

**Agenda**  
**Tuscola County Board of Commissioners**  
**Committee of the Whole – Monday, March 12, 2018 – 8:00 A.M.**  
**HH Purdy Building - 125 W. Lincoln, Caro, MI**

**Finance/Technology**  
Committee Leaders-Commissioners Kirkpatrick and Bierlein

**Primary Finance/Technology**

1. 2017 Year-End Financial Assessment – Controller/Administrator (See A)
2. Initiating Work on an Update to the Multi-Year Financial Plan - April
3. Millage Renewal Scheduling (See B)
4. Update Regarding Airport Zoning Board of Appeals
5. Opioid Lawsuit Update
6. Planning for Jail Remodeling (See C)
7. Empower Deferred Compensation Proposed Contract Changes
8. Quarterly Computer System Security Update and 2018 IT Project Status
9. Potential State Change with Age of Children in Criminal Justice System
10. Potential Personnel Property Tax Changes

**On-Going and Other Finance**

1. Update Regarding Potential Dental Clinic
2. Update Regarding Time Attendance/Scheduling Software
3. Continue Review of Road Commission Legacy Costs
4. Update Wind Turbine Revenue History and Projections
5. Work to Resolve Remaining Assessing/Taxation Disputes with Wind Turbine Companies
6. Presentation of County Treasurer Investment Reports
7. Water Rates Paid for County Facilities Along M24 and Deckerville Roads
8. Assess Avoidance Costs from Retirement System Changes Previously Implemented
9. Solar Assessing/Taxation Information
10. Update Regarding Indigent Defense Plan
11. March 20<sup>th</sup> Meeting in Bay City Regarding Medical Examiner System

**Personnel**  
Committee Leader-Commissioner Bardwell

**Primary Personnel**

1. Receive and Place on File Letter of Resignation from Deputy County Treasurer (See D)

**On-Going and Other Finance**

1. Reporting Relationship (Nepotism Policy)
2. Review the Potential Formation of Quarterly Meetings with County Leaders
3. Procedural Coordination with HR Director Regarding Hiring/Discharge/Payroll/Record Keeping
4. Develop a System to Keep Job Postings on the Web Site Current
5. Determine how to Gain Help for the County from the Leaders Program
6. Process and Cost to Replace County Health Department Medical Director

**Building and Grounds**  
Committee Leaders-Commissioners Young and Vaughan

**Primary Building and Grounds**

1. **Various Bids for Work at the New Recycling Facility**
2. **State Infrastructure Report (See E)**
3. **Request to Use Courthouse Lawn (See F)**

**On-Going and Other Building and Grounds**

1. County Property Ownership Identification
2. Recycling Building Remodeling – Next Steps
3. Review Potential Acquisition of Land from State Near Caro Regional Center
4. Update 10 Year Capital Improvement Plan
5. 2018 Budgeted Driveway, Parking Lot and Sidewalk Repairs
6. Vanderbilt Park Next Steps for Further Improvement
7. Planning for County Record Storage Needs
8. Potential Annexation of County Property to City for Water/Sewer Cost Reductions
9. Update Regarding County Record Storage Needs

**Other Items Not Assigned to a Committee**

1. 2018 Work Program Update
2. Review of Alternative Solutions Concerning the Caro Dam
3. 2018 MAC Priorities
4. Cass River Greenways – Media Coverage
5. On-Going Economic Development Activity Updates from EDC Director
6. Review County-Wide Economic Development Strategic Plan
7. Dairy Farmers of America Phase 2– Cass City
8. Road Commission Organizational Alternatives – Next Steps
9. Sunday Retail Sales of Spirits, Beer and Wine – Next Steps

**Other Business as Necessary**

**Public Comment Period**

[mhoagland@tuscolacounty.org](mailto:mhoagland@tuscolacounty.org)

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**From:** mhoagland@tuscolacounty.org  
**Sent:** Tuesday, March 6, 2018 3:27 PM  
**To:** 'Bardwell Thom'; 'Bierlein Matthew'; 'Kim Vaughan'; 'Kirkpatrick Craig'; 'Tom Young'  
**Cc:** Clayette Zechmeister (Clayette Zechmeister); Shelly Lutz; Renee Ondrajka  
**Subject:** 2017 Year-End Financial Report  
**Attachments:** Tuscola County 2017 Year.docx

Commissioners

**IMPORTANT**

Please review the attached year-end 2017 financial report. I will present this information at the March 12, 2018 Committee of the Whole meeting. Final year-end financial position will be presented by auditors at the end of June when the 2017 audit is completed.

**Stable Near-Term Financial Position**

I am pleased to report that 2017 was another successful financial year. The county remains in stable financial standing on a near-term basis with a strong AA- bond rating. This stability is a result of the availability of wind turbine (WT) revenue, proactive actions to keep revenues and expenditures balanced and by following important financial principles. All county individual funds finished the fiscal year in a positive fund balance position. General fund (GF) revenues exceeded expenditures by approximately \$148,000 and reasonable fund balance reserves of about \$2.0 million are maintained for emergencies and cash liquidity. There were several positive financial events in 2017: assuring the new State Psychiatric Facility was built in Caro, NextEra dismissed the WT revenue dispute which made approximately \$668,000 in escrowed GF funds available and passage of increased senior citizen and road patrol millages.

**Wind Turbine Revenue**

WT development has become a critical source of revenue to fund government services. The significance is clear. Since 2013, when the first wind project came on-line in Gilford Township, over \$26 million in WT revenue has been received by the county, schools, townships and libraries. Of this total, Tuscola County government received approximately \$8,251,000. In 2017, the county received about \$1,231,000 for special millage funds and \$1,177,000 for the GF. The county won a major victory when NextEra dismissed the dispute over the assessment and taxation of WT in the county. This resulted in about \$668,000 in previously escrowed funds becoming available. Without WT revenue the 2017 revenue budget would have been \$11,987,000 instead of \$13,164,000 or about 9.0% less. To sustain current service levels a millage or another major source of revenue would have been required.

**Containment of Cost Increases**

GF cost increases were held under 1% even with 99.6% of wage budgets being spent (much higher compared to previous years). Costs have been contained using several methods. Passage of special purpose millages over the last few years has relieved the GF of these costs. These millages include: veterans, Michigan State University-Extension and police road patrol. Collectively, approximately \$390,000 in GF expenditure relief has been provided. With few exceptions, wage increases have been held to the rate of inflation. There was only one full-time staff person added for computer operations in 2017. Changing from a defined benefit to a defined contribution retirement plan has contained years of increasing retirement system cost increases. Health insurance costs declined which was extremely helpful but cannot be expected to continue. Inmate medical costs remain below long term averages.

## Other Vital County Funds

GF transfers to equipment-technology, capital improvement were accomplished in 2017 but with lesser amounts than 2016. In 2016 about \$933,000 was available for transfer compared to only \$624,000 in 2017. This indicates a slight weakening in financial ability from 2016 to 2017. With fewer total funds to transfer, priorities had to be set. Funds were transferred to the equipment-technology (\$500,000) and capital improvement (\$124,000). Demands for computer hardware-software continues to increase resulting in more spending in 2017 including: UPS replacement, new servers, network switches, disaster recovery phase 2, network security enhancement and courthouse security cameras. Total 2017 expenditures were about \$502,000 so the transfer to this fund had to be increased. The new jail capital improvement was established with a 2017 transfer of \$668,000 in wind escrow funds (part of GF fund balance) and a \$300,000 transfer from the equipment capital improvement fund.

In addition to the GF, the Board of Commissioners directly or indirectly oversees many other county funds. I am pleased to report that all of these funds finished the fiscal year in a positive fund balance position. The table in the attached report shows beginning fund balance, revenue and transfers, expenditures and transfers and ending fund balance for some of these more significant funds.

## Future Financial Challenges

There were concerning financial signals in 2017. The non-WT tax base is flat resulting in minimal if any property tax revenue growth. Job growth and new development are the keys to reversing this trend, but this is difficult to accomplish especially in a rural area with declining and aging population. The flat non-WT tax base increases dependency on WT development to generate revenue to operate services. This dependency is concerning because it is unknown whether additional WT will be constructed. WT are controversial and under the current method of assessing/taxation eventually less revenue will be received in future years. If additional WT development does not occur the amount of WT revenue received will decline quickly. Other than for NextEra, the outcome of assessing/taxation dispute remains undetermined.

Even with wind turbine revenue it has been documented that revenue increases are not keeping pace with inflation. Unfortunately, other than millage requests the state does not provide alternative county revenue generating methods. There are few if any non-mandated services remaining that can be funded by asking for more special purpose millages (there are currently 9). Other than finding methods of increasing tax revenue from new development, the county has few financial options. The county is vulnerable to: state and federal mandates without the funding, cyclical state economic and state funding cuts, increasing legal costs, increasing costs for technology, child care costs, health insurance costs, inmate medical and housing costs, etc. There are many fiscal variables that can quickly change county financial position.

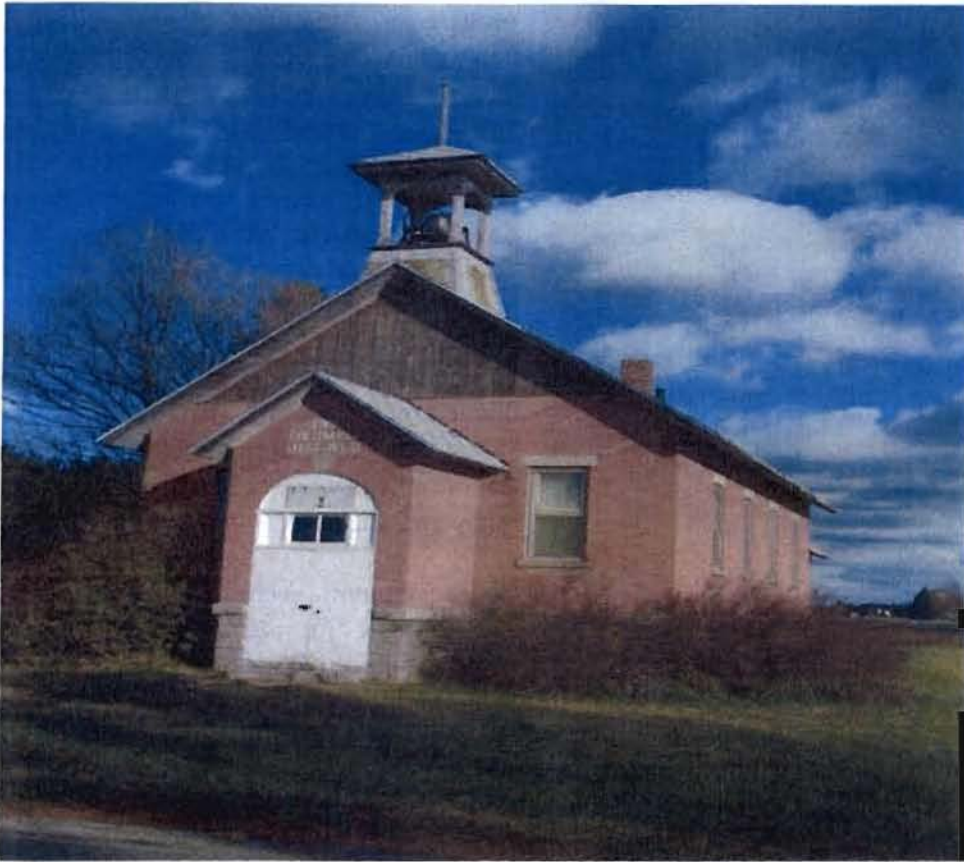
## Recommended Actions

- Receive the 2017 Year-End Financial Report as prepared by the Controller/Administrator and place on file.
- Authorize the total 2017 transfer of \$500,000 from the GF to the equipment-technology fund and corresponding budget amendments.
- Authorize the total 2017 transfer of \$123,964 from the GF to the capital improvement fund and corresponding budget amendments.

