ANNUAL REPORT

2016

Antrim County Administration & Planning

From the County Administrator

2016 was a year of additional change. With the changes we have seen over the years, it has become clear that it is far better to accept change and mold it to the betterment of the County than to ignore it. In other words, it is better to surf the wave than unwittingly get caught in the undertow.

In 2016 we saw four Commissioners leave the Board, two of whom had served for over 16 and 20 years, respectively. The four Commissioners were able to leave the Board knowing they did their part to leave the County in good financial shape. Good financial stability will be increasingly important as the County faces a potential future of low growth in revenues brought on by the effects of the recession and Proposal A on taxable values.

The County saw additional change in the Equalization Department in 2016. Through a long and arduous process, the County changed leadership in the Equalization Department along with half the staff. The change in leadership, although not completely ideal (lack of a full-time department head), has effectively stabilized the equalization process in the County.

Departmental change: The Administration Office lost the first face the public encounters as they walk in the office. Katie Verellen, who had been with us for over five years, moved on to a position in the private sector. Margie Boyd joined the department in early 2017 as the new department secretary and has been catching on quickly and working out very well.

As you can see, when perusing the pages of this annual report, we have also changed the format of the report. We chose the calendar style which will provide you a snapshot of our daily/weekly/monthly scheduled activities. If you have spent any time in the Administration Office, you know that unscheduled events and emergencies, which can completely change the focus for the hour, day, or longer, pop up regularly. These events, while often important and substantial, will not be reflected on the calendar, because of their unscheduled nature.

We continue to make strides to serve the Board, employees, and public more efficiently every year. Due to recent changes, I can say without reservation:

- The County is more transparent than ever before.
- The Board of Commissioners have better information going into meetings than ever before.
- The department heads (elected and appointed) have more information and tools to do their jobs and a better idea of how to use the information and tools (especially budget, financial, and purchasing) than ever before.

Much of this is due to the new software and continual updating of the information on the website. However, much of it is also due to improvements in communication and the coordination of efforts.

I also want to take this opportunity to thank Janet Koch and Tina Schrader for their insight and hard work. As the years go on, they have become more and more adept at identifying issues, problems, and opportunities facing the County and either addressing them if possible, and if not, bringing them to my attention.

The staff in the Administration Office and the department heads (elected and appointed) stand ready to carry out the collective direction of the Board. The staff in the Administration Office and the department heads are also here to provide the necessary information needed for the Board to make good informed decisions. From my experience, all are eager to do so, on both counts.

We in the Administration Office have a good feeling about the Board synergy observed between the new Commissioners and those who have been on previously. Together with the Board of Commissioners, the elected and appointed department heads and their employees, I look forward to the challenges we face and successes we will experience collectively in 2017 and in future years.

Peter Garwood
County Administrator

2016 Staff
Antrim County Administration
& Planning Office

Peter Garwood
County Administrator
garwoodp@antrimcounty.org

Janet Koch
Associate Planner
kochj@antrimcounty.org

Tina Schrader
Administrative Assistant
schradert@antrimcounty.org

Katie Verellen
Secretary
countyadmin@antrimcounty.org

P.O. Box 187
Bellaire, Michigan 49615

Phone: (231) 533-6265
Fax: (231) 533-8111
www.antrimcounty.org

JANUARY 2016

Office Schedule

Monday	Tuesday	Wednesday	Thursday	Friday
4 No Spills Conference (Janet) 9 am: BOC Organizational meeting (Pete) 7 pm: Kearney Twp. recycling (Janet)	**5** 10:30: Phone call w/ civil counsel (Pete) 5:30 pm: Planning Commission (Pete & Janet)	**6**	**7** 10 am: Meeting w/ employee (Pete) 1:30 pm: Employee handbook webinar (Pete) 3 pm: Phone call w/ dept. head (Pete)	**1** Holiday **8** 10 am: Bellaire DDA meeting (Pete)
11 4 pm: Internal meeting (Pete & Tina)	**12** EDC/BRA agenda packet 12 pm: Meeting w/ Edward Jones (Pete)	**13** 10:30 am: Maximus meeting (Pete & Finance Dir.)	**14** 9 am: Board of Commissioners mtg (Pete & Janet) 3 pm: staff meeting 6 pm: CL Twp. recycling (Janet) 7 pm: Helena Twp. recycling (Janet)	**15** 9 am: Phone call w/ dept. head & civil counsel (Pete) 1:30 pm: Employee evaluations webinar (Pete)
18 Holiday	**19** H&PS agenda packet SWRC agenda packet 9 am: EDC meeting (Pete & Janet) 11 am: Phone call w/ labor counsel (Pete)	**20** 9 am: Meeting w/ dept. head (Pete) 11 am: MMRMR rep meeting (Pete & Janet) 4:30 pm: Meeting w/ dept. head (Pete)	**21** 9 am: NLEA Board meeting (Pete) Noon: Northsky workshop (Pete)	**22** 9 am: Meeting w/ dept. head (Pete) 10 am: Mtg. w/ soil erosion officer (Pete) 1:30 pm: Phone call w/ dept. head (Pete) 3:30 pm: NWNW phone call (Pete & Janet)
25 10 am: Meeting w/ employee (Pete) 1 pm: Internal meeting (Pete & Tina) 3 pm: SWRC meeting (Janet) 3 pm: Meeting w/ Finance Director (Pete)	**26** BLI & Planning Commission agenda packets 9 am: Health & Public Safety meeting (Pete & Janet)	**27** 9 am: Phone call with MSU educator (Pete & Janet)	**28** Admin. agenda packet	**29** 2 pm: Internal meeting (Pete & Katie)

Supporting the Board of Commissioners

The Description of Essential Duties for the County Administrator starts with the following: “The County Administrator is appointed by the Board of Commissioners to assist the Board in the development and implementation of goals, policies, and procedures, to supervise all functions that report to the Board of Commissioners, and to generally oversee the daily activities of the County.”

