

CHAIRPERSON
BRIAN McGRAIN

VICE-CHAIRPERSON
KARA HOPE

VICE-CHAIRPERSON PRO-TEM
RANDY MAIVILLE

LAW AND COURTS COMMITTEE
PENELOPE TSEBNOGLOU, CHAIR
BRYAN CRENSHAW
CAROL KOENIG
VICTOR CELENTINO
DEB NOLAN
KARA HOPE
RANDY SCHAFFER

INGHAM COUNTY BOARD OF COMMISSIONERS

P.O. Box 319, Mason, Michigan 48854 Telephone (517) 676-7200 Fax (517) 676-7264

THE LAW AND COURTS COMMITTEE WILL MEET ON THURSDAY, SEPTEMBER 10, 2015 AT 6:00 P.M., IN THE PERSONNEL CONFERENCE ROOM (D & E), HUMAN SERVICES BUILDING, 5303 S. CEDAR, LANSING.

Agenda

Call to Order

Approval of the [August 13, 2015](#) and [August 27, 2015](#) Minutes

Additions to the Agenda

Limited Public Comment

THIS PART OF THE AGENDA WILL BE FOR REGULAR COUNTY BUSINESS STARTING AT 6:00 PM

1. Law & Courts Committee
 - a. Interviews for the Animal Control Shelter Advisory Committee Appointments
 - b. Resolution [Increasing the Size](#) of the Animal Control Shelter Advisory Committee
2. Circuit Court
 - a. Resolution to Accept the FY 2016 [Swift and Sure Sanctions](#) Probation Program Grant, Continue the Grant Funded Three-Quarter Time SSSPP Case Management Coordinator and Special Part-Time Prosecutor Positions, and Enter into Subcontracts
 - b. Resolution to Accept the FY 2016 Michigan [Mental Health Court](#) Grant Program Operational Grant and Continue the Grant Funded Three-Quarter Time ICEA Court Professional 5 Mental Health Court - Court Services Coordinator Position, and Enter into Subcontracts
3. Sheriff's Office - Resolution Authorizing the Ingham County Sheriff's Office to Extend a Contract with the Michigan Department of Corrections to [Rent 190 Beds](#) to the Michigan Department of Corrections
4. 9-1-1 Center - Resolution Authorizing an Extension of the Infrastructure Maintenance Agreement with Harris Corporation for the Ingham County [Public Safety Radio System](#)

**THIS PART OF THE AGENDA IS FOR THOSE ATTENDING ONLY FOR THE
DR. BROCKMAN'S 9-1-1 CENTER REPORT WHICH BEGINS AT 6:45 PM
(OR LATER IF THE BUSINESS PORTION OF THE MEETING RUNS OVER)**

5. [Presentation by Dr. Brockman](#) – “Internal Organizational Assessment, Recommended Report - Ingham County 9-1-1 Center”
 - a. Question and Answer Period

Announcements
Public Comment
Adjournment

**PLEASE TURN OFF CELL PHONES OR OTHER ELECTRONIC DEVICES
OR SET TO MUTE OR VIBRATE TO AVOID
DISRUPTION DURING THE MEETING**

The County of Ingham will provide necessary reasonable auxiliary aids and services, such as interpreters for the hearing impaired and audio tapes of printed materials being considered at the meeting for the visually impaired, for individuals with disabilities at the meeting upon five (5) working days notice to the County of Ingham. Individuals with disabilities requiring auxiliary aids or services should contact the County of Ingham in writing or by calling the following: Ingham County Board of Commissioners, P.O. Box 319, Mason, MI 48854 Phone: (517) 676-7200. A quorum of the Board of Commissioners may be in attendance at this meeting. Meeting information is also available on line at www.ingham.org.

LAW & COURTS COMMITTEE
August 13, 2015
Draft Minutes

Members Present: Tsernoglou, Crenshaw, Koenig (arrived 6:05 p.m.), Celentino, and Schafer

Members Absent: Nolan and Hope

Others Present: John Neilsen, Sam Davis, Allan Spyke, Robert Ott, Jodi Lebombard, Anne Burns, and Ryan Buck

The meeting was called to order by Chairperson Tsernoglou at 6:01 p.m. in Personnel Conference Room "A" of the Human Services Building, 5303 S. Cedar Street, Lansing, Michigan.

Approval of the July 16, 2015 Minutes

MOVED BY COMM. CRENSHAW, SUPPORTED BY COMM. SCHAFER, TO APPROVE THE MINUTES OF THE JULY 16, 2015 LAW & COURTS COMMITTEE MEETING.

THE MOTION CARRIED UNANIMOUSLY. Absent: Commissioners Nolan, Koenig, and Hope.

Additions to Agenda

Agenda Item No. 3 was changed to Agenda Item No. 3(c).

The following items were added to the agenda:

3. Law & Courts Committee
 - a. Animal Control Department Update
 - b. Prior Meeting's Minutes Update

Limited Public Comment

None.

MOVED BY COMM. SCHAFER, SUPPORTED BY COMM. CELENTINO, TO APPROVE A CONSENT AGENDA CONSISTING OF THE FOLLOWING ACTION ITEMS:

1. Community Corrections Advisory Board (CCAB) - Resolution Authorizing Entering into Subcontract Amendments with National Council on Alcoholism to Reduce the Cognitive Change Groups Budget and with Northwest Initiative-ARRO to Increase the Day Reporting Budget for FY 2014-2015 Pursuant to a Budget Adjustment Request Approved by the Michigan Department of Corrections

2. Sheriff's Office
 - a. Resolution Authorizing Contract Amendment Five with Securus Technologies for the ConnectUs Inmate Service Platform
 - b. Resolution to Honor Lieutenant James M. Morrall of the Ingham County Sheriff's Office

THE MOTION CARRIED UNANIMOUSLY. Absent: Commissioners Nolan, Koenig, and Hope.

Please note that later in the meeting, the Committee suspended the rules to allow Commissioner Koenig to vote. Commissioner Koenig voted in favor of the motion.

THE MOTION TO APPROVE THE ITEMS ON THE CONSENT AGENDA CARRIED UNANIMOUSLY. Absent: Commissioners Nolan, Koenig, and Hope.

Please note that later in the meeting, the Committee suspended the rules to allow Commissioner Koenig to vote. Commissioner Koenig voted in favor of the motion.

2. Sheriff's Office
 - c. Presentation by the Sheriff's Office Plan on the Naloxone (NARCAN) Administration Program

Undersheriff Allan Spyke and Sergeant Robert Ott, both of the Sheriff's Office, made a presentation regarding the NARCAN program.

Commissioner Koenig arrived at 6:05 p.m.

Discussion.

Commissioner Crenshaw thanked the Sheriff's Office for its presentation. He asked how much a dosage would cost.

Undersheriff Spyke stated that it would cost about \$55 per dosage.

Commissioner Crenshaw asked if the drug had an expiration date.

Undersheriff Spyke answered that the drug had a two-year shelf life.

Sergeant Ott provided background on how the drug would be stored with the AED's.

Discussion.

Undersheriff Spyke stated that they would send a report to the Health Department every time a dosage was administered.

Chairperson Tsernoglou suggested that the Sheriff's Office could work with other law enforcement departments, so that they could develop their own Narcan programs. She further stated that this would be a great opportunity to enhance intergovernmental cooperation with other departments.

Undersheriff Spyke stated that they would bring up the program at the next meeting of Chiefs of Police.

Commissioner Koenig stated that there was great difficulty in compiling data regarding the number of heroin overdoses that were occurring in the county.

Discussion.

Sergeant Ott stated that Narcan was effective on opiates in general, such as morphine, fentanyl, among others.

Discussion.

Chairperson Tsernoglou asked for follow up on the collection of fines in relation to indigent prisoners.

Major Sam Davis provided a brief update on information he discovered. He further stated that the Sheriff's Office would be putting together a resolution for the Board of Commissioners's consideration.

Chairperson Tsernoglou stated that the prior conversations focused on collecting from those who could pay and not collecting or collecting less from those who were indigent.

Discussion.

3. Law & Courts Committee
 - a. Animal Control Department Update

Jodi Lebombard, Interim Animal Control Director, and Anne Burns, Deputy Animal Control Director, provided an update to the Committee regarding recent feline leukemia testing.

Chairperson Tsernoglou asked for the name of the old test that Animal Control had been using previously.

Ms. Lebombard answered Idexx.

Chairperson Tsernoglou asked for the name of the testing product where the accuracy was suspect.

Ms. Lebombard answered Abaxis, however the company that manufactured the product had been very responsive with investigating their concerns.

Discussion.

Commissioner Koenig asked what the current policy was for handling feline leukemia.

Ms. Lebombard stated that the policy would be to put the feline down because the disease was so contagious amongst felines.

Discussion.

Commissioner Crenshaw asked why the Abaxis was purchased.

Ms. Lebombard stated that it was a financial move to go with Abaxis.

Commissioner Crenshaw asked whether Animal Control would replace the Idexx again.

Ms. Lebombard stated that after recent events, they would not change from Idexx.

b. Prior Meeting's Minutes Update

John Neilsen, Chief Deputy Controller, stated that he provided his contact information to one of the individuals who spoke at public comment at the last Committee meeting. He further stated that he invited the individual to contact him regarding their concerns and the individual had not contacted him.

c. Animal Control Advisory Board Appointments Process

Chairperson Tsernoglou provided an overview of prospective changes to the process. She further stated that Commissioner Hope had volunteered to be appointed as an alternate.

Discussion.

Commissioner Schafer provided an overview of the purpose of the Animal Control Advisory Board, including the history that led to its creation. He stated that the Board of Commissioners should reevaluate the purposes of the Animal Control Advisory Board.

Chairperson Tsernoglou stated that she was on the Animal Control Advisory Board when it was new. She further stated that she reviewed its purposes with Commissioner Tennis. Chairperson Tsernoglou stated that many of the purposes remained important and useful.

