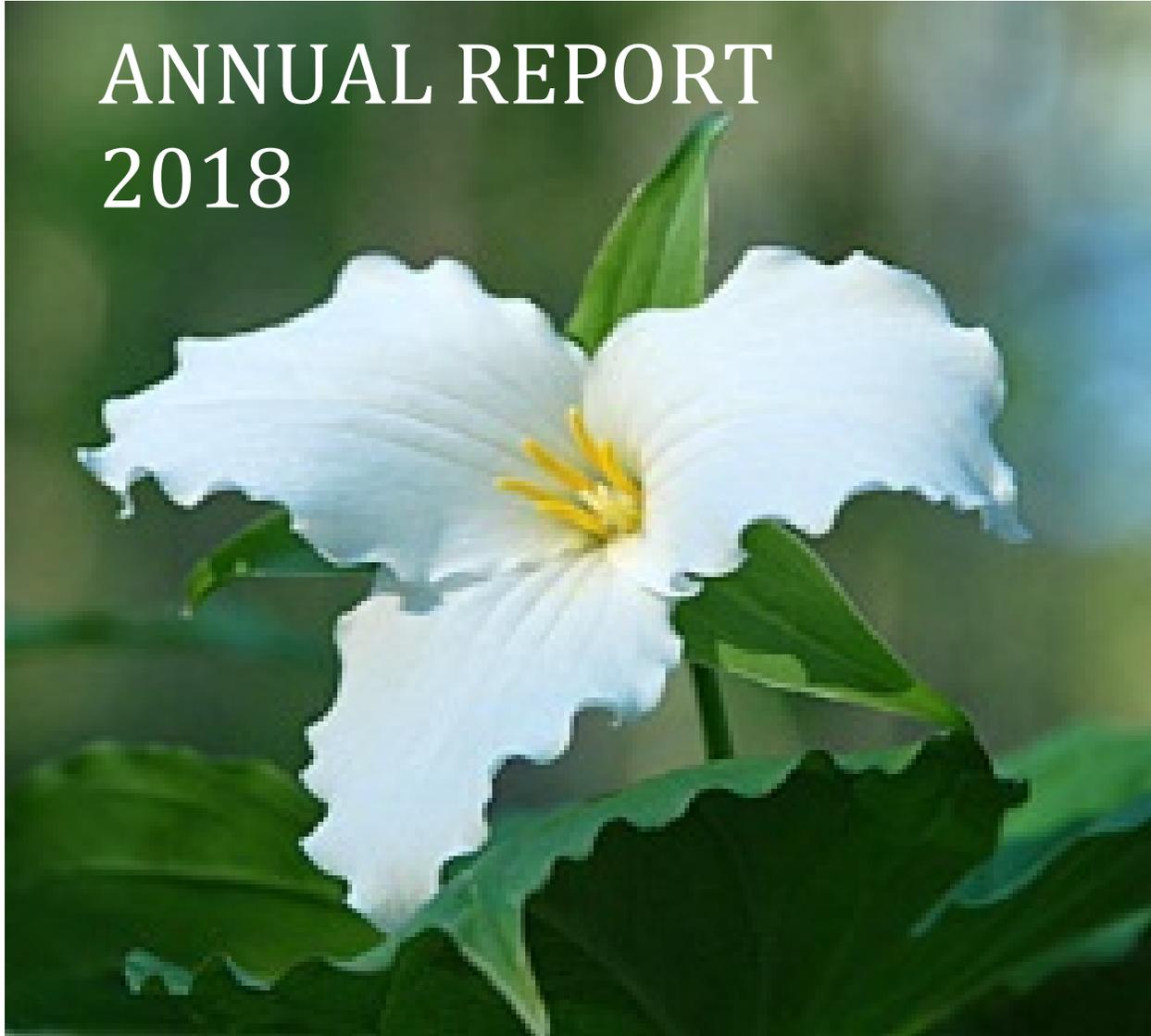


ANNUAL REPORT 2018



ADMINISTRATION and PLANNING

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From Peter Garwood, COUNTY ADMINISTRATOR

It is always interesting to look back at the previous year and see all the things that have happened and all that has been accomplished. Anymore the years collide and the annual report ends up being a good way to determine what happened in a given year. The bottom line is, at the end of 2018 and on into the present year, Antrim County is in very good shape both financially and organizationally. However, at both the individual department level, as well as the overall organizational level, we continue to make changes which we always hope will lead to improvements. In most cases, I believe our hopes are realized.

