# TABLE OF CONTENTS

County Administrator's Report .......................... 1

**DEPARTMENTS**

Assistant Administrator/Facilities & Assets .......... 2
Building Department ........................................ 3-4
Civil Counsel .............................................. 5
Clerk's Office ............................................. 6
Communications Department .......................... 7
Emergency Medical Services .......................... 8-9
Equalization/GIS ......................................... 10
Emmet-Charlevoix County Fair ......................... 11
Finance Department ....................................... 12
Human Resources .......................................... 13
Information Technology .................................. 14-15
Internal Controls .......................................... 16
Parks and Recreation ...................................... 17-18
Pellston Regional Airport ............................... 19-20
Planning and Zoning ...................................... 21-22
Public Works - Recycling and Waste .................. 23-24
Purchasing Department ................................... 25
Register of Deeds ......................................... 26
Veterans Affairs .......................................... 27

**COURTS**

57th Circuit Court ....................................... 28
Friend of the Court ...................................... 29

**BUILDING & MAINTENANCE**

Maintenance .............................................. 30
2018 was a year of great change and positive results for Emmet County. Inside county operations, a new county administrator was hired (John Calabrese), along with a new Finance Director (Pam Gibson), Director of Parks and Recreations (Marcie Schmiege), Communications Director (Stacy Cox), Assistant County Administrator/Facilities and Assets Director (Mike Reaves) and a new EMS director (Randy Weston) were brought on board. Also, a new Register of Deeds was elected (Karen Cosens).

Inside the main county building, new security measures were put into place. Metal detectors are now operational at the Lake Street entrance. A security firm provides screening for the safety and security of all who work, conduct business, or visit the Emmet County Building.

In 2018, the Emmet County Board of Commissioners acted on a long standing issue in Emmet County. The Board voted to greatly expand public transit in Emmet County. Starting January 2, 2019, the county is providing through contracted services with Straits Regional Rides, multiple new routes inside the county to provide more transportation options for Emmet County citizens and visitors.

Also in 2018, the Board of Commissioners voted to put a millage proposal on the November ballot. The millage was for an upgrade to the emergency radio communications system provided through the Charlevoix, Cheboygan, and Emmet County consolidated dispatch center (CCE). The proposal passed, and the switch to the upgraded 800 MHz system will begin in 2019. This new system will greatly enhance emergency communications for all law enforcement, fire, EMS and other first responders in the three county area.

The county-owned senior care facility, Bay Bluffs, located in Harbor Springs, is in need of renovations. The Board of Commissioners voted in December 2018 to approve a $1.1 million renovation to the aging building. These improvements will enhance the safety and security of the seniors who are residents at Bay Bluffs. Upgrades should begin sometime in mid-2019.

Emmet County EMS continues to deliver high quality emergency medical service throughout the county. Operational changes within Emmet County EMS resulted in a savings on personnel costs, while not affecting response times or the excellent care our citizens receive.

OTHER HIGHLIGHTS

- The Emmet County DPW Transfer Station and other operations continue to be leaders in innovation and results in their field in the state of Michigan and beyond.
- The Emmet County Sheriff’s Office had another busy year, providing high quality law enforcement services in our county.
- Planning and Zoning and Construction Resources both had an extremely active years, dealing with a very high demand for services.
- Parks and Recreation expanded and enhanced programming at the Headlands Dark Sky Park and other facilities.

Overall, 2018 was a very busy year for Emmet County government and operations. My sincere thanks to all of the county’s dedicated employees and elected officials who make Emmet County one of the best places in the country to work, live and play!

--- John Calabrese
PREPARING FOR 2019 BUDGET

Extensive time was spent in meetings with the county administrator, finance director and other staff members to prepare for the 2019 fiscal year budget to be presented for approval in December 2018. A department-by-department budget review was conducted, including a detailed review of both expenses and expected revenues. Additionally, a complete review of capital budget requests was examined.

With a goal of finding ways to minimize the use of capital funds for county fleet needs, research into a leasing model was conducted with Enterprise offering the best option for the county. The result for 2019 was fourteen vehicles from multiple departments were leased instead of being purchased with capital fund resources.

Included in the fleet leasing project was the implementation of a Wex fuel card system which allows for computerized tracking in real-time of fleet fuel purchases and the beginning of a maintenance program for selected leased vehicles. Moving forward, a continued process of turning over the fleet to leased vehicles should allow for a reduction in costs as well as streamlined processes in accounting for fleet-related expenditures. The Enterprise lease agreement package was approved by the Board of Commissioners with the proposed 2019 budget.

AHEAD IN 2019

Not long after Reaves took over the department, he noted the lack of a work order system to efficiently handle requests. In late October 2018, some maintenance activities were tracked using spreadsheets. That effort revealed multiple maintenance requests going unfulfilled or forgotten. It also indicated a need for a central repository of work order requests and a hierarchy in the approval process to ensure correct invoicing to the responsible department. Research began into a cloud-based computerized system to handle maintenance and work orders, preventative maintenance and other issues. Review into several companies is underway with a proposal expected to be put forth in early 2019 identifying the company who will be contracted to handle this important service.

- Project management on large construction projects, including the relocation of 16 campsites at Camp Petosega
- Assisting with the bond processing and project management for repairs at the Bay Bluffs facility
- Complete asset management inventory is underway that will include locating and identifying all county assets with an agreed upon value entered into the BS&A program and depreciation schedule calculated.
BUILDING DEPARTMENT

An overview of 2018 department activity

PERMIT and INSPECTION ACTIVITY

Construction projects and permit activity in 2018 proved to be a continuation of a trend that began in 2011, gradually increasing yearly since the low permit years of 2009-2010. The number of permits being issued is now at levels not seen since the construction boom of the late 1990s to mid-2000s. The number of inspections performed correlates with permit activity.

(*The permits issued do not include building and/or electrical permits issued by Bear Creek Township, as the township covers inspections within its boundaries through their office for building and electrical trades.)