Commissioner Schafer stated that he was concerned with the purpose that read, "[r]egularly review the operations of the Ingham County Animal Control and make suggestions to the Law & Courts [C]ommittee for changes as needed." He further stated that this purpose was construed in the past by the Animal Control Advisory Board to mean they have some semblance of managerial authority over the Animal Control Director and other Animal Control employees.

Commissioner Schafer stated that the Animal Control Advisory Board should not have managerial authority over the Director.

Commissioner Celentino provided a historical overview on the creation of the Animal Control Advisory Board.

Discussion.

Commissioner Schafer stated that it was his intent to support the Animal Control Director whomever it may be.

Commissioner Crenshaw stated that the purposes language was from a resolution that the Board of Commissioners had approved.

Mr. Neilsen stated that Becky Bennett, Board Coordinator, and the County Attorney facilitate orientation trainings for advisory boards and committees where members were informed that they were not managers and the Board of Commissioners did not have to take the advice provided.

Chairperson Tsernoglou suggested that there be another training held for which the Animal Control Advisory Board members would be invited to attend.

Commissioner Koenig asked if Animal Control was going to continue to provide updates to the Committee. She stated that the regular updates were very informative and helpful.

Chairperson Tsernoglou answered yes.

Discussion.

MOVED BY COMM. SCHAFER, SUPPORTED BY COMM. CRENSHAW, TO SUSPEND THE RULES AND ALLOW COMM. KOENIG TO VOTE ON THE CONSENT AGENDA ITEMS.

THE MOTION CARRIED UNANIMOUSLY. Absent: Commissioners Hope and Nolan.

Commissioner Koenig stated that her vote was “yea” for the use of consent agenda and the items on the consent agenda.

Commissioner Schafer asked that staff prepare a resolution to honor Sergeant Ott in preparation for his retirement later this year.

Mr. Neilsen answered that one would be prepared.

Mr. Neilsen provided a draft scope of services document for strategic planning to the Committee. He provided a brief update on upcoming meetings and deadlines. Mr. Neilsen provided a brief update on a proposed infrastructure agreement with Harris.

There was a discussion about the length of the infrastructure agreement.

Announcements

None.

Public Comment

None.

Adjournment

The meeting was adjourned at 7:10 p.m.

LAW & COURTS COMMITTEE
BUDGET MEETING
August 27, 2015
Draft Minutes

Members Present: Tsernoglou, Crenshaw, Koenig (arrived at 6:01 p.m.), Celentino, Nolan, Hope, and Schafer

Members Absent: None

Others Present: Chief Judge Janelle Lawless, Chief Judge Thomas Boyd, Sheriff Gene Wriggelsworth, Tim Dolehanty, John Neilsen, Jared Cypher, Teri Morton, Shauna Dunnings, Maureen Winslow, Harry Moxley, Rhonda Swayze, Allan Spyke, Lisa McCormick, Lance Langdon, Mary Sabaj, George Strander, Jodi LeBombard, Anne Burns, Brian Baylo, Jill Bauer, Sally Auer, Ryan Buck, and others

The meeting was called to order by Chairperson Tsernoglou at 6:00 p.m. in Personnel Conference Room “A” of the Human Services Building, 5303 S. Cedar Street, Lansing, Michigan.

Additions to the Agenda

None.

Limited Public Comment

None.

Commissioner Koenig arrived at 6:01 p.m.

1. <u>Budget Hearings</u>	<u>Section-Page</u>
a. Tri-County Metro Narcotics Squad.....	5-233
c. Prosecuting Attorney.....	5-135
d. Probate Court	5-130
e. Ingham County 911 Central Dispatch Center	5-108
g. Community Corrections.....	5-11
h. Circuit Court	
1. Jury Administration	5-126
2. Friend of the Court Division	5-86
4. General Trial	5-15

Chairperson Tsernoglou asked those who were satisfied with their portion of the Controller Recommended Budget (“CRB”) to state such by rising and stating their name and which department, division or entity they represented.

The following individuals rose and stated that they were satisfied with their portion of the CRB:

- Mary Sabaj of Community Corrections
- Rhonda Swayze of Circuit Court—Jury Administration and General Trial Division
- Shauna Dunnings of Circuit Court—Adult Probation
- Harry Moxley of Circuit Court—Friend of the Court
- George Strander of Probate Court
- Lance Langdon of 911 Center
- Brian Baylo of Tri-County Metro
- Lisa McCormick of the Prosecuting Attorney’s Office

MOVED BY COMM. CELENTINO, SUPPORTED BY COMM. NOLAN, TO ADOPT THE CRB FOR THE FOLLOWING DEPARTMENT

- COMMUNITY CORRECTIONS
- CIRCUIT COURT—JURY ADMINISTRATION AND GENERAL TRIAL DIVISION
- CIRCUIT COURT—ADULT PROBATION
- CIRCUIT COURT—FRIEND OF THE COURT
- PROBATE COURT
- 911 CENTER
- TRI-COUNTY METRO
- PROSECUTING ATTORNEY’S OFFICE

Chairperson Tsernoglou noted for the record that the Circuit Court—Family Division neither stood nor stated that they were satisfied with their portion of the CRB.

MOTION CARRIED UNANIMOUSLY.

John Neilsen, Chief Deputy Controller, provided background on the budgets that the Committee was yet to address this evening, including Z-list requests that were previous received and included in the agenda packet.

1. <u>Budget Hearings</u>	<u>Section-Page</u>
b. Sheriff	5-168
1. Office of Homeland Security & Emergency Management.....	5-116

Chairperson Tsernoglou recognized Sheriff Gene Wriggelsworth and Undersheriff Allan Spyke.

Sheriff Wriggelsworth thanked the Controller’s Office for their work on the budget. He also thanked the IT Department for their support.

Undersheriff Spyke addressed the Committee. He stated that overall they were satisfied with the CRB, however they were interested in some additions to the Z-list. Undersheriff Spyke provided their 2016 service enhancement request to the Committee, which included one additional Deputy, Detective, and Sergeant each.

Chairperson Tsernoglou asked whether the Detective would be dealing with cases throughout the county.

Undersheriff Spyke answered yes.

Chairperson Tsernoglou asked whether a part-time or three-quarters time Detective position would be sufficient.

Undersheriff Spyke answered no.

Commissioner Nolan asked how this would interface with the Lansing Police Department (“LPD”).

Undersheriff Spyke stated that there was a lot of collaboration between the Sheriff and LPD.

Chairperson Tsernoglou asked whether there was potential for a shared arrangement.

Undersheriff Spyke answered no, however they could move in that direction in the future.

There was a discussion about the role and impact of Detective Annie Harrison and the Small Talk program.

Commissioner Hope asked whether training costs were included in their Z-list request.

Sheriff Wriggelsworth answered that that was a different part of their budget.

Undersheriff Spyke provided background on the supervision issues that were occurring at the Sheriff’s Office, resulting in their Z-list request for a Sergeant.

There was a correction in the memo submitted to the Committee, that correction being a Step 1 Detective cost would be \$62,938, not \$69,938.

MOVED BY COMM. SCHAFER, SUPPORTED BY COMM. CRENSHAW, TO ADD THE REQUESTED DEPUTY, DETECTIVE, AND SERGEANT POSITIONS TO THE Z-LIST.

Chairperson Tsernoglou stated that she would support voting on these positions separately.

Commissioner Hope asked the Sheriff’s Office to prioritize their positions in importance.

Sheriff Wriggelsworth answered that the priority would be from greatest to least:

- Sergeant
- Detective
- Deputy

There was a discussion about how positions were funded in the Sheriff’s Office.

COMM. CRENSHAW WITHDREW HIS SUPPORT FOR THE MOTION.

COMM. SCHAFFER'S MOTION FAILED FOR LACK OF SUPPORT.

MOVED BY COMM. CELENTINO, SUPPORTED BY COMM. NOLAN, TO ADD TO THE Z-LIST THE SERGEANT POSITION.

THE MOTION CARRIED UNANIMOUSLY.

MOVED BY COMM. KOENIG, SUPPORTED BY COMM. HOPE, TO ADD TO THE Z-LIST THE DETECTIVE POSITION.

THE MOTION CARRIED UNANIMOUSLY.

MOVED BY COMM. SCHAFFER, SUPPORTED BY COMM. KOENIG, TO ADD TO THE Z-LIST THE DEPUTY POSITION.

THE MOTION CARRIED UNANIMOUSLY.

MOVED BY COMM. CRENSHAW, SUPPORTED BY COMM. HOPE, TO ADOPT THE SHERIFF'S OFFICE BUDGET WITH THE Z-LIST ADDITIONS.

Discussion.

THE MOTION CARRIED UNANIMOUSLY.

1. <u>Budget Hearings</u>	<u>Section-Page</u>
d. Probate Court	5-130

Chairperson Tsernoglou recognized Probate Register George Strander.

Mr. Strander requested that the half-time Deputy Probate Register position be enhanced to full time by adding the enhancement to the Z-list at a cost of \$21,678.

Chairperson Tsernoglou asked what duties this position performed.

Mr. Strander provided an overview of the position.

Chairperson Tsernoglou asked whether this position could be moved to three-quarters time instead of full time.

Mr. Strander answered yes. He provided background information on the pressure that the Michigan Supreme Court was placing on the Probate Court and how enhancing the position would work to address that pressure.

Commissioner Crenshaw asked how this would change the staffing levels.

Mr. Strander answered that there were currently 4.5 positions.

Commissioner Celentino asked what collective bargaining unit this position was part of.

Mr. Strander answered UAW.

There was a discussion about the employee current serving in the position.

MOVED BY COMM. CELENTINO, SUPPORTED BY COMM. KOENIG, TO ADD TO THE Z-LIST A POSITION ENHANCEMENT FOR THE HALF-TIME DEPUTY PROBATE REGISTER TO BE MADE A FULL-TIME POSITION.

