

CHAIRPERSON  
KARA HOPE

VICE-CHAIRPERSON  
SARAH ANTHONY

VICE-CHAIRPERSON PRO-TEM  
RANDY MAIVILLE

LAW AND COURTS COMMITTEE  
BRYAN CRENSHAW, CHAIR  
VICTOR CELENTINO  
PENELOPE TSEKNOGLOU  
SARAH ANTHONY  
TERI BANAS  
RANDY SCHAFFER  
RANDY MAIVILLE

## **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, JUNE 2, 2016 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 [May 12, 2016 Minutes](#)

Additions to the Agenda

Limited Public Comment

1. Law & Courts Committee - Jury Board Interview
2. Animal Control - Resolution to Accept the [ASPCA BeeBee Appel Travel Scholarship](#)
3. Circuit Court - Resolution Authorizing a Contract with ImageSoft Corporation for Implementation of the [Circuit Court Imaging Project](#)
4. Facilities Department
  - a. Board of Commissioner Referral - Resolution Authorizing an Agreement with Straub Pettitt Yaste Architects for [Architectural and Engineering Services](#) for File Storage Room Expansion in the Probate Court Office
  - b. Resolution Authorizing a Contract with D.M. Burr for [Uniformed Unarmed Guard Services](#) in Various County Facilities
5. Sheriff's Office
  - a. Resolution Authorizing the [Closure of Post #6](#) at the Ingham County Jail, thus Reducing the Jail's Rate of Capacity from 601 Beds to 569 Beds
  - b. Resolution to Purchase New [Tasers](#) for the Sheriff's Office Corrections Division and Courts Unit Using Commissary Funds
  - c. Resolution Authorizing Contract Amendment with Securus Technologies to Address Applicable Portions of the [FCC Ruling on Inmate Telephone Fees](#)
6. 9-1-1 Center - Director Langdon, Discussion on New [Potential Needs](#) for the 9-1-1 Center
7. Controller's Office - Discussion and Approval of Ingham County [Strategic Plan](#)

Announcements  
Public Comment  
Adjournment

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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](http://www.ingham.org).

LAW & COURTS COMMITTEE  
May 12, 2016  
Draft Minutes

Members Present: Crenshaw, Celentino (Departed at 6:33 p.m.), Banas, Maiville, and Schafer

Members Absent: Anthony and Tsernoglou

Others Present: John Neilsen, Lisa McCormick, Mike Botke, Henry Rojas, and others

The meeting was called to order by Chairperson Crenshaw at 6:00 p.m. in Personnel Conference Room "D & E" of the Human Services Building, 5303 S. Cedar Street, Lansing, Michigan.

Approval of the April 28, 2016 Minutes

MOVED BY COMM. CELENTINO, SUPPORTED BY COMM. BANAS, TO APPROVE THE MINUTES OF THE APRIL 28, 2016 LAW & COURTS COMMITTEE MEETING.

THE MOTION CARRIED UNANIMOUSLY. Absent: Commissioners Anthony and Tsernoglou.

Additions to the Agenda

The following was added as a late agenda item:

3. Sheriff's Office
  - c. Resolution to Purchase a Mobile Radio for the Ingham County Office of Homeland Security & Emergency Management Vehicle

The following was added as a substitute agenda item:

3. Sheriff's Office
  - d. Resolution to Purchase a Mobile Radio for the Ingham County Office of Homeland Security & Emergency Management Vehicle

Chairperson Crenshaw stated that the Resolution Making an Appointment to the Jury Board would be pulled and replaced by the following discussion:

5. Ingham County Draft Strategic Plan

Limited Public Comment

None.

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

2. Circuit Court - Resolution Honoring Sandra Robinson
3. Sheriff's Office
  - a. Resolution to Honor Captain Eric Trojanowicz of the Ingham County Sheriff's Office
  - b. Resolution to Enter Into the Tri-Tech Records Management Systems Maintenance Contract
  - c. Resolution to Approve an Extended Police Services Agreement with the Village of Webberville Covering the Period of July 1, 2016 through December 31, 2016

THE MOTION CARRIED UNANIMOUSLY. Absent: Commissioners Anthony and Tsernoglou.

THE MOTION TO APPROVE THE ITEMS ON THE CONSENT AGENDA CARRIED UNANIMOUSLY. Absent: Commissioners Anthony and Tsernoglou.

3. Sheriff's Office
  - d. Resolution to Approve an Extended Police Services Agreement with the Village of Webberville Covering the Period of July 1, 2016 through December 31, 2019

MOVED BY COMM. CELENTINO, SUPPORTED BY COMM. SCHAFER, TO APPROVE THE RESOLUTION TO APPROVE AN EXTENDED POLICE SERVICES AGREEMENT WITH THE VILLAGE OF WEBBERVILLE COVERING THE PERIOD OF JULY 1, 2016 THROUGH DECEMBER 31, 2019.

Commissioner Celentino asked why the agenda item was added as a late.

John Neilsen, Chief Deputy Controller, answered that it was a timing issue, as the grant required that the expenditures be made by the end of May.

Discussion.

THE MOTION CARRIED UNANIMOUSLY. Absent: Commissioners Anthony and Tsernoglou.

1. Prosecuting Attorney's Office - Discussion: Service of Subpoenas with Chief Assistant Prosecutor Lisa McCormick

Lisa McCormick, Chief Assistant Prosecutor, addressed the committee regarding how the City of Lansing no longer served subpoenas.

Commissioner Celentino asked what scenario would benefit the County the best.

Ms. McCormick indicated that privatizing the service for one year and then regrouping to see if it was easier or cheaper would be the best option.

Commissioner Banas asked if the City gave any indication that it would no longer serve subpoenas.