ADDITIONS TO STAFF

To keep up with increased permit and inspection demand, two new employees were added to the building department staff. Becky Pettenger started in spring 2018 and works as part-time administrative staff for the Planning and Zoning office as well as the Building Inspection Department. In October 2018, Joe Richardson joined the staff as a building Inspector and plan reviewer. Joe, a lifelong resident of the area, has extensive construction experience in both residential and commercial projects. The department staff level adjustments returned balance to the ratio of permits and inspection to available staff to process permits and complete the inspection process.
BUILDING DEPARTMENT

LARGE PROJECTS COMPLETED
Building inspectors oversaw the completion of large projects including the Great Lakes Center for the Arts Center in Bay Harbor, Moeller Aerospace factory expansion in Little Traverse Township, Genesis Church facility in Petoskey, multi-story addition to Ben Franklin building in downtown Petoskey as well as a number of large commercial storage buildings in various county locations.

COMMUNITY OUTREACH
Staff participated in community events throughout the year in order to promote the purpose of the building department:

- Attended the two-day Northern Michigan Home Builders Association Home Show, with a staffed booth to discuss upcoming construction projects and answer general questions from the public related to the codes and permit process.
- Held its annual “Coffee with the Inspectors” meeting to give contractors the opportunity to meet with inspection staff in a group setting, discuss policy and procedures, and be provided with any potential updates to the code and the operation of the department.
- Helped bring about a first-ever resolution in April 2018, approved by the Emmet County Board of Commissioners, recognizing the building department for its role in public safety throughout the county and the importance of the services provided by the department.
- A four-article series on building codes and the permit process was written by the building department official in May 2018 with the assistance of the Communications Director. The articles were posted on the county website and made available to the public.

LARGE PROJECTS UNDERWAY
Building inspectors have been involved with three large construction projects that started in 2018 including the Manthei Veneer Mill in Resort Township, Lanzen Manufacturing, (formerly Demmer Corporation) in Little Traverse Township and a five-year renovation and addition at Petoskey’s McLaren Hospital.
CIVIL COUNSEL'S OFFICE

The Office of Civil Counsel is created pursuant to statute to provide representation to the county in civil matters. There a wide range of civil matters that come before this office. Some of the more important areas are noted and/or further explained below.

Civil Counsel appears at all Board of Commissioners' meetings and, when requested, at committee, commission and department meetings. Counsel acts as parliamentarian at such meetings and prepares all motions for board meetings.

313 FOIA requests handled in 2018

Counsel's office serves as the Freedom of Information Act coordinator for all county offices. Approximately 50 percent of staff time is devoted to this one area, gathering information, redacting information as allowed by statute, and determining if exemptions allowed by statute apply. With the use of body cameras by the sheriff's department, additional time is now spent reviewing the video/audio to see if visual or audio information needs to be redacted.

OTHER ONGOING DUTIES

- Issues written opinions on various topics related to county government. This often involves substantial research time if there are novel issues. Fortunately, the former Civil Counsel for the county maintained many files which, along with current counsel's prior history of doing similar work for the county many years ago, allows a historical reference for many issues forthcoming.
- Prepares memorandum for various boards, committees, departments and administrative staff. Similar to written opinions, this often takes considerable research time.
- Handles insurance issues through MMRMA. This includes reviewing potential administrative actions to assure compliance with insurance coverage policies, maintaining records of county assets related to insurance coverage and serving as the connection between outside legal counsel's handling of civil lawsuits.
- Assists Human Resources Department on personnel matters not otherwise assigned to outside counsel who specializes in labor matters.

Counsel serves as legal counsel for CCE-911 and Bay Bluffs Medical Care Facility. This past year saw an increase in services to CCE-911 due to the replacement of the former director, revision of the underlying inter-local agreement among the three counties and assistance on funding/millage issues.

Bay Bluffs' meetings are attended and counsel writes/reviews their contracts, assists their human resources department as necessary, and researches and provides written documents to the Department of Health and Human Services board and/or the facility.

PLUS ---- assists Straits Area Narcotics Unit (SANE) on legal matters as necessary; provides legal advice to two Local Revenue Sharing Boards after helping to get the second LRSB off the ground in 2018; and monitors civil lawsuits being handled by outside counsel, specifically monitoring the tribal lawsuit regarding the potential existence of a reservation. Also serves as prosecuting official for violations of local ordinances, mainly in the zoning and building department areas.
## CLERK'S OFFICE

### 20-YEAR COMPARISON

Comparing 1998 activity to 2018 activity

<table>
<thead>
<tr>
<th>Records/Filings</th>
<th>1998</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Births</td>
<td>832</td>
<td>520</td>
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<tr>
<td>Deaths</td>
<td>432</td>
<td>664</td>
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<tr>
<td>Marriages</td>
<td>265</td>
<td>290</td>
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<tr>
<td>Assumed Names</td>
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<td>444</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Court Cases</th>
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<th>2018</th>
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</thead>
<tbody>
<tr>
<td>Civil Court</td>
<td>597</td>
<td>282</td>
</tr>
<tr>
<td>Criminal Court</td>
<td>158</td>
<td>202</td>
</tr>
<tr>
<td>Personal Protection</td>
<td>58</td>
<td>104</td>
</tr>
</tbody>
</table>

## CONCEALED WEAPON APPLICANTS

Of the 256 concealed weapon applicants in 2018, there were 11 renewals and 245 new applicants.

## BREAKDOWN OF SALES IN 2018

<table>
<thead>
<tr>
<th>Service</th>
<th>1998</th>
<th>2018</th>
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</thead>
<tbody>
<tr>
<td>Notary Services</td>
<td>$1,300</td>
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<tr>
<td>Divorce Packets</td>
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<tr>
<td>Assumed Name Filings</td>
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<td>Fingerprint Services</td>
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<td>General Sales</td>
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<tr>
<td>Concealed Weapon Apps</td>
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</tr>
<tr>
<td>Birth Records</td>
<td></td>
<td>$27,636</td>
</tr>
<tr>
<td>Death Records</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## FINGERPRINTING SERVICES

The fingerprinting service fee included 257 concealed weapon applicants who pay an additional fee for the service. There were also 278 citizens using the service as required for employment screening or for other reasons. Before Emmet County began offering the service, citizens had to travel to other counties to be fingerprinted.
COMMUNICATIONS

CHANGES

At the start of 2018, the county was still using an independent contractor to handle the county's communications needs. In May, Dave Cluley was hired as director. However, a family medical situation prompted his early departure at the end of September. In October, Stacy Cox was offered the open position and she started as the new Communications Director on November 19.