That long sentence provides direction not only for the Administration/Planning Office, but also for the County as a whole.

Supporting and implementing the Board’s goals, policies, and procedures includes a wide variety of tasks ranging from preparing bid specifications for a new heating system to meeting with township officials to researching health insurance options.

To show more clearly the activities of the Administration/Planning Office, this year’s annual report includes the office calendar. On the calendar are shown our appointments and our most critical tasks.

Some are repeated every month (agenda preparation, regular meetings, etc.), but many are not. These include individual meetings with department heads and employees, bid openings, training webinars, and much more.

Essentially all the activities listed are a result of direction given by the Board. We hope you find this view of the inner workings of our office to be interesting, and that you understand it is always our wish to support the Board of Commissioners.

FEBRUARY 2016

Office Schedule

Monday	Tuesday	Wednesday	Thursday	Friday
1 Finance agenda packet 10 am: Phone call w/labor counsel (Pete) 7 pm: Chestonia Twp. recycling (Janet)	**2** 9 am: BLI Comm. meeting (Pete & Janet) 3:30 pm: Meeting w/ Finance Dir. (Pete)	**3** 8:30 am: Special Admin. Comm. meeting (Pete & Janet) 7 pm: Warner Twp. recycling (Janet)	**4** 9 am: Admin. Comm. meeting (Pete & Janet) 3 pm: Internal meeting (Pete & Tina)	**5** BOC materials to Clerk's Office 11:30 am: Meeting w/ dept. head (Pete)
8 9 am: Finance Comm. meeting (Pete &Janet) 1:30 pm: Mtg w/ VOB council member (Pete) 2 pm: New employee orientation (Tina) 3 pm: Legislative Reception in TC (Pete)	**9** MACAO (Pete) EDC/BRA agenda packet 3 pm: Meeting w/ GIS Dept. (Janet)	**10** 10 am: LEPC (Pete) 2 pm: Meeting w/ Workers' Comp rep and Sheriff Bean (Pete)	**11** 9 am: Board of Commissioners mtg (Pete & Janet) 3 pm: staff meeting	**12** 10 am: Planners Education Network meeting (Janet) 11 am: Internal meeting (Pete & Tina)
15 Holiday	**16** H&PS agenda packet 9 am: EDC meeting (Pete & Janet)	**17** 8 am: DNR Grants Workshop (Janet) 11 am: Meeting w/ Finance Dir. (Pete) 2 pm: Phone call with CMH Dir. (Pete) 3:30 pm: Meeting w/ dept. head (Pete)	**18** Noon: Meeting w/ BOC chair (Tina)	**19** 9 am: Meeting w/ Tenurgy & Finance Director (Pete)
22 / **29** MAC conference (Pete) Finance agenda packet	**23** BLI & Planning Comm. agenda packets 10 am: New employee orientation (Tina) 1 pm: Removal of 2nd floor postage meter	**24**	**25** Admin. agenda packet 11 am: Meeting w/ dept. head (Pete) 2 pm: Walk of Art meeting (Janet)	**26** 10 am: Phone call w/ CMH (Pete) 11:30 am: Internal meeting (Pete & Tina) 1 pm: Meeting w/ dept. head (Pete) 3:30 pm: Meeting w/ Finance Dir. (Pete)

Supporting the Committees

The Board of Commissioners has four committees that are staffed by the Administration Office:

- Administration & County Services
- Buildings, Lands & Infrastructure
- Finance
- Health & Public Safety

Providing staff support to committees includes the preparation of agenda packets, writing memos for most action items, attending the meetings, and writing meeting minutes. In addition, office staff uploads the agenda packets and the meeting minutes to the county's website.

In addition to the committees mentioned above, our office also staffs the following:

- Antrim Creek Natural Area Commission
- Capital Improvement Plan Committee
- Economic Development Corporation
- Planning Commission
- Solid Waste & Recycling Council

The Administration Office also staffed the Parks & Recreation Advisory Board prior to its February 2016 dissolution.

Agendas and minutes for the following are uploaded to the website as we receive them: E-911 Board, Commission on Aging Board, Housing Committee, and Veterans Affairs Board.

By the Numbers

209 - Number of memos written in 2016 by the Administration Office for inclusion in agenda packets.

87 - Number of sets of minutes completed by our office in 2016.

216 - Number of Room 211 reservations made by the Administration Office secretary in 2016.

MARCH 2016

Office Schedule

Monday	Tuesday	Wednesday	Thursday	Friday
	1 MAC conference (Pete) 9 am: BLI Comm. mtg. 5:30 pm: Planning Comm. mtg. (Janet)	**2** MAC conference (Pete) Special Admin. agenda packet	**3** 9 am: Admin. Comm. meeting (Pete & Janet)	**4** BOC materials to Clerk's Office 11:00 am: Internal meeting (Pete & Tina) 2 pm: Internal meeting (Pete & Katie)
7 9 am: Finance Comm. meeting (Pete &Janet) 3 pm: Glacial Hills meeting (Janet)	**8** EDC/BRA agenda packet 9:30 am: Command Unit mediation (Pete & Tina)	**9** 10 am: Stormwater Ordinance meeting w/ civil counsel in TC (Pete) 1:30 pm: Special Admin. Comm. meeting (Pete)	**10** 9 am: Board of Commissioners mtg (Pete & Janet) 3 pm: staff meeting	**11** 10 am: Meeting w/ dept. head (Pete)
14	**15** H&PS agenda packet	**16** 9 am: Meeting with dept. head (Pete) 10 am: Department Head meeting (Pete, Tina & Janet)	**17** 8:30 am: NLEA Board meeting (Pete) 10 am: BS&A Training (Janet)	**18** 9 am: Website training (Janet) 10 am: Meeting w/ employee (Pete)
21 10 am: Equalization Interview (Pete) 2 pm: Mtg. w/ dept. head (Pete) 5 pm: Trail mtg. (Janet) **28**	**22** 9 am: H&PS meeting (Pete & Janet) 12:45 pm: Conf. call (Pete) **29** BLI & Pln. Comm. agenda packets 3 pm: Mtg. w/ Finance Dir. (Pete)	**23** **30**	**24** 11 am: DHHS lease meeting (Pete) **31** Admin. agenda packets	**25** Holiday in pm

Policies

The Board of Commissioners approved three new policies in 2016:

- Capital Asset Policy
- Password Policy
- Telephone System Paging Use Policy

In addition, amendments to the Purchasing and Bid Policy were approved, which had originally been adopted in 2015.