Commissioner Schafer stated that he would be voting against all Z-list additions after the Sheriff Z-list appropriations because he felt that the Sheriff’s Office and public safety needed to be our top priority.

THE MOTION CARRIED. Yeas: Tsernoglou, Celentino, Crenshaw, Hope, Koenig, and Nolan
Nays: Schafer **Absent:** None

1. <u>Budget Hearings</u>	<u>Section-Page</u>
f. District Court	5-94

Chairperson Tsernoglou recognized 55th District Court Judge Thomas Boyd.

Judge Boyd thanked the Controller’s Office for their help. He provided a brief overview of their specialty courts.

Judge Boyd stated that he would like to see the County retain an attorney to represent those accused of a crime at the time of arraignment. He provided a brief history of the U.S. Supreme Court case that identified that there was a right to legal counsel at arraignment. Judge Boyd provided background on a prior arrangement that was funded by grants. He stated that they were able to come up with a cost of \$65,000 to fund a legal counsel arrangement.

Commissioner Koenig asked what difference they have seen the prior arrangement make.

Judge Boyd provided background on the arrangement that was funded by the grants.

Discussion.

Judge Boyd stated that Lansing Township did not have a detective.

Discussion.

Chairperson Tsernoglou stated that this issue was discussed at the preliminary budget hearing.

MOVED BY COMM. KOENIG, SUPPORTED BY COMM. NOLAN, TO ADD \$65,000 TO THE Z-LIST FOR THE PURPOSE OF ARRANGING THE SERVICES OF A LAWYER TO REPRESENT THOSE ACCUSED OF A CRIME AT ARRAIGNMENT.

THE MOTION CARRIED. **Yeas:** Tsernoglou, Celentino, Crenshaw, Hope, Koenig, and Nolan
Nays: Schafer **Absent:** None

MOVED BY COMM. SCHAFER, SUPPORTED BY COMM. CRENSHAW, TO ADOPT THE DISTRICT COURT BUDGET.

THE MOTION CARRIED UNANIMOUSLY.

1. <u>Budget Hearings</u>	<u>Section-Page</u>
h. Circuit Court	
3. Family Division	5-30

Chairperson Tsernoglou recognized Chief 30th Circuit Court Judge Janelle Lawless, Maureen Winslow, Deputy Court Administrator, and Shauna Dunnings, Court Administrator.

Judge Lawless thanked the Controller’s Office and the Board of Commissioners for their support in the past. She stated that they were very pleased with the CRB with one caveat.

Ms. Winslow stated that the Circuit Court—Family Division was here tonight to request that one shared-time Court Information Clerk position be restored by an addition to the Z-list. She explained that there would be two shared-time employees filling this position should the Committee and the Board of Commissioners approve the Z-list addition. Ms. Winslow provided background on the difficulties the Court was facing with the position being half-time.

Ms. Winslow stated that they recognized that there were other legitimate Z-list additions.

Discussion.

Chairperson Tsernoglou asked how much it would cost to add this request to the Z-list.

Teri Morton, Budget Director, answered that the \$23,505 was an average cost of the three possible scenarios to fill and fund this position.

Discussion.

MOVED BY COMM. SCHAFER, SUPPORTED BY COMM. HOPE, TO ADOPT THE CIRCUIT COURT—FAMILY DIVISION’S BUDGET AS STATED IN THE CRB.

THE MOTION CARRIED UNANIMOUSLY.

1. <u>Budget Hearings</u>	<u>Section-Page</u>
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i. Animal Control 5-1

Chairperson Tsernoglou recognized Jodi LeBombard, Interim Animal Control Director, and Anne Burns, Deputy Director.

Ms. LeBombard stated that Animal Control was satisfied with the CRB. She addressed the Committee to request that the part-time Veterinarian position be made full time through the Z-list.

Discussion.

Ms. LeBombard stated that the cost would be \$35,662.

There was a discussion about whether the spay and neuter program generated revenue.

Commissioner Schafer stated that Animal Control did a good job with the resources that they had.

Chairperson Tsernoglou asked whether their requested position enhancement would free up the road patrol officers.

Ms. LeBombard answered yes, explaining that it would relieve the need to send animals to other clinics and MSU for the services an in-house full time veterinarian could provide.

Discussion.

MOVED BY COMM. NOLAN, SUPPORTED BY COMM. KOENIG, TO ADD TO THE Z-LIST A POSITION ENHANCEMENT FOR MOVING THE PART TIME VETERINARIAN TO FULL TIME.

THE MOTION CARRIED. **Yeas:** Tsernoglou, Celentino, Crenshaw, Hope, Koenig, and Nolan
Nays: Schafer **Absent:** None

MOVED BY COMM. CRENSHAW, SUPPORTED BY COMM. KOENIG, TO ADOPT THE ANIMAL CONTROL BUDGET.

THE MOTION CARRIED UNANIMOUSLY.

MOVED BY COMM. CELENTINO, SUPPORTED BY COMM. HOPE, TO ADD TO THE Z-LIST A POSITION ENHANCEMENT TO ADD A SHARED TIME COURT INFORMATION CLERK POSITION TO THE CIRCUIT COURT—FAMILY DIVISION.

THE MOTION CARRIED. **Yeas:** Tsernoglou, Celentino, Crenshaw, Hope, Koenig, and Nolan
Nays: Schafer **Absent:** None

2. Final Ranking

There was a discussion about how the Committee ranked the Z-list additions.

There was a discussion about the Sheriff's priorities for positions.

The commissioners individually ranked their priorities for those items that were placed on the Z-list at this meeting. This ranking is attached to these minutes as Attachment A.

Commissioner Nolan stated that although the Sergeant position got the highest ranking, we should support other Z-list requests whose amounts were smaller as well.

Commissioner Celentino stated that this ranking should move as-is to the Finance Committee because they had in the past come up with creative funding solutions.

Commissioner Crenshaw stated that the Finance Committee should review this and make a recommendation to the Board of Commissioners as a whole.

MOVED BY COMM. SCHAFER TO ELIMINATE THE DISTRICT COURT Z-LIST ADDITION FOR CONTRACTING INDIGENT DEFENSE LEGAL REPRESENTATION.

COMM. SCHAFER MOTION FAILED FOR LACK OF SUPPORT.

MOVED BY COMM. CRENSHAW, SUPPORTED BY COMM. KOENIG, TO REFER ALL ITEMS ADDED TO THE Z-LIST, RANKED AS-IS, TO THE FINANCE COMMITTEE.

THE MOTION CARRIED UNANIMOUSLY.

Announcements

None.

Public Comment

None.

Adjournment

The meeting was adjourned at 7:25 p.m.

LAW & COURTS COMMITTEE

ATTACHMENT

A

DEPARTMENT	AMOUNT	DESCRIPTION	T S E R N O G L O U	C R E N S H A W	C E L E N T I N O	H O P E	K O E N I G	N O L A N	S C H A F E R	T O T A L
1 Sheriff	\$153,886	Field Services Sergeant	7	1	1	1	3	1	3	17
2 Sheriff	\$94,265	Detective	3	2	2	2	4	6	1	20
3 Animal Control	\$35,662	Veterinarian position to Full-Time	1	3	5	4	2	2	4	21
4 District Court	\$65,000	Contract Indigent Defense Legal Representation	2	5	6	3	1	4	5	26
5 Sheriff	\$62,938	Field Service Night Shift Deputy	6	7	3	5	7	7	2	37
5 Probate	\$21,678	Restore Deputy Probate Register to Full-Time	5	6	4	6	5	5	6	37
7 CC - Family Division	\$23,505	Restore other other half of the Court Information Clerk	4	4	7	7	6	3	7	38
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Total:	\$456,934									

**SEPTEMBER 10, 2015 LAW & COURTS AGENDA
STAFF REVIEW SUMMARY**

THIS PART OF THE AGENDA WILL BE FOR REGULAR COUNTY BUSINESS STARTING AT 6:00pm

RESOLUTION ACTION ITEMS:

The Chief Deputy Controller is recommending approval of the following resolutions/actions:

1. Law & Courts Committee
 - a. *Interviews for Animal Control Shelter Advisory Committee*

This is a Board of Commissioners appointment.

- b. *Resolution Increasing the Size of the Animal Control Shelter Advisory Committee*

This resolution will authorize the Ingham County Board of Commissioners to increase the size of its discretionary Animal Control Shelter Advisory Committee from seven to eight members by adding one Commissioner seat. The additional Commissioner seat will increase Commissioner representation from one to two members and the seat shall be designated for a sitting member of the Law and Courts Committee.

2. Circuit Court
 - a. *Resolution to Accept the FY 2016 Swift And Sure Sanctions Probation Program Grant, Continue the Grant Funded Three-Quarter Time SSSPP Case Management Coordinator and Special Part-Time Prosecutor Positions, and Enter into Subcontracts*

This resolution authorizes accepting the \$249,225.50 State Court Administrative Office (SCAO) grant to continue the Swift and Sure Sanctions Probation Program (SSSPP). The SSSPP grant is for the time period of October 1, 2015 through September 30, 2016. There is no monetary match required. The SSSPP is an intensive supervision probation program that focuses on high-risk felony probationers with a demonstrated history of probation failures due to behavioral noncompliance or three or more probation violations. The primary goal is to increase compliance with probation terms by imposing certain, swift, and consistent sanctions for probation violations which is consistent with the County's long term objective of providing appropriate sanctions for adult offenders.