Ms. McCormick answered that she first heard about the issue from Assistant Prosecutors. She indicated that there was a subpoena officer, but most of the time the officer could not find the individual, so it was given to the night shift officers who didn't have enough time to serve it.

Discussion.

Ms. McCormick stated that the vendor would make multiple attempts to serve and had access to different databases to try and find the individual.

Commissioner Schafer expressed frustration regarding the City of Lansing. He stated that he would support privatizing the work.

Mr. Neilsen stated that historically, police departments throughout the County had done their own subpoenas. He stated that if the County privatized, the cost would go into effect next year for \$34,000 but for 2018 onward it would be \$68,000.

Commissioner Maiville thanked Ms. McCormick for bringing attention to the issue. He stated that the City should have notified the Prosecutor's office.

Ms. McCormick stated that the problem was that the subpoenas came back late. She further stated that the City had more cases than any other municipality.

Commissioner Maiville asked how many cases were dismissed annually as a result of failed subpoena delivery.

Ms. McCormick indicated that she could get the numbers, but it would be difficult.

Commissioner Celentino suggested contacting the City to find out why they couldn't service the subpoenas in light of a budget surplus.

Ms. McCormick stated that she met with Gretchen Whitmer, Interim Prosecuting Attorney, and that she would more than likely be willing to help.

Commissioner Banas stated that she agreed with Commissioner Celentino's diplomatic suggestion.

Commissioner Schafer stated that it was ridiculous for a police department to not serve subpoenas as the consequences were astronomical.

Commissioner Celentino departed at 6:33 p.m.

Discussion.

Ms. McCormick stated that she would ask Ms. Whitmer to contact the City's Chief of Police.

4. Child Family Charities - Juvenile Justice Division Presentation: Teen Court Year End Report "Juvenile Justice Millage - 2015 Grant" by Director Mike Botke

Mike Botke, Teen Court Director, presented the Teen Court Year End Report.

Discussion.

Commissioner Banas expressed appreciation for the services provided by the Juvenile Justice Millage. She asked where the program was in terms of growth.

Mr. Botke stated that he had been told by juvenile court judges that Teen Court had helped put a dent in juvenile crime. He further stated that he wanted the program to continue as it was, but there was a huge need for skilled people to help kids with larger risk factors.

Commissioner Banas stated that she believed Teen Court saved lives and that it was a great service to help families with large risk factors.

Discussion.

Chairperson Crenshaw asked Mr. Botke if he had any data regarding the number of students per school district.

Mr. Botke answered that he did and that he could provide it.

5. Ingham County Draft Strategic Plan

Chairperson Crenshaw and Mr. Neilsen addressed the committee regarding a review of the Ingham County Draft Strategic Plan.

#### Announcements

Commissioner Schafer expressed frustration regarding the lack of communication between the City of Lansing, the City of East Lansing, and the County. He stated that District Court 54-B would never consolidate with the 55<sup>th</sup> District Court because of how much money they received from tickets.

Commissioner Maiville stated that it was a frustrating issue, but the County needed to do what was best for itself.

Commissioner Banas stated that there should be a timetable for decision making and that any delays would increase the cost of the projects.

Chairperson Crenshaw stated that on June 1 the Law & Courts would discuss the upcoming decision.

Commissioner Schafer suggested that a communication go out declaring the County's decision on the issue. He expressed appreciation for the amount of work staff does.

Mr. Neilsen stated that it was time for other units of government to tell the County what they wanted. He further stated that the City of East Lansing needed to take an official position on the consolidation of the district courts.

Discussion.

MOVED BY COMM. BANAS, SUPPORTED BY COMM. SCHAFFER TO SEND A LETTER TO THE CITY OF EAST LANSING ASKING THEIR CITY COUNCIL TO INQUIRE INTO THEIR OFFICIAL STANCE ON COURT CONSOLIDATION.

Discussion.

THE MOTION WAS AMENDED TO INCLUDE THAT THE LETTER OF INQUIRY BE SIGNED BY THE BOARD CHAIRPERSON AND THE LAW & COURTS CHAIRPERSON, AND THAT THE CITY'S RESPONSE BE SENT TO THE BOARD OF COMMISSIONERS.

This was considered a friendly amendment.

THE MOTION, AS AMENDED, CARRIED UNANIMOUSLY. Absent: Commissioners Anthony, Celentino, and Tsernoglou.

Public Comment

None.

Adjournment

The meeting was adjourned at 7:33 p.m.

## JUNE 2, 2016 LAW & COURTS AGENDA STAFF REVIEW SUMMARY

### RESOLUTION ACTION ITEMS AND PRESENTATIONS:

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

1. Law & Courts Committee – *Jury Board Interview*

This is a joint appointment by the BOC and the Circuit Court.

2. Animal Control - *Resolution to Accept the ASPACA BeeBee Appel Travel Scholarship*

This resolution authorizes an agreement with the ASPCA BeeBee Appel Fund in the amount of \$500 to partially reimburse Ingham County for travel expenses for the shelter veterinarian to attend the ASPCA Cornell Maddie's Shelter Medicine Conference at Cornell University. The conference is an excellent educational opportunity for ICAC veterinarian to keep up on the latest science in shelter animal management and medicine. (see attached memo for details)

3. Circuit Court- *Resolution Authorizing a Contract with ImageSoft Corporation for Implementation of the Circuit Court Scanning Project*

This resolution authorizes an agreement with ImageSoft for up to \$540,788 for a "Statement of Work" for implementing the imaging project. This project is to design, configure, and implement an imaging solution for civil, criminal and domestic circuit court files. Funds are available within the Circuit Court's Capital Improvement Project budget in the amount of \$545,702. The quoted price \$540,788 reflects a 20% software discount that remains in effect until June 30, 2016. (see attached memo for details)

