

MONROE COUNTY BOARD OF COMMISSIONERS 2019-2020 GOALS

| CATEGORY | GOAL & DESCRIPTION | BACKGROUND/PURPOSE | ASSIGNMENT | PROJECTED DATE | COST | 2019 PROGRESS | 2020 OUTLOOK |
|-----------------------|--|--|---|--|--|---|--|
| PUBLIC SAFETY: | | | | | | | |
| #1 | Continue Supporting Efforts to Strengthen Public Safety Including Sheriff Deputy staffing plan | Since 2013, the County and Sheriff have added 9 Deputies & 1 Sgt. to the force following the reductions in 2011. In Corrections, a net increase of 4 Corrections Officers have been added to the staffing counts from the same time period dating to 2011. | Sheriff, Board of Commissioners, HR Director, Administrator/CFO & Finance Director | Ongoing throughout 2019 & 2020 | Deputy Staffing Plan Cost \$590,625. Additional Deputy in 2019 Budget revises total to \$668,625 | Continue enrolling officers in police academy. Sheriff & Administration expanding recruiting and hiring efforts through 2020 in addition to 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 included in 2019 & 2020 budgets. |
| #2 | Continue funding necessary capital for fleet and jail operations | 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 2019 & 2020 for the next year's budgets | \$320,000 in each year for fleet capital purchases. Amount for Jail TBD from CIP | 2019 Budget included appropriation for this fleet capital expenditure; vehicle fleet was ordered January 2019. Most of fleet has been received. | Preliminary budget for 2020 includes \$320,000 of capital funding for fleet replacement. |
| #3 | Public Safety Communications-New Radios Deployment | Monitor the receipt, programming and distribution of the new public safety mobile and portable radios. 1,155 new mobile and portable radios were ordered September 28, 2018 to replace the nearly obsolete fleet of radios for Monroe County Emergency 1st Responders. Updated Local Unit Subscriber agreements will be required as the new radios are transferred to the local units along with ownership and operational responsibilities. | Central Dispatch Authority Board & Director, Board of Commissioners, Administrator/CFO | 1st thru 3rd quarters or until complete | \$4,075,000 purchase price for new radios. County advanced funding with repayment from 911 Surcharge over 5 years. | 75% of radios have been delivered/shipped. Work has begun to record inventory, begin programming & assigning radios by serial #, etc. Draft Subscriber agreement prepared and to be scheduled for Board meeting in March. | |
| #4 | Local Unit Law Enforcement Contracts | Continue monitoring and work with local units, including schools for opportunities to expand the number of contracts for shared law enforcement officers. Program of shared resources and collaboratively providing for additional Deputy Sheriffs in local communities via contract meets the Board's priority of public safety. Current contracts provide for a 80%/20% cost share unit/County and 67%/33% school/County). | Sheriff, Board Chairman & Administrator/CFO | Ongoing and as discussions develop with local units who look to supplement law enforcement thru contracts. | Per Cost Sharing with local unit or school district | | |
| #5 | Law Enforcement Records Management System, Jail Management System & Computer Aided Dispatch | Replace and upgrade the current in-car report writing, E-citations, 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. The full law enforcement suite includes replacing Jail Management system and Computer Aided Dispatch (CAD) | Local Unit Law Enforcement Task Force Chair Chief McCormick, County Administrator, Sheriff's Office, Central Dispatch Director, Jail Major, IT Director | Finalize Scope with Selected Vendor, Finalize Cost Sharing Model & Funding Proposal-Present to Board in March 2019 | Including Capital & Yr 1 & 2 Maint. Sheriff=\$366,642 Jail=\$288,169 Dispatch=\$324,198 Local Units=\$126,013 | Present to Board in March, Award Contract and implement 2019 into 2020 | Ongoing and concurrent as part of #2 goal. |