RFP for WEBSITE

During Cluley's stint, he researched and then drafted a Request for Proposals to seek vendors for a new county website redesign. The proposal was not posted and was put aside until 2019 so funds could be budgeted for the project.

PREPARING for LAUNCH of EMGO BUS SERVICE

With the launch of the county's new public bus transit service set for January 2, 2019, the attention of the department when Cox started in late November was focused mainly on EMGO. In addition to preparing the news releases, she also provided all the written content for the EMGO website and took over management of the site following its initial launch.

FACEBOOK PAGE REVIVED

In December, the Facebook page for Emmet County, Michigan was reactivated after many months offline. One of the first posts published was a story on the Emmet County WeCare annual fundraiser. During the last three weeks of 2018, the county Facebook page was used to get the word out about EMGO bus service launching at the start of 2019. Petoskey's Creative i Advertising provided more than a dozen EMGO promotional graphics to post daily. Cox, who has more than 12 years of experience building and managing public social media accounts, plans to continue expanding the county's reach and influence online as a reliable, resourceful local account to follow.
WESTON NAMED NEW EMS DIRECTOR

Randy Weston took on the position of Emmet County’s new EMS Director in mid-August 2018, after serving over 27 years in supervisory roles at Petoskey Department of Public Safety with experience in law enforcement, firefighting and EMS. He was in charge of the EMS aspect of the public safety operation for the City of Petoskey and has significant experience in training, managing, and leading first responders.

911-dispatched emergency calls handled for service with the average response time was 8 minutes 49 seconds. The national average response time for a rural EMS is 13 minutes.

5066 calls responded to by EMS for service in 2018. This represents a 2.5% increase in run volume over 2017.

COMMUNITY INVOLVEMENT

Emmet County EMS continues to be actively involved in the community, providing education and EMS coverage for events. These events include:

- Coverage for Sporting Events
- Labor Day Mackinac Bridge Walk
- 'Shop with a Hero' at both Walmart and Meijer
- Home Depot and Lowe's Safety Days
- Petoskey and Harbor Springs Open House twice annually
- Petoskey Public Safety Open House

- Career Expos for high school students
- EMS Week elementary school visits
- Manna Food Drive
- Children’s Health Fair
- Emmet-Charlevoix County Fair events
- NCMC Proctor Paramedic Exams
- Harbor Springs Pool
- Petoskey Ice Arena

PLUS - Visits were made to Preschools, Women’s Resource Center, Blackbird Elementary School, McLaren Northern Michigan Hospitals

1160 non-emergency inter-hospital transfers performed in 2018 by Emmet County EMS which is 10 less than last year
In September 2018, staff participated in several training programs with McLaren Northern Michigan Hospitals. The first was a 12-lead EKG interpretation program, sponsored by the McLaren Foundation, featuring Bob Page a nationally recognized expert in the field. The second program held at Boyne Mountain was a Neurological Symposium, sponsored by McLaren Flint, which focused on the new advances in stroke care. The following day, Emmet County EMS hosted the Emergency Neurological Life support course at the Eppler Road station training facility. The McLaren Foundation provided funding for the program which involved over 50 physicians, nurses and paramedics.

EMS members also participated in multiple training programs with other agencies including Active Shooter Training with the Petoskey Department of Public Safety and the Northwest Emergency Response Team at the Petoskey High School.

EMS staff took part in the annual Emmet County Airport Disaster drill with the Pellston Fire Department, Emergency Management and Region 7 Medical Control Coalition.

Emmet County EMS employees completed 75 hours of continuing education in the areas of disaster training, bleeding control, medication administration, EM patient tracking, salt triage along with the medical control required certifications.

Emmet County EMS provided 35 continuing education programs, totaling 70 hours, to 268 members of the first responders for the following agencies: Resort Bear Creek Township Fire Department, Birchwood First Responders, Carp lake Fire Department, Pellston Fire Department, Melrose Township Fire Department and Redmond Friendship Township Fire Department.

Emmet County EMS employees are involved with the MI-PEERS Pediatric study out of the Western Michigan School of Medicine study and are required to complete four pediatric medication dosage classes annually.

Staff members trained with Region 7 in the areas of Special Pathogens Responses, Burn Surge and Patient tracking. Two staff members attended a week-long training program in Indiana for Transporting Special Pathogens Patients which was paid for by a grant from the Region 7 Medical Control.
STAFF CHANGES

There were several staff changes in the department during 2018. Director Lynette Girard retired in August and entered into a contract in September to become Contract Level IV Equalization Director. The Deputy Director position was vacated in October and Mike Larson was promoted from Staff Appraiser to Deputy Director in December. Contract appraiser Bob Englebrecht assisted with finalizing equalization studies due to the temporary decrease of staff. The department is currently in search of filling the Certified Appraiser position.

The Equalization Report is an analysis of property values for all 16 Townships and two cities in Emmet County. These studies ultimately determine the average level of assessment by class for all property throughout the county. The department reviews all recorded documents electronically received from the Register of Deeds to verify sales prices and determine their status for use in our sales studies and appraisal studies. The State Tax Commission requires an independent study be conducted for all classes of property which includes agricultural, commercial, industrial, residential, timber cutover developmental and personal property. The studies conclude new ratios for all classes of property and are submitted to each assessor in December. The assessors use these ratios to establish assessments rolls for the upcoming year. The values and data on the assessment rolls are compiled by Equalization and submitted to the county Board of Commissioners in April for their approval. The values are finalized by the State Tax Commission in May. The process is done annually before values are applied to tax bills.