There were some big projects and important events that happened in 2018, such as:

- Contracted with a new Equalization Director in Lynette Girard to pair up with the Deputy Equalization Director Jamie Houserman. I likely do not have to tell you how important it is to have good leadership in the department that assists in a process that is the basis for the revenues of the County, villages, townships and schools.
- With the retirement of long time Abstractor Theresa Kent and other changes in the Equalization Office an opportunity presented itself to combine the two offices and save the County approximately \$100,000 annually.
- Byce and Associates finalized the Facilities Master Plan. The Board began the more difficult work of implementation in the second half of 2018 and into 2019. This is a huge project with some of the greatest implications to the County. There is much work to be done ahead.
- One of the most important decisions the Board made, and administration implemented, was the hiring of a Human Resource (HR) Director. Stephanie Murray hit the ground running and has helped the County in many ways (both with very visible contributions and other things that go unnoticed). The Administration Office staff has spent a great deal of time and energy helping Ms. Murray get what she needs and providing general support to ensure Ms. Murray has what she needs to make the Human Resources Department successful. I also have to give kudos to staff from the Clerk Office for the willingness to work closely with Ms. Murray on payroll and other personnel related matters. Such support and cooperation will be extremely important as we continue to transition the rest of HR functions to the HR Department.
- When you review this report you will see many other accomplishments and ongoing day-to-day projects, such as: the completion and continued administration of the Indigent Defense Plan, that 64 matters went to civil counsel, and we hired 36 new employees, to name just a few.
- Other notable events was the resignation of Scott Kruger from the Board, and although it did not affect the current Board, the death of long-time commissioner, with many years as chairman, Jack White.

By and large Antrim County is blessed with a very dedicated team of employees in all departments and office. I am particularly grateful for the work and attitudes of Tina Schrader and Margie Boyd. They work extremely hard to make sure the Administration Office (and other departments when appropriate) are pursuing and accomplishing the goals of the Board of Commissioners.

Board of Commissioner

SUPPORT



In addition to the County Administrator's expected tasks of writing and reviewing Board of Commissioner resolutions, writing Board communications, coordinating recruitment efforts for outside boards, commissions, and committees, and assisting with the supervision of the County's appointed department heads, following are non-typical support functions and project management that the Administration/Planning Department performed for the Board in 2018.

Human Resources (HR) Department: An Ad Hoc Committee was created for the purpose of identifying the current processes of all those engaging in various HR duties on behalf of the County, to identify the needs of the County, create a job description of HR Department/Director, to determine the options of the County's future needs, and justification of costs compared to need. On March 8, the Board approved and authorized the hiring for the position of a HR Director with the position to be under the supervision of the County Administrator. Stephanie Murray was selected and began employment on July 16, 2018.

Facilities Master Plan: December, 2017, the Board approved an agreement with Byce & Associates (Byce) to prepare a Plan for the County-owned or leased facilities, for the best possible use of the 2017 property acquisition adjacent to the main County campus (former Huntington Bank building), an evaluation of the need for a new jail/law enforcement center, a space allocation analysis, and to reduce facility maintenance costs through energy efficient materials and technological improvements. The process involved the following steps in 2018:

1. Questionnaires were sent to elected officials and appointed departments heads.
2. Byce conducted onsite visits at the County to gather information from departments.
3. May, 2018: two days of charrettes were held to gather input from the public and interested parties.
4. June, 2018: a draft executive summary of the Plan was available outlining the major conclusions and options discussed during the charrettes. Another survey was released to department heads.
5. June 27, 2018: special Board meeting with Byce to review and discuss Plan Options A-I.
6. July 30, 2018: special Board meeting with Byce to continue to review and discuss the Options.
7. August 6, 2018: public informational presentation was held.
8. Option I (W-W) was presented by representatives of the Village of Bellaire to the Board and was later formally incorporated into the final plan.
9. October 29, 2018: special BOC meeting for continued discussion of Options.

