



Cheboygan County Board of Commissioners

MISSION STATEMENT

Cheboygan County officials and staff will strive to provide public services in an open and courteous manner and will responsibly manage county resources.

Board Planning Session Meeting

May 28, 2019

9:30 a.m.

Audie's Restaurant at Mackinaw City

Agenda

1. Call to Order
2. Roll Call
3. Invocation/Pledge of Allegiance
4. Approve Agenda
5. **CITIZENS COMMENTS**
6. **SCHEDULED VISITORS/DEPARTMENT REPORTS**
7. **ADMINISTRATOR'S REPORT**
8. **OLD BUSINESS**
9. **NEW BUSINESS**
 - A. Edward Byrne Memorial Justice Assistance Grant/Michigan Drug Court Grant Applications
10. **BOARD PLANNING SESSION**
 - A. Review of Board Goals
 - B. Economic Development
 1. Land Banks
 2. EDC Goals/Coordinator RFP
 - C. Infrastructure Project Review
11. **CITIZENS COMMENTS**
12. **ANY ADDITIONAL BOARD MEMBER TOPICS**
13. **ADJOURN TO THE CALL OF THE CHAIR**

ADMINISTRATOR'S REPORT

5-28-19

INFRASTRUCTURES

PROJECT UPDATE:

The County will be working with our phone consultant Abilita to begin gathering information from departments concerning phone use and features used to develop an RFP for phone system replacement with a VOIP System. This will be one of our larger projects this year providing an important upgrade to this key infrastructure system.

The County will continue to coordinate with CCE 911 on the 800 MHz Radio Project. CCE is currently working with Motorola on system tower and backbone upgrades which are scheduled to be implemented over the next year. CCE is also finalizing their RFP process for vendors to provide bids on radios and pagers. The County will make our first required payment for system upgrades to CCE by the end of this year. The County will pursue bonding for funds in 2020 depending on when radios and pagers are ordered.

The Animal Shelter Project is nearing completion with the concrete work in the final kennel renovation area completed and scheduled for painting. The County has received confirmation from a mechanical contractor that they will complete remaining heating, cooling and air handling in this area but have not received a final cost estimate or final schedule from contractor.

Staff is in the process of obtaining quotes from a specialty contractor to install an over lument on internal Court doors and window glass to increase security.

Staff is coordinating with paving contractor to complete final paving of parking lot areas from last fall and final punch list items that were weather contingent on Jail and Storage Building projects.

NLEA:

NLEA has sent out information concerning Emmet County's rejection of the proposed four-year agreement. This e-mail was forwarded to each Board member on Friday.

SOLID WASTE

PLAN:

In 2018 the County sent a Notice of Intent for amendment to the Solid Waste Plan to NEMCOG for submittal to the State. The State indicated that funding was approved in December of 2018 within a supplemental appropriation bill to begin the process of updating all Solid Waste Plans statewide. The DEQ indicated that plan requirements will be finalized in 2019 to begin a new planning initiative statewide.

Due to this development, the County's Solid Waste Plan Amendment process will be coordinated with the State's amendment process to assure that the County is addressing all State requirements and utilizing any State Grant funding.

The three primary issues identified for plan amendment are:

1. How to process new request for Type B transfer stations related to definition, siting, approval and number.
2. Whether to license solid waste haulers
3. Enforcement

Planning and Zoning staff will be working with the Planning Commission to discuss zoning language regulations related to siting of waste haulers.

**CITIZEN'S
SURVEY:**

The Board identified at last year's work session to complete an up-dated citizen's survey. This was not completed in 2018. Attached you will find a copy of a survey sent out in 2000. Staff would like to receive feedback if similar questions should be sent out or if an expanded survey should be developed. Research from other Counties identifies the use of survey companies to develop, send, collect and report information.

We Need Your Help!

Cheboygan County Services Survey November 2000

To assist us in prioritizing the services that are important to the residents and taxpayers of the County, we ask you to take a few minutes and complete this survey, (requested by the County Board of Commissioners). The survey should take 5 minutes and can be returned postage paid by refolding the survey, taping and mailing. Thank you in advance for your input.

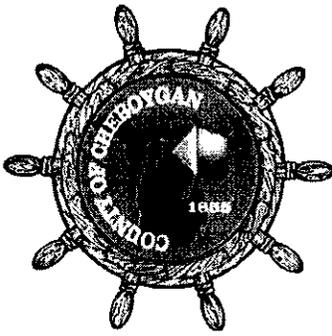
How important to you are the current services that the County of Cheboygan funds, through tax dollars, grants and fees? The following listing consists of services, which are **not mandated** (or required).

Please use the scale fo 1 to 5, with 1 being the lowest and 5 being the highest to rate the importance of the availability of this service to you.

<u>Service</u>	<u>Rating</u>				
Community Health Services	1	2	3	4	5
Mental Health Services	1	2	3	4	5
Housing Assistance	1	2	3	4	5
Planning and Zoning	1	2	3	4	5
Construction Codes	1	2	3	4	5
Veterans Services	1	2	3	4	5
Regional Transportation	1	2	3	4	5
Animal Control	1	2	3	4	5
Airport Services	1	2	3	4	5
Public Safety (Police, Ambulance, Road Patrol, Fire)	1	2	3	4	5
MSU Extension Services	1	2	3	4	5
County Fair	1	2	3	4	5

What is the City or Township of your residence? _____

How can the County Serve You Better? *(If you need more room, please use the back of the form.)*



Cheboygan County Board of Commissioners' Meeting

MEETING DATE: May 28, 2019

Title: Drug Court – Approval of MDCGP and Edward Byrne Memorial Justice Assistance Grant Applications and Certification

Summary: Cheboygan County Drug Court desires to apply for grant funds to continue the Drug Court Program. The certification/applications for these grants are due May 31, 2019.

Financial Impact: The Drug Court is requesting a grant award amount of \$245,487.96 for Byrne JAG, and/or \$245,737.96 for MDCGP for FY 2020.

Recommendation:

Motion to approve the submittal of these Cheboygan County Drug Court Grant Applications and Certification, and all future forthcoming documentation after review and approval by the Finance Director, and legal counsel, if applicable.

Prepared by:
Karen J. Chapman for Judge
Aaron J. Gauthier

Department: 53rd Circuit Court

*	Cheboygan City	Michigan State/Province	49721 Postal Code/Zip
Phone:*	231-627-8818		Ext.
Fax:	231-627-8419		

Funding

Does your program intend to apply for grant funding through SCAO?*

Yes

Select all grants that your program intends to apply for.

Michigan Drug Court Grant Program, Byrne JAG

Applicant Contact Information

Select your court* C53 Cheboygan/Presque Isle

Regional Administrator* Jerome Kole

People served* Men, Women

Program Fiduciary: * Cheboygan

Date that the program accepted or anticipates first participant* 11/03/2009

Please pick your program type* Hybrid DWI/Drug Court

Is your program operational?*

Yes

Courthouse name (example: Frank Murphy Hall of Justice) Cheboygan County Building

Courthouse street address* 870 South Main Street

Room/Floor

City* Cheboygan

State* MI

Zip code* 49721

Chief Judge: First Name* Aaron

Chief Judge: Last Name* Gauthier

Chief Judge: E-mail Address* circuitjudge@cheboygancounty.net

Program Judge: First Name* Aaron
Program Judge: Last Name* Gauthier
Title* Judge
Program Judge: E-mail Address* circuitjudge@cheboygancounty.net
Program Judge: Phone Number* 231-627-8818

Ext.

Program Judge's Mailing Address: Street* 870 South Main Street

Program Judge's Mailing Address: Room/Floor

Program Judge's Mailing Address: City* Cheboygan

Program Judge's Mailing Address: State* MI

Program Judge's Mailing Address: Zip Code* 49721

Judge 2: First Name

Judge 2: Last Name

Judge 2: Title Judge

Judge 2: E-mail Address

Judge 2: Phone Number

Ext.

Judge 2 Mailing Address: Street

Judge 2 Mailing Address: Room/Floor

Judge 2 Mailing Address: City

Judge 2 Mailing Address: State

Judge 2 Mailing Address: Zip Code

Judge 3: First Name

Judge 3: Last Name

Judge 3: Title Judge

Judge 3: E-mail Address

Judge 3: Phone Number

Ext.

**Judge 3 Mailing Address:
Street**

**Judge 3 Mailing Address:
Room/Floor**

**Judge 3 Mailing Address:
City**

**Judge 3 Mailing Address:
State**

**Judge 3 Mailing Address:
Zip Code**

Judge 4: First Name

Judge 4: Last Name

Judge 4: Title Judge

Judge 4: E-mail Address

Judge 4: Phone Number

Ext.

**Judge 4 Mailing Address:
Street**

**Judge 4 Mailing Address:
Room/Floor**

**Judge 4 Mailing Address:
City**

**Judge 4 Mailing Address:
State**

**Judge 4 Mailing Address:
Zip Code**

**Court Administrator: First
Name*** Karen

**Court Administrator: Last
Name*** Chapman

**Court Administrator:
E-mail Address*** kjc@cheboygancounty.net

**Project Director (Main
Program Contact): First
Name*** Nicole

**Project Director: Last
Name*** Pawlowski

Project Director: Title* Case Manager/Drug Court Coordinator

**Project Director: E-mail
Address*** npawlowski@cheboygancounty.net

**Project Director: Phone
Number*** 231-627-8818

Ext.

**Project Director Mailing
Address: Street*** 870 S. Main Street

Project Director Mailing Address: Room/Floor
Project Director Mailing Address: City* Cheboygan
Project Director Mailing Address: State* MI
Project Director Mailing Address: Zip Code* 49721
Financial Officer: First Name* James
Financial Officer: Last Name* Manko
Financial Officer: Title* Financial Director
Financial Officer: E-mail Address* jmanko@cheboygancounty.net
Financial Officer: Phone Number* 231-627-8430

Financial Officer Mailing Address: Street* 870 S. Main Street
Financial Officer Mailing Address: Room/Floor
Financial Officer Mailing Address: City* Cheboygan
Financial Officer Mailing Address: State* MI
Financial Office Mailing Address: Zip Code* 49721
I have reviewed the above information for accuracy* Yes

Ext.

DCCMIS Contact Information

DCCMIS Administrator (The person responsible for reporting data to SCAO): First Name* Nicole
DCCMIS Administrator: Last Name* Pawlowski
DCCMIS Administrator: E-mail Address* npawlowski@cheboygancounty.net
DCCMIS Administrator: Phone Number* 231-627-8818

Ext.

Assessments

*

How does the court determine whether a participant is eligible for the program? Explain the process and timeline for entry.

Eligibility:

- 1) Resident of courts jurisdiction (county)
- 2) Defendant must have a serious pattern of substance abuse or dependency
- 3) The offense must be a high court misdemeanor or felony
- 4) Must not have serious mental health issues that would impede him/her from completing the program successfully.
- 5) Non-violent offenders
- 6) No offenses that are criminal sexual conduct of any degree.

Legal and Team Eligibility:

The Prosecutor can get referrals from other prosecutors, attorneys, probation officers, MDOC, law enforcement, etc. When the Prosecutor receives these referrals they determine if there is legal eligibility to participant in the program. Depending on how many referrals come into the Prosecutors Office at a time the Case Manager usually gets the referrals within a week, but this also depends on the individual's case(s) and background.

Once the referral is given to the Case Manager and the Probation Agent (MDOC) the process of getting their PSI started and completed, sending them for an assessment at Harbor Hall (if one has not been done yet) and having them sign a release of information, getting an intake and screening done on them (using the DCCMIS screening form), looking at their criminal history and seeing if there are any pending charges/warrants. We also check to see when the potential participant is on the schedule for a Plea Hearing.

The Case Manager contacts the potential participant and conducts an intake and screening, whether it is in the office or in jail. The intake and screening can take anywhere from the same day to two weeks, this depends on access to the defendant in jail and how many intakes and screenings that need to be done. The Case Manager presents the potential participant to the drug court team at the next Staffing Meeting and after the Harbor Hall assessment is done. The team then discusses and votes on whether or not the defendant is voted into the program, but the Judge has the final say. We will start the new candidate in the program when they take plea. These court proceedings can be a couple weeks out from the time they are voted into the program. Depending on the courts schedule and the assigned attorney the Plea Hearing may be able to be move up.

If the new participant is in need of inpatient residential treatment we have them call Northern Michigan Regional Entity (NMRE) and they will conduct an assessment to see if the participant meets the ASAM criteria for inpatient. If the participant has been in jail for more than 30 days NMRE will not place them into inpatient residential treatment due to having a forced sobriety and will then only recommend outpatient counseling. Their time in drug court starts when they successfully complete the residential program.

This whole process can go very quick depending on if the Substance Abuse Assessment was done prior to the referral and if the potential participant is not in jail or does not have other pending cases. Sometimes the process is slowed down by the potential participant being in jail and the possibly of having pending cases in other counties. This whole process can take up to 50 days, but we try to expedite the process, which is a case by case basis.

*

How does the program determine clinical diagnosis?

We use one treatment provider, Harbor Hall. They use the SASSI-4, MAST, DAST, and ACE for a clinical diagnosis.

The treatment providers then use the DSM-5 for the clinical diagnosis and this is based upon the assessment matched to the DSM-5 criteria.

Provide the name of the clinical assessment tool(s) used.

- * SASSI-4
- MAST
- DAST
- ACE
- PHQ-9
- WHO-DAS
- BDI-II
- GAD-7
- PC-PTSD

Does the court allow charges other than substance use or possession?

- * Yes

Does the court screen and exclude violent offenders as defined in MCL 600.1060?

- * Yes

Does the court use subjective screenings for motivation to change or preparedness for treatment when determining suitability for drug court?

- * No

Does the program use a standardized risk and needs assessment tool(s)?

- * Yes

Provide the name(s) of the standardized risk and needs assessment tool(s).

COMPAS

Is the participant reassessed for risk/needs throughout the program?

- * Yes

Problem Solving Court Team

Title	Name of Team Member	How often does this member attend staffing meetings?	How often does this team member attend status review hearings
Judge or Judicial Officer	Aaron J. Gauthier	Always	Always
Prosecutor	Melissa Goodrich	Always	Always
Defense Counsel	Amanda Szukala	Always	Always
Treatment Representative	Kathy Mason	Always	Always
Program Coordinator	Nicole Pawlowski	Always	Always
Probation Officer	Jim Feagan	Always	Always
Law Enforcement Officer	Todd Ross	Always	Sometimes
Evaluator	Karen Chapman	Always	Never
Other		Always	Always

Other		Always	Always

Problem Solving Court Team

If your program has additional team members not listed above, please include them here. Do these team members attend status review hearings and staffing meetings? If yes, how often? Please include any other relevant information.

Les Tebo - drug court team's compliance officer. Les always attends the drug court staff meetings and sometimes attends the status review hearing.

If one or more of the above team members does not regularly attend staffing meetings and/or status review hearings, how does the court ensure that team members actively contribute to the program and to participant success?

Team members always attend the staffing meetings and actively contribute to the program during this meeting. Our Law Enforcement Officer "sometimes" goes to the Status Review Hearings. The Case Manager is in contact with this officer and goes over details that are pertinent when they are unavailable to go. The Law Enforcement Officer does contact the Case Manager or Probation Agent during and after business hours if there are concerns with any of the participants.

How do team members share information as necessary to appraise participants' progress in treatment and compliance with the conditions of drug court? *

Journal entry using DCCMIS, Phone, Fax, Staffing meeting, In-person

Role of the Judge

How did the judge become involved in the program?

Volunteered

Assigned Yes

How long has the judge been a member of the team? * < 1 year

Do participants ordinarily appear before the same judge throughout their enrollment in the program?

* Yes

Does the judge base interactions with program participants on the four principles of procedural fairness?

Voice?* Yes
 The ability to participate in the case by expressing their viewpoint.

- Neutrality?*** **Yes**
Consistently applied legal principles, unbiased decision makers, and a "transparency" about how decisions are made.
- Respectful treatment?*** **Yes**
Individuals are treated with dignity, and their rights are obviously protected.
- Trustworthy authorities?*** **Yes**
Authorities are benevolent, caring, and sincerely trying to help the participants.

*

How does the judge consider the perspectives of all team members before making decisions that affect participants' welfare or liberty interests?

The Judge meets with the Drug Court team on a weekly basis. If any participant has engaged in conduct that may result in a sanction, their conduct and progress is discussed by the entire team with all parties having a full chance to express themselves before any decisions are made. The Judge makes the final decision after hearing what the team has expressed.

Does the judge rely on the expert input of duly trained treatment professionals when imposing treatment-related conditions?

* **Yes**

Does the program have phases?

* **Yes**

How frequently do participants appear before the judge for status review hearings while in the program?

Phase 1 **Weekly**

Phase 2 **Bi-weekly**

Phase 3 **Bi-weekly**

Phase 4 or Above **Monthly**

Does the judge spend at least three minutes interacting with each participant during the status review hearing?

* **Yes**

Does the judge offer supportive comments to participants, stress the importance of their commitment to treatment and other program requirements, and express optimism about their abilities to improve their health and behavior?

* **Yes**

Does the judge allow participants a reasonable opportunity to explain their perspectives concerning factual controversies and the imposition of sanctions, incentives, and therapeutic adjustments?

* **Yes**

Confidentiality

Have any team members received training on federal confidentiality requirements and how they affect treatment court practitioners and contractors?

* **Yes**

Please explain what federal confidentiality training each team member has received.

Our team members, except our defense counsel, attended NDCI Adult Drug Court Operational Tune-Up Training in Midland, MI., 05/10/18 and 05/11/18

The Defense Counsel and Case Manager attended the Annual MADCP two day training in Lansing, MI., March 2019.

