

**DRAFT – Agenda**  
**Tuscola County Board of Commissioners**  
**Committee of the Whole – Monday, January 13, 2014 - 7:30 A.M.**  
**HH Purdy Building - 125 W. Lincoln, Caro, MI**

**Finance**

Committee Leaders-Commissioners Trisch and Kirkpatrick

**Primary Finance**

1. **2013 County Accomplishments (See A)**
2. **Draft 2014 Issues and Work Program (See B)**
3. **Information to Develop a Five Year Financial Plan (See C)**
4. **Hiring Freeze (See D)**
5. **Special Purpose Millage Renewable Dates (See E)**
6. **Prisoner Medical Costs (See F)**
7. **Abused, Neglect and Delinquent Child Care Costs**
8. **Service Consolidations (See G)**
9. **Equalization Appeal of Wavier One Year Approval (See H)**
10. **Requirements to Receive Full State Revenue Sharing**
11. **Grant Funding and County Policy**
12. **Wind Energy 2013 Escrow (See I)**
13. **Dispatch Maintenance Agreement**
14. **PSAP Dispatch Training Funds**

**On-Going Finance**

1. Wind Generator Assessing/Taxation
2. Oil Shale Mining Regulation and Taxation
3. Potential New Renewable Energy Standard
4. Personnel Property Tax
5. State Police Lease
6. Potential Re-Use of former Camp Tuscola
7. Denmark Township Litigation Update
8. Periodic Updates on Major Budget Factors
9. Register of Deeds Recording of Wind Project Land Transactions
10. 911 Radio Purchases
11. New Method of Cost Sharing for MREC Legal Invoices
12. Jail Law Suit
13. State Wind Energy Standard
14. Road and Bridge Funding
15. Managing Jail Bed Space
16. County Web Page and Further Enhancements
17. Digital Parcel Mapping/GIS
18. Indigent Dental Program
19. Unfunded State Mandates

## **Personnel**

Committee Leader-Commissioners Kirkpatrick and Trisch

### **Primary Personnel**

- 1. Sheriff Request to Reinstate Part-Time to Full-Time Position (J)**
- 2. Out of State Travel Request**
- 3. Medical Examiner System Changes**
- 4. Dispatch Director Replacement Procedures**
- 5. Parks and Recreation Commission**
- 6. Procedures Regarding Reclassification Requests**

### **On-Going Personnel**

1. Health Insurance Affordable Care Act
2. Draft Court Personnel Policies

## **Building and Grounds**

Committee Leader-Commissioners Allen and Beirlein

### **Primary Building and Grounds**

- 1. 2014 Equipment and Capital Improvement Items**
- 2. Policies and Procedures Regarding Generators**
- 3. Request to Use Courthouse Lawn - Cardboard City Sleepout (See K)**

### **On-Going Building and Grounds**

1. Sign Lighting at State Police Post
2. Department of Human Services Snow Removal
3. Board Room Audio System
4. Cass River Greenway
5. Dead Ash Trees Roadway Problems/Concerns
6. Update to the County Solid Waste Management Plan – EDC
7. State Police Post
8. Fairgrove Sign
9. Agricultural Irrigation/Residential Wells
10. 20 Year Maintenance Plan Update

### **Other Business as Necessary**

### **Public Comment Period**

### **Closed Session – If Necessary**

### **Other Business as Necessary**

## TUSCOLA COUNTY CONTROLLER/ADMINISTRATOR'S OFFICE

Michael R. Hoagland  
Controller/Administrator  
mhoagland@tuscolacounty.org

125 W. Lincoln St., Suite 500  
Caro, Michigan 48723

Telephone  
989-672-3700

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To: Tuscola County Board of Commissioners

From: Controller/Administrator

Date: January 9, 2014

### 2013 COUNTY ACCOMPLISHMENTS

1. Successfully added 11 jail beds that will help on a short-term basis to ease jail overcrowding and the cost to house prisoners in other counties
2. Comprehensive update to the county web site was completed with significant improvements including a much more user friendly site with the goal of increasing online service delivery to the public
3. Formed an "In Sync" Committee to strengthen the use of technology to improve service delivery and reduce long-term operational costs
4. Prepared a balanced 2014 county budget preserving current services without staff reductions
5. Implementation of a new Medical Examiner system was initiated which will relieve county and local police officers of this responsibility to deal with other critical police requirements is nearing completion
6. Important security measures were implemented including: security cameras in the Register of Deeds, Jail surveillance cameras and new panic buttons in the Courthouse
7. Successfully completed the development of an Off Road Vehicle Ordinance improving quality of life by providing public road shoulder access for Off Road Vehicle use
8. Formed an oil shale study work group to be proactive and more prepared for the likely increase in this activity in Tuscola County including, environmental, assessing, taxation and many other issues
9. Successfully protected wind energy taxes from being eliminated when the state changed the personal property tax – the county joined an organization called the Michigan Renewable Energy Coalition – millions of dollars are at issue regarding assessing and taxation of wind generators

10. Fulfilled state required county government transparency requirements with the implementation of the citizens financial guide, performance measures and identification of service base consolidations
11. Court obtained a driving while under the influence of alcohol grant to conduct follow-up work to prevent reoccurrence
12. Completed the 2012 Comprehensive Annual Financial Report (Audit) with all funds in a positive financial position
13. Certificate of Need was obtained and bonds were issued for the Medical Care Facility for the construction of a small house project in 2014 to provide state of the art patient assisted living in a non-institutional setting
14. Gained approval of a 2013 to 2014 \$250,000 Michigan State Housing Development Authority Community Development Block Grant for housing rehabilitation in Tuscola County
15. Police service contracts were renewed with Millington, Arbela and Vassar Townships
16. The Weigh Master contract with the County Road Commission was renewed
17. Comprehensive update to the County General Development Plan was completed by the County Planning Commission
18. Unusually large number of mosquitoes were combated by increasing Mosquito Abatement operations to 7 days per week for part of the year
19. The county is experiencing unprecedented staff turn over and has been adjusting by reorganizing and hiring new individuals to various positions
20. Completed the second year of a three year process to implement new equipment at Central Dispatch enabling implementation of next generation 911 at county dispatch (text messages, photos and streaming video)
21. Controller's office and Board of Public Works continued to assist many local units of government with the administrative functions involved with funds borrowed for sewer and water projects including: City of Caro, Village of Mayville, Richville, Village of Millington and Denmark and Wisner Townships
22. Union contracts were negotiated for 2013 without wage increase but the employee share for health insurance and retirement system costs unchanged
23. The cost saving agreement with Sanilac County to provide animal control services was renewed for another year

24. County was able to **discontinue a lease on the former Niland building** reducing annual costs by approximately \$10,000
25. Provided staff needs in the Controller's Office while an employee was on FMLA through assistance from a part-time employee in the Registers officer which demonstrates that **cross-training and breaking employees out of individual office silos** can be effective
26. Steps have been taken to **update the County Solid Waste Management Plan** with assistance from the County Economic Development Corporation
27. Though a bidding process was able to double the amount received from the **lease of county property** for farming purposes
28. County officials continues to **effective manage financial resources** and live within its financial means as verified by the annual audit (Comprehensive Annual Financial Report)
29. Provided an **Renaissance Zone designation** to enable the construction of a new Dairy Producing operation in Cass City



## 2014 Issues and Work Program Tasks

Issue

Task

### Financial Planning

1 - Update financial plan	Update five-year county financial plan	Project future financial standing and develop alternative solutions to identified problems
2 - Hiring Freeze	Should the county hiring freeze be re-established	Evaluate re-establishing the county hiring freeze to reduce costs
3 - Reallocation of MCF debt service millage	Determine whether to request the Medical Care Facility debt service millage be reallocated for other county needs	Assess whether the public should be asked to reallocate the 1 mill Medical Care debt service millage - County lacks stable revenue to meet on-going expenditures
4 - Full State Revenue Sharing funding	State is not fully funding state revenue sharing negatively impacting county financial ability to satisfy service needs	Work with MAC and legislators to gain full state revenue sharing funding as previously agreed to by the State
5 - Personal property tax changes	Financial impacts of personal property tax changes and outcome of a public vote to authorize change to a "use tax" in 2014 are undetermined	Assess financial impacts of state personal property tax changes and public vote to authorize change to a use tax in 2014 and take a position on the issue
6 - Determine renewal dates on special purpose millage	Special purpose millage renewals in 2014 - problems if any renewal fails	Help to explain the importance of millage renewals and determine which renewals have to be voted on in 2014
7 - Prisoner medical costs	Skyrocketing prisoner medical costs negatively impacting county finances	Work with all parties to determine if the Affordable Care Act or other methods exist or can be developed to reduce prisoner medical costs
8 - Objectives for new state police lease	State police post lease agreement is expiring in 2015	Renegotiate lease with the state