The Apportionment Report begins each year with Equalization Department computing the millage reduction fractions used to calculate allowable millage for each tax rate levied in the county. We provide each taxing entity with our calculations along with a sample tax rate request form. When the form is returned, we audit it to insure that each millage rate requested to be levied is valid. These rates are compiled and presented for approval to the County Board of Commissioners in October.

ACCURACY MATTERS

Accurate property descriptions and property tax maps are an integral part of quality assessment administration. Our GIS Department assists local units in the development and maintenance of accurate property descriptions, assigning new parcel numbers for splits, consolidations, subdivision lots and condominiums. We also assign addresses to most of the County. Our mapping technicians maintain the parcel and related layers used as the source for property information available on the county website. The interactive mapping and property search have the highest use of any department on Emmet County's website.
EMMET-CHARLEVOIX COUNTY FAIR

113th ANNUAL EVENT SUCCESS

- Approximately 20,000 total visitors through the week
- Quality of food and merchandise vendors received many compliments
- Family-operated carnival ride company was very professional with attendance going up 10% over last year
- Auto Cross and Monster Truck events were again big favorites
- New LEGO man display was a big hit by all ages
- Petoskey’s Boy Scout Troop #7 provided clean-up help every morning

It was a record-setting year for 4-H clubs with 460 exhibitors and 315 animals.

The market livestock auction had its best year yet with 140 animals auctioned, raising $183,257 for participants.

The fair’s 800 exhibitors included 460 youth participants. There were 3500 projects entered for judging, 1900 of which were entered by 4-H members.

The Beatles and Rolling Stones tribute bands were well-received with over 1000 people coming out for the flashback music.
The finance department maintains the accuracy of the general ledger of the county which includes appropriating labor costs correctly, moving expenses into the correct accounts and adding accounts in the interests of making budgeting easier and more transparent. The department handles the filing of federal and state required forms and oversees grant obligations, preparing monthly, quarterly and annual reports.

Corrections were made following the audit of 2017 records which resulted in bringing the county's reporting into compliance. Staff also completed the 2017 annual financial report (F65) for the state and filed all required 2018 payroll and sales tax reports.

In preparing for the budget, the finance department worked with department heads to understand their revenue sources and expenditures, as well as to understand the operational work flow of the county's functions. Other work performed included:

- Created and provided to Department Heads, individualized reports options based on departmental functions.
- Built a living wage and benefits spreadsheet that will allow us to project county labor costs for years to come.
- Created process and format for budget amendments and journal entries.

Completed due diligence on preparing information to present to the Board of Commissioners on finance options for the Bay Bluffs Capital Improvement Project bond and the bond for the 911 Radio Communications Capital Improvement Project.

**COLLABORATIVE WORK**

- Assisted in development of the Internal Controls Director position which was created to detail our internal structure and procedures for consistency and transparency in county business processes.
- Worked with Purchasing Director and Internal Controls Director to implement a new county purchasing policy which will assist department heads with efficiency and compliance issues.
- Provided vendor packets to be in compliance with the new Purchasing policy and 1099 rules.

Finance department worked independently and collectively with other department heads to get both a tactical, as well as a conceptual, working knowledge of the new BS&A software with a particular focus on how to use the software to increase the county's financial reporting and recording capabilities.
HUMAN RESOURCES

PAYROLL PROCEDURE CHANGES

Participated in converting the HRIS/Payroll operating system from AS 400 to BS&A. This conversion resulted in most payroll functions moving from Finance Department to Human Resources. Novatime became the county’s timekeeping system which requires team members non-exempt from the Fair Labor Standards Act to punch in to work and out when finished working or on lunch. Utilizing a consolidated timekeeping system brought forward timekeeping practices that needed to be worked through for consistency and compliance purposes.

WAGES and BENEFITS

A wage and benefits analysis was conducted. All county job descriptions were reviewed and updated with assistance from department heads and their staff. Salary surveys for the Sheriff, EMS, Court and County staff were built in the department and sent out to solicit comparison data. Based on survey results, other competitive compensation data sites, and internal equity comparisons, a recommendation was presented to the Emmet County Board of Commissioners for their review and approval.

LABOR RELATIONS

Negotiated and ratified labor agreements with bargaining groups representing:

- COMMAND OFFICERS of Emmet County and the Fraternal Order of Police Labor Council
- CORRECTIONS OFFICERS of Emmet County and the Fraternal Order of Police Labor Council
- STEELWORKERS Local #8384S

TALENT ACQUISITION and RECRUITMENT

Implemented processes which provided an approval hierarchy and created internal documentation for compliance purposes. These processes applied to the life-cycle of a team member, from job posting to exit interviews. Several department head employment searches were conducted and completed.
CONVERSION TO BS&A WAS BIG PROJECT FOR DEPT.

IT staff was involved with all aspects of the county’s conversion to the BS&A software. IT converted financial programs (accounts payable, cash receipting, fixed assets, general ledger, purchase order, miscellaneous receivables), from mainframe AS400 platform to Windows-based BS&A. Also installed software on appropriate desktops, trained all users and administered all security and access. IT department will continue to support county staff’s use of the software.

Another aspect of the change to BS&A was the online aspect where IT staff moved employee self-serve to bsaonline.com, joining animal license, assessing, current tax, delinquent tax.

IT staff also converted the county’s use of Optimus Solutions on the AS400 platform for payroll and human resources to the Windows-based BS&A program.

new tech at parks

- Assisted Parks and Rec with research, implementation, configuration and support of new Point of Sale System for Headlands and McGulpin Point Lighthouse
- Assisted Parks and Rec with the research, implementation, configuration, and administration of the cloud based online reservation system.
- Worked to get a fiber connection at McGulpin Point Lighthouse.

IT staff worked with Applied Imaging to reassess and reconfigure printer costs. We installed updated parts on eight printers. Replaced 15 outdated high maintenance printers with newer economical models. Three printer were removed and consolidated with existing.