The grant also authorizes the continuation of two grant-funded special part-time positions including a SSSPP Coordinator at Circuit Court and a SSSPP Assistant Prosecuting Attorney. Finally, the resolution also authorizes various sub contracts subject to the availability of grant funds. **NOTE: As of this date, we have not been notified of the actual grant amount from the state so the resolution indicates the amount that was requested. If the final grant amount is different, the resolution will be changed as it goes through the September committee process or amended at a later date as appropriate.** (see attached memo for details)

- b. *Resolution to Accept the FY 2016 Michigan Mental Health Court Grant Program Operational Grant and Continue the Grant Funded Three-Quarter Time ICEA Court Professional 5 Mental Health Court – Court Services Coordinator Position, and Enter into Subcontracts*

This resolution authorizes acceptance of a \$296,785.52 continuation grant award by the SCAO for the Michigan Mental Health Grant Program – Operational Grant for the time period of October 1, 2015 through September 30, 2016. The goals of the Michigan Mental Health Court Operational Grant are to enhance community safety by responding to individuals who have committed non-violent felonies with supportive treatment and intensive supervision; to minimize recidivism; and to assist participants in achieving a positive legal outcome and maintaining a healthy lifestyle. The grant also authorizes continuation of the grant-funded three-quarter time MHC Court Services Coordinator position. Finally, the resolution also authorizes various sub contracts subject to the availability of grant funds. **NOTE: As of this date, we have not been notified of the actual grant amount from the state so the resolution indicates the amount that was requested. If the final grant amount is different, the resolution will be changed as it goes through the September committee process or amended at a later date as appropriate.** (see attached memo for details)

3. *Sheriff's Office - Resolution Authorizing the Ingham County Sheriff's Office to Extend a Contract with the Michigan Department of Corrections to Rent 190 Beds to the Michigan Department of Corrections*

This resolution authorizes Ingham County and the Ingham County Sheriff's Office to renew the contract with the Michigan Department of Corrections to rent 190 beds at a cost of \$36.00 per day per bed for an additional year effective October 1, 2015 through September 30, 2016. This will formally contract for 100 Jail beds as needed, at a cost of \$36.00 per day per bed, up to but not to exceed \$1,314,000.00, effective October 1, 2015 through September 30, 2016, for the Michigan Department of Correction's Intensive Detention Reentry Program.

The resolution also authorizes the rental to the Michigan Department of Corrections of an additional 90 Jail beds as needed, that are not covered by the Third Amendment approved in this resolution, to be used by the Michigan Department of Corrections for its Virtual Boards Program, at a cost of \$36.00 per day per bed up to but not to exceed \$1,182,600. The 2015/16 Annual Revenue from this contract/bed rental for 190 beds * \$36 per day = \$6,840 per day * 365 days = \$2,496,600. The revenue received from the renting of the beds is anticipated in the 2015 and 2016 budget. This contract has been in place since August of 2004. (see attached memo for details)

4. *9-1-1 Center - Resolution Authorizing an Extension of the Infrastructure Maintenance Agreement with Harris Corporation for the Ingham County Public Safety Radio System*

This resolution will authorize the renewal of a six-year Maintenance Agreement for the 9-1-1 Public Safety Radio Communication System infrastructure only, with Harris Corporation from October 1, 2015 through September 30, 2021. The County annually charges participating entities on our radio system a microphone fee per radio. Currently, for the 2015/16 contract year there are 1,958 radios on the system for a microphone fee of \$150.72 per radio). The County pays 35% (\$52.75) of this microphone fee cost and the public safety agency funding unit pays the remaining 65% (\$97.97) of this microphone fee cost. The agreement has a one percent increase per year during the six year period and will have a six month out clause should the County wish to exercise that option during the six years. The costs for this contract are anticipated in the 9-1-1 Center 2015 and 2016 budgets. (see attached memo for details)

***THIS PART OF THE AGENDA IS FOR THOSE ATTENDING ONLY FOR DR. BROCKMAN'S
9-1-1 CENTER REPORT WHICH BEGINS AT 6:45pm
(OR LATER IF THE BUSINESS PORTION OF THE MEETING RUNS OVER)***

5. Presentation by Dr. Brockman's "Internal Organizational Assessment, Recommendation Report
- Ingham County 9-1-1 Center"
 - a. Question and Answer Period

Introduced by the Law and Courts Committee of the:

INGHAM COUNTY BOARD OF COMMISSIONERS

**RESOLUTION INCREASING THE SIZE OF THE
ANIMAL CONTROL SHELTER ADVISORY COMMITTEE**

WHEREAS, currently there is one seat on the Animal Control Shelter Advisory Committee designated for Commissioners; and

WHEREAS, the Board of Commissioners has determined that it is necessary to have two Commissioners serving on this Committee.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners hereby increases the size of the Animal Control Shelter Advisory Committee from seven to eight members adding one Commissioner seat.

BE IT FURTHER RESOLVED, that the additional Commissioner seat shall be designated for a member of the Law and Courts Committee.

Agenda Item 2a

To: Law & Courts and Finance Committees
From: Rhonda K. Swayze
Date: August 31, 2015
Re: Swift and Sure Sanctions Probation Program
2015 – 2016 Operational Grant Award

On May 14, 2015, the 30th Circuit Court submitted an application to receive grant funds in the amount of \$249,225.50 from the State Court Administrative Office (SCAO) to continue the Swift and Sure Sanctions Probation Program (SSSPP). The award is for the grant period of October 1, 2015 through September 30, 2016. While we do not yet know the amount of our award, we anticipate having that information before the September 22, 2015, Board of Commissioners meeting. We will revise the award amount cited on the resolution, if necessary, once we learn the amount.

The SSSPP is an intensive supervision probation program that focuses on high-risk felony probationers with a demonstrated history of probation failures due to behavioral noncompliance or three or more probation violations. The primary goal is to increase compliance with probation terms by imposing certain, swift, and consistent sanctions for probation violations which is consistent with the County's long term objective of providing appropriate sanctions for adult offenders.

Through the enclosed Resolution, we are requesting that the Board of Commissioners accept the grant award, continue the three-quarter time SSSPP Case Management Coordinator position, and authorize entering into subcontracts for the 2015-2016 grant period.

cc: Hon. Clinton Canady
Hon. Joyce Draganchuk
Shauna Dunnings
Stuart Dunnings
Hon. Janelle A. Lawless
Lisa McCormick

Introduced by the Law & Courts and Finance Committees of the:

INGHAM COUNTY BOARD OF COMMISSIONERS

RESOLUTION TO ACCEPT THE FY 2016 SWIFT AND SURE SANCTIONS PROBATION PROGRAM GRANT, CONTINUE THE GRANT FUNDED THREE-QUARTER TIME SSSPP CASE MANAGEMENT COORDINATOR AND SPECIAL PART-TIME PROSECUTOR POSITIONS, AND ENTER INTO SUBCONTRACTS

WHEREAS, the 30th Circuit Court has been approved to receive grant funds up to an amount of \$249,225.50 from the Swift and Sure Sanctions Probation Program (SSSPP) Grant administered by the State Court Administrative Office for the fiscal year of October 1, 2015 through September 30, 2016; and

WHEREAS, \$58,408 of the grant award is for the grant funded salary and fringe benefits of a three-quarter time SSSPP Case Management Coordinator position; and

WHEREAS, the primary goal of the SSSPP is to increase compliance with probation terms by imposing certain, swift and consistent sanctions for probation violations which is consistent with Ingham County's long term objective of providing appropriate sanctions for adult offenders; and

WHEREAS, continuing the SSSPP Case Management Coordinator position initially referenced in Resolution 13-390 will assist the Circuit Court in achieving the goals and objectives stated above; and

WHEREAS, the 2016 SCAO Swift and Sure Sanctions Probation Program Grant provides for grant implementation services and participant treatment and services as follows: representation by a defense attorney (not to exceed \$10,296); substance abuse evaluations to be provided by Wellness, Inx. (not to exceed \$2,500); day reporting services to be provided by NorthWest Initiative – ARRO not to exceed (\$14,400); drug treatment and other services to be provided by Community Programs, Inc., Pine Rest Christian Mental Health Services, Kalamazoo Probation Enhancement Program, Inc., National Council on Alcoholism, Cristo-Rey, and CEI-CMH House of Commons (not to exceed \$2,700); mental health, anger management and domestic violence counseling service to be provided by Freedom Through Counseling, Cristo-Rey, and COPE (not to exceed \$10,000), drug testing services to be provided by A.D.A.M. (not to exceed \$56,220); and electronic monitoring services to be provided by Sentinel (not to exceed \$27,750); and

WHEREAS, the subcontractors who will provide grant implementation services and participant treatment and services for the 2016 SCAO Swift and Sure Sanctions Probation Program Grant are willing and able to provide the services that the County requires.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners accepts an amount up to \$249,225.50 once awarded by the SCAO for the Swift and Sure Sanctions Probation Program Grant which begins on October 1, 2015 and ends on September 30, 2016; authorizes continuation of the grant-funded three-quarter time SSSPP Case Management Coordinator; and authorizes entering into subcontracts for the 2016 SCAO Swift and Sure Sanctions Probation Program Grant from October 1, 2015 – September 30, 2016 with General Trial Division C-Level Court Appointed Counsel not to exceed \$10,296; with Wellness, Inx. not to exceed \$2,500; with NorthWest Initiative – ARRO not to exceed \$14,400; with Community Programs, Inc., Pine Rest Christian Mental Health Services, Kalamazoo Probation Enhancement Program, Inc., National

Council on Alcoholism, Cristo-Rey, and CEI-CMH House of Commons not to collectively exceed \$2,700; with Freedom Through Counseling, Cristo-Rey, and COPE not to collectively exceed \$10,000; with A.D.A.M. not to exceed \$56,220; and with Sentinel not to exceed \$27,750.

BE IT FURTHER RESOLVED, that the Controller/Administrator is authorized to make any necessary adjustments to the 2015 and 2016 budget and position allocation lists consistent with this resolution.

BE IT FURTHER RESOLVED, that the Board Chairperson is authorized to sign any necessary contracts/subcontracts consistent with this resolution subject to approval as to form by the County Attorney.