The County's Tax Sharing Policy provides direction regarding actions if a taxing entity in the County establishes or expands a tax capture or tax abatement district.

Following this policy, the Board of Commissioners was presented with options regarding the establishment of a Commercial Rehabilitation District in the Village of Bellaire.

The Board also exempted the County from tax capture by the Village of Bellaire's newly created Downtown Development Authority (DDA). The Tax Sharing Policy notes that the County can enter into a Tax Sharing Agreement with the Village to allow the County's share of the taxes to be captured; in 2017 our office will be working toward presenting a draft of that agreement to the Board. 2016 was the first time the Tax Sharing Policy had been implemented for a new tax capture program.

Ordinances

The Board approved amendments to the County's Barnes Park Ordinance in May. In addition, Mr. Garwood presented possible changes to the Forestry Ordinance and worked with the County's Soil Erosion Officer and civil counsel regarding possible changes to the Soil Erosion and Sedimentation Control Ordinance.

APRIL 2016

Office Schedule

Monday	Tuesday	Wednesday	Thursday	Friday
4 Finance agenda packet 11 am: Meeting with employee (Pete) 4 pm: Hawk Lake Timber bids due	**5** 9 am: BLI Committee meeting (Pete & Janet) 3 pm: Meeting with dept. head (Pete)	**6** 2 pm: Meeting with Finance Director (Pete)	**7** 9 am: Admin Comm. meeting (Pete & Janet) 3:30 pm: Meeting with dept. head (Pete)	**1** 9 am: Special Admin Comm. meeting (Pete) BOC materials to Clerk's Office
11 9 am: Finance Comm. meeting (Pete & Janet)	**12** EDC/BRA agenda packet 10 am: Human Resources webinar (Pete) 1:30 pm: New employee orientation (Tina)	**13** 2 pm: Meeting with Sheriff and CMH (Janet) 2:30 pm: Tornado drill	**14** 9 am: Board of Commissioners mtg (Pete & Janet) 3 pm: staff meeting	**15** 9 am: GRNA boardwalk meeting on-site with engineer (Janet)
18 SWRC agenda packet Noon: mtg. w/ Dewey Insurance (Pete) 3 pm: meeting w/ dept. head (Pete)	**19** H&PS agenda packet 9 am: EDC meeting (Pete & Janet) 1 pm: Phone call with MSUE Educator (Pete)	**20** 10:30 am: Meeting with Soil Erosion Officer (Pete) 7 pm: ACNA meeting (Janet)	**21** 3:30 pm: meeting w/ dept. head (Pete)	**22** 9 am: Planners' Education Network meeting (Janet) 11 am: Meeting w/ GT Rgnl. Fndtn. (Pete) 4 pm: ACNA Bid opening
25 11 am: Meeting with county resident (Pete) 1 pm: Tax assessing mtg. in Traverse (Pete) 3 pm: SWRC meeting (Janet)	**26** BLI & Planning Commission agenda packets 9 am: Health & Public Safety Comm. mtg. (Pete & Janet)	**27** 9 am: CIP Committee meeting (Pete & Janet)	**28** Admin. agenda packet 9 am: BOC Strategic Planning workshop (Pete) 1 pm: Dept. Head Strategic Planning workshop (Pete & Janet)	**29** 9 am: Meeting w/ dept. head (Pete) 1 pm: Internal meeting (Pete & Tina)

Financials

The Administration/Planning Office prepared 11 separate 2017 budgets for a total dollar amount of $998,055. Mr. Garwood worked closely with the Finance Director to ensure the smooth financial operation of the County.

A Board decision to move toward electronic packets resulted in the 2016 removal of the 2nd floor postage meter, saving the County taxpayers a 5-year leasing cost of $8,200.

New Special Millages

In April 2016, the Board approved ballot language for two new special millages; the first for up to 0.10 mills to fund the Antrim Conservation District and the second for up to 0.25 mill to fund the County's recycling program. The voters subsequently approved both new millages in August 2016.

The Board approved a resolution in October 2013 that gave a slight twist to these new special millages. That resolution allowed Mancelona Twp. to take advantage of the State's Public Acts 184 & 185 of 2012 and accelerate the township's winter tax levy to summer for bills of $100 or less. This saves the township the expense of preparing, mailing, and collecting taxes for over 3,500 tax bills annually, which is a significant cost.

However, it also means that the first time the August 2016-approved special millages will be seen on tax bills (except for Mancelona Township) is December 2017, which results in the special millage revenues not coming into the County until 2018.

Working out this complicated process involved the County Treasurer, the Finance Director, and the Administration Office. A flow chart of the steps necessary to implement a new special millage was created and distributed to the Finance Committee.