SECURITY and SAFETY

- Coordinated installation of new cameras in jail and converted old cameras to new recording system and coordinated jail door call-up system.
- Assisted Lt. Rodwell with the hardware installation/network connectivity of Axiom body cam banks at Road Patrol, Airport Substation, Eppler Rd Substation, Sheriff’s Office and county building offices. Also obtained, accessed and configured cloud connectivity.
- Support and troubleshoot Emmet County’s connection to 911-CCE server upgrades.

35 computers were replaced in 2018 with IT handling the installation of the new systems. IT also installed and configure a new firewall. We also completely uninstalled Kaspersky software and installed and configured of Sophos on approximately 10 servers and 227 computers.
INFORMATION TECHNOLOGY

ASSISTED COUNTY CLERK WITH THE IMPLEMENTATION OF ONLINE MEETING AGENDAS AND MINUTES SOFTWARE PACKAGE;
INSTALLED PROGRAM ON ALL APPROPRIATE DEVICES AND TRAINED COMMISSIONERS. IT WILL CONTINUE TO SUPPORT.

TIME & ATTENDANCE PROJECT
IT staff converted from Optimus Solutions on mainframe platform to Windows-based Novatime and then implemented software on all desktops and mobile devices. We trained all users and continue to support.

SAN (STORAGE AREA NETWORK) PROJECT
Staff migrated and configured 32TB of usable space, installed four 10GB network cards in servers as well as two new 10GB switches for network connectivity speed.

SERVER PROJECT
New remote desktop server was installed to allow remote network access for continuous business access when off site. A new web server was also installed in conjunction with Laserfiche Project.

Staff continues to assist General Code with the implementation and configuration of the Laserfiche document management system for the Prosecuting Attorney’s Office. We also have begun initial stages of Clerk’s court case document management and vital records systems. This project includes installation of a new web server, a new Judicial Gateway on mainframe connected to State of Michigan as well as preparation to upgrade operating system on mainframe.

IT computer room had new air conditioning system installed.

IT staff replaced, installed and configured new network switches at the M-119 county building and at Pellston Airport.

Staff migrated Tyler Tech’s Eagle Recorder software (a records management software for digital filing, storage and retrieval) to the upgraded server, implemented and offered continued support.

Staff migrated and configured 32TB of usable space, installed four 10GB network cards in servers as well as two new 10GB switches for network connectivity speed.
INTERNAL CONTROLS

REVISED PROCUREMENT MANUAL

Internal Controls Department was created in September 2018 with the hiring of Julia Langer as its first director. She immediately began working to revise the county’s procurement manual. The new manual approved by the Board of Commissioners in December 2018, contains comprehensive documentation which clarifies processes, roles and responsibilities. With defined processes streamlined, the revised manual aims to improve efficiency, provide for greater transparency and strengthen staff accountability. The manual also addresses compliance with federal Office of Management and Budget (OMB) rules and impartiality in vendor selection. New policies, procedures and forms associated with the new manual included:

- Purchase requisitions and purchase orders
- Informal and formal vendor solicitation
- Contract processing, cooperative purchasing
- Minority/disadvantaged businesses
- Document retention
- Sole-source justification
- Credit card use
- Vendor setup

Collaborated with the finance and purchasing directors to improve BS&A procurement processes, such as:

★ Strengthening controls by evaluating and limiting user access administrative rights
★ Building in controls for small dollar or exception-allowed purchases without purchase orders
★ Improving efficiencies to remove unnecessary, repetitive work-flow and approval processes
★ Tracking use of vendors who qualify as women-owned, minority-owned, and disabled-owned

2019 TO DO LIST

--- Immediate high priority items include developing new procedures in the process for the following: inmate trust funds apart from other Sheriff’s department receipts, Parks and Rec cash drawer handling, credit card usage, staff training on the revised procurement manual
--- BS&A improvements finalized in collaboration with finance director and tech support
--- Working with finance director to reconcile 2018 payroll to the general ledger
--- Cash account reconciliation
--- Employee expense reimbursement procedures
--- Sole-source vendor procedures and vendor set-up procedures
--- Formal vendor solicitation for bids – standard processes for evaluation of bids received
--- Petty cash and cash drawer handling county-wide
--- Complete a comprehensive risk assessment and follow-up actions

ADDITIONALLY

Other procedures documented and forms created include:

- Entering purchase requisitions in BS&A
- Purchasing from local vendors
- Check request procedures
- Revenue/Expense corrections
- Budget amendment requests

EMMET COUNTY, MICHIGAN - 16 - 2018 ANNUAL REPORT
NEW DIRECTOR, NEW DIRECTION

Marci Schmiege took over as Director of Parks and Recreation in early Spring 2018 and implemented changes to improve efficiency, create savings and increase profitability. New price adjustments on the parks' rentals units were created, though full impact of those changes will be seen in 2019. General policy revisions and enforcement made to address profitability and customer service.

Other notable activities during the year include:

- Reorganization of parks department completed October 2018, improving efficiency and reducing costs for an estimated savings of $20,000
- Camp Petosega winter closure for an estimated savings of $10,000
- Event sponsorships and donations for an estimated savings of $1,400

$31,400 estimated savings (April-December)

POSITIONS CREATED, REALIGNED

Instead of one Dark Sky Programmer, a Parks and Recreation Program Coordinator position was created. She designed new programming with more than 50 new events scheduled in 2019. Also, combined both Assistant P&R Director and Fairgrounds Sales into one position. Changes were also made to staffing at the Crooked River Lock resulting in more revenue due to reduced personnel costs.