Michigan Indigent Defense Commission Plan: The Board passed a resolution on April 12, 2018, opposing any amendatory legislation to Michigan Public Act 93 of 2013 that would reduce or eliminate the State's fiduciary responsibility to pay any and all additional costs required to implement the minimum indigent defense standards. In addition, the Board resolved its commitment to implement the new minimum indigent defense standards as mandated by the MIDC. The County Administrator has been tasked with implementation which involved submission of quarterly reports, preparing and submitting the yearly compliance plan and budget. In addition, the Administration Department coordinates with Accounts Payable for the payment of attorney invoices and also serves as the go between with the courts in sharing training opportunities with the attorneys.

Opioid Lawsuit: In February 2018, the Board entered into a retainer agreement with Weitz & Luxenberg, PC, Sam Bernstein Law Firm PLLC, and Smith & Johnson Attorneys PC to prosecute and adjust for the County of Antrim a claim for past and future damages and/or expenditures caused by the culpable conduct of any and all pharmaceutical manufacturers, distributors and/or retailers of opioid analgesics. Many hours were involved in identifying and compiling the discovery and/or damage sources for the law firms. The Sheriff, Prosecutor, and Clerk Offices assisted in the process which spanned six months.

American Waste Transfer Station: On January 11, the Board entered into a property lease agreement with American Waste for the construction and operation of a solid waste transfer station on County property located at the intersection of US 131 and M-32 in Warner Township. A Solid Waste Facility Siting Committee was appointed and met in May/June of 2018 to consider the Solid Waste Transfer Station Disposal Area Siting application submitted by American Waste. After determining American Waste met or fulfilled all of the criteria required by the Siting Review Procedures of the Antrim County Solid Waste Management Plan, the committee recommended the Board of Commissioners approve the American Waste Transfer Station application as consistent with the Solid Waste Management Plan. The construction permit was issued March, 2019.

Antrim County Parks & Recreation Plan: Work began on the update of the 2019-2023 Antrim County Parks & Recreation Plan.

Abstract & Equalization Offices Combine: With the retirement of the Abstractor in June 2018 and the need to provide a coherent staffing arrangement for the Equalization Department, it was determined to combine the two offices. This alteration has worked well for both departments in providing cross training of employees, which is providing consistency and efficiency as the departments serve the public. As a result of combining the two offices, the County is saving \$100,000 annually.

Committee SUPPORT



In 2014, the Board of Commissioner's moved from eight to four standing committees. This change four years ago, combined with the move to electronic packets, has necessitated continual monitoring of the workflow processes in the Administration Department in order to provide accurate and timely information through the preparation and distribution of agendas and minutes to commissioners to address the various matters brought to them.

In addition to the Board's four standing committees and the Finance Committee of the Whole, the Administration Department also facilitated the meetings of the Antrim Creek Natural Area (ACNA) Commission, the Capital Improvement Committee (CIP), the Planning Commission, the Economic Development Corporation (EDC), the Brownfield Redevelopment Authority, and the Solid Waste & Recycling Council. Support included preparation of meeting agendas and minutes for all meetings and the matters following:

Antrim Creek Natural Area (ACNA) Commission: Work continued on resources to remove the boat launch slabs. The party originally interested in the slabs backed out, at which time the project was put out to bid. East Bay Excavating quoted no cost to the County to remove, however, were unable to complete the project in 2018. It was determined to communicate to East Bay that the slabs would need to be removed by a determined date in 2019. As of this writing, East Bay did not remove; and the Commission is in the process of determining a new course of action.

Planning Commission Reviews:

Master Plans:

1. Antrim County Master Plan was approved by the Planning Commission in March, 2018.
2. A total of four (4) master plans were reviewed by the Planning Commission.
3. The Planning Commission reviewed the 2019-2024 Antrim County Parks & Rec Plan.

Zoning Amendments:

1. A total of eighteen (18) local zoning amendments and proposed regulations were reviewed by the Planning Commission in 2018.

Miscellaneous:

1. The Planning Commission reviewed the Antrim Conservation District's Strategic Plan as presented by Mary Schoenherr, ACD Board Vice President.
2. Planning Commission members attended the 2018 Annual Housing Summit held at the Hagerty Center in Traverse City. Networks Northwest was the host of event.

