2025 Department Goals

Administration

1. Continue multi-year budget forecasting.
2. Strengthen County Bond Rating
3. Strengthen the capital improvement plan to facilitate budget incorporation.
4. Regularly assess operational and workflow processes for efficiency gains.
5. Implement a more effective citizen education and engagement process in County government.
6. Ensure citizens understand available service offerings.
7. Develop comprehensive employee recruitment and retention programs.
8. Work in partnership to implement the IT Assessment plan.
9. Work collaboratively with departments toward goal attainment.
10. Undertake a review of job analysis and classification.

Airport

1. Review Rates and Fees
   a. Last fee resolution passed in 2015
   b. Gather comparisons from neighboring and similar size airports within the state
2. Transition from State Provisional License to full State Operations License
   a. Remove obstructions located within 200 areas of 4 runway approaches
   b. First stage of construction scheduled to begin fall 2025
3. Rehabilitation of Taxiway Bravo
4. Relocate Automated Weather Observation System
   a. Eligible for upgrade through MDOT Aero's program
   b. Move to a more central location to minimize upkeep
5. Replace Snow Removal Equipment
6. Replace FBO Hangar Door
7. T-Hangar Maintenance
   a. The 10-unit complex showing aging exterior
8. Terminal Building
   a. Centralized location where Airport operations and staff can be under one roof.
   b. Welcome transients who are visiting St. Clair County
   c. Allow general public a way to interact and connect with aviation
   d. Grants may be available
9. Hangar Development
   a. 17 names listed on "waiting list" to bring aircraft to St. Clair County (as of Feb 2025)
   b. All private hangars are currently under a lease
   c. Air Industrial Park
      i. Multiple lots available in AIP
         1. Clear vegetation/trees or offer incentive for development

2. Revise by-laws to allow aircraft storage as primary usage
10. Security
    a. Replace perimeter fencing with 8-foot fencing
    b. Upgrade automatic gates with proximity readers
        i. No tracking available to determine who or when access the airfield.
        ii. Mandatory re-keying if one card is lost
    c. Installation of security cameras
        i. Entrance gates
        ii. County Buildings / Community Hangars

Animal Control

2. Increase funding and revenue.
    a. Increase fundraisers to build Emergency Medical Fund.
    b. Increase grant applications for internal spay/neuter funding.
    c. Increase donor activity through direct funding of donations in-kind.
    d. Grants to support vaccination, microchipping and licensing clinics.
3. Develop ability to issue tickets for failure to license and animal at large.
    a. Create process similar to truancy officer.
    b. Create agreed upon written standing operating procedures.
    c. Feedback on reports and monitoring of process.
4. Increase licensing.
    a. Increase awareness of licensing through social media, information provided to veterinarians in the County and with signage in high dog-traffic areas such as parks, dog parks, trails, and paths.
    b. Animal Control Officers to complete periodic review of their assigned areas for virtual licensing canvassing.
    c. Request a change in fee for licensing, reducing the fee to dogs who are spayed/neutered and microchipped to $7.00
    d. Providing information to correct the misunderstanding between a "rabies tag" from a veterinarian office and a license as required by law.
    e. Provide value-added license with QR code to incentivize licensing and return dogs to their homes without entering the shelter.
5. Increased Public Transparency
    a. Monthly In/ Out graphic
    b. Increased information regarding how donations in-kind assist us in our goals
    c. Annual Summary Infographic (complete for 2024) and State Shelter Animal Activity Report (Due March 31)
6. Continue relationships with supplemental staffing partners: Mi-Works, SC4 work-study to cover gaps in staffing, especially during May-October.
7. Continued support to Administration, Maintenance, and Architect Consultant regarding new shelter proposal.
8. Increase interdepartmental communication, cooperation and cross-programing.
    a. Treasury: Licensing compliance and QR code tags for 2026
    b. Emergency Management: Integration in disaster response and involvement in county-wide exercises as per the PETS ACT of 2007

c. Sheriff Department: Ticketing, Streamlining After-Hours cruelty/neglect response, Integrating into Emergency Response when involving people and pets

d. Township and City Police, Fire, Government: How Animal Control can support, information regarding public safety/number of strays, targeted programs to highest areas of incoming stray dogs to shelter: Port Huron City and Township, Kimball, Fort Gratiot, Marysville. Ensure all areas have microchip scanner AND are willing for us to notify the public that they have a microchip scanner.

e. Health Department: Coordinating One Health initiatives, consistency in Bite Report communications, staff training

f. Community Mental Health and Commission on Aging: Offer training or materials to identify at-risk situations involving animals, potential to integrate support on-scene for large-scale neglect.

g. Parks and Recreation: Involvement and participation in Goodells Fair Event

h. Library: Reading program to encourage both literacy and care of

i. Airport: involvement in annual Wings and Wheels event

j. IT: Evaluation of possible transition 2026 or 2027 to ShelterLuv as ShelterPro is a failing system. Increase resources on Animal Control website for the public to reference.

