

## MONROE COUNTY BOARD OF COMMISSIONERS 2017-2018 GOALS

CATEGORY	GOAL & DESCRIPTION	STATUS/BACKGROUND	ASSIGNMENT	PROJECTED DATE	COST	2017 PROGRESS	2018 PROGRESS
<b>PUBLIC SAFETY:</b>							
#1	<b>Continue to strengthen Public Safety resources by increasing Sheriff Deputy staffing</b>	Since 2013, the County and Sheriff have added 6 Deputies to the force following the reductions in 2011. In 2017 & 2018, the County & Sheriff will continue to add additional Deputies as a priority when retirements and other changes make adding Deputies possible financially. The new Tier 2 compensation program provides opportunity to replace 4 officers for every 3 Tier 1 officers who separate employment.	Sheriff, Board of Commissioners, HR Director, Administrator/CFO & Finance Director	Ongoing throughout 2017 & 2018	No additional cost. Back-filling positions will reallocate existing wage/fringe budgeted costs	Officers enrolled in police academy. Sheriff & Administration have developed plan to replace projected retirements through 2018 with officers being scheduled to academy schools in each July & December.	A Deputy Staffing Plan was developed & adopted by the Board December 19, 2017. Plan focused on recruiting & employing additional officers to fill projected retirements & at the same time continue to bolster staffing levels for public safety. Funding in 2019 & 2020 budgets
#2	<b>Explore next generation of Computer Aided Dispatching and car to car communications</b>	Continue discussions with Lenawee and Jackson counties to host/share the CAD software via the cloud for shared resources and lower overall costs. The concept is in its infancy and needs much more of an outline. The data collection could be shared among the counties and law enforcement agencies to enhance what is done county by county.	Central Dispatch Director, IT Director, 911 Authority Board, Administrator/CFO	Framework developed in 2017 with partner Counties. Decision making in 2018.	Costs to be determined based on allocated use, other criteria	Ongoing with IT & 911 Directors leading feasibility and functional research of available applications through demonstrations including sub-committee of MC Chiefs Association.	RFP was issued in April 2018 and proposals have been received. A sub-committee of local law enforcement and stakeholders has been formed to review proposals and make recommendations based on products/applications.
#3	<b>Continue funding necessary capital for fleet and jail operations</b>	As the County continues adding more Deputies, the fleet will need to keep pace. Within the jails, while staffing is at adequate levels, these levels are contingent upon upgraded and highly reliable technology to assist security and safety of officers and inmates.	Sheriff, Administrator/CFO & Finance Director	September 2017 & 2018 for the next year's budgets	\$320,000 in each year for fleet Amount for Jail TBD from CIP	Preliminary budget for 2018 includes \$320,000 of capital funding for fleet replacement.	2018 Budget included appropriation for this fleet capital expenditure; vehicle fleet was ordered December 2017. The fleet has been received. The 2019 Preliminary budget includes \$330,000 for fleet.
#4	<b>Capital Planning for Dormitory Maintenance</b>	As the facility nears its 20 year life, the exterior covering will need to be replaced. The cost needs to be planned for and can be done by designating funds annually to fund the project. A 3-4 year window of time needs to be planned to set aside funds.	Jail Administrator & Administrator/CFO	Develop cost estimates for 2018 & 2019 budgets	Years 2017-2020 Both structures labor & materials \$1.265 Million		Pricing is updated and funding outline would include combination of Dormitory Fund Balance and GF Fund Balance.
#5	<b>Local Unit Law Enforcement Contracts</b>	As local units may be experiencing turnover and staffing challenges, the County should consider discussions with all local units to explore additional opportunities to share resources and collaboratively provide for additional Deputy Sheriffs in local communities via contract. Current contracts provide for a 80%/20% cost share (Local unit/County).	Sheriff, Board Chairman & Administrator/CFO	Ongoing and as discussions develop with local units	No cost identified	Bedford subcommittee evaluation resulted in committee recommendation to maintain local unit contract.	Responded jointly with Sheriff's Office in 20 page document to questions/clarifications. Met with Twp. Board & sub-committee to provide clarifications in agreement. Bedford committed to 5 years and added 1 SRO with Bedford Schools.
#6	<b>Law Enforcement Records Management System</b>	Replace and upgrade the current in-car report writing and electronic records management system used by County Sheriff, City PD, Carleton PD, Erie PD, Dundee PD, S. Rockwood PD and Luna Pier PD. Security enhancements are required along with interface to other criminal justice partners databases	Local Unit Law Enforcement Task Force, City Manager, County Administrator, Sheriff, Central Dispatch Director, IT Director, Prosecutor, Trial Court Administrator	Define system criteria, cost sharing agreement, finalist firms and award-2017 Implementation-2018	Cost range \$300,000-\$500,000	Ongoing as part of #2 goal.	Ongoing as part of #2 goal.