## 2014 Issues and Work Program Tasks

	Issue	Task
9 - Abused, neglected, and delinquent child care costs	Increasing costs of abused, neglected and delinquent children – significant stress on the county budget	Complete a review of all methods and alternatives to reduce these major costs
10 - State/Federal mandates without funding	Unfunded state/federal mandates	Work through MAC to require funding by federal/state governments for new mandates they issue
11 - Lawsuit files against Denmark Township	Outcome of county lawsuit against Denmark Township to obtain funding to pay \$400,000 the county borrowed for the township is unknown	Work to resolve the method of repayment of the \$400,000 note for the Denmark Township water project and gain court approval to levy millage to repay bonds if necessary
12 - Periodic updates on major budget factors	Need to obtain status report updates from department heads regarding the major financial factors that impact the overall county budget	Ask department heads to provide quarterly updates regarding those factors that can have a major impact on the county budget and overall financial standing
13 - Review more service consolidation and joint delivery	Continue to review all possible service base consolidation potentials	Work with local and other county, township and private sector officials to review potential areas of service base consolidation
14 - Compliance to achieve maximum state revenue sharing	Comply with state revenue sharing requirements so that maximum can be received	Submit compliance reports

### Wind Revenue

1 - Achieve fair assessing-taxation of wind generators	Counties are not receiving fair assessing and taxation of wind energy	Continue active involvement in the Michigan Renewal Energy Coalition (MREC) to achieve fair and equitable assessing-taxation of wind generators and monitor possible state renewable minimum standard changes and local impacts
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## 2014 Issues and Work Program Tasks

	Issue	Task
2 - Potential new state renewable energy standard	Impacts of potential new statewide renewable energy standard and zoning authority/revenue effects undetermined	Work with MREC to influence positive change beneficial to Tuscola County and other local government
3 - Wind energy revenue policy	Amount of wind energy revenue declines with time	Develop policy to manage anticipated wind revenue declines after 2015/2016 to avoid a greater dependency than can be sustained long-term

### Economic Development

1 - Oil shale mining regulation and taxation	County and local officials need to comprehensively understand shale mining, taxation, regulations and protection of ground water to influence favorable change and development	Proactively work with the Michigan Association of Counties (MAC), local oil shale committee and other parties to understand shale mining, taxation, regulations and protection of ground water to influence favorable change and development
2 - County position on revenue enhancement for road-bridges	Road and bridge infrastructure deterioration is increasing - state is discussing methods of funding	Work with state officials and road commission to determine a fair and equitable method of financing infrastructure improvements
3 - Funding for economic development	County has a high unemployment rate - job creation and retention needs to be further strengthened for economic development	Continue to analyze methods of strengthening economic development
4 - Support for ethanol and sugar beet production	Long term federal support for ethanol and sugar beet production may be in question	Stress to state and federal legislatures importance

### Personnel and Labor

1 - Affordable Care Act	Work to understand and implement Affordable Care Act and determine county cost increases	Implement required procedures regarding the Affordable Care Act
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## 2014 Issues and Work Program Tasks

	Issue	Task
2 - Labor negotiations strategy development	Strategy for labor negotiations – likely multi-year union contracts will be required after 2014	Develop strategy for 2015 and future year labor negotiations after reviewing county financial capabilities
3 - Joint Equalization program	May not be able to retain joint Huron/Tuscola Equalization Director service consolidation beyond one year	Assess methods of continuing the two county Equalization Director arrangement which has produced cost saving - review the potential of contracting with a Level 4
4 - Court personnel policies	Evaluate revised court personnel policies	Work with the labor attorney to determine any recommended changes to the personnel policies
5 - Procedure for reviewing employee reclassification requests	County lacks a procedure for reclassification requests	Work with the labor attorney to develop a procedure to consider reclassification requests
6 - Hiring of a new Dispatch Director	Need to replace the Dispatch Director who is retiring a June 2014	Work with the Dispatch Authority Board to develop a procedure and timeline to replace the retiring Dispatch Director

### Infrastructure

1 - Manage jail resources to avert overcrowding	Jail overcrowding and impacts of additional jail beds constructed in 2013	Work with the Judges, Sheriff, Community Corrections Advisory Board and others to seek and implement measures to avoid jail overcrowding
2 - Caro Regional Center aging buildings and infrastructure	Aging facilities at the Caro Regional Center and future state plans for the facility unknown	Stay in regular contact with state officials to protect the continued operation of this facility and job preservation
3 - Financial planning for capital improvement needs	Need to providing funding to meet increasing capital improvement needs	Determine methods of accomplishing this critical financial need
4 - Capital improvement plan	Need to update 20 year buildings and grounds maintenance plan	Review last updated plan and determine necessary changes

## 2014 Issues and Work Program Tasks

Issue	Task
5 - Implement 2014 budgeted equipment and capital items	Budgeted 2014 equipment and capital improvement items Complete the purchase of equipment and capital items for 2014 including computers, sheriff software, trucks, jail window replacement, jail lobby upgrades, Treasurer security glass, etc.
6 - Solid Waste Management Plan	Update of County Solid Waste Management Plan Obtain updates from the EDC regarding County Solid Waste Management
7 - Board room audio system	Need to improve audio in the Board Room Implement a speaker system for improved audio in the Board Room
8 - Dispatch equipment purchases	Dispatch/911 equipment upgrades Complete implementation

### Technology

1 - Web page continued advancements	Continue to strengthen the county web site Work with the "In Sync" Committee, department heads and the public to determine how the county web page can be further improved
2 - Expand on-line services	Determine methods of increasing on-line service capabilities In sync committee and department heads, review other county on-line services that have been implemented - send communication to the public with tax bills explaining services that can be obtained on line
3 - Digital parcel mapping and geographical information system	County needs a plan for implementation of digital parcel mapping and geographical information systems Determine how to continue progress to implement a digital parcel mapping system and geographical information system

### Other

1 - Public safety	Declining police officers in the county causing increase risk to public safety Assess potential methods of increasing the number of police officers
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## 2014 Issues and Work Program Tasks

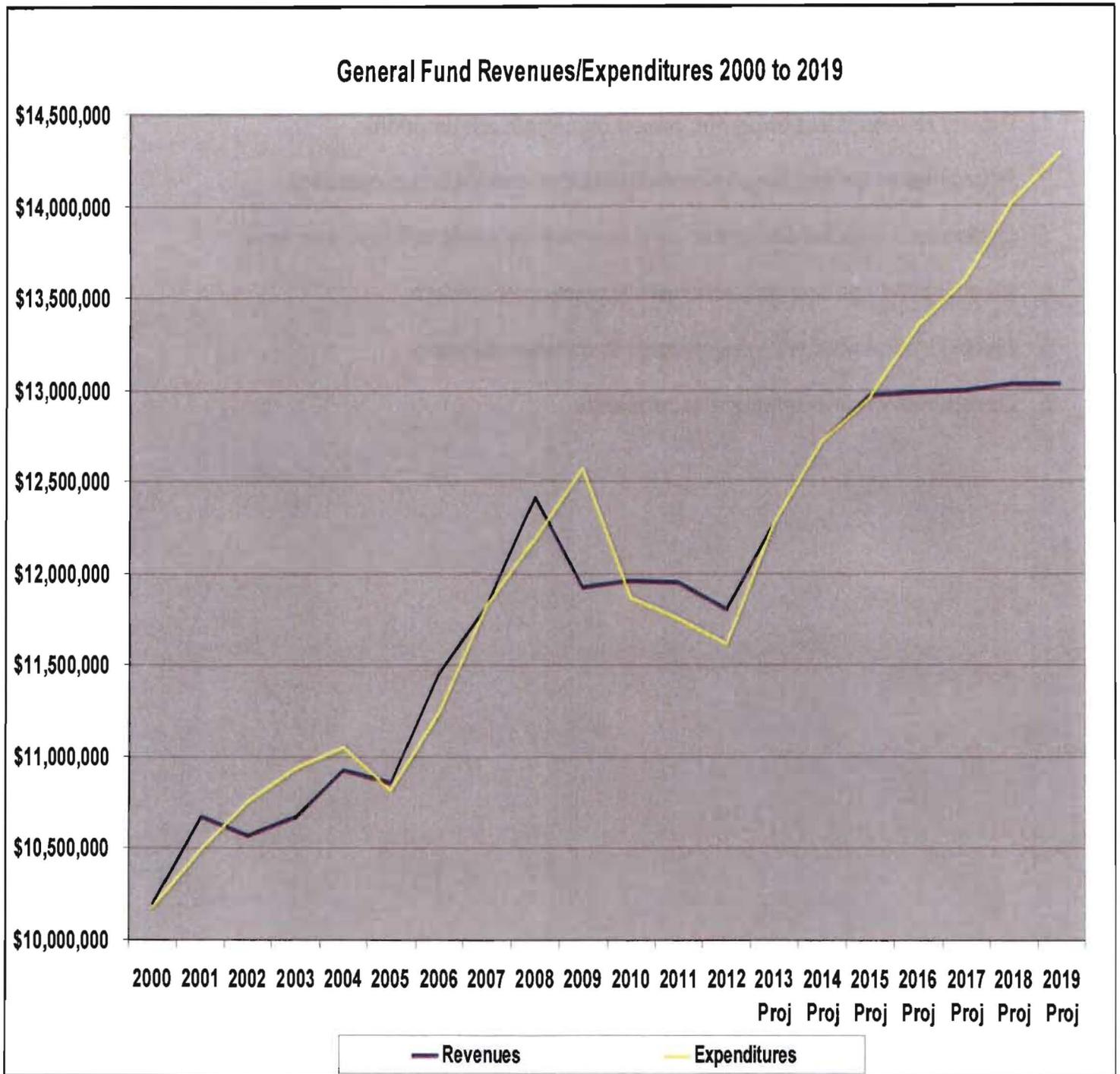
	Issue	Task
2 - Medical Examiner system	Need to implement a revised Medical Examiner System	Complete the implementation of the revised Medical Examiner System
3 - Ash tree public safety issue	Public safety issue concerning removal of Ash trees from road right-of-ways	Continue to work with the Road Commission to solve the problem
4 - Agricultural irrigation	Agricultural irrigation and residential water well issues	Development methods of water usage so both functions can exist
5 - Camp Tuscola reuse	Potential re-use of Camp Tuscola for aging prisoner population	Communicate with the state to determine how they plan to meet the needs of the increasing aging prisoner population
6 - Joint Animal Control	Determine how savings can continue through joint animal control service with Sanilac County	Current Director is retiring at the end of 2014 - work with Sanilac County officials to continue joint service delivery
7 - Indigent dental program	Need to determine status of dental program	Obtain an update regarding the status and county involvement (if any) in a dental program to serve indigent
8 - Cass river greenway	Cass River Greenways	Continue engagement in making improvements to the Cass River system

