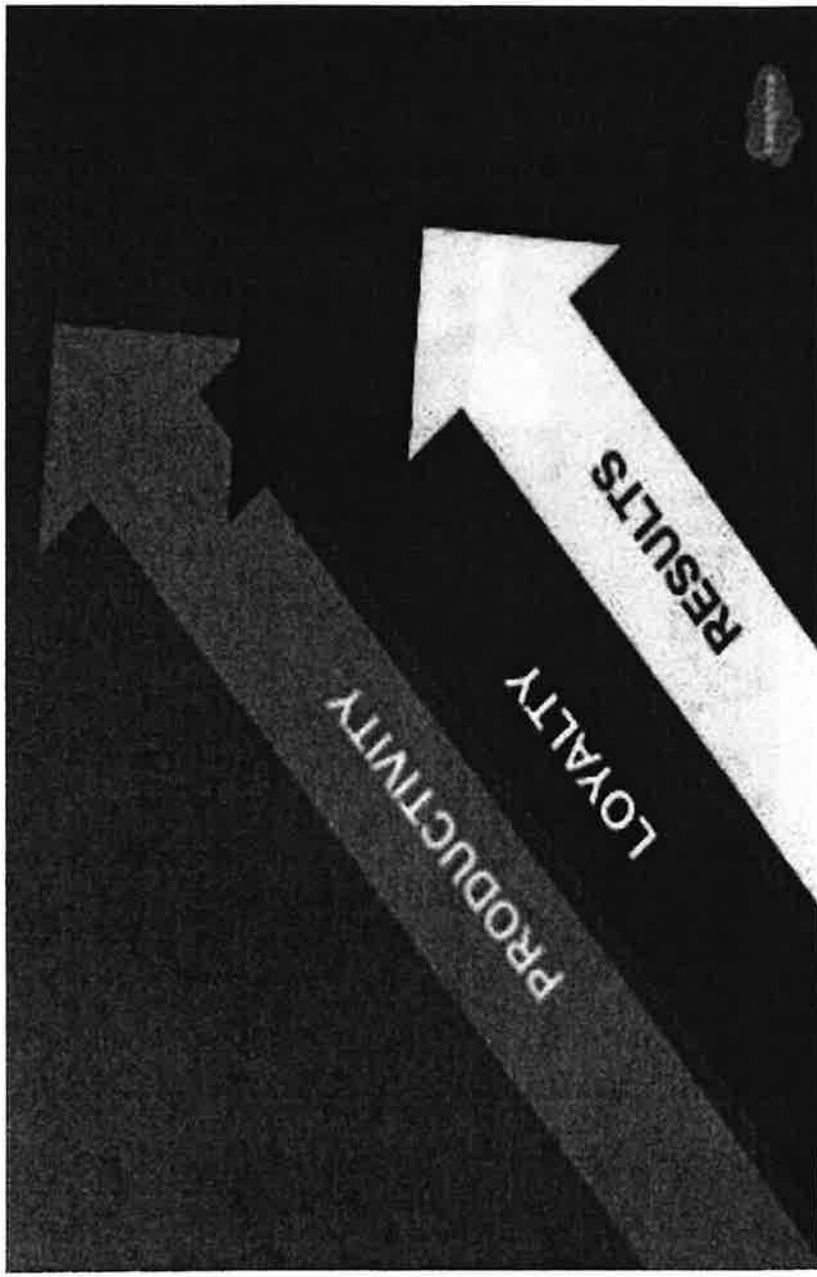
# The Benefits of Stay Interviews?

- They're Personalized
- They're Action-Oriented
- They're Inexpensive

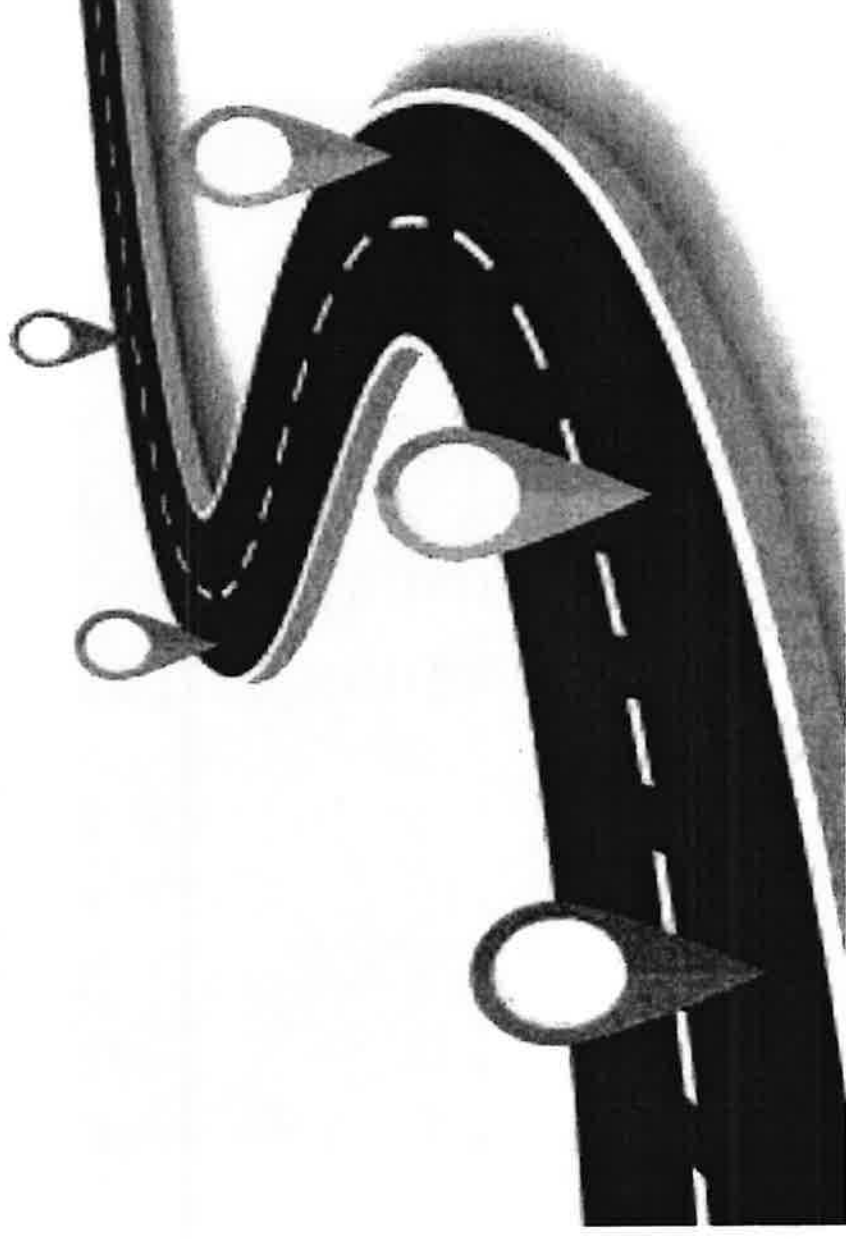


# Bottom Line!

## *Lead to Increased:*



# Today's Agenda





# Stay Interview Tool Kit



## Guidelines

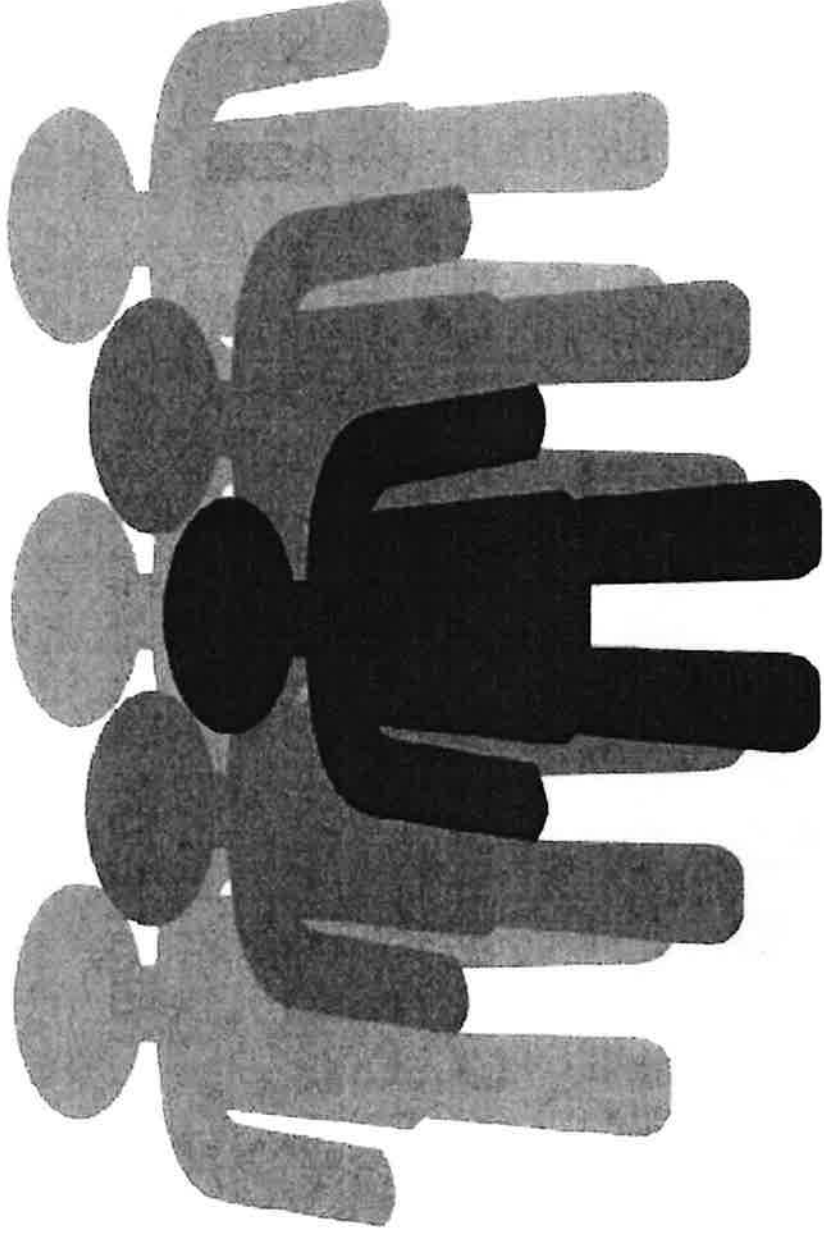


# Five Components



# #1: Who Gets Interviewed

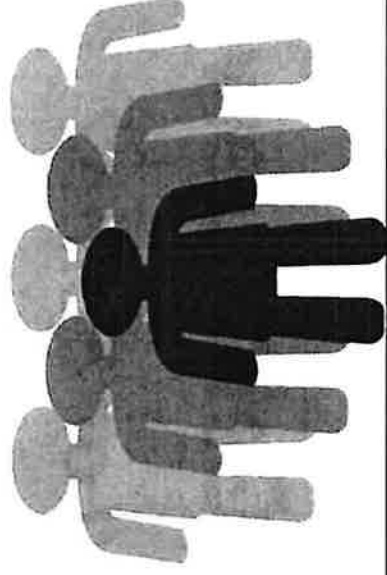
*All or Some?*



# #1: Who Gets Interviewed

*All or Some: It Depends...*

- ▶ **Size of the Company: Large or Small?**
- ▶ **Manager's Responsibility: # of Direct Reports?**
- ▶ **Talent Pool: Many or Few?**



# Focus On Key Employees



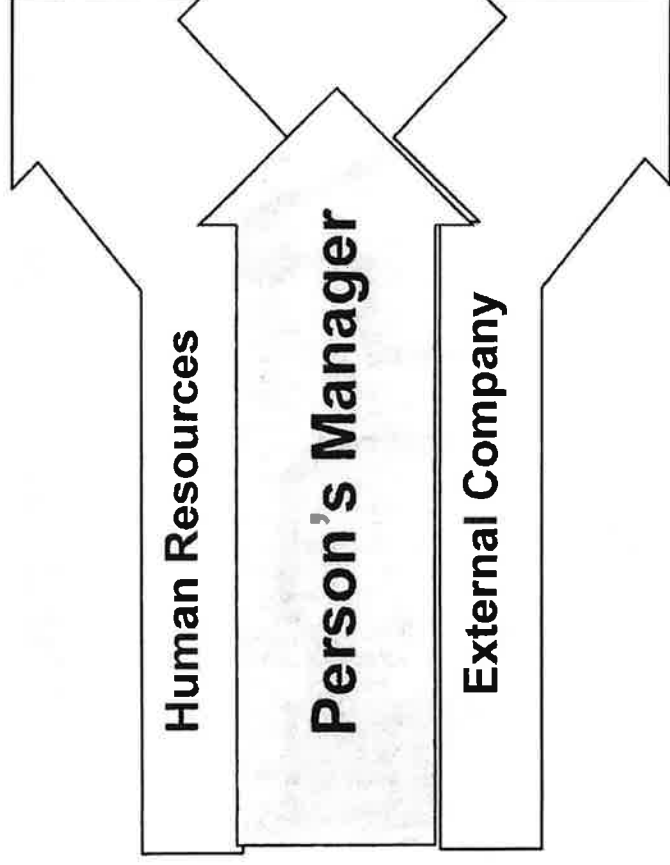
*Do You Know Who They Are?*

## #2: Who Is the Interviewer



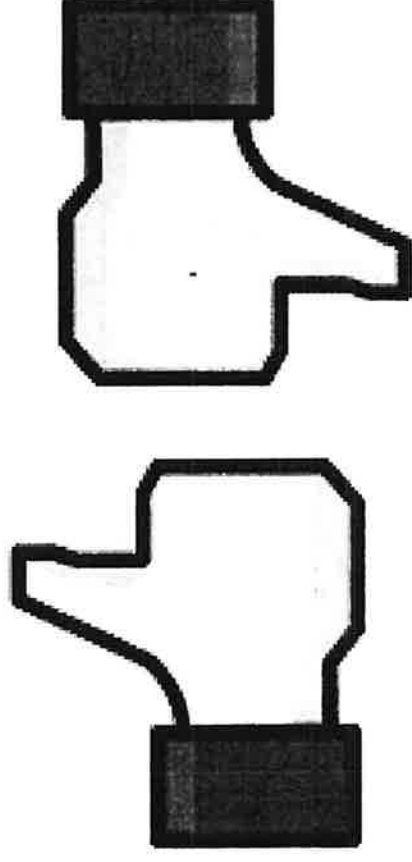
# Three Possibilities

Who Do You Think is Best?