MAY 2016

Office Schedule

Monday	Tuesday	Wednesday	Thursday	Friday
2 Finance packet 2 pm: Meeting w/ Dept. Head (Pete) 3 pm: Interviews for part time position (Pete & Dept. Head)	**3** 9 am: BLI Comm. meeting (Pete & Janet) 2 pm: Meeting w/ Dept. Head (Pete) 5:30 pm: Planning Comm. meeting (Pete & Janet)	**4** MACAO board meeting in Grand Rapids (Pete) 11 am: Appointment w/ county resident re: recycling (Janet)	**5** 9 am: Admin. Comm. meeting (Pete & Janet)	**6** BOC materials to Clerk's Office 10 am: 12-hour Shift Meeting (Pete & Tina) 11 am: Internal meeting (Pete & Tina)
9 9 am: Finance Comm. meeting (Pete & Janet) 11:30 am: Strategic Planning Session with Board of Comm.	**10** EDC/BRA agenda packet 10 am: LEPC meeting (Pete) 1 pm: Command Unit mediation (Pete)	**11** 1:45 pm: Meeting w/ dept. head (Pete) 2:30 pm: Meeting w/ dept. head (Pete)	**12** 9 am: Board of Commissioners mtg (Pete & Janet) 3 pm: staff meeting	**13** 10 am: Phone call re: housing (Pete) 2 pm: Meeting with dept. head (Pete)
16 10:30 am: Meeting w/ dept. head (Pete) 3:30 pm: Meeting w/ dept. head (Pete) 4 pm: Internal meeting (Pete & Tina)	**17** H&PS agenda packet 9 am: EDC meeting (Pete & Janet)	**18** 9 am: Interviews for part time position (Pete & dept. head) 1 pm: Mtg at Shanty Creek (Pete & Janet) 4 pm: Interviews for part time position (Pete & dept. head)	**19** 8 am: NLEA Board meeting (Pete) 1 pm: NLEA event (Pete) 3 pm: New employee orientation (Tina)	**20** 4 pm: Boiler bid opening
23 11 am: conf. call w/ civil counsel, dept. head (Pete) **30** Holiday	**24** CIP agenda packets / 9 am: Health & Public Safety Comm. mtg. (Pete & Janet) **31** BLI & Pln. Comm. agenda packets 1 pm: CIP meeting (Pete & Janet) 4 pm: Mtg. w/ resident (Pete)	**25** MACAO conference (Pete) 2 pm: Employee benefits mtg. (Tina)	**26** MACAO conference (Pete) Admin. agenda packet 10 am: New employee orientation (Tina)	**27** MACAO conference (Pete)

Contracts

Primary duties of the County Administrator are to coordinate matters involving civil counsel and to recommend appropriate courses of action to the Board for matters under its authority.

2016 was the first full year that the County's civil counsel was supplied by the private firm Cummings, McClorey, Davis and Acho; the firm had been hired as the County's civil counsel on April 2015.

In 2016, Mr. Garwood reviewed a total of 118 legal matters; this compares to 121 in 2015. Fifty-two of 2016's legal matters were sent to civil counsel, or just over 44%. In 2015, almost 55% of the County's legal matters had been reviewed by civil counsel.

This difference was due in large part to the nature of the matters before the County. Of the 118 legal matters, more than 58% were contracts, many of which were renewals with no substantive changes. The following shows the County's 2016 legal matters by department:

Administration	20
Commission on Aging	16
Courts	16
Sheriff	11
Accounting	9
Treasurer	7
Forestry	5
Parks	5
Maintenance	4
Emergency Services	3
Building Department	2
Clerk	2
Dams	2
IT	2
Surveyor	2

Two departments had 1 legal matter; ACT and Register of Deeds.

JUNE 2016

Office Schedule

Monday	Tuesday	Wednesday	Thursday	Friday
		1	2 9 am: Admin. Comm. meeting (Pete & Janet)	3 BOC materials to Clerk's Office
6 9 am: Finance Comm. meeting (Pete & Janet) 2 pm: Conf. call with labor counsel, dept. head (Pete) 3:30 pm: Meeting w/ Bellaire Village President (Pete)	7 9 am: BLI Comm. meeting (Pete & Janet) 1 pm: Command unit mediation (Pete) 5:30 pm: Planning Comm. meeting (Pete & Janet)	8 9 am: Meeting w/ dept. head (Pete) 3:30 pm: Internal meeting (Pete & Tina)	9 9 am: Board of Commissioners mtg (Pete & Janet) – presentation of annual report (Pete) 3 pm: staff meeting	10
13 9:30 am: PT position interview (Pete & dept. head) 10:30 am: Meeting w/ dept. head (Pete) 1:30 pm: Meeting w/ dept. head (Pete) 3 pm: Phone call w/ labor counsel (Pete)	14 EDC agenda 9 am: BLI Committee meeting at Barnes Park (Pete & Janet)	15 8 am: Dept. head (Pete) 9 am: Mtg w/ 3 dept. heads re: new millage (Pete & Janet) 10 am: Mtg. w/ employee (Tina) 11:30 am: Phone call w/ labor counsel (Pete) 12 pm: Court mtg (Pete) 1 pm: Webinar (Pete)	16	17 8:30 am: Phone call to commissioner (Pete & Janet) 10 am: Meeting at Prosecutor's Office (Janet)
20 10 am: Mtg. at COA, then at Sheriff (Janet) 3:30 pm: Mtg. w/ Finance Dir. (Pete) 27 4 pm: Meeting w/ dept. head (Pete)	21 H&PS agenda packets / 9 am: EDC mtg. (Pete & Janet) 1:30 pm: PT position interview (Pete) 28 8:30 am: Special BOC mtg 9 am: H&PS Comm. mtg (Pete & Janet) BLI/Pln Cmm agendas	22 10 am: Meeting at EOC (Janet) 28 9 am: CIP meeting (Pete & Janet)	23 10 am: Sarah Nicholls presentation - Elk Rapids (Janet) 3 pm: Sarah Nicholls - Kearney Twp. (Pete) 28 Admin. agenda packet 3 pm: Meeting w/ dept. head (Pete)	24 8:30 am: Meeting w/ dept. head (Pete) 11 am: Internal meeting (Pete & Tina) 2:30 pm: Employee benefits mtg. (Tina)

Oversight

One of the primary tasks of the County Administrator as described in his Description of Essential Duties is to "generally oversee the daily activities of the County." A few specifics are listed below.