**FIVE YEAR GENERAL FUND FINANCIAL ANALYSIS AND PLAN DEVELOPMENT  
MULTIPLE YEAR APPROACH (1/13/14)**

**OBJECTIVES**

- 1. Project revenues/expenditures based on certain assumptions
- 2. Recognize short and long-term variables that can impact projections
- 3. Understand that the amount of wind revenue received declines with time
- 4. Identify buildings and grounds maintenance needs/costs
- 5. Identify if expenditures are projected to exceed revenues
- 6. Develop alternative solutions to problems

# ACTUAL AND PROJECTED REVENUES/EXPENDITURES



<b>Actual and Projected 2000 to 2019 General Fund Revenues/Expenditures</b>			
<b>Year</b>	<b>Revenues</b>	<b>Expenditures</b>	<b>Difference</b>
2000	\$ 10,196,911	\$ 10,178,222	\$ 18,689
2001	\$ 10,674,693	\$ 10,494,821	\$ 179,872
2002	\$ 10,569,298	\$ 10,759,147	\$ (189,849)
2003	\$ 10,680,391	\$ 10,940,208	\$ (259,817)
2004	\$ 10,931,455	\$ 11,054,667	\$ (123,212)
2005	\$ 10,861,070	\$ 10,820,553	\$ 40,517
2006	\$ 11,458,283	\$ 11,244,136	\$ 214,147
2007	\$ 11,821,012	\$ 11,821,279	\$ (267)
2008	\$ 12,415,127	\$ 12,185,475	\$ 229,652
2009	\$ 11,924,967	\$ 12,570,025	\$ (645,058)
2010	\$ 11,967,408	\$ 11,866,214	\$ 101,194
2011	\$ 11,955,712	\$ 11,750,642	\$ 205,070
2012	\$ 11,804,134	\$ 11,614,040	\$ 190,094
2013 Projected	\$ 12,276,448	\$ 12,276,448	\$ -
2014 Projected	\$ 12,716,000	\$ 12,716,000	\$ -
2015 Projected	\$ 12,971,147	\$ 12,951,369	\$ 19,778
2016 Projected	\$ 12,985,495	\$ 13,345,902	\$ (360,407)
2017 Projected	\$ 12,996,445	\$ 13,592,520	\$ (596,075)
2018 Projected	\$ 13,032,956	\$ 14,012,053	\$ (979,097)
2019 Projected	\$ 13,032,399	\$ 14,283,375	\$ (1,250,976)

### **ASSUMPTIONS USED IN PREPARING PROJECTIONS**

#### **Revenue**

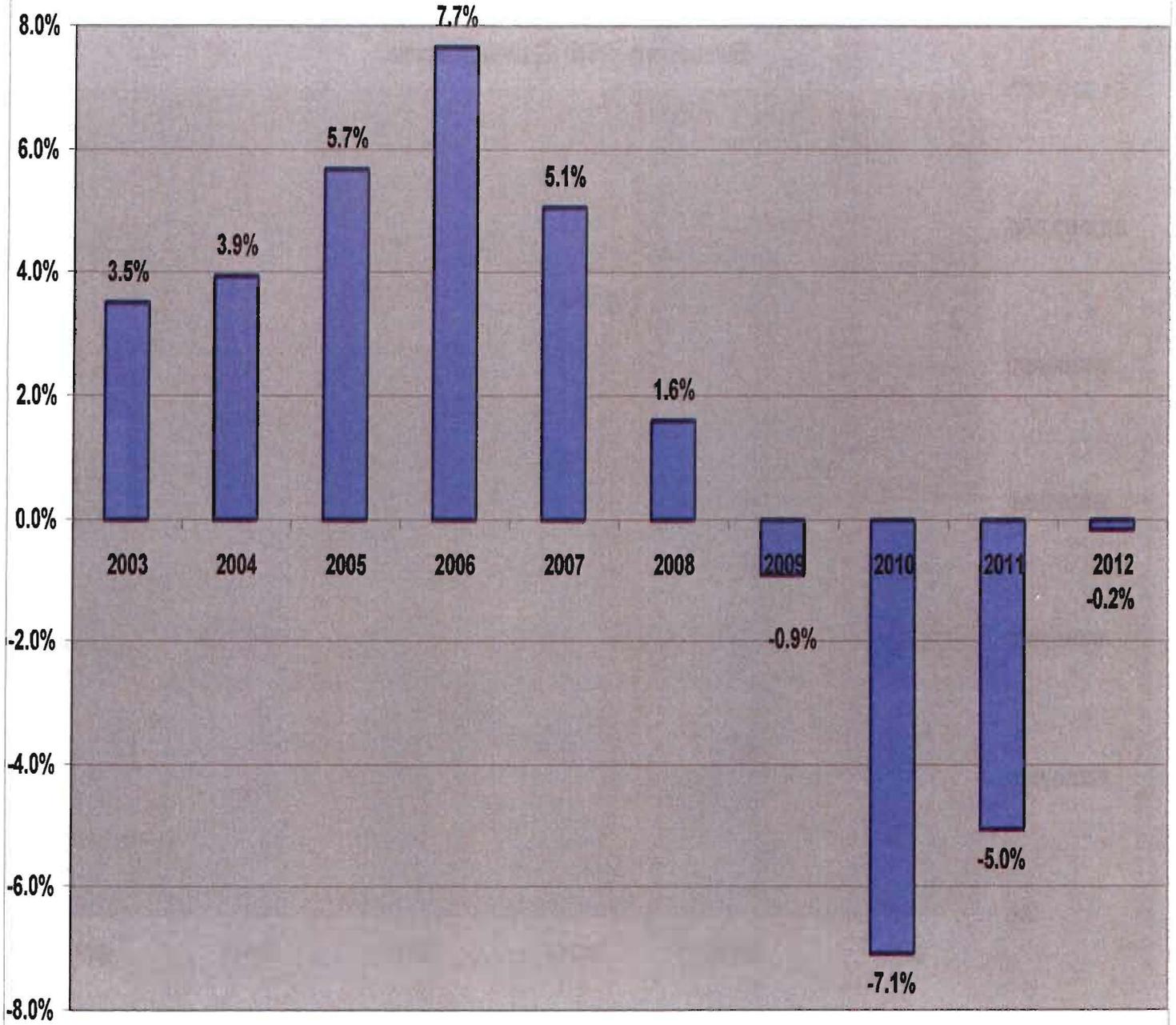
1. 190 wind generators, compromise wind multiplier schedule used, Nextera loses appeal to reduce generator values
2. State revenue sharing increases annually 2.5%
3. SEV and property tax revenue (excluding wind) increases 1% per year
4. No new major construction to increase SEV
5. Current special purpose millages renewed
6. No new millage sources to relieve fiscal pressure
7. No significant cuts in state/federal revenue
8. Other major revenue sources remain constant

## **Expenditure**

1. No staff increase or decrease, annual 2% wage increases
2. Employer retirement and health insurance cost increases 4% per year
3. 2% annual increase in GF appropriations to other county funds
4. 1% increase in non-wage/fringe line items
5. Abused, neglected and delinquent child care costs increases 2% annually after 2014
6. Annual GF fund appropriations to the capital fund \$150,000 in 2015 – 2% there after
7. Costs to house prisoners in other counties and prisoner medical costs increase 5% annually
8. Drain-at-Large costs remain constant at \$443,000
9. No new debt issued that would result in a GF expenditure increase
10. No new state or federal mandates without the funding
11. Election and non-election cost swings
12. Court Appointed Attorney cost increase 3% per year