Economic Development Corporation:

1. Received a presentation on the economic development study performed at Glacial Hills Natural Area.
2. Created and distributed business cards for EDC members.
3. Reviewed and updated the EDC's strategic plan.
4. Nick Lefebre of Torch Lake Tours gave a presentation on their work to bring business to the County.
5. Performed the 2018 EDC survey and analyzed the results.
6. Created text for the 2019 Antrim County Road Map, and contracted the design to a local company.
7. Reviewed the County's 2019-2024 Capital Improvement Plan.
8. Members of EDC attended the Networks Northwest Housing Summit.
9. Jane MacKenzie, Executive Director of Northern Homes Community Development, gave a presentation on their involvement with affordable housing.
10. Discussed the Antrim County Facilities Master Plan project.
11. Many EDC Members attended the Antrim County Pitch Night by NLEA.
12. Received presentations from Northern Lakes Economic Alliance regarding the NLEA's activities in Antrim County (January, April, August, and October).

Capital Improvement Committee: The 2019-2024 CIP was completed, submitted, and subsequently approved by the Board on August 9.

Solid Waste & Recycling Council: This Council serves as an advisory committee to the County Board that functions as the Solid Waste Management Plan's "implementation oversight committee" assigned the responsibility to facilitate program development through public and private sector channels, advising the County Board of Commissioners and key stakeholders on the implementation process. The Council will serve as the focal point for encouraging intergovernmental cooperation, regional collaboration and private sector participation as well as involving the local business sector and community groups. The Administration Office kept the Council abreast of, and the Council made recommendations regarding, the following matters:

1. Antrim Conservation District's work as managers of the County recycling household hazardous waste program beginning January 1, 2018.
2. American Waste Transfer Station

PROGRAMS

The County Administrator and his staff are responsible for the maintenance and implementation of programs determined by the Board.

Recycling

On January 1, 2018, the County entered into an agreement for services with the Antrim Conservation District to manage the County’s Recycling Program which includes maintenance of the drop-off stations throughout the County.

The following table notes the tons of material pulled by the recycling contractor over the last two years:

	2017	2018
Quarter One	333.25	321.09
Quarter Two	442.82	445.61
Quarter Three	459.2	455.25
Quarter Four	453.3	407.7
Total (tons)	1665.47	1629.65

In 2018, the County Recycling Program was expanded to include latex paint. During the May and August Household Hazardous Waste events, just over 12 bins of latex paint were accepted for recycling, or approximately 1,200 gallons of paint. The program will continue through 2019.

Elk Rapids Day Park – Walk of Art



The Administration Department, along with the Park Manager, worked with Art Rapids! for the continuation of the popular Walk of Art at Elk Rapids Day Park. This included approving the addition and location of nine new sculptures and removal of seven sculptures.

Scheduled events held by Art Rapids! included an art camp, concert with the Younce Guitar Duo, and Artist after Hours event.



Oversight

RESPONSIBILITIES

A primary duty of the County Administrator is “to generally oversee the daily activities of the County.” Below are some of the ways this is fulfilled.

Bidding: The Administration Office, under the direction of the County Administrator, is responsible for the development or the direction of the development of specifications, bidding, and procurement for special projects of the Board in accordance with current policies. This process includes developing bid specifications (working with elected officials and appointed department heads as needed), preparing and distributing advertisements, drafting and finalizing contract documents.

The projects sent out for bid in 2018 included:

- Antrim Creek Natural Area boat launch slab removal – \$0
- Courthouse boiler – \$28,000
- Elk Rapids Day Park stairway – not awarded
- Snowplowing and snow removal – \$57,000
- Chestonia Township timber cut – \$31,200

Facilities and Grounds: A number of repairs and projects were facilitated through the Maintenance Department to include:

- Painting of staircases, hallways, and offices
- Moving offices within Community Mental Health and Equalization Department to the Abstract Department
- Replacing rooftop heat motors for Sheriff Department, rebuilding water pumps

Grants: The County signed 12 grant agreements in 2018 totaling \$687,765. The awards included the Airport Runway 2/20 lighting project, MIDC indigent defense program, emergency services, and remonumentation.