Mike

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Tuscola County Controller/Administrator  
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# Tuscola County 2017 Year-End Financial Assessment



**Controller/Administrator**  
**Michael Hoagland**

**Chief Accountant**  
**Clayette Zechmeister**

**Human Resource Coordinator**  
**Shelly Lutz**

**Administrative Assistant**  
**Renee Francisco**

**Account Clerk II (Part-Time)**  
**Angie House**



## Financial Assessment Objective



The objective of this information is to provide an assessment of year-end 2017 county financial standing. Effective financial decisions by commissioners and others cannot be made without an understanding of county financial position. It is also important to provide this information as soon as possible after the fiscal year. Commissioners are ultimately responsible for county finances. State law requires balanced county budgets and no fund can be in a deficit position at year end. (This is unaudited information. The 2017 Audit also known as the Comprehensive Annual Financial Report will not be completed until mid-year 2018.)

In subsequent sections revenues and expenditures for 2017 are discussed. Comparisons to 2016 for the general fund

(GF) and certain special revenue funds (SR) are provided. Favorable and unfavorable financial factors during 2017 are noted. Significant financial deviations are explained. Changes in equipment-technology, capital improvement and jail capital funds are presented and discussed. An overview of financial challenges is also provided.

### 2017 Financial Position Remains Stable

I am pleased to report that 2017 was another successful fiscal year without significant issues. Even with a low allocated millage and limited tax base, Tuscola County remains in good financial standing on a near-term basis with a strong AA-bond rating. This stability has occurred because of the availability of WT revenue and other proactive revenue/expenditure financial actions that have been taken by the commissioners. All individual county funds finished 2017 in a positive fund balance position. This is a tribute to commissioners and other elected and appointed county officials who again in 2017 practiced responsible financial management with effective budget administration.

GF revenues exceeded expenditures by approximately \$148,000 (after transfers). The available unassigned GF balance is approximately \$2.0 million. Fund balance in certain other county funds provide additional reserves and cash liquidity. Important GF transfers for equipment-technology and capital improvement needs was accomplished. Two year union contacts were settled for 2018 and 2019. Funds continue to be escrowed pending the outcome of the revenue dispute with wind turbine (WT) companies. The outcome of this dispute will have an impact on the amount of current revenue that can be retained and future amounts of WT revenue generated. The 2017 GF financial position was not quite as good as 2016 because approximately \$310,000 fewer funds were available to transfer to equipment – technology and capital improvement in 2017 than in 2016.

### Effective Financial Fundamentals Practiced

The County adheres to financial fundamentals that are critical to this continued stability:

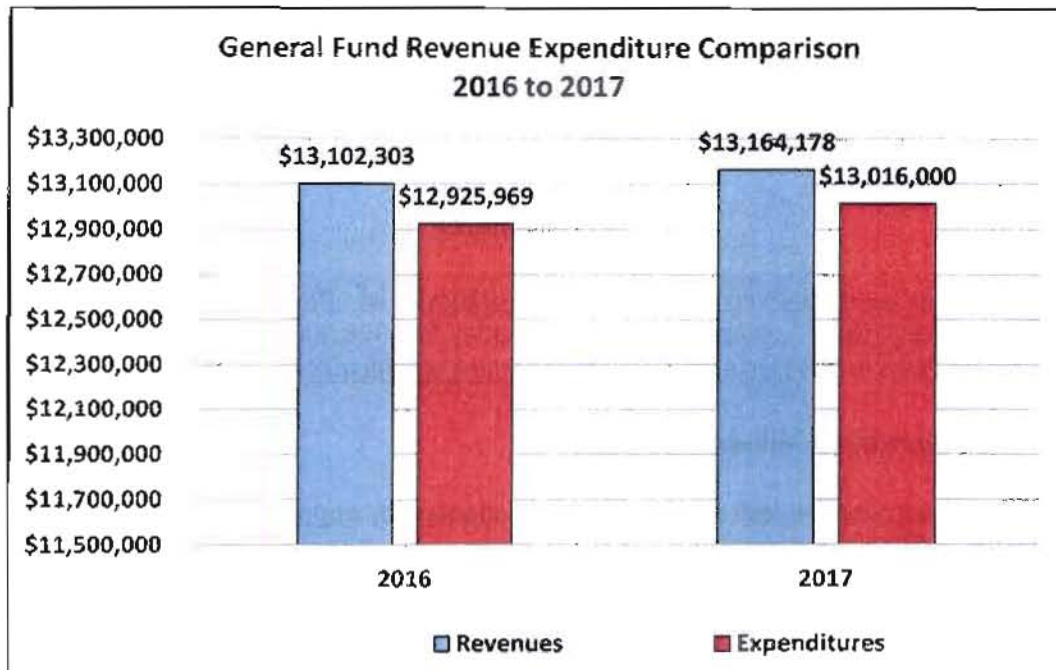
- Preparation of well-reasoned balanced operational and capital budgets
- Multi-year financial planning

- Closely monitoring key financial trends and conditions and monthly financial reports
- Preparation of unqualified audits that have won Excellence in Financial Reporting Awards for 14 consecutive years
- Maintaining adequate reserve levels
- Adhering to essential fiscal policies
- Maintaining a conservative/cautious approach to finances and living within overall financial means

### General Fund (GF)

The GF is the main operating fund of the county. For 2017, GF revenues exceed expenditures by \$148,000 (after transfers). This can be compared to 2016 when after transfers revenues exceeded expenditures by \$176,000. GF revenue should reasonably exceed expenditures in order to have adequate fund balance reserves for increased annual expenditures. Minimal growth in GF revenue occurred from 2016 to 2017 of only about \$62,000. Similarly, expenditures only increased by approximately \$90,000 or less than 1% in 2017.

Year	Revenues	Expenditures	Revenue Over Expense
2016	\$13,102,303	\$12,925,969	\$176,334
2017	\$13,164,178	\$13,016,000	\$148,178



### GF Revenue

Again, overall 2017 GF revenues grew a minimal amount from 2016. This flat revenue trend is a concern. Total GF revenue for 2017 was \$13,164,178 compared to approximately \$13,102,000 for 2016. Previous analysis has shown revenue growth is not keeping up with inflation.

### Property Tax

In 2017, approximately \$6,768,000 in GF property tax revenue was received compared to \$6,748,000 in 2016. The amount is basically unchanged. Property tax is the largest single source of revenue to the GF at about 50% of total revenue. Unfortunately, this critical source of revenue has not been increasing because the non-wind portion of the tax base is flat.

This creates uneasiness because the non-wind part of the tax base needs to increase to offset future declines in WT revenue. Headlee and Proposal A are also limiting property tax revenue increases.

In 2017, the GF received approximately \$1,177,000 in WT revenue while the nine special millage funds received \$1,231,000. Approximately the same amount of wind turbine revenue was received in 2017 as was received in 2016. WT revenue is further discussed in a later section. Without WT revenue, service reductions would have been required or increased operational revenue would have been necessary.

#### **Other Noteworthy GF Revenue Trends in 2017**

- Register of Deeds transfer tax, recording fees and on-line service revenues were about \$134,000 more for 2017 than 2016. This is because state law changes resulted in increased Register of Deeds fees beginning in late 2016. The GF has benefitted from this increased revenue.
- Delinquent tax earnings and foreclosure fund transfers to the GF were approximately \$81,000 more for 2017 compared to 2016.
- There were no general elections held in 2017 so revenue reimbursements for elections were lower in 2017 than 2016 when general elections were held.
- There was a significant decline in Circuit Court revenue.
- The equalization services contract with Huron County was discontinued at the end of 2016 resulting in a revenue decline of approximately \$40,000 for 2017.

#### **GF Expenditures**

Overall 2017 GF expenditures were relatively unchanged from 2016 with less than a 1.0% increase. Total GF expenditures for 2017 are estimated at \$13,016,000 compared to approximately \$12,926,000 for 2016. Expenditures have been held relatively unchanged from 2016 to 2017 using the proactive actions and factors explained below.

#### **Financial Relief from Special Purpose Millage Approvals**

Public confidence was gained over the last several years as evidenced by approval of special purpose millage requests which has helped to relieve GF financial pressures and fund service needs. Approval of 0.17 mills for veterans significantly improved services and relieved the GF of approximately \$80,000 in costs. Approval of 0.1 mills for Michigan State University extension services provided approximately \$140,000 in GF relief. Most recently the public approved an expanded sheriff road patrol millage. The GF will realize relief of approximately \$170,000 by charging 50% of the sheriff and undersheriff wage/fringe benefit costs to the road patrol fund and charging indirect costs to the road patrol fund. Collectively these three millage approvals provided approximately \$390,000 in relief to the GF.

#### **Staffing and Wage/Fringe Benefit Cost Containment**

With only a few exceptions, wage increases were limited to the rate of inflation. There was one full-time position added in the computer operations department primarily to strengthen computer system security which has become a growing concern. The computer operating budget has increased as more software is added and maintenance/service contract costs increase. Another point regarding staffing is in previous years there was a trend of considerable staff turn-over and delays in refilling positions. This resulted in actual wage-fringe benefit costs trending under budget. However, in 2017 there was much less staff-turn over resulting in much higher wage costs than in previous years. In 2016, 97.4% of wage budgets were spent compared to 99.6% in 2017.



Employee retirement system costs have been contained by changing from a defined benefit plan to a defined contribution plan and issuing bonds to fully fund obligations. In 2017, health insurance costs actually declined which was a major favorable factor. This cannot realistically be expected to continue in future years. With assistance from Brown and Brown, the county has been able to maintain good employee health insurance coverage without increased costs. Another important health cost is the county's responsibility for inmate medical costs. These 2017 costs were below average.

**Other Noteworthy GF Expenditure Trends in 2017**

- Legal costs continue to increase. The county has been embroiled in a dispute with wind turbine companies for several years which has significantly increased legal costs. In addition there were legal costs for labor negotiations in 2017, for issues involving the former Vassar Foundry, establishing a dental clinic and Airport Zoning Board of Appeals.
- Court appointed attorney costs have increased with re-negotiated contracts for services. Fortunately, there were other trends where costs declined or remained about the same in 2017 as 2016 such as jury fees and utility costs.
- Significant increase in autopsies occurred from 2016 to 2017.

**General Fund Balance**

The table to the right compares 2016 and 2017 GF fund balance. The GF balance sheet and annual audit classify fund balance at the end of year into the several listed categories. The 10% contingency reserve and unassigned categories are funds that could be expended. For 2017, there was \$2,013,657 in contingency reserve and unassigned. This represents approximately 15% of GF expenditures. Auditors recommended 15% to 20% be maintained for cash flow and unexpected emergencies.