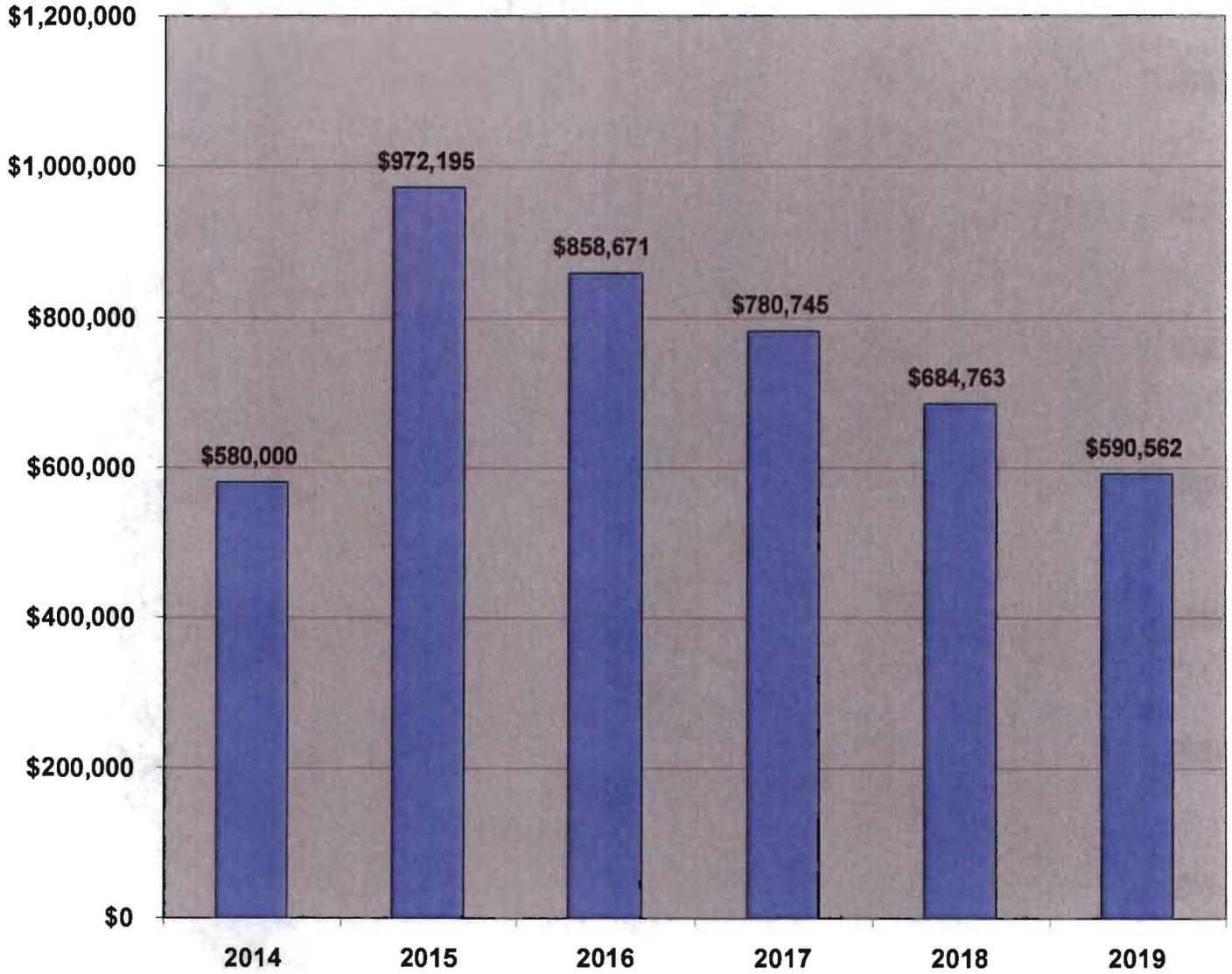
# CHANGES IN COUNTY ASSESSED VALUE

## County Assessed Value Percent Change by Year



## WIND REVENUE DECLINES WITH TIME

### General Fund Wind Revenue Estimates Base on 190 Generators



## VARIABLES THAT CAN IMPACT PROJECTIONS

### Short Term (Current Year)

1. Vacant positions during the year and length of time to refill
2. Whether 2014 escrowed wind revenue becomes available
3. Prisoner medical costs and costs to house prisoners in other counties
4. Actual health care costs and stop loss protections impacting county costs
5. Changes in abused, neglected and delinquent child care costs
6. Major unexpected building repairs/replacements
7. Ability to not increase transfers to other county funds
8. Court fines and fees collected

### Long-Term

1. Authorized number of staff positions (Addition/deletion of one position costs/saves \$60,000)
2. Wages increases
3. National and State economic conditions
4. Special purpose millage renewal approvals
5. New state renewable energy standard and increased number of wind generators
6. Determination of final method to assess/tax wind generators
7. Changes in SEV
8. State Revenue Sharing and whether full funding is obtained
9. Health insurance and retirement system cost increases
10. Ability to transfer general fund monies to the capital improvement fund and provide for needs
11. New state and federal mandates without funding
12. Future county debt issued and ability to make bond retirement payments
13. Ability to adhere to established county financial policies
14. Court appointed attorney contract costs
15. Court Equity Fund state payments
16. Public vote to change the personal property tax to the use tax fails

## BUILDING AND GROUNDS MAINTENANCE COSTS

1. Estimated \$4.9 million needed to maintain buildings and grounds over 20 years
2. At \$150,000 transfer to capital fund per year only \$3.0 million generated
3. This gap would be larger if future costs factored
4. Major Courthouse heating/cooling system replacement required
5. Jail requires significant maintenance work

<b>Building and Grounds Maintenance Cost Estimates</b>					
<b>Building</b>	<b>1 to 5 Years</b>	<b>6 to 10 Years</b>	<b>10 to 15 Years</b>	<b>16 to 20 Years</b>	<b>Total</b>
Annex	\$11,000	\$62,000	\$44,000	\$131,000	<b>\$248,000</b>
Courthouse	\$42,000	\$1,263,000	\$42,000	\$207,000	<b>\$1,554,000</b>
Jail	\$241,000	\$177,500	\$85,000	\$322,500	<b>\$826,000</b>
MSU-e	\$16,000	\$25,000	\$19,000	\$24,000	<b>\$84,000</b>
FOC	\$26,000	\$56,000	\$13,000	\$38,500	<b>\$133,500</b>
Animal Control	\$29,000	\$24,000	\$29,000	\$23,500	<b>\$105,500</b>
Health Department	\$210,000	\$85,000	\$285,000	\$245,000	<b>\$825,000</b>
Human Services	\$35,000	\$140,000	\$250,000	\$80,000	<b>\$505,000</b>
Dispatch	\$36,500	\$77,500	\$9,500	\$91,500	<b>\$215,000</b>
Recycling	\$10,700	\$0	\$0	\$11,500	<b>\$22,200</b>
State Police	\$25,000	\$95,000	\$40,000	\$15,000	<b>\$175,000</b>
Grant St. Pole Building	\$11,000	\$0	\$8,500	\$0	<b>\$19,500</b>
Maintenance Building	\$3,000	\$3,000	\$7,200	\$12,000	<b>\$25,200</b>
Purdy Building	\$11,500	\$46,500	\$31,500	\$66,500	<b>\$156,000</b>
Luder road Pole Building	\$0	\$0	\$9,000	\$0	<b>\$9,000</b>
<b>Grand Total</b>	<b>\$707,700</b>	<b>\$2,054,500</b>	<b>\$872,700</b>	<b>\$1,268,000</b>	<b>\$4,902,900</b>

## ANTICIPATED FINANCIAL PROBLEMS

1. General fund expenditures projected to exceed revenues by 2016
2. Two year revenue growth results from only one factor - wind generators
3. No increase in the 190 wind generators is currently known
4. Without additional generators wind revenue begins declining after 2015
5. SEV is projected to remain flat or only slightly increase over the next five years
6. Other than millage (requires public approval) counties lack methods of increasing revenue
7. Almost all non-mandated services have been significantly reduced or eliminated
8. Service consolidations have been implemented
9. Significant staffing reductions have been implemented
10. Inflationary expenditure pressures continue
11. Expenditure pressures from unanticipated sources such as child care costs
12. Pressure for multi-year union contracts with wage increases is growing
13. Difficulty providing funding needed to properly maintain county buildings and grounds

## POTENTIAL SOLUTIONS FOR BOARD CONSIDERATION

### 1. Hiring Freeze

Reestablish the county hiring freeze which was eliminated in February of 2013. (See attached list of employees by department). With an established hiring freeze in place, budgeted positions cannot automatically be refilled. When an employee leaves county employment department heads review alternative cost reduction methods such as:

- Changing full-time positions to part-time positions
- Reorganization and re-assignment of responsibility within the department
- Redefining department functions
- Use of staff resources between different departments
- Replacing personal with technology – increased use of online services
- Contracting for service

### 2. Consolidation/Joint Service Delivery/Contracting

Organize and conduct meetings with other county officials, local units of government and department heads to evaluate alternative methods of service delivery to reduce costs. Some of these methods include consolidation of services, joint service delivery and contracting to reduce costs.