- 4a. Facilities Department (Board of Commissioner's Referral) - *Resolution Authorizing an Agreement with Straub Pettitt Yaste Architects for Architectural and Engineering Services for File Storage Room Expansion in the Probate Court Office*

This resolution authorizes an agreement with Straub Pettitt Yaste Architects for Architectural and Engineering services for file storage room expansion in the Probate Court Office for a total not to exceed cost of \$15,650.00. Funds are available within the 2016 Capital Improvement fund for this purpose. The Law & Courts Committee previously approved this on consent and it was referred back from the Board of Commissioners. (see attached communication for details)

- 4b. Facilities Department - *Resolution Authorizing a Contract with D.M Burr for Uniformed Unarmed Guard Services in Various County Facilities*

This resolution authorizes a new agreement with D.M Burr, to provide uniformed unarmed guard services for an initial yearly cost of \$424,355.36, additional years will be based on the living wage rate increase. This contract will be effective June 1, 2016 through May 31, 2019 (or whenever the transition from the current vendor can take place) based on their proposal as recommended by the Purchasing and Facilities Departments. This security guard service includes the 55<sup>th</sup> District Court, 30<sup>th</sup> Circuit Court, and all other County facilities that currently have these services. Funds are available within the existing Facilities budget for this purpose. (see attached memo for details)

5a. Sheriff's Office - Resolution Authorizing the Closure of Post #6 at the Ingham County Jail, thus Reducing the Jail's Rate of Capacity from 601 Beds to 569 Beds

This resolution authorizes several things including an amendment to the agreement with Michigan Department of Corrections (MDOC) to reduce the amount of inmates to be housed by 32 inmates from 190 to 158 inmates for the remainder of their contract (September 30, 2016). Post 6 is closed effective July 1, 2016 which holds 32 inmates and is staffed by six (6) Deputies. The Deputies will continue to work as floaters to reduce overtime until they are assimilated into the workforce through natural attrition. The design rated bed capacity of the Ingham County Jail will be reduced from 601 beds to 569 beds, however, the local beds capacity remains at 408. This action is being taken to mitigate the loss of state prisoners being sent to the County as the MDOC has been reducing the prisoners being housed at local County jails throughout the state for some time. As of now there are no state funds to continue this program in the states 2017 budget effective October 1, 2016. The situation will be monitored in case further post closures are necessary. (see attached memo for details)

5b. Sheriff's Office - Resolution to Purchase New Tasers for the Sheriff's Office Corrections Division and Courts Unit Using Commissary Funds

This resolution authorizes the Sheriff's Office to purchase twelve (12) replacement Tasers and associated equipment at a cost not to exceed \$12,722.86 from Taser International. This is a sole source vendor with the funds to come from the Commissary Fund. (see attached memo for details)

5c. Sheriff's Office - Resolution Authorizing Contract Amendment with Securus Technologies for the FCC Ruling on Inmate Telephone Fees

This resolution authorizes an amendment to the current agreement with Securus Technologies to provide for a billing/fee of \$3.00 for automatic payment and \$5.95 for payment made via live agent; to provide for a \$0.3248 increase to the per minute inmate telephone rate in order to comply with a FCC mandate and to maintain our current revenue stream. (see attached communication for details)

6. 9-1-1 Center – Director Langdon, Discussion on New Potential Needs for the 9-1-1 Center

This is a discussion item on potential new capital projects, new positions and the associated costs for each from the 9-1-1 Center Director. Also included are options on potential revenue enhancements. (see attached communication for details)

7. Controller's Office - Discussion and Approval of Ingham County Strategic Plan

A draft Strategic Plan submitted for consideration by Management Partners, Inc. reflects input received from Commissioners at their workshop held on March 24. The draft incorporates the vision and mission along with goals and strategies for the future. Prior to completing the strategic plan, Commissioners are asked to review the document to make sure it accurately reflects the correct language and intent.

**TO:** Law & Courts and Finance Committees  
Board of Commissioners

**FROM:** John Dinon – Director, Ingham County Animal Control

**DATE:** 20 May 2016

**SUBJECT:** Request to Accept Grant to Fund Travel to the 2016 Shelter Medicine Conference  
For the meeting agenda of June 2, 2016 (Law & Courts) and June 8, 2016 (Finance)

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**BACKGROUND**

The ASPCA BeeBee Appel Travel Scholarship is a grant to pay \$500 towards travel expenses for shelter veterinarians to attend the ASPCA Cornell Maddie’s Shelter Medicine Conference at Cornell University (Ithaca, NY), July 29-31, 2016. The conference is an excellent educational opportunity for ICAC veterinarian – Dr. Karen Worthington – to keep up on the latest science in shelter animal management and medicine.

**ALTERNATIVES**

If ICAC does not accept this grant, we will either have to find other money to send Dr. Worthington to the conference or not have her attend.

**FINANCIAL IMPACT**

Conference expenses not covered by this grant (\$50 conference registration, meals) will be requested from the ICAC Animal Shelter Fund (ASF). If the ASF does not pay them, the money (less than \$250) will come out of the ICAC training budget.

**OTHER CONSIDERATIONS**

Dr. Worthington’s transition from a part time veterinarian (effective January 1, 2016), primarily responsible for spay and neuter surgeries, to a full time employee responsible for supervising the animal care staff and for implementing a comprehensive shelter animal medicine and management program at ICAC has greatly improved the welfare of the animals at the shelter and operational efficiency. Additional training on shelter medicine will lead to even more improvements in our animal care program.

**RECOMMENDATION**

Based on the information presented, I respectfully recommend approval of the attached resolution to accept the grant and send Dr. Worthington to the Cornell Shelter Medicine Conference.