*

How does the court ensure that confidential records are protected after consent expires or is revoked?

All participants' files are kept in a secure locked file cabinet. After the participant is discharged or did not qualify for drug court their files are pulled from the pending and active participant files and placed into another secured locked file cabinet and not accessible, except by the Case Manager.

Does the program have written procedures and/or policies that regulate and control access to and use of written and electronic confidential records?

* Yes

Please attach the policies and procedures document.

Updated Policy and Procedure Manual.doc

Does the court have a Memorandum of Understanding (MOU) that includes confidentiality?

* Yes

Please attach the MOU that includes confidentiality.

DOC053017-05302017093530.pdf

Have all statutorily required team members signed the MOU?

* Yes

Is electronic data protected by security walls and password-protected?

* Yes

Is access to the electronic data controlled and limited?

* Yes

Are pre-court staffing meetings closed to participants and the public?

* Yes

Does the treatment court have a team member designated as a confidentiality compliance officer?

* Yes

Who is the team's confidentiality compliance officer?

Nicole Pawlowski

Due Process

Does the drug court conduct home visits of participants as part of a standard monitoring program?

* **Yes**

Do participants give a waiver against unreasonable searches and seizures as a condition of probation?

* **No**

Does termination meet the requirements under MCR 6.445 Probation Revocation?

* **Yes**

Please explain in detail how termination meets the requirements under MCR 6.445. Include what is provided to the participant, and how decisions are made.

Termination only occurs after a full review of the participant's case with the entire drug court team. The judge makes the final decision on termination after receiving the team's input.

Once a participant is terminated, it is treated the same as any other probation violation and the provisions of MCR 6.445 are implemented. The probation agent prepares a probation violation bench warrant, which is discussed with and presented to the participant, who is then arraigned in court shortly thereafter. At that time, the participant is advised of the possible penalties as well as his/her rights to a hearing and to be represented. If the participant does not admit then a hearing is scheduled within 14 days.

*

How does the court ensure that a sanction that implicates a liberty interest meets procedural protections under due process? Include what is provided to the participant, and how decisions are made. Please explain in detail.

Any participant facing possible incarceration due to an alleged violation is provided an opportunity for a hearing.

If there are allegations of a violation, which if true, could involve incarceration the participant is advised by the probation agent or case manager of the nature of the allegation as well as his/her right to a hearing and representation of counsel. If the participant chooses to admit, they do so either in open court or sign a waiver and admission form giving up their right to a hearing and representation and agreeing to the imposition to the sanction.

If the participant disputes the accuracy of the violation or the imposition of the sentence then a hearing is scheduled for an initial arraignment which is usually in a few days. At that time the participant is arraigned and advised of their rights to a hearing and counsel and also the possible penalties involved. If the participant wants to continue to contest the allegations, counsel is appointed and a hearing is scheduled usually within seven days.

It should be noted that our drug court team has recently attended the Federal Tune-Up Training provided by NADCP in Midland on May 10-11, 2018, and our procedures manual is currently being revised. Since this training some of our team has changed; Judge, Defense Attorney, Prosecutor, and Treatment Provider. Due to this change we reconstructed our drug court and there is a change in phases, sanctions, incentives, recovery meetings and time in the program, which will show in our revised manual.

Participant Supervision and Compliance

How many active participants does each case manager/probation officer supervise?

- * There is one case manager and one probation officer supervising the Drug Court participants. The number of participants they can supervise is 30 total.

Do participants regularly attend self-help or peer-support groups in addition to professional counseling?

- * Yes

Do these peer-support groups follow a structured model or curriculum such as 12-step or Smart Recovery models?

Yes

Are non-faith-based peer-support options available?

Yes

Does the program have phases?

- * Yes

*How frequently do participants meet with a clinical case manager or comparable treatment professional during the **first** phase of the program?*

Weekly

What are the participant requirements for each phase of the program?

Phase One	<p>Phase I (90 days)/Acute Stabilization</p> <p>Attend Drug Court EVERY Tuesday at 9:00 a.m. for the men and Wednesday at 8:30 a.m. for the women.</p> <p>Meet with the Case Manager/Probation Officer weekly.</p> <p>Monthly home visits from Case Manager or Probation Officer.</p> <p>Comply with supervision.</p> <p>Must attend Life Skills with case manager weekly.</p> <p>Random drug/alcohol testing weekly. Must call drug testing line daily.</p> <p>3 AA/NA, SMART Recovery, Celebrate Recovery or any meetings approved by the court, each week with record of verification and on three separate days.</p> <p>Must obtain a sponsor.</p> <p>Engage in treatment and develop a plan.</p> <p>Address housing and/or obtain a stable living environment.</p> <p>Apply for Medicaid</p> <p>Apply for Michigan ID</p> <p>Establish a family doctor and obtain a medical assessment.</p> <p>Discuss financial issues</p> <p>Start to think about short term and long term goals.</p> <p>Start to change people, places, and things. Make a list of current people, places, things, and give to your Case Manager.</p> <p>Participant must be in his/her residence between the hours of 9:00 p.m. and 6:00 a.m. unless otherwise allowed by the Court.</p> <p>Curfew 9:00 p.m.</p> <p>Advancement to Phase II YOU MUST have completed</p> <p>Minimum 39 recovery meetings that have been approved by the court.</p> <p>Must have 30 days or more continuous sobriety.</p> <p>Must turn in Phase Advancement writing assignment 2 weeks prior to advancing.</p> <p>Must have a list of short term goals and a list of long term goals, plus the steps to achieve the short term goal(s).</p> <p>Must have stable housing.</p> <p>Must have sponsor.</p> <p>Sign up with Michigan Works for job training and/or seek work.</p> <p>Develop a case plan for Phase II with the Case Manager.</p> <p>No missed drug screens (30 days consecutively).</p> <p>No missed counseling (30 days consecutively).</p> <p>A list of people, places, and things that you plan to change.</p>
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Phase Two	<p>Phase II (90 days)/Clinical Stabilization</p> <p>Attend Drug Court BI-WEEKLY Tuesday at 9:00 a.m. for the men and Wednesday at 8:30 a.m. for the women.</p> <p>Meet with the Case Manager/Probation Officer weekly.</p> <p>Monthly home visits from Case Manager or Probation Officer.</p> <p>Comply with supervision.</p> <p>Must attend Life Skills with Case Manager every week.</p> <p>Random drug/alcohol testing weekly. Additional testing may be ordered by the court.</p> <p>3 AA/NA, SMART Recovery, Celebrate Recovery or any meetings approved by the court, each week with record of verification and on three separate days.</p> <p>Must have sponsor and must be working the steps.</p> <p>Engage in treatment and develop a plan ? As directed by your counselor.</p> <p>Have stable living environment.</p> <p>Show proof of Medicaid and Michigan ID Card or what progress you have made on this, bring to case manager.</p> <p>Address medical issues.</p> <p>Address financial issues</p> <p>Start working on the short term and long term goals and develop steps to achieve these goals.</p> <p>Demonstrate changing people, places, and things. Make a list of current people, places, things, and give to your Case Manager.</p> <p>Must seek work and log the places you have applied (pick up form from Case Manager or Probation Agent).</p> <p>Must do 20 hours of community service a week if not working and engage in Michigan Works services or enroll in vocational training. These 20 hours of community service must be turned in every week to Case Manager.</p> <p>Obtain your payment plan from case manager and start to make payments on court costs. These payments are DUE by the 15th of every month. If you need an extension you must get permission.</p> <p>Participant must be in his/her residence between the hours of 10:00 p.m. and 6:00 a.m. unless otherwise allowed by the Court.</p> <p>Curfew 10:00 p.m.</p> <p>Advancement to Phase III YOU MUST have completed</p> <p>Minimum 39 recovery meetings that have been approved by the court.</p> <p>Must have 60 days or more continuous sobriety.</p> <p>Must turn in Phase Advancement writing assignment.</p> <p>Must have completed a short term goal(s) and are working on a long term goal and develop steps for long term goal.</p> <p>Maintain stable housing.</p> <p>Engagement with sponsor.</p> <p>Develop a case plan for Phase III with the Case Manager.</p> <p>No missed drug screens (60 days consecutively).</p> <p>No missed counseling (60 days consecutively).</p> <p>Complete Life Skills</p> <p>A list of how people, places, and things are changing (new list created).</p> <p>Must have a budget set up.</p> <p>Turn in job search log.</p> <p>Must have made 3 payments towards court costs.</p>	<p>^</p> <p>▼</p>
Phase Three	<p>Phase III (90 days)/Pro-Social Habilitation</p> <p>Attend Drug Court BI-WEEKLY Tuesday at 9:00 a.m. for the men and Wednesday at 8:30 a.m. for the women.</p> <p>Meet with the Case Manager/Probation Officer weekly.</p> <p>Monthly home visits from Case Manager or Probation Officer.</p> <p>Comply with supervision.</p> <p>Random drug/alcohol testing weekly. Additional testing may be ordered by the</p>	

court.

3 AA/NA, SMART Recovery, Celebrate Recovery or any meetings approved by the court, each week with record of verification and on three separate days. ^

Maintain communication with sponsor and engaging in the steps.

Engage in treatment ? As directed by your counselor.

Maintain stable living environment.

Continue medical care, if needed.

Address financial issues

Continue working on short and long term goals.

Demonstrate changing people, places, and things. Make a list of current people, places, things, and give to your Case Manager.

Obtain employment or must seek work and log the places you have applied (pick up form from Case Manager or Probation Agent).

Must do 32 hours of community service a week if not working and engage in Michigan Works services or be enrolled in vocational training. These 32 hours of community service must be turned in every week to Case Manager.

Make payments on time to the court. These payments are DUE by the 15th of every month. If you need an extension you must get permission.

Establish Pro-Social activities (make a list).

Participant must be in his/her residence between the hours of 11:00 p.m. and 6:00 a.m. unless otherwise allowed by the Court.

Curfew 11:00 p.m.

Advancement to Phase IV YOU MUST have completed

Minimum 39 recovery meetings that have been approved by the court.

Must have 60 days or more continuous sobriety.

Must turn in Phase Advancement writing assignment two weeks prior.

Must have completed a short term goal and are working on a long term goal.

Maintain stable housing.

Engagement with sponsor.

Engagement with Michigan Works for job training and/or must seek work and log the places you have applied (pick up form from Case Manager or Probation Agent).

Develop a case plan for Phase IV with the Case Manager.

No missed drug screens (60 days consecutively).

No missed counseling (60 days consecutively).

A list of how people, places, and things are changing (new list created).

Must have a budget set up.

Must have made 3 payments towards court costs. v

**Phase
Four and
Above**

Phase IV (120 days) / Adaptive Habilitation

Attend Drug Court MONTHLY Tuesday at 9:00 a.m. for the men and Wednesday at 8:30 a.m. for the women.

Meet with the Case Manager/Probation Officer bi-weekly.

Monthly home visits from Case Manager or Probation Officer.

Comply with supervision.

Random drug/alcohol testing weekly. Additional testing may be ordered by the court.

3 AA/NA, SMART Recovery, Celebrate Recovery or any meetings approved by the court, each week with record of verification and on three separate days.

Maintain communication with sponsor, engage in the steps, and maintain recovery network.

Engage in treatment ? As directed by your counselor.

Maintain stable living environment.

Continue medical care, if needed.

Address financial issues

Continue working on short and long term goals.

Demonstrate changing people, places, and things. Make a list of current people, places, things, and give to your Case Manager and how it has changed.

Maintain employment or must seek work and log the places you have applied (pick up form from Case Manager or Probation Agent).

Must do 32 hours of community service a week if not working and engage in Michigan Works services or be enrolled in vocational training. These 32 hours of community service must be turned in every week to Case Manager.

Make payments on time to the court. These payments are DUE by the 15th of every month. If you need an extension you must get permission.

Maintain Pro-Social activities.

Participant must be in his/her residence between the hours of 12:00 a.m. and 6:00 a.m. unless otherwise allowed by the Court.

Curfew 12:00 a.m.

Advancement to Phase V YOU MUST have completed

Minimum 51 recovery meetings that have been approved by the court.

Must have 90 days or more continuous sobriety.

Must turn in Phase Advancement writing assignment two weeks prior.

Must have completed a short term goal and are working on a long term goal.

Maintain stable housing.

Engagement with sponsor.

Develop a case plan for Phase IV with the Case Manager.

No missed drug screens (90 days consecutively).

No missed counseling (90 days consecutively).

A list of how people, places, and things are changing (new list created).

Must have made 4 payments towards court costs.

Phase V (120 days) / Continuing Care

Attend Drug Court MONTHLY Tuesday at 9:00 a.m. for the men and Wednesday at 8:30 a.m. for the women.

Meet with the Case Manager/Probation Officer monthly.

Monthly home visits from Case Manager or Probation Officer.

Comply with supervision.

Random drug/alcohol testing. Additional testing may be ordered by the court.

2 AA/NA, SMART Recovery, Celebrate Recovery or any meetings approved by the court, each week with record of verification and on three separate days.

Maintain communication with sponsor, engage in the steps, and maintain recovery network.

Engage in treatment ? As directed by your counselor. Develop a continuing care plan with counselor.

Maintain stable living environment.

Continue medical care, if needed.

Address financial issues

Continue working on short and long term goals.

Write how you have changed people, places, and things.

Maintain employment or must seek work and log the places you have applied (pick up form from Case Manager or Probation Agent).

Must do 32 hours of community service a week if not working and engage in Michigan Works services or be enrolled in vocational training. These 32 hours of community service must be turned in every week to Case Manager.

Make payments on time to the court. These payments are DUE by the 15th of every month. If you need an extension you must get permission.

Maintain Pro-Social activities

To Complete Phase V & Complete the Drug Court Program Successfully YOU MUST have completed

Minimum 34 recovery meetings that have been approved by the court.

Must complete this phase with no slips and have 120 days or more continuous sobriety.

Must apply for commencement and must be turned in two weeks prior.

Must show progress on a long term goal or completion of this goal.

Maintain stable housing.

Maintain work or proof of vocational/college training.
 No missed drug screens.
 A list of how people, places, and things are changing (new list created).
 Must have court costs paid in full.

*6 months of probation AFTER successful completion of the treatment court program.

NOTE: The duration of the program will be determined by the participant's performance. Significant or repeated violations of program rules may result in a phase extension or termination from the program.

**Requirements of the program are subject to change at the discretion of the Adult Drug Court Program team and may be applied on case by case basis.

***Continued violations will result in more severe sanctions and ultimately termination from the program.

Do participants receive assistance finding safe, stable, and drug-free housing?

* Yes

Where applicable, are ignition interlock devices and restricted driver licenses made available to eligible participants?

* Yes

*

Describe the incentives the court uses, and describe the actions/behaviors/accomplishments that result in each incentive.

The incentives that we have used to date are varied.

Participants in Phase 1 advancing to Phase 2 receive a gift certificate from the Circuit Court for \$20 to apply against their fines and costs and they are given an inspirational book signed by all members of the Drug Court team. They are also presented with a certificate of achievement. Completing Phase 1 means that the participant is complying with drug court recommendations and has a minimum of 30 days sobriety.

Participants in Phase 2 advancing to Phase 3 receive a gift card (varied) for \$10 and a certificate of achievement. Completing Phase 2 means that the participant is complying with drug court recommendations and has a minimum of 60 days sobriety.

Participants in Phase 3 advancing to Phase 4 receive a \$15 gift card (varied) and also a certificate of achievement. Completing Phase 3 means the participant is complying with all recommendations and has a minimum of 60 days sobriety.

Participants in Phase 4 advancing to Phase 5 receive a \$25 gift card (varied) and also a certificate of achievement. Completing Phase 4 means the participant is complying with all recommendations and has a minimum of 90 days sobriety.

Participants in Phase 5 that graduate receive a "recovery" travel mug along with a certificate of completion. Graduating drug court means a minimum of six months sobriety, completion of counseling, and an exit interview.

All participants advancing to another phase will submit an assignment. These assignments are different in all phases.

Incentives are awarded to reinforce positive behaviors and encourage sober living. The judge and the team applaud and commend when sobriety time is announced, verbal praise is done when the participant is satisfying the drug court requirements. These incentives are immediate.

We have implemented the "fish bowl". The "fish bowl" is done on a monthly basis when the participant has complied with all requirements for the month. Behavior and complying consist of attending all their AA/NA meetings, being on time to appointments and work, turning in all AA/NA sign in sheets, good reports from the counselors and/or mental health, and paying their fines and cost on time. These incentives consist of praise, candy, t-shirts, journals, jewelry, thermos', and movie tickets.

*

Describe the sanctions the court uses, and describe the violations/behaviors that result in each sanction.

Technical violations, such as positive drug/alcohol screens, failing to report, failing to attend counseling/treatment, curfew, and/or felon association are sanctioned using a variety of methods, but are not limited to:

- 1) Incarceration
- 2) Community Service Work
- 3) Increased Reporting
- 4) Monetary Fine for Missing Counseling
- 5) Home Confinement
- 6) Alcohol Monitoring Tethers
- 7) Writing an Essay
- 8) Increased Drug Testing

Some examples - community service work is often assigned for participants who commit minor infractions such as missing a counseling appointment, losing a job, etc. Participants have been required to prepare and submit essays on various topics when a minor infraction occurs, such as a curfew violation, dishonesty, etc.

Jail time and being required to start over in a phase are sanctions that are employed when participants fail or miss a drug or alcohol test and/or dilute tests on a continuous basis. Jail time imposed for these infractions would be 2-3 days, and in no event exceed 14 days.

*

How soon are sanctions imposed after noncompliant behavior? Explain all relevant scenarios.