Bidding

The Administration/Planning Office either oversees or creates the specifications for projects approved by the Board of Commissioners. In 2016, 9 different projects were sent out for bid; the total dollar amount for the bids awarded by the Board was $349,289.00 These projects included replacement of the County Building's 38-year old boiler, renovations (including lead abatement) at the Elk Rapids Hydrodam, and the supply of firewood at Barnes Park.

Facilities & Grounds

A number of repairs were performed in 2016 to various County facilities. These included replacement of the radial gate motor at the Bellaire Dam, a repair on the jail roof, and repair of the jail's water heater. In June, the Board authorized the emergency replacement of the boiler at the annex building.

Grants

Mr. Garwood, working with various department heads, brought 7 grants through committees for approval to the Board. The awards totaled $188,411.00.

County Vehicle Fleet

Mr. Garwood also oversees the County's fleet of vehicles. One County vehicle was sold in 2016; the vehicle used by the Emergency Services Director was sold for $1 to the Mancelona Fire Dept. One Building Dept. truck was redistributed to Barnes Park; another went to the Conservation District.

JULY 2016

Office Schedule

Monday	Tuesday	Wednesday	Thursday	Friday
4 Holiday	**5** Finance agenda packet 9 am: BLI Committee meeting (Pete & Janet) 1 pm: Broadband meeting (Pete) 5:30 pm: Planning Comm. meeting (Pete & Janet)	**6** 3:30 pm: Meeting with Finance Director (Pete)	**7** 9 am: Admin Comm. meeting (Pete & Janet)	**1** BOC materials to Clerk's Office 9 am: Meeting w/ two dept. heads (Pete) **8** 11 am: Internal mtg (Pete & Tina) 2:15 pm: Phone call w/ civil counsel (Pete)
11 9 am: Finance Comm. meeting (Pete & Janet) SWRC agenda packet	**12** 9 am: Interviews for part time position (Pete & dept. head)	**13** Dept. Head meeting agenda packet 9 am: Exit interview audit (Pete) 3 pm: Meeting with health ins. vendor (Pete)	**14** 9 am: Board of Commissioners mtg (Pete & Janet) 11:30 am:Office ergonomic assessment	**15** 11 am: staff meeting followed by Internal mtg (Pete & Tina) 2 pm: CRNA easement inspection (Janet)
18 10 am: Wetzel Lake trail meeting (Janet) 10:30 am: Equalization meeting (Pete) 3 pm: SWRC meeting (Janet) 3:30 pm: Equalization meeting (Pete)	**19** H&PS agenda packet 9 am: EDC meeting (Pete & Janet) Noon: Meeting w/ Chx recycling (Janet) 1 pm: Meeting w/ Finance Dir. (Pete) 3 pm: Meeting with healt ins. vendor (Pete)	**20** 10:00 am: Dept. Head meeting (Pete, Tina & Janet) 1:30 pm: Meeting with health ins. vendor (Pete)	**21** 8:30 am: NLEA board meeting (Pete) 3 pm: American Waste meeting (Pete & Janet)	**22** 10 am: Phone call with Pure Michigan (Janet) 2 pm: Intercounty District Court meeting (Pete)
25 10 am: Recycling interview (Janet) 11 am: Meeting at airport (Pete) 3 pm: Meeting w/ employee (Pete) 4 pm: meeting w/ dept. head (Pete)	**26** BLI & Planning Commission agenda packets 9 am: Health & Public Safety Comm. mtg. (Pete & Janet) 1 pm: Brownfields webinar (Janet)	**27** PIO training (Janet) 9:30 am: Meeting w/ Finance Dir. (Pete) 10:30 am: Phone call w/ civil counsel (Pete & Dept. head) 11:30 am: Health ins. meeting (Pete) 1:30 pm: Conf. call w/ commissioner (Pete)	**28** Admin. agenda packet PIO training (Janet)	**29**

Personnel

Mr. Garwood serves as the County's Chief Personnel Officer. He assists department heads with personnel issues, addresses union grievances, and supervises the appointed department heads. Tina Schrader, Mr. Garwood's Administrative Assistant, maintains personnel files and provides new employee orientation regarding County benefits and policies.

In 2016, Mr. Garwood settled two union contracts; one in the Sheriff's Office, the other in Transportation.

Equalization Department

Of the 9 Special Administration Committee meetings held in 2016, 4 of them dealt with Equalization Dept. issues. In April, the Board voted to contract with Cindy Reetz as Equalization Director and Jamie Houserman as Assistant Equalization Director.

Staffing Issues & Solutions

Due to the expected mid-2017 retirement of a key ACT employee, the Board voted to hire a potential replacement in 2016 to ensure continuity of services.

The Barnes Park Manager was short-handed in 2016. An August $1/hour raise for seasonal employees and 2017 advertising at colleges are expected to improve the situation.

Status of Employee Handbook

One of the tasks taken up by the Administration Office in 2016 was the creation of an Antrim County Employee Handbook. Three department heads assisted with the assemblage of a table of contents. Ms. Koch then compiled 41 existing County policies, along with other suggested language, into a single document.

A first draft was completed by the end of 2016. It is expected that a final version will be presented to the Board in 2017.