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### ECONOMIC DEVELOPMENT:

#1	<b>Monroe County Link aka I-75 Corridor Study &amp; Economic Plan</b>	Complete the study and plan. Receive final report with recommendations from consultant and working group. Establish efforts to support and help implement the action plan. Confer with local units of government to schedule a joint meeting to receive the report and help build support for implementation/action.	Business Development Corporation, Planning, Economic Development Corporation, Administrator/CFO	Present plan March 2017 Marketing plan to follow in 2017	No additional cost identified at this time	Presentations to each community along the corridor have been delivered. Additional presentations to regional development partners are continuing. Beginning work on next phase of efforts to market area specific to plan.	5 Pillar Teams Created with 50+ community & business leaders on the teams. Co. Adm/CFO Leading Image and Brand Pillar.
#2	<b>Continue Support for forums on local government economic development efforts</b>	Through support to the Business Development Corporation, help provide resources, subject matter experts and staff resources to plan, coordinate and host the educational sessions. At these forums, promote the County's economic development efforts and the value of the Developers Streamlining Guide and advancing site ready initiatives.	Business Development Corporation, Planning, Economic Development Corporation, Administrator/CFO	At least annually	No additional cost identified at this time. BDC sponsors workshops	Preliminary On-line site selector tool set up to begin with parcels included in I-75 corridor plan. As balance of GIS parcel mapping is completed, the balance of the targeted parcels will be added to the site.	Continue developing the site selector on-line presence for marketing the sites and Monroe County overall. Supported the March County-wide planning and economic seminar held in Dundee
#3	<b>Continue developing a County GIS</b>	Through coordinated work of several County Departments, complete the basic phase of the database for use by economic development professionals. Lead efforts to bring in other partners to share resources and data and avoid duplicate efforts. Promote one GIS solution for Monroe County and all local units of government. Include continued sharing of orthoimage digital photography and the next generation data from pictometry. Once County completes its work, convene strategic discussion outline with other units of government beginning with City.	Working group of Equalization Director, IT Director, GIS Specialist, Administrator/CFO, County Treasurer	3rd quarter 2017	\$80,000	Regular progress meetings held with team to track efforts and update work. Use of GRACE interns provides an earlier projected completion date for Oct.-Nov. Working on plans for local unit forum to present GIS mapping tool and framework to share and update database going forward among County and all local units. Uses in assessing, land planning, economic development, infrastructure, etc. Forum planned for 4th quarter.	Entire County base parcel mapping completed. Held County-wide information meeting on GIS January 31. Drafted and submitted Competitive Grant Application to MI Treasury to fund initial GIS with \$221,772 grant.
#4	<b>JR Whiting Plant</b>	Continue working with CMS Energy and community engagement committee to find options for repurposing the site and economic development opportunities.	Community Engagement Committee including Commissioner Wilmoth, BDC, Administrator/CFO	Ownership of plant property to be determined 2nd quarter	No public funds at this time	County Board provided letter of support for sale of property to Forsite Development. Sale is pending before MPSC. Post sale efforts will be led by developer.	No action. Private Developer is abating site and preparing for demolition and redevelopment.
#5	<b>Soybean Processing Facility</b>	Receive feasibility study and consider efforts to support the location of a plant in the County for the economic and job creation benefits of a plant. Support may include a marketing program, postings to the County web site, and hosting/participation in site visits and meetings with potential developers/firms.	Planning Director, Spartan Agriculture, BDC & Board of Commissioners	1st quarter receive report. Marketing effort ongoing after report	Grant funds paid for feasibility study along with in-kind labor/time	2nd update of marketing effort scheduled for presentation to BOC July 18.	TBD

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### CAPITAL OUTLAY-INVESTMENTS-INFORMATION TECHNOLOGY:

#1	<b>ERP System Upgrade of Financial Management/Accounting System</b>	Replace the legacy software systems with ones specifically designed for public sector financial systems and capable of supporting the County's complex finances. The core applications support mission critical operations for the payroll system and integrated with an HR/Benefit management application. All software applications must be compatible for file conversions/uploads as part of standard operations across the enterprise.	Administrator/CFO, HR Director, Finance Director, IT Director, Central Office staff & key users	Payroll & HR applications 4th quarter 2017 Financial Reporting & Budget applications 4th quarter 2018	\$175,000 \$250,000	Central Office staff developing functional systems' requirements for vendor RFP working with IT vendor. On schedule to lead with payroll and HR applications implementation & conversion prior to year-end. Accounting/Finance/Budget/Forecasting in 2018.	Payroll and HR application package selected and in implementation and data conversion phase. Acceptance testing and database testing on going prior to test payrolls.
#2	<b>Document Management for County Clerk &amp; Courts</b>	Begin 2 year project to design, construct and implement a paperless document management system for the County Clerk and Court system. Implementation of the document management system would be the precursor for the State's e-filing initiative. Utilize the On-Base system currently deployed in other County offices for uniformity, economy of scale and integration.	County Clerk, IT Director, Administrator/CFO, Trial Court Administrator & Circuit Court Judges	Define system criteria- 2017 Test, implement & go live- 2018	2017-\$100,000 2018-\$180,000	TBD by Courts & IT regarding updated schedule of initial actions.	TBD
#3	<b>Expand Data Storage Capacity</b>	With video from body cameras, GIS applications, digital photography and the growth of electronic records/data, the County's needs for expanded capability to store, manage and retrieve the data across all operating units.	IT Director/Administrator/CFO	Scalable implementation throughout 2017 beginning in 1st quarter for body camera storage	\$75,000	Vendor search via RFP conducted and finalist IT vendor selected to begin implementation in 3rd quarter to build out expanded infrastructure.	Storage expanded for body camera applications. Other capacity enhancements were completed to add net 80 tera-bytes of storage to network & upgraded disk array.

### CAPITAL INVESTMENTS-FACILITIES:

#1	<b>Facility Roof Funding</b>	Replace roof systems most in need of replacement. Key facilities include the Youth Center. SW & East wings of Courthouse and Stoner Kemmerling. Fund a major roof replacement annually over the next 5 years. Past 4 years have included 5 major roof projects to help maintain and preserve condition & investment in facilities.	Administrator/CFO, Finance Director & Facility Managers	3rd quarter 2017 3rd quarter 2018	\$75,000 \$100,000	Projects included in letter to BOC for July 18 agenda. Includes Youth Center and East & Southwest wings of Courthouse facility.	Completed Youth Center Roof December 2017. RFP issued for Courthouse & Kemmerling Building roofs. Projects commenced April 2018.
#2	<b>Courthouse Exterior</b>	Consider the exterior preservation work including the steeple and masonry as part of discussions related to the Legacy 200 Project, including cannon refurbishing and relocation.	Physical Resources Committee, Community Foundation Legacy 200 Project Committee, Administrator/CFO	2nd - 3rd quarter 2017	Facility exterior \$118,000 Cannon refurbishing TBD	Project included in letter to BOC for July 18 agenda. Includes Historic sections of Courthouse along with work to East & Southwest wings of facility.	RFP & project scheduled for fall 2018 following roof replacement project.
#3	<b>President Monroe Statue-Legacy 200 Project</b>	Provide the oversight and guidance for the President Monroe statue project.	Physical Resources Committee & Administrator/CFO			Project approved by Committee and regular reports provided to BOC. Site plan pending at City of Monroe for approval of Statue and relocation of cannon.	Project completed and dedication organized and held November 14, 2017.

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#4	<b>Facility Needs Assessment</b>	Conduct a facility needs assessment analyzing facility needs beyond the 5 year CIP report. Assessment would look at a 7-15 year planning horizon.	Physical Resources Committee, Operations Coordinator, Administrator/CFO	4th quarter 2017	TBD	Work in progress. Data gathering on-going.	Presented summary of facilities to Committee December 19, 2017.