The judge administers each sanction and is generally assessed in the courtroom at the first Drug Court appearance after the incident. Jail sanctions for drugs or alcohol use are generally imposed within 24 hours of a positive, missed, or diluted test. All other noncompliant behavior is addressed by the judge within the next business day, if this violation occurs during the weekend or holiday. If violations occur during the work week, sanctions are imposed within 24 hours.

Are participants given access to counsel and a fair hearing if a jail sanction might be imposed?

* Yes

Do participants receive punitive sanctions if they are otherwise compliant with their treatment and supervision requirements but are not responding to treatment interventions?

* No

*

What are the requirements for graduation? Include information on program requirements, sobriety days, and other social/economic requirements.

Graduation requires participants successfully complete phase 5 of the program and they must have at least six months sobriety. All fines, costs and restitution must be paid in full. The participant is required to complete counseling, individual and group. The work history for the graduating participant requires them to maintain a job, which is established in Phase 2 and carried through to graduation. Some participants referred to drug court are required by a probation order to complete their GED or Diploma and they are strongly encouraged to complete this prior to graduation.

*

List reasons why a participant may be terminated from the program.

Reasons for termination vary. Generally, termination occurs after multiple failed tests and continued use and the participant cannot be managed safely in our community. Sometimes this has been coupled with attempts to submit fraudulent samples and overall lack of effort.

If participants commit new felonies (other than use or possession), they are terminated. Some have been terminated as a result of absconding, and one was terminated due to health reasons (cancer, multiple surgeries, medications, coupled with low motivation).

*

How is the decision to terminate a participant from the program reached?

The decision to terminate has always been decided by a vote of the majority of the team, but the Judge talks with the team whether he is in agreement or not and why. The decision is then made by the Judge.

*

If a participant is terminated from the program because adequate treatment is not available, what is the process for sentencing?

If the participant is terminated from our drug court program due to unavailable adequate treatment, the participant will not receive an augmented sentence or disposition because they could not complete the program.

Drug and Alcohol Testing

Substance Abuse Testing Procedures and Policies

Policy	
Witnessed collection?	Yes
Testing observed by same-gendered staff?	Yes
Random testing?	Yes
Evening testing?	Yes
Holiday testing?	Yes
Weekend testing?	Yes
Routine examination for dilution and adulteration?	Yes
Completion of a chain-of-custody form?	Yes

Substance Abuse Testing Policies

If your program uses multiple testing agencies that do not have the same testing procedures, please describe the differences. [For example, testing agency "A" has observed testing, and testing agency "B" does not.]

Drug Testing Types

Type of Test	
Urinalysis	Yes
Oral Fluid	No
Alcohol Tether	Yes
Hair Test	No
Portable Breathalyzer	Yes
Remote Alcohol Monitoring	Yes
Blood Test	No
Sweat Test	No

Testing Substances

Substance	Included in Panel?

Opioids	Yes
Cocaine	Yes
Marijuana	Yes
Benzodiazepine	Yes
Oxycodone	Yes
MDMA	
Barbiturates	
Bath Salts	
Amphetamine	Yes
Methamphetamine	Yes
Methadone	Yes
PCP	
Synthetic Marijuana	
Alcohol	Yes
Heroin	Yes

Substances

If your program tests for substances not provided in the list above, please list them here.

Tramadol and Buprenorphine are included in our panel tests.
 Although not contained in our panel tests, upon request, we also can have Redwood Lab test for Ritalin, MDM, Barbiturates, Kratom, SOMA, Fentanyl, PCP, Gabapentin, etc.
 There are also tests available on our request for Spice/K2 and bath salts.

Does the program have phases?

* Yes

What are the testing requirements for each phase of the program?

- Phase 1** Must submit to random drug and alcohol testing three times per week. Additional testing may be ordered by the Court.
 We still use instant testing on occasion when we suspect drug abuse. Although not always reliable, if the participant denies use we can send out for confirmation.
- Phase 2** Must submit to random drug and alcohol three times a week. Additional testing may be ordered by the Court.
 We still use instant testing on occasion when we suspect drug abuse. Although not always reliable, if the participant denies use we can send out for confirmation.
- Phase 3** Must submit to random drug and alcohol twice a week. Additional testing may be ordered by the Court.
 We still use instant testing on occasion when we suspect drug abuse. Although not always reliable, if the participant denies use we can send out for confirmation.
- Phase 4 and above** Phase 4 must submit to two random drug test a week. Additional testing may be ordered by the Court.

 Phase 5 must submit to one random drug test a week. Additional testing may be ordered by the Court.
 We still use instant testing on occasion when we suspect drug abuse. Although not always reliable, if the participant denies use we can send out for confirmation.

How soon after a participant is notified to report to a drug test must the participant report?

* Within 10 hours

How soon are drug testing results received after the test is administered?

* Immediately, Within 24 hours, Within 48 hours, More than 48 hours

If more than one response is selected from the question above, explain each notification timeline.

Drug testing on the weekends is in the morning only from 7am-10am, so the participant has to report within 4 hours.

Drug testing results are anywhere from 24 to 48 hours and sometimes longer. Drug tests are sent out by mail to a forensic lab, so depending on the day of the week the drug test is collected determines the day we receive the results. The courier, Fedex, only picks up Monday through Friday and they are overnighted, so weekend collections are sent out on Monday. The negative drug screens come back faster then the positive drug tests because positive drug tests are confirmed. The negative test only takes about 24 hours to get the results back and the positive test take between 3 and 4 days.

If a participant denies substance use in response to a positive screening test, what type of confirmation instrument is used to verify the positive?

* EtG/EtS, LC/MS/MS

If a confirmation is required, how soon is the team notified of the results?

* More than 48 hours

Who conducts drug testing for your program?

* Collection sites:
Northern Michigan Independent Drug Screening, LLC

Forensic Lab:
Redwood Toxicology

Services

Types of Services	
Individual outpatient	Yes
Group outpatient	Yes
Detoxification	Yes
Residential treatment	Yes
Sober living	Yes
Intensive outpatient	Yes
Gender-specific groups	Yes
Mental health treatment	Yes
Medication assisted treatment	Yes
Trauma-Informed	Yes
Other	No

Treatment

If you selected "Yes" in the "Other" category above, please provide details of the additional programs that are available to participants.

How many treatment agencies are primarily responsible for managing the delivery of treatment services for program participants?

* 1

Is a clinically trained representative from one of these agencies a core member of the team?

* Yes

Do they regularly attend team meetings?

* Yes

Do they regularly attend status review hearings?

* Yes

How soon after program entry are participants linked to treatment?

* Within 1 week of admission

Do treatment providers use evidence-based models and administer treatments that are documented in manuals and have been demonstrated to improve outcomes?

* Yes

Please specify models as well as treatments used.

Screening tools prior to starting counseling:

SASSI-4

MAST

DAST

ACE

Assessments after they are a client:

PHQ-9

WHO-DAS

BDI-II

GAD-7

PC-PTSD

Groups:

MRT-Moral Recognition Therapy

REBT-Rational Emotive Behavior Therapy

DBT-Dialectical Behavior Therapy (INFORMED)

Recovery Storytelling Relapse Prevention

Co-Occurring Disorders

Women's Group

Rethinking Group (Relapse Prevention)

Risk and Needs Assessment

COMPAS

Recovery Meetings:

AA/NA

SMART Recovery

Celebrate Recovery

Who determines how often a participant must attend treatment?

* The treatment providers determine how often the participant attends.

How many hours of treatment do participants typically receive in a week?

* The participants receive 5 hours of treatment a week.

Medication Assisted Treatment (MAT), Part 1

MAT Policy Statements	
We allow the use of medication assisted treatment when appropriate; and we link participants to prescribing physicians, facilities, and services.	Yes
We allow the use of medication assisted treatment when appropriate, but we do not link participants to services.	
We do not allow participants to use medication assisted treatment in the program.	
We deny admission to potential participants who use medication assisted treatment for opioid or alcohol use disorders.	
Our program has no policy regarding medication assisted treatment.	

Medication Assisted Treatment, Part 2

If your program allows the use of medication assisted treatment when appropriate, does it engage in a fact-sensitive inquiry in each case?

Yes

Is the fact-sensitive inquiry guided by input from physicians with expertise in addiction medicine and medication assisted treatment?

No

Education

* *What type of training did the team receive before the program became operational?*

The National Drug Court Institute (NDCI) Adult Drug Court Planning Initiative Training Program (five days)

Do team members attend continuing education workshops on at least an annual basis to gain up-to-date knowledge about best practices and drug court topics?

* Yes

Does the program have a plan in place for new hires of the drug court to complete formal training or an orientation after assuming their position?

* Yes

Does the judge attend current training events on:

Legal and constitutional issues in drug courts* Yes

Judicial ethics* Yes

Yes

Evidence-based substance abuse and mental health treatment*

Behavior modification* Yes

Community Supervision* Yes

Program Evaluation

*

What data does your program use to evaluate the program? (This data can be from a process evaluation and/or an outcome evaluation.) How often does your program review this data? How does the program review data from both the process evaluation and outcome evaluation to monitor program operations? Based on the results from the process and outcome evaluations, does the program make programmatic changes when necessary? If yes, explain and include examples.

Our program uses data from DCCMIS/DCAS and uses spreadsheets to document all services, i.e., AA/NA, Life Skills, counseling (group & individual), drug screens (how many & what they are being tested for), parenting class, and mental health. We monitor the aforementioned services on a consistent basis. We compare this data entered/received through DCCMIS/DCAS to previous weeks, months, and years. The data received is also compared to the mental health of a participant, and if the behavior of the participant fits the phase he/she may be in and services being rendered. There is constant communication with counselors, participants, nurses, doctors, and/or mental health workers. All this information pulled together is discussed during our staffing meetings and programmatic changes can occur at this time.

Has the program enlisted the services of an independent evaluator?

*

No

Regarding a process evaluation, what methods and tools does your team use to evaluate the structure of your program? How often does your program perform a process evaluation? (A process evaluation assesses program operations by reviewing whether the program is achieving its stated program design. For example, if the program design indicates that review hearings are held once every two weeks, the process evaluation would evaluate whether the program is indeed holding review hearings once every two weeks.)

During the application procedure all participants are evaluated by one of our two service providers. That evaluation is reviewed by the case manager, and then by the entire drug court team during the decision-making process, to determine whether the participant will be admitted. The team relies on that evaluation, together with the case manager, in order to determine referrals for residential treatment, mental health services, individual and group therapy, and whether placement in one of our transition houses is appropriate.

Once the participants are admitted into the program, they are required to attend drug court sessions weekly, receive individual and group counseling, attend three AA/NA meetings per week, and sometimes receive additional services such as anger management, mental health treatment, parenting classes, etc. All of the data is entered into the DCCMIS program for each of these items on at least a weekly basis. This data is reviewed by the drug court team at its weekly staffing sessions, and in addition to that, the drug court team hears from the case manager as to her contacts with the participants throughout the week, and counselors from both of our counseling providers appear and give feedback as to the progress each participant is making. Based upon all of this information, the drug court team then makes the determination, based upon the participants' progress or lack of progress, in determining whether each participant requires additional services or a reduction in services. If, for example, the feedback and data suggests that there may be underlying mental health issues contributing to the participant's difficulties, evaluations may be recommended and/or treatment adjustments be made. If the data shows long-term compliance and the feedback from the professionals indicates that counseling curfews, etc. can be relaxed, then these requirements may be reduced.

The case manager reviews this data on at least a weekly basis and shares any changes, negative or progress, with the drug court team at the weekly staffings.

The drug court case manager enters in the drug testing results for each participant on a weekly basis, as well as records of all sanctions and incentives. Positive results for alcohol can result in the installation of the SCRAM unit. All positive results are discussed weekly, and it is determined whether counseling needs to be intensified or modified, including the possibility of residential treatment if necessary.

At any time termination is being considered for a participant, the case manager presents the team with all of the data compiled for that particular participant on the DCCMIS program for the team's review.

In order to determine the participants' post-graduation progress, LEIN checks are run at least annually, and to-date out of 43 graduates, five have re-offended.

In addition to the team's internal review process, the State Court Administrator's Office conducts an evaluation approximately once every four years.

During the past year, the judge and the case manager attended the MATCP conference in March, and the entire team attended a federal tune-up training in May. At these trainings information was obtained about due process issues, confidentiality and the best practices regarding MAT and incentives and sanctions. This information was shared with the entire team, and changes are being made to the sanctions policies in terms of lessening sanctions for use during the early phases of the program in order to comply with best practice standards.

Regarding an outcome evaluation, what methods and tools does your team use to evaluate your program's outcomes? How often does your program perform an outcome evaluation? (An outcome evaluation assesses program effectiveness, including success rate, improved employment and education, sobriety days, and recidivism.)

Sobriety is documented by negative and positive drug screens our participants have and is continuously entered into the DCCMIS system throughout the program. All positive, missed, and diluted tests are documented. The drug test results are looked at daily.

Recidivism post-graduation is monitored through LEIN/NCIC databases. This tracks participant's post program. Any criminal convictions are documented on a spreadsheet. We are very small rural community and most participants have lived here their whole life and continue to do so post-graduation. Our participant's recidivism rates are tracked continuously.

Reports are run through DCCMIS/DCAS, i.e., drug testing, incentives, sanctions, treatment, violations, jail, ancillary, and counseling services. Staffing meetings are held weekly. Services are discussed along with participants behaviors, programs they attend and where they are in those programs, their family life and what could be changed or improved (family counseling, moving the participant out of a bad environment, parenting classes, couples counseling, etc.). These factors are reviewed on at least a weekly basis.

The success and failure rates of participants within the program are maintained. The numbers of applicants admitted as well as those terminated are numbers that are reviewed every three months. From our discharged population of 103, 60 participants were unsuccessful, which is 58% and 43 participants were successful, which is 42%. Out of our 43 participants discharged successfully only 5 re-offended.

Certification Form

Authorizing Official

By checking the box, I certify that the below-referenced person is the Authorizing Official for the court program.* Yes

Authorizing Official Name:* John Wallace

Date:* 06/01/2019

Project Director

By checking the box, I certify that the below-referenced person is the Project Director for the court program.* Yes

Project Director Name:* Nicole Pawlowski

Date:* 06/01/2019

Financial Officer

By checking the box, I certify that the below-referenced person is the Financial Officer for the court program.* Yes

Financial Officer Name:* James Manko

Date:* 06/01/2019

By checking this box, I certify that the Chief Judge of this court supports our program applying for certification.* Yes

Certification Updates

Has this program previously applied for Certification? * Yes

Are you using the 'Copy Existing Application' to start this application? Yes

Are there any changes to the answers in this application? Yes

Identify the changes made to this application- include the section of the application where each change is made and a brief description of each change.

Applicant Contact Information: Financial Officer information and Authorizing Officials information.

Assessments: The program eligibility is structured better to help with the timeline for entry.

Clinical assessment tools have been updated. The Risks and Needs Assessments have been updated.

Sanctions: Increased drug testing was added and the length of time in jail was changed.

Notification Timeline for Drug Screens: This section has been updated on how long our drug screens take to receive results.

Treatment: In this section we updated the assessments, groups offered, risk and needs assessment, and recovery meetings.

Program Evaluation: The sections of evaluating and measuring outcomes needed to be modified to meet the standards and best practices.

Certification Form: Authorizing Official and Financial Officer has been updated.

What day(s) of the week does the program usually hold staffing and status review hearings?

Tuesday is staffing meetings and review hearings for the men. Wednesday is the review hearing for the women. This is every week.



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Application

Application: 17638 - Fiscal Year 2020 Federal: Edward Byrne Memorial Justice Assistance Grant (Byrne JAG) - CFDA 16.738

Program Area: Edward Byrne Memorial Justice Assistance Grant (Byrne JAG) CFDA 16.738

Funding Opportunities: 17292 - Fiscal Year 2020 Federal: Edward Byrne Memorial Justice Assistance Grant (Byrne JAG) - CFDA 16.738

Application Deadline: 05/31/2019

Instructions

Please click here to access the Building a SCAO Grant Budget manual.

Personnel

Go to Application Forms | Add

Name	Position	Computation	Request	Other Grant Or Funding Sources	Local Cash Contribution	Local In-Kind Contribution	Total
Nicole Pawlowski	Drug Court Coordinator/Case Manager	\$24.00 per hour, 2080 hours total	\$49,920.00	\$0.00	\$0.00	\$0.00	\$49,920.00
Les Tebo	Law Enforcement Officer	168 hrs @ \$15.65; 507 hrs. @ \$16.04	\$0.00	\$0.00	\$10,777.13	\$0.00	\$10,777.13
			\$49,920.00	\$0.00	\$10,777.13	\$0.00	\$60,697.13

Personnel Justification

Personnel Justification*

Justify personnel (i.e., wages) associated with the proposed project.

The Drug Court utilizes the services of Les Tebo. Mr. Tebo is a retired County Sheriff Deputy, and his services to the Drug Court include making home visits to the participants, work visits when necessary, verifying curfew compliance, etc. Mr. Tebo's services and input have been a valuable asset to the program. It is our experience that one of the best tools for a successful drug court program is that the participants know that the rules will be monitored and enforced, and that they will have to comply with them. Mr. Tebo's services have allowed us to greatly enhance that reality within our program. Mr. Tebo works 13 hours per week, and will be paid \$15.65 per hour for October 1 to December 31, 2019, and \$16.04 per hour beginning January 1st and running through September 30, 2020.