Ordinances: Ordinance #01-18 was approved. This ordinance amends parts of An Ordinance Related to Making Certain Violations of the Stille-Drossett-Hale Single State Construction Code Act to be Civil Infractions adopted by the Antrim County Board of Commissioners on November 10, 2005.

County Fleet: In 2018, bids were solicited through GovDeals.com and titles transferred for four retired vehicles from the following departments: 1 Commission on Aging, 1 Probate, and 2 Sheriff Office. Total received was \$1,801.00.

POLICIES



One of the County Administrator's many duties is to serve as senior policy advisor to the Board of Commissioners. This includes researching alternatives, submitting policy recommendations, and overseeing policy administration and compliance.

In 2018, revisions to six policies were approved by the Board. Prior to approval, all elected officials and appointed department heads were provided the opportunity to offer feedback and recommendations to the revisions.

1. **Acceptable Use of Information Technology** (4/12/18): This policy identifies acceptable use of information technology resources (IT Resources) to conduct county business and provides notice of expected User behavior. Unacceptable IT Resource use exposes the county to unwarranted risks, such as data breach, disruption of county network or application services, and other legal and liability issues. Unacceptable use may also consume IT Resource capacity and hinder county employees' ability to conduct business.
2. **Hiring and Employment Policy** (5/10/18): Revisions to this policy streamlined the hiring process. Previously, the department head had to take it through the Committee and Board of Commissioner process which was time intensive and created unnecessary delays.
3. **Family Medical Leave Act Policy** (9/13/18): Antrim County will provide leave time consistent with 29 CFR Part 825 - Family and Medical Leave of 1993 (FMLA) to its eligible employees. Under this policy, Antrim County will grant up to 12 weeks (or up to 26 weeks of military caregiver leave to care for a covered service member with a serious injury or illness) during a 12-month period to eligible employees. The leave may be paid, unpaid or a combination of paid and unpaid leave, depending on the circumstances of the leave and as specified in union contracts.
4. **Health Insurance Portability and Accountability Act - HIPAA** (10/11/18): This notice describes how medical information about an employee may be used and disclosed and how access to this information may be obtained.
5. **Per Diem Policy** (10/11/18): Through this policy the Antrim County Board of Commissioners has approved a per diem be paid to members of the Board of Commissioners and other individuals who have been appointed to a committee, commission or board by the Chair of the Board of Commissioners and confirmed by a majority of the Board of Commissioners elected and serving. This policy also provides guidelines for the payment of per diem to all who qualify to receive a per diem from Antrim County.
6. **Travel Policy** (11/8/18): The purpose of this policy is to provide written travel regulations for County employees and elected officials to ensure that reimbursement is for actual and necessary travel and other expenses incurred while on official County business.

FINANCIAL

The County Administrator worked with the Finance Director Debra Haydell throughout the year regarding the County's financial issues and for the preparation of the County's 2019 budget. Assistance was provided by the Administration Office in communications sent to agencies and to elected officials and appointed department heads.



Mr. Garwood prepared the 2019 Administration Department budgets, completed Equalization budget, and prepared a “place-holder” budget for the new Human Resources (HR) Department. Mr. Garwood also worked with the County Clerk to develop the Board of Commissioner budget. The Deputy Administrator, working with the Parks Manager for park-related budgets, was responsible for the creation of separate budgets for 2019:

- Resource Recovery (household hazardous waste collection)
- Planning Commission
- Planning Department
- Economic Development Corporation
- Cedar River Natural Area, Mohrmann, and Murphy Parks
- Noteware's Landing, Wetzel and Willow Day Parks
- Recycling
- Glacial Hills Pathway and Natural Area
- Antrim Creek Natural Area

None of the 2018 budgets prepared by the Administration/Planning Department required a budget amendment. 2018 expenditures from the Administration budget were within 6.48% of the amended budget.

I am sure you will be interested to know the Board of Commissioner budget was within 1.16% of the amended budget. The training line item was over by almost \$1,800 as it was used for some County-wide training sessions, and legal fees ran over \$1,600. The largest overage was for advertising-recruitment, in which we spent double what was budgeted. This is a by-product of the stronger economy – workers are moving around from job to job more than they had. None of these overages were budget busters as the budget was underspent in enough other line items to cover it.