- Increased patronage and guests by 25 percent from previous year
- Headlands Star Party had over 3,000 guests for the week with the highest attendance numbers to date
- First year gift shop had 80 percent of merchandise turned over in two days; weekly ordering required to replenish merchandise during peak season
- New walking path created at east side of building
- New fencing placed around air conditioning units
- Out of 45 national dark sky parks, Headlands programming is in the top five with the most programs offered, comparable to national parks' programming which offer over 35 programs per year
- Applied, received and retained, with accolades, the International Dark Sky Association national park accreditation for 2019
- Staff designed a full Dark Sky programming schedule with over 35 events resulting in increased attendance from previous year
- Collaborated with Northern Michigan Astronomy Club to add more volunteers who can assist with managing programs and observing nights
- Working with local schools, community leaders and national speakers for future dark sky programming
Increased rentals at cottage
- Added Harvest Event
- Began discussions with Historical Society to introduce new events, aesthetics and artifacts to the lighthouse

Camp Pet-o-se-ga
- Increased park rental revenues
- Began formal meetings with TransCanada; campsite expansion loop to eliminate 15 camp sites but adding larger loop attracting more isolated sights interested guests.
- Federal Land and Water/DNR grant received to repair bridges and walkways in 2019
- First year for winter closure from November 19 through May 1, forecasting $10,000 savings

Two major repairs completed on m119 trail and Ponshewaing bridge, both funded through grants and community partners
- Researching various repair methodologies
- Catalogued pictures of over 70 locations needing repairs on county managed trails
- Roots cut along both paths, next seven years
PELLSTON REGIONAL AIRPORT

Pellston Regional Airport offers year-round daily flights to and from Detroit, provided through Delta/Sky West Airlines.

DAILY FLIGHTS INCREASED 16 PERCENT

AIRCRAFT OPERATIONS

The number of landings and take-offs of both general aviation (private aircraft) and commercial airline (Delta/Sky West) increased 12.5 percent from 2017 to 2018.

<table>
<thead>
<tr>
<th>Year</th>
<th>Commercial Airline</th>
<th>Private Aircraft</th>
<th>Total Flights</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>1,890</td>
<td>7,332</td>
<td>9,222</td>
</tr>
<tr>
<td>2018</td>
<td>1,973</td>
<td>8,400</td>
<td>10,373</td>
</tr>
</tbody>
</table>

The runway deicer sprayer unit and fluid are on site and operational. Applications to date have been successful. Best practices will be developed with continued use.
PELLSTON REGIONAL AIRPORT

STUDENT PROGRAM CONTINUES

The Aviation Science & Technology Program continues at the airport for the third year. The student program has 15 students this year from Petoskey, Harbor Springs, Alanson, Pellston, Boyne City, St. Ignace, Cheboygan and Wolverine.

AVIATION FUEL SALES

<table>
<thead>
<tr>
<th>Fuel Type</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>jet (turbine)</td>
<td>381,765</td>
<td>414,125</td>
</tr>
<tr>
<td>100 low-lead (piston)</td>
<td>16,456</td>
<td>24,227</td>
</tr>
</tbody>
</table>

"Because of our financial staff's attention to detail, we are getting a clearer picture of the true cost of the Pellston Airport. It may turn out that the airport is far closer to break even than previously thought. With better numbers we can make better decisions about the airport and its operations."

Charlie MacInnis,
Airport Committee Chairman

Northern Michigan Jet Services Expanding

Northern Michigan Jet Services began offering aircraft maintenance and repair service on site in 2018. Currently operating out of an existing hangar, the company will be expanding its operations with the construction of a larger maintenance facility in 2019. The presence of Northern Michigan Jet Services greatly enhances the airport's operations, offering a much-needed service as well as creating jobs and contributing to the economic health of the airport.
2018 DEPARTMENT ACTIVITY

- Processed and issued 357 zoning permits, an increase of 43 permits (14%).
- Processed and issued 202 Soil Erosion and Sedimentation Control (SESC) permits, an increase of 38 permits (23%) from 2017. Staff enforced zoning and SESC violations, which included two court cases.
- Processed and presented 36 cases for 12 Planning Commission meetings and 18 cases for nine Zoning Board of Appeals meetings, including a zoning ordinance text amendment with over two years of review. That allowed accessory uses on active farms to preserve farmland and encourage agriculture.
- Processed five Sanitary Code Board of Appeals cases for two SCBOA meetings.

$73,000 grant received through the Land and Water Conservation Fund for bridge replacements and pathways at Camp Petosega (total project $146,000)

$21,000 grant received through the Coastal Zone Management Program/Office of the Great Lakes for work on an update to Emmet County’s Master Plan (total project cost $42,000)

Two additional grant requests for the Headlands were submitted but not funded

PLANE CARE COMPANY TO TAKE OVER BROWNFIELD PROPERTY IN PELLSTON

Staff administered the Brownfield Redevelopment Authority’s five meetings and participated in a successful grant for $76,200 to assess and remediate environmental contamination on a former gas station known as Ski’s Place in McKinley Township (across from the Pellston Regional Airport). Demolition of the existing building is expected in 2019 and redevelopment is planned with a new owner, Plane Care Pellston Facilities LLC.

SAND & GRAVEL WORKSHOP HELD

Staff organized a Sand and Gravel workshop in cooperation with Bear Creek Township and Michigan State University Extension to educate community members and planning commissioners on natural resource extraction regulations.
DIRECT INVOLVEMENT
P&Z Director Tammy Doernenburg serves on the Brownfield Redevelopment Authority, Land Bank Authority and HARBOR, Inc. Board of Directors. She regularly attends the Heritage Route Committee meetings and as a partner organization, sends educational information to new property owners along the M-119 Scenic Route. She also participates in the Tip of the Mitt Watershed Council’s Little Traverse Bay Watershed protection meetings, Petoskey Area Transportation Committee meetings and educational programs for Planning and Zoning including, in 2018, the Regional Housing Summit and Seasonal Population Summit.

The department’s Assistant Planner/Ordinance Enforcement Officer, Nancy Salar, serves on the Michigan Erosion and Soil Control Agents’ board. She also regularly attends the Tip of the Mitt Watershed Council’s Burt Lake Watershed protection meetings.

Staff attended the Bear Creek Township Planning Commission meetings most months, providing staff reports and support during their public hearings. Staff has also been involved in assisting in their Master Plan update.