2016 to 2017 General Fund Balance Comparison			
Category	2016	2017	Change
Prepaid Expenditures	\$13,266	\$9,110	\$4,156
Advance to Revolving Drain Fund	\$510,000	\$510,000	\$0
Wind Revenue Reserve (Escrow)	\$729,000	302,226	(\$426,774)
Advance MSU-Extension	\$126,652	\$100,543	(\$26,109)
Resident County Hospitals Reserves	\$0	\$5,000	\$5,000
Reserve Community Foundation	\$9,920	\$0	(\$9,920)
10% Contingency Reserve	\$1,292,800	\$1,347,899	\$55,099
Unassigned	\$418,032	\$665,758	\$247,726
<b>Total</b>	<b>\$3,093,670</b>	<b>\$2,940,536</b>	<b>(\$153,134)</b>

**Favorable Financial Events Impact County in 2017**

**1. New \$115 Million State Psychiatric Center to be Built in Caro**

Probably the most significant accomplishment in 2017 was assuring that a new State Psychiatric Facility will be built in Caro and not in some other location of the state. The loss of this facility to this area would have been devastating. County officials helped to lead and spent many hours in this successful effort working with the State, City of Caro, Intermediate School District and Economic Development Corporation officials. The Caro Regional Center directly employs about 350 people and another 398 indirect jobs are created by having this facility in Caro. An estimated \$54 million is infused every year into the regional economy from the people that are employed at the facility. The new facility is a \$115 million state investment in the community with construction beginning in 2019.

## 2. Availability of Wind Turbine Revenue

Although in some cases controversial, WT development has become a critical source of revenue to fund government services.

Since 2013 when the first wind project came on-line, over \$26 million in WT revenue has been received by the county, schools, townships and libraries.

Of the total \$26 million, Tuscola County government operations has received approximately \$8,251,000 over this five year period. WT revenue has helped to maintain current levels of service that otherwise would not have been possible without millage increases.

The table on the preceding page shows the GF received about \$1,177,000 in 2017. To put this in perspective, without wind revenue the 2017 GF revenue budget would have been \$11,987,000 instead of \$13,164,000. In addition, other services that have benefitted from WT revenue include primary road improvements (\$309,000), police road patrol (\$288,000) and mosquito control (\$202,000). Other Tuscola County services that have experienced increased revenue as a result of WT development include: bridges, senior citizens, recycling, Medical Care Facility, veterans and Michigan State University - extension. The amount of revenue from wind turbines declines annually based on reduction factors in the multiplier schedule.

County GF and Special Purpose Millage Funds Wind Turbine Revenue		
Category	2016	2017
General Fund Operations	\$1,166,396	\$1,177,324
Bridge Repair and Replacement	\$160,062	\$153,815
Senior Citizen Programs/Needs	\$66,596	\$63,997
Recycling	\$49,946	\$47,997
Medical Care Facility Operating	\$83,244	\$79,995
Sheriff Police Services (Road Patrol)	\$299,680	\$287,985
Primary Road Improvements	\$321,556	\$309,007
Mosquito Control Programs	\$210,308	\$202,100
Veterans Service Needs	\$56,606	\$54,396
MSU-Extension	\$0	\$31,998
<b>Total County</b>	<b>\$2,414,394</b>	<b>\$2,408,614</b>

## 3. NextEra Dismisses Wind Turbine Revenue Dispute



The county won a major victory when NextEra dismissed the dispute over the assessment and taxation of WT in the county. This resulted in \$667,774 in previously escrowed funds becoming available. County leadership and involvement on the Michigan Renewable Energy Coalition played an important part in achieving this objective. Future funds will not need to be escrowed for NextEra WT projects. Continued escrow of funds will be necessary for Consumers Energy projects.

The table to the right shows funds that have been escrowed in case the county loses the assessing-property tax revenue dispute with the wind companies. Dismissal of the NextEra dispute has significantly reduced the amount of escrowed GF and special revenue funds. Funds that are no longer escrowed can now be used for services.

Consumers Energy and other wind companies taxes are still under dispute. The county continues to escrow funds for these WT projects in case an unfavorable ruling is received and reserved funds have to be refunded. The longer the dispute continues the more funds that will need to be escrowed.

The amount of WT revenue received by all entities would be permanently reduced in the future if the dispute is lost.

Total Escrowed County Funds for Dispute with Wind Companies		
Fund	As of 2016	As of 2017
General Fund – 101	\$729,000	\$302,226
Road Patrol – 207	\$84,358	\$24,198
Primary Roads and Streets – 214	\$90,516	\$25,964
Recycling -230	\$14,060	\$4,033
Mosquito Abatement -240	\$59,200	\$16,982
MSU-e – 279	\$0	\$2,689
Voted Veterans – 295	\$10,303	\$4,571
Bridge and Streets – 296	\$45,056	\$12,924
Senior Citizens – 297	\$18,746	\$5,377
Medical Care Facility – 298	\$23,433	\$6,722
<b>TOTAL</b>	<b>\$1,074,672</b>	<b>\$405,686</b>

#### 4. Established Jail Capital Improvement Fund

An important proactive approach to begin major work to upgrade the county jail was taken in 2017. The jail is over 60 years old and needs major renovation. A jail planning committee was formed in 2017 and is beginning a review of how the jail should be remodeled and upgraded. Commissioners have made it a priority to allocate funds if possible over the next several years to implement jail improvements.

As previously noted, escrowed GF WT funds in the amount of \$667,774 were transferred to a new jail capital improvement fund in 2017. Also, \$300,000 was transferred from the capital improvement fund. It will take several years depending on WT development to establish the funding level necessary for the needed major renovation unless another method of funding is determined.

#### 5. Senior Citizen Programs Strengthened with Public Approval of Increased Millage

In August of 2017 the public approved an increased millage for senior citizens. There were times during the year when senior citizens had to be put on a waiting list for home delivered meals because of insufficient funding. This millage increase also provided for another day of adult day care services to give relief to family and other caregivers. The millage approval shows public confidence in the management of and need for essential senior programs.

#### 6. Public Safety was Strengthened with Approval of Increased Sheriff Road Patrol Millage

Another major accomplishment in 2017 was gaining public approval of an increased road patrol millage to meet critical public safety needs. This millage increase will provide for five more road patrol officers and a K9 unit. Public safety is one of the most critical responsibilities of government. There were times when only one road patrol officer was on the road for the entire county. This was an unacceptable public safety situation and the public understood this with strong approval of the millage increase.

#### 7. Vanderbilt County Park Renovation

Significant improvements were accomplished at Vanderbilt County Park in 2017 including roads, drainage, water line hookups, picnic tables, parking lot upgrades, basketball court and improvements to volleyball court and horseshoe facilities. It has been a long-term objective to make these park upgrades, but until now it has not been financially feasible.

Approximately \$56,000 was invested for this project. Donations from NextEra along with new tax revenue from WT development made this park enhancement possible.

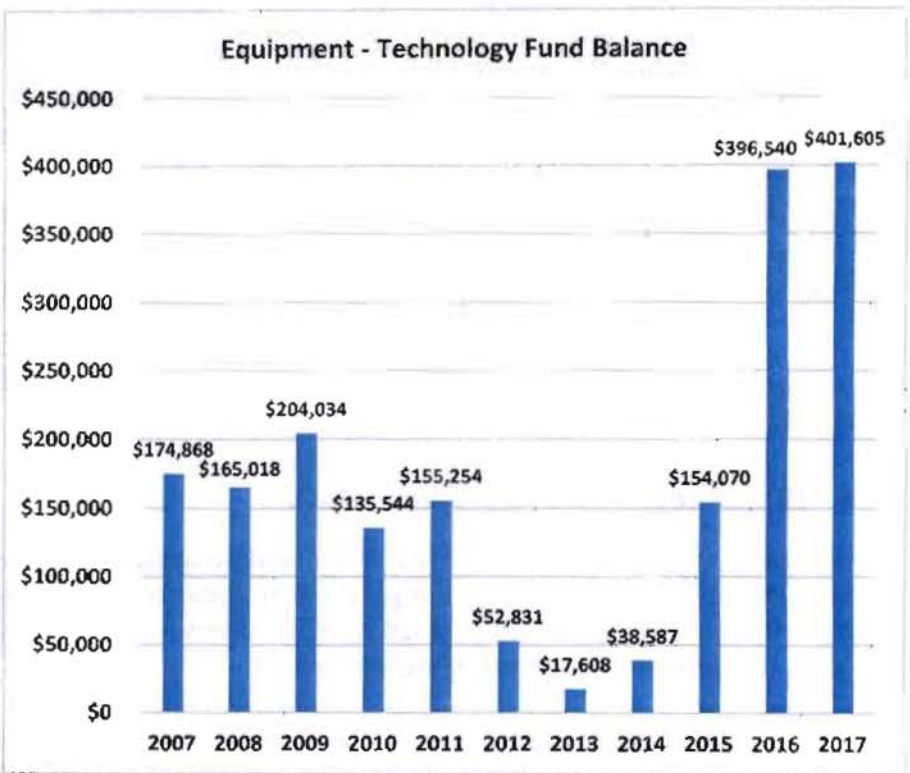
The equipment-technology fund has grown significantly in importance over the last several years. The fund is used to purchase computer hardware-software, and various other equipment items. Demands for computer hardware-software continues to increase resulting in more spending from this fund. Major projects in 2017 as in earlier years centered on technology including: UPS replacement, new servers, network switches, disaster recovery phase 2, network security enhancement and courthouse security cameras. Total 2017 expenditures were about \$502,000.

The 2017 beginning fund balance was \$396,000. The transfer of \$500,000 from the GF will establish a beginning 2018 fund balance of only approximately \$400,000. The transfer of \$500,000 is the largest made by the GF to this fund, but it was necessary because information technology demands continue.

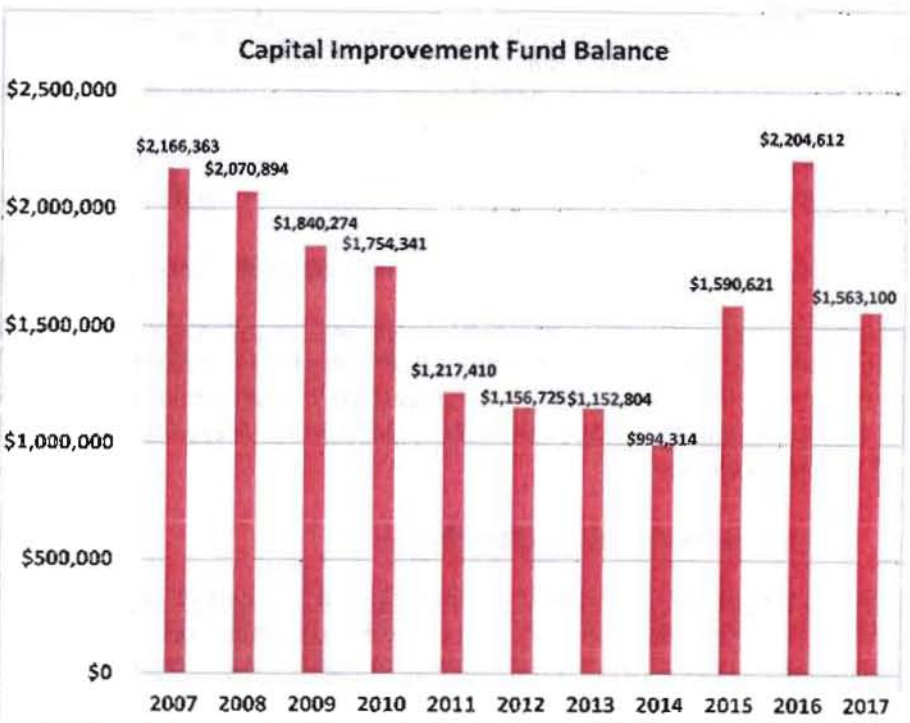
The capital improvement fund is for maintenance, repair and upgrading of 15 individual county buildings and grounds. There were major expenses from this fund in 2017 including jail water supply system, health department and other parking lot upgrades and tuck pointing to several buildings.

