



**Council-Manager Compact for County Work Plan
Summit County
2026 Fiscal Year
[Adopted 01/07/2026]**

The Summit County Council and County Manager agree that this compact outlines the County’s Fiscal Year 2026 Work Plan and how the Council, Manager, and Staff will share the responsibility for advancing the County’s strategic priorities. It also describes the Council’s and Manager’s respective roles and responsibilities in directing staff to work on special projects, and a commitment to considering staff resources and County budget when revising the Work Plan.

RATIONALE FOR COMPACT

- To have clear, well-defined, and achievable accomplishments for Summit County
- To communicate expectations clearly to the community, down to the specific project level
- To consider Staff resources and budget when committing to projects, work, and activities
- To better align the budget to the County’s work
- To focus on the projects/work that most significantly advance or set the foundation to advance the Council’s strategic priorities within the limits of the County’s resources
- To more effectively plan for future (multi-year) tasks, projects, budget and resources and follow up on strategic priorities
- To facilitate the Council thinking and performing at a strategic, big-picture level, setting direction for the County and empowering Staff to figure out and implement the details

JOINTLY DEVELOPED

The Council, Manager and Staff of Summit County partnered together to develop this Council-Manager compact. The Council set the strategic objectives, the Manager worked with Staff to add projects to advance each strategic objective, and Staff provided input on the types of support they need and data on the capacity of their departments to complete special projects. All parties partnered together to define their roles and responsibilities and came to agreement on how decisions will be made regarding the Work Plan and how it is revised. The Council and Manager will review this compact annually and make suggested revisions based on an evaluation of the needs of the community and feedback received from Staff and the community.

For this compact to be successful, it is first important to understand the Council’s and Manager’s performance goals:

COUNCIL'S GOALS:

- Make policy decisions and set direction for the County focused on the health, safety, and welfare of the citizenry and visitors, and financial stewardship of taxpayer dollars*
- Regional collaboration*
- Take action in a timely manner, meeting the needs of citizens*
- Work collaboratively with local and regional partners to achieve mutually beneficial goals*
- Stay focused on the tasks outlined in the Work Plan and be deliberate about new initiatives that may arise*

MANAGER'S GOALS:

- Recruit and retain talented employees with expertise within their given field*
- Work to avoid employee burnout, including advising the Council in setting realistic goals and expectations based on staff capacity and budget*
- Have tangible, meaningful accomplishments that best serve the residents of Summit County*
- Avoid constant changes in direction to Staff and to the organization*
- Provide Staff with focus-specific tasks that can be achieved in a reasonable amount of time*
- Stay focused on the tasks outlined in the Work Plan and be deliberate about new initiatives that may arise*

To meet these goals, the Council and Manager will work together to:

- Work within the bounds of one's specific roles and responsibilities
- Support Staff and lean on their expertise to facilitate tangible accomplishments
- Focus on priorities and communicate frequently, particularly when a mid-year change to the Work Plan is desired
- Schedule Council work sessions to facilitate planning, discussion, and resources (budget and staff) around projects included in the Work Plan
- Align budget and Staff resources with expectations involving projects and workload
- Collaborate with Staff and the community on setting priorities and the Work Plan

The Council, Manager, and Staff commit to:

COUNCIL'S RESPONSIBILITIES:

- (1) Think and perform at a strategic level, collaborating and giving direction to County Manager and Staff on projects to advance the Council's strategic priorities; empowering Staff to figure out the implementation details*
- (2) Respect County Manager and Staff process without unilateral redirection by individual Council members*
- (3) Align the strategic priorities with the County budget*
- (4) Go to the Manager with requests that require Staff resources, rather than directly to Staff*
- (5) Before going to the Manager with a project request or work order, have a discussion on the issue with the full Council in a public meeting to confirm commitment of resources and redirection from other previously agreed upon priorities*
- (6) Initiate a joint conversation with the full Council and Manager as priorities change or new ones arise about any revisions to the Work Plan outside the annual review, so resources and budget can be evaluated, and a decision made about which project to remove from the Work Plan to accommodate the new item*

MANGER’S RESPONSIBILITIES:

- (1) Direct and monitor Staff on projects, process, and progress*
- (2) Help Staff figure out work details and implementation strategies as appropriate*
- (3) Respond to Council requests*
- (4) Communicate frequently with Council on progress made on projects and strategic objectives*
- (5) Address barriers and challenges with the Council and Staff as barriers and challenges surface that impact progress made on projects and strategic priorities*
- (7) Engage in a joint conversation with the full Council as priorities change or new ones arise about any revisions to the Work Plan outside the annual review, so resources and budget can be evaluated and a decision made about which project to remove from the Work Plan to accommodate the new work*
- (6) Remove a project from the Work Plan if a decision is made by the Council to add a new priority or project outside of the annual review*

STAFF RESPONSIBILITIES:

- (1) Communicate to the Manager a change in capacity or resources that would impact progress made on agreed projects in the Work Plan*
- (2) Provide quarterly updates (or as requested) to the Manager on actions completed on projects*
- (3) Communicate to the Manager progress made on projects and strategic objectives and any barriers or challenges encountered impacting that progress*
- (4) Inform the Manager of any requests received from the Council or community*
- (5) Help the Council and Manager communicate the Work Plan and progress made to the community*
- (6) Provide feedback to the Council and Manager at the annual review of this compact and the Work Plan*

COMMUNICATION ABOUT THE WORK PLAN:

The Council and Manager are committed to frequent two-way communication with each other, Staff and the community about the County’s strategic priorities and Work Plan. Some examples of how the parties will communicate are:

- *Meetings*
- *Emails*
- *Public meetings*
- *County website*
- *Employee town halls*
- *Social Media*
- *Local media outlets*
- *Library branches*
- *Word of mouth*
- *Other*

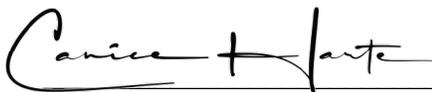
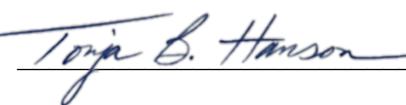
THE FISCAL YEAR 2026 WORK PLAN:

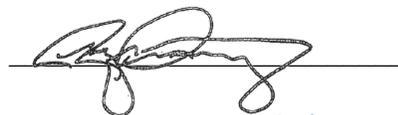
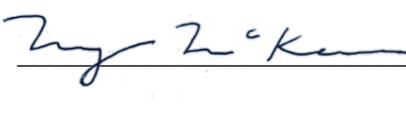
The County Council’s Strategic Objectives Are:

- **Growth Management and Regional Planning:** The County will manage and mitigate the impacts of growth internally and through working with municipal and regional partners. The County will examine policies currently in place to determine the best ways to support growth management. Specifically, along with municipal and regional partners, Summit County will:
 - Discuss the desired growth and development patterns across jurisdictional borders
 - Develop necessary programs and explore opportunities for working together
 - Understand our impacts on each other
 - Utilize growth and development tools to enhance quality of life with a focus on connection and coordination around the regional’s physical, natural, and economic environments and communities
- **Local Housing Choice:** In 2026, Summit County will continue to assess ways to facilitate a diverse and thriving County evidenced by a wide variety of housing – both prices and type that will result in the creation and retention of welcoming neighborhoods, which work together to make up the larger County
- **Transportation and Traffic Congestion:** The County will work closely and collaborate with federal, state, and local governments, as well as regional transportation service providers and community partners, to plan, program, and build a transportation system to reduce traffic congestion and, provide robust transportation options that promote safe, reliable, comfortable, and healthy transportation solutions
- **Environmental Stewardship:** The County will demonstrate leadership and set direction for plans, policies, partnerships, and initiatives to secure, protect, and conserve our water, land, and air quality for the present and future, as well as implement an internal organizational culture that supports environmental stewardship. This public health issue involves the County’s health department, sustainability division, landfill, county lands and natural resources, public works department, and community development department, and requires a collaborative, all-of-government effort

Attachment:
Summit County’s 2026 Work Plan

County Council Signatures:

 Date: 1/7/2026  Date: 1/7/2026

 Date: 1/7/2026  Date: 1/7/2026

 Date: 1/7/2026

County Manager Signature:

 Date: 1/7/2026