Nicole Pawlowski is the Drug Court Coordinator and Case Manager for the Drug Court. She is full-time at 40 hours per week. Her salary will be \$24.00 per hour for October 1, 2019, through September 30, 2020. We are requesting an increase for Nicole's wages. Ms. Pawlowski has recently obtained her Bachelor's Degree in Psychology with a Concentration in Addictions. She has taken on added responsibilities since she was hired in 2016; Coordinator, Project Director, teaching life skills to participants, and she will be conducting Risks and Needs Assessments on participants after completing the training this fiscal year. There are no known surrounding counties that have a case manager with these credentials and duties.

Fringe Benefits

Row	Percentage	Request	Other Grant Or Funding Sources	Local Cash Contribution	Local In-Kind Contribution	Total
Employer FICA	6.2%	\$3,119.84	\$0.00	\$668.18	\$0.00	\$3,788.02
Retirement	0%	\$8,408.48	\$0.00	\$0.00	\$0.00	\$8,408.48
Hospital Insurance	0%	\$19,794.22	\$0.00	\$0.00	\$0.00	\$19,794.22
Dental Insurance	0%	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Vision Insurance	0%	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Unemployment	3.62%	\$325.80	\$0.00	\$390.13	\$0.00	\$715.93
Workers Compensation	0%	\$528.36	\$0.00	\$292.06	\$0.00	\$820.42
Life Insurance	0%	\$31.20	\$0.00	\$0.00	\$0.00	\$31.20
Other	1.45%	\$729.64	\$0.00	\$156.27	\$0.00	\$885.91
Other	0%	\$647.92	\$0.00	\$0.00	\$0.00	\$647.92
Totals		\$33,585.46	\$0.00	\$1,506.64	\$0.00	\$35,092.10

Fringe Benefits Justification

Fringe Benefits Justification*

Describe in detail each fringe benefit amount. If you are requesting funds in the "Other" category, include a detailed description of those expenses

Fringes for Les Tebo will be approximately \$1,506.64 (FICA - 6.2%; Workers Comp. - 2.710%; Medicare (other) - 1.45%)

Fringes for Nicole Pawlowski will be approximately \$33,585.46 (Workers Comp. - 1.05%; FICA 6.2%; Medicare (other) - 1.45%; The final "other" includes \$247.92 for long-term disability, and \$400 for longevity pay for Nicole.)

Contractual

Add

Service to be Provided	Contractor(s)	Computation	Request	Other Grant or Funding Sources	Local Cash Contribution	Local In-Kind Contributions	Total	Subrecipient	Contractor/Vendor
Counseling Services	Harbor Hall	various	\$6,000.00	\$0.00	\$0.00	\$0.00	\$6,000.00	No	Yes
Inpatient Residential Treatment	Harbor Hall; Great Lakes Recovery; Sunrise Centre	Various	\$95,000.00	\$0.00	\$0.00	\$0.00	\$95,000.00	No	Yes
Participant Monitoring	Salvation Army	\$125 per week	\$6,500.00	\$0.00	\$0.00	\$0.00	\$6,500.00	No	Yes
Drug Testing	Redwood Toxicology, Northern Michigan Independent Drug Screening, LLC.	various	\$44,400.00	\$0.00	\$0.00	\$0.00	\$44,400.00	No	Yes
Medicated Assisted Treatment	Alcona Health Center	varies (see description below)	\$4,000.00	\$0.00	\$0.00	\$0.00	\$4,000.00	No	Yes
Defense Attorney Services	Amanda Szukala	\$100/hour, not to exceed \$600 per month or \$5176.23/year	\$0.00	\$0.00	\$5,176.23	\$0.00	\$5,176.23	No	Yes
Criminogenic Risk & Needs Assessment	Multi-Health Systems Inc.	\$10.25 per assessment (50 for the year)	\$512.50	\$0.00	\$0.00	\$0.00	\$512.50	No	Yes
Mental Health Treatment	PsychNorth, PLLC; Community Mental Health	various	\$3,000.00	\$0.00	\$0.00	\$0.00	\$3,000.00	Yes	Yes
			\$159,412.50	\$0.00	\$5,176.23	\$0.00	\$164,588.73		

Contractual Justification

Contractual Justification*

Justify contractual costs associated with the proposed project.

The Drug Court contracts with Harbor Hall to provide counseling services, therapy and assessments for drug court participants. Rates for their services are as follows: if funded through NMRE, individual sessions are \$10 each and group sessions are \$5 each; if not funded, those rates are \$80 and \$50 respectively. Harbor Hall also conducts assessments for potential participants at a rate of \$85 each when not in jail, and \$125 when in jail. Harbor Hall provides MRT to the participants. These fees are consistent with the rate that is being paid in Northern Michigan for the services being provided. The Drug Court has contacted all possible providers in order to ensure that the lowest possible rates could be obtained.

Inpatient Residential Treatment can be provided to the participants by Harbor Hall, Great Lakes Recovery, and Sunrise Centre. The rates are as follows: Harbor Hall - \$245 per day - up to 90 days; Great Lakes Recovery - approx. \$200 per day - up to 90 days; Sunrise Centre - \$107 per day - up to 90 days. If the participant needs detox, this would be a separate cost of \$835 per day for 3-5 days. We are requesting to send up to five participants to inpatient treatment.

We have contracted with Northern Michigan Independent Drug Screening, LLC to perform drug screens for drug court participants. It is anticipated they will perform up to approximately 200 total drug screens per month, at a rate of \$6.00 per test.

Redwood Toxicology will be performing lab drug testing, at various rates, depending on what is requested on an individual basis. Pricing begins at \$9.35 for an 11 panel test, which will be utilized for the majority of our testing. At times, we will also request certain Specialty Urine Test Panels, which range from \$10.45 to \$90.00, depending on the substance(s) requested to be tested for, i.e. Kratom, Ritalin, Bath Salts, Synthetic Marijuana, Gabapentin, masking agents, etc. EtG tests are utilized for all OUIL participants, as well as all other participants at various times, at a rate of \$4.40 per test.

Amanda Szukala is our Drug Court Defense Attorney. Ms. Szukala attends the staffings and court sessions of the Drug Court, as well as participates in the decision-making for Drug Court participants. Those services are not billed to any individual. Ms. Szukala will be paid at a rate of \$100 per hour, not to exceed \$600 per month or \$5,176.23 for the year.

PsychNorth, PLLC will be providing psychiatric/mental health services for participants referred as necessary. Services will be provided by JoAnn Haderer, DNP, PMHNP-BC and Shari Froelich, DNP. They will provide new patient evaluations (\$260), follow-up and supportive therapy (\$210), and limited follow-ups (\$100) as needed (normally two). Generally, they will see participants one month after initial medication adjustments, and then every three months if stable.

Community Mental Health is also available for mental health assessments for participants on Medicaid, at no cost to our program.

The Salvation Army provides monitoring services for the men's transition house for drug court participants as needed, i.e. curfew checks, reporting to appropriate staff of any violations or possible violations, etc.

We are able to utilize Alcona Health Center for MAT services/medication. The following amounts are ranges, depending on the participants' insurance carrier. Evaluations: \$16.00-\$217.00; Office visits for new patients: \$61.00-\$287.00; established patients: \$62.00 - \$199.00. Medications also vary in price depending on insurance. Pricing without insurance: Vivitrol begins at \$48.50 month; Naltrexone injections - \$232.10 for 10 injections.

We are expecting to perform up to 50 Risk and Needs Assessments. The cost for these online assessments through Multi-Health Systems Inc. is \$10.25 each, for a total request of \$512.50.

Supplies

Add

Type of Supply	Computation	Request	Other Grant or Funding Sources	Local Cash Contribution	Local In-Kind Contribution	Total
Incentives	Gift cards, graduations gifts, etc.	\$0.00	\$0.00	\$1,500.00	\$0.00	\$1,500.00
Office supplies (basic supplies)	Estimation	\$500.00	\$0.00	\$0.00	\$0.00	\$500.00
Drug Testing Supplies		\$0.00	\$0.00	\$0.00	\$10,000.00	\$10,000.00
Office Space		\$0.00	\$0.00	\$0.00	\$3,000.00	\$3,000.00
Cell phone use	\$45.00 per month	\$0.00	\$0.00	\$540.00	\$0.00	\$540.00
MRT Workbooks	\$30.00 per book (up to 15 books)	\$450.00	\$0.00	\$0.00	\$0.00	\$450.00
Office Equipment	various	\$0.00	\$0.00	\$2,000.00	\$0.00	\$2,000.00
		\$950.00	\$0.00	\$4,040.00	\$13,000.00	\$17,990.00

Supplies Justification

Supplies Justification *

Justify supply costs associated with the proposed project.

Gift cards, graduation gifts, inspirational books, movie tickets, etc. are given to drug court participants at the time of phase advancement or graduation. It is estimated that this will total approximately \$1,500.

MDOC continues to supply drug testing supplies that are currently utilized by the probation office and case manager for instant drug testing.

The County of Cheboygan contributes \$45.00 per month to the Case Manager for cell phone use.

Travel

Type of Travel	Computation	Request	Other Grant or Funding Sources	Local Cash Contribution	Local In-Kind Contribution	Total
Mileage for home calls	\$.68 per mile, limited to \$500.00	\$0.00	\$0.00	\$500.00	\$0.00	\$500.00
MATCP Registration Fees	\$305 per person	\$1,220.00	\$0.00	\$0.00	\$0.00	\$1,220.00
Bus fare punch cards for Drug Court Participants	\$20 each punch card (20 total)	\$400.00	\$0.00	\$0.00	\$0.00	\$400.00
Conference Expenses	various	\$0.00	\$0.00	\$500.00	\$0.00	\$500.00
		\$1,620.00	\$0.00	\$1,000.00	\$0.00	\$2,620.00

Travel Justification

Travel Justification*

Justify travel costs associated with the proposed project.

The amount of \$500.00 is being requested to reimburse drug court staff for mileage costs incurred for mainly home visits, but also for transporting participants to counseling, interviews, training related appointments, medical appointments, etc.

Bus punch cards can be purchased from Straits Regional Ride to allow participants to attend necessary meetings, drug court sessions, reporting, appointments, job seeking, etc. As we are a rural area, it is often difficult for participants to find transportation. These punch cards are \$20.00 each. The costs for fares vary, ranging from \$4.00 for up to five miles and \$8.00 for 35 miles and over.

Total Budget

Budget Category	Request	Other Grant or Funding Sources	Local Cash Contributions	In-Kind Contributions	Total Cost
Total	\$245,487.96	\$0.00	\$22,500.00	\$13,000.00	\$280,987.96

Last Edited By: Karen Chapman, 05/23/2019



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Application

Application: 17639 - Fiscal Year 2020 Michigan Drug Court Grant Program (MDCGP)

Program Area: Michigan Drug Court Grant Program (MDCGP)

Funding Opportunities: 17337 - Fiscal Year 2020 Michigan Drug Court Grant Program (MDCGP)

Application Deadline: 05/31/2019

Instructions

Please click here to access the Building a SCAO Grant Budget manual.

Personnel

Go to Application Forms | Add

Name	Position	Computation	Request	Other Grant Or Funding Sources	Local Cash Contribution	Local In-Kind Contribution	Total
Nicole Pawlowski	Drug Court Coordinator/Case Manager	\$24.00/hr, 2080 hours total	\$49,920.00	\$0.00	\$0.00	\$0.00	\$49,920.00
Les Tebo	Law Enforcement Officer	169 hrs @ \$15.65; 507 hrs @16.04	\$0.00	\$0.00	\$10,777.13	\$0.00	\$10,777.13
			\$49,920.00	\$0.00	\$10,777.13	\$0.00	\$60,697.13

Personnel Justification

Personnel Justification*

Justify personnel (i.e., wages) associated with the proposed project.

The Drug Court utilizes the services of Les Tebo. Mr. Tebo is a retired County Sheriff Deputy, and his services to the Drug Court include making home visits to the participants, work visits when necessary, verifying curfew compliance, etc. Mr. Tebo's services and input have been a valuable asset to the program. It is our experience that one of the best tools for a successful drug court program is that the participants know that the rules will be monitored and enforced, and that they will have to comply with them. Mr. Tebo's services have allowed us to greatly enhance that reality within our program. Mr. Tebo works 13 hours per week, and will be paid \$15.65 per hour for October 1 to December 31, 2019, and \$16.04 per hour beginning January 1st and running through September 30, 2020.

Nicole Pawlowski is the Drug Court Coordinator and Case Manager for the Drug Court. She is full-time at 40 hours per week. Her salary will be \$24.00 per hour for October 1, 2019, through September 30, 2020. We are requesting an increase for Nicole's wages. Ms. Pawlowski has recently obtained her Bachelor's Degree in Psychology with a Concentration in Addictions. She has taken on added responsibilities since she was hired in 2016; Coordinator, Project Director, teaching life skills to participants, and she will be conducting Risks and Needs Assessments on participants after completing the training this fiscal year. There are no known surrounding counties that have a case manager with these credentials and duties.

Fringe Benefits

Row	Percentage	Request	Other Grant Or Funding Sources	Local Cash Contribution	Local In-Kind Contribution	Total
Employer FICA	6.2%	\$3,119.84	\$0.00	\$668.18	\$0.00	\$3,788.02
Retirement	0%	\$8,408.48	\$0.00	\$0.00	\$0.00	\$8,408.48
Hospital Insurance	0%	\$19,794.22	\$0.00	\$0.00	\$0.00	\$19,794.22
Dental Insurance	0%	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Vision Insurance	0%	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Unemployment	3.62%	\$325.80	\$0.00	\$390.13	\$0.00	\$715.93
Workers Compensation	0%	\$528.36	\$0.00	\$292.06	\$0.00	\$820.42
Life Insurance	0%	\$31.20	\$0.00	\$0.00	\$0.00	\$31.20
Other	1.45%	\$729.64	\$0.00	\$156.27	\$0.00	\$885.91
Other	0%	\$647.92	\$0.00	\$0.00	\$0.00	\$647.92
Totals		\$33,585.46	\$0.00	\$1,506.64	\$0.00	\$35,092.10

Fringe Benefits Justification

Fringe Benefits Justification*

Describe in detail each fringe benefit amount. If you are requesting funds in the "Other" category, include a detailed description of those expenses

Fringes for Les Tebo will be approximately \$1,506.64 (FICA - 6.2%; Workers Comp. - 2.710%; Medicare (other) - 1.45%)

Fringes for Nicole Pawlowski will be approximately \$33,585.46 (Workers Comp. - 1.05%; FICA 6.2%; Medicare (other) - 1.45%; The final "other" includes \$247.92 for long-term disability, and \$400 for longevity pay for Nicole.)

Contractual

Add

Service to be Provided	Contractor(s)	Computation	Request	Other Grant or Funding Sources	Local Cash Contribution	Local In-Kind Contributions	Total	Subrecipient	Contractor/Vendor
Counseling Services	Harbor Hall	various	\$6,000.00	\$0.00	\$0.00	\$0.00	\$6,000.00	No	Yes
Participant Monitoring	Salvation Army	\$1500.00 per quarter	\$0.00	\$0.00	\$6,000.00	\$0.00	\$6,000.00	No	Yes
Mental Health Services	PsychNorth, PLLC, Community Mental Health	various	\$3,000.00	\$0.00	\$0.00	\$0.00	\$3,000.00	No	Yes
Drug Testing	Redwood Toxicology, Northern Michigan Independent Drug Screening, LLC	various	\$44,400.00	\$0.00	\$0.00	\$0.00	\$44,400.00	No	Yes
Defense Attorney Services	Amanda Szukala	\$100/hr, not to exceed \$600 per month	\$7,200.00	\$0.00	\$0.00	\$0.00	\$7,200.00	No	Yes
Medicated Assisted Treatment	Alcona Health Center	varies (see below)	\$4,000.00	\$0.00	\$0.00	\$0.00	\$4,000.00	No	Yes
Inpatient Residential Treatment	Harbor Hall; Great Lakes Recovery; Sunrise Centre	various	\$95,000.00	\$0.00	\$0.00	\$0.00	\$95,000.00	No	Yes
Criminogenic Risk & Needs Assessments	Multi-Health Systems Inc.	\$10.25 per asamt (50 for the year)	\$512.50	\$0.00	\$0.00	\$0.00	\$512.50	No	Yes
			\$160,112.50	\$0.00	\$6,000.00	\$0.00	\$166,112.50		

Contractual Justification

Contractual Justification*

Justify contractual costs associated with the proposed project.

The Drug Court contracts with Harbor Hall to provide counseling services, therapy and assessments for drug court participants. Rates for their services are as follows: if funded through NMRE, individual sessions are \$10 each and group sessions are \$5 each; if not funded, those rates are \$80 and \$50 respectively. Harbor Hall also conducts assessments for potential participants at a rate of \$85 each when not in jail, and \$125 when in jail. Harbor Hall provides MRT to the participants. These fees are consistent with the rate that is being paid in Northern Michigan for the services being provided. The Drug Court has contacted all possible providers in order to ensure that the lowest possible rates could be obtained.

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Redwood Toxicology will be performing lab drug testing, at various rates, depending on what is requested on an individual basis. Pricing begins at \$9.35 for an 11 panel test, which will be utilized for the majority of our testing. At times, we will also request certain Specialty Urine Test Panels, which range from \$10.45 to \$90.00, depending on the substance(s) requested to be tested for, i.e. Kratom, Ritalin, Bath Salts, Synthetic Marijuana, Gabapentin, masking agents, etc. EtG tests are utilized for all OUIL participants, as well as all other participants at various times, at a rate of \$4.40 per test.

Amanda Szukala is our Drug Court Defense Attorney. Ms. Szukala attends the staffings and court sessions of the Drug Court, as well as participates in the decision-making for Drug Court participants. Those services are not billed to any individual. Ms. Szukala will be paid at a rate of \$100 per hour, not to exceed \$600 per month.