Every budget or fund directly managed by the Administration Office returned dollars to various fund balances from the eleven 2018 budgets prepared by the Department.

CONTRACTS



Other major duties of the County Administrator are to coordinate matters involving civil counsel, recommend Board of Commissioner action regarding matters that are under their authority, and to coordinate all contractual and professional services.

Civil Counsel Matters

The Administrative Assistant in the office tracks the County's contractual obligations. She facilitates all of the County's active contracts, includes civil counsel as needed, and ensures that department heads are aware of upcoming expirations.

The County Administrator reviewed a total of 150 civil counsel matters in 2018. Mr. Haider Kazim of Cummings, McClorey, Davis, and Acho serves as the County's civil counsel and is consulted as necessary. Of the 150 matters, 64 were reviewed by Mr. Kazim; 86 were reviewed by the County Administrator and the appropriate elected or appointed department head, many of which were renewal contracts that had previously been reviewed by Civil Counsel.

The 150 matters can be grouped into which departments they involved. Almost all County departments had at least one matter sent to civil counsel; four had numbers in double digits:

- Administration/Board of Commissioners – 30
- Commission on Aging (COA) – 22
- Sheriff – 15
- Airport – 13

Another method of looking at the 150 matters is by type. Though the majority were contract/agreement related, there were 3 easements, 3 litigations, 3 foreclosures, 15 grants, along with 8 miscellaneous issues and 27 direct questions.

The total cost for 2018 civil counsel work amounted to \$62,969; delinquent tax property sale work \$1,845.

Labor Counsel Matters

The County Administrator and Human Resources Director worked closely with labor counsel on labor-related matters. Most of the issues are sensitive and confidential including grievances and employee discipline, human resources related policies and agreements. The total expenditure for 2018 was \$8,644.50.

HUMAN RESOURCES

data compiled by Stephanie Murray, HR Director

MISSION – TO PROVIDE:

- Exceptional Service
- Organizational effectiveness and efficiency
- Recruitment, retention, and enrichment

Hire Character.
Train Skill.
 - Peter Schutz

EMPLOYMENT

Human resources provides a variety of services to applicants and employees alike. Applications are processed, interviews scheduled and conducted, candidates tested, and screened. Once an offer of employment is made, candidates are welcomed to the County. Required policies, procedures, benefits, and payroll forms are reviewed and completed before a new employee begins officially working. In 2018, 36 new employees were hired. Forty employees were turned over during the year. The Commission on Aging, Parks, and Sheriff’s Office accounted for 23 of the new hires and 25 of the exiting employees.

Recruiting was and continues to be challenging for certain positions due to the low unemployment rate. In Michigan, the unemployment rate was a high of 4.5% in January of 2018, and hit a low of 3.9% in September. Several methods were used to recruit new staff. On-line posting has included ZipRecruiter, Indeed, Monster, and the Antrim County website. Newspaper advertisements have been placed with the Traverse City Record-Eagle, Petoskey News-Review, Elk Rapids News, and The Review. The Michigan Works! Talent Bank and various associations have been used to post advertisements for hard to fill positions. Two hundred seventy-one applications were processed for openings.



Employee Demographics

Antrim County employs a total of 178 employees. Ninety employees or 51% are male and 88 or 49% are female.

Antrim County employees by years of service are as follows:

Less than 5 years.....	58 employees
5 – 9 years.....	42 employees
10 – 14 years.....	26 employees
15 – 19 years.....	22 employees
20 – 24 years.....	15 employees
25+ years of service.....	15 employees



Benefits

An insurance committee comprised of union members, unrepresented staff, elected officials, board members, payroll staff, administrative staff, human resources, and Dewey Insurance reviewed insurance options available for Antrim County. Coverage with Priority Health was recommended. For the 2019 year, Antrim County offers a choice between \$0 or \$750 deductible health plans, of which one hundred-one employees participate. Fifty-five percent of eligible employees enrolled in the \$750 deductible plan. Conversely, forty-five percent enrolled in the \$0 deductible plan. Of those employees needed full family coverage, eighty-one percent chose the \$750 deductible plan. Thirty-one eligible employees opt for an annuity in lieu of health insurance.