# It's the Manager!!

*The number one factor driving engagement  
is the kind of relationship employees  
have with their manager!*





# #3: Timing and Frequency



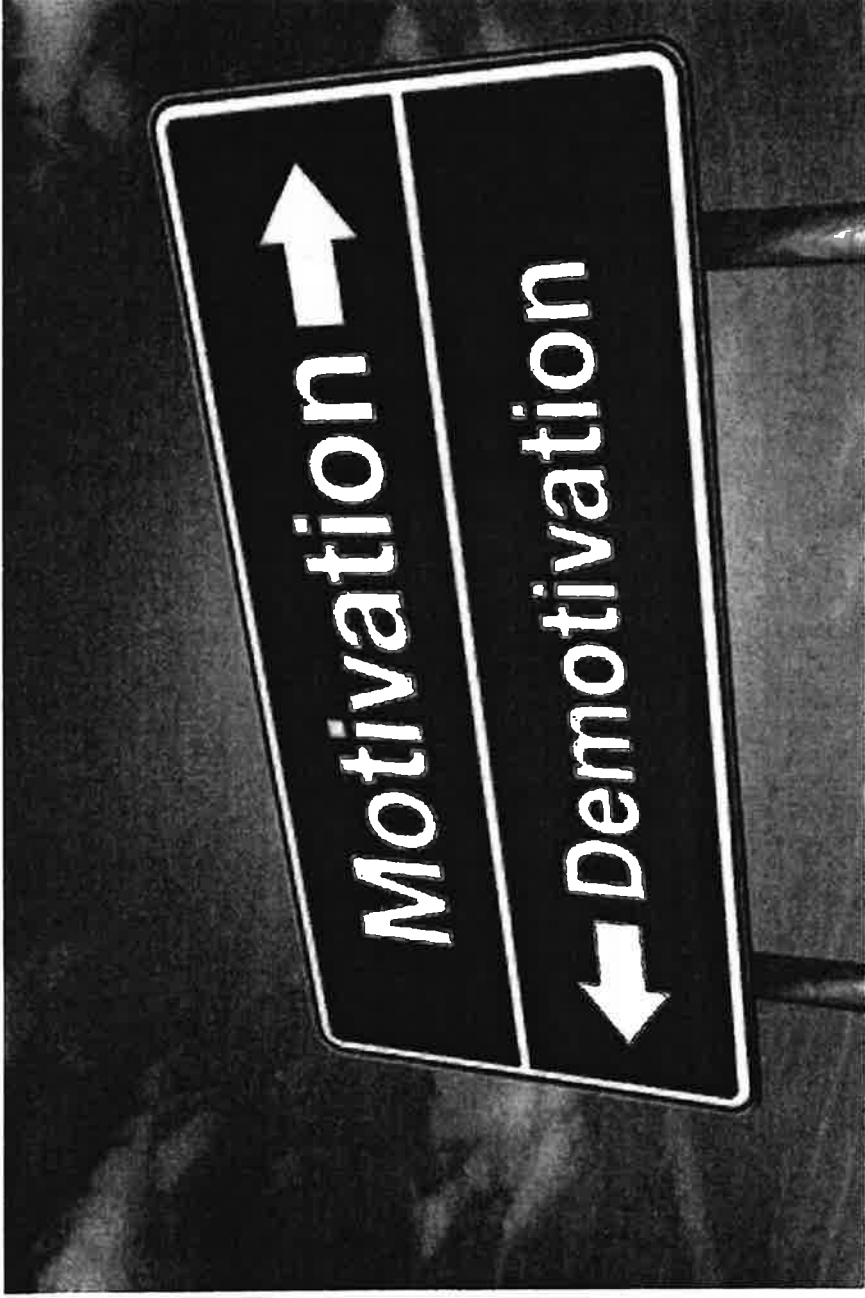
# Best Practices



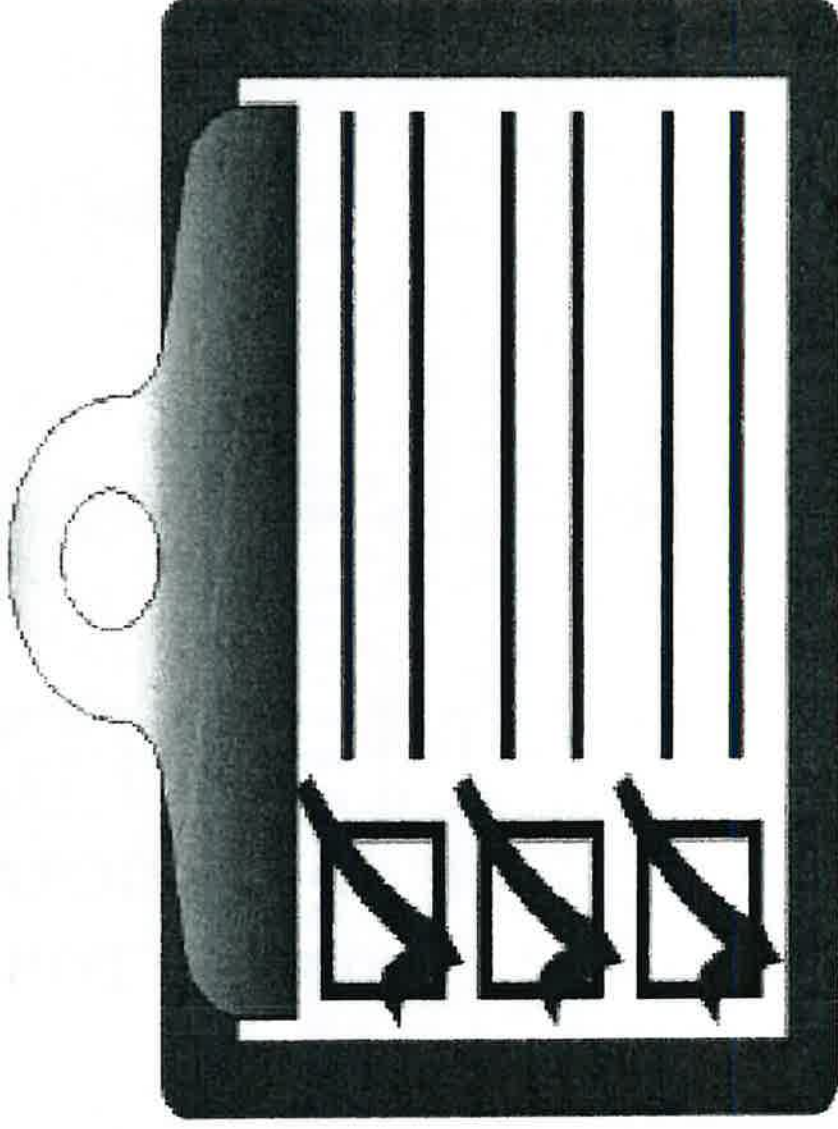
# 2X



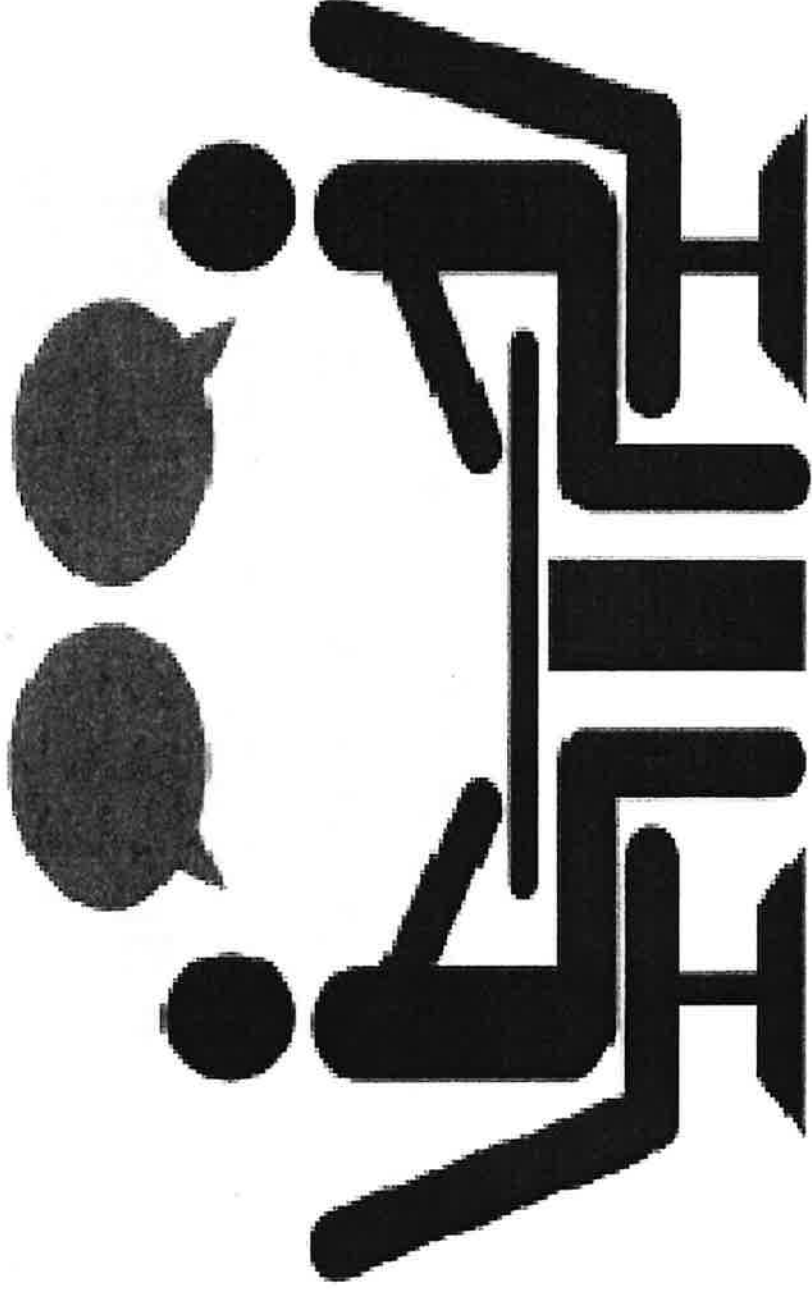
# Your Goal: Learn About Their...



## #4: What To Cover



## 4 Step Interview Process



## Step 1: How to Start (a)

***“I would like to talk to you about  
how the job is going so  
I, as your manager,  
can make this a  
great place for you to work.”***

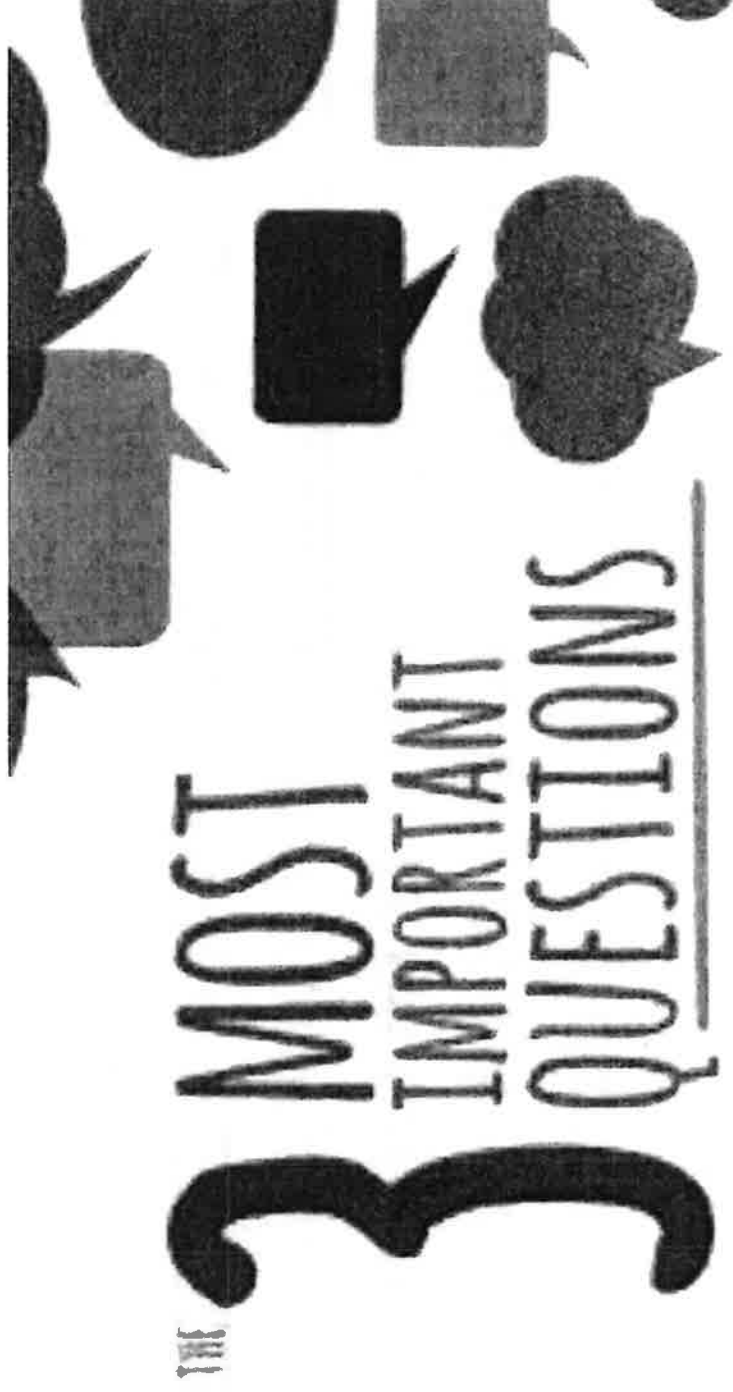


## Step 1: How to Start (b)

*“I would like to have an informal chat with you to ensure that the company and I understand what you really enjoy about your job and any factors that are frustrating you to the point where you might begin to consider other opportunities.”*

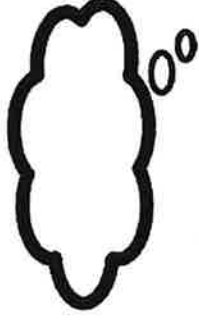


## Step 2: Then Move to Asking.....





# Three Questioning Tips



## 1. Put In Own Words



## 2. Take Notes



## 3. Follow-up

# 1. Like Most About Your Job?



*What parts are the most enjoyable?*

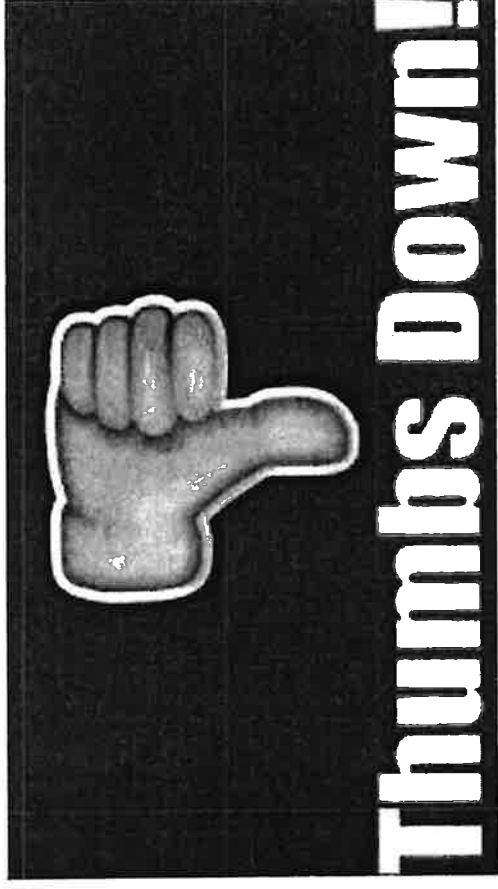
*What do you look forward to when you come  
to work each day?*