Revenue provided to the fund was the Medical Care Facility payment of \$70,000 for the purchase of land from the county, interest earnings and a GF transfer of \$123,964. Expenses totaled approximately \$546,000. Also of significance, \$300,000 was transferred from this fund to the jail capital fund. Furthermore no GF transfer was made in 2017. The net effect of this situation is the capital improvement fund was reduced from \$2,205,000 at the start of 2017 to \$1,563,100 at the end of the year.

### Equipment-Technology Fund



### Capital Improvement Fund

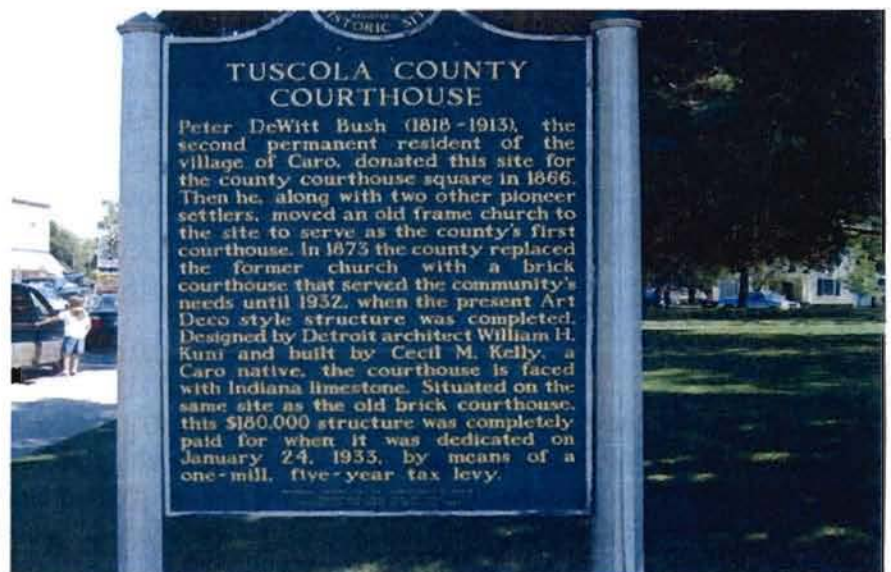


## Jail Capital Improvement Upgrade Fund

As previously explained, the jail capital improvement upgrade fund was established in 2017 to meet the growing needs of the aging 60 year old county jail. The sheriff's department staff has identified some of these needs as: more holding cells, larger handicap cell, remodel/relocation of control room, attorney conference rooms, storage, secured recreation area, secured laundry areas and kitchen remodeling or relocation.

A study will be conducted in 2018 specifically to define facility and other needs and provide cost estimates. The Jail Planning Committee will review study results and determine alternative methods of funding including full or partial use of the jail capital improvement fund. Under state law the county is mandated to maintain a county jail.

The year-end 2017 fund balance in this fund was \$968,287. It was established through two transfers in 2017: wind escrow funds \$667,774, equipment capital improvement fund \$300,000. It will take several years to establish the funding level necessary for the renovation unless another method of funding is determined or substantial new wind turbine development occurs.



### Other Major County Funds

In addition to the GF, the Board of Commissioners directly or indirectly oversees many other county funds. I am pleased to report that all of these funds finished the fiscal year in a positive fund balance position. The table below shows beginning fund balance, revenue and transfers, expenditures and transfers and ending fund balance for some of these more significant funds.

Select Special Revenue Fund Balances				
Fund	2017 Beginning Fund Balance	Revenues	Expenditures	2017 Ending Fund Balance
Sheriff Road Patrol - 207	\$418,419	\$1,612,051	\$1,446,005	\$584,466
Vanderbilt Park - 208	\$1,040	\$85,311	\$66,926	\$19,426
Primary Roads and Streets - 214	\$927,432	\$1,676,444	\$2,588,048	\$15,828
Friend of the Court - 215	\$289,868	\$972,282	\$996,847	\$265,303
Dispatch/911 - 218	\$738,071	\$1,331,077	\$1,095,673	\$973,475
Health Department - 221	\$1,293,363	\$3,239,255	\$3,066,484	\$1,466,134
Regional DWI Grant - 224	\$16,652	\$198,781	\$174,578	\$40,856
Recycling -230	\$388,328	\$343,297	\$459,807	\$271,818
Mosquito Abatement -240	\$138,641	\$1,096,604	\$1,063,285	\$171,960
Equipment Fund - 244	\$396,540	\$507,175	\$502,109	\$401,606
CDBG Housing Grant - 250	\$30,184	\$442,582	\$291,082	\$181,684
Register of Deeds Automation Fund - 256	\$62,359	\$52,889	\$21,495	\$93,753
GIS - 258	\$56,887	\$39,336	\$13,573	\$82,649
Concealed Weapon Permit - 263	\$43,179	\$29,424	\$3,435	\$69,167
Forfeiture Sheriff/Prosecutor - 266	\$89,862	\$87,008	\$35,398	\$141,471
Child Care DHHS - 288	\$181,520	\$418,130	\$584,176	\$15,474
Medical Care Facility - 291	\$1,309,957	\$22,186,526	\$22,025,228	\$1,471,256
Child Care Fund - 292	\$329,805	\$874,408	\$816,076	\$388,137
Soldiers Relief - 293	\$9,953	\$40,000	\$17,803	\$32,150
Voted Veterans - 295	\$70,490	\$309,720	\$205,044	\$175,167
Bridge and Streets - 296	\$1,398,726	\$840,523	\$1,090,072	\$1,149,177
Senior Citizens - 297	\$40,843	\$346,164	\$335,945	\$51,062
Medical Care Facility Special Millage - 298	\$904,653	\$434,004	\$327,233	\$1,011,425
Capital Improvement - 483	\$2,205,405	\$204,072	\$846,377	\$1,563,100
Jail Capital Improvement - 488	\$0	\$968,288	\$0	\$968,287
Tax Foreclosure - 532	\$498,825	\$464,994	\$377,487	\$586,332

### Future Financial Challenges

There were concerning financial signals in 2017. The non-WT tax base is flat resulting in minimal property tax revenue growth. Job growth and new development is the key to reversing this trend, but this is difficult to accomplish especially in a rural area with declining and aging population. The flat non-WT tax base increases dependency on WT development to generate revenue to operate services. This dependency is concerning because it is unknown whether additional WT will

be constructed. WT are controversial and under the current method of assessing/taxation eventually less revenue will be received in future years. If additional WT development does not occur the amount of WT revenue received will decline quickly. Other than for NextEra, the outcome of assessing/taxation dispute remains undetermined.

Even with wind turbine revenue it has been documented that revenue increases are not keeping pace with inflation. Unfortunately, other than millage requests the state does not provide alternative county revenue generating methods. There are few if any non-mandated services remaining that can be funded by asking for more special purpose millages (there are currently 9). Other than finding methods of increasing tax revenue from new development, the county has few financial options. The county is vulnerable to: state and federal mandates without the funding, cyclical state economy and state funding cuts, increasing legal costs, increasing costs for technology, child care costs, health insurance costs, inmate medical and housing costs, etc. There are many fiscal variables that can quickly change county financial position as shown in the list below.

1. The non-wind Tax base remains flat and is not producing increased property tax revenue for services
2. Lack of local job creation and employment opportunities
3. Continued aging and declining population
4. Whether additional WT will be constructed and corresponding revenue for county operations
5. Outcome of dispute with WT companies and impact on escrowed funds and future revenue
6. Heavy dependence on WT revenue understanding eventually there will be less revenue in the future
7. Current method of assessing wind turbines results in substantially less revenue annually
8. More state and federal mandates without the funds
9. Potential county revenue reduction dictated by the state for funding indigent defense expansion
10. Ability to fund increased demand for technology and cyber security
11. Abused, neglected and delinquent child care costs
12. County revenues not keeping pace with inflation
13. Lack of state understanding of county financial issues
14. Ability to fund needed jail renovation
15. Costs to the county of the continued opioid problems
16. Potential future increase in health insurance costs
17. Maintaining and attracting qualified county employees with county wage structure
18. Cyclical state economic/budget and potential state revenue cuts
19. No meaningful method of increasing revenue with very limited remaining special purpose millage options
20. State provides no local taxing authority
21. State not meeting obligation to fund state revenue sharing – state has made other commitments for roads, etc.
22. Adequately funding capital improvement needs
23. Inmate housing costs and inmate medical costs

2017 General Fund Revenues and Transfer In (Pre-Audit)				
Account Number	Revenue Category/Department	2016 Actual	2017 Actual	2016 to 2017 Difference
	<b>Taxes</b>			
402-253	Current Taxes (Non-Wind)	5,581,927	5,590,958	9,031
402-891	Current Wind Tax Revenue	1,166,396	1,177,324	10,928
404-253	Payment in Lieu of Taxes	4,289	4,356	67
425-253	Trailer Park Fees	3,984	6,560	2,576
447-253	Summer Tax Collection	127,089	115,807	(11,282)
	<b>Total Taxes</b>	<b>6,883,685</b>	<b>6,895,005</b>	<b>11,320</b>
	<b>Licenses and Permits</b>			
452-441	Building Codes SCMCCI	369,007	338,575	(30,432)
475-215	Replace Pistol Permit	35	0	(35)
476-215	Marriage Licenses	1,855	1,760	(95)
477-253	Dog Licenses	118,096	117,581	(515)
477-301	Sheriff Licenses	0	0	0
544-136	District Court Case Flow Assistance	15,541	12,809	(2,732)
	<b>Total Licenses &amp; Permits</b>	<b>504,534</b>	<b>470,725</b>	<b>(33,809)</b>
	<b>Intergovernmental Federal</b>			
505-352	Community Corrections Grant		112	112
506-253	Civil Defense	28,729	30,204	1,475
509-346	Byrne Jag TNU/Lapeer Co	0	0	0
	<b>Total Intergovernmental Federal</b>	<b>28,729</b>	<b>30,316</b>	<b>1,587</b>
	<b>Intergovernmental State</b>			
541-253	Judges Salary (Cir,Pro,District)	241,146	243,631	2,485
544-253	Marine Safety	14,380	13,380	(1,000)
545-253	Secondary Road Patrol	82,749	93,981	11,232
562-301	SSI Incentive	5,800	5,000	(800)
563-253	Co-op Reimbursement Prosecutor	65,432	74,331	8,899
574-253	State Revenue Sharing	1,100,611	1,111,427	10,816
577-253	State Hotel/Liquor Tax	99,294	104,259	4,965
578-253	State Payment Court Equity Fund	227,807	218,373	(9,434)
	<b>Total Intergovernmental State</b>	<b>1,837,219</b>	<b>1,864,382</b>	<b>27,163</b>
	<b>Intergovernmental Local</b>			
511-301	Community Foundation Grant	2,600	8,405	5,805
582-426	Enbridge Grant Emergency Services	1,000	0	(1,000)
583-426	Janks Grant Emergency Services	1,850	0	(1,850)