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

**INGHAM COUNTY BOARD OF COMMISSIONERS**

**RESOLUTION TO ACCEPT THE ASPCA BEEBEE APPEL TRAVEL SCHOLARSHIP**

WHEREAS, the Ingham County Animal Control has applied for and has been approved to receive a grant from the ASPCA BeeBee Appel Fund; and

WHEREAS, the purpose of this grant is to pay travel expenses for Dr. Karen Worthington to attend the ASPCA Cornell Maddie's Shelter Medicine Conference at Cornell University (Ithaca, NY) from July 29 to July 31, 2016; and

WHEREAS, the award amount of this grant is \$500 with no match requirement.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners approves acceptance of the \$500 grant from the ASPCA BeeBee Appel Fund.

BE IT FURTHER RESOLVED, the Ingham County Board of Commissioners authorizes the Controller/Administrator to make the necessary budget adjustments to the Ingham County Animal Control budget.

BE IT FURTHER RESOLVED, the Ingham County Board of Commissioners authorizes the Board Chairperson to sign any necessary contract documents which are consistent with this resolution and approved as to form by the County Attorney.

### Agenda Item 3

TO: Law and Courts Committee  
Finance Committee

FROM: Shauna Dunnings  
Circuit Court Administrator

DATE: May 20, 2016

RE: Imaging Statement of Work (SOW)

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Resolution #11-119 authorized the circuit court to enter into a contract with ImageSoft for the analysis and design of an imaging solution. Recently ImageSoft provided the circuit court with a Statement of Work (SOW) to design, configure, and implement an imaging solution for civil, criminal and domestic circuit court files.

The circuit court has a need to implement an imaging solution for the court files in order to improve efficiency in workflow, accept electronic filings, and manage documents. The court has participated in meetings with ImageSoft and other county departments over the last few years, and recently the County Chief Information Officer indicated that the Innovation and Technology Department will be in a position to support the circuit court imaging project by the end of June 2016.

Implementing an imaging solution that includes civil, criminal and domestic filings will enhance the quality of the administration of justice by capturing, storing, retrieving, and sharing documents in an electronic environment that will interact with the court's case management system.

The cost of the SOW dated May 3, 2016 is \$540,788. This quote reflects a 20% software discount that remains in effect until June 30, 2016. At this time, we have \$545,802 in CIP funds committed to the imaging project and monitors.

Funding for the imaging project has been granted in increments as the scope of the project expanded. Prior to the expansion of scope initiated in 2015, the imaging project fund balance was \$228,702. In the 2016 budget cycle we requested a transfer of \$50,000 previously authorized for backscanning and an additional \$267,000 in CIP funds to supplement the imaging project fund balance and provide for the second monitors that would be required when the imaging system was implemented. The County committed to approving the \$267,000 requested with the understanding that the Court would not likely need the money until 2017. We have verified this payment schedule with the vendor.

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

**INGHAM COUNTY BOARD OF COMMISSIONERS**

**RESOLUTION AUTHORIZING A CONTRACT WITH IMAGESOFT CORPORATION FOR IMPLEMENTATION OF THE CIRCUIT COURT IMAGING PROJECT**

WHEREAS, the Ingham County Circuit Court previously entered into a contract with ImageSoft for the discovery phase of the imaging project pursuant to Resolution 11-119; and

WHEREAS, the Ingham County Circuit Court wishes to engage ImageSoft to design, configure, and implement a paperless imaging solution for its court files; and

WHEREAS, Ingham County has made a commitment to increase and make uniform the utilization of imaging countywide, and thereby realize greater efficiencies; and

WHEREAS, the Circuit Court has a need for court-wide imaging in order to improve efficiency in workflow, accept electronic filings, and manage documents; and

WHEREAS, ImageSoft is the current added value reseller of the county's current office automation and imaging systems; and

WHEREAS, the Ingham County Chief Information Officer recommends entering into an agreement with ImageSoft, the current county vendor to implement an imaging system for the Ingham County Circuit Court; and

WHEREAS, ImageSoft provided Statement of Work Revision 1.7 dated May 3, 2016 stating the budgetary price of \$540,788 which will remain in effect until June 30, 2016; and

WHEREAS, the Ingham County Circuit Court has \$545,702 in Capital Improvement Project funds allocated for the imaging project and monitors.

THEREFORE BE IT RESOLVED, that the Board of Commissioners authorizes entering into a Statement of Work with ImageSoft for up to \$540,788.

BE IT FURTHER RESOLVED, that the cost of implementing the imaging project will be paid by previously approved Circuit Court's Capital Improvement Project funds in the amount of \$545,702.

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

**Agenda Item 4a**

**TO:** Board of Commissioners Law & Courts, County Services and Finance Committees

**FROM:** Richard Terrill, Facilities Director

**DATE:** April 13, 2016

**SUBJECT:** File Storage Room Expansion in the Probate Court Office

For the meeting agendas of: April 28, May 3, and May 4

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**BACKGROUND**

The resolution before you authorizes an agreement with Straub Pettitt Yaste Architects for Architectural and Engineering services for file storage room expansion in the Ingham County Probate Court Office for a not to exceed cost of \$15,650.00. This includes all electrical, mechanical, engineering, infrastructure costs, and any/all permitting costs. The purpose of this project is to construct a file storage room expansion to enhance storage efficiency.

**ALTERNATIVES**

There are no alternatives with this project.

**FINANCIAL IMPACT**

Funds are available within Line Item #245-26710-976000-6FC15 which has a balance of \$50,000.00.

**OTHER CONSIDERATION**

There are no other considerations for this project.