# What Might You Hear?

1. People I Work With – Team
2. Challenge of the Job
3. Flexibility: Remote / Hours
4. Making a Difference
5. Bring My Dog to Work



## 2. Like Least About Your Job?



*What parts are the least enjoyable?*

*If You could change one thing about your job,  
what would it be?*

## What Might You Hear?

- ▶ **Daily Frustrations:**
  - Lack of Timely Information**
  - Cumbersome Software**
- ▶ **Job or Career**
  - Bored/Variety**
  - Growth & Development**



### 3. What Keeps You Working Here?

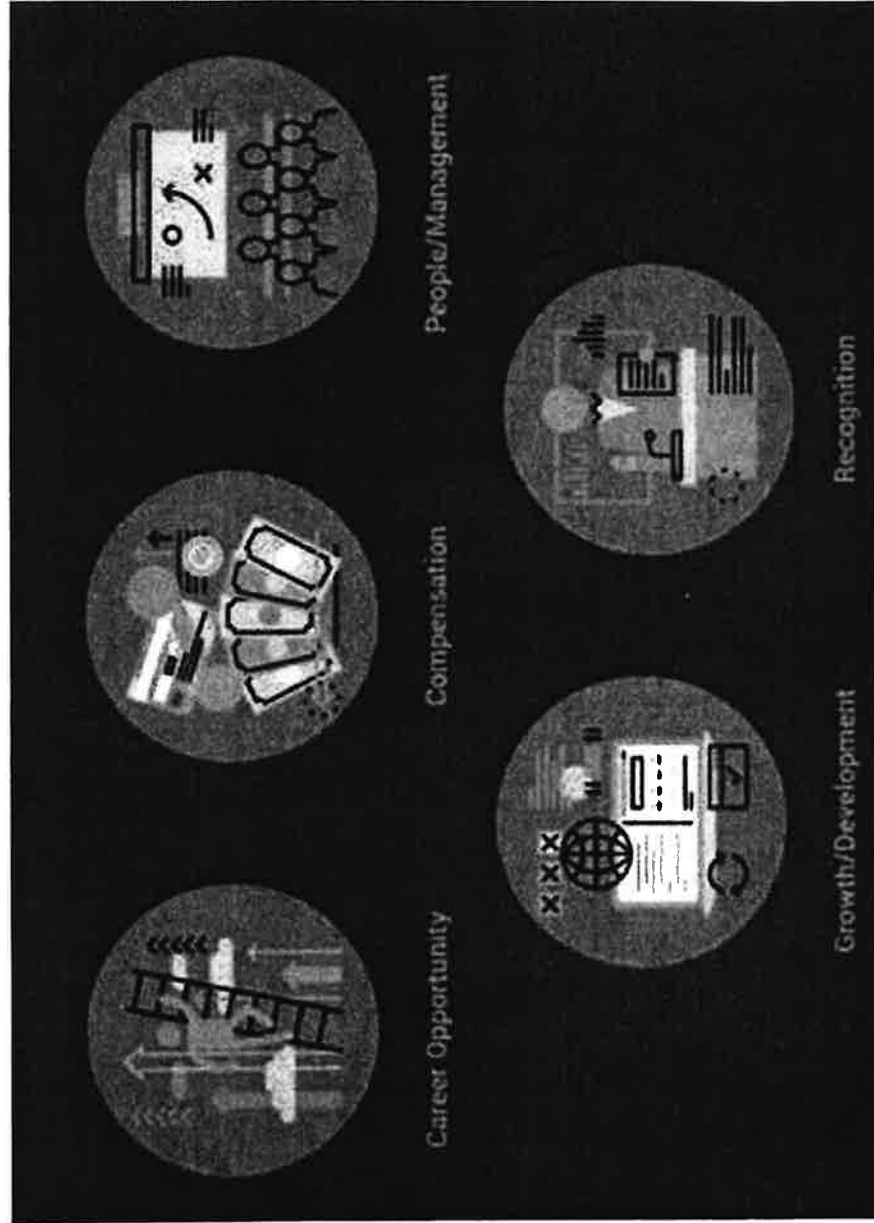


*What motivates you about our company?*

*What might attract you to other companies...  
what do they have that we don't?*

# What You Might Hear!

## Top 5 Reason Why People Stay



## Step 3: Summarize

### KEY POINTS

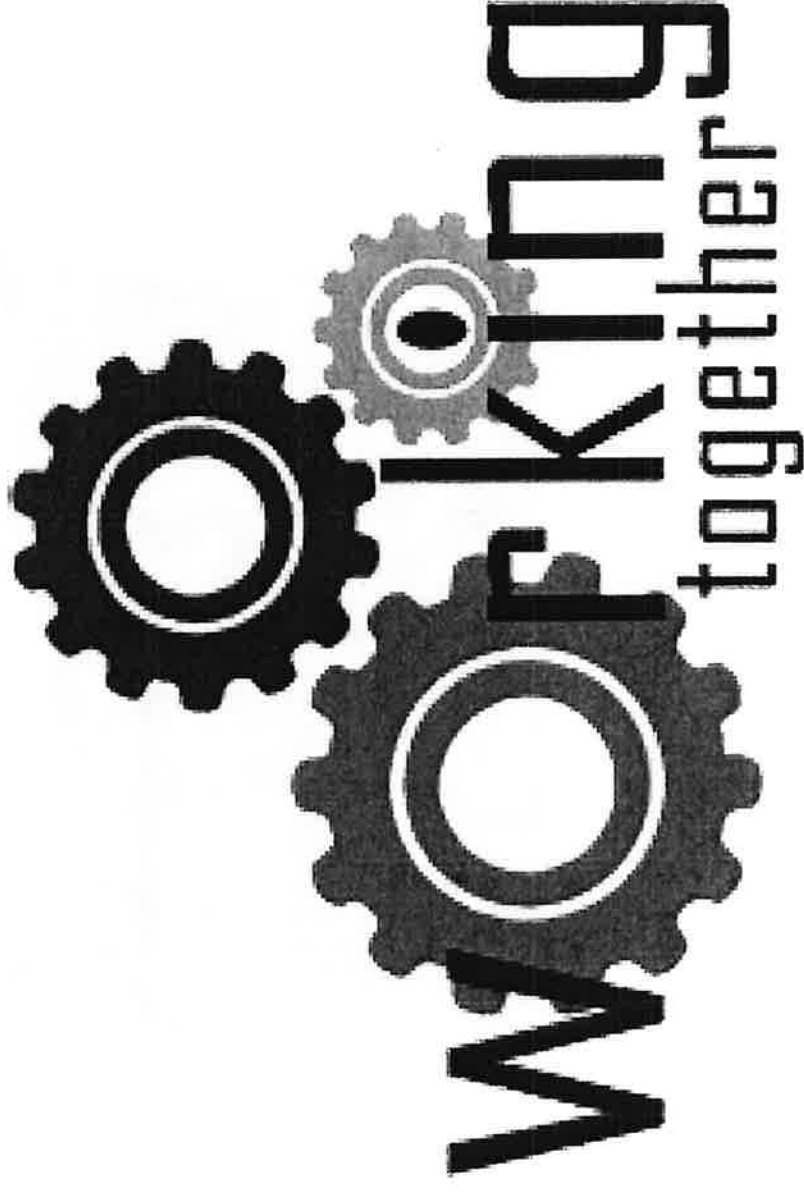
*“Let me review what I heard you say about the reasons you like it here as well as reasons why you might leave. Then, let’s develop a plan to make this a great place for you to work!”*



# Make Sure You're...

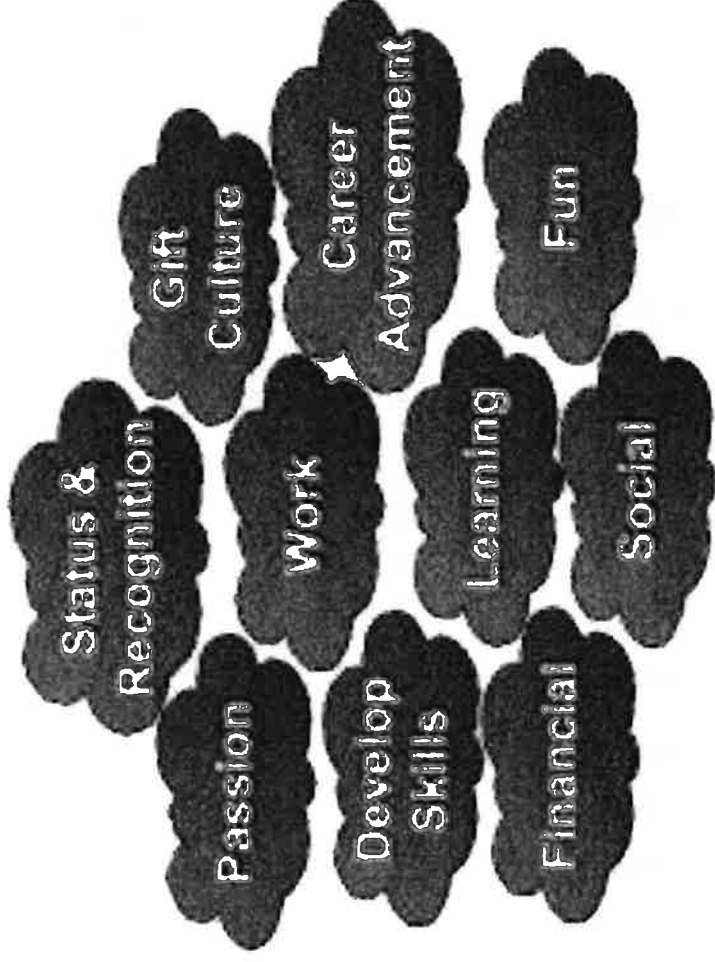


## Step 4: Build the Stay Plan



# Action Planning

## Based On Our Discussion, What Are Some Ideas to Increase Your Engagement?



## Some Examples

- ▶ Register for a webinar to enhance their skills
- ▶ Recognize their accomplishments with your boss
- ▶ Be on project team to work with other departments
- ▶ Accompany you / present at a management meeting
- ▶ Review in three months their request for a promotion

# relevant.

# Stay Plan Success Factors



- ▶ **Actions: Relevant and Important**
- ▶ **Focus First on Low Hanging Fruit**
- ▶ **Include Actions Manager Will Take**
- ▶ **Include Actions Employee Will Take**
- ▶ **Have It In Writing With Due Dates, etc.**

**Goal is to Increase Stay Factors  
and Decrease Leave Factors**

## #5: It Doesn't End Here



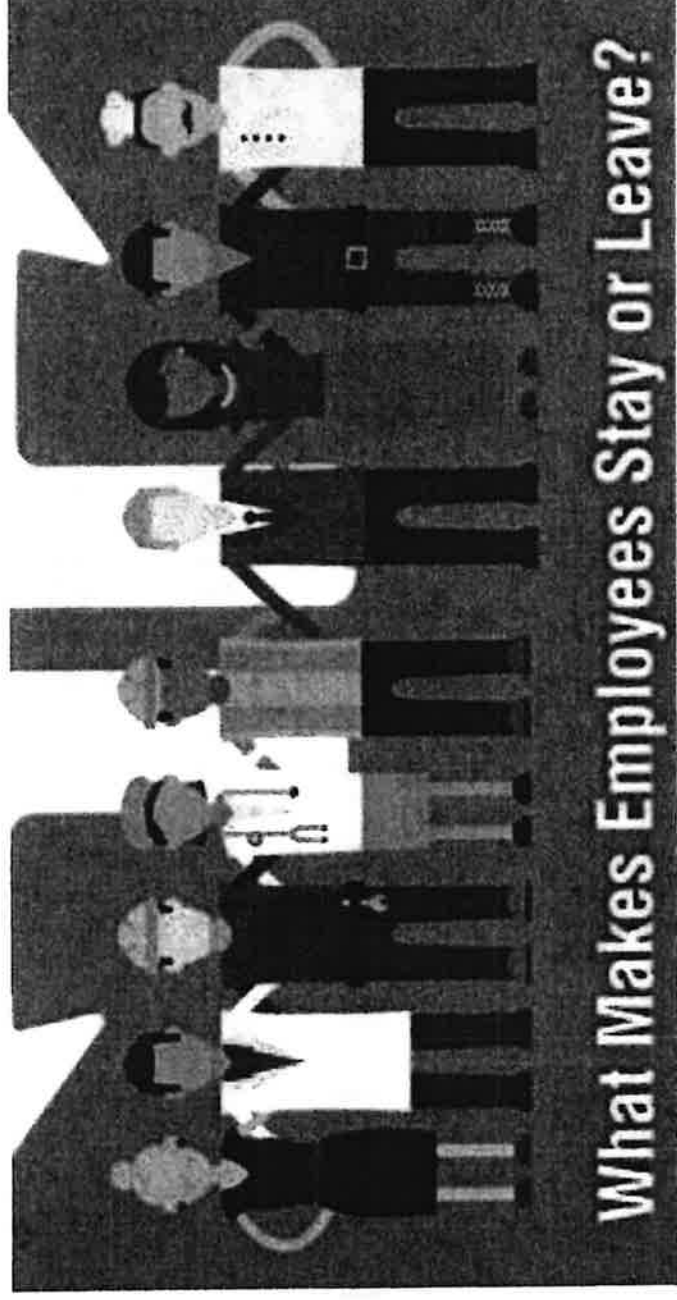
# **Why Follow-Up Is Important!**

**It Send a Message to Employees:**

- 1. You Care: You listened!**
- 2. You Did What You Said Going to Do!**
- 3. The Company Has an Interest In Them!**