### PUBLIC HEALTH PROGRAMS & SERVICES:

#1	<b>Drug Take Back and Red Med Box Program</b>	Continue to promote and make available multiple events for the public to safely dispose of unused prescription drugs and maintain the ongoing drop off points at local law enforcement offices.	Board of Commissioners, Health Officer, Solid Waste Coordinator, Substance Abuse Coalition	Annually Ongoing	\$6,000/Year	2017 Drug Take Back Events= June 8 & 15, August 19, October 19 & November 2. Red Med Box program continues throughout year at law enforcement agency locations.	2018 Drug Take Back Events = May 3 & 10 Red Med Box program continues throughout year at law enforcement agency locations.
#2	<b>Expand Countywide Recycling Events</b>	Look for ways to make more events possible to safely dispose of environmentally damaging chemicals, paints, tires, etc. Expand the use of the new facility to host events on a more frequent basis and partner with local units to assist in the collection events.	Health Officer, Solid Waste Coordinator, Health Dept. Administrator, Administrator/CFO	Ongoing	TBD with costs funded from Solid Waste Program budget	In August, 2017 a large farm & agricultural tire recycling event scheduled with Farm Bureau, 1st of this kind in many years. September, 2017 starting a new program to recycle agricultural and pesticide containers at N/C. This in collaboration with Monroe Conservation District & Farm Bureau. Note a 15% increase in tonnage collected by RecycleNOW program.	Tire Recycling Events = Apr 25, May 30, June 27 & July 25
#3	<b>Continue Implementing Outcomes from Community Health Assessment</b>	Based on data collected from the assessment and a Community Foundation grant, the Health Department in partnership with MCOP, YMCA and Goodwill will provide nutrition education to seniors throughout the County at Senior Citizen Centers.	Health Officer	Ongoing in 2017	Paid for with grant funding	To date, 73 presentations on nutrition, portion control, heart health, fitness & stress at Senior Centers, YMCA & Goodwill Training Center. 1,256 individuals in these events. \$545,318 awarded to multiple community partner agencies utilizing data from Community Health Assessment.	On-going effort and part of annual programming.