**RECOMMENDATION**

Based on the information presented, I respectfully recommend approval of the attached resolution to support an agreement with Straub Pettitt Yaste Architects for Architectural and Engineering services for file storage room expansion in the Ingham County Probate Court Office for a total not to exceed cost of \$15,650.00.

**Agenda Item 4a**

TO: Law and Courts, County Services and Finance Committees  
FROM: Jim Hudgins, Director of Purchasing  
DATE: April 15, 2016  
SUBJECT: Architectural and Engineering Services for File Storage Expansion for the Probate Court Office

Project Description:

Proposals were sought from experienced and qualified architectural and engineering consultants for the purpose of entering into a contract to provide professional design and construction administration services for the File Storage Expansion project for the Probate Office.

Proposal Summary:

Vendors contacted: 95 Local: 27  
Pre-proposal attendance 2 Local: 0  
Vendors responding: 1 Local: 0

Vendor Name	Local Pref	TOTAL
Straub Pettitt Yaste Architects	No, Clawson MI	\$15,650.00

Vendors Not Bidding:

WTA Architects, 100 S. Jefferson Ave, Suite 601, Saginaw, MI 48607

Reason: No reason provided.

Recommendation:

Straub Pettitt Yaste Architects submitted the only responsive proposal. The company has experience working on projects in similar size and scope required for this contract. Straub Pettitt Yaste Architects was the consultant for the Tension Fabric Structure project at the Fairgrounds in 2014.

The Facilities Department recommends awarding the contract to Straub Pettitt Yaste Architects, in an amount not to exceed \$15,640.

Advertisement:

The RFP was advertised in the Lansing State Journal, the City Pulse and posted on the Purchasing Department Web Page.

Introduced by the Law & Courts, County Services and Finance Committees of the:

**INGHAM COUNTY BOARD OF COMMISSIONERS**

**RESOLUTION AUTHORIZING AN AGREEMENT WITH STRAUB PETTITT YASTE ARCHITECTS FOR ARCHITECTURAL AND ENGINEERING SERVICES FOR FILE STORAGE ROOM EXPANSION IN THE PROBATE COURT OFFICE**

WHEREAS, the resolution before you authorizes an agreement with Straub Pettitt Yaste Architects for architectural and engineering services for file storage room expansion in the Ingham County Probate Court Office; and

WHEREAS, this project includes all electrical, mechanical, engineering, infrastructure costs, and any/all permitting costs; and

WHEREAS, the Probate Court Office has outgrown the space they currently occupy, more space is required to ensure proper record keeping and organization; and

WHEREAS, the Purchasing Department submitted proposals and after careful review of the bids, it is the recommendation of both the Purchasing and Facilities Departments to award a contract to Straub Pettitt Yaste Architects for a not to exceed cost of \$15,650.00; and

WHEREAS, funds for the file room expansion are available within the approved CIP Line Item # 245-26710-976000-6FC15 which has a balance of \$50,000.00.

THEREFORE BE IT RESOLVED, the Ingham County Board of Commissioners hereby authorizes an agreement with Straub Pettitt Yaste Architects, 850 North Crooks, Suite 200, Clawson, Michigan 48017-1311 for Architectural and Engineering services for file storage room expansion in the Probate Court Office for a total not to exceed cost of \$15,650.00.

BE IT FURTHER RESOLVED, the Ingham County Board of Commissioners authorizes the Board Chairperson to sign any necessary documents that are consistent with this resolution and approved as to form by the County Attorney.

## Agenda Item 4b

**TO:** Board of Commissioners, Law & Courts, County Services and Finance Committees

**FROM:** Rick Terrill, Facilities Director

**DATE:** May 23, 2016

**SUBJECT:** D.M. Burr for uniformed unarmed guard services in various county buildings

For the meeting agendas of: June 2, 7, and June 8

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### **BACKGROUND**

The current contract for guard services will expire on May 31, 2016. Over the past couple of years we have had several security breaches and other issues with our current service provider.

### **ALTERNATIVES**

There are no alternatives for this project.

### **FINANCIAL IMPACT**

Even though D.M. Burr was not the lowest bid, they were the most responsive and responsible bidder in the amount of \$424,355.36 for the first year at a billable rate of \$21.82 per hour. The second and third years will be based on the increase in the living wage rate.

### **OTHER CONSIDERATIONS**

There are no other considerations for this project.

### **RECOMMENDATION**

Based on the information presented, I respectfully recommend approval of the attached resolution to support a contract with D.M. Burr to provide uniformed unarmed guard services in various county buildings.

Introduced by the Law & Courts, County Services and Finance Committees of the:

**INGHAM COUNTY BOARD OF COMMISSIONERS**

**RESOLUTION AUTHORIZING A CONTRACT WITH D.M. BURR FOR UNIFORMED  
UNARMED GUARD SERVICES IN VARIOUS COUNTY FACILITIES**

WHEREAS, the current contract for guard services will expire on May 31, 2016; and

WHEREAS, after careful review of the bids the Purchasing and Facilities Departments both agree that a contract be awarded to D.M Burr for uniformed unarmed guard services for a contract term of three (3) years starting June 1, 2016 through May 31, 2019, with an option to renew for two (2) additional years; and

WHEREAS, this contract requires the payment of living wages; and

WHEREAS, the funds for this contract are available within the appropriate contractual line items.

THEREFORE BE IT RESOLVED, the Ingham County Board of Commissioners authorizes entering into a three (3) year contract with D.M Burr, 4252 Holiday Drive, Flint, Michigan 48507 to provide uniformed unarmed guard services for an initial yearly cost of \$424,355.36, additional years will be based on the living wage rate increase.

BE IT FURTHER RESOLVED, this contract will be effective June 1, 2016 through May 31, 2019, based on their proposal as recommended by the Purchasing and Facilities Departments.