### 3. Ask the Public to Approve the Reallocation of Medical Care Debt Service Millage

Evaluate the potential of requesting the public to reallocate the Medical Care Facility 1 mill debt service millage for other purposes to help resolve county financial issues (See attached). One mill generates approximately \$1,492,000. This request would be made after the finances are in place to make the final bond payment on the original construction project. No increase in taxes would occur with approval of this millage. Funds would simply be designed for specific purposes such as:

- Care of abused, neglected and delinquent children
- Veterans
- Road patrol
- Economic development
- Capital improvement needs and new online service technology
- Emergency services
- MSU-e and 4-H
- Parks

#### **4. Full Funding of State Revenue Sharing**

Work with the Michigan Association of Counties and other entities to attain full funding of State Revenue Sharing which was agreed to many years ago.

#### **5. Reevaluate the Current Model of Funding County and Local Government**

Work with the Michigan Association of Counties and other entities to demonstrate that the current model for funding county and local government is no longer viable and seek alternative solutions. This issue may gain in importance with major counties such as Wayne encountering major financial issues.

#### **6. Oil Shale Mining**

Monitor oil shale mining activity in the county and work with the Michigan Association of Counties and other entities to determine a fair and equitable method of assessing/taxation this industry (Pennsylvania PA 13 Impact Fees).

#### **7. Others ??????**

### Potential Hiring Freeze Motion

Move that the previous Board Motion made on 2/27/13 be rescinded and the county hiring freeze be re-established. Letters of resignation or retirement shall be submitted to the Human Resources Director to present to the Board of Commissioners for action and notification that a vacant position exists. Budgeted but vacated positions shall not be refilled until alternative cost reducing methods are reviewed by department heads and presented to the Board of Commissioners in writing for consideration such as:

- Changing full-time positions to part-time positions
- Reorganization and re-assignment of responsibility within the department
- Use of staff resources between different departments
- Fees and other revenue methods to defray costs
- Joint service deliver with other entities
- Replacing personal with technology
- Contracting for service
- Increased use of on-line services

Special Purpose Millage Renewal Dates

Millage Name	2013 Levy Amount	Last Date Can be Renewed*
Allocated (General Operating)	3.9141	N.A.
Medical Care Facility Construction	1.0000	N.A.
Primary Roads	0.9657	Nov. 2016
Road Patrol	0.9000	Nov. 2018
Mosquito Abatement	0.6316	Nov. 2014
Bridge	0.4807	Nov. 2016
Medical Care Facility	0.2500	Nov. 2019**
Senior Citizens	0.2000	Nov. 2018
Recycling*	0.1500	Nov. 2017**
<b>Total</b>	<b>8.4921</b>	

\* Millage renewal could be voted on before deadline date

\*\*If voted in a non-election year would require a special election

Source: County Equalization Department

**Mike Hoagland**

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**From:** Mike Hoagland [mhoagland@tuscolacounty.org]  
**Sent:** Wednesday, January 08, 2014 3:23 PM  
**To:** 'Skiver, Daniel'  
**Subject:** RE: Prisoner Medical Costs

Dan

Would you please.....it is worth at least taking a look at it.....thanks for your help

Michael R. Hoagland  
Tuscola County/Controller Administrator  
125 W. Lincoln  
Caro, MI. 48723  
989-672-3700  
[mhoagland@tuscolacounty.org](mailto:mhoagland@tuscolacounty.org)

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**From:** Skiver, Daniel [mailto:dskiver@bbcmich.com]  
**Sent:** Wednesday, January 08, 2014 3:07 PM  
**To:** mhoagland@tuscolacounty.org  
**Subject:** RE: Prisoner Medical Costs

I could get a proposal for the BCBS Inmate medical contract if you would like to see it.

Daniel R. Skiver, MPA, LIC  
Vice President  
Brown & Brown of Central Michigan Inc.  
1605 Concentric Blvd., Suite #1  
Saginaw, MI 48604  
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(866) 421-0478 (Toll Free)  
(989) 277-6410 (Cell)  
(989) 607-2233 (Direct Fax)  
(989) 249-5966 (Main Fax)  
[dsklver@BBCMIch.com](mailto:dsklver@BBCMIch.com)



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1/8/2014

strictly prohibited if you have received this communication in error. Please notify us by telephone immediately.

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**From:** Skiver, Daniel  
**Sent:** Wednesday, January 08, 2014 12:11 PM  
**To:** 'mhoagland@tuscolacounty.org'  
**Subject:** RE: Prisoner Medical Costs

Hi Mike,

I am familiar with the issue and it looks like it has continued to grow. I am not aware of any new ways to deal with the cost. You could look at a BCBS Inmate medical contract. It essentially is a contract that allows you to get the BCBS price discounts on services for inmates but is not true insurance. I know other counties have uses this. I am not aware of any part of the ACA that addresses that specifically addresses inmate medical. Inmates are most likely exempt from the individual mandate because of their low to no income. In any event, they probably would not care if they had the income tax penalty.

Daniel R. Skiver, MPA, LIC  
Vice President  
Brown & Brown of Central Michigan Inc.  
1605 Concentric Blvd., Suite #1  
Saginaw, MI 48604  
(989) 249-5960 ext. 13 (Office)  
(866) 421-0478 (Toll Free)  
(989) 277-6410 (Cell)  
(989) 607-2233 (Direct Fax)  
(989) 249-5966 (Main Fax)  
[dskiver@BBCMIch.com](mailto:dskiver@BBCMIch.com)

 GP Certified  
(2)

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Please remember that insurance coverage cannot be bound or changed, and security trades cannot be processed, amended or cancelled by leaving an electronic message or voice mail message.

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**From:** Mike Hoagland [<mailto:mhoagland@tuscolacounty.org>]  
**Sent:** Wednesday, January 08, 2014 10:57 AM  
**To:** Skiver, Daniel  
**Subject:** FW: Prisoner Medical Costs

Dan

1/8/2014

A major factor in the county budget is how much is spend annually for prisoner medical. Costs for 2013 will exceed \$300,000. The significance of prisoner medical cost can be put into perspective by comparing it to what is spent for employee health insurance in Tuscola County. As you probably remember from your days as a County Administrator, the county is obligated by law to pay these costs. Have you ever heard of buying some type of insurance coverage for this purpose. Do you know of any provisions in the Affordable Car Act or any other methods that could be used to help reduce these major costs which can be "budget busters". A method of reducing these costs would not only be valuable to Tuscola County but also other counties.

Your thoughts and comments are appreciated.

I hope all is going well for you and happy new year.

**Mike**

Michael R. Hoagland  
Tuscola County/Controller Administrator  
125 W. Lincoln  
Caro, MI. 48723  
989-672-3700  
[mhoagland@tuscolacounty.org](mailto:mhoagland@tuscolacounty.org)

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**Economic Vitality Incentive Program  
Consolidation Plan (First Time Filer)  
As of: January 1, 2013**



**Local Unit Name: Tuscola County  
County: Tuscola**

**Plan Available to the Public in Municipal Offices and County Internet Web Site**

<b>Tuscola County Previous Service Base Consolidations</b>					
	<b>Date</b>	<b>Jurisdictions</b>	<b>Realized</b>	<b>Description of Cost</b>	<b>Other Consolidation</b>
<b>Service Consolidation</b>	<b>Consolidated</b>	<b>Involved</b>	<b>Savings/(Loss)</b>	<b>Savings(Loss)</b>	<b>Benefits</b>
<b>TUSCOLA COUNTY CONSOLIDATIONS WITH OTHER GOVERNMENTAL ENTITIES</b>					
<b>Elimination of Tuscola Animal Control department - agreement with Sanilac for Animal Control</b>	January of 2003	Tuscola/Sanilac Counties	\$100,000 annual - \$1,000,000 since 2003	Expenditures exceed revenues by \$100,000 - delinquent dog license enforcement closed gap	Police agencies relieved of animal control issues - allowed time for higher priority public safety issues - joint financing saved animal control in Sanilac
<b>Joint Tuscola/Huron Equalization Director</b>	October of 2007	Tuscola/Huron Counties	\$40,000 annual - \$200,000 since 2007	Huron pays Tuscola for Equalization Director services	Huron is saving an estimated \$35,000 to \$40,000 annually not hiring a full-time Level 3 Equalization Director
<b>Tuscola provides assessing services to the City of Caro</b>	January of 2009	Tuscola County /City of Caro	\$20,000 revenue to Tuscola or \$80,000 since 2009	Caro became a City - required to perform assessing services - contracted to County	City of Caro saves by not having to hire an assessor
<b>Joint Tuscola/Huron Health Officer</b>	June of 1998	Tuscola/Huron Counties	\$85,000 annual or \$1,232,000 since 1998	Huron pays Tuscola for Health Department Director services	Huron saving an estimated \$85,000 annually by not hiring a Certified Health Officer Director
<b>Joint Tuscola/Huron Environmental Health Director</b>	December of 2009	Tuscola/Huron Counties	\$67,000 annual or \$206,000 since 2009	Huron pays Tuscola for Health Department Environmental Director services	Huron is saving an estimated \$67,000 annually by not hiring a Certified Environmental Director

