

The Marquette County Board of Commissioners met as a Committee of the Whole for a Strategic Planning Session on Monday, May 9, 2005, at 2:00 P.M., in Room 41 of the Henry A. Skewis Annex, 234 W. Baraga Avenue, Marquette, Michigan.

Present Comm. Arsenault, Comm. Bergdahl, Comm. Heikkila, Comm. Joseph, Comm. Pellow, Comm. Struck, and Comm. Wallace. Absent: Comm. Cihak and Chairperson Corkin.

Linda Howlett, Facilitator, explained the Strategic Planning Process. She has met previously with Commissioners. From these meetings, a "laundry list" of issues was developed. The issues are posted around the room. Commissioners will be directed to choose three to five issues that they feel are most important. After selecting the top three to five issues, a goal with objectives to meet this goal will be developed. Ms. Howlett will then form a draft Strategic Plan for Commissioners to review. Staff and the public will have a chance to review and comment on the draft Plan following Commissioner review of the Plan. Following the comment period by staff, public, and commissioners, a revised Plan will be provided to the County Board for adoption.

Commissioners chose the following issues:

1. Budget.
2. Sawyer.
3. Economic Development.
4. Law Enforcement.
5. County Operations.

Commissioners then developed goals and objectives for each issue.

1. Budget.

GOAL - Balanced budget without depleting fund balance.

OBJECTIVES

- Analyze user fees and costs to provide services; implement changes where appropriate.
- Explore opportunities for cooperation with other units.
- Engage and take a leadership role with MAC and state legislature to achieve positive legislative change.
- Solicit and reward cost efficiencies submitted by County employees.
- Develop a survey to determine what taxpayers want, need, and are willing to pay for.
- Evaluate mandated services regarding "serviceable level" versus what is being provided.

- Obtain clarification on mining taxation and/or legislative change.
- Increase tax base which in turn increases revenue.

2. Sawyer.

GOAL - Achieve transition to local units of government.

OBJECTIVES

- More development of the County Airport.
- Optimize ALP properties.
- Address water/wastewater systems.
 - SOA or separate authority.
 - Rate study.

3. Economic Development.

GOAL - Retain/expand local business.

OBJECTIVES

- Maintain contribution to EDC/LSCP.
- Help and encourage economic development.

4. Law Enforcement.

GOAL - Evaluate overall jail facility, including size and function.

OBJECTIVES

- Expand jail capacity.
 - New versus expanded facility.
 - Partnership with other agencies.
 - Alternatives to incarceration.

GOAL - Insure adequate road patrol throughout the County.

OBJECTIVES

- Facilitate sharing of road patrol between local units.
- Not a need in all parts of the County.

5. County Operations.

GOAL - Maximize efficiency and effectiveness of all departments and functions.

OBJECTIVES

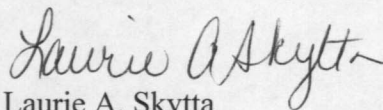
- Measure efficiency/effectiveness by involving department heads and staff.

- Get feedback from public/customers.
 - Website.
 - Response cards.
 - Forms.
- Evaluate services to see if they are still needed/mandated.
- Look at the possibility of forming a highway safety committee.
- Take a leadership role in encouraging positive legislative change.
 - Roads.
 - Revenue sharing.
- Strengthen cooperative relationships with local units of government and other U. P. counties.
- The County Board should provide consistent guidance and support.

Ms. Howlett stated she will take this information and prepare a draft Strategic Plan for Commissioners to review.

The Strategic Planning Session adjourned at 7:30 p.m.

Respectfully Submitted,



Laurie A. Skytta

Marquette County Deputy Clerk