BE IT FURTHER RESOLVED, the Ingham County Board of Commissioners authorizes the Board Chairperson to sign any necessary contract documents that are consistent with this resolution and approved as to form by the County Attorney.

**TO:** Board of Commissioners Law & Courts and Finance Committees  
**FROM:** Allan Spyke, Undersheriff  
**DATE:** May 19, 2016  
**SUBJECT:** Closing of Post 6 at the Ingham County Jail  
For the meeting agenda of June 2, 2016

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**BACKGROUND**

The Michigan Department of Corrections currently has 100 rental beds contracted for Detainers and Parole violators at a cost of \$36.00 per day. They additionally have 90 beds that they ask for annually per appropriation from the legislature to house virtual boarders. It is the intent of the Director of the Michigan Department of Corrections, Heidi Washington, to remove virtual boarders from the County Jails and put them back into the State Prisons and that process has begun.

**ALTERNATIVES**

At this point, there are no alternatives other than the legislature, the senate, or the Governor overriding the Director's intentions; however, the virtual bed program is not in the Governor's budget for 2017.

**FINANCIAL IMPACT**

Closing of Post 6 - Post 6 holds 32 inmates and is staffed by six (6) Deputies. Cost savings would be as follows:

- Eliminate six (6) deputies (through attrition) who are assigned to work Post 6  
6 deputies x \$87,601 - \$525,606.00
- Reduce the MDOC Bed Rental Contract from 190 to 158 (a reduction of 32 inmates, the rate capacity of Post 6). This would reflect a revenue loss of \$36.00/day x 32 inmates x 365 = \$420,480.00
- Reduction in meals for inmates, \$.98/meal x 3 meals/day/inmate x 32 inmates x 365 = \$34,339.00

Reduced staff -	\$525,606.00
Reduced meals -	\$34,339.00
Lost Revenue from MDOC Bed Rental -	\$420,480.00
Net savings to the County -	\$139,465.00/yr

**OTHER CONSIDERATIONS**

This will reduce the bed capacity of the Ingham County Jail from 601 beds to 569 beds. The local beds capacity remains at 408.

**RECOMMENDATION**

Based on the information presented, I respectfully recommend approval of the attached resolution to support the closing of Post 6 and the elimination of six (6) Correctional Deputy positions.

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

**INGHAM COUNTY BOARD OF COMMISSIONERS**

**RESOLUTION AUTHORIZING THE CLOSURE OF POST #6 AT THE INGHAM COUNTY JAIL,  
THUS REDUCING THE JAIL'S RATE OF CAPACITY FROM 601 BEDS TO 569 BEDS**

WHEREAS, the Ingham County Sheriff's Office has a contract with the Michigan Department of Corrections for 100 beds for detainees and parole violators at \$36.00 a day; an additional 90 beds that are for virtual boarders at \$36.00 per day; and

WHEREAS, the Michigan Department of Corrections Director, Heidi Washington, has indicated that her department is going to be backing out of the virtual bed rental program; and

WHEREAS, the Michigan Department of Corrections has not been able to maintain full use of their designated beds, the Sheriff's Office is recommending closing Post 6, which holds 32 inmates and is staffed by six (6) deputies.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners hereby authorizes the closing of Post 6 effective July 1, 2016 and the reduction of 6 Corrections Deputies through natural attrition.

BE IT FURTHER RESOLVED, that the contract with the Michigan Department of Corrections for 190 beds for detainees, parole violators and virtual boarders be amended to reduce the amount of inmates to be housed by 32 inmates from 190 to 158 inmates.

BE IT FURTHER RESOLVED, that the Controller/Administrator is authorized to amend the Ingham County Sheriff's Office 2016 budget in accordance with this resolution.

BE IT FURTHER RESOLVED, that the Chairperson of the Ingham County Board of Commissioners and the Sheriff are authorized to sign any necessary contract documents consistent with this resolution and approved to form by the County Attorney.

**Agenda Item 5b**

TO: Law & Courts Committee  
Finance Committee

FROM: Major Maatman, Field & Staff Services Administrator

DATE: May 6, 2016

RE: RESOLUTION TO PURCHASE NEW TASERS FOR THE SHERIFF'S  
OFFICE CORRECTIONS DIVISION AND COURTS UNIT USING  
COMMISSARY FUNDS.

This resolution is for the approval to purchase Twelve (12) new Tasers and associated equipment for the Sheriff's Office Corrections division and Court Security Unit, using commissary funds.

Specifically, these twelve (12) new Taser's and their associated equipment will replace outdated and broken Tasers already assigned to both units. Taser's are an important officer safety issue which protects not only the deputies but, citizens and inmates from injury. The use of Tasers also limits county liability and is fully supported by our insurance carrier MMRMA.

Taser Corporation is a single source company.

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

**INGHAM COUNTY BOARD OF COMMISSIONERS**

**RESOLUTION TO PURCHASE NEW TASERS FOR THE SHERIFF'S OFFICE  
CORRECTIONS DIVISION AND COURTS UNIT USING COMMISSARY FUNDS**

WHEREAS, the Ingham County Sheriff's Office is responsible for maintaining a secure and safe correctional facility as well as all of our Circuit Courts; and

WHEREAS, MMRMA the county insurance carrier fully supports their clients obtaining Tasers as a tool to maintain safe and secure operations in both corrections and in law enforcement; and

WHEREAS, Deputies properly equipment and trained with functional, up to date Tasers have greatly limited use of force complaints, deadly force situations and legal issues since the initial release of these police tools; and

WHEREAS, the Sheriff's Office has determined the need to purchase twelve (12) new Tasers to replace old, outdated and broken Tasers that are at least six year old for the Corrections Division and the Court Security Unit; and

WHEREAS, the purchase order also includes needed updated holsters, batteries and cartridges for deployment and certification training; and

WHEREAS, Taser Corporation is a single source company for this equipment; and

WHEREAS, the total expenditure for this proposal is not to exceed \$12,722.86.