**Tuscola County Previous Service Base Consolidations**

	<b>Date</b>	<b>Jurisdictions</b>	<b>Realized</b>	<b>Description of Cost</b>	<b>Other Consolidation</b>
<b><u>Service Consolidation</u></b>	<b><u>Consolidated</u></b>	<b><u>Involved</u></b>	<b><u>Savings/(Loss)</u></b>	<b><u>Savings(Loss)</u></b>	<b><u>Benefits</u></b>
<b>Tuscola has joint Medical Director services with four counties</b>	January of 1990	Tuscola and four other counties	\$100,000 annual savings or \$2,200,000 since 1990	Avoiding one county cost for a Medical Director	Medical Director can specialize in needs of government public health operations
<b>Tuscola has joint Medical Examiner services with four counties</b>	January of 1990	Tuscola and four other counties	\$50,000 annual or \$1,100,000 since 1990	Avoiding one county cost for a Medical Examiner	Medical Examiner can specialize in needs of government sector
<b>Tuscola/Huron Computer Aided Dispatch (CAD) backup capabilities</b>	April of 2012	Tuscola/Huron Counties	One time saving \$1,235,000 (cost to purchase equipment for a back up dispatch center)	Through effective planning compatible equipment purchased over time enabling backup ability	Flip of a switch allows CAD back up - if both counties bought their own independent systems for back up costs as much as \$2.5 million
<b>County prepares tax bills for many local units of government in the county</b>	June of 1993	Tuscola County and many local units of government	\$50,000 revenue to Tuscola or \$950,000 since 1993	County costs of production are about half of individual units of government	Too small of scale for most local units for efficient tax bill/roll production
<b>Elimination of County Building Codes Department contracted with South Central Michigan Construction Code Incorporated (SCMCCI)</b>	September of 2002	Tuscola County	\$80,000 annual or \$800,000 since 2002	County was forced to subsidize building codes department by estimated \$80,000 annually	Change to SCMCCI provided improved public service, elimination of labor disputes resulting in annual county savings
<b>Joint funding of Tuscola County Economic Development Corporation</b>	January of 1984	Tuscola County	\$20,000 annual from local governments or \$560,000 since 1984	County, local government and grants required to fund EDC operation	Combining resource has enabled productive economic development program
<b>Administration of local government sewer and water projects through the Controller Office and Board of Public Works</b>	Unknown at least 20 years	County and local units of government	\$15,000 annual or \$300,000 since 1992	Local units of government benefit service is provided by county without charge	Bonding for projects through the county can also reduce local units costs capitalizing on higher county bond rating

<b>Tuscola County Previous Service Base Consolidations</b>					
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<b><u>Service Consolidation</u></b>	<b><u>Consolidated</u></b>	<b><u>Involved</u></b>	<b><u>Savings/(Loss)</u></b>	<b><u>Savings(Loss)</u></b>	<b><u>Benefits</u></b>
<b>Mutual Aid for police, fire, ambulance services</b>	Unknown at least 20 years	Tuscola County and local units of government in county	Unknown	Mutual aid agreements have been signed	Significant additional equipment and staff would be required without mutual aid - has been tremendously beneficial
<b>Sheriff Police Services contracts with Vassar, Arbelo and Millington Townships</b>	Varies but estimated 10 years on average	Tuscola County and townships	Direct savings to township	Townships avoids administrative costs	Sheriff has backup officers in an emergency and some scheduling flexibility
<b>Community Corrections program to reduce jail time served</b>	January of 1990	Tuscola/Lapeer Counties	\$250,000 annual or \$5,500,000 since 1990	Estimated 20 beds saved daily	Without jail correction programs prisoners housing costs in other county jails increases
<b>Implementation of Tire Recycling program</b>	January of 2011	Tuscola County and local units of government in county	Value Added - tremendously successful program	Financial assistance from Mosquito Abatement and coordination with local governments	Huge numbers of unsightly tires have been removed from the landscape and number of mosquitoes/disease potential reduced
<b>Member of Michigan Renewable Energy Collaborative</b>	May of 2010	Tuscola, Huron, Sanilac, Mason and Gratiot Counties	Value added - consolidation of counties to fairly assess wind generators	At issue is an estimated \$9.4 million in revenue	Group formed to collectively protect financial position and revenue base produced from wind generators
<b>Tuscola County and National Association of Counties (NACo) Prescription Drug Discount Card Program</b>	June of 2009	Tuscola County and NACo	\$370,000 since 2009	Citizens of the county receive prescription drug discounts by county participation in the plan	This joint consolidated program has produced significant savings
<b>County Treasurer began issuing dog licenses for most local units of government</b>	January of 1995	Tuscola county and local governments	\$2,000 annual \$34,000 since 1995	County no longer pays local governments for issuing dog licenses	Centralized information for dog bite cases
<b>County Road Commission maintenance repair work on certain City of Caro heavy equipment</b>	January of 2013	Road Commission and City of Caro	Unknown	City of Caro reduces heavy equipment maintenance costs	Road Commission gains revenue from City of Caro

<b>Tuscola County Previous Service Base Consolidations</b>					
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<b>Service Consolidation</b>	<b>Consolidated</b>	<b>Involved</b>	<b>Savings/(Loss)</b>	<b>Savings(Loss)</b>	<b>Benefits</b>
<b>County Clerk coordinates statutory required elections with townships and cities</b>	January of 2005	Tuscola County and cities and townships in county	\$1,250 every two years \$5,000 since 2005	Cost of each entity running a separate notice versus the county running one notice	Information is in one location, less confusing, clear and concise
<b>Member Michigan Risk Management Authority (MMRMA)</b>	January of 2001	Tuscola and many other governmental entities	Unknown	Consolidation and entry into this public insurance pool has reduced insurance costs	MMRMA also provide grants where the proposal can reduce insurance risk and exposure
<b>County changed workers compensation coverage to the Michigan Association of Counties Citizen's Management Pool</b>	January of 2012	Tuscola and many other governmental entities	\$15,000 annual	Consolidation and entry into this public insurance pool has reduced insurance costs	Dividends
<b>CONSOLIDATIONS WITHIN TUSCOLA COUNTY GOVERNMENT</b>					
<b>Reduced number of County Commissioners from 7 to 5</b>	January of 2003	Tuscola County	\$20,000 annual or \$200,000 since 2003	Savings include health insurance, per diems, etc.	Lead by example
<b>Combining of Buildings/ Grounds Director and Recycling Coordinator positions</b>	January of 2011	Tuscola County	\$35,000 annual or \$70,000 since 2011	Position cost divided between millage based Recycling Fund and General Fund	Dual position is working well
<b>Combining of administrative positions in the Controller-Administrator Office</b>	January of 2010	Tuscola County	\$110,000 annual or \$330,000 since 2010	Two positions eliminated and most functions reassigned	33% cost reduction
<b>Joining of Brownfield Development Authority and Economic Development Corporation</b>	June of 1998	Tuscola County	\$10,000 annual or \$140,000 since 1998	Board consolidation saves per-diem and mileage costs	Efficient because meetings are held on same date and time

<b>Tuscola County Previous Service Base Consolidations</b>					
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<b><u>Service Consolidation</u></b>	<b><u>Consolidated</u></b>	<b><u>Involved</u></b>	<b><u>Savings/(Loss)</u></b>	<b><u>Savings(Loss)</u></b>	<b><u>Benefits</u></b>
<b>Court Video Arraignment System implementation</b>	January of 1994	Tuscola County and County Courts	\$60,000 annual or \$1,080,000 since 1994	Video arraignment camera replaced the cost of at least one police officer	Also has been beneficial improving safety of transporting prisoner from jail to courthouse
<b>Combining of Law Clerk and Assistant Court Administrator positions</b>	April of 2005	Tuscola County and County Courts	\$30,000 annual or \$240,000 since 2005	Reassignment of functions required	Financial limitations required changes
<b>Combined District Court and Juvenile Chief Probation Officer positions</b>	January of 2012	Tuscola County and County Courts	\$60,000 annual	Combined two positions into one	Savings of almost one FTE
<b>Combining Friend of the Court and Referee positions</b>	January of 2011	Tuscola County and County Courts	\$30,000 annual or \$60,000 since 2011	Reassignment of functions required	Financial limitations required changes
<b>Central purchasing programs by the NACo, police vehicles, MiDeal etc.</b>	January of 1986	Tuscola County	Unknown	Purchasing in volume reduces costs	Reduced staff administrative costs
<b>Road Commission contracted with the Sheriff to provide Weigh Master Services</b>	October of 2011	Tuscola County and Tuscola County Road Commission	\$10,000 annual	Certified deputy can perform this function	Road Commission avoids annual certification costs and training
<b>CONSOLIDATIONS WITH PRIVATE SECTOR BUSINESSES</b>					
<b>Contracted with a private sector company (Zimco) to provide "Turnkey Computer Support Services"</b>	January of 2011	Tuscola County	\$50,000 annual or \$100,000 since 2011	Savings achieved by not hiring full-time Computer Systems Director	Zimco has experienced well trained staff with extensive computer/technology experience
<b>Courts obtaining bids and contracts with local attorney's to provide court appointed attorney services</b>	Mid 1990's	Tuscola County and local attorney's	Tuscola County	Contracting with private sector to provide court appointed attorney services	Competition and economies of scale have reduced costs
<b>County Jail food service contracted to private company (Canteen)</b>	June of 1995	Tuscola County and Canteen	\$75,000 annual or \$1,275,000 since 1995	Economies of scale allows Canteen to provide food at a lower county cost	Legacy costs savings by not employing cooks and other staff