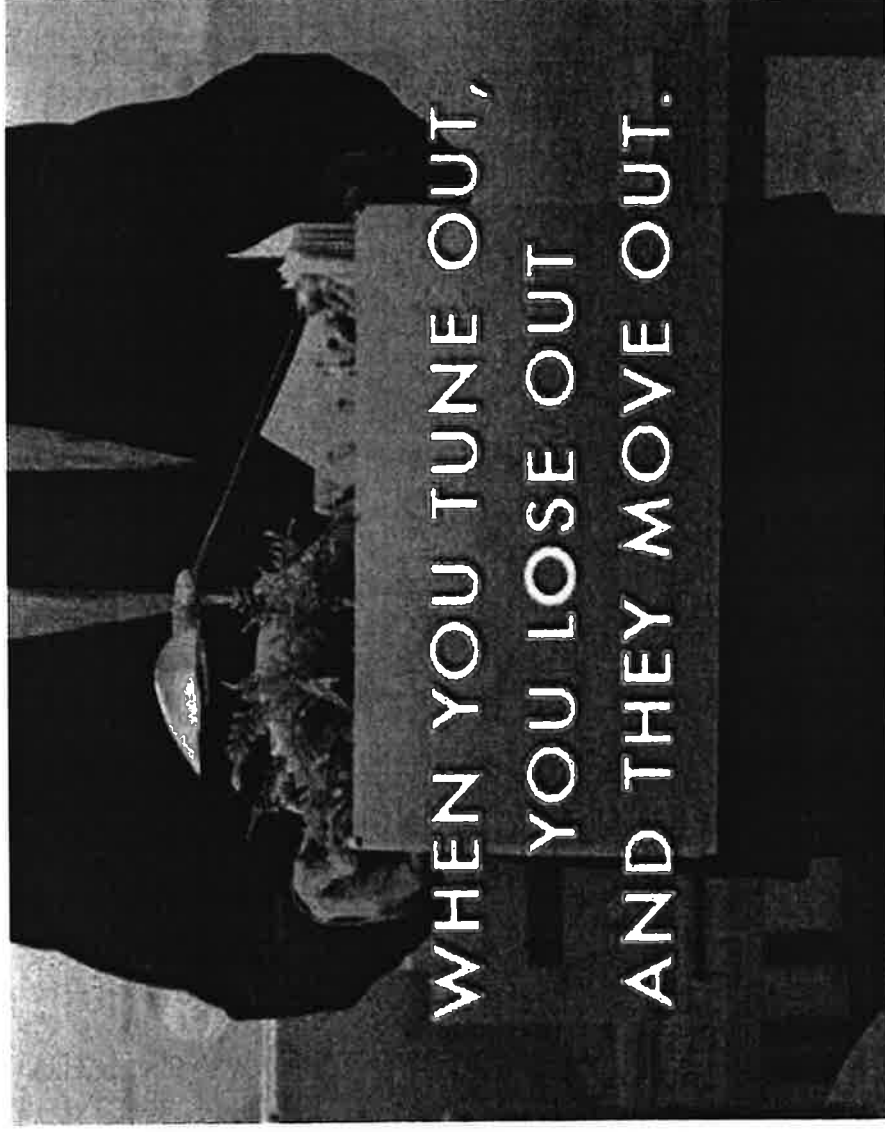


# Quick Recap

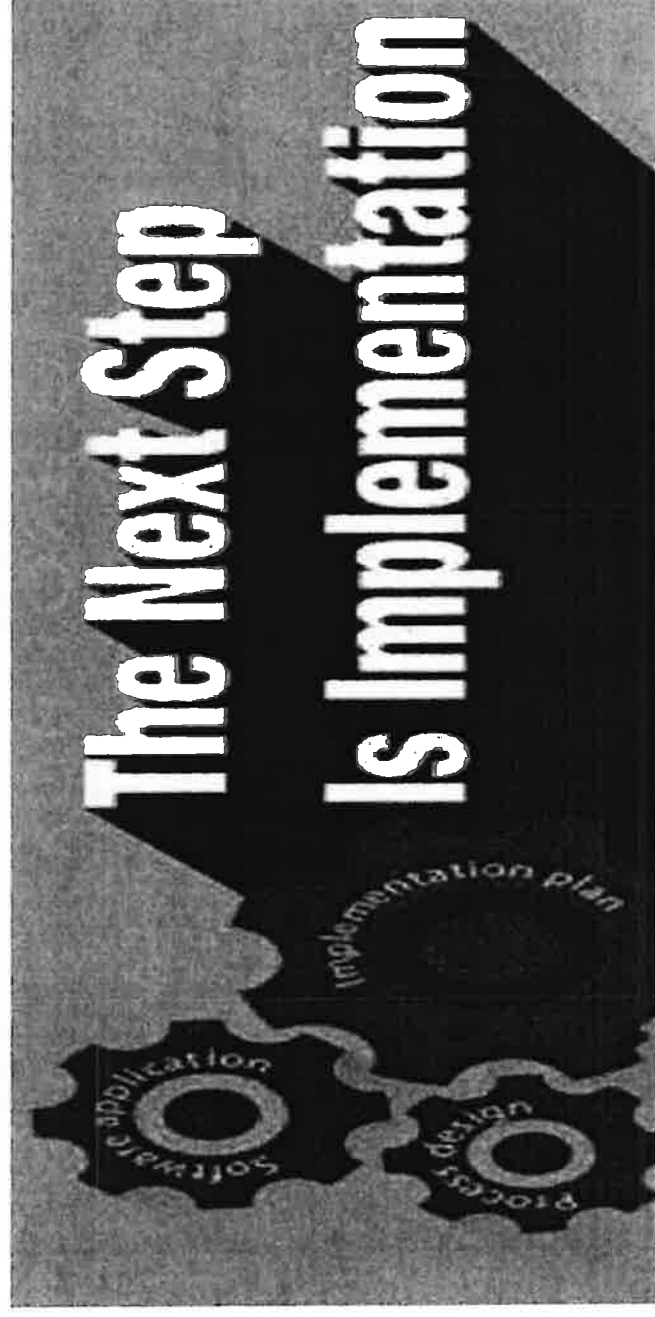




# Bottom Line



# Action Planning



# Small Steps to Success

## **3 Actions You Will Take to Utilize What Your Learned About Stay Interviews**

**1.**



**2.**



**3.**

# Q&A



## Final Thought

**“Today’s market place is incredibly competitive in every industry around the globe.**

**The difference between success and failure is  
TALENT period!”**

**Indra Nooyi,  
CEO PepsiCo**





THE TRUSTED DESTINATION FOR ONLINE TRAINING SOLUTIONS

## Upcoming Webinar by Marcia Zidle

**Strategies for On-boarding New Hires: How to Get Them Quickly Up To Speed, Increase Productivity/Engagement and Enhance Experience**

**Date: Thursday, May 2<sup>nd</sup>**

**Time: 01:00 PM EDT | 10:00 AM PDT**

**Employee On-boarding Best Practices: How to Accelerate Your New Hire's Productivity**

**Date: Wednesday, October 2<sup>nd</sup>**

**Time: 01:00 PM EDT | 10:00 AM PDT**

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## Thank you very much for joining today's webinar!

❑ For an in-depth and customized training by **Marcia Zidle** and our other experts, tailored specifically to the needs of your team/company/Industry, kindly contact our Client Relations team at **720-996-1615** or leave a comment in the “**Chat**” Panel and we will contact you.

❑ For information on our **Upcoming Webinars** please visit our website;  
[www.trainingdoyens.com](http://www.trainingdoyens.com)

Or contact us at

Toll Free: **+1-888-300-8494** | Tel: **+1-720-996-1616** | Fax: **+1-888-909-1882**  
Email: [support@trainingdoyens.com](mailto:support@trainingdoyens.com)



### **Fairfield County Workforce Center *Fact Sheet***

***The Workforce Center will soon be launched to improve skills of workers and better meet needs of local employers.***

- The Workforce Center will first focus on training in manufacturing, skilled trades, and culinary arts. Other training programs and services will be added as *employers and entrepreneurs* identify needs.
- Training will be provided by Ohio University Lancaster and Hocking College.
- The state has dedicated \$1.25 million (through the Fairfield County Port Authority) to the Workforce Center, which is located at 4465 Coonpath Rd. in Carroll, OH, and is now titled to the Fairfield County Commissioners.

***The initial investment will go toward helping train employees for Magna International, an international auto parts manufacturer that has recently announced its expansion into Lancaster with 300 new jobs.***

- Magna will partner with Hocking College and Ohio University to create curriculum.
- This program will provide comprehensive training to Magna's employees and allow for additional jobs at Magna as its workforce develops new skills.
- Magna will also use the workforce center to train new employees on its backup equipment that will be housed at the center. This will help Magna with its hiring process.

***The Workforce Center will provide training for workers of local businesses as well as a pipeline of new employees.***

- Hocking College is exploring the creation of an HVAC program at the center to help local companies find skilled labor and expand their businesses.
- The Fairfield 33 Development Alliance has identified workforce development as the most important issue for business attraction and retention.
- The programming at the center will focus on "micro degrees" and "stackable certificates". This will allow those receiving training to launch their careers as soon as possible.

***The 72,000 square-foot building*** will provide industrial and classroom space. Its previous use was as the Opportunity Center for Fairfield County Board of Developmental Disabilities, and the Workforce Center will be inclusive of all in the use of its services, including the population of persons with developmental disabilities.

***For more information contact:*** Carri Brown, County Administrator, [carri.brown@fairfieldcountyohio.gov](mailto:carri.brown@fairfieldcountyohio.gov) – or – Rick Szabrak, Economic and Workforce Development Director, [rick.szabrak@fairfieldcountyohio.gov](mailto:rick.szabrak@fairfieldcountyohio.gov)

10.4.2019





**Fairfield County Volunteer Week  
April 19-25, 2020**

The Commissioners will be recognizing Volunteer Week in Fairfield County the week of April 19, 2020.

Along with a proclamation, the Commissioners will be hosting an appreciation open house (date is to be determined) recognizing all county employees who have volunteers at least 20 (self-reported) hours to a community organization of their choice.

All volunteer board members appointed by the Commissioners or other county official will also be recognized.

Please contact Rachel Elsea at [rachel.elsea@fairfieldcountyohio.gov](mailto:rachel.elsea@fairfieldcountyohio.gov) with any questions.





### **2019 Last Regular Meeting Reminder!**

The last Commissioners' Regular Meeting for 2019 will be on  
**Tuesday, December 17<sup>th</sup>.**

Any financial resolution needed before the first Regular Meeting in  
2020 must be submitted by 10:00 a.m. on Friday, December 13<sup>th</sup>.

Any non-financial resolution needed before the first Regular Meeting in  
2020 must be submitted by 12:00 p.m. on Monday, December 16<sup>th</sup>.

Carri will continue to approve Administrative Approvals through the  
holidays.

The first Regular Meeting for 2020 will be held on  
Tuesday, January 14, 2020.

Please contact Rachel Elsea at [rachel.elsea@fairfieldcountyohio.gov](mailto:rachel.elsea@fairfieldcountyohio.gov)  
with any questions.

2019-10.24.a

**A resolution to approve the Holiday Schedule for 2020.  
[Commissioners]**

**WHEREAS**, the Board of County Commissioners wishes to be closed in observance of the holidays as follows:

Holiday Schedule for 2020

New Year’s Day	January 1, 2020 (2018-11.13.d)
Martin Luther King Day	January 20, 2020
Presidents’ Day	February 17, 2020
Good Friday (close at noon)	April 10, 2020
Memorial Day	May 25, 2020
Independence Day (observed)	July 3, 2020
Labor Day	September 7, 2020
Fairfield County Fair Day	October 16, 2020
Veterans’ Day	November 11, 2020
Thanksgiving Day	November 26, 2020
Day after Thanksgiving	November 27, 2020
Christmas Eve (close at noon)	December 24, 2020
Christmas Day	December 25, 2020
New Year’s Day	January 1, 2021

**WHEREAS**, in addition any day appointed and recommended by the President of the United States or Governor of the State of Ohio shall also be included in this schedule.

**NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS, COUNTY OF FAIRFIELD, STATE OF OHIO:**

**Section 1.** That Board of Commissioners approves the above Holiday Schedule for 2020.

**Section 2.** That this Holiday Schedule shall be in effect for calendar year 2020 only.

**Section 3.** That the Clerk of the Board shall notify all departments of the Holiday Schedule for 2020.

Prepared by: Rachel Elsea  
cc: All county offices and departments



## SCHEDULE BOARD OF COMMISSIONERS

### 2020 Budget Hearings as of October 8, 2019

**Commissioners:**  
Steven A. Davis  
Mike Kiger  
David L. Levacy

**County Administrator**  
Carri L. Brown

**Clerk**  
Rachel A. Elsea

#### **Thursday, October 22, 2020**

9:15 a.m. – Facilities  
9:30 a.m. – Sheriff  
10:00 a.m. – Board of Elections  
10:40 a.m. – EMA  
11:00 a.m. – Regional Planning Commission  
11:20 a.m. – Recorder  
1:00 p.m. – Prosecutor  
1:40 p.m. – OSU Extension  
2:00 p.m. – Domestic Relations Court  
2:30 p.m. – Juvenile/Probate Court

#### **Thursday, October 29, 2020**

9:00 a.m. - Treasurer  
9:15 a.m. – Coroner  
9:30 a.m. – Clerk of Courts  
9:45 a.m. – Engineer  
10:00 a.m. – Auditor  
10:20 a.m. – GIS  
10:25 a.m. – Real Estate  
10:40 a.m. – IT  
11:00 a.m. – Dog Shelter  
11:20 a.m. – Municipal Judges  
1:00 p.m. – Veterans Services  
1:20 p.m. – Soil & Water  
1:40 p.m. – Municipal Clerk  
2:00 p.m. – Common Pleas Court

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## Powerful Online Communication Training Courses Now Available

Fairfield County Ohio is pleased to announce our partnership with Telephone Doctor, The world's premier provider of customer service training tools. With the online training through ServiceSkills.com, you will access the skills and techniques we've set as "Standards" for demonstrating excellent customer service.

You'll have ample opportunities to master and reinforce well over 100 proven customer service and leadership skills and techniques in 12 series:

- 14-module Telephone Doctor® Series
- Three 10-module What to Say When™ Series
- 12-module Service Matters™ Series
- 12-module ServiceSims™ Series
- 10-module Houndville™ Animated Workplace Series
- 19-module Email Matters™ Series
- 11-module How to Be a Terrible Team Member™ Series
- 10-module 8 Keys to a More Respectful Workplace™ Series
- 6-module Newmarket Learning™ Management & Leadership Series
- 8-module Generations@work Series

Everyone will have 24/7 access to all the courses. An on-line quiz will be taken at the end of each course and a score of 80% or better will be the expectation for successful completion. Management can access performance reports at any time.

The key to successful training is applying the skills learned and making them part of your day-to-day conversations with clients. Remember, speed is not success. It's important to internalize concepts before moving on to a new technique. There's a reason why people say, "*Repetition is the mother of learning.*" These techniques will prove valuable to you throughout your professional career.

**Accessing the On-Line Courses:** <https://fairfieldcountyohio.serviceskills.com>



## Extension Update

Highlights from OSU Extension in Fairfield County

November, 2019

### Past Happenings



The Fairfield County 4-H program concluded another successful year with members displaying and competing with their projects at the Fairfield County Fair. Over 600 Summer Judged Projects were displayed and 1290 Fair Judged Projects were completed by members. The week concluded with the Livestock Sale where market animals were sold and many of our local businesses and community members had an opportunity to support the 4-H program. Cloverbud members were also recognized at the fair with age appropriate activities as well as a graduation ceremony for those moving to traditional 4-H next year.



Our Local Foods Farm Tours wrapped up with a visit to Paige's Produce, with sixteen people in attendance on a wet evening. They were able to learn tips and tricks from owners, Brian and Kelly Helser.

Mindful Wellness was presented by Shannon Carter, FCS Extension Educator, in August. Mindful Wellness is designed to equip healthy adults with practices and skills to strengthen the mind and body connection and promote holistic health and wellness across the lifespan. At the end of the four session series, participants reported a reduction in stress and anxiety and increased focused attention.

### Mindful Wellness



Sandy Bohl presented six preserving classes to the community. These classes included: Jam Making, Water bath and Pressure Canning Basics, Freezing Fruits and Vegetables and Dehydrating Fruits and Vegetables.

OHIO STATE UNIVERSITY EXTENSION FAIRFIELD COUNTY

### LET'S PRESERVE

A Matter of Balance was presented by Shannon Carter, FCS Extension Educator, in partnership with Meals on Wheels at the Senior Service Center in Lancaster. This program is designed to reduce the risk of falling, improve balance and increase activity levels.