Planning staff worked with the GIS Department on enhancing the county maps to include the zoning district and to provide a link to the appropriate zoning ordinance and schedule of regulations for each parcel.

Staff organized and held a resilient community/Lake Michigan shoreline study workshop which will provide data and recommendations to the 2020 Master Plan process.

2018-2022
EMMET COUNTY PARKS & RECREATION PLAN

Staff completed the 2018-2022 Emmet County Recreation Plan which was submitted to and approved by the Michigan Department of Natural Resources. This document is a prerequisite to allow Emmet County to submit grant applications to the DNR and supports other grant applications.
QUALITY RECYCLING COMMODITIES PAY OFF . . . AGAIN

Producing outstanding, quality recyclable materials served the county well again in 2018. North American markets were flooded by lower-quality recyclables rejected under new Chinese import regulations. Emmet County Recycling earns far above average in the "market-basket" value (weighted average price received per ton) of its recyclable commodities. This allows sale of recyclables to remain the largest source of support for the county recycling system.

95% of Emmet County's recyclables supply a Michigan business

"Zero Waste" means every material is either eliminated (if not really needed), used, made available for reuse, recycled or composted. The Rotary Club of Petoskey was the first to take up this challenge locally when, in February 2018, they worked with ECR and the Grain Train to make their fundraising Spaghetti Dinner zero waste. They served 900 meals and produced just three bags of garbage! The achievement was well-publicized and inspired several others to follow suit including the Ottawa School lunch room for the last month of school, Walstrom Marine's Summer Preview party, Irish Boat Shop's Ugotta Regatta Party and a new Petoskey restaurant, The Back Lot Beer Garden. It was all made possible by the 2015 addition of food waste composting at the Pleasantview Road Drop-off Center.

2018 MILESTONE! ONE MILLION POUNDS!
COLLECTED from FOOD WASTE COMPOSTING
Packaging, recycling technologies and labor markets have all changed dramatically since Emmet County Recycling’s processing facility was built in 2009. The DPW has been preparing for a system update to address the changes and keep labor use cost-effective. Negotiations for a zero-interest loan was pursued from a consumer-goods manufacturers’ group to accelerate the overhaul. At the same time, the Request for Proposals to implement the project was taking shape. The DPW expects to release the RFP in early 2019. The update will improve efficiency by improving the container sort line’s layout and using industrial robots and/or lasers. Behind-the-scenes tours of the recycle processing facility can be arranged by contact the DPW.
NEW PURCHASING POLICY

After working to create a new purchasing policy in 2017, it was approved by commissioners at the end of that year. With the new procedures in effect January 1, 2018, savings were seen across all departments during the year. One example of those savings was in total expenditures for office and operating supplies. In 2017, the county spent $335,625 on office/operating supplies so the 2018 budget was set at $343,673. Following the new policy, employees only spent 89.86% of the budgeted amount. Expenses for office and operating supplies in 2018 totaled $318,771.50, providing a savings of $24,901.50.

REQUEST FOR PROPOSALS

It was a busy year for departmental projects and the purchasing department wrote several RFPS, and evaluated a few others, providing assistance from start to completion of projects. Those RFPS included:

- Door Entry Unarmed Security
- EMS Billing and Collections
- Jail Inmate Food Service
- Roof Replacement on County Building
- Sale of Horace Property
- Straits Regional Ride
- Brownfield Redevelopment Consulting Services
- Vehicle Fleet Leasing and Management Program
- WEX Fuel Card

BID SAVINGS

New requirements for competitive bidding brought huge savings to the county. Here are some highlights of savings in fiscal year 2018 (calculated using the second-to-lowest bid/quote and subtracted the lowest bid/quote to get the total savings for the project):

- Road patrol furniture project: $10,989
- Roof replacement project: $85,446
- Curbside dual project: $6,148
- AC unit 5-ton Schultz: $3,103
- Annual inmate food services: $24,852
- LED lights in tipping room: $6,282
- Door call-up system: $27,216
- Jail camera upgrade: $26,130
- Sound proof room: $11,394

Total savings: $243,304.00

Provided BS&A software company with all required information to build out the Purchase Order module.

- Trained all team members on using PO system after BS&A went live in January 2018.
- Created numerous BS&A procedures, forms and procurement guidance working with the Internal Controls Director.

Extended the county's reach with vendors after registering with the Michigan Inter-Governmental Trade Network. The MITN/BidNet system allows local governments to post RFPS which are made available to hundreds of vendors, creating more competitive bidding on projects.

Registered the county with the National IPA Cooperative Purchasing Program which is similar to MiDeals program, giving local units of government the advantage of using state contracts to obtain goods and services at discounted rates.
REVENUE

$4,126,290.40

Recordings were down slightly from 2017 numbers and although three extremely large sales resulted in high revenue last year, the bottom line revenue for 2018 was up 0.46%. Real estate sales were up and copy fees helped boost revenue.

COPY FEES

$57,227.95

Revenue generated from copy fees was up 7.42% over 2017.

FORECLOSURES

One welcome statistic in 2018 was the number of foreclosures continued to go down. From the peak monthly average of 17.33 foreclosures in 2011, the county averaged just 1.41 foreclosures monthly in 2018. There were 17 total foreclosures last year compared to 208 total for 2011.

HISTORIC INDEXES

Historic Index Books (1852 through 1985) have returned to the office after being in storage. The books are now available to the public for viewing and research.

Both employees in the Register's office now have deputy status following training in all office duties. With a staff of just three, this will provide the public with uninterrupted service in the event of an absence.
VETERANS AFFAIRS
A Summary of 2018 Department Activity

1,810
Phone calls answered

755
Client walk-ins and appointments

4
Homeless Veterans Cases

82
Clients represented in claims with the Department of Veterans Affairs

$1,740.62
Distributed in emergency assistance from the Emmet County Veterans Office Donation Fund

$14,364,000 in BENEFITS
According to the Geographic Distribution of VA Expenditures report from National Center for Veterans Analysis and Statistics, $14,364,000 in compensation, pension and health benefits paid to Emmet County Veterans for the year 2017.