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| ECONOMIC DEVELOPMENT: | | | | | | | |
| #1 | Monroe County Link Plan | Monitor and support efforts as the plan is being implemented under the Plan Pillars. As actions are developing for projects, support the projects through dialogue with local communities. Consider additional funding for action steps being taken to implement the plan in the County. Ideas include providing annual financial resources for support of targeted plan pillar actions, i.e. signage at major interchanges of I-75 in partnership with local communities & other organizations. | Business Development Corporation, Planning/Community Engagement, EDC, Administrator/CFO | Ongoing throughout 2019-2020 | \$40,000/year for 5 years to fund balance of implementation plan's budget. | Pillar Teams working throughout the year to implement plan and develop ongoing strategies and programs for each of the pillars. 5 Pillar Teams created with 50+ community & business leaders on the teams. County leading Image & Brand Pillar thru Administrator/CFO. | |
| #2 | Continue Support for forums on local government economic development efforts | 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 as a pillar of Monroe County Link Plan. | Business Development Corporation, Planning, Economic Development Corporation, Administrator/CFO | At least annually | No additional cost identified at this time. BDC sponsors workshops | On-line site selector tool developed and set up to begin with 8 target area parcels included in I-75 corridor plan. Includes key data on each parcel for developer click to access. | |
| #3 | Support economic development projects as the projects are going through approvals at local governments | Provide support from County Governing Board and individual Commissioners to projects/potential projects in respective districts. Communicate with local government officials the value of projects for jobs, commerce and enhanced tax base for public services. | Board of Commissioners, Administrator/CFO, Business Development Corporation | Ongoing as projects are announced and moving through approval/zoning/permitting process. | No additional cost identified at this time. | Known Projects in queue: 1. Shunli Steel Plant. Currently in Erie with options for 16.8 acres of land at Port of Monroe property for potential \$60 Million investment. 2. N. Telegraph (former Nike Missile site) warehouse/logistics proposal. 3. I-75 reconstruction in City; Close Elm Avenue interchange & design new Front Street interchange, moving south for safety & economic development opportunities. | |
| #4 | Continue Developing and Deploying a County GIS as a Shared Resource/Tool with all Local Units of Government | Through coordinated work of several County Departments, the basic base parcel mapping phase of the database is complete. 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 ortho-image digital photography (pictometry) and the next generation data from pictometry. Once County completes its work, convene strategic discussion outline with other units of government beginning with City. Apply for grant funding to install data storage server farm through Michigan Treasury Competitive Grant Assistance Program. | Working group of Equalization Director, IT Director, GIS Specialist, Community Planning & Engagement Director, Administrator/CFO, County Treasurer | 2nd-3rd quarter 2019 | To date: for parcel base mapping services direct cost \$80,000 Set up GIS Enterprise Server format and public Web Facing \$10,800. All other costs indirect in staff & Intern time. | Continuing work on plans to lead on local units gaining full access to GIS mapping tool. Drafted document for Inter-Governmental Agreement as framework to share and update database going forward among County and all local units. State failed to fund Competitive Grant Program in 2019 so alternative needed to fund server farm and initial user licenses for each agency. | |

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| #5 | JR Whiting Plant | Continue monitoring and assisting as needed with the redevelopment of the site following the plant demolition that is on-going. | BDC, Board of Commissioners, Administrator/CFO | | 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. |
| #6 | Soybean/Food Processing Facility | Monitor efforts and promotion of County as the BDC continues to support efforts to attract this type of investment or a similar type of food processing plant/project. Consider as an alternative to soybean production in the County, promotion of hemp fiber agricultural product for farming. | Planning, Spartan Agriculture, BDC & Board of Commissioners | TBD | Grant funds paid for feasibility study along with in-kind labor/time of BDC, County | | TBD |

CAPITAL OUTLAY-INVESTMENTS-INFORMATION TECHNOLOGY:

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| #1 | ERP System Upgrade of Financial Management/Accounting System | Continue implementation to replace/convert legacy software systems with ones specifically designed for public sector financial systems and capable of supporting the County's complex finances. These core applications support mission critical operations for payroll 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 1st-2nd quarter 2019 Financial Management & Accounting applications 3rd-4th | \$250,000 | Payroll and HR application package selected and currently in implementation, data conversion phase and testing phase. Acceptance testing and database testing on-going and parallel with legacy payroll runs. | |
| #2 | IT Infrastructure Upgrade | Replace the County IT voice and data network hardware and software including all switches, routers and firewalls to enhance network security and reliability. The life expectancy of the investment in the infrastructure is 10 years and will meet all security standards for FBI and MSP encryption safeguards. Project will strengthen cyber security protective efforts of data while protecting against hacking/network threats. | IT Director/Administrator/CFO | Scalable implementation throughout 2019 beginning in 1st quarter with completion expected in 3rd quarter | \$143,009/Yr./5 Yrs. Total \$715,045 | Board approved purchase installment loan January 8. Equipment ordered from vendor January 9. Project Kick-off meeting held January 24. | |
| #3 | IT Modernization Program | Replace 40-60 desktop and laptop PC's throughout the organization to keep operations efficient and reduce technology downtime. Move additional data servers to second data center to further mitigate risk from server concentration. Continue work on virtualizing data networking and creating redundancy in data operations and storage. Replace Sheriff's Office electronic records storage with upgraded and lower overall operational cost to operate and maintain. | IT Director/ Department Head/Administrator/CFO | Implementation throughout 2019 beginning in 1st quarter. | \$40-\$50,000 \$50,000 \$50,000 \$85,000 | Projects included in CCO funding and departmental budgets | |