THEREFORE BE IT RESOLVED, the Ingham County Board of Commissioners authorizes the Sheriff's Office to purchase twelve (12) Tasers and associated equipment from Taser International using Commissary Funds.

BE IT FURTHER RESOLVED that the Ingham County Board of Commissioners authorizes the Board Chairperson to sign any necessary contract documents or purchase documents that are consistent with this resolution and approved as to form by the County Attorney.

## Agenda Item 5c

**TO:** Law & Courts Committee  
Finance Committee

**FROM:** Major Sam L. Davis

**DATE:** April 20, 2016

**RE:** FCC Ruling on Inmate Telephone Fees for the meeting agenda of June 2, 2016

The FCC ruled that effective June 20 for jails that the transaction fees for inmate telephone services could not exceed \$3.00 for payments made through the web and \$5.95 for payments made via live agent.

Fees that were for technology and state cost recovery will be eliminated for all including inmates and the public and transaction fees for the public will be drastically reduced.

If we do not make the required changes, we will not be in compliance with the ruling and the County would be subject to fines and penalties and would still be forced to comply with the ruling.

By reducing our current transaction fee from \$9.00 to \$3.84 and moving \$0.3248 fees to rates, we can maintain our current average commissions of \$17, 443.

All fees and rates will be restored to today's levels if the United State Court of Appeals stays or reverses the FCC ruling.

Based on the information presented, I respectfully recommend the approval of the attached resolution to support amending the contract with Securus Technologies for inmate fees and rates.

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

INGHAM COUNTY BOARD OF COMMISSIONERS

**RESOLUTION AUTHORIZING CONTRACT AMENDMENT WITH SECURUS TECHNOLOGIES TO ADDRESS APPLICABLE PORTIONS OF THE FCC RULING ON INMATE TELEPHONE FEES**

WHEREAS, Ingham County currently contracts with Securus Technologies to provide a telephone system for all inmates in Ingham County; and

WHEREAS, the Sheriff's Office recommends that the County authorize a contract amendment with Securus Technologies to comply with those applicable portions of the Federal Communications Commission ("FCC") Intrastate Rate Order [WC Docket No. 12-375; FCC 13-113] on inmate telephone fees which, absent additional action by a court or by the FCC, are currently scheduled to take effect on June 20, 2016 (the "Applicable June 20 Requirements"); and

**WHEREAS, the Applicable June 20 Requirements provide, among other things, that jails cannot charge transaction fees which exceed \$3.00 for automatic payment (including through web/interactive voice response/kiosk) or \$5.95 for payment made via live agent; and**

WHEREAS, the specific and average transaction fees for automatic and agent payment for the Ingham County Sheriff's Office currently exceed the Applicable June 20 Requirements; and

WHEREAS, if this amendment is authorized, the estimated weighted average of the automatic and agent payment fees will be \$3.84, assuming that the mix stays consistent; and

WHEREAS, the vendor and the Sheriff's Office have recommended a billing adjustment of an additional \$0.3248 to the per minute inmate telephone call rate to maintain the current monthly commission; and

WHEREAS, the Sheriff's Office has been informed by the vendor that a failure to have in place a contract amendment complying with the Applicable June 20 Requirements by the deadline would result in Securus Technologies reducing a portion of the current per minute rate by \$0.5906; and

WHEREAS, the contract amendment will expressly provide that if the "Applicable June 20 Requirements" addressed in the contract amendment are reversed or stayed, the pre-amendment contract fees and rates will be reinstated.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners authorizes a contract amendment with Securus Technologies to provide for a billing/fee of \$3.00 for automatic payment and \$5.95 for payment made via live agent; to provide for a \$0.3248 increase to the per minute inmate telephone rate; to provide that the pre-amendment contract fees and rates will be reinstated if the Applicable June 20 Requirements addressed in the contract amendment are reversed or stayed; and that such contract amendment shall be effective on or before June 19, 2016.

BE IT FURTHER RESOLVED, that the Board Chairperson is authorized to sign any contract documents consistent with this resolution subject to review and approval by the County Attorney.

## Agenda Item 6

TO: Law and Courts Committee, Ingham County Board of Commissioners  
FROM: Lance Langdon  
DATE: May 19, 2016  
RE: Discussion on 9-1-1 Operations and Expense information for Millage Considerations

### **9-1-1 Center**

As you are aware, the 9-1-1 Center opened as a county department in June of 2012, consolidating the two centers that prior to this time were operated by the cities of East Lansing and Lansing. Employees of the Center answer all Emergency 9-1-1 calls and non-emergency calls for many of area police departments, totaling over 500,000 phone calls in and out of the center each year. In addition to the phone calls, over 280,000 police, fire and EMS calls for service, were processed by staff. We work with 14 Police agencies and 15 Fire and EMS agencies providing radio dispatch services.

### **9-1-1 Expenses**

As would be expected in operating the center our largest costs are in the area of salary and benefits. The people working as Dispatchers, Supervisors and Administration are the life blood of the center. Our Dispatchers are the direct link between the public in need of assistance and the first responders that are waiting and ready to help as needed.

In 2015 the Center's expenses were \$7,764,931.00 of which \$517,122.00 were State 911 Fees, \$1,402,698.00 in local fees, \$5,625,134 in millage revenues and \$219,977.00 in fund balance.

For our 2016 budget it is expected to use approximately \$40,274.00 in fund balance.