A MATTER OF  
BALANCE  
MANAGING CONCERNS ABOUT FALLS

### Continuing classes...



SNAP-Ed programs have finished up their summer programs and are transitioning back to the classroom where they will visit students, preschool through fourth grade, to teach about nutrition and having a healthy lifestyle.

### Upcoming events...

Join us for the Holiday Wellness Challenge "Get Your Elves in a Row". It is a 6 week email wellness challenge with healthy living tips and encouragement to help you make the most of the holiday season. Sign up at [go.osu.edu/ElvesFair19](http://go.osu.edu/ElvesFair19).



We will be hosting a **Farm Bill Information session** for local farmers to attend prior to sign-up deadlines for the new ARC/PLC program. This will be an opportunity for local farmers to get information on the new Farm Bill and ask clarifying questions of our Ag & Natural Resources staff. We will also be hearing from Aaron Stockberger, CED, Farm Service Agency, USDA.

**Fertilizer and Pesticide Re-certification** dates will be scheduled in January and February for those community members that require training hours to renew their private Fertilizer and/or Pesticide Certification through the Ohio Department of Agriculture.

The Fairfield County 4-H program will honor the volunteer advisors at a banquet organized and conducted by the Junior Leaders. In December, 4-H members will have an opportunity to start working on their Achievement forms at a workshop. These forms are used for award and trip selections for older 4-H youth. In January, we will start preparing for next year by reaching out to our older youth with opportunities such as Junior Fair Board, Camp Counseling, Junior Leaders and Fashion and Nutrition Board.



THE OHIO STATE  
UNIVERSITY

COLLEGE OF FOOD, AGRICULTURAL  
AND ENVIRONMENTAL SCIENCES

## **Fairfield County, Ohio Public Records Request Policy**

### **Introduction**

It is the policy of the Fairfield County Commissioners Office that openness leads to a better-informed citizenry, which leads to better government and better public policy.

### **Public Records**

This office, in accordance with the Ohio Revised Code, defines records as including the following: any document – paper, electronic (including, but not limited to, e-mail), or other format – that is created or received by, or comes under the jurisdiction of a public office that documents the organization, functions, policies, decisions, procedures, operations, or other activities of the office. All records of the Fairfield County Commissioners are public unless they are exempt from disclosure under the Ohio Revised Code.

It is the policy of the Fairfield County Commissioners Office, as required by Ohio law, that records will be organized and maintained so that they are readily available for inspection and copying.

### **Records Requests**

Each request for public records should be evaluated for a response using the following guidelines:

Although no specific language is required to make a request, the requestor must at least identify the records requested with sufficient clarity to allow the public office to identify, retrieve, and review the records. If it is not clear what records are being sought, the records custodian must contact the requestor for clarification, and should assist the requestor in revising the request by informing the requestor of the manner in which the office keeps its records.

The requestor does not have to put a records request in writing and does not have to provide his or her identity or the intended use of the requested public record. It is this office's general policy that this information is not to be requested. However, the records custodian may ask for a written request and may ask for the requester's identity and/or intended use of the information requested if 1) it would benefit the requestor by helping the public office identify, locate, or deliver the records being sought, and 2) the requestor is informed that a written request and the requestors identify and intended use of the information requested are not required.

Public records are to be available for inspection from 8:00 a.m. to 4:00 p.m., Monday through Friday, during regular business hours, with the exception of published holidays. Public records must be made available for the inspection promptly. Copies of public records must be made available within a reasonable period of time. "Prompt" and "reasonable" take into account the volume of records requested; the proximity of the location where the cords are stored; and the necessity for any legal review of the records requested.

Routine requests for records should be satisfied immediately if feasible to do so. Routine requests include, but are not limited to, meeting minutes (both in draft and final form), budgets, salary information, personnel rosters, etc.

All requests for public records must be acknowledged in writing by the public office within one business day following the office's receipt of the request. If a request is voluminous or will require research, the acknowledgement should include the following:

- An estimated number of business days it will take to satisfy the request.
- An estimated cost if copies are requested.
- Any items within the request that may be exempt from disclosure.

Any denial of public records requested must include an explanation, including legal authority, and the Prosecutor's Office should be consulted prior to denying any request. If portions of a record are public and portions are exempt, the exempt portions are to be redacted and the rest released. If there are redactions, each redaction must be accompanied by a supporting explanation, including legal authority.

### **Costs for Public Records**

Those seeking public records may be charged only the actual costs of making copies. The charge for paper copies is \$0.05 per page or the amount required by law. The charge for downloaded computer files to a compact disc is \$1.00 per disk or the amount required by law. There is no charge for documents e-mailed. Requestors may ask that documents be mailed to them. They will be charged the actual cost of postage and mailing supplies, in addition to the charges set under the costs for public records section. Charges may be waived for efficiency purposes.

### **E-mail**

Documents in electronic mail format are records as defined by the Ohio Revised Code when their content relates to the business of the Office.

### **Failure to Respond to a Public Records Request**

The Fairfield County Commissioners Office recognizes the legal and non-legal consequences of failure to properly respond to a public records request.



**You're Invited!**

## **Holiday Open House**

**Tuesday, December 10th**

**12:00 p.m.—1:00 p.m.**

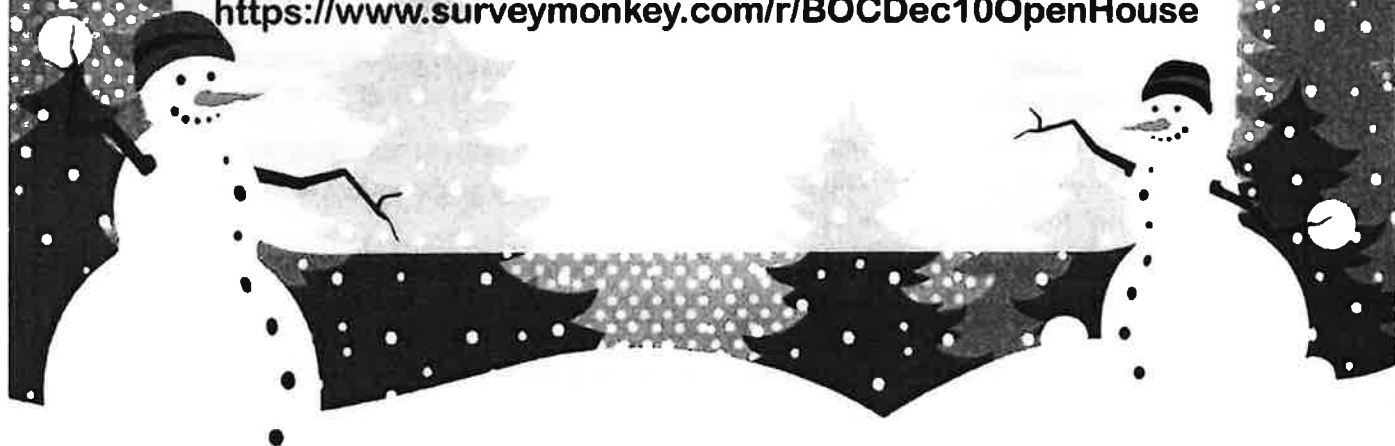
**Commissioners' Hearing Room**

**Stop by for some holiday sweets and treats**

**Hosted by the Commissioners' Office in  
appreciation for all you do to serve the  
citizens of Fairfield County**

**RSVP by Friday, December 6th via**

**<https://www.surveymonkey.com/r/BOCDec10OpenHouse>**



Congratulations to the 2019 honorees for the *electronic idea box*!

The honorees will be recognized at the November 21<sup>st</sup> Regular Meeting at 10:00 a.m.

1. For promoting the importance of training for technology and the value of customer service, a bronze level award is presented to:

- **Catherine Warner**, Clerk of Courts - \$100 & a certificate
- **Denise Gressnick**, Fairfield County IT - \$100 & a certificate

*IT training was scheduled (and additional online tools were made available) and Service Skills training (essential customer services and management skills) was expanded for all employees.*

2. For promoting a culture of charity and volunteerism, a bronze level award is presented to:

- **Jodi Recchi**, County Recorder's Office - \$100 & a certificate
- **Jay Mattlin**, Fairfield County IT - \$100 & a certificate

*Communication about ways to donate conveniently (and voluntarily) for the community was made. Plans for recognition during National Volunteer Week in April 2020 were put in place.*

3. For promoting efficiency and clearly outlining a recommendation to further the County Auditor in the effort to liaison with Tyler Technologies, a vendor partner, a bronze level award is presented to:

- **Christy Noland**, Emergency Management Agency - \$100 & a certificate

*The County Auditor expended on the idea, conducted research, and is working with the vendor to support the idea.*

4. For offering an idea to promote efficiency and cybersecurity, an honorable mention is made to:

- **Nikki Drake**, Soil and Water Conservation District – certificate presented

*A reminder about cybersecurity procedures was globally emailed. Procedures for the use of the snipping tool were globally emailed and put in place nearly immediately by the County Treasurer.*

From April 5, 2019, through the end of October, 2019, 16 ideas were received.

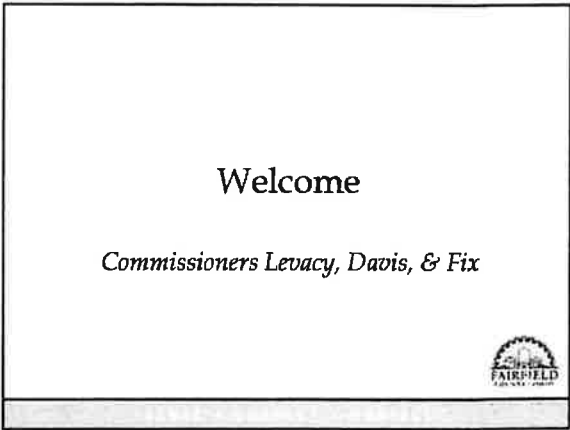
All ideas received a timely response, and we continue to accept and review ideas.

- A monthly summary of ideas is emailed globally.
- A full list of all ideas received is attached.
- A fact sheet about the idea box is attached.

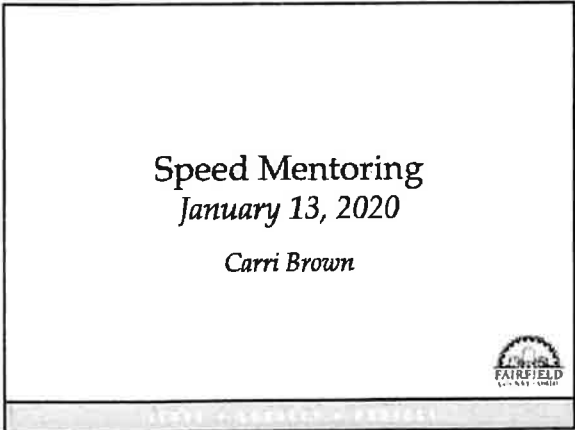
***Again, congratulations to the 2019 honorees!***



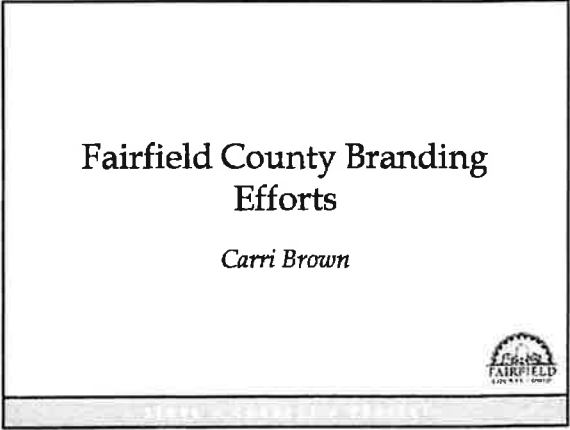
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3