2017 General Fund Revenues and Transfer In (Pre-Audit)				
Account Number	Revenue Category/Department	2016 Actual	2017 Actual	2016 to 2017 Difference
584-130	Community Foundation Grant for GA	9,920	0	(9,920)
	<b>Total Intergovernmental Local</b>	<b>15,370</b>	<b>8,405</b>	<b>(6,965)</b>
	<b>Charges for Services - General</b>			
544-215	Drug Case flow Fund Circuit Court	387	452	65
590-215	Certified	34,954	34,190	(764)
601-136	District Court Probation Fees	170,629	189,190	18,561
602-136	Dist. Court (Court & Bond Costs)	261,953	257,838	(4,115)
602-143	Court Costs FOC	15,563	10,694	(4,869)
602-215	Court Costs	172,987	164,267	(8,720)
603-136	District Court Bond Costs	4,155	5,356	1,201
607-215	DNA Assessment County Share	490	939	449
607-301	DNA Assessment Sheriff	1,223	2,353	1,130
620-215	Late Fees	198	300	102
626-215	Passport/CCW Photo Charge		15	15
626-259	IS Service Computers	821	2,880	2,059
626-352	Work Crew Charge for Services		610	610
627-259	IS Web Service	1,500	2,169	669
640-259	Property Tax Export	5,931	8,844	2,913
	<b>Total Charges for Services - General</b>	<b>670,791</b>	<b>680,097</b>	<b>9,306</b>
	<b>Charges for Services - Sales</b>			
614-229	Prosecutor Copies	30	0	(30)
631-301	Sheriff Report Copies	4,838	482	(4,356)
642-236	Register of Deeds On Line Costs	34,392	54,227	19,835
643-430	Sales-Animal Shelter	160	50	(110)
645-236	Register of Deeds Postage Costs	367	394	27
646-259	Sale of Computer Equipment	150	0	(150)
646-301	Sales Sheriff - Auction	549	2,700	2,151
647-301	Sales Sheriff - Canteen	28,619	46,473	17,854
691-301	Sheriff Misc.	0	30	30
	<b>Total Charges for Services - Sales</b>	<b>69,105</b>	<b>104,356</b>	<b>35,251</b>
	<b>Charges for Services - Fees</b>			
604-136	MIP Deferral Program	0	0	0
605-136	Dist.Ct. Screening Assessment Fee	17,003	18,155	1,152
608-136	District Court Intensive Prob. Fees	32,861	31,685	(1,176)
608-215	Bench Warrant Fee	9,185	5,508	(3,677)
608-301	Sex Offenders Registration Fee	2,060	2,140	80
608-430	Boarding-Animal Control	2,183	1,477	(706)

**2017 General Fund Revenues and Transfer In (Pre-Audit)**

<b>Account Number</b>	<b>Revenue Category/Department</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2016 to 2017 Difference</b>
609-215	Waiver Marriage Lic. 3 Day	1,190	800	(390)
610-132	Admin Fees/Family Division	25,785	28,647	2,862
610-148	Probate Court-Service Fees	33,499	34,619	1,120
611-215	DBA Co-Partnership Clerk	3,800	3,890	90
612-215	Appeals Fees Circuit Court	0	22	22
612-236	Register of Deeds-Transfer Tax	122,390	145,500	23,110
613-236	Register of Deeds-Recording Fee	139,168	229,998	90,830
614-215	Clerk Fees	7,296	6,962	(334)
614-236	Register of Deeds-Copies	21,145	19,303	(1,842)
615-215	Searches Circuit	5,369	5,965	596
615-236	Register of Deeds-Searches	90	120	30
616-215	Motion Fees	7,830	7,035	(795)
617-132	Filing Fee/Family Court	0	186	186
617-215	Jury/Entry/Forensic	14,568	15,821	1,253
617-253	BC/BS Administrative Fee Retires	2,305	2,619	314
618-215	Notary Bond Filing Fee	879	1,076	197
618-253	Notary Fees Treasurer	15	70	55
618-301	Mortgage Sales	4,262	3,742	(520)
619-136	Civil Fees (District Court)	144,673	149,151	4,478
619-301	Drug Testing Fees	14,595	15,140	545
620-132	Collection Fees/Family Div.	75	6,150	6,075
620-148	Childcare Fees	15	0	(15)
620-722	Airport Zoning Application Fees	35	0	(35)
621-215	Circuit Court Fees	389	445	56
622-215	Objections to AIDS Counseling	0	30	30
622-225	Equalization LUG Tax System	0	0	0
623-215	Funeral Home Corrections	0	17	17
624-215	Victims Rights Admin. Fee	3,816	3,329	(487)
624-253	Tax Certification	7,730	7,798	68
624-648	Medical Examiner Fees	2,090	2,090	0
625-215	Voter Registration Processing	618	390	(228)
625-236	County Share MSSR Fee	481	514	33
626-225	Tax Administration Fees	55,757	50,751	(5,006)
	Work crew Charge for Services			0
626-301	Housing Prisoners from Other Counties	0	4,560	4,560
628-301	Care of Prisoners DOC Detainer	36,149	26,188	(9,961)
629-253	Sales Treasurer	3,330	2,558	(772)
629-301	Prisoners Other Counties	315	30	(285)
630-301	Sheriff Foreclosure Adjournment Postings	3,948	1,812	(2,136)
633-301	Boat Livery Inspections	10	10	0
634-301	Felon Diverted Program	94,062	82,575	(11,487)
635-301	Inmate Phone Revenues	41,648	38,406	(3,242)
636-301	Charge to Prisoners for Jail	58,452	45,234	(13,218)
637-301	Day Reporting	4,996	4,287	(709)
	Day Reporting PA 511		100	100
638-301	Care of Prisoners Work Release	25,819	19,343	(6,476)

2017 General Fund Revenues and Transfer In (Pre-Audit)				
Account Number	Revenue Category/Department	2016 Actual	2017 Actual	2016 to 2017 Difference
659-136	Warrant Fees District Court	14,066	17,579	3,513
660-301	Vehicle Impoundment Fee	0	20	20
	<b>Total Charges for Services - Fees</b>	<b>965,952</b>	<b>1,043,847</b>	<b>77,895</b>
	<b>Fines &amp; Forfeits</b>			
655-253	County Treasurer Forfeitures	11,875	16,875	5,000
656-136	District Court Bond Forfeitures	15,517	28,415	12,898
657-136	District Court Ordinance Fines	16,041	17,661	1,620
657-215	Court Fines	0	0	0
678-132	State Tax Lien Fee	12	18	6
	<b>Total Fines &amp; Forfeitures</b>	<b>43,445</b>	<b>62,969</b>	<b>19,524</b>
	<b>Interest &amp; Rentals</b>			
664-253	Interest - Summer Taxes	31,602	27,153	(4,449)
665-253	Pooled General Fund Interest	36,499	37,626	1,127
667-253	Thumb Cellular Tower Rental	4,287	4,834	547
667-301	Rentals (Use of Van)	0	0	0
667-369	Rent for County Property	9,516	9,516	0
668-253	Human Services Lease Payment	299,150	299,150	0
668-265	Capital Lease Proceeds	94,499	0	(94,499)
699-020	Health Department Lease	85,676	85,676	0
	<b>Total Interest &amp; Rentals</b>	<b>561,229</b>	<b>463,955</b>	<b>(97,274)</b>
	<b>Refunds &amp; Reimbursements</b>			
580-253	Reimbursement State Jury	9,815	10,163	348
658-253	Return Check Charge	175	450	275
674-253	Thumb Narcotics Unit Reimburse (local)	3,790	13,597	9,807
674-301	Reimbursements FOC Warrants	174	273	99
676-060	Drain Restitution	440	125	(315)
676-130	Reimbursement Mental Health Eval.	0	1,101	1,101
676-132	Reimbursement Counseling -Courts	0	0	0
676-191	State Reimbursement/Elections	51,065	0	(51,065)
676-215	GAL Attorney Fee/Reimbursement	18,294	16,817	(1,477)
676-226	Equalization Contract to Huron County	35,805	0	(35,805)
676-227	Equalization Base Contract Caro	47,412	38,276	(9,136)
676-229	Reimbursements - Prosecutor	331	352	21
676-253	Reimbursements & Refunds	43,945	6,672	(37,273)
676-301	Reimbursement Sheriff	16,753	9,970	(6,783)
676-306	Weigh Master	79,836	81,840	2,004
676-430	Reimbursement Animal Shelter	5,724	6,114	390

2017 General Fund Revenues and Transfer In (Pre-Audit)				
Account Number	Revenue Category/Department	2016 Actual	2017 Actual	2016 to 2017 Difference
676-648	Reimbursements Medical Examiner	800	0	(800)
677-191	Reimb-School Election	0	14,307	14,307
677-215	Reimbursement Crt Appt Atty Fees	5,990	4,212	(1,778)
677-301	Sheriff Medical Service Reimb.	11,621	15,527	3,906
677-430	Animal Shelter Restitution	590	98	(492)
678-191	Twsp. - Election Supplies	27,890	14,297	(13,593)
678-301	Reimb. DDJR	653	870	217
679-215	DE Novo Transcripts	0	81	81
680-191	Elections Reim. Misc.	0	0	0
683-253	Reimbursement Court Admin SVCS	0	0	0
694-130	Cash Over/Short - Unified Court	-5	0	5
694-143	Cash Over/Short - Mis due funds	-100	0	100
694-215	Cash Over/Short	1	22	21
694-253	Cash Over/Short	-160	54	214
698-292	Indirect Cost 10% Admin. Childcare		18,028	18,028
699-010	Veterans Space Indirect Cost	3,182	2,225	(957)
699-215	Friend of the Court Indirect Cost	98,976	123,746	24,770
699-218	Dispatch Fund Indirect Costs	81,479	79,713	(1,766)
699-221	Health Department Indirect Costs	9,404	10,570	1,166
699-230	Recycling Indirect Costs	37,108	37,067	(41)
699-240	Mosquito Control	98,241	88,435	(9,806)
699-279	MSU-e Indirect costs	0	0	0
699-292	Child Care Fund Indirect Costs	16,817	50,453	33,636
699-295	Veterans Voted Indirect Costs	34,500	1,193	(33,307)
699-297	Senior Citizens Fund Indirect Cost	1,747	2,027	280
699-298	Medical Care Facility Indirect Cost	1,376	1,613	237
699-207	Road Patrol Indirect Costs	0	0	0
699-441	Building Codes SCMCCI Rent	24,996	24,996	0
	<b>Total Reimbursement &amp; Refunds</b>	<b>768,665</b>	<b>675,284</b>	<b>(93,381)</b>
	<b>Total Operating Revenue</b>	<b>12,348,724</b>	<b>12,299,341</b>	<b>(49,383)</b>
	<b>Revenue Transfers Other Funds</b>			
699-251	Principle Residence Exemption	1,218	1,218	0
699-290	Transfer-In DHHS Board		30,505	30,505
699-294	Veterans Trust	1,000	0	(1,000)
699-532	Tax Foreclosure	87,886	127,902	40,016
699-626	Delinquent Tax Revolving Fund	663,475	704,793	41,318
699-701	Transfer-In Unreconciled T&A		419	419
	<b>Total Revenue Transfers from Other Funds</b>	<b>753,579</b>	<b>864,837</b>	<b>111,258</b>
	<b>Grand Total Revenues</b>	<b>13,102,303</b>	<b>13,164,178</b>	<b>61,875</b>