AUGUST 2016

Office Schedule

Monday	Tuesday	Wednesday	Thursday	Friday
1 Finance agenda packet	**2** 9 am: BLI Comm. meeting (Pete & Janet) 5:30 pm: Planning Comm. meeting (Pete & Janet)	**3** 8:30 am: Part time position interviews (Pete & dept. head) Noon: NLEA at airport (Pete &Janet)	**4** 9 am: Admin. Com. meeting (Pete & Janet) 2:30 pm: Meeting w/ Equalization (Pete)	**5** BOC materials to Clerk's Office 2 pm: Meeting in Equalization Dept. (Pete)
8 9 am: Finance Comm. meeting (Pete &Janet) 1:30 pm: Mtg w/ Finance Dir. & dept. head (Pete) 3 pm: Meeting w/ dept. head (Pete) 4 pm: Meeting w/ Finance Dir. (Pete)	**9** EDC agenda packet 10 am: LEPC Com. meeting (Pete)	**10** 9 am: Special Admin. Com. Meeting (Pete) 9 am: New hire orientation (Tina) 4 pm: Meeting w/ Equalization (Pete)	**11** 8:45 am: Special Admin. Com. Meeting (Pete & Janet) 9 am: Board of Commissioners mtg (Pete & Janet) 3 pm: staff meeting	**12**
15	**16** H&PS agenda packet MMRMA site visit 6:30 pm: Rising Tide meeting in Central Lake (Janet)	**17**	**18** Noon: COA picnic (Janet)	**19**
22 2 pm: Meeting w/ dept. head (Pete) **29** 10 am: MERS meeting (Pete)	**23** 9 am: H& PS Com. meeting (Pete & Janet) 2 pm: Health ins. mtg w/ emp. groups (Pete) **30** BLI & Pln. Comm. agenda packets 2 pm: Meeting w/ dept. head (Pete)	**24** 10:30 am: Internal meeting (Pete & Tina) Noon: Webinar (Pete) **31** 10:30 am: Meeting w/ Finance Dir. (Pete)	**25** 10:30 am: Ortho web-meeting (Janet) 11:30 am: Meeting w/ employee (Pete) 1 pm: Regional Trails Summit (Janet)	**26** 9 am: Employee ins. meeting (Pete & Janet) 1 pm: Parliamentarian exam (Janet) 1:30 pm: Phone call w/ labor counsel (Pete)

Project Management

The County Administrator and his staff manage projects for the Board and the Board's committees. In 2016, these ranged from setting up strategic planning sessions with MSUE Educator John Amrhein (see the "December" page for more on the County's strategic planning efforts) to the 2017-2022 Capital Improvement Plan. Descriptions of two special projects follow.

Document management analysis

In February, the Administration Committee made a request for a comprehensive plan for county-wide document management.

The resulting 12-page report was completed in June and attached to the agenda for the July 7, 2016 Admin. Committee meeting. Included were a discussion of transparency, notes from conversations with elected and appointed department heads, a summary of what was needed, what wasn't needed, recommendations, a timeline, and a list of references.

Tourism Presentation

At the request of Board Chair and through the approval of the full Board, the Administration Office contacted Dr. Sarah Nicholls, Associate Professor with Michigan State University, to give a talk about the importance of tourism in the region.

Two presentations were given by Dr. Nicholls; a morning talk at the Government Center in Elk Rapids and an identical talk in the afternoon at the Kearney Township Hall.

Dr. Nicholls provided electronic copies of a number of tourism-based resources that were provided by the Administration Office to interested participants.

SEPTEMBER 2016

Office Schedule

Monday	Tuesday	Wednesday	Thursday	Friday
5 Holiday	**6** 9 am: Finance Comm. budget meeting (Pete &Janet) 5:30 pm: Planning Comm. meeting (Pete & Janet)	**7** 11 am: Phone call w/ labor counsel (Pete) 2 pm: Township mtg re: assessment services (Pete)	**1** 9 am: Admin. Comm. mtg (Pete & Janet)	**2** BOC materials to Clerk's Office
12 9 am: Finance Comm. budget meeting (Pete &Janet) 3 pm: Open Enrollment (Tina)	**13** EDC/BRA agenda packet 10 am: Open Enrollment (Tina) 11 am: Meeting w/ County Forester (Pete) 1 pm: MMRMA Security wrksp (Janet) 1 pm: Strategic Pln. Comm. mtg. (Pete)	**14** 10 am: New employee orientation (Tina) 3 pm: MPELRA Conference (Pete & Janet shared a registration)	**15** 9 am: MPELRA Conference (Pete or Janet) 9 am: Coastal Water Trail Summit (Janet	**16** 9 am: Special Admin. Comm. meeting (Pete) 9 am: MPELRA Conference (Pete & Janet) 2 pm: MAC Conference (Pete) – continued through the weekend
19 9 am: Finance Comm. budget meeting (Pete & Janet) 10 am: Open Enrollment (Tina) 1 pm: Special Admin. Comm. meeting (Pete & Janet) 2:15 pm: Meeting w/ employee (Pete)	**20** H&PS agenda packet 9 am: EDC meeting (Pete & Janet) 1:30 pm: Meeting w/ employee & dept. head (Pete) 4 pm: Internal meeting (Pete & Tina)	**21**	**22**	**23** 4 pm: Snowplowing bid opening
26	**27** BLI & Planning Commission agenda packets 9 am: Health & Public Safety meeting (Janet)	**28** 6 pm: Rising Tide meeting in Central Lake (Janet) 7 pm: ACNA meeting (Janet)	**29** Admin. agenda packet	**30** 9 am: Special Board of Commissioner meeting (Janet)

8
9 am: Board of Commissioners mtg (Pete & Janet)
3 pm: staff meeting

9
9 am: Meeting w/ dept. head & employee (Pete & Tina)

Programs

Implementing programs of the Board is another responsibility of the County Administrator and his staff. A few of the programs are discussed below.

Recycling

The contract for recycling services to the County expired in September 2016. Negotiations with American Waste resulted in a contract extension, expiring at the end of 2020, with a not-to-exceed cost of $317,000 in the first full year, a reduction from the previous year's $339,480. The 2018 not-to-exceed amount is $326,000.

Ms. Koch visited a number of townships in early 2016 to discuss recycling funding options, specifically Public Act 69 of 2005. In April, the Board voted to put a recycling millage of up to 0.25 mills on the August ballot, which was approved by the voters.

Total tons pulled from the County's sites in 2016 were down from previous years:

2012 total.....1,425 tons
2013 total.....1,955 tons
2014 total.....2,098 tons
2015 total.....2,159 tons
2016 total.....1,600 tons

Elk Rapids Day Park - Walk of Art

Ms. Koch worked with Art Rapids! and Park Manager Eileen Wallick to implement the details of the Memorandum of Understanding between the County and Art Rapids!