Agenda Item 2b

To: Law & Courts and Finance Committees

From: Rhonda K. Swayze

Date: August 31, 2015

Re: Michigan Mental Health Court Grant Program
2015-2016 Operational Grant Award

The 30th Circuit Court submitted an application to received grant funds in the amount of \$296,785.52 from the State Court Administrative Office (SCAO) to continue the Michigan Mental Health Court Grant Program – Operational Grant. The award is for the grant period of October 1, 2015 through September 30, 2016. While we do not yet know the amount of our award, we anticipate having that information before the September 22, 2015 Board of Commissioners meeting. We will revise the award amount cites on the resolution, if necessary, once we learn the amount.

The goals of the Michigan Mental Health Court Operational Grant are to enhance community safety by responding to individuals who have committed non-violent felonies with supportive treatment and intensive supervision; to minimize recidivism; and to assist participants in achieving a positive legal outcome and maintaining a healthy lifestyle. A team approach will be used to keep the court informed of participants' adherence to treatment and progress in other areas. These goals support the County's long term objective of providing appropriate sanctions for adult offenders.

Through the enclosed Resolution, we are requesting that the Board of Commissioners accept the grant award, continue the three-quarter time Mental Health Court – Court Services Coordinator position, and authorize entering into subcontracts for the 2015-2016 grant period.

cc: Hon. Joyce Draganchuk
Shauna Dunnings
Stuart Dunnings
Hon. James S. Jamo
Hon. Janelle A. Lawless
Lisa McCormick

Introduced by the Law & Courts and Finance Committees of the:

INGHAM COUNTY BOARD OF COMMISSIONERS

RESOLUTION TO ACCEPT THE FY 2016 MICHIGAN MENTAL HEALTH COURT GRANT PROGRAM OPERATIONAL GRANT AND CONTINUE THE GRANT FUNDED THREE-QUARTER TIME ICEA COURT PROFESSIONAL 5 MENTAL HEALTH COURT – COURT SERVICES COORDINATOR POSITION, AND ENTER INTO SUBCONTRACTS

WHEREAS, the 30th Circuit Court has been approved to receive grant funds up to an amount of \$296,785.52 from the Michigan Mental Health Court Grant Program – Operational Grant administered by the State Court Administrative Office for the fiscal year of October 1, 2015 through September 30, 2016; and

WHEREAS, the goals of the Michigan Mental Health Court Operational Grant are to enhance community safety by responding to individuals who have committed non-violent felonies with supportive treatment and intensive supervision; to minimize recidivism; and to assist participants in achieving a positive legal outcome and maintaining a healthy lifestyle which are consistent with Ingham County's long term objective of providing appropriate sanctions for adult offenders; and

WHEREAS, \$55,075 of the grant award is for the grant funded salary and fringe benefits of a three-quarter time Mental Health Court – Court Services Coordinator (MHC Court Services Coordinator) position, ICEA PRO05; and

WHEREAS, continuing the MHC Court Services Coordinator position initially referenced in Resolution #14-229 will assist the Circuit Court in achieving the goals and objectives stated above; and

WHEREAS, the 2016 SCAO Mental Health Court Operational Grant provides for grant implementation services and participant treatment and services as follows: mental health treatment services to be provided by CMHA/CEI (not to exceed \$125,556.40); drug testing services to be provided by A.D.A.M. (not to exceed \$74,8000); electronic monitoring services to be provided by Sentinel (not to exceed 18,145); representation by a defense attorney (not to exceed \$7,128); and ancillary services to be provided by Northwest Initiative – ARRO (not to exceed \$7,200); and

WHEREAS, the subcontractors who will provide grant implementation services and participant treatment and services for the 2016 SCAO Mental Health Court Operational Grant are willing and able to provide the services that the County requires.

THEREFORE BE IT RESOLVED, that that Ingham County Board of Commissioners accepts an amount up to \$296,785.52 once awarded by the SCAO for the Mental Health Court Operational Grant which begins on October 1, 2015 and ends on September 30, 2016; authorizes continuation of the grant-funded three-quarter time MHC Court Services Coordinator; and authorizes entering into subcontracts for the 2016 Mental Health Court Operational Grant from October 1, 2015 – September 30, 2016 with CMHA/CEI, not to exceed \$125,556.40; A.D.A.M, not to exceed \$74,800; Sentinel, not to exceed \$18,145; General Trial Division Court Appointed Attorneys, not to exceed \$7,128; and NorthWest Initiative – ARRO, not to exceed \$7,200.

BE IT FURTHER RESOLVED, that the Controller/Administrator is authorized to make any necessary adjustments to the 2015 - 2016 budget and position allocation lists consistent with this resolution.

BE IT FURTHER RESOLVED, that the Board Chairperson is authorized to sign any necessary contracts/subcontracts consistent with this resolution subject to approval as to form by the County Attorney.

Agenda Item 3

TO: Law & Courts and Finance Committees
FROM: Under Sheriff Allan Spyke
DATE: August 13, 2015
RE: MDOC Bed Contract

Commissioners,

This resolution will authorize Ingham County and the Ingham County Sheriff's Office to extend the contract and agreement with the Michigan Department of Corrections to rent 190 beds at a cost of \$36.00 per day per bed for an additional year effective the fiscal year October 1, 2015 through September 30, 2016.

The funds received by the county for leasing these contractual beds are used to reduce the general fund cost of operating the jail. In addition, these funds are used to finance the operational costs for six deputies and the construction and debt cost of the Low Security 90 bed wing at the Jail that the County opened in 2004.

Financial Implications:

2015/2016 Annual Revenue from this contact.

190 beds x \$36 per day = \$6,840 per day x 365 days = \$2,496,600

The revenue received from the renting of the beds is anticipated in the 2016 budget.

Other Implications: This contract has been in place since August 2, 2004.

I recommend your approval.

Introduced by the Law & Courts and Finance Committees of the:

INGHAM COUNTY BOARD OF COMMISSIONERS

**RESOLUTION AUTHORIZING THE INGHAM COUNTY SHERIFF'S OFFICE TO EXTEND
A CONTRACT WITH THE MICHIGAN DEPARTMENT OF CORRECTIONS
TO RENT 190 BEDS TO THE MICHIGAN DEPARTMENT OF CORRECTIONS**

WHEREAS, the Ingham County Jail (Jail) has an established design rated capacity of 665 beds, (601 beds are currently utilized due to the previous closure of Post 3) which includes 472 County beds (408 County beds are being utilized as a result of the previous closure) and 190 contractual beds; and

WHEREAS, the funds received by the County for leasing the contractual beds are used to reduce the general fund cost of operating the Jail; and

WHEREAS, the Ingham County Sheriff's Office has negotiated a Third Amendment to the Agreement with Michigan Department of Corrections to rent 100 beds as needed at a cost of \$36.00 per day per bed, up to but not to exceed \$1,314,000.00, effective October 1, 2015 through September 30, 2016, for the Michigan Department of Corrections' Intensive Detention Reentry Program (parole violators); and

WHEREAS, the Ingham County Sheriff's Office has been advised by the Michigan Department of Corrections that it has appropriated funds for rental of an additional 90 beds as needed at the Ingham County Jail, that will not be covered by the Third Amendment, for its Virtual Boards Program (two year felony firearms violators), at a cost of \$36.00 per day per bed, effective October 1, 2015 through September 30, 2016; and

WHEREAS, the revenue to be received from the renting of the 190 beds, which is anticipated to be \$2,496,600.00, is in the 2016 budget.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners authorizes entry into the Third Amendment to the Agreement with the Michigan Department of Corrections to continue renting 100 of the Jail's beds as needed, at a cost of \$36.00 per day per bed, up to but not to exceed \$1,314,000.00, effective October 1, 2015 through September 30, 2016, for the Michigan Department of Corrections' Intensive Detention Reentry Program.

BE IT FURTHER RESOLVED, that the Ingham County Board of Commissioners authorizes the rental to the Michigan Department of Corrections of an additional 90 Jail beds as needed, that are not covered by the Third Amendment approved in this Resolution, to be used by the Michigan Department of Corrections for its Virtual Boards Program, at a cost of \$36.00 per day per bed, effective October 1, 2015 to September 30, 2016.

BE IT FURTHER RESOLVED, the Ingham County Board of Commissioners authorizes the Board Chairperson and the Sheriff to sign all necessary contract documents consistent with this resolution upon review and approval as to form by the County Attorney.

Agenda Item 4

To: Ingham County Board of Commissioners, Law and Courts Committee
From: Lance Langdon, Director 9-1-1
Date: August 24, 2015
Re: Contract amendment/extension with Harris Corp. for Radio System Infrastructure Maintenance

With the Ingham County Public Safety Radio system we have a contract currently in place for the Infrastructure Maintenance with Harris Corporation. The current contract expires on September 30, 2015.

Information that was presented to the Law and Courts Committee and area public safety officials on July 16th, by Mr. Williams, brought up a discussion that while our Harris EDACS radio system is at end of life, other customers do have contracts in place, to continue maintenance/ use of their systems for many more years to come. As a result I did reach out to our Harris representative and inquired on getting system maintenance beyond the end of life that we had been presented by Harris Corporation. This has resulted in a proposed contract between Ingham County and Harris Corporation to maintain our system until 2021.

The attached proposed resolution would extend our current maintenance contract, with the same level of service we currently receive, through 2021. They have provided a yearly cost for the infrastructure maintenance allowing for a 1% increase in cost each year of the agreement. These maintenance costs have been planned for and included within the 9-1-1 Center’s 2015-2016 budget request. Additionally if at some time in the future, if we wish to end the maintenance contract because we decide to move away from this system, there is language that would allow us to end the contract with notice, prior to 2021.