During 2018, 14 Family and Medical Leave Act requests were processed for staff members. Three of the requests were related to work injuries. Unemployment and worker compensation claims were processed with the proper agencies. Monthly Affordable Care Act (ACA) tracking and reporting to BASIC took place.

“Nothing that has value, real value, has no cost. Not freedom, not food, not shelter, not healthcare.”

-Dean Kamen

Employee Relations

Bargaining: Three contracts expired on December 31, 2018 – Deputies/Dispatchers Unit, Corrections/Cooks/Clerical Unit, and Command Unit. The Command Unit is the only one that remains unsettled.



Grievances: During 2018, three grievances were handled involving the Antrim County Airport, and one at ACT. Several other issues were handled through discussions or formal meetings. Assistance was given to Department Heads and Elected Officials where needed in responding either verbally or in written form regarding employee concerns.

Compensation Study: A compensation study was performed in order to be prepared for union negotiations. Information was requested and tabulated from ten counties. Contract language was reviewed within several contracts from surrounding counties.

Policies and Procedures

Several HR-related policies and procedures were reviewed and/or updated in 2018. These included Per Diem, Travel, Family and Medical Leave Act, Health Insurance Portability and Accountability Act. Compilation of a new staff handbook by the Human Resources Director began in earnest.



- Completion of an Employee Handbook
- Development of a new application form
- Bringing negotiations with the Command Unit to a conclusion
- Negotiations with the Antrim County Transportation Unit
- Implementation of the BS&A on-line module
- Employee Evaluation Tool
- Fully transition remaining HR functions to the HR Department

TRAINING



The County Administrator is responsible for “maintaining a current level of knowledge of public administration and related disciplines.” This is done through professional memberships, trainings, and reading literature regarding administration and County issues. Staff in the Administration Department attended the following training sessions and professional development:

County Administrator:

- NLEA Annual Luncheon (March 12, Boyne Falls)
- Michigan Association of Counties (MAC) Legislative Conference (March 26-28, Lansing)
- Michigan Association of Counties (MAC) Annual Conference (March 19-21, Frankenmuth)
- Seminar: Understanding the Basics of Assessing for Local Unit Officials (Gaylord, May 18)
- Michigan Association of County Administrative Officers (MACAO) Conference (May 23-25)
- Effective Supervisory Practices: 5-part Webinar Series (May, June)
- Liberating Structures Workshop (October 5)
- Northern Michigan Counties Association Panel (October 15, Grayling)
- Operation Meadowbrook (October 2018) was a full-scale county-wide training exercise designed to mimic a catastrophic real-world emergency. The County Administrator served as an evaluator and as the Public Information Officer for the exercise.
- New Commissioner Training hosted by MSU Extension (December 3-4)

Deputy Administrator:

- FEMA ICS 100, 200, 800
At the suggestion of the Emergency Coordinator, Leslie Meyers, the Deputy Administrator participated in a series of FEMA training sessions. These sessions were meant to XXXXXX (PIO)
- Basic Public Information Officers Workshop (Grand Rapids, May 23-24)
- Michigan Association of Planning (MAP) Annual Conference (September 20-22, Grand Rapids)
- Networks Northwest Housing Summit (October 22, Traverse City)
- Webinar - Recreational Marijuana: What Should Municipalities be Talking and Thinking About (December 18)

Administrative Assistant, Secretary:

- FEMA ICS 100 – Incident Command Training.
At the request of the Emergency Coordinator, Leslie Meyers, the Administration Secretary and Administrative Assistant participated in a training session on the FEMA Incident Command (ICS) 100. This training will allow Administration Office support staff to assist Ms. Meyers during a County-wide emergency, should the need arise.



LIAISON

The County Administrator's duties include attending functions on behalf of the Board and maintaining active memberships in appropriate professional organizations. The Deputy Administrator's duties

include attending regional planner meetings and meetings of special interest to the County. These provide networking and educational opportunities that are brought to the County.