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CAPITAL INVESTMENTS-FACILITIES:

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| #1 | Facility Roof Funding | Continue to fund the replacement of roof systems most in need of replacement. Key facilities to be scheduled up next include 51 S. Macomb, Museum and mechanical roof area of jail, Animal Control. Fund a major roof replacement annually over the next 5 years. | Administrator/CFO, Finance Director & Facility Managers | 2nd quarter 2019 2nd quarter 2020 | \$75,000/year | | |
| #2 | Courthouse Exterior | The exterior preservation work including the original 1880 structure with steeple and masonry is included in scope of work. Lighting of steeple will be upgraded to LED fixtures. Work also includes the east and southwest wings of the courthouse structure and the masonry will be cleaned, caulked where needed and sealed. | Operations Coordinator, Contractor, Administrator/CFO | 2nd quarter 2019 | Facility exterior \$134,676 | Project RFP issued fall 2018. Contractor letter of intent. Includes Historic sections of Courthouse & East & Southwest wings of facility. | |
| #3 | Capital Planning for Dormitory Maintenance | 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 updated cost estimates for 2019 & 2020 budgets | Years 2019-2022 Both structures labor & materials \$1.265 Million | Pricing is updated and funding outline would include combination of Dormitory Fund Balance and GF Fund Balance. | |
| #4 | Capital Improvement Program 2019-2020 | Implement and Complete all projects on the two (2) year CIP program. Eight (8) projects in 2019 for estimated cost of \$261,000 and seven (7) project included in 2020 for estimate cost of \$260,000. | Administrator/CFO, Department Head, Finance Director, Operations Coordinator | 2019 and 2020 | Funding in each budget of \$250,000. 2019 and 2020 budgets include appropriation. | Work for 2019 projects and 2020 projects to be completed in each year respectively. Funding is General Fund. Other SRF include additional project funds. | |

PUBLIC HEALTH PROGRAMS & SERVICES:

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| #1 | Drug Take Back and Red Med Box Program | 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 | 2019 Drug Take Back Events= May 2nd & 9th, October 17th & November 7th. Red Med Box program continues throughout year at law enforcement agency locations. | |
| #2 | Expand Countywide Recycling Events | Continue to explore and develop more events and programs to safely dispose of environmentally damaging chemicals, paints, tires, etc. in the County to protect groundwater, and environment. 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. Develop program to add sharps disposal to the household hazardous waste collections and consider opening a program for sharps collection at the Public Health facility. | Health Officer, Solid Waste Coordinator, Health Dept. Administrator, Administrator/CFO | Ongoing | TBD with costs funded from Solid Waste Program budget | Continue the ongoing programs; Recycle NOW, Electronics, Battery & Bulb recycling along with the Household Hazardous Waste collection. Have added a sharps disposal component to the regular collections to meet needs in community for residents to dispose of syringes & such (insulin needles, etc.). Collection dates: May 11, June 20, August 13 & September 21. Tire Collection dates April 24, May 29, June 26 & July 31. | |

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| #3 | Develop 3 year Community Health Improvement Plan | Work with community partners through the Building Healthy Communities Coalition (BHC) to create a three (3) year health improvement plan and determine the priority areas of focus. Plan will be developed based on the most recent Community Health Assessment data from 2018. From plan, develop plan of action and implementation strategies for targeted programs. | Health Officer | Begin in 2019 and ongoing through 2021 | Paid for with grant funding and in partnership with ProMedica Monroe Regional Hospital | Held the first CHIP meeting. This is to be followed by three (3) additional work sessions to identify activities, programs and goals. Progress on the plan will occur quarterly with all partners at regular BHC meetings. | On-going effort and part of annual programming. |
| #4 | Provide Analysis of Current Program and Services for Autopsies/Morgue | Examine the current operations and provision of services for autopsies and how the shared services agreement with Wayne County works. The shared services include costs for morgue and medical examiner. Analysis will look at the program over a period of time and compare to what it would cost to stand up a facility, staffing and operational costs. | Public Health Officer, Legal Counsel, Medical Examiner, Administrator/CFO | 3rd Quarter | No cost as staff will prepare the analysis | | |

GOVERNANCE/INTERGOVERNMENTAL/OPERATIONS:

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| #1 | Strategic Planning with City of Monroe | Participate with City of Monroe in strategic discussions/planning for redevelopment of the central government area of the downtown business district. Other ideas and concepts as determined to be viable could include plans for other parking beyond the 32 car lot for parking and access to government center, possible expansion for jail, and long-term needs for Court operations in Courthouse. | County Working Group of Chairman, Vice-Chairman, Physical Resources Committee Chairman, Chief Judge, Administrator/CFO & City Officials | Milestones dependent upon further engagement with City and County. | Subject to City Proposals and beneficial use by County | The two organizations have previously met to exchange ideas and possible partnerships. The City-County-Historical Society property exchange came from the initial discussions. Other ideas would be formulated into proposals for consideration. | |
| #2 | Indigent Defense System Plan Implementation Standards #1-4 | In conjunction with Chief Judges of District & Circuit Courts, implement the plan that was approved by the MIDC along with all of the supplemental conditions and reporting. Includes new standards of the Michigan Indigent Defense Commission Act (House Bills 5842-5846). Plan has to be developed and implemented within 180 days of receipt of funds from MIDC (Funds received Dec. 12, 2018) | Administrator/CFO, Chief Judges, Court Administrator, County Clerk, Finance Director | 180 following first payment of funds by State. June 12, 2019. | Indirect Costs TBD Direct Costs TBD | Monroe County Indigent Defense Plan Approved by Commission April 20, 2018. Fund 259 created as part of 2019 budget resolution to account for all proceeds and disbursements for MIDC Act. | Expect Standards #5-8 to be implemented in 2020 following the work in 2019 for implementing, reporting and monitoring Standards #1-4. |
| #3 | Monitor Pension and OPEB Reform Legislation | Address new and modified requirements for local units of government under PA 202 of 2017; Protecting Local Government Retirement & Benefits Act. the provision of benefits and the financial obligations. New in 2019 will be revised reporting to Treasury & includes standard assumptions for valuations of both OPEB & Pension that may be different from actuary's assumptions but requires additional valuation work and cost. Ongoing reporting on the status of OPEB and progress in funding the obligation. | Administrator/CFO, Finance Director, Board of Commissioners | | No additional cost identified at this time | | |

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| #4 | Monitor Monroe Pension and Retiree Health Care Trusts | Continue to receive monthly reports on the investment performance of both trusts. Beyond the monthly reporting, receive annual actuarial valuations on the plans and monitoring the overall performance to meet objectives and long term financial goals. 2019 combined employer contributions to both funds is \$13.65 million (Pension=\$6.7 M; RHC=\$6.9 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. Annual investment performance net of fees is reported in February once investment data from year end is received. | |
| #5 | Update Monroe County Employee Retirement System Ordinance | The pension ordinance was last updated in 2000. The ordinance is in need of legal counsel review and drafting updated language, formatting and providing clarity in the administration of the ordinance. With varied post employment benefits to different employee groups and within employee groups, ensuring the ordinance is up to date is necessary. | Benefit Counsel, Board of Commissioners, HR Director, Administrator/CFO | 1st Draft in 1st Quarter. Revised/final draft 2nd quarter | Will include direct and indirect costs. | | |
| #6 | Create Additional Models of Retirement Options for Voluntary Selection | Develop models for alternatives to current pension benefit that employees may consider as voluntary options to choose from. The current single option plan may not be the best option for all employees depending on individual financial needs. The model's financial impact would be within the current total compensation amounts and be cost neutral to employer. | Administrator/CFO & Board of Commissioners | 2nd & 3rd quarter is most likely time frame when models will be available | Cost of models would not be an additional cost. The services of actuary is estimated at \$15-\$20,000. | Board approved work to be done to create the voluntary models. The pension board went through a new actuary and the new actuary was retained late last year and the models would be developed by the pension actuary. | |
| #7 | Employee Relations | 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 2019-3 CBA's expiring (21 Full Time); 2020-5 CBA's expiring (109 Full Time; 9 Part Time) | TBD with each CBA | All but one (1) CBA that expired in 2018 have been re-negotiated and ratified. | Continue with next round of negotiations for CBA's that expire 12/31/2019. There will be three (3) employee groups for a total of 21 employees. Five (5) CBA's, with 103 full time and 9 part time employees expire 12/31/2020. |
| #8 | Measure Health Care Preventative Care Incentive Program Results | At year-end, review the results of the financial incentives offered to employees and dependents through health care program paying cash gift cards for scheduling and conducting annual health check up with primary care physician and enrolling in on-line health assessment program. | Human Resources Director, Board of Commissioners | Measure throughout year with focus on annual results | TBD from number of participants for cash incentive. ROI in improved employee/dependent health and earlier detection of illness/disease and treatment program | Program developed in 2018 and employees have been provided with direct mailing information on how to take advantage of the program. Effective January 1, 2019 program available for employees to begin participating in. | |