4

11/19/2019

Community Partnership  
Highlight


*John Pekar*



5

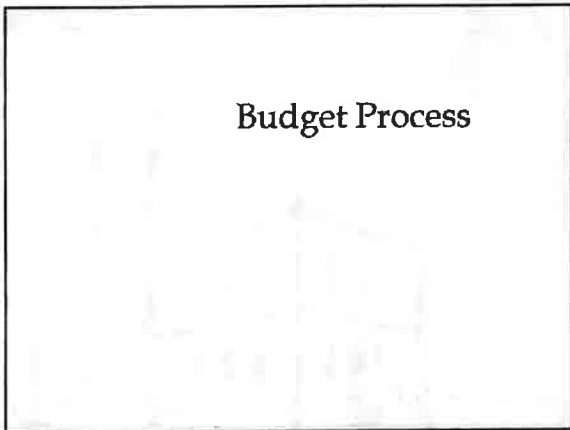
Budget Update

*Carri Brown*



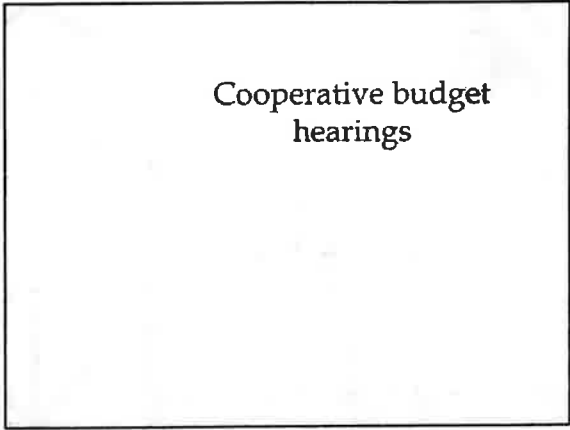
6

Budget Process

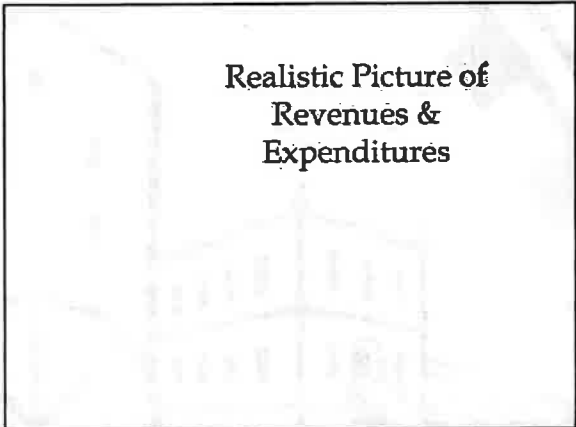


7

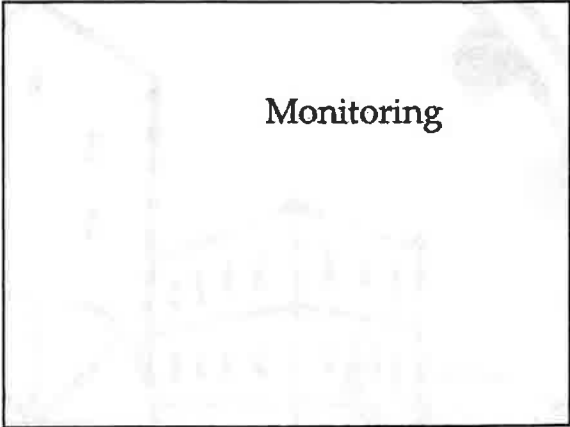
Cooperative budget  
hearings



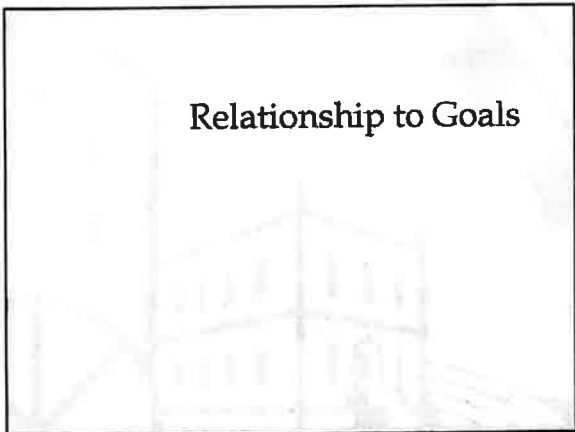
8



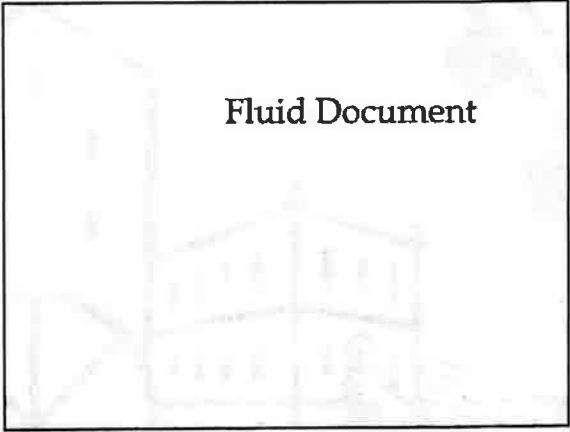
9



10



11



12


11/19/2019

Approved by Board of Commissioners

13

2020 General Fund Budget


- **2020** as compared to current **2019** M
  - Increase of 1%
  - Increase of 3% over original 2019 budget
  - One-time expenditures in 2019 of radio tower, transfers for Baldwin and Workforce Center
- Adherence to parameters
  - up to 3% increase in salaries based on merit; 2% otherwise
  - no new employees, unless approved with justification (911 dispatch, Guardianship Services, MIS Specialist)
- Health benefit plan rates increased 2%
- Projected carryover **2019**



14

2020 Budget Highlights


- \$ 148,700 - Additional contracted services for the Board of Elections
- 144,904 - Additional Vehicles for the Sheriff (in addition to planned fleet improvements)
- 139,000 - Juvenile Court operations & new Probate Guardianship Service Board
- 120,000 - Workforce Center Operations
- 115,000 - IT Equipment
- 100,000 - MAGNA Workforce Training Grant
- 100,000 - Capital Improvements
- 56,000 - MIS for Courts, IT employee
- 56,000 - Additional 911 Dispatcher
- 38,000 - Additional MORPC Membership
- 25,000 - Additional service provision for the Coroner



15

Priority of Law Enforcement


- Sheriff's Departmental Budget  
\$14,776,032 - \$16.4 M functionally
- 4 additional staff for transport continued
- Additional 911 Dispatcher
- Vehicle management
- Flexibility for organizational changes
- Main priority of the budget



16

2020 Revenue Projections


- Sales Tax
  - Largest general revenue source
  - 2.8% increase in 2019
  - 2.5% increase estimated in 2020
  - \$22+ M



17

Sales Tax Rate

- Fairfield County’s rate has not increased since January 1, 2010
- Fairfield – 6.75%
- Hocking, Licking, Perry, Ross, & Pickaway – 7.25%
- Franklin – 7.50%




18

Additional 2020 Revenue Projections

UP...


- ½% for property taxes - \$ 8.6 M
- 3% for conveyance - \$ 3 M
- 1% charges for services - \$ 5+M



19

2020 Revenue Projections

- Flat casino revenues - \$ 1.75 M
- Interest income - \$1.9 M
- LGF - \$1.4 M
- Transfer - \$ 800,000




20

11/19/2019

Carry over cash projections

2019 \$11.5 M  
2020 \$ 11 M  
2021 \$ 10 M


Crossing cash balance planning threshold in 2022; has required ongoing evaluation of revenues, expenditures, & combination thereof




21

2020 General Fund By the Numbers

Revenues for 2020 are anticipated to exceed \$ 46.7 M  
Actual expenditures are expected to be about \$ 47.4 M  
Available carry-over cash will be about \$11.5 M  
About \$743,000 of carry-over will be used for the 27<sup>th</sup> pay






22


Variables


- No extraordinary one-time expenditures
- No settlement included re: Franklin
- Current parameters, cooperation
- Merit-based pay implementation



23

Uncertainty

- Opioid epidemic & drug addiction impacts all departments
- State budget cuts or lost special revenues (Juvenile Court example)
- Increased need for technology expenditures (work group created)
- Sheriff negotiations (2021 forward)
- 




24



2020


- Restrict additional appropriations
- Monitor expenditures & revenues
- Continue message of parameters
- Support one another



25

Positive Factors

- Population Growth
- Excellent management
- Electronic Monitoring Reduction of \$343,000 annual!
- Rightsizing MCJDC contribution
- Exceptional location
- Strong diversified tax base, flexibility
- Low unemployment
- Current financial health
- Cooperative approaches
- Self-supporting debt
- New construction, expansion
- Reentry focus, Diversion focus
- Community Collaboration
- Collaborative Grant Acquisition




26

3.92% Reduction in Allocations

2019 \$ 5,114,156

2020 \$ 4,913,623


- MCJDC reduction - \$135,962
- Matched revenue for county departments
- Court related allocations
- EMA grant adjustments
- Contracted services & other allocations
- Additional 2.04% reduction for 2021



27

Budget Highlights

- Estimated Revenues+Carry-Over Cash Exceeds Estimated Expenditures
- Using carry-over appropriately
- Deficit budgeting is not permitted by statute
- 2022 - threshold year with current factors




28

11/19/2019

### Priorities/Strategic Themes


- Fighting the opioid and drug epidemic
- Valuing employees
- Improving technology
- Improving business opportunities
- Securing funding & monitoring expenditures



29

### Additional Objectives


- Main Street Parking
- Open Baldwin Facilities and Emergency Management Center
- Flooring Improvements
- Complete renovation for Real Estate Assessment Offices
- Maintain AA2 bond rating
- "Right size" MCJDC contribution
- Contract Monitoring




30

### Public Records Requests

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]







31

### Questions?

Thank you for your time.




32

Fairfield County Utilities

Residential Development

Commercial Development

*Tony Vogel & Loudan Klein*



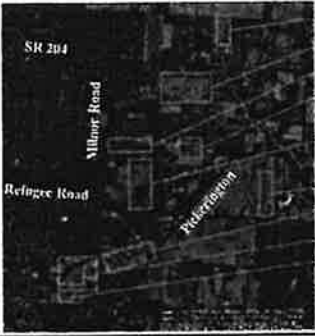
33

Fairfield County Utilities

<u>2018 -2023 Residential Development</u>	<u>Units/Lots</u>
Heron Crossing	180
Lake Forest	90
Lake Forest Condos	81
Estates at Lake Forest	50
Wellington	188
Wellington (future)	66
Overland Park Apartments	175
Enclave Condos	112
Meadowmoore Reserve	192
Spring Creek	132
Chesapeake	24
Violet Meadows	40
<b>Total Residual Units</b>	<b>1,330</b>

34

Violet Township Development



Violet Meadows

Meadowmoore Reserve

Chesapeake

Enclave of Meadowmoore

Lake Forest

Lake Forest Condos


Estates at Lake Forest

Heron Crossing

Spring Creek

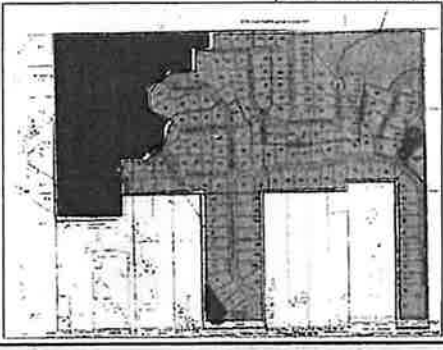
Wellington

Overland Park



35


Violet Township Development



Violet Meadows

Starting at \$500,000

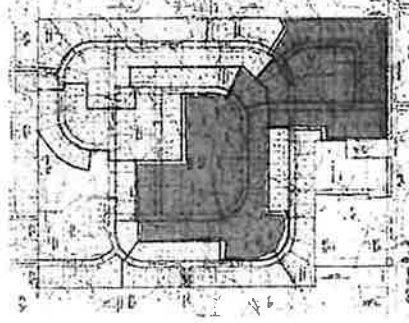
41 lots



36

11/19/2019

Violet Township Development




Meadowmoore Reserve (192 Lots)

- Starting at \$440,000


- 12 houses built

- 53 to be sold



37

Violet Township Development




Meadowmoore Reserve (192 Lots)

- Starting at \$440,000

- 12 houses built

- 53 to be sold




38


Violet Township Development

Chesapeake (63 lots)

Starting \$350,000

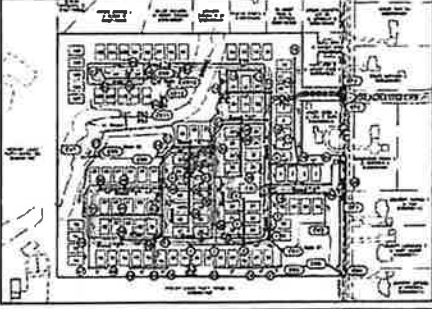
23 lots





39

Violet Township Development




Enclave of Meadowmoore (112 condos)

- Starting at \$290,000

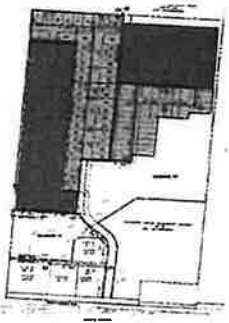
- 5 condos built

- 107 to be sold




40

### Violet Township Development



**Lake Forest**  
(90 houses & 81 condos)

- Starting at \$300,000 house  
\$250,000 condo
- Condos – 35 built  
46 to be sold
- Houses – 46 built  
44 to be sold





41

### Violet Township Development

**Heron Crossing**  
(180 houses)

Starting at \$200,000      45 lots to be sold







42

### Violet Township Development

**Heron Crossing**  
(180 houses)

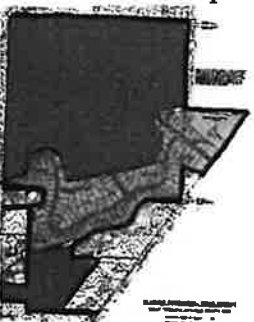
Starting at \$200,000      45 lots to be sold





43


### Violet Township Development



**Spring Creek**  
(327 lots)

Starting at \$350,000

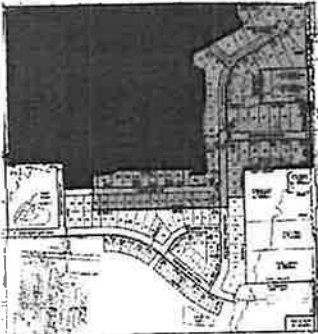
109 under construction  
218 constructed



44

11/19/2019

### Violet Township Development




**Wellington**  
(253 lots)

Starting at \$400,000

71 lots sold

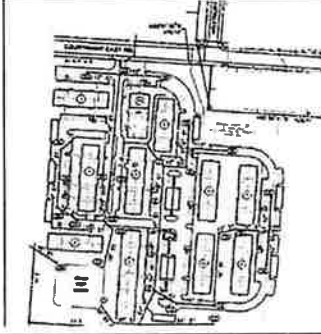
107 under construction

66 to be built



45


### Violet Township Development



**Overland Park**

175 apartments

4 apartments available



46

### Other Development

**Views at Pine Hill Estates (Bloom/Greenfield)**  
(27 houses)

Starting at \$300,000      12 homes under construction





47

### Other Development

**Views at Pine Hill Estates (Bloom/Greenfield)**  
(27 houses)

Starting at \$300,000      12 homes under construction



48

### Development Roundup



#### Current Developments

- Violet Meadows
- Meadownuore Reserve
- Enclave Condos
- Chesapeake
- Lake Forest - Houses/Condos Spring Creek
- Wellington
- Overland Park Apartments
- Heron Crossing
- Views at Pine Hill Estates

#### Potential Developments

- Heron Crossing West
- Tollgate Road Development
- Views of Bloom (Bloom)



49

### Potential Development




#### Heron West 137 Homes




50

### Potential Development



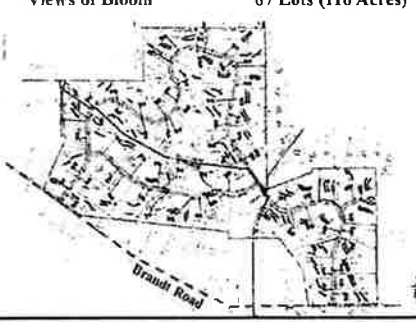
#### Proposed 364 Lots 137 Acres Net Density of 3.2 Tollgate Road

#### Palmeiri and Rockford Home Development




51

### Proposed Development



#### Views of Bloom 67 Lots (110 Acres)



52


11/19/2019

### Commercial Development

2017	2018	2019
57 Permits Received	66 Permits Received	53 Permits Received*
\$11,000,000	\$5,000,000	\$35,000,000

\* As of November 19<sup>th</sup>

*The Fairfield County Commercial Building Department has jurisdiction over the unincorporated area of the County aside from Violet Township. As of 2019 the department now has jurisdiction over the Village of Baltimore and Millersport.*



53


### Development Overview

Population & development pressures are being felt across Fairfield County.

These pressures have a direct relationship to the increasing demand for public services.

What are we doing to manage growth?


Questions ?



54

### Human Resources Update


*Jeff Porter*



55

### Open Enrollment for 2020

- Open enrollment was from October 28<sup>th</sup> through November 8<sup>th</sup>
- Working with Prudential on the transition of life insurance and disability products from Guardian
- Increase in rates was limited to 2%
- Highest cost drivers continue to be claims, prescription drugs and stop-loss insurance




56



### Personnel Policy Manual


- Personnel Policy Manual has been updated to include the County Public Records policy
- Employees will be notified in January of the need to acknowledge the manual through Employee Self Service ("ESS")
  - Update process occurs throughout the year
  - If your office has suggestions or thoughts on potential updates please notify Human Resources



57

### Recruitment and Retention Committee


- Committee has continued to meet throughout 2019
- Several other committees such as Training/Education and Communications are being formed in 2020
- Review continues on ways to improve the employee experience and maintain a high-quality workforce
- Benefit highlight document has been created



58

### What's Coming in 2020?


- Smoking Cessation Program
  - Fairfield Medical Center is offering a comprehensive smoking cessation program
  - We will be offering the program free of cost to employees and dependents on the health benefit program
- CPR training
  - Justin Grant has been certified to offer CPR training. We will offering CPR training to employees at the Records Center



59

### Department Updates

*All Participants*




60

11/19/2019

# Rapid Fire News


*Carri Brown*



61

# Rapid News

- What have we done to accomplish the mission...
- Stay Interviews
- Service Skills
- Records Center Reminder
- 219 Remaining Special Dates
- 2020 Special Dates & Proclamations
- Review of Packet - Checklist
- Communications Workgroup for 2020
- Workforce Center Fact Sheet
- Highlights of 10:00 a.m. Regular Meeting



62

## November 21, 2019 Roundtable

As a reminder, the financial year end calendar has been e-mailed to all county department payroll and budgetary officers. It is imperative payroll and budgetary department officers adhere to the payroll and accounts payable deadlines.