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We are expecting to perform up to 50 Risk and Needs Assessments. The cost for these online assessments through Multi-Health Systems Inc. is \$10.25 each, for a total request of \$512.50.

Supplies

Type of Supply	Computation	Request	Other Grant or Funding Sources	Local Cash Contribution	Local In-Kind Contribution	Total
Incentives	Gift cards, graduations gifts, etc.	\$0.00		\$0.00	\$1,400.00	\$0.00 \$1,400.00
Office supplies	Estimation	\$500.00		\$0.00	\$0.00	\$0.00 \$500.00

Drug Testing Supplies		\$0.00	\$0.00	\$0.00	\$10,000.00	\$10,000.00
Office Space		\$0.00	\$0.00	\$0.00	\$3,000.00	\$3,000.00
Cell Phone use	\$45 per month	\$0.00	\$0.00	\$540.00	\$0.00	\$540.00
MRT Workbooks	\$30 each	\$0.00	\$0.00	\$450.00	\$0.00	\$450.00
Office Equipment		\$0.00	\$0.00	\$1,500.00	\$0.00	\$1,500.00
		\$600.00	\$0.00	\$3,890.00	\$13,000.00	\$17,390.00

Supplies Justification

Supplies Justification *

Justify supply costs associated with the proposed project.

Gift cards, graduation gifts, inspirational books, movie tickets, etc. are given to drug court participants at the time of phase advancement or graduation. It is estimated that this will total approximately \$1,400.

MDOC continues to supply drug testing supplies that are currently utilized by the probation office and case manager for instant drug testing.

The County of Cheboygan contributes \$45.00 per month to the Case Manager for cell phone use.

MRT workbooks are supplied by Harbor Hall at a cost of \$30.00 each. We anticipate up to 15 books for the year.

Travel	Type of Travel	Computation	Request	Other Grant or Funding Sources	Local Cash Contribution	Local In-Kind Contribution	Add Total
Mileage for home calls		\$.58 per mile	\$0.00	\$0.00	\$326.23	\$0.00	\$326.23
MATCP Registration Fees		\$305 per person, four person limit	\$1,220.00	\$0.00	\$0.00	\$0.00	\$1,220.00
Bus fare punch cards for Drug Court Participants		\$20 each punch card (20 total)	\$400.00	\$0.00	\$0.00	\$0.00	\$400.00
			\$1,620.00	\$0.00	\$326.23	\$0.00	\$1,946.23

Travel Justification

Travel Justification *

Justify travel costs associated with the proposed project.

The amount of \$326.23 is being requested to reimburse drug court staff for mileage costs incurred for mainly home visits, but also for transporting participants to counseling, interviews, training related appointments, medical appointments, etc.

Bus punch cards can be purchased from Straits Regional Ride to allow participants to attend necessary meetings, drug court sessions, reporting, appointments, job seeking, etc. As we are a rural area, it is often difficult for participants to find transportation. These punch cards are \$20.00 each. The costs for fares vary, ranging from \$4.00 for up to five miles and \$8.00 for 35 miles and over.

Total Budget

Budget Category	Request	Other Grant or Funding Sources	Local Cash Contributions	In-Kind Contributions	Total Cost
Total	\$245,737.96	\$0.00	\$22,500.00	\$13,000.00	\$281,237.96

Last Edited By: Karen Chapman, 05/23/2019

STRATEGIC PLANNING- BUDGETING

PROCESS

Strategic planning-budgeting is a unified process of identifying the goals of an organization and allocating the resources necessary to work toward the outcomes that support the identified goals. The steps of strategic planning-budgeting are:

- **Develop goals**
- **Identify objectives and outcomes**
- **Appropriate funds to meet the objectives that are designed to produce the outcomes that support the goals of the organization**
- **Review, monitor and analyze**

The Cheboygan County Board of Commissioners has a sustained history of developing goals to promote a higher quality of life, a safe environment and to promote balanced growth and positive interaction with all citizens of the County. The board developed the County's Vision and Mission Statements as well as Commission Goals with facilitation assistance from Michigan State University Extension Staff. Each year the Commission reviews the Mission, Vision and Goals of the organization during a Board Planning Work Session held in the spring of each year. The board then directs the administrator and management team to develop a plan of action to implement the mission, vision and goals. Each department then develops goals and objectives specific to their department to work toward achieving the mission, vision and overall goals of the County.

STRATEGIC PLANNING-BUDGETING

VISION-MISSION-GOALS

*A **VISION** statement indicates how an organization views its ideal, or ultimate, goal. The Board of Commissioners has established the following vision statement:*

The County of Cheboygan will strengthen its position as a diverse, family oriented community while promoting a higher quality of life, a safe environment, balanced growth and positive interaction with all citizens.

*A **MISSION** statement assists an organization in easily communicating to a variety of constituencies what it does, who it serves, and how it does so. The Board of Commissioners has established the following mission statement:*

Cheboygan County Officials and Staff efficiently provide public services with pride and in an ethical and courteous manner through responsible management of county resources.

GOAL

GOALS focus the direction of an organization's work, under the guidance from the vision and mission statement.

Goals are long term in nature and will not often change.

The five goals of the Board of Commissioners are:

- 1. PUBLIC SAFETY – To focus on providing services beneficial to the citizens of Cheboygan County in the areas of public health, safety and security.**
- 2. ECONOMIC DEVELOPMENT – To promote and encourage economic development through our continued efforts of collaborations with our partners.**
- 3. QUALITY COUNTY SERVICE – To work diligently to provide courteous, efficient, quality service.**
- 4. RECOGNIZING SOCIAL ISSUES- To work diligently to address social needs, recognizing the limited role of counties and working together with state and federal governments in their role.**
- 5. ADDRESSING MULTIPLE FACILITY NEEDS – To continue development of capital improvement schedules to maintain county assets.**
- 6. COLLABORATION-SERVICE – To explore continued expansion of collaborative activities.**

Economic Development

The County has allocated additional funding for economic development activity in the 2019 budget. A proposal has been presented to contract with an individual or company to provide community development services focused on supporting economic prosperity and an overall enhanced quality of life in Cheboygan County. The proposal identifies the development of an oversight task team to monitor and direct deliverables. I would recommend utilizing a reactivated EDC for this role. The EDC consists of nine members, three of which are Board of Commission members to provide continuity between Board objectives and EDC objectives.

Cheboygan County EDC History

The Cheboygan County EDC was incorporated in October 1977 under the State of Michigan Economic Development Corporations Act, Public Act 338 of 1974 as amended. The purpose statement of the EDC from the Articles of Incorporation (Attachment 1) is as follows:

To work to alleviate and prevent conditions of unemployment; to assist and retain local industries and commercial enterprises; to strengthen and revitalize the economy of the County of Cheboygan and the State of Michigan; to provide means and methods for encouragement and assistance of industrial and commercial enterprises in locating, purchasing, constructing, modernizing, improving, maintaining, repairing, furnishing, equipping and expanding in the County of Cheboygan to encourage the location and expansion of commercial enterprises to more conveniently provide needed services and facilities of the commercial enterprises to the County and the residents thereof. EDC's traditionally have worked to achieve these objectives through providing tax exempt status to properties or issuing tax exempt bonds for projects.

Because the EDC is established by public act it provides important tools for certain types of projects that may need bonding or other resources permitted under the act. Utilizing the EDC as the board that monitors and directs deliverables for the Coordinator provides a focus to the EDC and keeps it active for possible future projects. In 2007, the EDC was utilized to issue a bond to expand the medical office areas in what is now the primary medical office area for McLaren's Northern Michigan-Cheboygan Campus.

Discussion Points for Possible Initiatives of the Cheboygan County EDC with Coordinator

The objective of this portion of the report is to discuss the future initiatives of the Cheboygan County EDC and Coordinator to maintain alignment between EDC and Board of Commissioner's goals and objectives related to economic development. The following are discussion points to facilitate alignment of goals and objectives.

Role of the EDC and Coordinator

Although the historic purposes of Economic Development Corporations are to facilitate projects in need of public ownership, tax incentives and bonding for public purposes, the need for these types of projects are limited. The EDC can be utilized in additional capacities. Because the initiatives of the many agencies and organizations providing economic development services to the region cover large areas with limited staff, a key role of the County EDC with the Coordinator could be to serve in the role of convener, facilitator and/or project champion for initiatives in Cheboygan County. The EDC and Coordinator can create partnerships and share information about needs within the county and resources available within the county. Businesses, entrepreneurs, communities and organizations can partner to help promote economic development within the County.

Establishing Goals and Objectives

A key component to achieve progress and measurement is to establish organization goals and objectives. A primary goal of the Board of Commissioner's related to economic development is

“To promote and encourage economic development through our continued efforts with our partners”

The County EDC and Coordinator can identify specific goals and objectives and ensure that services by the NLEA and other economic development agencies are utilized to their fullest potential by businesses and entrepreneurs in Cheboygan County. The goals and objectives below were developed by the EDC in the past.

Draft Goals and Objectives for discussion

The County’s EDC will strive to achieve the following strategic goals:

GOAL 1: Promote importance of creating quality places with high quality of life to attract talent and business development.
--

Objective 1.1 Identify area economic development partners with compatible goals.

Action Item # 1 - Continue to grow partnerships with economic development agencies. Enhance communities’ awareness of NLEA activities, NEMCOG’s Regional Prosperity Initiative and other state and regional economic development organizations activities. This includes business retention and expansion efforts, funding opportunities, broadband needs.

Action Item # 2 - Create Regional Resource Inventory to better communicate and coordinate business and community assistance resources to the general public. Include business, talent, Prepare information for presentations at Chambers of Commerce, Townships, city and villages, and service organizations.

Action Item # 3 - Assist local communities “Redevelopment Ready Community” and Main Street programs .

Objective 1.2 Coordinate county-wide/regional tourism strategies

Action Item # 4 – Convene organizations to review available resources (websites, programs) for accuracy; insure local business representation and promote natural resource assets.
Example projects: Review and update information on Inland waterway, US23 Heritage Route, Up North Trails, Pure Michigan websites

Objective 1.3 Raise awareness of business needs and trends

Action Item #5- Identify Business needs and trends related to retention and expansion efforts

GOAL 2: Enhance community and workforce vitality to sustain existing business, attract new business and create economic opportunities for today and tomorrow's citizens

Objective 2.1 Facilitate Broadband access throughout the County

Action Item # 6 – Participate in area-wide efforts to expand access to broadband. Identify broadband need, link customer with provider.

Objective 2.2 Ensure workforce meets needs of the business community

Action Item # 7 - Expand awareness of post-secondary training and education opportunities

Action Item # 8 - Share housing and transportation data. Raise awareness of housing demand and public transportation needed to support workforce demand.

Objective 2.3 Support growth of local business clusters

Action Item # 9 - Raise awareness of regional industry clusters. They include tourism, wood products, local foods, elder care, energy industry, fabrication, and agriculture. With NEMCOG, MEDC, NLEA, and Land Policy Institute, track progress of local industry clusters.

Objective 2.4 Market community's Quality of Life as place to start/locate business (goes beyond tourism)

See Action Item # 4

Objective 2.5 Support business retention efforts

See Action Item # 2

Objective 2.6 Explore and market local credit opportunities

Action Item # 9 - Update and list local lender contact information on EDC web site; update and list NLEA Access to Capital Grid information on EDC web site

GOAL 3: Promote a healthy community

Objective 3.1 Promote healthy business, environment and lifestyle options

Action Item # 10 - Promote participation in healthy lifestyle activities, other activities that might lower health care costs for businesses and employees.

Action Item # 11 - Promote local foods and local farm markets. Raise awareness of this target market as well as health benefits of local foods.

Action Item# 12 - Support county participation in available brownfield programs by re-applying for Brownfield Redevelopment grant funds, incentivize redevelopment of contaminated/underutilized sites.

Action Item # 13 - Promote health and economic development benefits of community and program enhancements that support residents and visitors of all ages.

CHEBOYGAN COUNTY
REQUEST FOR QUALIFICATIONS
AND PROPOSALS FOR ECONOMIC
DEVELOPMENT SERVICES
2019



Cheboygan County
P.O. Box 70
County Building
Cheboygan, MI 49721

Cheboygan County is requesting proposals from economic development firms or individuals (hereinafter “vendor”) to provide economic development services. Cheboygan County expects to select a vendor who will serve the Cheboygan County/EDC until December 31, 2020 (six month cancellation notice prior to any cancellation); prior to that time an evaluation will take place to determine the feasibility of continuance. Economic Development services are expected to begin on a date to be determined by Cheboygan County in coordination with the vendor. The selected vendor will be expected to play a proactive role in assisting Cheboygan County/EDC and County staff, and make appropriate recommendations regarding economic development. The community desires to select a qualified economic development vendor through the Request for Proposal (RFP) process. The ideal vendor should have extensive experience in economic development including management of economic development programs, economic development marketing, and business outreach to foster strong relationships with existing and perspective partner organizations and businesses. The vendor will work closely with the Cheboygan County/EDC, a nine-member body. The Cheboygan County/EDC desires a vendor to provide services in lieu of hiring a part time employee engaged in economic development.

Sealed Proposals shall be submitted to the office of the County Administrator, 870 South Main Street, P.O. Box 70, Cheboygan, MI 49721 no later than 2:00 p.m. Friday, June 28, 2019 at which time they will be opened.

Cheboygan County reserves the right to accept or reject any or all proposals or any portion of a proposal in the best interest of the County.

The execution of a service agreement will conclude this consultant selection process unless all proposals are rejected.

It is expected that the selected consultant should be ready to proceed with services upon the County’s execution of the service agreement.

Questions concerning this RFP should be directed to County Administrator Jeffery B. Lawson, at 231-627-8855.

Sincerely,

Jeffery B. Lawson
Cheboygan County Administrator

Submittal Requirements

Each proposal should contain, at a minimum, the following information:

- A. Title Page

a. Show proposal subject, vendor's name, address, telephone number, name of contact person, and the date.

B. Proposing Vendor Overview

a. Describe the vendor's background and history, including the number of years in business.

C. Identification and Qualification of Assigned Personnel

- a. Describe your staffing proposal for providing economic development services as indicated in the RFP. Describe the training and experience (including years) of the person who would be designated as the principal economic development contact, as well as other principals who may be providing economic development services and the estimated percentage of time each individual will be providing services under the contract. Provide resumes for all key staff that will be providing economic development services.
- b. Describe your workload capacity and the types of work that you would be able to handle.
- c. Describe your philosophy of providing economic development services.

D. Related Experience

- a. Describe your experience and current practice in providing economic development services to entities. Describe your experience in providing advice and services to management, staff and policy-making boards. Include a discussion of how your current and past experience will enable you to effectively serve the County/EDC.
- b. Describe your experience and expertise as it specifically relates to fostering real estate development and redevelopment.
- c. Provide an example of complex issues your organization has successfully handled for clients.
- d. Please provide your experience and working relationship with economic development agencies including Chambers of Commerce's, state and regional economic development agencies.
- e. Provide any other information that you believe is relevant to the RFP.

E. List of References, Potential Conflicts and Claims

- a. Provide a reference from a client for whom similar services have been provided.
- b. Describe the procedure employed by your firm for identifying and resolving conflict of interest issues. State any potential conflict(s) of interest (i.e., real estate developers, other units of government, etc.) you may have in providing county economic development services as outlined in the RFP.
- c. Provide a statement of any insurance claims and/or ethics complaints taken against you or your personnel over the past five years and the status or outcomes of such actions. Indicate whether the action is pending or is currently under review by any agency.

F. Compensation:

Compensation shall be on the basis of an hourly cost or the maximum not-to-exceed cost; whichever is less, to provide services a minimum of twenty hours per week during the contract period. List the following for each category of personnel:

1. The rate per hour.
2. General and administrative overhead.
3. Expenses.
4. Maximum not-to-exceed cost.

G. Dates available for presentation of proposal if required.

GENERAL ECONOMIC DEVELOPMENT SERVICES DESCRIPTION

The Cheboygan County/EDC is searching for a vendor that will provide professional services for economic development. The general work elements shall include, but are not limited, to the following:

A. General Duties and Responsibilities

- a. Work with Cheboygan County/EDC and partner agencies. Serve in the role of convener, facilitator and/or project champion for initiatives in Cheboygan County to maximize the services provided by partner organizations such as NLEA, NEMCOG, as well as state, federal and non-profit organizations.
- b. Foster partnerships and share information about needs within the county and resources available within the county with businesses, entrepreneurs, communities and organizations to help promote economic development within the County.
- c. Be available twenty hours a week to provide services. Attend regular meetings of the EDC, generally occurring once per month.
- d. Proactively communicate with the EDC, County staff, partner agencies and the public.

B. Essential Duties and Responsibilities

- a. Work with reconvened EDC to review, confirm and implement EDC Goals and Objectives with Board of Commissioner's approval. See Attachment I for current draft EDC Goals and Objectives.
- b. Build a foundation for growth within the communities, organizations and current and future residents of Cheboygan County.
- c. Build relationships with local businesses, local leaders and community members. Identify their needs and expand on their goals in an effort to proactively and positively shape the future of Economic Development in Cheboygan County.

- d. Find new opportunities, audiences and resources to leverage and ultimately grow the tax base.
- e. Act as a primary contact for business inquiries and assist businesses in finding and securing resources and gaining assistance from governmental agencies.
- f. Develop and implement strategies for businesses to successfully locate or expand in the County by providing necessary guidance, including demographics, sites, incentive programs, and financing options.
- g. Identify funding opportunities for economic development; assist in preparing applications to secure funding
- h. Build relationships with the Chambers of Commerce, businesses, partner agencies and local units of government through visits, outreach and communication.
- i. Monitor legislative changes relating to economic development or redevelopment.
- j. Attend other meetings as necessary.