$12,334
provided in assistance of indigent veterans using the Soldiers and Sailors Relief Fund and the Michigan Trust Fund
The 57th Circuit Court is working on implementing a new feature in the COLLECT software program. This feature allows the court to create and send a text message and/or telephone call reminder to offenders that are on payment plans for their court costs. This process utilizes a third-party company to send the messages. Once implemented, this feature is expected to increase collections and alleviate the time required to do so manually.

COURT ASSESSMENTS
Collected an average of 47% of court assessments at the time of sentencing
$156,604 COLLECTED IN 2018 ON OLDER CASES
(Averaging over $10,000 per month)

COURT'S CASELOAD
The 57th Circuit Court's caseload averaged 48 new filings each month of 2018, a slight increase over 2017.

COURT ASSESSMENTS
Collected an average of 47% of court assessments at the time of sentencing
$156,604 COLLECTED IN 2018 ON OLDER CASES
(Averaging over $10,000 per month)

PUBLIC SATISFACTION SURVEY
For the fourth year, the 57th Circuit Court received high marks from the public regarding their experiences with the court. Using a public satisfaction survey that's part of a statewide initiative of the Michigan Supreme Court and the State Court Administrative Office to measure and report on court performance.

- 95% of court users said they were treated with courtesy and respect by court staff
- 86% of court users said the way the judge or magistrate handled their case was fair
- 94% of court users were able to get their business done in a reasonable amount of time

Cody Brooks joined the Circuit Court's staff in August 2018 for a two-year commitment as law clerk/assignment clerk. Brooks is a recent graduate of Cooley Law School.

100%
The State Court Administrative Office provided data on performance measures for all courts. The 57th Circuit Court case age rates continue to be at 100% (4% higher than state average), demonstrating the court is disposing of cases in a timely manner.

collect!
The Court is working on implementing a new feature in the COLLECT software program. This feature allows the court to create and send a text message and/or telephone call reminder to offenders that are on payment plans for their court costs. This process utilizes a third-party company to send the messages. Once implemented, this feature is expected to increase collections and alleviate the time required to do so manually.
The Friend of the Court is celebrating! In 2019, the Friend of the Court will mark 100 years of providing services to families in Michigan. That is an accomplishment in and of itself. However, it is especially gratifying as Michigan is the only state in the nation with a Friend of the Court system. We are unique in that we assist clients with custody and parenting time issues, as well as child support. Other state child support offices do not offer this service.

As a branch of Circuit Court, it is our primary duty to enforce the court’s orders in all domestic actions (divorce, paternity, family support, etc.). Friend of the Court staff members focus on building a working relationship with clients, as they will often have an open case with us for 18 years or more. One of the ways this is accomplished is, from the outset of the case, an intake meeting is scheduled with both clients where our function and services are explained. This helps them understand what can be expected from us and answer any questions.

**2018 BY THE NUMBERS**

- Emmet County Friend of the Court had 1509 open, active cases in 2018. These cases were divided up alphabetically and had services provided from 3 case investigators.
- Collected $4.6 million in child support for Emmet County families. This was accomplished through a number of enforcement methods such as income withholding orders, tax refund intercept, reports to the credit bureau, and license suspensions to name a few.
- Held 732 enforcement hearings in front of the court — both the Referee and the Circuit Judge.
- Reviewed 278 child support orders on a periodic basis for modification, as a regular part of case investigator duties. This is very labor intensive process.
- Resolved 90 percent of the cases mediated, keeping the parties out of the courtroom and invested in resolving their differences, and hope to increase the number of clients utilizing our mediation services we offer free of charge.

**excellent customer service**

“We want to continue our commitment to providing excellent customer service. The State of Michigan has recognized the value of this and is promoting training for all child support workers in the State. I am proud to say that at a recent training, my senior case investigator impressed the presenters when she described our intake process and the value of setting the tone of the relationship with the clients right at the onset of the case. -- Maurine Watts, Director

**GOALS**

Our goals for 2019 include revamping our divorce education program to include clients who were not married to each other, but have a child in common. Often the parties have gone their separate ways and have difficulty communicating and co-parenting. Currently, about 40 percent of our caseload are parents who were never married to each other.
MAINTENANCE

Maintenance staff cleaned and disinfected restrooms and public areas each day as well as dusted and vacuumed office areas, emptied and removed trash and recyclables in individual offices nightly. Staff also vacuumed and shampooed carpets and chairs as needed throughout the year.

Maintenance crew has one new employee, Robert Riedel. Bob replaced Derek Grisby who resigned and moved to Detroit.

NEW ROOF INSTALLED

Great Lakes Roofing installed a new roof on courthouse jail and 90th District Court. Circuit Court got two new skylights that replaced the old ones that were leaking. A new exterior ladder from the first floor roof to the second floor roof was added. Maintenance staff should be able to access second floor roof much safer now.

IN ADDITION

- Maintenance staff finished a small remodeling project at the Watson Building ground floor. We installed three new interior doors, partition walls and drywall. We moved two interior glass windows to different offices then painted all that was new as well as the M.S.U. Extension new offices. Helped move M.S.U. Extension to their new office location.
- Continually performed preventative maintenance on all mechanical equipment throughout courthouse, jail, fairgrounds and EMS buildings.
- As situations arose, staff provided troubleshooting and repaired plumbing, building structures, broken mechanical equipment and broken office furniture. Staff also maintained grounds to ensure safety of the public and pleasant environment each day.

Camp Pet-o-se-ga

- Winterized Camp Petosega for the first time and learned a lot about the camp’s plumbing and mechanical equipment. Took a little longer than anticipated but should be a breeze next year
- Repaired shingles that had blown off Camp Petosega bath house in early spring

Dave Clark removed the old tile floor from control room at the jail and did a nice job replacing it with new tile.
2018 Emmet County Annual Report
produced by the Emmet County
Communications Department