Harris Proposed Infrastructure Maintenance Costs by year:

From	To	Yearly Cost	From	To	Yearly Cost
10/01/2015	09/30/2016	\$295,102.51	10/01/2018	09/30/2019	\$304,044.41
10/01/2016	09/30/2017	\$298,053.53	10/01/2019	09/30/2020	\$307,084.85
10/01/2017	09/30/2018	\$301,034.07	10/01/2020	09/30/2021	\$310,155.70

The current Harris radio system is working well and we have been very pleased with the maintenance/service that we have been receiving. We would continue this same level of service and maintenance.

I have also been told verbally that if we needed to extend past the 6 years of this extension, they could do up to 4 more years, but that they would not be able to maintain the 1% per year cost increase.

I would request that the contract extension be approved as proposed. This contract has already been submitted and approved by the county attorney’s office, as I sent it to them right away due to the short timeline with the current contract expiration and BOC meeting schedule.

Introduced by the Law and Courts and Finance Committees of the:

INGHAM COUNTY BOARD OF COMMISSIONERS

**RESOLUTION AUTHORIZING AN EXTENSION OF THE INFRASTRUCTURE
MAINTENANCE AGREEMENT WITH HARRIS CORPORATION
FOR THE INGHAM COUNTY PUBLIC SAFETY RADIO SYSTEM**

WHEREAS, the Ingham County Board of Commissioners in Resolution #03-324 authorized and implemented a 911 Public Safety Radio Communication System in Ingham County; and

WHEREAS, the Ingham County Board of Commissioners accepted the 911 Public Safety Radio Communication System and initiated the system warranty period effective October 1, 2006 through September 30, 2007; and

WHEREAS, the Ingham County Board of Commissioners in Resolution #07-232 authorized a three year Maintenance Agreement covering 911 Public Safety Radio Communication System infrastructure only, with M/A-COM, Inc. covering October 1, 2007 to September 30, 2010; and

WHEREAS, the Ingham County Board of Commissioners in Resolution #09-253 authorized the assignment of the M/A-COM, Inc. 2003 System Purchase Contract and System Maintenance Agreement, as modified, amended or supplemental, together with all orders issued thereunder or in connection therewith and all exhibits, schedules and annexes thereto to Harris Corporation; and

WHEREAS, the Ingham County Board of Commissioners in Resolution #10-316 authorized a five-year Maintenance Agreement for public safety radio system infrastructure only, with Harris Corporation from October 1, 2010 through September 30, 2015; and

WHEREAS, the Harris Corporation which has offered a contract extension with Ingham County; and

WHEREAS, County 9-1-1 Staff has reviewed the proposal and is recommending a six-year extension.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners accepts the recommendations of the Ingham County 911 Director and approves entering into a six-year Maintenance Agreement for the 911 Public Safety Radio Communication System infrastructure only, with Harris Corporation from October 1, 2015 through September 30, 2021.

BE IT FURTHER RESOLVED, that the Ingham County Board of Commissioners authorizes the expenditure of up to \$1,815,475.07 for the six-year Maintenance Agreement for Infrastructure Only with Harris Corporation for the 911 Public Safety Radio Communication System out of 911 funds for these purposes.

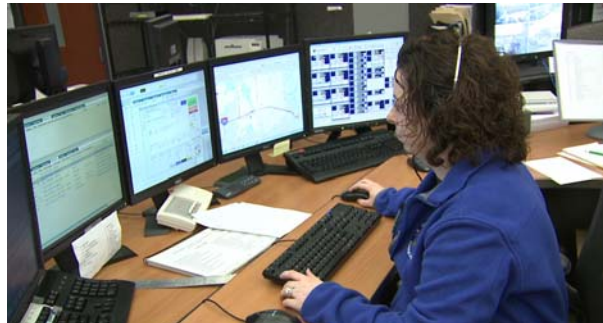
BE IT FURTHER RESOLVED, that the Chairperson of the Ingham County Board of Commissioners is authorized to sign any contract/purchase order documents as prepared by or approved as to form by the County Attorney consistent with this resolution.

Internal Organizational Assessment

Recommendation Report

August, 2015

Prepared For:
Ingham County 911 Center



Prepared By:
Dr. Julie Brockman
School of Human Resources and Labor Relations
Michigan State University

Executive Summary

#1 **FOCUS ON THE FUTURE.** Acknowledge that “things have been said, deeds have been done” over the past couple of years which cause anger, resentment, frustration and fear. It is not required that acts of the past (on all sides) be forgiven or forgotten. However, for the good of the union members/county employees the leadership **MUST** step up to working toward a work environment that all want to be a part of and are proud to be a part of.

#2 Fostering and maintaining a healthy and satisfactory work environment is a **shared responsibility of both union and management leadership**. Interview findings suggest that dynamics within the organization which have lead to a destructive work environment do not sit with only one group of employees, but in fact cuts across the organization. Therefore, the responsibility is widespread- this is not **JUST** a management problem. The power of the joint labor-management team could be used to spearhead **REAL** change.

#3 **Develop a process** (with the help of a facilitator) whereby the joint labor/management team **removes the barriers** which stand in the way of attaining the type of work environment that employees want to be a part of. This begins by identifying those barriers, many of which are outlined in this report. Everything cannot be addressed at once, so prioritization is key, coupled with a solid, transparent plan of implementation.

#4 **Update and establish internal and external policies and procedures**, starting with those deemed most critical for the operations. Initial drafts of the policies and procedures can be completed by assigning them to various individuals within the organization, with final approval by the Director(s).

#5 **Clarify and document the expectations** for the directors, supervisors and dispatchers. In the process of defining these expectations, questions can be raised about what optimal performance means to individuals and resources available to support meeting those expectations.

#6 **Delegate** appropriately and equally across supervision and hold supervisors accountable for delivering the assigned work.

#7 **Conduct Conflict Resolution/Interpersonal Communication Training.** Lack of effective interpersonal communication, coupled with the stresses of organizational change increases the probability that expectations will be neither explicit nor communicated. One consequence of this is the increased occurrence of interpersonal conflict. Clarity of expectations with a shared understanding of intent can go a long way to preventing conflict from occurring in the first place. The training should be customized to the 911 Center staff and include as much interactive practice as possible.

#8 **Assume positive** (or at least not harmful) intent unless hard evidence suggests otherwise.

#9 **Use reward and recognition strategically**, de-emphasizing behaviors that lead to a toxic work environment. These behaviors can be listed and communicated across the organization. The leadership team should take great care in developing this positive performance culture so that the intended consequences are met.

#10 **Explore options** for building up dispatcher staffing levels, including options for retaining those already employed.

Background

Initiated by the 911 Center's internal union leadership representing the dispatchers (FOP #141), and recommended by the Controller's Office, Ingham County hired me to conduct an internal organizational assessment of the Ingham County 911 Center. Upon accepting the work, I requested a meeting with the Center's union and management leadership (JLMT-joint labor/management team) for the purpose of discussing and planning the assessment. The JLMT consists of the following individuals (in alpha order), with myself as facilitator:

- Bruce Gaukel-Deputy Director, Ingham County 911 Center
- Tom Krug- Executive Director, FOP #141
- Lance Langdon-Director, Ingham County 911 Center
- Sherry Lerner- Dispatcher, Ingham County 911 Center and union president (represented by FOP #141)
- Kim Miller- Supervisor, Ingham County 911 Center and union president (represented by Teamsters Local #580)
- Kathy Murray-Rice- Dispatcher, Ingham County 911 Center and union chief steward (represented by FOP #141)
- John Neilsen- Chief Deputy Controller

About the Ingham County 911 Center

The Ingham County 911 Center services all citizens and visitors within Ingham County. In addition, the Ingham County 911 Center provides dispatch services for 29 Law Enforcement/Fire/EMS/Rescue Agencies. Currently, the Center employs 65 people (56 dispatchers represented by the Fraternal Order of Police #141; 6 supervisors represented by Teamsters #580; 3 administrators). Between July 2014 and June 2015, 911 Center employees received 518,245 calls and of those, dispatched 299,273 incidents to police, fire and EMS.

Conducting the Organizational Assessment

Initial planning meetings with the JLMT were soon followed by a joint letter to all 911 Center employees (Appendix A) describing the purpose and plan for the organizational assessment process. As per the plan, I attended all shift briefing meetings to introduce myself and answer any questions or concerns from Center employees. On March 3 and 4, 2015 I observed the 911 Center operations from 2pm-10pm on both days. While there, I spoke with shift supervisors and dispatchers, listened in on both 911 citizen calls and dispatch operations, asked many questions and received thoughtful and helpful answers. I was extremely impressed by all those I met and have a new understanding of what it takes to be a successful dispatcher. They (as well as those they work for) should be admired by all citizens for the role they play in helping to keep us safe and secure.

An e-mail (Appendix B) was then sent to all employees thanking them for the opportunity to observe their work and, at the same time, inviting them to participate in the individual interviews which began on April 16, 2015. During the timeframe of April 16-May 29, 2015, 40 dispatchers, 5 supervisors, and 3 administrators were individually interviewed. Interviews were privately held in either the FOP #141 facility on Jolly Rd. or the conference room in the 911 Center. Each interview was confidential and lasted approximately 45 minutes.

Organizational Survey (APCO)

Three weeks prior to the interviews, the confidential APCO International 'Project Retains' employee survey was made available online to all Center employees to complete. Twenty-four employees completed the survey. Where informative, results of the survey have been used throughout this report to supplement the interview findings. Note that percentages are based on less than 50% of the employees and do not reflect the respondents position in the organization. Additionally, comments given within the "General Comments" section of the survey have also been used to supplement the interview findings. Ingham County Administration intends to conduct this survey periodically to measure trends and identify progress.

Interview Findings

Each recommendation is followed by supporting data from the interviews. This supporting data represents information offered during the interviews by more than a few individuals (not necessarily the majority) which then elevated the shared information to a level which warranted special attention for purposes of developing recommendations.