C. Knowledge, Skills, and Abilities

- a. Thorough knowledge of marketing strategies for industrial and commercial properties.
- b. Thorough knowledge of financing techniques and programs for economic development and redevelopment including the ability to apply creativity to each situation.
- c. Knowledge of business location and expansion considerations and ability to address concerns using tact, sensitivity and diplomacy.
- d. Ability to identify and prepare grant applications.
- e. Ability to communicate effectively both verbally and in writing, using proper spelling and grammar.
- f. Ability to develop and maintain effective working relationships with all coworkers, county staff, the public, and other agency personnel.
- h. Possess solid presentation skills.
- i. Ability to work independently with minimal supervision.

Supplemental Requirements and Information

A. Insurance Required:

The consultant shall purchase and maintain such insurance as will protect Cheboygan County from liability for claims set forth below, which may result from the consultant's operation under the contract with the County, whether such

operations be conducted by the consultant or any subcontractor working for the consultant, or by any person directly or indirectly employed by the consultant and/or sub-contractor, or anyone for whose acts they may be liable.

1. Claims under workers compensation, disability benefit and other similar employee benefit acts or policies.
2. Claims for damages because of bodily injury, sickness or disease or death of any person or persons.
3. Claims for damages insured by usual personal injury liability coverage, which are sustained by (1) any person as the result of any offense directly or indirectly related to the employment of such person by the consultant, or (2) any other person.
4. Claims for damages other than to the work itself, because of injury to or destruction of tangible property, including loss of use resulting there from.
5. Claims for damages because of bodily injury or death of any person or property damage arising out of the ownership, maintenance or operation of any motor vehicle.
6. Claims for damages arising out of the performance of professional services caused by any errors, omissions or negligent acts.

The liability required shall include Contractual Liability applicable to consultants' obligations.

Certificates of Insurance acceptable to the owner shall be filed with the County prior to commencement of the work. Said certificates shall contain a provision that coverage afforded there under shall not be cancelled until at least thirty (30) days prior written notice has been provided to the owner.

B. Incurring Costs:

Cheboygan County shall not be liable for any costs incurred by consultants prior to approval and issuance of a contract, and then only for such costs incurred as are therein stipulated.

C. Project Control:

The consultants shall perform the work under the direction of the County Administrator.

D. Review/Rejection of Proposals:

Cheboygan County reserves the right to reject any or all proposals received as a result of this request to insure that the best interests of the County are served. Cheboygan County reserves the right to request additional information from any and all proposers for purposes of clarification, and to accept or negotiate any modification to any proposal following the deadline for receipt of all proposals.

E. Cheboygan County has the right to select any individual, consultant or vendor determined to be in the best interest of the County

F. Independent Contractor Status:

1. The consultant shall agree that all documents and work product prepared by consultant in the course of performing the consulting service shall become the property of the County for all purposes.
2. The consultant shall enter into a written contract with the County specifying the parties' respective rights and obligations in connection with the services to be performed by consultant. The terms of the written contract shall be mutually acceptable to both parties.

BY-LAWS

OF

THE ECONOMIC DEVELOPMENT CORPORATION
OF THE COUNTY OF CHEBOYGAN

(A Public Corporation and Governmental Subdivision
formed pursuant to Act 338 of the Public Acts of 1974, as amended)

ARTICLE I

Name

The name of this corporation is the Economic Development Corporation of the County of Cheboygan.

ARTICLE II

Public Corporation

The Corporation is a public economic development corporation incorporated pursuant to Act 338, Public Acts of Michigan, 1974, as amended. Any net earnings of the corporation beyond that necessary for the retirement of indebtedness or to implement the public purposes or program of the County of Cheboygan may not inure to the benefit of a person other than the County of Cheboygan and, upon dissolution of the Corporation shall belong to the County. Upon dissolution of the Corporation title to all property owned by the Corporation, subject to existing rights in other parties, shall vest in the County of Cheboygan.

ARTICLE III

Offices

Section 1. Registered Office. The initial registered office of the corporation is the County Building of the County of Cheboygan, Cheboygan, Michigan.

Section 2. Principal Office. The Corporation shall have its principal office at the location of the Registered Office, and it may also maintain offices at such other place or places as the board of directors may from time to time designate.

ARTICLE IV

Purpose

The Corporation is organized and incorporated as authorized by and pursuant to the Economic Development Corporations Act (Act 338, Public Acts of 1974, as amended). The purpose for which the Corporation is created is to alleviate and prevent conditions of unemployment; to assist and retain local industries and commercial enterprises; to strengthen and revitalize the economy of the County of Cheboygan and of the State of Michigan; to provide means and methods for the encouragement and assistance of industrial and commercial enterprises in locating, purchasing, constructing, reconstructing, modernizing, improving, maintaining, repairing, furnishing, equipping, and expanding in the County of Cheboygan; to encourage the location and expansion of commercial enterprises to more conveniently provide needed services and facilities of the commercial enterprises to the County of Cheboygan and the residents thereof. To accomplish the foregoing essential public purposes, the corporation, pursuant to Act 338, P.A. 1974, may do the following:

- a) Construct, acquire by gift or purchase, reconstruct, improve, maintain, or repair Projects (as the word "project" is defined in Act 338, Public Acts of 1974, as amended), and acquire the necessary lands for the site therefor;
- b) Acquire by gift, or purchase the necessary machinery, furnishings, and equipment for a Project;
- c) Borrow money and issue its revenue bonds or revenue notes to finance part or all of the cost of the acquisition, purchase, construction, reconstruction, or improvement of the necessary sites therefor, the acquisition of machinery, furnishings, and equipment therefor, and the costs necessary or incidental to the borrowing of money and issuing of bonds or notes for such purpose;
- d) Enter into leases, lease purchase agreements, or installment sales contracts with any person, firm, corporation, or public authority for the use or sale of a Project, or any part thereof;
- e) Mortgage the Project, or any part thereof, in favor of any lender of money to the corporation;
- f) Sell and convey the Project or any part thereof for a price and at a time as the corporation determines;
- g) Assist and participate in the designation of the land area which will be acquired in the implementation of a Project;

- h) Prepare, assist and aid in the preparation of plans, services, studies and recommendations relative to the public purposes of the corporation;
- i) Aid, assist and participate in clearing, rebuilding and rehabilitating blighted, deteriorated areas or structures;
- j) Encourage citizen participation and assistance in industrial and commercial enterprises, housing and community improvements and to disseminate information to the general public concerning the purposes and objectives of the corporation;
- k) Aid, assist and participate in the acquisition, rehabilitation or construction of industrial and commercial improvements, dwelling units or other structures or matters incidental thereto;
- l) Hold, demolish, repair, alter and improve or otherwise develop, clear, and dispose of real property;
- m) Enter into agreements and contracts with any state agency or department, its political subdivisions and agency or department thereof, or any other official public body and any individual, corporation or other organization in connection with the purpose of the corporation;
- n) Accept, hold, own, and acquire by bequest, devise, gift, purchase, or lease any property, real or mixed, whether tangible or intangible, without limitation as to kind, amount or value;
- o) Sell, convey, lease, rent, mortgage, or make loans, grants or pledges of any such property, or any interest therein or proceeds therefrom, and to invest and reinvest the principal thereof and receipts therefrom, if any;
- p) Carry on any activity for the purposes above stated, either directly or as agent, for or with public authorities, individuals, corporations or other organizations, or in whole or in part through or by means of public authorities, individuals, corporations or other organizations;
- q) Lend, grant, transfer, or convey funds, as described in Act 338, Public Acts of 1974, as amended, as permitted by law, but subject to applicable restrictions affecting the use of such funds;
- r) In general, and subject to such limitations and conditions as are or may be prescribed by law, to exercise such other powers which now are or hereafter

may be conferred by law upon a corporation organized pursuant to Act 338, P.A. 1974, as amended, and for the foregoing purposes.

ARTICLE V

Directors

Section 1. General Powers. The business and affairs of the corporation shall be managed by its board of directors except as otherwise provided by statute, by the articles of incorporation or by the bylaws.

Section 2. Number, Tenure and Qualifications. The board of directors shall consist of nine persons, not more than three of whom shall be an officer or employee of the County of Cheboygan. The directors shall be appointed for terms of six (6) years, except of the directors first appointed, four (4) shall be appointed for six (6) years, one (1) for five (5) years, one (1) for four (4) years, one (1) for three (3) years, one (1) for two (2) years, and one (1) for one (1) year. The Chairman of the Board of Commissioners, with the advice and consent of the Board of Commissioners, shall appoint the members of the board of directors of the corporation.

Section 3. Special Directors. The Corporation shall notify the Chairman of the Board of Commissioners in writing of the Corporation's intention to commence preparation of a project plan and there shall be appointed by the Chairman two (2) additional directors of the Corporation who shall be representative of neighborhood residents likely to be affected by each such project proposed by the Corporation and who shall cease to serve when the project for which they are appointed is either abandoned or, if undertaken, is completed in accordance with the project plan.

Section 4. Replacement and Vacancies. Subsequent directors shall be appointed in the same manner as original appointments at the expiration of each director's term of office. A director whose term of office has expired shall continue to hold office until his successor has been appointed by the Chairman with the advice and consent of the Board of Commissioners. A director may be reappointed by the Chairman with the advice and consent of the Board of Commissioners to serve additional terms. If a vacancy is created by death or resignation or removal by operation of law, a successor shall be appointed by the Chairman with the advice and consent of the Board of Commissioners within thirty (30) days to hold office for the remainder of the term of office so vacated.

Section 5. Removal. A director may be removed from office for cause by a majority vote of the Board of Commissioners.

Section 6. Conflict of Interest. A director who has a direct interest in any matter before the corporation shall disclose his interest prior to the corporation taking any action with respect to the matter, which disclosure shall become a part of the record of the corporation's official proceedings, and the interested director shall further refrain from participation in the Corporation's proceedings relating to the matter.

Section 7. Compensation. Directors shall serve without salary, but may be reimbursed their actual expenses incurred in the performance of their official duties, and may receive a per diem of not more than \$50.00. However, nothing herein contained shall be construed to preclude any director from serving the corporation in any other capacity and receiving compensation therefor.

ARTICLE VI

Meetings

Section 1. Meetings. Meetings of the board of directors may be called by or at the request of the President or any two directors. The meetings of the board of directors shall be public, and public notice of such meetings shall be given in accordance with Act 267, Public Acts of Michigan, 1976, as amended.

Section 2. Notice to Directors. Notice of any meeting of the board of directors shall be given at least three (3) days prior thereto by written notice, delivered personally or mailed to each director at his business address, or by telegram. Mailed notice shall be deemed to be delivered when deposited in the United States mails in a sealed envelope so addressed, with postage thereon prepaid. Notice by telegram, shall be deemed to be delivered when the telegram is delivered to the telegraph company. Any director may waive notice of any meeting either before or after the meeting. The presence of a director at any meeting shall constitute a waiver of notice of such meeting, except where a director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened. Neither the business to be transacted at, nor the purpose of, any meeting of the board of directors need be specified in the notice or waiver of notice of such meeting.

Section 3. Quorum. A majority of the members of the board of directors then in office constitutes a quorum for the transaction of business at any meeting of the board of directors, provided, that if less than a majority of the directors are present at a meeting, a majority of the directors present may adjourn the meeting from time to time without further notice. The vote of the majority of members present at a meeting at which a quorum is present constitutes the action of the board of directors, unless the vote of a larger number is required by statutes, the articles of incorporation or these bylaws.

Section 4. Participation by Communication Equipment. A member of the board of directors or of a committee designated by the board may participate in a meeting by means of conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear each other. Participation in a meeting pursuant to this provision constitutes presence in person at the meeting.

Section 5. Committees. The board of directors may, by resolution adopted by a majority of the members then in office, establish one or more committees, each committee to consist of one or more of the directors of the corporation. The President, acting as Chairman of the board, with the advice and consent of a majority of a quorum at any meeting, shall appoint the members of each committee so established. Each member appointed to a committee shall serve until replaced by action of the Chairman with the advice and consent of a majority of a quorum of the board. A committee so established by the board, to the extent provided in the establishing resolution, may exercise all powers and authority of the board in the management of the business and affairs of the corporation, except that such committee shall not have the power or authority to; (a) Amend the articles of incorporation, (b) recommend to members a dissolution of the corporation or a revocation of dissolution, (c) amend the bylaws of the corporation, or, (d) fill vacancies in the board.

ARTICLE VII

Officers

Section 1. Officers. The officers of the corporation shall consist of a president, secretary, treasurer, and, if desired, one or more vice presidents, and such other officers as may from time to time be determined by the board of directors, each of whom shall be elected by the affirmative vote of at least five (5) directors. Any two offices other than President, Secretary and Treasurer may be held by the same person but an officer shall not execute, acknowledge or verify an instrument in more than one capacity if the instrument is required by law or the articles or bylaws to be executed, acknowledged or verified by two or more officers.

Section 2. Election and Term of Office. The officers of the corporation shall be elected annually by the board of directors. If the election of officers shall not be held or made at such meeting, such election shall be held or made as soon thereafter as is convenient. Each officer so elected shall hold office for the term of which he is elected and until his successor is elected and qualified, or until his resignation or removal.

Section 3. Removal. Any officer elected by the board of directors may be removed by the board of directors with or without cause whenever in its judgment the best interests of the corporation would be served thereby, but such removal shall be without prejudice to the contract rights, if any, of the person so removed.

Section 4. Vacancies. A vacancy in any office because of death, resignation, removal, disqualification or otherwise, may be filled at any meeting of the board of directors for the unexpired portion of the term of such office.

Section 5. President. The president shall be the chief executive officer of the corporation, but he may from time to time delegate all or any part of his duties to an executive vice president, if one is elected, or to any vice president. He shall preside at all meetings of the directors as chairman of the board; he shall have general and active management of the business of the corporation, and shall see that all orders and resolutions of the board are carried into effect. He shall execute all bonds, mortgages, conveyances and other instruments entered into pursuant to the powers of the corporation as set forth in the articles of incorporation with the approval and authority of the board of directors. He shall be ex officio a member of all standing committees.

Section 6. Chairman of the Board. The president acting as chairman of the board, shall preside at all meetings of the board of directors, and shall have and exercise such other authority as specifically granted to him from time to time by a resolution of the board of directors.

Section 7. Vice Presidents. The vice president shall perform such duties as are delegated to him by the president, and he and the other vice presidents in order of their seniority shall, in the absence or in the event of the disability of the president, perform the duties and exercise the powers of the president, and shall perform such other duties as the board of directors shall prescribe.

Section 8. Secretary. The secretary shall attend all meetings of the board and record all votes and the minutes of all proceedings in a book to be kept for that purpose; and shall perform like duties for the standing committees when required. He shall give, or cause to be given, notice of all meetings of the board of directors, and shall perform such other duties as may be prescribed by the board of directors under whose supervision he shall be. He shall keep in safe custody the seal of the corporation, and when authorized by the board, affix the same to any instrument requiring it, and when so affixed it shall be attested by his signature or by the signature of the treasurer. He shall be sworn to the faithful discharge of his duties. The assistant secretary, if one is elected, shall perform the duties and exercise the power of the secretary in his absence or in the event of his disability.

Section 9. Treasurer. The treasurer shall have the custody of the corporate funds and securities and shall keep full and accurate accounts of receipts and disbursements in books belonging to the corporation and shall deposit all moneys, and other valuable effects in the name and to the credit of the corporation in such depositories as may be designated by the board of directors. He shall disburse the funds of the corporation as may be ordered by the board, taking proper vouchers for such disbursements, and shall render to the president and director, at the regular meetings of the board, or whenever they may require an account of all his transactions as treasurer and of the financial condition of the corporation. He shall give the corporation a bond if required by the board of directors in a sum, and with one or more sureties satisfactory to the board, for the faithful performance of the duties of his office, and for the restoration to the corporation, in case of his death, resignation, retirement or removal from office, of all books, papers, vouchers, money and other property of whatever kind in his possession or under his control belonging to the corporation. The assistant treasurer, if one is elected, shall perform the duties and exercise the power of the treasurer in his absence or in the event of his disability.

Section 10. Delegation of Duties of Officers. In the absence of any officer of the corporation, or for any other reason that the board may deem sufficient, the board may delegate, from time to time and for such time as it may deem appropriate, the powers or duties, or any of them, of such officer to any other officer, or to any director, provided a majority of the board then in office concurs therein.

Section 11. Salaries. The officers of the corporation shall serve without salary but may be paid compensation as provided in Article V, Section 7, hereof; provided, that nothing herein contained shall be construed to preclude any officer from serving the corporation in any other capacity and receiving compensation therefor.

ARTICLE VIII

Contracts, Loans, Checks and Deposits

Section 1. Contracts. The board of directors may authorize any officer or officers, agent or agents, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the corporation, and such authority may be general or confined to specific instances.

Section 2. Loans. No loan shall be contracted on behalf of the corporation and no evidences of indebtedness shall be issued in its name unless authorized by a resolution of the board of directors. Such authority may be general or confined to specific instances.

Section 3. Checks, Drafts, etc. All checks, drafts, or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of the corporation, shall be signed by such officer or officers, agent or agents of the corporation and in such manner as shall from time to time be determined by resolution of the board of directors.

Section 4. Deposits. All funds of the corporation not otherwise employed shall be deposited from time to time to the credit of the corporation in such banks, trust companies or other depositories as the board of directors may select.

ARTICLE IX

Fiscal Year

The fiscal year of the corporation shall begin on the 1st day of _____ in each year and end on the last day of _____ in each year.