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| #9 | Governance Structure/Office & Department Reorganizations | 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. Continue to encourage and incentivize Offices/Departments to look for new organizational structures and staffing. Changes that will deliver public services and meet operational needs that can be done at lower costs thereby freeing up funds for investing in the organization are primary goals. Any residual work related to by-laws, review of legal context of changes will be performed by legal counsel to ensure changes are authorized under Michigan law. | Board of Commissioners, Legal Advisor, Administrator/CFO and Existing Board and Commission Chairs, Judiciary, Elected Officials & Department Heads | Ongoing throughout 2019 & 2020 | No costs identified. Past efforts have yielded savings that have allowed for additional staff to meet workloads. | Examples include creating Operations Committee and numerous reorganizations developed and adopted in ongoing yearly basis. | |
| #10 | Senior Services | 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 each year as part of establishing overall millage rates. | 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. |
| #11 | Shared Services/Joint Services | Explore further the value opportunities when presented, for citizens with County leading an expanded menu of shared services with other local units of government. Including but not limited to 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. |
| #12 | 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 effort. | No Cost | Moody's upgraded County's GOLT bond rating to Aa2 February 16, 2017. Standard & Poor's rating is AA effective 12/4/2014. 2017 Audit and CAFR delivered to BOC June 20 including operating results. | No change and ratings remain unchanged. Bedford Twp. and Village of S. Rockwood issued debt 2nd quarter 2018 with leverage of County Credit Rating. Moody's issued comments 11/6/2018 affirming rating. |
| #13 | Reach Outcome with DTE Energy & Taxing Jurisdictions on Coal Burner & Fermi Plant's Tax Appeals | Continue assisting local taxing jurisdictions in reaching a resolution with DTE concerning the property tax appeals of the coal burner and nuclear power plants. Goal would be to resolve prior to any proceedings at the tax tribunal. Continue leading the team of local units of government and schools who are stakeholders in the tax appeal. | Administrator/CFO, Board of Commissioners, Equalization Director | 2nd & 3rd quarter is most likely time frame when independent valuations will be available | Cost provided in local unit agreement to share in defense costs based on allocated value. \$43,000 per year. | | |
| #14 | Act on partnership request with City of Monroe to develop housing project on existing County owned 32 car parking lot | The City of Monroe along with a developer has presented a project that would provide for the construction of a multi tenant, 4 story housing structure providing up to 50 housing units consisting of 1, 2 and 3 bedroom units offering housing for missing middle housing typologies within the City of Monroe. The County would need to sell its 32 car parking lot and the City would need to replace the parking capacity under a Memorandum of Understanding. | Administrator/CFO, Board of Commissioners | 1st quarter as the application to MSHDA is due April 1 | No cost proposal to County. County would need to work with City to find replacement parking. | | |

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| #15 | Act on establishing annual 911 surcharge for Central Dispatch | Resolution of March 2018 establishes procedure to prepare and present recommendation to act on setting 911 surcharge at amount not to exceed \$2.00 per line per month. In March, 911 District Authority Board provides estimated annual revenues and planned expenditures together with recommendation to Administrator/CFO. The Board of Commissioners acts on recommendation provided by Administrator/CFO. | 911 District Authority Board, 911 Director, Finance Director, Administrator/CFO, Board of Commissioners | 911 Board provides recommendation in March. Not later than May 15, Board of Commissioners act on recommendation of Administrator/CFO | Primary cost of funding Central Dispatch is from the 911 surcharge. Supplemental funding beyond surcharge would be from General Fund. | Radio Replacement project cost of \$4,075,000 authorized based on projected surcharge of \$2.00 at the time of radio purchase. Further, expected surcharge rate to remain for life of five (5) year loan repayment schedule. | |
| #16 | 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 2019 & 2020 | No costs | On-going reports provided regularly with key partners in public services. | On-going reports provided regularly to date in 2018 with additional reports being scheduled. |
| #17 | Select Policy Revisions/ Amendments | Prepare select policies for review and updates to remain consistent with laws, rules, regulations and other changes. Includes focus for organization to drive outcomes from a policy framework that is consistent with mission and overall objectives, goals and intended results of operations. | Administrator/CFO, HR Director, Finance Director, Department Heads, Legal Counsel, Board | Ongoing throughout 2019 & 2020 | No costs identified other than opportunity cost for staff time. | On-going with selected policies presented for consideration of the amendments, new policies where applicable, adoption and implementation with posting to electronic policy manual. | On-going in 2020 following and building upon the work completed in 2019. |