<b>Tuscola County Previous Service Base Consolidations</b>					
	<b>Date</b>	<b>Jurisdictions</b>	<b>Realized</b>	<b>Description of Cost</b>	<b>Other Consolidation</b>
<b><u>Service Consolidation</u></b>	<b><u>Consolidated</u></b>	<b><u>Involved</u></b>	<b><u>Savings/(Loss)</u></b>	<b><u>Savings(Loss)</u></b>	<b><u>Benefits</u></b>
<b>Prisoner medical care in the jail contracted to private service provider (Correctional Health Care Company)</b>	NA	Tuscola County and Correctional Health Care company	Unknown	Most cost effective approach to date - have had other approaches over the years	Aggressive bidding process has reduce costs - many safety concerns were resolved by providing medical care in the jail versus taking to private doctors
<b>Thumb Cellular lease of property for communications tower with the county</b>	January of 1985	Tuscola County and Thumb Cellular	\$20,000 annual or \$540,000	Thumb Cellular pays the county to lease land for their communications tower	County also uses tower for computer communications - significant saving not building or renting a tower for county use
<b>Rent of county property for farming</b>	January of 1985	Tuscola County and local farmer	\$13,000 annual or \$135,000	Idle land was put into a revenue generating venture	Bidding process has recently increased rent payment amount
<b>PROPOSED POTENTIAL FUTURE CONSOLIDATIONS</b>					
<b>Study feasibility of providing dental care to Medicaid eligible residents through county and local dentists joint venture</b>	Mid-year 2013	Tuscola, Huron and Sanilac counties	Unknown	Valuable new value added service to meet the dental needs of many area residents	Important quality of life issue, cost unaffordable for one county ( <b>See Footnote 1 Below</b> )

**Footnote 1 :**

A summary of the estimated timeline for implementation of the Thumb Area Dental Clinic is as follows:

January and February 2013 review of the draft contract explaining public and private roles, responsibility and requirements

January and February 2013 make contract modifications by both public and private sector entities

March 2013 contract signed

April through June 2013 local dentists acquire building and convert for dental uage along with acquisition of dental equipment for clinic operations

April through June 2013 counties learn details of implementing the intergovernmental transfer of funds intergel to the program

July 2013 dental clinic program becomes operational



STATE OF MICHIGAN  
DEPARTMENT OF TREASURY  
LANSING

RICK SNYDER  
GOVERNOR

R. KEVIN CLINTON  
STATE TREASURER

*Copy to all  
Comm & Wall*

*H*

December 17, 2013

Clark Elftman, Chair  
Huron County Board of Commissioners  
250 E. Huron Avenue, Room 305  
Bad Axe, MI 48413

Thomas Bardwell, Chair  
Tuscola County Board of Commissioners  
440 North State Street  
Caro, MI 48723

Dear Mr. Elftman and Mr. Bardwell:

The State Tax Commission at their meeting on December 16 adopted a motion allowing for a special one-year waiver for those local units whose certification levels have been increased primarily due to the installation of wind turbines. This waiver allows the Commission to study a more equitable manner for including the value of wind turbines in the determination of certification requirements.

Because the value of wind turbines in Tuscola and Huron Counties were primarily responsible for the increase of certification requirements in Oliver Township, Huron County and Gilford Township, Huron County, the Commission extended this special waiver to the Counties through December 31, 2014.

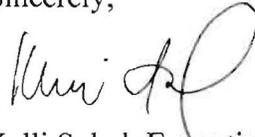
Although this waiver has been granted for 2014, the Commission clearly indicated that this will be the last waiver that will be approved for Tuscola and Huron Counties' shared MAAO (3) Equalization Director. As you are aware, the Commission examines State Equalized Values to determine the certification level requirements for all local units and counties in the State of Michigan. The combined SEV of the two Counties is double the threshold requiring an MMAO (4) Equalization Director, and has been significantly greater than that allowed for an MAAO (3) Equalization Director for many years.

The Commission strongly believes that adherence to State-wide standards, including the certification requirements of assessors and Equalization Directors, is fundamental to equitable valuation of property across the State. Fairness and equity do not allow two counties to disregard these standards for any prupose.

Huron and Tuscola Counties  
December 17, 2013  
Page 2

Beginning in 2015, it will be necessary for Huron and Tuscola Counties to retain an MMAO (4) level Equalization Director, or for the current Director to enter the MMAO (4) program, if they wish to maintain the shared position.

Sincerely,

A handwritten signature in black ink, appearing to read "Kelli Sobel", written in a cursive style.

Kelli Sobel, Executive Director  
State Tax Commission

Cc: Senator Mike Green  
Walter Schlichting, Equalization Director

**Mike Hoagland**

---

**From:** Mike Hoagland [mhoagland@tuscolacounty.org]  
**Sent:** Wednesday, January 08, 2014 3:45 PM  
**To:** rsundquist@clarkhill.com  
**Cc:** Walt Schlichting (Walt Schlichting); Tod Fackler (tuscolatownship@tds.net)  
**Subject:** Escrowed Wind energy Funds

Rick

Happy new year.

In 2012, the first Nextera Project was completed with 68 wind generators constructed in Gilford Township. I recommended to the Board of Commissioners that a portion of wind generator revenue from this project be escrowed because Nextera appealed their assessment. The Board of Commissioners agreed to escrow a portion of these funds for the general fund (GF) in 2013 and special revenue (SR) funds in 2014. The GF received revenue from the 2012 Gilford Nextera project in 2013 because these tax bills are produced in July. SR fund tax bills are not produced until November therefore revenues for SR funds are recorded in 2014. It is my understanding that Nextera did not follow proper State Tax Tribunal procedures for making an appeal.

- Has the Nextera appeal been dismissed ?
- Is there any possibility that the case could be re-instated ?
- Does this situation now allow the county to change funds for the first year of this project from escrowed to available for the GF and SR funds ?
- Would we have to pay back this first year if they won the part of their appeal that the generators from this project have a value of \$57 million not \$97 million because a federal subsidy was involved ?

Please provide your advice and recommendation regarding these questions.

Thank you.

Michael R. Hoagland  
Tuscola County/Controller Administrator  
125 W. Lincoln  
Caro, MI. 48723  
989-672-3700  
[mhoagland@tuscolacounty.org](mailto:mhoagland@tuscolacounty.org)



# Tuscola County Sheriff's Office

420 Court Street • Caro, MI 48723

Lee Teschendorf, Sheriff  
Glen Skrent, Undersheriff

Phone (989) 673-8161  
Fax (989) 673-8164

01/08/2014

Tuscola County Board of Commissioners  
Mr. Michael Hoagland, County Controller

I am requesting that the sheriff's office secretary be reinstated as a full-time position. The office has been operating with a part-time secretary since 01/07/2012 and, although we have managed, it has been difficult to maintain the necessary level of continuity and accuracy in the performance of the many required functions required of the position.

Mrs. Heidi Chicilli who currently serves us in the position has expressed an interest in staying with us in a full-time capacity and she has done an excellent job. She is currently working 28 hours a week and has taken on numerous additional duties. Most recently she has assumed responsibility for the jail inmate medical billing confirmation and discount calculation. This change was necessary due to Deputy Robert Kinney resigning from his part-time position. He normally worked 4 to 6 hours weekly on that task. She has also taken on verification of billing for inmates boarded out of county. This had been done by Lt. Penny Turner who retired effective 01/07/2014.

We have calculated that approximately 20 % of her time is taken up doing clerical and bookkeeping functions of the uniform division and are not opposed to that portion of her wages being paid from the road patrol millage fund in an attempt to lessen the impact on general fund costs.

I request that her wages be on par with the uncertified deputy/corrections officer scale making her starting wage \$ 15.73 per hour and follow the appropriate steps to top pay. I would also ask that benefits comply with the current standards published in the Tuscola County Personnel Handbook.