Before reading the supporting data, remember that the purpose of the assessment was to gather data on how the 911 Center staff experience the 911 Center organization. Certainly, individuals within the same organization will perceive it differently and those perceptions become reality for people and stories get built upon those realities. However, perceptions are not always true and therefore, the stories created from them may be skewed. Therefore, please keep this in mind when reviewing the results. Some perceptions still need to be "tested" for truth claims to be made.

Consolidation

In June, 2012, the Lansing, MI and East Lansing, MI Emergency 911 Centers physically merged and moved their operations to a common, new building, located at 710 E. Jolly Rd., Lansing, MI. The County Administration has acknowledged that this consolidation was very difficult on employees and all involved as the employees had to adapt to a new employer, a new facility, new technology, and new training. In addition, merging two different employee groups with a different administrative structure and dispatch method made this a very difficult move for everyone.

New collective bargaining agreements for supervisors and dispatchers were negotiated and ratified at the end of 2013.

When asked about the merger, a variety of stories and individual experiences- mostly experiences of loss- were told. To respect confidentiality, only a sample of what was reported will appear in this report and only in aggregate form.

A widely held belief among dispatchers who previously worked at the East Lansing 911 Center, despite being told they would lose nothing as a result of the merger, report the loss or decrease of many benefits they previously enjoyed-both monetary and non-monetary. A belief that a promise was made and broken reduced the hope of a trusting relationship with administration through the beginning stages of the consolidation and still lingers today. Other dispatchers talked of the excitement they felt upon hearing about the consolidation. The heightened expectations of a new facility were met, but quickly faded as the technology used day in and day out suffered from a multitude of problems. Supervisors at the Lansing facility were looking forward to their “new” role in the consolidated Center. However, disappointment quickly replaced enthusiasm since, to this day, expectations and role definition have yet to be discussed and defined. From the County administration’s perspective, the FOP union’s resistance to merge as expressed through a variety of legal pursuits, hampered efforts to implement a smooth transition.

In summary, most interviewees and the FOP union stated three **similar** opinions about the consolidation:

- 1) The infrastructure (policies, procedures, technology) to support a successful start-up of the new 911 Center was not in place.
- 2) The County’s task force responsible for the “people and communication” side of the consolidation effort did not meet its goals and objectives.
- 3) The Administrators were (for multiple reasons) not fully prepared to lead a successful consolidation effort and continue to struggle with building a successful work environment.

Consultant Recommendations

“We must begin to heal”

All of the recommendations flow from the analysis of the interview data and are outlined below. It is important to note that these recommendations are not placed in order of importance for purposes of implementation, nor is their order of presentation associated with frequency of comments expressed during individual interviews. These recommendations should not be attributed to any individual person, as each recommendation is either as a result of comments given by several interviewees, or they are answers to the concerns expressed during the interviews. Note that all of the recommendations are “doable” and within the control of the 911 Center to implement (with supporting resources where necessary).

Recommendations are:

#1 FOCUS ON THE FUTURE. Acknowledge that “things have been said, deeds have been done” over the past couple of years which cause anger, resentment, frustration and fear. It is not required that acts of the past (on all sides) be forgiven or forgotten. However, for the good of the union members/county employees the leadership **MUST** step up to working toward a work environment that all want to be a part of and are proud to be a part of.

- Overall, the first year of the consolidation experience resulted in the creation of a negative “lens” within the minds of dispatchers and supervisors. Any observed behaviors or decisions experienced by supervisors or dispatchers following the formation of that lens was negatively interpreted, though the intent of such behaviors/decisions were intended to be positive. A prime example is the following: when it was decided to implement the new CAD system during “Dispatcher Week 2015” some dispatchers interpreted this negatively (ie, “why would the directors punish us with the stress of this new system during our special week? They must not care about us”). However, others interpreted it as a “present”, since the old CAD system had so many problems. Two completely different interpretations of the same event. I believe that some of the problems today are due to misinterpretations of observed behaviors and/or events based upon past wounds.

#2 Fostering and maintaining a healthy and satisfactory work environment is a **shared responsibility of both union and management leadership**. The power of the joint labor-management team could be used to spearhead REAL change. Interview findings suggest that dynamics within the organization which have lead to a destructive work environment do not sit with only one group of employees, but in fact cuts across the organization. Therefore, the responsibility is widespread- this is not JUST a management problem.

Concerns raised:

- Daily shift briefing (15 minutes prior to beginning of shift), for example, provides information that dispatchers feel could easily be posted, using the briefing time for more opportunities to discuss organizational issues and provide input.
- Lack of input from those who must implement decisions can create confusion and “rework” which frustrates those who must implement or abide by the decisions.
- 82% of respondents are dissatisfied with the extent to which management allows participation in decisions which directly affect their work (according to the APCO survey).
- The Center’s feedback loop seems broken and requires **immediate attention**. Trust that information will be forthcoming, consistent and correct (not necessarily satisfactory) is paramount for employees to deliver their optimal performance and greatly affects their morale.
- 76% of the respondents are dissatisfied with the extent to which management shows an interest in creating good working conditions for employees (according to the APCO survey).
- Despite these concerns, both the dispatchers and supervisors believe that the director and deputy director have their ‘hearts in the right place’; try to be good listeners; are nice on a personal level; and work hard. A small percentage of dispatchers and supervisors think just the opposite.

#3 Develop a process (with the help of a facilitator) whereby the joint labor/management team **removes the barriers** which stand in the way of attaining the type of work environment that employees want to be a part of. This begins by identifying and prioritizing those barriers, coupled with a solid, transparent **plan of implementation**.

Concerns raised:

- This report highlights a plethora of barriers to organizational effectiveness- enough to keep any joint leadership team busy for years to come. Developing a process provides a map for individuals to follow, with clear milestones and effectiveness measure. One theme that kept repeating itself throughout most of the interviews can be summed up in one quote made by an interviewee: *We want things to be better, we just don't know how to get there.*

#4 Update and establish internal and external policies and procedures, starting with those deemed most critical for the operations. Initial drafts of the policies and procedures can be completed by assigning them to various individuals within the organization, with final approval by those who are technically responsible for implementation.

Concerns raised:

- The one consistent message from most if not all dispatchers is that internal and external policies and procedures are inconsistently applied, creating frustration and internal clashes among dispatchers and between dispatchers and supervision. Interestingly, supervisors agree that policies and procedures are inconsistently applied because policies and procedures are either unclear (room for interpretation), not updated or not readily available.
- In actuality, many of the policies are available, though not in the form many dispatchers have used prior to the consolidation. Additionally, many policies now are included in the "Call Handler Guidelines" in a way dispatchers are not used to. The problem, therefore may not be the absence of policies, but, in fact, the way they are communicated and applied. This may then lead to inconsistencies in application across supervisors which then can lead to many other undesirable issues. The perceived and actual absence of internal and external policies and procedures and the issues created by their absence were prevalent in all of the interviews.

#5 Clarify and document the expectations for the directors, supervisors and dispatchers. In the process of defining these expectations, questions can be raised about what optimal performance means to individuals and resources available to support meeting those expectations.

Concerns raised:

- As a group, supervisors were looking forward to supervising in the new 911 Center. However, over time, their optimism faded. From their point of view, the cause of the decreased optimism was the lack of response from administration regarding their expectations of the supervisory role. Lack of stated expectations, coupled with confusion over internal and external policies and procedures, has made the supervisory role difficult to implement.

- It was expressed by both dispatchers and supervisors that regularly scheduled performance reviews are needed. Supervisors would like an opportunity to discuss their job performance/areas of needed improvement one-on-one with the directors and have requested such meetings. In addition, it was agreed by the administration that supervisors should conduct one-on-one performance reviews with each dispatcher. A draft review form was submitted over a year ago by supervision with no response from Directors. In fact, the directors did investigate the existence of County performance review forms/formal review procedures and were told that, to mitigate legal ramifications, performance review forms coupled with a formal annual review were prohibited from County policy. This prohibition was most likely not communicated back to supervision.
- Another tool critical for dispatchers is the **CAD system**. During the organizational assessment interviews, the new and improved CAD system was installed. Prior to the installation, dispatchers pointed out many of its dysfunctions which impacted their ability to perform their work...hence, the installation of the new CAD system. Due to its recent release and the learning curve/modifications based on use, it seems impractical to report dispatchers/supervisors individual experiences associated with the system itself. It is my understanding that administration developed an organizational feedback loop to address user concerns and needed system changes, though I am unaware of its effectiveness.
- Inherently important to most dispatchers is the need to understand and visualize the geography/locations of the areas within which they are serving. Therefore, easy access **maps** are critically important tools to them. Several dispatchers have requested better/more accessible maps (wall maps).
- Other tools which are meant to aid the dispatcher are perceived by them as stifling their autonomy and effectiveness. One of these tools named most often was the **ProQA medical protocol**.
- 91% of respondents are dissatisfied with the degree to which technology supports high productivity (according to the APCO survey).
- As with supervisors, dispatchers feel that expectations about the level of professionalism required of staff is neither clear nor consistent. As stated earlier in this report, the drama/rumors created among staff hurts morale, especially for those who are new dispatchers. The extent to which this occurs differs across teams as each has its own unique subculture.

#6 Delegate appropriately and equally across supervision and hold supervisors accountable for delivering the assigned work.

Concerns raised:

- Both dispatchers and supervisors alike spoke candidly about their belief that the Directors lack time/project management skills. This conclusion is drawn from their frustration caused by undelivered promises to complete tasks that are so desperately needed for them to perform their work. The frustration is compounded after communicating this frustration several times with no apparent action/response.

- Supervisors state that they have requested that the draft writing of policies and procedures be delegated to them (they say they have the time) but the delegation is not forthcoming.
- For those tasks that have been delegated, it is perceived (and supported by supervisor interviews) that supervisors have an unequal workload.