Five sculptures were moved out of the park in 2016. Nine new sculptures (in 8 locations) were installed for a total of 29 sculptures in the park; 30 are the maximum.

Three events were held by Art Rapids! in the park; "Art Beat" on June 4, an art camp in July, and a concert in July.

OCTOBER 2016

Office Schedule

Monday	Tuesday	Wednesday	Thursday	Friday
3 Finance packet 2 pm: Health Insurance meeting (Pete)	**4** 9 am: BLI Comm. meeting (Pete & Janet)	**5** 12:30 pm: Meeting w/ GRNA (Janet) 2:30 pm: Strategic Planning Comm. meeting (Pete & Janet)	**6** 9 am: Admin. Comm. meeting (Pete & Janet) 1:30 pm: Meeting w/ Finance Dir. (Pete)	**7** BOC materials to Clerk's Office 10 am: Bid opening for Barnes Park electrical project 2 pm: Phone call w/ county resident (Janet)
10 9 am: Finance Comm. meeting (Pete & Janet)	**11** EDC/BRA & Strategic Pln. agenda packets 11 am: Meeting w/ employee (Pete) 1:30 pm: Bidder meetings at Barnes Park (Pete & Janet)	**12** 9:30 am: Phone call w/ civil counsel (Pete & Janet)	**13** 9 am: Board of Commissioners mtg (Pete & Janet) 3 pm: staff meeting	**14** 3 pm: Internal meeting (Pete & Tina)
17 SWRC agenda packet	**18** H&PS agenda packet 9 am: EDC meeting (Pete & Janet) 1 pm: Strategic Planning Comm. meeting (Pete)	**19** 8 am: Site Planning at ACNA (Janet) 9 am: Union negotiations (Pete) 2 pm: Website instruction (Janet) 3 pm: Bellaire DDA (Pete w/ Treasurer)	**20** 1 pm: Meeting w/ Equalization re: twp agreements (Pete) 2:30 pm: Phone call w/ commissioner (Pete)	**21** 9 am: MACAO (Pete) 4 pm: Bid opening for waste removal, portable toilets, firewood at Barnes Pk.
24 Dept. head mtg. agenda 3 pm: SWRC (Janet)	**25** BLI & Planning Comm. agenda packets 9 am: H&PS meeting (Pete & Janet) 9 am: Phone call re: new health ins. implementation (Tina)	**26** 9:30 am: Website instruction (Janet) 10:30 am: Phone call w/ Tenurgy (Pete)	**27** 10 am: Dept. Head meeting (Pete, Tina & Janet) 2:30 pm: Meeting w/ dept. head (Pete)	**28**
31 9 am: Strategic Pln. mtg. (Pete & Janet)				

Training

Another duty of the County Administrator is to maintain a current level of knowledge of public administration and related disciplines.

To comply with this duty, Mr. Garwood completed webinars regarding an employee handbook and employee evaluations. He also attended two conferences for the Michigan Association of Counties, the Mich. Association of County Administrative Officers (MACAO) conference and, as MACAO president, attend Board of Directors meetings. To keep up to date with the changes in labor relations, Mr. Garwood also attended one conference for the Michigan Public Employer Labor Relations Association (MPELRA) and portions of another.

Mr. Garwood strongly believes the County should foster an atmosphere of continuous learning and encourages his staff to obtain pertinent training.

The Associate Planner completed an online class through the University of Wisconsin in parliamentary procedure and attended FEMA's two-day Public Information Awareness course in Marquette. Ms. Koch attended a DNR Grants workshop at the MiParks Conference in February at the Grand Traverse Resort and participated in an MMRMA workshop regarding security.

2016 conferences attended by Ms. Koch were one day of the NoSpills Conference, (Grand Traverse Resort), the Coastal Water Trail Summit and portions of the MPELRA Conference, both at Shanty Creek.

The Administrative Assistant completed a training class for the Human Resources module of the County's financial software, BS&A. Ms. Schrader also completed webinars geared toward improving office efficiency.

NOVEMBER 2016

Office Schedule

Monday	Tuesday	Wednesday	Thursday	Friday
	1 9 am: BLI Comm. mtg (Pete & Janet) 1 pm: NLEA Broadband meeting (Pete) 5:30 pm: Planning Comm. meeting (Pete & Janet)	**2** 10 am: Meeting with Bellaire DDA (Pete & Janet) 6 pm: Bellaire DDA Public Hearing (Pete)	**3** 9 am: Admin. Comm. meeting (Pete & Janet)	**4** BOC materials to Clerk's Office
7 9 am: Finance Comm. meeting (Pete &Janet) 3 pm: Internal meeting (Pete & Tina)	**8** 10 am: LEPC (Pete) 1 pm: ACT union negotiation (Pete) 3 pm: Open enrollment (Tina)	**9** 9 am: Open enrollment (Tina) 1:30 pm: Phone call w/ civil counsel (Pete & Janet)	**10** 9 am: Board of Commissioners mtg (Pete & Janet) 3 pm: staff meeting	**11** Holiday
14 9 am: Open enrollment (Tina)	**15** H&PS agenda packet 2 pm: Township agreements meeting (Pete)	**16** 9 am: Strategic Planning Comm. meeting (Pete)	**17** 8:30 am: NLEA Board meeting (Pete) 11:30 am: Broadband meeting (Pete)	**18**
21 9 am: New employee orientation (Tina) **28** 2:30 pm: Meeting w/ dept. head (Pete)	**22** 9 am: H&PS meeting (Pete & Janet) **29** BLI & Pln. Comm. agenda packets	**23** **30** 4 pm: Pre-con meeting at ACNA (Janet)	**24** Holiday	**25** Holiday

Liaison

To help ensure that the County is appropriately represented not only in the region, but throughout the state, the County Administrator and Associate Planner maintain memberships with numerous professional organizations and participate in many networking activities. These include, but are not limited to, the following.