ARTICLE X

Indemnification

Section 1. Indemnification, Judgment, Settlement, Etc. The corporation shall indemnify any person who was or is a party or is threatened to be made a party to any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative by reason of the fact that he is or was a director or officer of the corporation, against expenses (including attorneys' fees), judgments, fines and amounts paid in settlement actually and reasonably incurred by him in connection with such action, suit or proceeding if he acted in good faith and in a manner he reasonably believed to be in or not opposed to the best interests of the corporation and with respect to any criminal action or proceeding, had no reasonable cause to believe his conduct was unlawful. The termination of any action, suit or proceeding by judgment, order, settlement, conviction, or upon a plea of nolo contendere or its equivalent, shall not, of itself, create a presumption that the person did not act in good faith and in a manner which he reasonably believed to be in or not opposed to the best interests of the corporation and, with respect to any criminal action or proceeding, had reasonable cause to believe that his conduct was unlawful.

Section 2. Reimbursement. To the extent that a director or officer of the corporation has been successful on the merits or otherwise in defense of any action, suit or proceeding referred to in Section 1 or in defense of any claim, issue or matter therein, he shall be indemnified against expenses (including attorneys' fees) actually and reasonably incurred by him in connection therewith.

Section 3. Advancement of Expenses. Expenses incurred in defending a civil or criminal action, suit or proceeding described in Section 1 may be paid by the corporation in advance of the final disposition of such action, suit or proceeding as authorized in the manner provided in Section 2 upon receipt of and undertaking by or on behalf of the director or officer to repay such amount unless it shall ultimately be determined that he is entitled to be indemnified by the corporation.

Section 4. Limitations. The corporation shall make no provision to indemnify directors or officers in any action, suit or proceeding referred to in Section 1 which shall be in conflict with the provisions of this article.

Section 5. Insurance. The board of directors may, in the exercise of its discretion, from time to time authorize by resolutions duly adopted, purchase and maintain insurance on behalf of any person who is or was a director or officer of the corporation, against any liability asserted against him and incurred by him in any such capacity or arising out of his status as such, whether or not the corporation would have power to indemnify him against such liability under Section 1 of this article.

Section 6. Merger and Reorganization. For the purposes of Sections 1 through 5 of this article, references to the corporation include all constituent corporations absorbed in a consolidation or merger and the resulting or surviving corporation, so that a person who is or was a director or officer of such constituent corporation shall stand in the same position under the provisions of this section with respect to the resulting or surviving corporation in the same capacity.

ARTICLE XI

Miscellaneous

Section 1. Seal. The board of directors may provide a corporate seal which, if authorized, shall have inscribed thereon the name of the corporation and the year 1977.

Section 2. Waiver of Notice. When the board of directors or any committee thereof may take action after notice to any person or after lapse of a prescribed period of time, the action may be taken without notice and without lapse of the period of time, if at any time before or after the action is completed the person entitled to notice or to participate in the action to be taken submits a signed waiver of such requirements.

ARTICLE XII

Amendments

These bylaws may be altered or amended or repealed by the affirmative vote of a majority of the board of directors then in office at any regular or special meeting called for that purpose.

I HEREBY CERTIFY that the above bylaws were adopted the 20th day of December, 1977.



Vera Nerg Assistant Secretary

Economic Development Partners

Successful economic development efforts involve a variety of partners working in close coordination. There are a number of public and non-profit organizations which work toward assisting businesses and entrepreneurs within Cheboygan County and the region. Local partners include cities, townships, villages, school districts, colleges, chambers of commerce's, local DDA's, EDC's and state organizations.

The following pages include summaries of economic development partners serving Cheboygan County:

Northern Lakes Economic Alliance (NLEA)

The Northern Lakes Economic Alliance was established in 1984 to provide economic and community development expertise for our region.

Out of necessity the NLEA was formed as a cooperative/collaborative organization. Recognizing the value of pooling limited funds both public sector and private sector entities joined together to have a resource much better and more effective than any entity could have done individually.

Little did the leadership know back in 1984, what a groundbreaking approach this would become. The NLEA today is considered one of the "best practices" in the state of Michigan and regularly gets requests from others to explain our approach.

We are a 501c3 organization and refer to ourselves as a "regional public/private partnership organization".

The NLEA is governed by a 28 member Board of Directors with representatives from both public and private sector. (See attached annual report for complete list)

- The Board approves the plan of work, the annual budget and hires the NLEA President. The President provides leadership to the staff to implement the plan of work within the approved budget.

Funding comes from a variety of places; however it falls into three basic categories: public sector, private sector and fees for services.

- Member Counties each invest an annual amount towards operations based on a taxable value formula. This was devised as a fair approach to spread the costs. By design, the funding from the Counties makes up 50% of the NLEA budget.
- The remaining 50% is generated from core partners, private sector members, fees for services and local units of government (city, village, and township).

The mission of the NLEA is to "provide resources and assistance for communities and entrepreneurs to create and retain jobs in our four county service area". To accomplish this we implement programs and services on two fronts.

- We assist businesses and entrepreneurs and have a variety of tools and resources targeting new and existing businesses that possess the desire and potential to create family supporting jobs (base jobs)
- We assist communities in finding the most effective approach to meet their needs to support business and industry retention and growth.

The NLEA staff is made up of six full-time economic/community development professionals that work regularly throughout the many communities that make up the NLEA region. We approach our work as a “team sport” and it is not unusual to have more than one staff engaged in different aspects of the same project. Our work areas of responsibility fall into four focus areas:

- **Business Retention & Growth.** Retaining and growing existing companies.
- **Business Attraction & Growth.** Assisting communities to “be prepared” for new business attraction as well as having a solid foundation and support services for new and start-up businesses.
- **Community Development.** Assisting with a wide range of community projects ranging from place-making to infrastructure. Designed to make a community attractive for company retention, employee recruitment, etc.
- **Grant writing & Administration.** Identifying grant opportunities (public and private), assisting with the application process and administration of the grant to insure compliance with state and federal regulations.

Northeast Michigan Council of Governments (NEMCOG)

Mission Statement: NEMCOG is committed to facilitating the development of intergovernmental cooperation and coordination within the 8-county region of Northeast Michigan. The agency is also committed to providing for a controlled growth policy; to preserve and improve the environment, to pursue greater efficiency and responsiveness of local units of governments, and to improve the ecological, social, and economic well-being of citizens within the region. NEMCOG is governed by a policy board that includes elected officials, business leaders and citizen representatives from throughout the eight-county region. Services are supported by local government appropriations, special services contracts, and state and federal grants.

NEMCOG is a catalyst for strategic planning and, in this role, has assisted local governments in obtaining millions of dollars in federal and state grants for vital local projects and services. In addition to planning, NEMCOG also sponsors many other programs, including Community Correction and Watershed Projects.

Regional Prosperity Initiative

Our vision is to provide current and future generations a vibrant, sustainable, and prosperous Northeast Michigan region that:

1. **Promotes innovation** across the economy and supports entrepreneurs with connections and resources.
2. **Tells the world** that we are an interconnected network of great places.
3. **Sustains excellence in education** from early childhood through all stages of life.

4. **Provides the skills needed by employers** through education and training that results in a continuously transforming and responsive workforce.
5. Utilizes our **natural resources** in a **sustainable** way.
6. Fulfills the current and future needs of the region through **strong collaboration and leadership**.

Services Provided: NEMCOG offers a variety of services to Northeast Michigan. Primarily it offers Technical Assistance to communities and the region for:

- ◆ Regional Planning - Energy Audits, Broadband plans, vertical asset inventories, coordinated regional targeted market analysis
- ◆ Community Planning
- ◆ Economic Development – Primary agency maintaining properties on the MEDC Zoom Prospector website
- ◆ Data Distribution
- ◆ Transportation
- ◆ Grant Writing Assistance

Programs

- ◆ Recycling & Solid Waste Management Planning
- ◆ Tourism
 - US 23 Heritage Route
 - Sunrise Coast Birding Trail
- ◆ Transportation
- ◆ Planning & Community Development
- ◆ Economic Development
- ◆ Local Government
- ◆ GIS Mapping
- ◆ Local Foods
- ◆ Housing
- ◆ Environment & Natural Resources
- ◆ Community Corrections

Cities, townships and counties in rural areas often cannot afford the staff to do grant writing, comprehensive land use, zoning, transportation planning, digital mapping, economic & community development, integrated environmental planning, & the coordination of other services. The Northeast Michigan Council of Governments (NEMCOG) was established in 1968 as a multi-county organization to pool resources for the assistance of local governments in the region. NEMCOG is governed by a policy board that includes elected officials, business leaders and citizen representatives from throughout the eight-county region. Services are supported by local government appropriations, special services contracts and state and federal grants.

NEMCOG Region (8-county): Alcona County, Alpena County, Cheboygan County, Crawford County, Montmorency County, Oscoda County, Otsego County, and Presque Isle County (Emmet County is in the NW region but is also a member of NEMCOG).

Cheboygan Economic Development Group

A private sector organization of Cheboygan County business people, community leaders, and volunteers who care deeply about helping create economic growth and educational opportunities for our citizens in this unique and wonderful corner of northern Michigan.

The Cheboygan Economic Development Group is ready to assist your business needs. If your company is looking to expand their business, relocate operations, or starting or growing a business in the county of Cheboygan, we can quickly connect you with an extensive network of resource partners and service providers.

For more information visit: www.cheboyganedg.com

Michigan Economic Development Corporation (MEDC)

About MEDC

The Michigan Economic Development Corporation, in collaboration with more than 100 economic development partners, markets Michigan as the place to do business, assists businesses in their growth strategies, and fosters the growth of vibrant communities across the state.

For more information visit www.michiganbusiness.org

SCORE (Tip of the Mitt Chapter)

SCORE Tip of the Mitt is part of SCORE "Counselors to America's Small Business," a national nonprofit association dedicated to entrepreneur education and the formation, growth and success of the nation's small businesses. We provide professional counseling, education, and mentoring for the diverse business community of Northern Michigan.

SCORE Tip of the Mitt provides free and confidential business advice and counseling tailored to meet the needs of your business and your personal objectives. SCORE Tip of the Mitt also offers workshops, for a modest fee, for both start-up and in-business entrepreneurs.

SCORE counselors are real-world professionals with time-tested knowledge who donate thousands of hours to help small businesses succeed. Counselors are experts in such areas as accounting, finance, marketing, retail, manufacturing, management and business plan advisory & strategy review.

CAPITAL CONNECT SERVICES

Michigan Economic Development Corporation's (MEDC) Access Capital team works to increase the availability of capital for growth stage and mature commercial and industrial companies operating in Michigan. MEDC programs can assist a company in obtaining financing for real estate, equipment, working capital, growth capital, and acquisition financing.

For more information visit www.michiganbusiness.org/services/access-capital/

MICHIGAN SMALL BUSINESS DEVELOPMENT CENTER (SBDC)

The SBDC enhances Michigan's economic well-being by providing counseling, training, secondary market research for new ventures, existing small businesses and advanced technology companies. With offices statewide, the SBDC positively impacts the economy by strengthening existing companies, creating new jobs, retaining existing jobs, and assisting companies in defining their path to success.

For more information visit www.sbdcmichigan.org

Connect with MSBDC: ANNIE OLDS—Regional Director, Northwest MI 1209 S. Garfield Ave. Traverse City, MI 49686 E annieolds@networksnorthwest.org · P 231.922.6912

BUSINESS CONNECT (PMBC)

PMBC is a resource to connect Michigan buyers and sellers. Through their digital network www.puremichiganb2b.com, the unique matchmaking technology links companies with collaborators and private sector procurement opportunities. Businesses registered in the database can post procurement opportunities, purchasing needs, collaboration requests, and more. Companies registered in puremichiganb2b.com can be both buyers and sellers in a truly dynamic online B2B marketplace.

Michigan Department of Agriculture Rural Development (MDARD)

MDARD assists Michigan food and Agribusiness companies in both rural and urban communities, achieve economic growth through supply chain connectivity, regulatory assistance, funding, project and partner facilitation, trade and policy issues. MDARD's International Marketing program works with these companies to develop trade opportunities by entering new markets or expanding existing markets to increase international market reach.

For more information visit: www.michigan.gov/mdard

Connect with MDARD: JODI GRUNER—Economic/Community Development 525 W. Allegan · Lansing, MI 48909 E dacourtd2@michigan.gov · P 517.614.5518

Northeast Michigan Food

The purpose of this website is to provide information to Northeast Michigan on how to access local foods and also to provide resources to local food producers in the region.

This website provides support for local growers and their businesses as well as trip planning for those who are enjoying agri-tourism in our area. A list of events, news about new food products as well as links to food incubators and economic development assistance for food-based entrepreneurs.

The website is: www.nemichiganfood.com

Michigan Works! Cheboygan County

Mission Statement: The mission of the Michigan Works! Association is to provide leadership and services, and promote quality and excellence for the advancement of Michigan's Workforce Development System and its customers and professionals.

About Us: Michigan Works! Association was established in 1987 to foster high-quality employment and training programs serving employers and workers by providing support activities and a forum for information exchange for Michigan's Workforce Development System. The Association's members are the workforce development board chairs, local-elected officials, and Michigan Works! agencies which cover twenty-five workforce areas.

Michigan Works! Association also offers associate membership to organizations with a vested interest in workforce development. Through the Association's three pronged approach to organizational development, members are able to:

- access professional development opportunities to ensure high-quality programs and service delivery to all customers;
- receive logistical support as a way to network and share best practices;
- partake in education and promotion of the Michigan Works! System, through special events and;
- keep legislators and others informed on workforce development issues.

For more information visit: www.michiganworks.org/about-michigan-works.

Northeast Michigan Community Service Agency (NEMCSA)

Mission Statement: Our mission at Northeast Michigan Community Service Agency, Inc., (NEMCSA), is to provide quality planning, programs, and services to individuals, families, and communities through the best use of human and financial resources.

About Us: Northeast Michigan Community Service Agency, Inc. (NEMCSA) is a private, non-profit Community Action Agency - part of a state and national network of Community Action Agencies. The

basic service area of the agency is eleven northeast Michigan counties covering 6,300 square miles. The counties are Alcona, Alpena, Arenac, Cheboygan, Crawford, Iosco, Montmorency, Ogemaw, Oscoda, Otsego, and Presque Isle. Other counties are included in several program areas. The agency is governed by a 33 member Board of Directors. This Board, in compliance with P.A. 230, brings together equal representation of the public and private sectors and the clients who receive services. In this manner, policy and fiscal matters as well as program and service issues are reviewed by those who have the insights to provide meaningful guidance to NEMCSA.

NEMCSA brings together federal and state grant funds as well as dollars from local private and public sources. These resources are then directed into programs which aid the poor and otherwise disadvantaged throughout the age spectrum, from preschoolers to the elderly of northeast Michigan. The funds include targeted dollars aimed at very specific problems as well as dollars which are more flexible in nature.

In addition, the agency provides assistance to local governments and other non-profit agencies in securing funding for a range of projects which benefit communities and individuals within the NEMCSA service area.

Service Programs:

- Area Agency on Aging
- Client Services
- Care Management/Community Based Care
- Community Development
- Head Start / Early Head Start
- School Success
- Volunteers

For more information visit: www.nemcsa.org

Northern Initiatives

Mission Statement: Northern Initiatives is a private, non-profit community development corporation that provides tailored business solutions to advance and connect rural communities and their economies.

Programs:

- Business Loans
- Business Consulting Services
- Trees and Tourism
- Entrepreneurial Education

Their description

Northern Initiatives is a Community Development Financial Institution. We're in business to provide loans and business services to small business owners and entrepreneurs who create jobs and enable the communities of Northern rural Michigan and neighboring Wisconsin to thrive.

Being mission-driven sets us apart, positioning us to enhance offerings of traditional lending institutions. Our loan programs and special business services empower our organization to more

aggressively find funding for business owners and entrepreneurs whose ideas and dreams benefit our communities.

What's a CDFI?

A Community Development Financial Institution (CDFI) is a private financial institution that provides loans to small business owners, entrepreneurs, and community organizations that might not qualify for loans from traditional banks for a variety of reasons. Many times, lending is focused on low-income, disadvantages, and undeserved communities.

CDFIs are certified by the Community Development Financial Institution Fund (CDFI Fund) and the U.S. Department of the Treasury, which provides funds to CDFIs through a variety of programs.

Since 1992, we have helped hundreds of small businesses, many of them startups, from a variety of key industry sectors, including: retail, breweries and vineyards, light manufacturing, salons and spas, tourism, restaurants, professional services, and value-added food producers – primarily in underserved communities.

We've made over 860 loans to entrepreneurs and small business owners that might not qualify for financing from traditional banks for a variety of reasons.

Recognizing small business owners need more than just capital to grow, we provide every loan customer complimentary access to online money, marketing, and management support. Business owners also have the opportunity to connect with a business coach to help them reach their goals and navigate their everyday challenges and opportunities.

For more information visit: www.northerninitiatives.org

Northern Shores Loan Fund

Mission Statement: Northern Shores Loan Fund, Inc., a nonprofit corporation assists entrepreneurs of Northern Michigan with training, business incubation, and access to capital that fosters economic development for the Northern Michigan community.

Statement of Purpose: The Corporation was formed for charitable and educational purposes to promote economic and social development for the Little Traverse Bay Bands of Odawa Indians (LTBB). This will include training, technical assistance, business incubation and a loan fund for potential and existing entrepreneurs who may or may not be tribal citizens of LTBB.

Services

Meeting small business loan needs in N. Michigan

Do you have a successful small business that is growing and struggling to obtain the financial assistance to take it to the next level? Have you always wanted to start a business but didn't know where to begin? Northern Shores Loan Fund, Inc. is here to help!