**The last tentative Commissioner meeting for 2019 is December 10 for any financial resolutions to be approved. These financial resolutions are due to the Auditor's finance department by Friday December 6 at noon. It is very important the payroll and budgetary department officers monitor their budgets as we approach year end making sure they have adequate appropriations covering their actual expenditures and outstanding encumbrances.**

The final carry over purchase order reports are due December 16<sup>th</sup> by 12pm. If you know what the carryover po amounts are prior to December 16, let the County Auditor's office know as soon as possible. There is no need to wait until December 16<sup>th</sup>.

The last accounts payable check run for the Commissioners/Administrator approval \$50K or less, with a check date of December 13<sup>th</sup>, is due December 11<sup>th</sup> by 4 pm.

The last Agency check run with a check date of December 13<sup>th</sup>, is due December 11<sup>th</sup> by 4 pm.

If you have any bills that are due earlier in January, try to pre-pay them in December if your 2019 budget allows for the additional expense.

It is important that county payroll department supervisors approve payroll changes to give their department payroll clerk prior to noon December 6 for the last payroll check date of December 20.

Please check your outstanding encumbrances amount, otherwise known as outstanding po amounts to ensure that the total amount outstanding does not exceed your available fund pooled cash, object code 001000. If it does, you have two options: close any purchase orders if they are no longer needed or request a cash advance from the Commissioners by December 10 if you anticipate cash will not come in before the end of the year. The cash advance option generally applies to state and federal grants.

One last final item is to be sure your estimated receipts for the 2020 budget year plus any anticipated carryover unencumbered cash are adequate to cover your appropriations. You have until Monday November 25 at 4:00 to get any changes in to Staci.

Update to the  
Fairfield County  
Commission

November 21, 2019

Fairfield County

ADAMH

Mental Health & Recovery Matters

ADAMH

Mental Health & Recovery Matters

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Today's Update

ADAMH Board Funded Programs

Continuum of Care

OMHAS Mandated Populations and Local Priorities

SFY 2020 Funded Programs

ADAMH Board Broad Program Goals\*

Board Funding Priorities Strategic Direction

Current State

Proposed Re-Prioritization

Timing & Pacing of Funding Change

Proposed Ethics of Scarcity Adaptation

Proposed Guiding Funding Principles\*

ADAMH

Mental Health & Recovery Matters

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ADAMH Board  
funded programs

Continuum of Care  
OMHAS Mandated Populations and Local Priorities  
SFY 2020 Funded Programs

ADAMH

Mental Health & Recovery Matters

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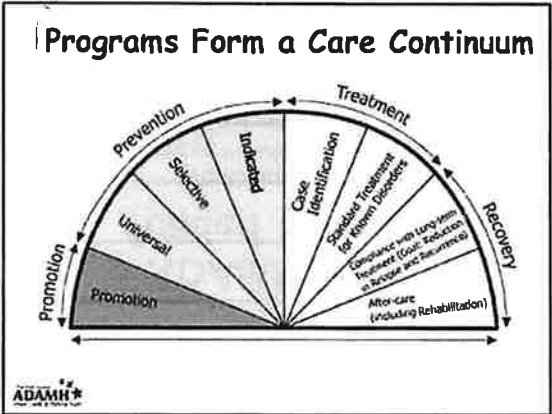
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11/20/2019



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**OMHAS Mandated Populations**

- Persons who are intravenous/injection drug users
- Women who are pregnant and have a substance use disorder
- Parents with Substance Use Disorders (SUDs) who have dependent children and children at risk of parental neglect/abuse due to SUDs
- Individuals with tuberculosis and other communicable diseases (e.g., AIDS, HIV, Hepatitis C, etc.)
- Children with Serious Emotional Disturbances (SED)
- Adults with Serious Mental Illness (SMI)

ADAMH

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**OMHAS Mandated Populations**

- Promote Trauma Informed Care approach
- Prevention and/or decrease of opiate overdoses and/or deaths
- Prevention: Ensure prevention services are available across the lifespan
- Prevention: Increase access to evidence-based prevention
- Prevention: Suicide prevention
- Prevention: Integrate Problem Gambling Prevention & Screening Strategies in Community and Healthcare Organizations

ADAMH

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**OMHAS Mandated Populations**

- Homeless persons and persons with mental illness and/or addiction in need of supportive housing
- Older Adults
- MH/SUD Treatment in Criminal Justice system –in jails, prisons, courts, assisted outpatient treatment
- Integration of behavioral health and primary care services
- Recovery support services for individuals with mental illness or substance use disorders; (e.g. housing, employment, peer support, transportation)
- Promote health equity and reduce disparities across populations (e.g. racial, ethnic & linguistic minorities, LGBT)



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**Other Board Service Priorities**

- Local Mental Health Crisis Stabilization Services that allow persons in a mental health crisis an alternative, when clinically indicated.
- Local Substance Use Withdrawal Management Services, American Society of Addiction Medicine (ASAM) Levels of Care 3.2 and 3.5.
- Serve as a safety net for mental health and substance use disorder services for Fairfield County residents when feasible.
- Assure billing, program reporting, and data collection processes, structures, and/or systems allow the Board to answer the question Who received What services in What Programs at What Cost to What Outcome?



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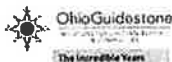
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**ADAMH Prevention Providers and Programs - School-Based**



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
11/20/2019

### ADAMH Prevention Providers and Programs: Community-Based

The Recovery Center also provides:

- Community Prevention Education
- Alternatives
- Community-Based Process
- Information Dissemination
- Problem Identification & Referral





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### Treatment





**Detox**  
**Residential**  
**Intensive Outpatient**  
**Outpatient Aftercare**



**Psychiatric Hospitalization**  
**Outpatient Mental Health**  
**Med/Somatic Counseling-Ind and Group**  
**Case Management**  
**Voluntary**  
**Involuntary**  
**Forensic**

**Early Childhood**  
**Children**  
**Adolescents**  
**Early Adulthood**





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### Some ADAMH Board Funded Recovery Supports




**The Fairfield Mental Health Consumer Group-Center of Hope**

- Consumer Operated Peer Support Center for persons with a history of either mental health or substance abuse problems (or both)
- Offer Group and Individual Peer Support, Peerships, Meals, and other activities




**Lutheran Social Services & ADAMH Housing**

- Promise House I and II – Recovery Housing for Men
- Sobor Living for Women
- Psychiatric Aftercare Housing
- Housing Specialist for Emergency Shelter for MH and SUD Clients




**Creed of Recovery Recovery Housing for Men**




**The Lighthouse-Shelter for Domestic Violence**

Child Care Housing for MH and SUD Clients



**Information and Referral Outreach Peerships**



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### More ADAMH Board Funded Recovery Supports




**RECOVERY CENTER**  
Peer Support to Project FORT  
Peer Support to Municipal Court  
Peer Support-General for SUD clients  
Community Residence Program  
Housing Specialist for SUD clients




**NEW HORIZONS**  
MENTAL HEALTH SERVICES  
Peer Support for Jail and Common Pleas  
Benefits Planner  
Supported Employment  
Assistance with Adult Group Home Placement  
Assistance to Project FORT in Violet Township



**MHA**  
Mental Health Agency of Franklin County  
Navigator Program



**TYLERSIGHT**  
Support Groups for Families and Loved Ones with Addiction



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### ADAMH Board Broad Program Goals



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### ADAMH Broad Program Goals

Intent:

ADAMH Board Funded Programs Produce Outcomes (Value) Consistent with the ADAMH Broad Program Goals



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
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11/20/2019

Pre-Amble to Goals

The ADAMH Board recognizes and seeks to consider factors that influence mental health and drug addiction including, but not limited to, systemic poverty, violence and trauma. These factors should be considered as much as possible in the way that programs are operated. In addition, programs should also include best practices in cultural competency.

All outcomes and program goals are based off SAMHSA National Outcome Measures and supplementary research on the evaluation and performance of mental health and addiction services.



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ADAMH Board Broad Goals (1)

Prevention

- Prevent or reduce substance abuse and misuse among youth, adults, and families
- Reduce risk factors and strengthen protective factors that predict substance abuse and other behavioral health problems
- Increase number of persons participating in prevention Evidence-Based-Programs (EBP)
- Increase diversity of types (e.g. age) of prevention (EBP)



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ADAMH Board Broad Goals (2)

Treatment

- Increase and maintain quality of EBP
- Increase access and retention to services
- Decrease substance use deaths and overdoses and suicides



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ADAMH

Arkansas Department of Mental Health

### ADAMH Board Broad Goals (3)

Recovery Support

- Increase resilience for persons in recovery for mental health and substance use disorders as evidenced by:
  - ❑ Education and Employment
  - ❑ Reducing recidivism
  - ❑ Stability in housing
  - ❑ Social connectedness
  - ❑ Family Functioning
- Increase physical, mental and spiritual wellbeing

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ADAMH

Arkansas Department of Mental Health

### Board funding priorities strategic direction I

Current State  
Proposed Re-Prioritization  
Timing & Pacing of Funding Change

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ADAMH

Arkansas Department of Mental Health

### Funding Updates

- Local
- State Prevention Fund Status
- Federal Substance Use Disorder (SUD) Status

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11/20/2019

### Financial Keep in Mind...

The Board has been spending reserves to balance the budget and needs to correct that trajectory going forward...



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### Financial Keep in Mind...

- SFY 2019 - (\$1,023,306)
- SFY 2020 - \$548,099\*
- SFY 2021 - (\$515,706)\*
- SFY 2022 - (\$556,414)\*
- SFY 2023 - (\$598,343)\*
- SFY 2024 - (\$641,530)\*

\*Projected surplus and/or reduced deficit due to budgeting of \$1.8 million in new levy resources in February, 2019.



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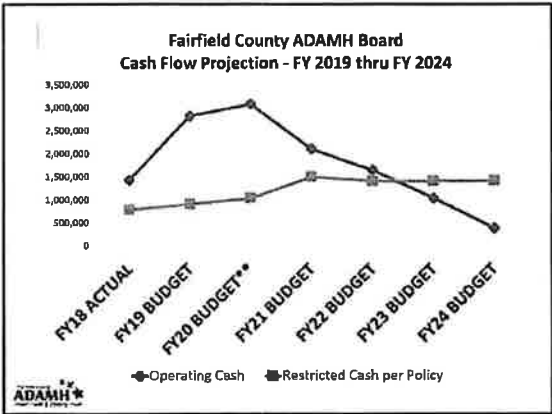
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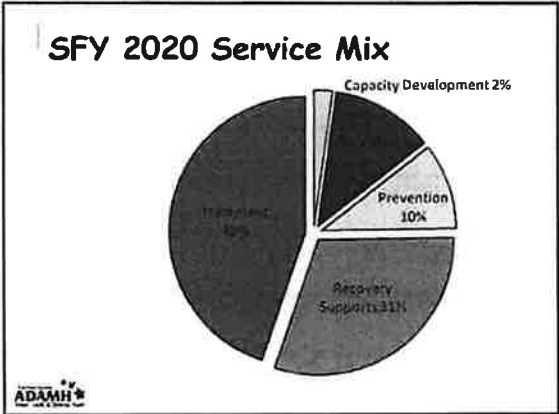
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- ADAMH New Levy Investments- Promises Made**
- 1. Crisis Services
    - Mental Health Crisis Response/Beds: Adult - \$1,000,000
    - Expansion of Crisis Services to Youth - \$500,000
  - 2. Addiction Treatment and Support Services - \$750,000
  - 3. Prevention/Education
    - School-Based & Community - \$500,000
- Note: ADAMH Board monitoring Medicaid Expansion stability*
- ADAMH\*

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- ADAMH SFY 2021 Campaign Investment Targets- Promises Kept**
- 1. Crisis Services
    - Mental Health Crisis Response/Beds: Adult - \$1,000,000
  - 2. Addiction Treatment and Support Services - \$750,000 (Replace \$227,924 MAT PDOA Lost)
  - 3. Prevention/Education
    - School-Based & Community - \$500,000
- Note: ADAMH Board monitoring Medicaid Expansion stability*
- ADAMH\*

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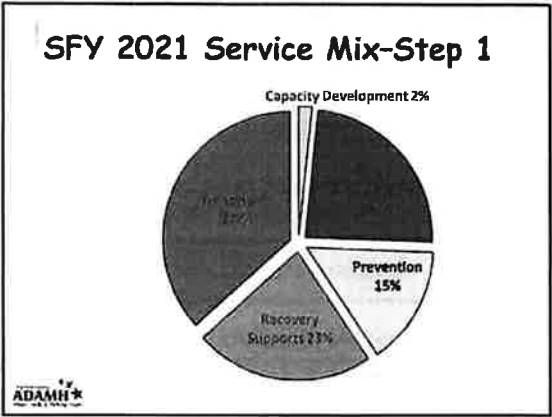
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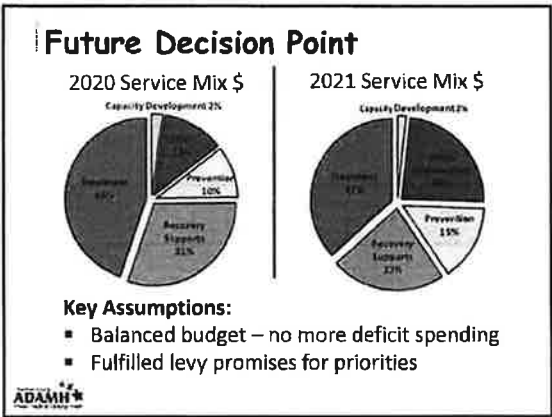
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### New levy cycle award process proposal

- New levy funds awarded to initiate October 1, 2019 Start Date
- To the extent feasible, award these funds via updated, more competitive or performance-based process
- To the extent feasible, award additional consideration for proposals that offer collaboration among agencies to achieve economies of scale in system

ADAMH

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### Future Decision Options

After “promises kept” with Step 1 of 2021 proposal – ability to maneuver on Step 2 of “promises kept” with remaining \$997,000:

- \$500k from Crisis Services to Youth
- \$497K for Alcohol Tx/Recovery Supports

While simultaneously addressing:  
new anticipated requests for funding, and the need to balance the budget



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### After new levy promises kept and key assumptions

- Recognize that some new levy resources currently expended to maintain programs that would otherwise have been reduced or terminated had the new levy not passed.
- Retain all current programs for SFY 2021 (July 1, 2020)



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### Board funding priorities strategic direction II

Proposed Ethics of Scarcity Adaptation  
Proposed Guiding Funding Principles



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
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**Ethics of Scarcity Adaptation**

Let's Look at a Handouts...