2017 General Fund Revenues and Transfer In (Pre-Audit)				
Account Number	Revenue Category/Department	2016 Actual	2017 Actual	2016 to 2017 Difference
	Recurring Sources of Funds			
672-390	Use of Fund Balance	0	0	0
	Total Budgeted General Fund Balance or Use of Other One-Time Sources	0	0	0
	<b>GRAND TOTAL REVENUES</b>	<b>13,102,303</b>	<b>13,164,178</b>	<b>61,875</b>

2017 General Fund Expenditures and Trfers Out (Pre-Audit)			
Category/Department	2016 Actual	2017 Projected	2016 to 2017 Difference
<b>Legislative</b>			
Board of Commissioners	107,239	127,374	20,135
Special Programs	16,258	18,638	2,380
<b>Total Legislative</b>	<b>123,497</b>	<b>146,012</b>	<b>22,515</b>
<b>Judicial</b>			
Unified Court	2,299,559	2,413,623	114,064
Jury Commission	6,585	4,706	(1,879)
Adult Probation	10,270	9,691	(579)
<b>Total Judicial</b>	<b>2,316,414</b>	<b>2,428,020</b>	<b>111,606</b>
<b>General Government</b>			
Elections	176,225	60,489	(115,736)
Accounting Services	38,705	49,305	10,600
Legal Services	89,001	126,895	37,894
Clerk	429,694	444,828	15,134
Controller/Administrator	312,482	331,184	18,702
Equalization	200,176	228,044	27,868
Equalization/Huron County	9,916	0	(9,916)
Equalization Caro Assessing Contract	20,412	18,097	(2,315)
Prosecutor	504,807	526,696	21,889
Co-Op Prosecutor	156,063	170,154	14,091
Register of Deeds	254,424	268,103	13,679
Treasurer	276,817	390,767	113,950
MSU Cooperative Extension	25,000	0	(25,000)
Computer Operations	458,393	506,086	47,693
Buildings & Grounds	855,086	744,786	(110,300)
Human Services Building Maint.	52,486	53,703	1,217
Drain Commission	204,226	208,203	3,977
<b>Total General Government</b>	<b>4,063,913</b>	<b>4,127,340</b>	<b>63,427</b>
<b>Public Safety</b>			
Courthouse Security	137,725	127,719	(10,006)
Jail	2,183,927	2,261,871	77,944
Weigh Master	79,836	81,964	2,128
Marine Safety	14,387	13,380	(1,007)
Secondary Road Patrol	82,560	90,858	8,298
Thumb Narcotics	4,338	13,473	9,135
Community Corrections Work Site Crew		11,877	11,877
Planning Commission	3,548	3,017	(531)
Plat Board	0	0	0

2017 General Fund Expenditures and Transfers Out (Pre-Audit)			
Category/Department	2016 Actual	2017 Projected	2016 to 2017 Difference
Emergency Services	92,597	90,133	(2,464)
Animal Shelter	145,436	148,155	2,719
Livestock Claims	0	0	0
<b>Total Public Safety</b>	<b>2,744,354</b>	<b>2,842,447</b>	<b>98,093</b>
<b>Public Works</b>			
Building Codes (See note below)	369,007	338,697	(30,310)
Board of Public Works	486	809	323
Drain-at Large	405,426	408,183	2,757
<b>Total Public Works</b>	<b>774,919</b>	<b>747,689</b>	<b>(27,230)</b>
<b>Health &amp; Welfare</b>			
Substance Abuse	49,647	52,130	2,483
Medical Examiner	60,159	84,400	24,241
DHHS Board		8,350	8,350
Airport Zoning Board	35	5	(30)
Economic Development	50,000	80,000	30,000
<b>Total Health &amp; Welfare</b>	<b>159,841</b>	<b>224,885</b>	<b>65,044</b>
<b>Other</b>			
Employee Sick Vacation Benefit	10,241	20,458	10,217
Insurance & Bonds	92,530	99,504	6,974
<b>Other Total</b>	<b>102,771</b>	<b>119,962</b>	<b>17,191</b>
<b>Contingency</b>			
Contingency	0	0	0
<b>Total Contingency</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Transfers Out</b>			
County Park	6,500	55,600	49,100
Friend of the Court	242,970	242,970	0
Health Department	303,319	306,500	3,181
Behavioral Health	288,243	288,243	0
Equipment/Technology Fund	383,300	500,000	116,700
Remuneration	137	0	(137)
Hazard Mitigation	1,617	0	(1,617)
Community Corrections	28,500	35,830	7,330
Child Care Human Services	250,000	200,000	(50,000)

<b>2017 General Fund Expenditures and Transfers Out (Pre-Audit)</b>			
<b>Category/Department</b>	<b>2016 Actual</b>	<b>2017 Projected</b>	<b>2016 to 2017 Difference</b>
Department of Human Services	9,000	0	(9,000)
Child Care Probate	475,000	525,000	50,000
Purdy Building Debt	75,574	74,438	(1,136)
Capital Improvements Fund	550,000	123,964	(426,036)
Jail Capital Fund -Transfer from General Fund	0	0	0
Cigarette Tax	0	0	0
Medical Examiner	26,100	27,100	1,000
Wind Revenue Escrow	0	0	0
<b>Total Operating Transfers Out</b>	<b>2,640,260</b>	<b>2,379,645</b>	<b>(260,615)</b>
<b>GRAND TOTAL EXPENDITURES</b>	<b>12,925,969</b>	<b>13,015,000</b>	<b>90,031</b>



**mhoagland@tuscolacounty.org**

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**From:** Brenda Kretzschmer <bkretzschmer@tcmcf.org>  
**Sent:** Wednesday, March 7, 2018 12:50 PM  
**To:** 'mhoagland@tuscolacounty.org'; Maggie Root; Clayton Johnson  
**Cc:** jfetting@tuscolacounty.org; Angie Daniels; 'Bardwell Thom'; 'Bierlein Matthew'; 'Kim Vaughan'; 'Kirkpatrick Craig'; 'Tom Young'  
**Subject:** RE: Medical Care Facility Millage Renewal

Hello Mike,

Maggie and I have reviewed the proposed language and approve as presented. Please proceed with intent to place on the August 2018 ballot.

Regards,  
Brenda Kretzschmer



PLEASE BE ADVISED THAT IN ACCORDANCE WITH THE HEALTH INSURANCE PORTABILITY AND ACCOUNTABILITY ACT (HIPAA), INFORMATION IN THIS E-MAIL MAY CONTAIN PROTECTED HEALTH INFORMATION AND IS INTENDED SOLELY FOR THE USE OF THE INTENDED RECIPIENT.

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Brenda Kretzschmer NHA  
Chief Executive Officer

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Email: [bkretzschmer@tcmcf.org](mailto:bkretzschmer@tcmcf.org)

**MISSION STATEMENT**

The purpose of Tuscola County Medical Care Facility is to facilitate a care-partnership with residents and families that enhances the quality of life for all we serve. Further, to maintain a level of excellence among our staff, exercise financial responsibility and adapt to the everchanging needs of life's continuum.

**VISION STATEMENT**

Tuscola County Medical Care Facility will be the model for extended care services in the State.

**From:** mhoagland@tuscolacounty.org [mailto:mhoagland@tuscolacounty.org]  
**Sent:** Wednesday, March 07, 2018 11:50 AM  
**To:** Brenda Kretzschmer <bkretzschmer@tcmcf.org>; Maggie Root <mroot@tcmcf.org>; Clayton Johnson

**From:** Clayton J. Johnson <CLAJOH@BraunKendrick.com>  
**Sent:** Friday, March 9, 2018 10:10 AM  
**To:** 'mhoagland@tuscolacounty.org'  
**Subject:** RE: Medical Care Facility Millage Renewal

Dear Mike,

Thank you for forwarding this along. I have reviewed the proposed renewal language below. I approve of using that language on the ballot as you had mentioned. The language meets the statutory requirements of MCL 211.24f and is worded clearly.

Feel free to let me know of any other input you would like from me on this.

Thank you,  
Clay

CLAYTON J. JOHNSON  
Attorney  
Tel: 989.399.0606  
Fax: 989.799.4666  
Email: clajoh@braunkendrick.com

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**From:** mhoagland@tuscolacounty.org [mailto:mhoagland@tuscolacounty.org]  
**Sent:** Wednesday, March 07, 2018 11:50 AM  
**To:** Brenda Kretzschmer; Maggie Root; Clayton J. Johnson  
**Cc:** jfetting@tuscolacounty.org; Angie Daniels; 'Bardwell Thom'; 'Bierlein Matthew'; 'Kim Vaughan'; 'Kirkpatrick Craig'; 'Tom Young'  
**Subject:** Medical Care Facility Millage Renewal

Brenda, Maggie and Clayton

The County Clerk, Equalization Director and myself have been reviewing millage renewal timelines. The last year the current Medical Care Facility millage can be levied is 2018. This levy would generate funds for the 2019 budget. The millage renewal could technically be voted on in 2019, but a special election with higher costs would be required. Since the current year is a scheduled election year increased costs would not be required to vote on the renewal. The County Clerk has explained that the deadline to approve ballot language is May 15, 2018. She also explained that if this question is voted on in August of 2018 and if it failed it could be put back on the ballot in time to vote again in November of 2018 which is an advantage.

**Subject:** FW: Medical Care Facility Millage Renewal

From: mhoagland@tuscolacounty.org [mailto:mhoagland@tuscolacounty.org]  
Sent: Wednesday, March 7, 2018 11:50 AM  
To: Brenda Kretzschmer <bkretzschmer@tcmcf.org>; Maggie Root <mroot@tcmcf.org>; Clayton Johnson <clajoh@braunkendrick.com>  
Cc: jfetting@tuscolacounty.org; Angie Daniels <Angie.Daniels@tuscolacounty.org>; 'Bardwell Thom' <bardwellthomas1@gmail.com>; 'Bierlein Matthew' <mbierlein@tuscolacounty.org>; 'Kim Vaughan' <kvaughan@tuscolacounty.org>; 'Kirkpatrick Craig' <ckirkpatrick@tuscolacounty.org>; 'Tom Young' <tyoung@tuscolacounty.org>  
**Subject:** Medical Care Facility Millage Renewal

Brenda, Maggie and Clayton

The County Clerk, Equalization Director and myself have been reviewing millage renewal timelines. The last year the current Medical Care Facility millage can be levied is 2018. This levy would generate funds for the 2019 budget. The millage renewal could technically be voted on in 2019, but a special election with higher costs would be required. Since the current year is a scheduled election year increased costs would not be required to vote on the renewal. The County Clerk has explained that the deadline to approve ballot language is May 15, 2018. She also explained that if this question is voted on in August of 2018 and if it failed it could be put back on the ballot in time to vote again in November of 2018 which is an advantage.