Michigan Association of County Administrative Officers (MACAO). In 2016, Mr. Garwood became president of MACAO. As a long-time member of this association, Mr. Garwood has developed a large number of professional contacts. An annual conference is supplemented by three meetings.

Northern Lakes Economic Alliance (NLEA). Mr. Garwood is a board member of the NLEA, which provides resources for the creation and retention of jobs in Antrim, Charlevoix, Cheboygan & Emmet Counties. Mr. Garwood attends NLEA's bi-monthly board meetings and works to attend its bi-monthly broadband meetings.

International County/City Association (ICMA). Membership in this organization helps keep Mr. Garwood current with national issues and is a good source for training opportunities.

Planners Review and Advisory Committee (PRAC) is hosted by Networks Northwest and meets quarterly. Ms. Koch is a member of PRAC, whose meetings typically have an educational component.

Solid Waste Advisory Council (SWAC) is also hosted by Networks Northwest. These meetings are also held quarterly and allow Ms. Koch to discuss recycling issues with recycling coordinators in the region.

DECEMBER 2016

Office Schedule

Monday	Tuesday	Wednesday	Thursday	Friday
5 9 am: Finance Comm. meeting (Pete &Janet)	**6** EDC agenda packet 5:30 pm: Planning Comm. meeting (Pete & Janet)	**7** 10 am: New commissioner workshop (Pete)	**1** 9 am: Admin. Comm. meeting (Pete & Janet)	**2** 8 am: Employee retirement (Tina) 1 pm: webinar (Tina) BOC info to Clerk's Office
			8 9 am: Board of Commissioners mtg (Pete & Janet) 3 pm: staff meeting	**9** 10 am: Mancelona/ Bellaire trail mtg (Janet) 2 pm: Employee meeting (Pete)
12	**13** 9 am: EDC meeting (Pete & Janet)	**14** 9 am: Road Commission appointee interviews (Pete)	**15** 3:30 pm: Internal meeting (Pete & Tina)	**16** Department secretary's final day at the County 1:30 pm: Michigan Recycling Coalition meeting (Janet)
19 9:30 am: TC to Chx. trail meting (Janet)	**20**	**21** 10 am: GovDeal training (Tina)	**22** 8:30 am: Secretary interviews (Pete & Janet)	**23** Holiday
26 Holiday	**27**	**28**	**29**	**30** Holiday

Strategic Planning

In February 2016, the Board passed a motion hiring an educator from MSUE to facilitate a strategic planning workshop. The Board also directed that all Board members, elected officials and department heads take part.

The Administration Office worked with Mr. Amrhein of MSUE to implement the Board's decision to undertake strategic planning. It was decided that three sessions should be held; one for Board members, one for the elected and appointed department heads, and a final joint session with both Board members and department heads.

Results of the joint session of May 9 revealed four top concerns:

1) Communication
2) Human resource dept.
3) Building safety & security
4) Managing growth & change

An ad hoc committee was created (2 commissioners, 2 elected dept. heads and 2 appointed dept. heads, with Mr. Garwood facilitating). The Committee's main focus was developing methods of improving communication.

With the knowledge that the Board would have 4 new commissioners in January, 2017, the Committee recommended that the development of an organizational chart, a communication flow chart, expanded orientation sessions for new commissioners, and that communication training take place in spring or summer of 2017.

The recommended charts were completed and are available on the County website; commissioner orientation took place over three days, and communications training is expected to take place in late spring 2017.

2016 Goals

Completed

- Research the development of a strategic plan for Antrim County.
- Draft an Employee Personnel Policy for unrepresented employees.
- Conduct contract negotiations with the Sheriff Office's Command bargaining unit.
- Complete negotiations with the State of Michigan on a lease for office space in the County Building for the Department of Health and Human Services.
- Develop specifications, obtain bids, obtain a signed contract, and schedule and oversee the work for the following:
  - County-wide orthophotography
  - Replacement of the County Building's boiler
  - Replacement of countertops in the County Building
- Stabilize leadership in the Equalization Department.
- Perform an analysis of the County's need for document management.
- Formulate a process for performance reviews.

Partially Completed/Ongoing

- Review of County policies.
- Begin implementation of an approved strategic plan.
- Work to improve workflow and communications with the public, the Board, department heads, all County employees.
- Maintain a high level of professionalism and efficiency in serving the Board, employees, and citizens of Antrim County.
- Move further in the direction of becoming paperless.
- Develop specs, obtain bids and a signed contract, schedule and oversee work for Antrim Creek Natural Area boat ramp project.
- 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.

Moved to 2017

- Complete an in-house manual for website editors.
- Organize position descriptions for all County positions.
- Recodify all policies (RFP for assistance from an outside firm).

2017 Goals

Goals Moved Forward from 2016

- Complete an in-house manual for website editors.
- Organize position descriptions for all County positions.
- Recodify all policies (RFP for assistance from an outside firm).
- Begin implementation of an approved strategic plan.
- Oversee the Antrim Creek Natural Area boat landing project.

New Goals

- 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.
- Formulate a plan for use of the former Huntington Bank property.
- Prepare and adopt an Indigent Defense Plan.
- Obtain a signed contract between the County and the Antrim Conservation District.
- Upload all available meeting minutes into the office's document management system, which was budgeted for purchase in 2017.
- Work with the townships, County Treasurer, and Equalization Department to obtain letters of agreement between the townships and the County for provided services.
- Review civil counsel files that remain in the Prosecutor's Office for disposal and retention.
- Present to the Board an Employee Handbook approved by the department heads and reviewed by labor counsel.
- Begin researching human resource options; begin workforce planning regarding succession.

Ongoing Goals

- Work to improve workflow and communications with the public, the Board, department heads, all County employees.
- Maintain a high level of professionalism and efficiency in serving the Board, employees and citizens of Antrim County.
- Move further in the direction to becoming paperless.
- 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.
- Ensure that elected and appointed department heads have what they need to efficiently run their departments/offices.