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**Proposed Guiding Funding Considerations**

Proposal builds on presentation and input at Board-to-Board meeting

- Let's look at handout...



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**Next Steps**



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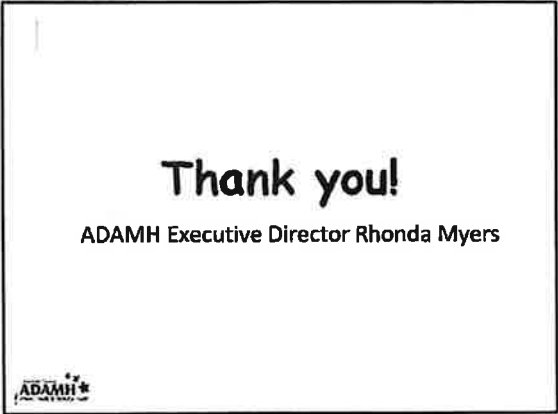
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## **Adaptation of the “Ethics of Scarcity Macro-Allocation Budgeting Algorithm”<sup>1</sup>**

### **Summary of Steps**

**Step 1 - Determine % of funding for each broad program area.**

**Step 2 – Prioritize each program within each broad program area.**

**Step 3 – Determine dollar allocation for each broad program area based upon proportional share of budget.**

**Step 4 – Spread dollar allocation for each broad program area down the Priority Program List. When the amount of funds has been reached, that is the funded program list.**

**Adaptation of the  
“Ethics of Scarcity Macro-Allocation  
Budgeting Algorithm”<sup>1</sup>**

Percentages are for demonstration purposes only.

**Step 1 - Determine % of funding for each broad program area.**

- Treatment - 30%
- Crisis Intervention - 29%
- Recovery Supports - 22%
- Prevention - 15%
- Capacity Development - 4%

Adaptation of the  
“Ethics of Scarcity Macro-Allocation  
Budgeting Algorithm”<sup>1</sup>

Step 2 – Prioritize each program within each broad program area.

Treatment

- Program Priority 1
- Program Priority 2
- Program Priority 3
- Program Priority 4
- Priority Program 5
- Program Priority 6
- Program Priority 7
- Program Priority 8
- Program Priority 9
- Program Priority 10

Crisis Intervention

- Program Priority 1
- Program Priority 2
- Program Priority 3
- Program Priority 4

Recovery Supports

- Program Priority 1
- Program Priority 2
- Program Priority 3
- Program Priority 4
- Priority Program 5
- Program Priority 6

Prevention

- Program Priority 1
- Program Priority 2
- Program Priority 3
- Program Priority 4
- Priority Program 5
- Program Priority 6
- Program Priority 7
- Program Priority 8

Capacity Development

- Program Priority 1
- Program Priority 2
- Program Priority 3

## Adaptation of the “Ethics of Scarcity Macro-Allocation Budgeting Algorithm”<sup>1</sup>

**Step 3 – Determine dollar allocation for each broad program area based upon proportional share of budget.**

**Total Budget = \$5,000,000**

Treatment 30% = \$1,500,000

Crisis Intervention 29% = \$1,450,000

Recovery Supports 22% = \$1,100,000

Prevention 15% = \$750,000

Capacity Development 4% = \$200,000

Adaptation of the  
“Ethics of Scarcity Macro-Allocation  
Budgeting Algorithm”<sup>1</sup>

Step 4 – Spread dollar allocation for each broad program area down the Priority Program List. When the amount of funds has been reached, that is the funded program list. **Funded programs are in blue.**

Treatment = \$1,500,000

Program Priority 1 = \$300,000  
Program Priority 2 = \$100,000  
Program Priority 3 = \$ 90,000  
Program Priority 4 = \$400,000  
Priority Program 5 = \$ 20,000  
Program Priority 6 = \$375,000

Program Priority 7 = \$500,000 – Can this program operate effectively on reduced amount of \$215,000?  
If yes, fund. If no, consider placing unallocated funds into a Treatment Reserves for expenditure later in the fiscal year.

Program Priority 8 = \$ 50,000  
Program Priority 9 = \$ 32,000  
Program Priority 10 = \$ 76,000

Crisis Intervention = \$1,450,000

Program Priority 1 = \$1,000,000  
Program Priority 2 = \$ 100,000  
Program Priority 3 = \$ 350,000  
Program Priority 4 = \$ 200,000

All available funds allocated.

Recovery Supports = \$1,100,000

Program Priority 1 = \$355,900  
Program Priority 2 = \$ 50,000  
Program Priority 3 = \$ 33,000  
Program Priority 4 = \$102,080  
Priority Program 5 = \$200,000  
Program Priority 6 = \$ 65,050  
Program Priority 7 = \$ 52,000  
Program Priority 8 = \$ 145,000

Consider placing unallocated \$96,970 in Recovery Support Reserves for expenditure later in the fiscal year.

Prevention = \$750,000

Program Priority 1 = \$400,000  
Program Priority 2 = \$ 350,000

Program Priority 3 = \$ 30,000  
Program Priority 4 = \$ 55,000  
Priority Program 5 = \$ 49,000 – Eliminate - outside scope of Board Mission/Vision/Broad Program Goals

## Adaptation of the “Ethics of Scarcity Macro-Allocation Budgeting Algorithm”<sup>1</sup>

Capacity Development = \$200,000

Program Priority 1 = \$ 200,000

Program Priority 2 = \$ 100,00

Program Priority 3 = \$ 75,000

### End Notes

<sup>1</sup>“Ethics of Scarcity” Bioethical Services of Virginia, LLC <https://www.bsvinc.com/>

This model is a combination of two models: 1) one model presented by Bioethical Services of Virginia to the Fairfield County ADAMH Board, and 2) a second model subsequently presented by Orange Boy Consulting to the Fairfield County ADAMH Board.



SFY 2020 Service Mix

Type of Service	Agency	Program	Cost
Capacity Development	ADAMH	R-CORP Grant	\$ 86,000
	ADAMH	Training-Community	\$ 10,000
	ADAMH	Peer Support Training	\$ 5,000
	ADAMH	CIT Training	\$ 5,000
	ADAMH	Online Training/Cert. (Relias)	\$ 6,000
		Total Capacity Development	\$ 112,000
Crisis Services			
	New Horizons	Crisis Intervention	\$ 365,198
	New Horizons	Youth Mobile Crisis	\$ 78,624
	New Horizons	Project Fort	\$ 10,958
	ADAMH	Crisis Services Reserve	\$ 100,000
		Total Crisis	\$ 614,780
Prevention Services			
	Big Brothers/Sisters	Youth Mentoring	\$ 55,000
	Community Action Agy	Teens with Tots	\$ 21,508
	New Horizons	Signs of Suicide	\$ 58,392
	Ohio Guidestone	Incredible Years	\$ 15,300
	The Recovery Center	School Based-Prevention	\$ 272,914
	The Recovery Center	Prevention - Community Based Gen. Pop	\$ 51,555
	ADAMH	Mental Health First Aid	\$ 2,000
	ADAMH	ADAPO Membership	\$ 1,000
	ADAMH-Agencies	Scholarship for Agencies Ethics Prev	\$ 2,500
		Total Prevention	\$ 815,169

SFY 2020 Service Mix

Type of Service	Agency	Program	Cost	Recovery Supports Breakout	
Recovery Supports	The Lighthouse	Childcare	\$ 8,000	Childcare	\$ 8,000
	New Horizons	Job 1 - Supported Employment	\$ 139,312		
	New Horizons	Job 1 - Benefits Coordinator	\$ 48,798	Employment	\$ 188,110
	Creed of Recovery	Sober Housing - Men	\$ 10,000		
	The Lighthouse	Housing - (\$ To be added)	\$		
	Lutheran Social Serv.	Sober Housing, Psychiatric Aftercare Housing	\$ 25,000		
	Lutheran Social Serv	Shelter Housing Specialist	\$ 25,000		
	Lutheran Social Services	Psychiatric Aftercare	\$ 147,396		
	Lutheran Social Services	Promise House	Included above		
	Lutheran Social Services	Men's Sober Housing (non-Promise House)	Included above		
	Lutheran Social Services	Women's Sober Housing	\$ 80,608		
	New Horizons	Residential (Adult Care Facilities)	\$ 38,000		
	The Recovery Center	Community Residence (Housing)	\$ 47,600		
	Lutheran Social Services	SOR Housing	\$ 150,000	Housing	\$ 523,004
	Family, Adult, & Children's	Behavioral Health Navigator	\$ 30,000		
	Mental Health America	Behavioral Health Navigator	\$ 30,000	Outreach	\$ 71,080
	Family, Adult, & Children's	Parenting	\$ 31,016		
	Tyler's Light	Parent Support - Alcohol/Other Drugs	\$ 11,500	Parenting	\$ 42,516
	ADAMH	Recovery Conference	\$ 15,000		
	FMHCG	Consumer Operated Services - Payeeships	\$ 28,599	Payeeships	\$ 58,779
	FMHCG	Consumer Operated Services - Peer Support	\$ 185,401		
	The Recovery Center	Peer Support	\$ 67,648		
	ADAMH	SOR Peer Support	\$ 204,812	Peer Support	\$ 472,861
	ADAMH	Hospitalization & Wrap Around - Clinical Co	\$ 140,000	Inpat/WrapAround	\$ 140,000
	ADAMH		\$ 29,101	Other	\$ 29,101
		Total Recovery Supports	\$ 1,533,451		\$ 1,533,451

SFY 2020 Service Mix

Type of Service	Agency	Program	Cost
Treatment Services			
	Family, Adult, & Childre	Multi-System Youth Residential	\$ 25,000
	Family, Adult, & Childre	Multi-System Youth (Pool)	\$ 105,963
	Mental Health America	Pro Bono Counseling	\$ 17,365
	New Horizons	Clinical Services - Mental Health	\$ 274,847
	New Horizons	Clinical Services - Substance Use Disorder	\$ 144,085
	New Horizons	Senior In-Home Counseling	\$ 73,273
	New Horizons	Inhome-Based Therapy	\$ 50,000
	New Horizons	Outpatient Commitment Coordinator	\$ 46,514
	New Horizons	Athens Behavioral Health Liaison	\$ 3,000
	New Horizons	Jail Program	\$ 76,000
	New Horizons	Community Transitions (Reentry) Grant	\$ 60,000
	Ohio Guidestone	Substance Use Disorder Services	\$ 22,000
	Ohio Guidestone	Mental Health Youth Clinical Services	\$ 10,000
	Ohio Guidestone	RISE	\$ 38,000
	The Recovery Center	Women's Grant (Pass Through)	\$ 57,087
	The Recovery Center	MH Clinical Services	\$ 69,936
	The Recovery Center	Gambling Treatment	\$ 15,000
	The Recovery Center	Clinical Services - Alcohol/Other Drugs	\$ 14,626
	The Recovery Center	Drug Court Grant (Pass Through)	\$ 11,493
	The Recovery Center	Subacute Detox	\$ 6,413
	The Recovery Center	Ambulatory Detox	\$ 10,118
	The Recovery Center	Prenatal Prenatal	\$ 9,000
	The Recovery Center	Gambling Screening (SOGS)	\$ 5,000
	The Recovery Center	Addiction Treatment Program (ATP)	\$ 30,000
	The Recovery Center	Medication Assisted Treatment	\$ 3,456
	The Recovery Center	Intensive Outpatient	\$ 2,808
	ADAMH	Contract Physician	\$ 18,000
	ADAMH	My Outcomes Subscription - NH & TRC	\$ 6,600
	ADAMH	Forensic Monitor	\$ 28,129
	ADAMH	Training-Clinical	\$ 8,000
	ADAMH	Board Contingency Reserve	\$ 300,000

SFY 2020 Service Mix

Type of Service	Agency	Program	Cost
Treatment Services (Continued)	ADAMH	Substance Use Disorder Services Reserve	\$ 100,000
		Other	\$ 29,101
	NH	MAT/PDOA - Substance Use Disorder Serv.	\$ 100,598
		MAT/PDOA - Other - Subs Use Disorder Serv.	\$ 53,402
		SOR - Other - Substance Use Disorder Serv.	\$ 292,788
	Probate Court	Guardianship	\$ 44,000
	ADAMH	Potential Jail Services (Duplicate)	\$ 26,000
		Total Treatment Services	\$ 2,247,602

Total Services	\$ 5,023,002
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# The Macro-Allocation

## Analogue



# **Macro-Allocation**

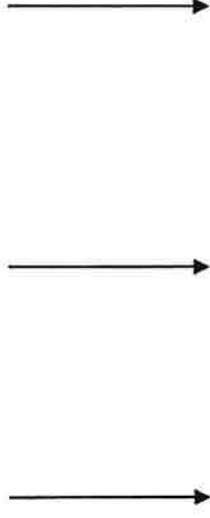
## **“The Source of Ethics”**

In a pluralistic society, ethics derives from an understanding of the reasonable expectations for behavior. These are generated by identification of general roles (that produce tacit expectations) and specific relationships (that produce explicit promises). On the macro level, these concerns can be shaped by public opinion. Politics matters!



# Macro-Allocation “Exclusionary Criteria”

Constituency  
Inappropriate Requests



Define the Facility’s Mission



# The Ethics of Scarcity

## “Macro-Allocation”

Prior Commitment → Leave Intact OR

Phase Out Over Time

Alternative Resources → Leverage Resources

Need → Apply A Concept of Fairness To The Commitment

To Comprehensive Services

Efficiency → Leave Intact

Effectiveness → Swap Order With Efficiency?

Comparative Need → Replace With Consideration

Of Public Opinion

Random Selection → Delete





# **The Ethics of Scarcity**

## **“The Macro Algorithm”**

1. Identify the range of services to be offered over time (begin with mandates, mission, and the demands of considered public opinion).
2. Maintain a commitment to provide the services identified in step one.
3. Spend additional resources to limit the harms of the budget cuts (equity).
4. Select programs that leverage resources to increase funding for steps two and three (efficiency).
5. Select programs with high and measurable success rates (effectiveness).
6. Satisfy the demands of public opinion (when these demands are clear enough, re-engage in step one)



# **Macro-Allocation**

## **“Reflective Equilibrium”**

When a public agency engages in the provision of public services, it is not unreasonable for society to set the broad goals of activity. Therefore, a balance must be maintained between step one and step six on the previous slide. This is a bi-lateral process designed to generate equilibrium.



# **Macro-Allocation**

## **“Standard Method”**

The first and most common strategy is to state preferences for budget reductions in negative language and then to argue about which cuts make the most sense. While this is how most budgets are written, it does have a tendency to accentuate political differences.



# **Macro-Allocation**

## **“Preferred Method”**

Rather than ruling certain ideas in or out, proceed by prioritizing spending options with all expenditures placed on the list in positive language. By prioritizing expenditures, it is unnecessary to debate any philosophical opposition to specific spending and the most raucous political disagreements can be avoided. Adjust priorities with the understanding that beyond a certain level, no funds will be available to low priority activities.