The last time this millage was renewed was in 2009. It was renewed for 10 years. The language used for the last renewal is as follows:

**MEDICAL CARE FACILITY (Renewal)**

For the year 2009 and continuing through the year 2018, shall the total taxable property rate limitation in Tuscola County be lifted by .25 mills (\$.25 for each \$1,000 of valuation) for the operation of the Tuscola County Medical Care Facility? If approved and levied in its entirety, this millage raises an estimated \$348,872 in the first calendar year after its approval. All revenue shall be disbursed only to Tuscola County and be exclusively used for the operation of the County's medical care facility. This is a renewal of a previously voter-approved authorization that will expire before the effective date of this authorization.

The above language was prepared by the former county attorney. The current county attorney has recommended modification to some of the boilerplate renewal language for other recent renewals. Assuming the Medical Care Facility administration wants to renew for 10 years again then potential draft language using the current attorney model is below. Assuming you want to vote this year, I will ask the county attorney to review and approve final language. The Board of Commissioners will need to authorize the renewal question before May 15, 2018 to be put on the August 2018 ballot.

**TUSCOLA COUNTY  
MEDICAL CARE FACILITY RENEWAL**

For a period of ten (10) years, from 2019 and continuing through 2028, inclusive, shall the expiring previously voted increase in the taxable property rate limitation of Tuscola County be renewed at the rate of .25 mills (\$.25 for each \$1,000 of taxable value) to provide funds for the County's medical care facility? If approved and levied in its entirety,

this millage raises an estimated \$434,465 in the first calendar year after its approval. All revenue will be disbursed to Tuscola County and shall be exclusively used for operation of the County's medical care facility.

The table below is just supporting information that was prepared to determine when other millages need to be renewed. The county has nine special purpose millages. The first column in the table below lists each of the millages. The second column identifies the final year that the millage can be levied. (Information obtained from County Equalization Department). The third column shows the final budget year that the levied funds raise revenue to operate the respective service. This is the year following the levy year. The fourth column is the year to vote to renew the millage without incurring increased non-election year costs. Five of the nine millage renewals would occur in 2024 following this schedule: Bridge/Streets, Senior Citizens, Sheriff Road Patrol, Primary Roads/Streets and Recycling. Michigan State University – Extension would be the only renewal in 2022. Two of the nine millages would be renewed in 2020: Mosquito Abatement and Veterans.

Potential Millage Renewal Schedule				
Special Purpose Millage	Final Year Millage Can be Levied	Final Year Funds Available for Budget	Year to Vote Renewal	Comments
Bridge/Streets	2023	2024	2024	
Senior Citizens	2024	2025	2024	Could vote in 2025 but non-election year costs are higher than the election year of 2024
Medical Care Facility	2018	2019	2018	Could vote in 2019 but non-election year costs are higher than the election year of 2018
Sheriff Road Patrol	2024	2025	2024	Could vote in 2025 but non-election year costs are higher than the election year of 2024
Primary Roads/Streets	2023	2024	2024	
Mosquito Abatement	2019	2020	2020	
Recycling	2024	2025	2024	Could vote in 2025 but non-election year costs are higher than the election year of 2024
Veterans	2020	2021	2020	Could vote in 2021 but non-election year costs are higher than the election year of 2020
MSU Extension	2021	2022	2022	

Brenda and Maggie please let me know by mid-April if you are ready to proceed for an August renewal election.

Clayton please review the draft ballot language. There will be an update to the first year revenue raised which will be available in about a month.

Thank you.

Mike

Michael R. Hoagland  
 Tuscola County Controller/Administrator  
 989-672-3700  
[mhoagland@tuscolacounty.org](mailto:mhoagland@tuscolacounty.org)

**Assessment  
For  
Tuscola County Sheriff's Office**

Submitted by



**National Sheriffs' Association  
Alexandria, Virginia**

**Services and Cost Proposal  
March 6, 2018**

## Executive Summary

### 1. Request:

At the request of the Tuscola County Sheriff's Office, the National Sheriffs' Association (NSA) will conduct an assessment of the Tuscola County Sheriff's Office detention facility as indicated below: Project: The agency is requesting a cost estimate proposal for a facility assessment in order to begin discussions with the county legislative body to obtain funding for this project. Based on discussions with Sheriff Skrent the following information is provided:

#### a. **Request: To Provide a Budgetary Cost for a Facility Assessment.**

The jail was originally built in 1965 with a remodel that occurred in the 1990's. There have been improvements to the physical plant to address the aging facility as well as the growing inmate population. The agency is experiencing significant space challenges for both confinement and operation. The agency is requesting that the physical plant be evaluated to identify inefficiencies as well as any other potential opportunities that have not been explored or implemented.

##### i. **Recommendations.**

1. Conduct an onsite physical plant assessment. Evaluate workflow challenges relating to current design, completed and planned improvements, assess ability to adequately (safely and securely) house offenders by classification needs, review applicable state standards/law relating to the jail physical plant, assess the adequacy of current confinement and support areas.
2. Review current operations and staffing needs. Provide comments regarding any staff inefficiencies and the possibility for additional staff if future expansions are considered.
3. Provide conclusions and recommendations as appropriate.

#### b. **Request: Facility Design Recommendations.**

##### i. **Recommendations.**

1. The initial part of this project would include the physical plant assessment. The results of this assessment would assist the county in validating the actual needs for operational and confinement space.
2. If a recommendation is made for additional operational and confinement space to address current as well as projected inmate populations the assessment will provide sufficient information for a decision to be made on the next phase of this process that would include:
  - a. Contracting with an architectural firm to provide space and programming needs along with evaluating potential sites for a new facility or expansion on site at the current campus. This begins to provide the county with costs and options before entering into further contractual agreements for design.

### 2. Project Timeline.

- a. An advanced information gathering document would be sent to the agency. This information would be gathered by the agency and forwarded to the consultant(s) for review and analyzing in advance of the first site visit. Review applicable standards and/or statues.

- b. After the majority of requested information has been submitted and reviewed by the consultant(s), conduct a three-day site visit. During this visit, the physical plant would be evaluated, a review of the data previously gathered and sent to the consultant(s) would be done with the agency to clarify questions, further data gathering would occur, interview staff and other interested parties.
- c. Consultant(s) write the report. Further phone calls and emails may be necessary to clarify any other issues that surface during the report writing.
- d. Submit a draft of the report to the agency for review and comment.
- e. Schedule a one day site visit to formally review the report with the agency as well as other interested parties.
- f. Provide further assistance as determined to be necessary by the county.

At the conclusion of the operational analysis, NSA will issue a comprehensive report of findings and pragmatic recommendations for implementation by the Tuscola County Sheriff's Office.

## **I. Proposing Organization**

Name: National Sheriffs' Association  
Address: 1450 Duke Street  
Alexandria, Virginia 22314  
Phone: 612 306-4831  
E-mail: [carrie@sheriffs.org](mailto:carrie@sheriffs.org)

## **II. Primary Contact**

Ms Carrie Hill, esq.  
Director, National Center for Jail Operations  
National Sheriffs' Association

## **III. Experience**

The National Sheriffs' Association (NSA), now in its 77th year, is an organization of almost 3,100 sheriffs and a total membership over 25,000, and is dedicated to raising the level of professionalism in the public safety field. Since its inception and in furtherance of that mission, NSA has developed extensive experience in planning and coordinating meetings, conducting court security audits, jail staffing analysis providing training programs, and producing professional conferences.

The NSA has completed numerous audit, assessment and staffing projects ranging from small and medium Sheriffs' Offices, such as Berkeley County, West Virginia and Clackamas County, Oregon; to major agencies including the Fulton County Sheriff's Office in Georgia; as well as numerous municipal and federal agencies such as the U.S. Department of Interior, National Parks Service.

Our staff of law enforcement professionals, public safety practitioners and academicians completed a major project for the U. S. Attorney General's Office which featured the development of various assessment tools and vulnerability instruments. This report was published and distributed to law

enforcement agencies nationwide in an effort to assist them in determining facility vulnerability and protecting all types of public events.

The National Sheriffs' Association utilizes academically sound, proven industry practices in training, technical assistance, management assessment and evaluation initiatives.

#### **IV. Project Staff Bios**

To accomplish the stated goals and objectives and fulfill the requirements of this proposal, the National Sheriffs' Association will utilize a team of public safety experts. NSA currently has over 70 professionals representing both academia and public safety to assist law enforcement agencies. Over 98% of our personnel have at least a Master's degree and over a dozen have their doctorates. A team of public safety specialists will be selected specifically for this project.

Led by a Project Director and a Project Manager who will provide supervision throughout the duration of the project> this multi-faceted team will be comprised of public safety specialists whose bios are included in this section of the proposal. Depending upon the duties and responsibilities of the team, number of hours devoted to any portion of this project will vary.

*Project Director* – The Project Director is **Ms. Carrie Hill**, Director for the National Center for Jail Operations, National Sheriffs' Association. The Project Director is co-liaison between the NSA staff and the Tuscola County Sheriff's Office staff, and works directly with all members of the project team assisting where necessary and appropriate. Carrie Hill is an attorney and national criminal justice consultant. She has dedicated her twenty-nine year career to providing professional development seminars in correctional law, along with criminal justice consulting, to educate and empower those working the correctional industry. Ms. Hill's contributions to corrections go beyond professional development to consulting for and defense of correctional facilities, management and staff. She is also the former General Counsel to the Utah Department of Corrections, Editor of Corrections Managers' Report, Senior Administrative Manager to Sheriff Richard Stanek in Hennepin County, MN, and most recently, she accepted the position as the Director of the National Center for Jail Operations with NSA.

*Project Manager* – The Project Manager is **Mr. Fred Wilson**

The Project Manager is the person responsible for ensuring that the project is completed on time and within the guidelines specified in the proposal. Mr. Wilson has experience in court security, criminal law, investigations, special operations, managing national training programs, and development of policy and procedures. He is a certified criminal justice trainer. Fred has a Masters Degree in Criminal Justice with a 25-year career path in law enforcement:

- Operations Management
- Information Technology
- Budgeting & Finance
- Training & Instruction
- Partnerships & Alliances
- Leadership Development
- Public & Media Relations / Marketing
- Human Resources
- Grant Writing & Administration
- Staff & Team Leadership
- Project / Program Management
- Facility Management
- Legislative Issues
- Strategic Planning

**Public Safety Specialists** - The Public Safety Specialists are military and public safety practitioners who are responsible for conducting various aspects of the public safety assessments and operations in their respective organizations. These individuals utilize Community Safety Institute assessment and evaluation instruments, and tailor these tools to meet the specific needs of the law enforcement agency



being assessed. Throughout the process they stay in contact with the Project director and work closely with agency staff relating crucial information immediately and exchanging important information on a regular basis.