### GOVERNANCE/INTERGOVERNMENTAL:

#1	<b>Strategic Planning with City of Monroe</b>	Participate with City of Monroe in strategic discussions/planning for redevelopment of the central government area of the downtown business district. Develop as feasible, plans for parking, possible expansion for jail, long-term needs for Court operations in Courthouse and input for location of new city fire station.	County Working Group of Chairman, Vice-Chairman, Physical Resources Committee Chairman, Chief Judge, Administrator/CFO & City Officials	Milestones dependent upon City proposals developed for County Consideration. Estimate-2nd quarter 2017	Subject to City Proposals and beneficial use by County	The groups met twice and secondary discussions led City to work with MHS on former Lincoln site to purchase. Other ideas are being formulated for proposals including the land on N. Custer for Museum operations/programming and reported separately to BOC.	No further action required, pending new proposals, discussions.
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#2	<b>Indigent Defense System Plan</b>	In conjunction with Chief Judge, develop and implement a plan that is compliant with the new standards of the Michigan Indigent Defense Commission Act (House Bills 5842-5846). Plan has to be developed and implemented within 180 days of adoption of the new standards.	Board of Commissioners, Administrator/CFO, Chief Judge, Trial Court Administrator	180 following adoption by State of new standards. Estimate is 4th quarter 2017	Indirect Costs TBD Direct Costs TBD	May 22, LARA published minimum standards for indigent defense. Four (4) standards included in this 1st phase. A local County/Court compliance plan is due November 20. Draft plan in working phase currently.	Monroe County Indigent Defense Plan Approved by Commission April 20, 2018. The additional cost of compliance for standards #1-4 is \$484,638 as approved by MIDC.
#3	<b>Monitor Pension and OPEB Reform Legislation</b>	Receive periodic reports on the plans and concepts that will be introduced in the legislature to address unfunded accrued liabilities for pension and other post employment benefits. Address new requirements (House Bill 6075) for the provision of benefits and the financial obligations. New in 2017 will be new reporting to Treasury on the status of OPEB and progress in funding the obligation.	Administrator/CFO	TBD upon receiving proposals. Target completion date of Gov. Task Force is Spring 2017	No additional cost identified at this time	Governor's reform task force has not yet published a report.	Provided input and analysis to MAC throughout process. Final forms & instructions reviewed and Treasury issued rules for reporting. 1st reporting will be prior to June 30, 2018.
#4	<b>Monitor Monroe Pension and Retiree Health Care Trusts</b>	Continue to receive monthly reports on the investment performance of both trusts. Beyond the monthly reporting, receive annual valuations on the plans and monitoring the overall performance in meeting the needs of retirees, employees and the taxpayers. 2017 combined employer contributions to both funds is \$13.3 million (Pension=\$6.7 M; RHC=\$6.6 M).	Board Chairman, Administrator/CFO	Monthly Reporting supplemented with Annual Written Report	No additional cost.	On a monthly basis, the summary investment reports of both Trusts are reported to BOC. Six (6) month and annual investment performance is included as part of this reporting.	On-going reporting provided in bi-monthly Administrator Report. Mental Health has committed to merge its OPEB trust assets to County. Road Commission is expected to follow June 6. Trust amendments in draft pending Rd. Commission formal action.
#5	<b>Employee Relations</b>	Ensure equitable treatment of employee groups in establishing wages and benefits for active and post employment compensation programs. Continue to align total compensation to resources of County and within the other funding/appropriations priorities. Continue to utilize internal and external comparables of total compensation to base future adjustments.	Board of Commissioners, HR Director, Labor Counsel, Administrator/CFO	Ongoing 2017-3 CBA's expiring; 2018-5 CBA's expiring	TBD with each CBA	All existing CBA's that expired 2016 have been re-negotiated and 2017 expiring CBA's will begin negotiations 4th quarter 2017.	Continue with next round of negotiations for CBA's that expire 12/31/2018. There are no expired agreements currently.
#6	<b>Governance Structure</b>	Continue to evaluate the purpose, legal requirements, size and overall function and benefit of boards and commissions of the County in the modern era of government.	Board of Commissioners, Legal Advisor, Administrator/CFO and Existing Board and Commission Chairs	Ongoing throughout 2017 & 2018	No costs	No policy action to date regarding changing any governance structures, size or functions.	
#7	<b>Senior Services</b>	Monitor the overall performance of the delivery of senior services in the County and receive from the Commission on Aging a report and implementation plan for the levy of the additional .25 mills. Included will be the timing of the levy and what changes or enhancements in service delivery and population served.	COA Director, COA Chairman, Board Chairman, Administrator/CFO	Report from COA end of 2nd quarter 2017	No Cost to County Budget	COA Director and COA Bd. Chairman presentation to BOC on 5/16. BOC set millage at .062 of .25 mills for supplemental voted millage plus existing .50 mills. Total levy amount \$3.2 million.	Completed for next budget cycle and in compliance with statute for establishing millage rates.

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#8	Annual Reports	Schedule and receive from various agencies, departments and partner's annual reports, updates and presentations of specific community and program initiatives.	Board Chairman, Administrator/CFO	Ongoing throughout 2017 & 2018	No costs	On-going reports provided regularly to date in 2017 with additional reports being scheduled.	On-going reports provided regularly to date in 2018 with additional reports being scheduled.
#9	Shared Services Forum	Consider the value of leading a broad based strategic discussion of shared services with other local units of government for GIS, economic development, information technology, law enforcement, recycling/environmental programs.	Board Chairman, Administrator/CFO	TBD	TBD from any specific framework of shared service	Year to date discussions focused on shared law enforcement efforts for report writing, in-car communications and GIS.	Bedford Local Unit agreement extended, GIS underway, jointly working on law enforcement records management, economic development is expanding.
#10	Financial Position	Continue to maintain the County's financial position through sound financial management practices, fiscal restraint and targeted investments in the organization and staff resources. Maintain the County's AA credit rating and use the budget to fund the goals and priorities of the Board in a sensible and forward looking view of available resources.	Board of Commissioners, Administrator/CFO, Finance Director	Ongoing Moody's upgraded bond rating effective February 16, 2017	No Cost	Moody's upgraded County's GOLT bond rating to AA2 February 16, 2017. 2016 Audit and CAFR delivered to BOC June 20 including operating results.	No change and rating remain unchanged. Bedford Twp. and Village of S. Rockwood issued debt 2nd quarter 2018 with leverage of County Credit Rating.