#7 Conduct Conflict Resolution/Interpersonal Communication Training. Lack of effective interpersonal communication, coupled with the stresses of organizational change increases the probability that expectations will be neither explicit nor communicated. One consequence of this is the increased occurrence of interpersonal conflict. Clarity of expectations with a shared understanding of intent can go a long way to preventing conflict from occurring in the first place. The training should be customized to the 911 Center staff and include as much interactive practice as possible.

Concerns raised:

- Dispatchers and supervisors do not like the “drama” that occurs between co-workers and or dispatchers and supervisors. Despite reported co-worker to co-worker relational problems, 63% of the APCO survey respondents are satisfied with the quality of interactions with co-workers.
- This recommendation is closely tied to the recommendation regarding expectation setting since expectations that are not communicated (but expected) often result in conflict between individuals. In fact, much of what was stated during interviews as organizational barriers often result in or are attributed to conflict between individuals or groups of individuals. With the negative lens created by a traumatic consolidation present in the organization coupled with poor communication skills, conflict can spiral out of control.

#8 Assume positive (or at least not harmful) intent unless hard evidence suggests otherwise.

- This recommendation is a technique which is widely used to prevent conflict from occurring in the first place and the practice of such would be included in the above training recommendation. I have chosen to highlight this in the report because so many of the stories told to me during the interviews were couched in negative interpretations of observed and experienced behavior.

#9 Use reward and recognition strategically, punishing behaviors that lead to a toxic work environment. These behaviors can be listed and communicated across the organization. The leadership team should take great care in developing this positive performance culture so that the intended consequences are met.

Concerns raised:

- Dispatchers believe they have been successful at their job when, at the end of their shift, law Enforcement/Fire/EMS/Rescue personnel are safe. Clearly, dispatchers feel that they play a large role in the safety and health of those they serve. Though self-recognition for a job well-performed is critical, most dispatchers (and most people in general) would benefit from external recognition. Dispatchers feel they

experience little recognition (verbal or written) for the good work they do from either their co-workers, supervisors, administration and/or those they serve. Interestingly, supervisors confirmed this by stating that they rarely recognize dispatchers, but would like to, and feel this is an important part of their job as supervisors. Informal recognition is ultimately about an individual's need to feel valued and respected for the work they do.

- According to the APCO survey results, 68% of respondents are dissatisfied with the amount of recognition given for high quality work. In addition, 54% of respondents indicate that their work is rarely appreciated, with 29% indicating that they feel "sometimes" appreciated. 46% of respondents indicate their work is "sometimes" appreciated by their *immediate supervisor*, while 13% indicate they almost never feel their work is appreciated.
- Dispatchers and supervisors believe that the culture of the Center is negative and punishment-oriented. This is not, however, described as just a dynamic between supervisors and dispatchers, but also among co-workers on the floor. Unfortunately, new employees as well as those still on probation (training) easily pick up on the negativity which, for some, decreases their morale and makes them question their decision to become a dispatcher.
- According to the APCO survey results, 90% of respondents are dissatisfied with the non-constructive way management responds to errors.

#10 Explore options for building up dispatcher staffing levels, including options for retaining those already employed.

Concerns raised:

- Most dispatchers interviewed stated that they would leave the Center if they could. The pay and benefits were cited as the two factors which would keep them at the Center. Many of these dispatchers are actively seeking employment elsewhere.
- However, of the 24 employees (consisting of a combination of dispatchers, supervisors, administration) who responded to the APCO survey, 67% indicated that they would probably/definitely spend the rest of their career at the Center, whereas 25% indicated they would not.
- It was clear that the great majority of dispatchers like/love what they do. What dispatchers like most about their job is knowing they are helping people-not only the citizens who call to report an emergency, but also the Law Enforcement/Fire/EMS/Rescue Agencies they are dispatching to. Second, many dispatchers like most of their co-workers and believe that they are fun to work with. Third, dispatchers describe their job as dynamic and one which gives them daily opportunities to learn new things. Fourth, several dispatchers mentioned that the nature of their job does not demand "homework". In other words, they enjoy the clear distinction between home and work. In relations to their work, what they like most about the Center is the 12-hour shift schedule (vs. an 8-hour shift schedule) and the facility itself.

- When asked what they liked least about their job, most dispatchers first response was “the Center” or “the environment I work in”. When pressed to name at least one thing they dislike about *their* job, most often the answer was stress. The only job-related causes of stress that were specifically named included the disrespectful way in which some citizens treat them during a call and/or the disrespect shown by some of the law enforcement officers while dispatching.
- Excessive and forced overtime creates a big source of physical and emotional stress. The average number of monthly overtime hours per employee during the first 7 months of 2015 was 41 hours. In addition, 96% of respondents believe that the Center is chronically understaffed and the lack of adequate staffing is a serious problem.
- One consistently bright spot named in a number of interviews was the training process and the Center trainers. For the most part, trainees (and those who had recently gone through the training) thought the training process was excellent and enjoyed working with their trainers on the floor.
- Results from the APCO survey confirm the above remarks in that 85% of respondents rate the “effectiveness of the process for mentoring new trainees” is somewhat to very effective. In addition 81% of respondents felt satisfied that the training process prepared them well for being effective in their job.

Appendix A Joint Labor/Management Letter to Employees



To: All Ingham County 9-1-1 Staff Members

From: Bruce Gaukel, Tom Krug, Lance Langdon, Sherry Larner,
Kathy Murray-Rice, Kim Miller, John Neilsen and Karen Phelps

Date: February 1, 2015

The merging of the Lansing and East Lansing 9-1-1 Call Centers created a "new" organization. Over the past 2.5 years, we have been adapting to new technologies, new co-workers, new supervisors and, for many of us, new work responsibilities. For the most part, we have done an excellent job making the transition and have many successes to show for it.

- Our Facility, the building and workstations are state of the art.
- Phone system, moved to stand alone and vendor replaced
- Hiring process has been streamlined and candidates brought in or eliminated efficiently
- CAD replacement reviewed by staff and approved with implementation on a short timeline

Despite these successes, we realize that a change of this magnitude is difficult for all concerned and it takes time and patience to adapt to these changes. It has come to all of our attention that the improvement in our work environment, from employee satisfaction to the way we perform our jobs, could be better. To be clear, all good organizations periodically assess themselves for this very purpose. To reach this goal, we have contracted with Dr. Julie Brockman, Associate Professor, at Michigan State University's School of Human Resources and Labor Relations to conduct an internal organizational assessment.

After initial approvals from the County for conducting such an assessment, we met with Dr. Brockman to discuss our concerns and to gain a full understanding of her proposal and what she would plan to do. Dr. Brockman has years of experience working with labor and management leaders to improve their work environment and she believes that this assessment will benefit all of us by working together to plan and implement initiatives toward this end.


Toward the end of our meeting with Dr. Brockman, we decided to jointly support this effort because it is our common goal to make this a great place to work. This effort will benefit us all. We hope that all employees will participate in this assessment because the more participation we have, the better we can all understand where we are, where we want to go as an organization and then how to get there.

What is happening next?

The assessment will begin mid-February with Dr. Brockman introducing herself to everyone during shift briefings. She will also be spending some time with us to learn more about what we do at the call center. This will be followed by an on-line survey and personal interviews, both of which will give Dr. Brockman the

information she needs to make a full assessment. All survey and interview data will remain **completely confidential**. Neither the survey nor the interview data will ever be attributed to any individual.

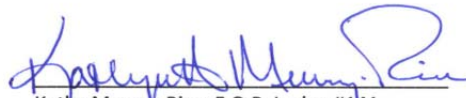
We hope that you will fully participate in the assessment activities with Dr. Brockman. We stand together for one common goal-to make this a great place to work!


Sherry Larner, F.O.P. Lodge #141


Kim Miller, Teamsters #580


Tom Krug, F.O.P. Lodge #141


John Neilsen, Chief Deputy Controller


Kathy Murray-Rice, F.O.P. Lodge #141


Lance Langdon, Ingham County 9-1-1


Karen Phelps, F.O.P. Lodge #141


Bruce Gaukel, Ingham County 9-1-1

Appendix B E-mail Invitation to Employees

April 3, 2015

Dear All 911 Center Staff,

First, I would like to thank you for welcoming me during my two days of “observation” in March. I was so impressed with the knowledge and skill required to do your work effectively! A special thanks to those of you who spent time talking with me and allowing me to listen to your conversations with citizens as well as police/fire/EMS dispatch. I believe I can be a better interviewer now that I have a surface understanding of your work.

The interview schedule is now posted next to the daily line-up. I hope that you will all sign up to talk with me. It is really more of a conversation than a formal interview-there are no right or wrong answers. You don’t even need to prepare anything for the interview!

Some of you have expressed an interest in seeing the types of questions I will be asking-the list is attached to this e-mail.

Thank you and I look forward to talking with you!

Appendix C Interview Protocol

1. What is it like to work at the 911 Center?
 - a. What do you MOST enjoy about working at the 911 Center in general/your job in particular?
 - b. What do you LEAST enjoy about working at the 911 Center in general/your job in particular?
2. What things during a “typical” day make your experience here better or worse?
3. What do you see as the 911 Center’s internal strengths?
4. What do you see as the 911 Center’s internal struggles?
5. What do you expect MOST from the director? Your supervisor? Your co-workers? Your subordinates?

6. How well does information and work flow through the 911 Center? When it doesn't work as well, what slows or interrupts the flow?
7. How do you know when YOU are successful in doing your job?
8. What constitutes success at the 911 Center as an overall organization?
9. Do you have all the information, training, tools, equipment, and support to do your job effectively? If not, what barriers stand in the way of doing your job most effectively?
10. What are the top three changes you would make to improve the 911 Center?
11. If you experience stress during the day, what do you think might be the cause(s)?
12. While working at the 911 Center, have you ever considered or are currently considering working somewhere other than the 911 Center? What might be the reason(s) for leaving?
13. Is there anything else you would like me to know about that you haven't already mentioned?