For this project, the public safety specialists are:

**Mr. William Lawhorn -**

Mr. Lawhorn is a corrections expert with over 28 years of experience in jail operations and administration. He began his career in 1989 with the Broward County Sheriff's Office where he rose through the ranks to the position of major (assistant director) overseeing a jail system of over 5,500 inmates. In 2007, he changed agencies and worked as a director and executive director with the Vermont Department of Corrections; one of the unique unified corrections systems in the country. Finally, in 2013, he returned to Florida and assumed position as a jail administrator over the St Lucie County Jail.

His accomplishments include holding a commissioner's seat with the Florida Corrections Accreditation Commission; a graduate of the FBI National Academy Session 262; a graduate of the Senior Management Institute for Police with the Police Executive Research Forum; the Executive Leadership Program at the Florida Atlantic University; the Command Officer Development Course at the Southern Police Institute; and he majored in Corrections Administration at the John Jay City College of New York. During his career, he established a manual of detention facility standards for the State of Vermont's Corrections system; published in three national corrections publications; has presented at the National Sheriffs Association (NSA), American Correctional Association (ACA), and the Florida Sheriff's Association (FSA).

In 2015, he became a partner as a corrections expert with TLM Correctional Consultants, LLC (TLM). TLM is a Florida based firm providing expert guidance on a variety of corrections management issues and technical assistance to sheriffs, jail administrators, corrections professionals, and county commissions around the world.

Areas of Expertise:    System/Facility Management  
                                 Facility Assessments for New Sheriffs  
                                 Project Design and Implementation  
                                 Security Operations  
                                 Policy Development  
                                 Standard Development  
                                 Facility Design and Construction  
                                 Staff Training  
                                 Staffing Analysis  
                                 Facility Auditing  
                                 Objective Jail Classification Systems  
                                 Inmate Programming  
                                 Facility Cultural Assessments

**NSA Staff-** NSA staff will be used as necessary and assigned based on their skills, abilities, and knowledge of the program's topics. Drawing on the staff as a whole will allow multiple perspectives and the project to draw on the strengths of many people and not just a few. Assigned staff will assist with the fulfillment of each task.

## **V. Scope of Services – Project Deliverables:**

**A. To Provide a Budgetary Cost for a Facility Assessment (as noted above)**

**B. Facility Design Recommendations (as noted above)**

**C. Final Report:**

At the conclusion of the worksite analysis, NSA staff will develop a series of findings and recommendations. These fair and objective conclusions will be based on the totality of the information revealed throughout the comprehensive worksite analysis as previously described. All findings will be based in fact and all recommendations pragmatic in nature in order to properly facilitate organizational implementation. NSA will prepare a final report and present it to the Tuscola County Sheriff or his designee.

## **VI. References**

NSA has performed analyses such as this or portions of this type of projects in several locations: Beaufort County, SC; Clatsop County, OR; Fulton County, GA; Jefferson County, KY; Wilson County, NC; Chatham County, GA; Berkley County, WV; Clackamas County, OR, Washoe County, NV; Pennington County, SD; Moody County, SD; Broward County, FL.

## **VII. Costs**

The inclusive cost for this contract is approximately \$10,000. This includes all development costs, facilitated sessions, personal interviews, survey development, and organizational assessments. This cost also includes all travel and related expenses for NSA staff members, including but not limited to: airfare, hotel, rental cars, and meals. (Note: NSA is willing to negotiate costs should the work product be broadened or lessened.

February 26, 2018

Patricia Donovan-Gray

Please accept my resignation effective March 16, 2018.

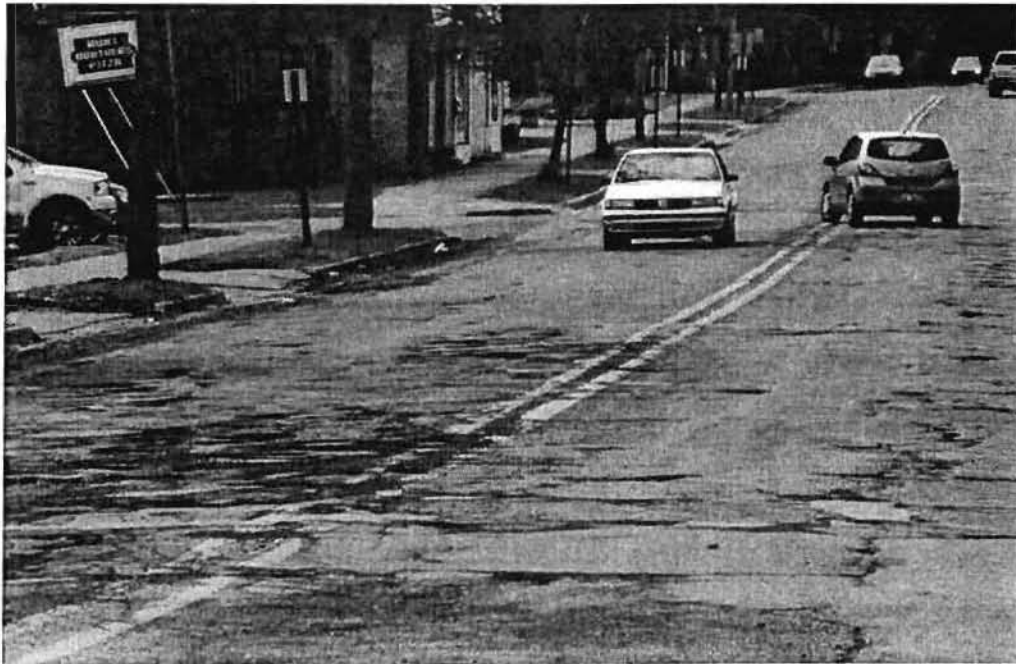
A handwritten signature in black ink, appearing to read "Susan Jensen". The signature is stylized with a large, looping initial "S" and a long horizontal stroke extending to the right.

Susan Jensen

MICHIGAN NEWS

# Michigan's roads earn D- grade in new report on state infrastructure

Updated Mar 6, 4:48 PM;  
Posted Mar 6, 2:30 PM



Drivers dodge potholes on Greenwood Avenue in Jackson on Thursday, Feb. 22, 2018. Many Jackson area roads have potholes appearing. (J. Scott Park | MLive.com)(J. Scott Park)



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By **Lauren Gibbons**, [lgibbon2@mlive.com](mailto:lgibbon2@mlive.com)

Experts are giving Michigan's roads a poor rating going into 2018 - they've earned a D- grade, according to a new report released Tuesday by the American Society of Civil Engineers Michigan Section.

The report gave Michigan an overall D+ grade for its infrastructure system based on an analysis of 13 categories of the state's infrastructure. When grading, the engineers behind the report considered eight criteria: capacity, condition, funding, future need, operation and maintenance, public safety, resilience and innovation.

ASCE-Michigan's findings show the categories in the best repair -- the state's solid waste, navigation and aviation systems -- earned a C or C+ grade, which the report classifies as mediocre or requiring attention.

But roads, as well as the state's stormwater system, fared the worst of all in the report, earning the lowest grades of the bunch with a D-. Part of that reasoning came from the fact that 39 percent of Michigan's 120,000 miles of roads are rated in poor condition, while another 43 percent are rated in fair condition.



The report was compiled by a committee of civil and environmental engineers affiliated with ASCE-Michigan.

At a Tuesday press conference outlining the results, Steve Waalkes, co-chair of the society's report card committee, said the last Michigan-specific report card ASCE-Michigan was rolled out in 2009, when the overall grade was a D. He said on paper, it's technically a slight improvement, but said in reality, "we haven't gotten any better - it's pretty much status quo."

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"As our infrastructure systems continue to surpass their intended lifespan, Michigan residents and policy makers must decide if we collectively value the personal and economic advantages that come from a robust infrastructure network," he said.


State lawmakers in 2015 pushed through a plan to help pump additional funding into roads, although experts have said that's only a first step in addressing Michigan's critical infrastructure needs. 

A bill pushed through the state legislature in 2015 approved vehicle registration fees by 20 percent, the gas tax by 7.3 cents per gallon and the diesel tax by 11.3 cents. Those comprise roughly \$600 million in new revenue. The legislature, in annual budgets, will start shifting another \$600 million from the general fund into roads. The total boost for road funding will reach \$1.2 billion by 2021.

That money goes to the Michigan Department of Transportation as well as county and local governments for road improvements.

Sen. Tom Casperson, R-Escanaba, is chair of the state Senate Transportation Committee. On Tuesday, he said he "started sweating a little bit" when he read through the report's results.

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Although Casperson will be term-limited out of office at the end of 2018, he said he is "all in" on any potential solutions to fully funding infrastructure needs, including acquiring additional funding and reducing regulations that drive up costs. 

But he noted that it's not easy to come to a consensus.

"This issue is a tough one for everybody," he said. "We have to do something."

Lance Binoniemi of the Michigan Infrastructure and Transportation Association said he doesn't think it's a surprise to anybody that Michigan's infrastructure isn't doing well.

He said the data shows infrastructure repair needs to be the number one priority of elected officials, especially considering recent major infrastructural failings in Michigan such as the Flint water crisis and the sinkhole that developed in Fraser in late 2016.

1

"Campaign promises aren't enough," he said. "We still haven't found a major long-term solution in the legislature."

Below are the grades for every infrastructure category studied for the ASCE-Michigan report. Read the full report at [www.infrastructurereportcard.org/michigan](http://www.infrastructurereportcard.org/michigan).

- Aviation: C
- Bridges: C-
- Dams: C-
- Drinking water: D
- Energy: C-
- Navigation: C
- Rail: C-





- Roads: D-
- Schools: D+
- Solid waste: C+
- Stormwater: D-
- Transit: C-
- Wastewater: C

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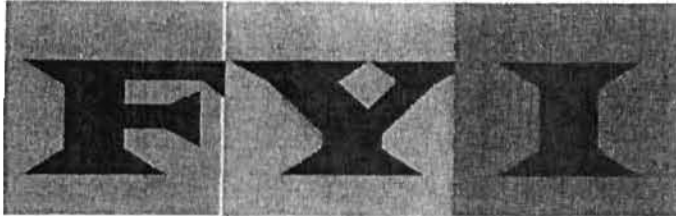
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P.O. Box 534  
Caro, MI 48723  
Phone: (989) 673-8223  
Fax: (989) 673-8223

February 26, 2018

Tuscola County Board of Commissioners  
125 W Lincoln Street  
Caro, MI 48723

Dear Commissioners,

Since 2001, Future Youth Involvement, the Youth Advisory Council to the Tuscola County Community Foundation, has organized and hosted a community-wide event called Cardboard City Sleep-Out. This year, we are hosting the third annual 5K Cardboard City Run/Walk. The primary goal of the 5K Cardboard City Run/Walk is to raise awareness and funds for the Homelessness Prevention Fund of the Tuscola County Community Foundation.

The 5K Cardboard City Run/Walk will be held on Saturday April 21, 2018. To help advertise the Run/Walk and raise awareness of our cause, we are asking permission to place a small cardboard city along with a sign advertising the Run/Walk on the courthouse lawn from April 16, 2018 through April 21, 2018. As in the past, our members will construct, monitor, and tear down the cardboard city and sign.

If you have any questions or need further assistance, please feel free to contact the Tuscola County Community Foundation at 989-673-8223.

Sincerely,

Megan Graham  
Future Youth Involvement President