Courts

1. Upgrades to facility.
   a. Security
   b. Keypads
   c. Sally port
   d. Technology Upgrades
2. Recruitment and retention.

Dispatch

1. Employee retention – pensions
2. Facility upgrade – more space
3. Back-up Internet/stand alone towers

Equalization

1. Recruitment and retention
2. Software upgrades – BS&A

Information Technology

1. Facilities - loading dock to receive large equipment. Alternatively, move IT data center to Admin building or other location with proper loading dock, temperature controls and less risks of water damage
2. Employee orientation - a more formal new employee orientation that includes IT training, best practices etc.
3. More formal project management process for organization. Perhaps projects could be submitted as part of CIP process even if there is not a cost issue. This would be a planning tool for maintenance/IT and others that get pulled into projects last minute and

have to realign priorities. If project is not submitted as part of process then maybe that department has to change their based on supporting department's workloads.

Library

1. Contract with a Project Manager to assist with major infrastructure projects listed below
2. Organizational Structure assessment and implementation plan (to assist with growth and recruitment/retention concerns)
3. Library IT audit/assessment and implementation plan
4. Branding master plan (system-wide)
5. Facilities master plan (system-wide)
6. Bookmobile/Outreach vehicle and program roll-out
7. Literacy program

Maintenance

2. Enhance Operational Efficiency
    a. Reduce Downtime Across Facilities
        i. Enhance Preventative Maintenance
        ii. Improve Response Times
        iii. Increase Work Order Completion Rate
    b. Standardize Maintenance Procedures
        i. Cross-Training Staff
        ii. Adopt New Technologies
    c. Develop Scalable Maintenance Plans
3. Improve Cost Management
    a. Optimize Budget Utilization
    b. Optimize Resource Utilization
    c. Energy Cost Reduction
4. Sustainability Initiatives
    a. Adopt Green Practices
    b. Facility Energy Optimization
    c. Sustainable Waste Management
5. Safety and Compliance
    a. Enhance Workplace Safety
        i. Strengthen Safety Protocols
        ii. Minimize Safety Incidents
    b. Risk Mitigation for Critical Systems
6. Employee and Stakeholder Satisfaction
    a. Internal Communication
    b. Stakeholder Communication
    c. Workforce Professional Development

Metropolitan Planning

1. Collaboration
    a. Facilitate communication, collaboration and cooperation between internal departments, external agencies, residents and municipalities

2. Education
    a. Host informational workshops and training events regarding planning and zoning.
3. Economic Development
    a. Foster public/private partnerships.
    b. Coordinating planning and zoning
4. Sustainability
    a. Provide informed recommendations and innovative solutions through data-driven decision making that support sustainable growth, enhance quality of life, and align with the county's vision for the future
5. Leadership
    a. Create a "leadership development team" consisting of elected officials & planning commission members from various municipalities to enhance their leadership qualities.

Prosecuting Attorney

1. Employee Retention
    a. Support Staff/Non-Attorney Employees
2. Updated Software

Public Defender

1. Recruitment and Retention
    a. Increased Time Off
    b. Work from Home Opportunities
2. IT Upgrades
    a. Jail Connectivity

Sheriff

1. Recruitment/Retention
    a. Non-Traditional Recruitment Tactics
    b. Reinstate D.R.O.P
    c. Deputy Chief Position
    d. Cadet Program
    e. Administrative Lieutenant Position
        i. Administrative Assistant (Training)
    f. Expand Wellness Program
        i. New Gym Equipment
        ii. Fresh Market
        iii. Financial Wellness
2. Continue Community Engagement
3. Complete Jail Assessment Project
4. Complete Records Project
5. Upgrade Jail Kitchen
6. Implement Soft Interview Room
7. Improve safety and security in the Jail for staff and inmate
    a. Pod fencing

b. Additional training for staff