The County Administrator was involved with:

- **Michigan Association of County Administrative Officers (MACAO)**: Allows for professional development and networking. The Co. Administrator was president of this organization in 2017. Mr. Garwood serves on the MACAO board of directors and continues to be a mentor for administrators in the organization. As the longest serving member of this association, Mr. Garwood has developed a large number of professional contacts that enable him to reach out to county administrators across the state for pertinent information on the many projects in which the County has undertaken.
- **Northern Lakes Economic Alliance (NLEA)**: Helps with creation and retention of jobs in 4 county area. Mr. Garwood is a board member of the NLEA, which provides resources for the creation and retention of jobs in Antrim, Charlevoix, Cheboygan, and (up until recently) Emmet Counties. Also working towards bringing broadband to the areas.
- **International City/County Management Association (ICMA)**: Allows the County Administrator to be up to date with issues and provides training.

The Deputy Administrator is involved with:

- **Planners Review Advisory Commission (PRAC)**: Have an educational component on planning issues. Mr. Cooke attended the Networks Northwest PRAC meetings, which in 2015 moved to quarterly meetings that offer wider educational content such as state legislative updates and trust fund grant application information.
- **Solid Waste Advisory Commission (SWAC)**: A regional effort of Networks Northwest that provides a forum for the discussion of regional solid waste and recycling issues. Mr. Cooke attended these quarterly meetings; agenda items include instruction on using tracking software and round table discussions.
- **Michigan Association of Planners (MAP)**: Allows for training on planning and zoning related issues.

2018 GOALS



- Creation and hiring of Human Resource Department and Director. Stephanie Murray was hired July 16, 2018.
- Transition of human resource responsibilities from Administration Office to Human Resource Department. Most duties have been transferred to the Human Resource Department.
- Establishment of American Waste solid waste transfer station at Warner Township property. A lease agreement was entered into in 2018. Currently, American Waste is working on construction of the solid waste transfer station.
- Successful collection of tuition reimbursement from former employee. The full balance was collected from a former employee.
- Renegotiate equalization director agreement. A new equalization director was selected and a contract was entered into in 2018.
- Formulate a plan for use of the former Huntington Bank property. The future of the site is dependent on the direction of the County Campus.
- Completion of Facilities Master Plan.

Goals Moved to 2019

- Begin workforce planning regarding succession.
- Dissolution of the Antrim County Violations Bureau and return to using District Court for civil citations.
- Implement recommendations in the strategic plan.
- Evaluate and adjust the County's housing program. This is needed as a result of the termination of funding from the State of Michigan.

2019 GOALS



- Complete the Indigent Defense Plan.
- Implementation and transitioning the administration to a contractual attorney-administrator for the Indigent Defense Plan.
- Hire a Deputy Medical Examiner.
- Negotiate a new lease for office space with North Country Community Mental Health.
- Draft and effectuate a Memorandum of Understanding for the Cairn Monument between Milton Township, Antrim County Road Commission, and Antrim County.
- Develop a solid direction for the short-term using the Facilities Master Plan.
- Successful demolition of the bank Building.
- Develop request for proposal (RFP), and implement a security plan for the County Building.
- Complete the process of establishing the NLEA Broadband Consortium and begin meeting, planning and implementing measures to spread broadband to underserved areas of the County.
- Implement the new organizational structure for the Board of Commissioners.
- Hire and engage in a training process for a new Deputy County Administrator.

Continuing Goals:

- Implementation of Facilities Master Plan as guiding document for future implementation.
- Removal of Antrim Creek Natural Area slabs.
- Arrange for and encourage more supervisor and communications training for department heads and elected officials.
- Implement recommendations in the strategic plan.
- Continued transition to paperless files using Laserfiche.
- Present to the Board an Employee Handbook reviewed by the department heads and labor counsel.
- Continue to provide a high level of professionalism and efficiency in serving the Board, employees, and citizens of Antrim County.
- Continue to facilitate consistent adherence to County policies among all departments within and outside of main campus.
- Investigate and implement methods toward further transparency for County operations and governing.
- Continue to evaluate and adjust the County's housing program. This is needed as a result of the termination of funding from the State of Michigan.
- Work to improve workflow and communications with the public, the Board, department heads, all County employees.
- Completion of Parks and Recreation Plan.
- Upload all available meeting minutes into the office's document management system, which was budgeted for purchase in 2017.
- Ensure that elected and appointed department heads have what they need to efficiently run their departments/offices.