



State of Michigan  
Chippewa County  
Sugar Island Township

## *State of the Township*

*Presentation by Mark S. Eitrem  
Sugar Island Township Supervisor*

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## Order of Presentation

- *Where have we been?*
- *Where are we now?*
- *Where do we want to be?*
- *Goals & Objectives.*

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## Where have we been?

- Turbulent Transition w/ Replacement of Clerk & Treasurer
- Elected with a mandate to make significant changes.
  - Purchasing Process Overhauled (Eff. April 1, 2021)
  - Conflicts of Interest Addressed
- Assumed an Unbalanced Budget & Undisciplined Spending Practices
- Former Attorney Retires

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## Where have we been?

- Planning Commission was Dysfunctional
- Survived the Restrictions of COVID-19 Without Trauma (Zoom, etc)
- Forced to:
  - Make Last Minute Decisions on Plowing
  - Empty the Community Center's Septic Tank, Clear Backup
  - Deal with Late Reporting to State Treasurer\*
  - Deal with Unfinished Maintenance Projects at the Hall
  - Deal with a Dirty, Unsanitary Kitchen

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## Where have we been?

- Financial Audit Findings in Previous Years:
  - 2011. 7 Material, 1 Significant, 3 Statutory, 4 Other
  - 2013. 0 Material, 11 Significant, 1 Statutory
  - 2015. 1 Material, 8 Significant, 3 Statutory
  - 2017. 1 Material, 9 Significant, 3 Statutory
  - 2019. 1 Material, 6 Significant, 2 Statutory
  - 2021. 1 Material, 7 Significant, 1 Statutory

*The 2021 Audit reflects two repeat findings, and two other findings that occurred because of missing or incomplete documentation.*

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## Where are we now?

- All of our Standing Committees are full (January 2022)
- Restrictions of COVID-19 Without Trauma have Been Seamless (Zoom, Hall Capacity, Community Meals)
- Cleaned Facility Including Kitchen, New Facility Agreement with Higher Expectations
- Unpaved Road Treatment Planned for Days/Weeks Before Independence Day.
- Have Current Issues With:
  - Empty the Septic Tank at North Park
  - Deal with Unfinished Maintenance Projects at the Hall

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## Where are we now?

- Thus Far, Special Committees have been Dysfunctional
- Broadband Committee Meeting to be Scheduled in May.
- Upcoming millage renewal for NEXT YEAR:
  - Fire Department- 1.4321 Mills.
- Final Reconciliation of 2021-2022 Budget Today
- Present a New Balanced Budget for 2022-2023 Today
- Based on a Review of the 2021 Audit Report, We Are Working to Address Each and Every Identified Weakness.

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## Where are we now?

- Updating Priority List for Ditching for CCRC
- Meeting Minutes are Improving with more Detail
- New Website is Undergoing an Overhaul with More Content & Detail
- Maintenance and Repair Projects include a New Plow, Enclosing Office Windows, Building HVAC Covers and Purchasing new Governmental Accounting Software, have all been completed in last year.
- Board Officers Continue to Improve –Are Working Together

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## Where Do We Want to Be?

- Update Master Plan (Recommended Every 5 Yrs) to Include Road Paving & Broadband Plan w/ Priorities
- Need to Update Zoning Ordinances
- Need to Update Non-Zoning Ordinances
- Maximize Transparency with a User-Friendly Website Including More Detail and Content.
- Establish & Publish a Comprehensive Inventory & Maintenance Program for all Major Pieces of Equipment.
- Purge all Extraneous or Unnecessary Equipment

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## Where Do We Want to Be?

- Reduce Operational Expenses without Sacrificing Service to Allow the Growth of Fund Balances in All Funds (State Recommends 152% General Fund Unrestricted Balance)
  - GENERAL      \$121,203/177,911 = 68%      ↓
  - ROADS         \$843,214/80,122 = 1052%      ↑
  - FIRE            \$109,604/111,764 = 98%      ↓
  - SOLID WASTE \$89,271/66,873 = 133%      ↑
  - AMBULANCE \$119,185/140,970 = 85%      ↑

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## Where Do We Want to Be?

- Build Solid Waste Fund Balance to Exceed \$250,000 to:
  - Expand the Transfer Station's Paved Area,
  - Add a Public Restroom at the North Transfer Station with an Eye-Wash (Safety Device) including Hot/Cold Water and Septic Service
  - Add a Concrete Foundation and Pad for the Existing North Transfer Station Shed.
  - Add Baseboard Heat to the North Transfer Station Shed & New Restroom.

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## Where Do We Want to Be?

- Build Ambulance Fund Balance to \$300,000 to Permit the Building of an Annex on the East side of the Existing Fire Barn that would Ultimately Replace the Existing Ambulance Shed.
- Ambulance Annex will include:
  - Ambulance Parking Area
  - Kitchen/Lounge Area
  - Separate Sleeping Areas for Males & Females
  - Expanded Storage Areas
- Grow General Fund Balance to \$250,000 to Permit the Addition of space for a Multi-Media Center/Library.

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## Where Do We Want to Be?

- Bring Broadband Internet to the Island:
  - So that our children have every competitive, educational advantage available to their peers on the mainland.
  - So that our residents, especially our elderly can utilize telemedicine, thereby reducing trips to the mainland.
  - So that residents can work from home if they have employment that allows it.
- Will Create a Plan to Increase the Miles of Roads Paved on the Island.

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## Where Do We Want to Be?

- Complete the Construction of the Storage Area in the Community Center's Garage.
- Continue to Improve & Sustain Collaborative Relationships with Soo Tribe, the BMIC, the County Commission, the Chippewa County Road Commission, the City, the EGLE/DNR, EUPTA and the Coast Guard.
- Reduce the Instances Where the Township is Involved in Picking Winners and Losers, Especially When Conflicts between Neighbors Exist.
- Employees, Especially Senior Leaders, Support, Follow, and Reinforce Township Board Policies.

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## Where Do We Want to Be

- Continue to Utilize/Reinforce a Detailed Set of Policies that Outline Purchasing and Administrative Functions.
- Establish and Utilize a Personnel Handbook that Outlines the Process of Hiring, Training, and Evaluating Sugar Island Township Employees.
- Create a Culture that Unifies All Township Employees with the Leadership of the Township Board.
- Establish and Utilize a Brochure to Help Sugar Island Residents Clear Their Land of Old Vehicles.
- Establish a Business-Friendly Environment, Especially if those Businesses Reduce the Need for Travel to the Mainland.

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## Goals & Objectives

- Focus on First Things First.
- Failure to Plan is Planning to Fail.
- Create an Environment Where All Resources of the Township Are Used Exclusively to Benefit the Township, NOT Individuals, Employees, Vendors, Groups, or Office Holders.
- Have No Material Weaknesses, Significant Deficiencies, or Statutory Violations in our Annual Audit Findings.
- Institutionalize the Values of Honesty, Dignity, Integrity and Transparency to Sugar Island Government.

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