Northern Shores Loan Fund, Inc. is a new nonprofit corporation established to assist entrepreneurs of Northern Michigan with education, training, business incubation and access to

capital that fosters economic development for the Northern Michigan community. We offer a variety of loan products including micro-loans and larger small business loans.

Northern Shores Loan Fund, Inc. is an emerging Community Development Financial Institution (CDFI) providing loans to those businesses that have found it difficult to meet conventional lending institution requirements. CDFI's bridge the gap between the economic mainstream and economically disadvantaged people and communities.

Assistance for New & Existing Businesses

Whether you have an idea for a new business and are unsure of where to begin, or you are an established business and feel you are missing the tools to take it to the next level, Northern Shores Loan Fund, Inc. has the resources available to help entrepreneurs succeed through lending and technical assistance.

Technical Support Areas:

- Web-based Marketing
- Business Plan Development
- Credit Counseling
- Accounting Principles
- Business Structuring
- Business Tax Preparation
- Business Software Education

For more information visit: www.nscdi.org



Northern Lakes ECONOMIC ALLIANCE

ANTRIM
COUNTY



Annual ACTIVITIES REPORT

2018

"Providing resources for communities and entrepreneurs to create and retain jobs in Antrim, Charlevoix, Cheboygan and Emmet Counties."

OVERVIEW OF THE PAST FIVE YEARS (2013-2018):

234 Successful economic development projects **\$17,252,056** in **grant funding**

\$461,937,129 in **PRIVATE INVESTMENT** **835** **NEW JOBS**

\$10,279,739 in local unit of **government INVESTMENT** **2,777** Retained Jobs

2018 IMPACT INDICATORS

42 Successful economic development projects **\$241,016,209** in **Private INVESTMENT**

33 **BUSINESS** development projects **\$1,394,683** in **Grant Funding**

9 **COMMUNITY** development projects **\$104,441** in **local unit of Government INVESTMENT**

\$242,515,333 total **INVESTMENT** **75** **New Jobs**
421 Retained Jobs

NLEA OUTREACH

Maintained relationships with **175** major employers and communities
Compiled **Entrepreneurial Toolkit guide** for local business startups with over **900** views

Presented **20** educational **WORKSHOPS AND EVENTS** with over **1,100** participants

Andy Hayes, NLEA President



What a year of successes! Northern Lakes Economic Alliance (NLEA) assisted with 42 successful economic development projects totaling over \$242.5 million in investment and 496 new/retained jobs. Staff provided grant administration for 15 grants and assisted nine communities in their quest to become a certified "Redevelopment Ready Community." Notable large projects

include the refurbishing of St Marys Cement (it is now their flagship plant) and the construction of the new EJ Inc. Foundry (one of the most environmentally friendly foundries in the world), as well as the rebuilding of the Manthei Veneer after a devastating fire and the relocation/expansion of Lanzen Corp.

We're also excited and proud of the expanded business model competition Pitch Night program. When the dust settled, 34 organizations worked together to put on five events with over 1,500 attendees awarding over \$80K in startup funds. Of the 36 pitchers, we have had 25 business/launches to-date. Nothing could be accomplished without many organizations working together. Thank you for your support.

Rick Diebold, 2019 NLEA Board Chair

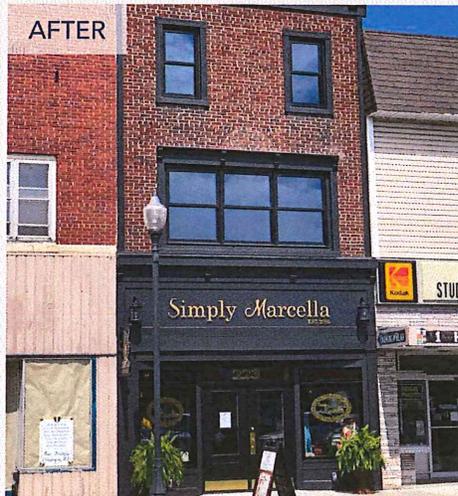
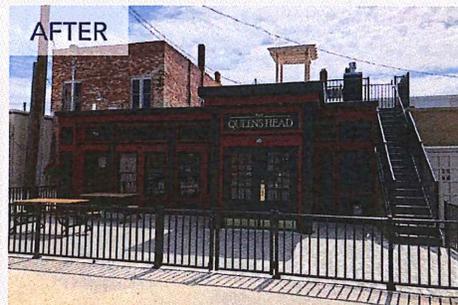


I can't say enough about the outstanding people that serve on the NLEA Board of Directors and Staff. They bring their "A-Game" every day, and their spirit of cooperation and collaboration across the region sets the tone for our entire organization. It's a pleasure working with them.

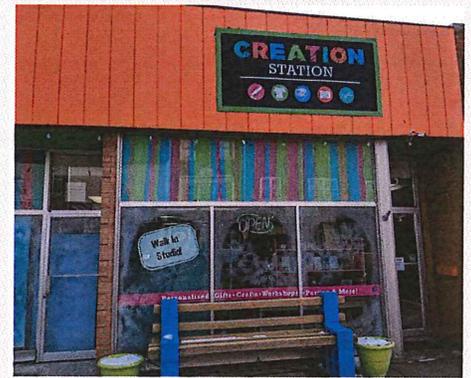
The success that NLEA saw this year is due to our collaborative approach, partners all working together and staff and board who offer a wide array of expertise. Economic development cannot happen without collaboration, pooling resources, and leveraging the collective knowledge of partners.

Thank you for your involvement and commitment to this region!

2018 Project Snapshots



\$546,307 investment in 1,300 square foot interior remodel of **Simply Marcella** boutique and addition of **The Queens Head** wine pub. Two major CDBG facade renovations finished in downtown Cheboygan, MI.



Projected investment of \$112,835 for CDBG facade renovation of **Creation Station**, toy store and make n' take pottery shop in progress in downtown Cheboygan, MI.



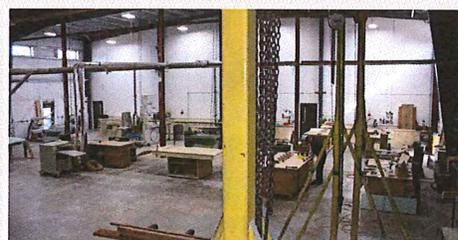
Our 2018 summer interns created the **Entrepreneurial Toolkit** with over 900 downloads—a simple instructional guide to create a sound business plan with a list of local resources for every step of the startup process. Made possible by DTE Energy Foundation grant.



36 entrepreneurs competed, \$80K awarded in prize monies for new startups and businesses, 25 businesses launched, and 1,500 people attended our five "Pitch Night" events concluding with the **Grand Event**.



\$3.6 million investment, 2,400 square foot rebuild, 10 jobs created, and 20 jobs retained—**Lanzen Inc.** business relocation Harbor Springs, MI. Retained current operations and workforce in Emmet County.



\$1 million investment, 7,440 square foot facility, 5 jobs created, and 12 jobs retained—**Van Dam Custom Boats** business expansion in Boyne City, MI.



Five new permanent docks constructed in **Thurston Park, Central Lake, MI** for a \$250,000 project. Designs and plans are in the works for 40'x70' pavilion and restrooms with a goal to construct in early fall 2019.



Commercial Rehabilitation and Redevelopment District in place - **City of Cheboygan Downtown Development Authority**. The city can now provide incentives for commercial property owners to make improvements to their businesses. Property owners can apply for a tax abatement to either freeze the current taxes up to 10 years or abate 50% of the taxes up to 12 years, depending which they qualify for.



Following a devastating fire, NLEA lead the charge to keep Manthei Veneer operational and in Emmet County. NLEA and many partners enabled **Manthei Veneer** to retain 100 local jobs, create 35 jobs, and rebuild at their current site in Emmet County instead of moving to Wisconsin with a \$10 million investment. *"We are grateful for the support of NLEA, Resort Township, and countless other partners. We could not have done it without them."* **Jeremy Manthei, President, Manthei Veneer**



\$25 million investment, and 12 jobs created by world-class facility, **Great Lakes Center for the Arts**—new business in Bay Harbor, MI.



\$300k investment, 5 jobs created, and 5 jobs retained by **AM Manufacturing**—business relocation from Charlevoix to Norwood Township, MI.



2018 Statewide MSU Extension **Connecting Entrepreneurial Communities (CEC) conference** in Charlevoix, MI had over 150 participants. Breakout sessions and networking events were held in downtown businesses, and entrepreneur keynote speakers included, Jake Manthei-CEO of Astor Brands, and Luther Kurtz, Mayor of Charlevoix.



\$230 million investment, 10 jobs created, and 28 jobs retained by **Votorantim Cimentos St. Marys Cement**—plant expansion in Charlevoix, MI.



Over 500 job seekers, 60 companies and organizations, and 400+ job opportunities at inaugural 2018 **Northern Michigan's Largest Hiring Event**—Ellison Place, Gaylord, MI.



19 local manufacturing companies brought over 500 (8th-12th grade) students from 10 area high schools through their facilities educating students on skilled-trades career paths for **National Manufacturing Day**.



350 jobs retained, 200-acre site, 7.5-acre interior—equivalent to about seven football fields—**EJ foundry** relocation to Elmira, MI. *"On behalf of the employees and our valued customers, we thank the shareholders for their reinvestment in the company, which will serve us well in the long-term."* - **Tom Teske, Vice President and General Manager of EJ**



Northern Lakes

ECONOMIC ALLIANCE

2019 Board of Directors

Stephanie Baldwin <i>2018 Board Chair</i>	Mark Lagerwey
Rick Diebold <i>2019 Board Chair</i>	Dawn LaVanway
Tim Petrosky	Sheridan Rhoads
Jeff Lawson, <i>Secretary</i>	Jim Rummer
Robin Stanley, <i>Treasurer</i>	Carla Gribbs
Paul Blome	Richard Sangster
Chris Christensen	Bill Scott
Pete Garwood	Kevin Shepard
James Granger	Joe Short
Mark Heydlauff	Jim Tisdell
Adam Koivisto	Jeff Veryser
	Don Voisin
	Gary Walker

2019 NLEA Staff



Hannah Sanderson
*Business Attraction
and Growth*

Amanda Baker
*Downtown
Development
Coordinator*

Buck Love
*Business Retention
and Growth*

Carly Bortz
*Administrative/
Communications
Assistant*

Andy Hayes
President

Jessica Lovay
*Office Manager/
Grant Administrator*



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Investors / Members

AKT Peerless	DTE Energy	Michigan Economic Development Corporation
AM Manufacturing	DTE Energy Foundation	Michigan Maple Block
Antrim County	East Jordan Chamber	Michigan Works!
Baker College	East Jordan, City of	Mitchell Graphics
Banks Township	East Jordan DDA	MSU Extension
Bay Harbor Company	Edgewater Design Group	Moran Iron Works
Bear Creek Township	EJ	Munson Healthcare
Beaver Island Boat Company	Elk Rapids Chamber	Charlevoix Hospital
Bellaire, Village of	Elk Rapids DDA	Networks Northwest
Bellaire DDA	Elk Rapids, Village of	North Central Michigan College
Bellaire Chamber of Commerce	Ellsworth, Village of	Northeast Michigan Council of Governments
Blue Cross Blue Shield	Emmet County	Northern Homes Community Development
Boyne Area Chamber Boyne Ave.	Fifth Third Bank	Northwest MI Industrial Association
Greenhouse Florist	Forest Township	Onaway, City of
Boyne City, City of	4Front Credit Union	Otwell Mawby PC
Boyne Mountain	Granger Professional Services	Pellston, Village of
Boyne Valley Township	Great Lakes Center for the Arts	Petoskey, City of
C2AE	Great Lakes Energy Harbor/Brenn Agencies	Petoskey-Harbor Springs Area Community Foundation
Cannonball LLC	Harbor House Publishers	Petoskey Plastics
Catt Development	Harbor Springs Chamber	Petoskey Regional Chamber
Central Lake, Village of	Harbor Springs, City of	PMP Inc.
Char-Em ISD	Huntington Bank	PNC Bank
Charlevoix Agency	Indian River Chamber	Rehmann
Charlevoix Area Chamber	Industrial Arts Institute	Resort Township
Charlevoix, City of	Industrial Magnetics, Inc.	Roman Tube Fab
Charlevoix County	Inverness Township	Ryba Marine Construction
Charlevoix Community Foundation	ITC Holdings Corporation	Short's Brewing Company
Charlevoix State Bank	Jervis B. Webb Company	St. Marys Cement
Charlevoix Township	Kilwins Quality Confections	Stafford's Hospitality Inc.
Cheboygan Area Chamber	Link Industries	Straits Area Federal Credit Union
Cheboygan, City of	Little Traverse Bay Band of Odawa Indians	The Brook Retirement Communities
Cheboygan County	Little Traverse Township	Triune Specialty Trailers
Chemical Bank	McLaren Northern Michigan	Van Dam Boat Company
Circuit Controls Corporation	Mackinaw City Chamber	Vistage Michigan
Citizens National Bank	Mackinaw City, Village of	
Consumers Energy	Mancelona, Village of	
Consumers Energy Foundation	MBank	
Crusecom	MDC Contracting, LLC	
	Melrose Township	

The economic development projects we report every year reflect multiple years of work to reach the finish line. It is the assured investments and collaborative support of business and community expansions from communities, companies, NLEA investors, and partner organizations that truly help these projects and our region succeed; we commend your resolute support.

2018 HIGHLIGHTS

- Assisted with 18 business expansions that resulted in over \$269.5 million in investment and 455 new jobs.
- “Saved” two companies from relocating out of the area that resulted in \$13million investment, and over 110 new jobs.
- Assisted with the first, regional Hiring Event that resulted in 60 employers, 400 openings, and attracted over 500 job seekers.
- Worked with partners to promote “Going Pro” training grants to area companies as well as assist with applications resulting in 18 companies receiving \$515,000 in funding to train 359 workers
- Updated and maintained 70 shovel ready sites into state attraction data-base and responded to 6 state-wide site requests that our sites met the initial criteria
- Connected communities with various grant opportunities totaling over \$4.5million in investment.
- Administered 15 CDBG Grants, IDD/IFEC/CFEC/CREC apps, CRD projects, & Brownfield projects. Created 4 commercial dev. districts in local communities. Completed 7 tax abatements that enabled Local Gov. units to assist local companies with expansion projects and assisted 9 communities in their quest to become a certified “Redevelopment Ready Community”

NLEA Project Report

2019	Community	Business	Other	Total				
Completed								
# of Projects	2	1	0	3				
# of Jobs-Created/Retained	0	0	0	0				
\$ Investment	\$7,000	\$6,000	\$0	\$13,000				
In Progress								
# of Projects	11	17	2	30				
# of Jobs-Created/Retained	0	172	45	217				
\$ Investment	\$3,693,303	\$19,389,619	\$13,750,000	\$36,832,922				
Potential								
# of Projects	20	6	11	37				
# of Jobs-Created/Retained	2	77	21	100				
\$ Investment	\$5,758,249	\$5,605,000	\$2,180,000	\$13,543,249				
GRAND TOTALS					Antrim	Charlevoix	Cheboygan	Other
# OF PROJECTS	33	24	13	70	19	30	9	12
# OF JOBS	2	249	66	317	33	196	22	66
\$ INVESTMENT	\$9,458,552	\$25,000,619	\$15,930,000	\$50,389,171	\$ 9,768,450	\$ 22,748,747	\$ 1,941,974	\$ 15,930,000

5 YEAR LOOK BACK 2014-2018 Completed						
	Antrim	Charlevoix	Cheboygan	Emmet	Total	
Number of Projects	42	89	47	56	234	
Number of Jobs-Created Retained	633	1432	377	1168	3610	
Amount of Investment	\$135,077,870.00	\$286,836,016.00	\$16,630,033.00	\$50,925,006.00	\$489,468,925.00	
*Subject to change	*EJ \$125,000,000	*St Marys \$230,000,000				

CHEBOYGAN COUNTY



COUNTY BUILDING COMPLEX CAPITAL IMPROVEMENTS

Project Description

Project Title: County Building Elevator Refurbishment/Replacement

Agency: County Building Maintenance Department

Project Type: Facility Maintenance

Project Description: Replacement of elevator

Year(s) of Project: 2020 contingent on funding

Estimated Cost: \$250,000

Planning Commission Priority Category: Needed

Project Description

Project Title: County Building Drive

Agency: Cheboygan County

Project Type: Road Reconstruction

Project Description: Reconstruct County Building drive

Year(s) of Project: 2020

Estimated Cost: \$270,000

Planning Commission Priority Category: Needed

Project Description

Project Title: Fuel Tank Replacement- Cost analysis to be completed eliminating tank and purchasing fuel through fuel station card program.

Agency: Cheboygan County

Project Type: Facility Replacement

Project Description: Replace fuel tank and pump at County Building

Year(s) of Project: Contingent on funding

Estimated Cost: \$280,000

Planning Commission Priority Category: Needed

Project Description

Project Title: County Building Trim Panel/Window Replacement

Agency: Cheboygan County

Project Type: Facility Maintenance

Project Description: Replacement of panels and windows of County Building

Year(s) of Project: Contingent on funding

Estimated Cost: \$650,000

Planning Commission Priority Category: Needed

Project Description

Project Title: County Building Energy Efficiency Upgrades

Agency: County Building Maintenance

Project Type: Facility Improvement

Project Description: Several energy efficiency upgrades are planned as on-going projects. The upgrades include new energy efficient plumbing valves and fixtures in the restrooms, replacement of air-conditioner, lighting and electrical upgrades. The upgrades will reduce energy costs which will pay for the cost of Improvement over time.

Year(s) of Project: On-going

Estimated Cost: \$15,000-\$20,000 each year

Planning Commission Priority Category: Needed