Additionally she has stated that she would elect to take the health insurance waiver since she is covered under her husband's health insurance saving the county additional costs in that area.

I have attached a copy of the positions job functions and responsibilities and a recent wage scale survey, completed in November 2013, provided by the Michigan Sheriff's Association for your review.

Sincerely,

Leland Teschendorf, Sheriff

## Sheriff Teschendorf

---

**From:** Glen Skrent <ggs@tuscolacounty.org>  
**Sent:** Wednesday, December 18, 2013 8:16 AM  
**To:** Sheriff Teschendorf  
**Cc:** heidi chicilli  
**Subject:** FW: Undersheriff Needs Advice - Confidential Secretaries - Admin Class Info

PER MSA and Terry Jungel these are the job functions of a Confidential Secretary

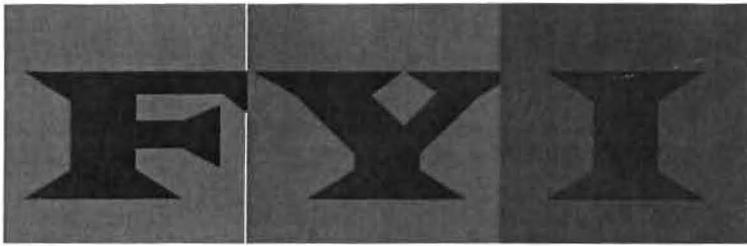
### **JOB FUNCTIONS AND RESPONSIBILITIES:**

The Confidential Secretary to the Sheriff – shall:

1. Hold as confidential, all aspects of the job designated confidential by the supervisor.
2. Perform confidential secretarial and clerical tasks of a varied nature, some of which may be unique to the Sheriff's office, requiring a thorough knowledge of the rules and regulations of the department and the frequent exercise of independent judgment.
3. Be responsible for compilation of documents needed for collective negotiations.
4. Keep confidential all correspondences, reports and other documents relating to negotiation Strategies. Also both criminal and disciplinary investigations.
5. Demonstrate willingness to substitute for other confidential staff as needed and/or requested.
6. Handle mail and correspondence of the office, responding to routine requests for information, and transcribing, word processing, and proofing letters and responses.
7. Ensure that all communications from the office meet proper written and oral English standards.
8. Greet visitors and answer telephone calls in a pleasant and efficient manner, communicating effectively in routine, sensitive, and confidential matters.
9. Maintain an efficient and well organized electronic and paper data collection and filing systems, including confidential files.
10. Arrange appointments and maintain a schedule for the Sheriff and Undersheriff.
11. Assist the administrator in the preparation of reports and documents by gathering and organizing data, performing research, creating graphics and displays, using word processing and data management, creating an attractive presentation, copying, collating, and transmitting or distributing final products.
12. Create forms, and compile and organize data and information necessary for the efficient operation of the office.
13. Arrange meeting details, prepare agendas and materials, and handle follow-up activities.
14. Maintain financial records for the accounts and budgets assigned to the office, preparing and monitoring purchase orders, checking in purchased materials, maintaining balances, and performing other bookkeeping tasks.
15. Order and maintain office supplies and provide for the maintenance and repair of equipment.
16. Create and maintain a clean, attractive, orderly, safe, and efficient office environment.
17. Any other tasks designated by the Sheriff.

TERRENCE L. JUNGEL, SHERIFF (RET)  
EXECUTIVE DIRECTOR  
MICHIGAN SHERIFFS' ASSOCIATION

Res#	Submission Time	Respondent	Status	Union		What is your annual salary?
				Yes	No	
1	11/20/2013 13:42	smcdaniels@ioniacounty.	Completed			\$37,810
3	11/20/2013 13:44	lwilcox@miottawa.org	Completed			\$49,500
4	11/20/2013 13:42	stormd@charlevoixcounty	Completed			34,540.00
5	11/20/2013 13:42	sennett@mqtco.org	Completed	1		\$48,000 (plus benefits)
6	11/20/2013 13:45	lcross@ironmi.org	Completed			1 36,224 Not Enough :-)
7	11/20/2013 13:47	dkalar@lapeercounty.org	Completed			\$36,914.16
8	11/20/2013 13:45	jmcbride@gratiotmi.com	Completed			34902.4
9	11/20/2013 13:45	hchicilli@tuscolacounty.o	Completed			19,000
10	11/20/2013 13:47	jamesc@antrimcounty.or	Completed	1		\$34,798.40
11	11/20/2013 13:47	tliebler@ioscocoounty.org	Completed			\$20,893.60
12	11/20/2013 13:50	dstrain@berriencounty.or	Completed			44812
13	11/20/2013 13:54	jkrussell@emmetcounty.c	Completed	1		40 hrs week @ \$17.50/hour
14	11/20/2013 13:53	chartwell@barrycounty.or	Completed			\$37,606.40
15	11/20/2013 13:54	gmcfanin@allegancounty	Completed			1 \$39,790 (gross wages)
16	11/20/2013 14:05	dsanford@co.jackson.mi.	Completed			44,179.20
17	11/20/2013 14:03	kerry.malone@kentcount	Completed			\$53,726
18	11/20/2013 14:05	todell@eatoncounty.org	Completed			1 39K
19	11/20/2013 14:05	mfolkers@gtsheriff.org	Completed			\$51,396.80
20	11/20/2013 14:10	ablair@stclaircounty.org	Completed	1		\$38,396
21	11/20/2013 14:10	knostrant@co.mecosta.m	Completed	1		32,403.00
23	11/20/2013 15:18	barbr@co.newaygo.mi.us	Completed			1 36000
24	11/22/2013 15:19	psmith@chippewacounty	Completed			1 \$22.44 hourly wage plus insurance/40 hr week
25	11/20/2013 14:14	hastyv@oceanasheriff.ne	Completed			1 39,000
26	11/20/2013 14:17	so_cole@ingham.org	Completed			\$46,467.00
27	11/20/2013 14:17	ablevons@co.midland.mi	Completed	1		50,408.00
29	11/20/2013 14:20	smallr@vbco.org	Completed			1 \$43,680
31	11/20/2013 14:36	jbowers@calhouncountyn	Completed			1 40,000
33	11/20/2013 14:34	tbassett@crawfordsheriff.	Completed			1 \$40,000
34	11/20/2013 14:45	clduffield@shiawassee.n	Completed	1		34,207.00
35	11/20/2013 14:46	jnickerson@arenacounty	Completed			1 24,000.00 approx.
36	11/20/2013 14:48	donnado@cassco.org	Completed			1 \$44,090.00
37	11/20/2013 15:59	mforest@otsegocounty	Completed			1 \$38,126
38	11/20/2013 15:21	akrupa@oscodacountymi	Completed			1 2013:\$30,388- 2014:\$31,304- 2015:\$32,240(max pay)
39	11/21/2013 6:08	cosheriff@gladwinco.com	Completed	1		\$37,273.60
40	11/21/2013 8:21	sgilbert@co.montcalm.mi	Completed			1 \$37,772.80 (paid by the hour at \$18.16/hr)
41	11/21/2013 7:47	vboersma@wexfordcount	Completed	1		\$38,000.00
43	11/21/2013 8:42	buchnerk@stjosephcount	Completed			1 39000
44	11/21/2013 8:50	p.vreeland@co.hillsdale.n	Completed			1 \$30,680.00
45	11/21/2013 10:00	wymanh@alpenacounty.c	Completed			1 31,304.00
46	11/21/2013 11:11	kbaker@co.livingston.mi.	Completed			1 \$42,847
47	11/21/2013 13:13	donna@montmorencyshe	Completed			1 27,600.00
48	11/21/2013 14:43	choag@osceola-county.o	Completed			1 I am not salary, hourly at \$16.14
49	11/26/2013 8:52	pcookingham@co.genes	Completed	1		\$54,000.00



(K)

P.O. Box 534  
Caro, MI 48723

Phone: (989) 673-8223  
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December 19, 2013

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. The sleep-out exposes teenagers and adults to the challenges of every day life of a homeless person. The event provides a safe environment in which participants are able to have fun while participating in educational and fun activities. The primary goal of the Cardboard City Sleep-Out is to raise awareness and funds for the Homelessness Prevention Fund of the Tuscola County Community Foundation.

This year's Sleep-Out is being planned for Saturday May 10<sup>th</sup>, and Sunday May 11<sup>th</sup>, 2014 and we are asking for your help in making our event possible. As in years past, we would like to hold the event on the lawn of the Tuscola County Courthouse. We are requesting use of the Courthouse lawn beginning Saturday, May 24<sup>th</sup> at 1:00 PM through Sunday, May 25<sup>th</sup> at 8:00 AM. We look forward to working with you in making Cardboard City Sleep-Out possible.

Sincerely,

Nathan Crane  
Cardboard City Chairman  
Future Youth Involvement

A handwritten signature in black ink that reads "Nathan Crane".