Unlike several years ago there is no longer a Technology and Improvement fund in place as part of the 9-1-1 budget. As you can see our current revenues are a little short of our expenses. In years past, 20% of the 9-1-1 funds were held aside for the many upgrades and improvements needed to keep the centers moving forward and to maintain/upgrade equipment as needed.

This fund was used for the Macom/Harris Public Safety Radio System currently in use by the Center and Emergency Responders throughout the County, as well as other technology system upgrades. As we look forward to future needs as the new center is reaching 4 years old, and systems need replacement or upgrade, it is important that we look to put a funding source in place so that when the needs arise, we are able to purchase the equipment or systems that are needed. Like most businesses and industry there is a great need to keep up with upgrades and changes in technology to improve operations. In our case, the changes we make help us work to decrease the response times and improve safety for our customers.

We are currently using 9-1-1 fund balance to meet our expenses. Current revenues do not allow us to set a 20% fund aside or fully meet our expenses. With the 9-1-1 Millage being up for renewal in the fall of this year, discussion as to the possibility of a millage increase or surcharge increase should be considered.

Looking ahead there are several items that will be in need of replacement or upgrade, as well as improvements that should/could be requested.

### **One Time Capital System Improvement Projects**

-The largest item would be the upgrade or replacement of the Public Safety Radio System. This expense is expected to be sometime after 2019, but carries a cost estimated between 6 and 17 million dollars. While this project would more than likely require bonding to raise the funds, additional funds set aside now would allow the balance to grow and result in a lesser amount to be needed through a bond. This would be a one-time cost item for the purchase, with reoccurring maintenance costs each year. (High Priority item)

-Our 9-1-1 Phone system upgrade or replacement in 2017/18 in order to meet the needs of Next Gen 9-1-1 services, estimated at \$500,000.00 to \$900,000.00. This would be a change or upgrade to a new software as well as hardware replacements, of servers, switches and consoles. This would be a one-time cost item for the purchase, with reoccurring maintenance costs each year. (Medium to High Priority)

-Computer Upgrades for Dispatch Systems in 2017/18 estimated at \$50,000.00. New PC's were installed with the CAD upgrade in 2014. These PC's will need to be replaced as they do run on a 24 hour basis, as compared to most county office PC's that are used only part of a day. (High Priority)

-Phone and Radio Recorder replacement 2018/19, estimated at \$125,000.00. The Current equipment has an EDACS integration is only supported until end of 2017. We would still be able to use the equipment in an analog recording mode if the integration equipment failed after 2017, but it will reduce our recording abilities. This system was purchased for the Lansing Center and was moved to the new Center. (High Priority) This would be a one-time cost item for purchase, with reoccurring maintenance costs each year.

-CAD to CAD- an interface from our computer system to our neighboring counties to allow for real time exchange of call information and unit status changes, to accommodate the changes in responses currently being made in the Fire and EMS departments. Estimated cost \$326,400.00 this would be a one-time cost item for purchase, with reoccurring maintenance costs each year. (High Priority will be requested with 2017 Budget)

Total costs for System Improvements: \$1,001,400.00 to \$1,401,400.00 separate of the 6-17 million dollars for a new radio system.

## **One Time Capital Facility Improvement Projects**

Our facility could be updated and additions made to accommodate training opportunities, meeting space, additional staff office space. This would include;

-Replacing Call Center work station furniture positions 14-17, that were removed from the initial project to reduce costs. Estimated cost \$100,000.00 Training is now done on workstations that are from the old 9-1-1 Centers. The configuration is different than what is used for normal operations. Having our back up/training work stations mirror the regular stations will help staff to use these positions without having to change the way they work because of the different work stations and computer configurations. (Medium Priority)

-Addition of large training room and office/storage space, most of which was removed from the original center designs to curb construction costs. Estimated cost \$850,000.00 (Medium Priority) Current room sizes limit our ability to hold some meetings and to hold training programs in house. Additionally space is limited for storage or additional office space for staff. (Medium Priority)

-Facility Parking lot update, curb and gutter/repaving, estimated cost \$150,000.00 Design and grading have been an issue with employee safety, these changes would allow for additional secure parking space and safety of staff. (Medium Priority)

Total costs for Facility Improvements: \$1,100,000.00

## **Staffing Improvement with Reoccurring Costs**

-Addition of a Deputy Director Position- Responsible for Quality Assurance, Employee Training and Development as primary duties. Estimated cost \$100,000.00. Many tasks and needs are delayed with the current administrative staffing level. The increase will allow us to distribute the work load and address tasks and issues in a timelier manner. (High Priority, will be requested with 2017 Budget)

-GIS/IT Technician- GIS is a major part of our CAD and first responder applications. We have been subcontracting for these services, but with the addition of our own staff member we can get increased services while reducing additional burden on current staff to fill gaps with current services, as well as provide some GIS assistance to other Ingham County Departments that have GIS needs as well. Estimated cost \$100,000.00. (Medium High Priority)

-Six (6) Call Taker/Dispatcher Positions- Optimal staffing to properly cover positions and balance work load, while allowing for staff to take leave time without causing overtime and to allow for some open positions at any given time which has been normal in the 9-1-1 business, these positions should be added to center total staffing. This was proposed in my 2016 budget request. Estimated cost \$360,000.00. (Medium Low Priority)

Total cost for the new positions and program/system, \$560,000.00

As you can see we have approximately \$3,061,400.00 in technology, facility updates and additional staffing needs that are in addition to the large radio project that is needed in the future. Current funding will not allow for most of this to even be considered with current revenues.

Our 2015 property tax income with the current millage is \$5,593,955.51 and is our main funding source. We also get funding from phone surcharges in the amount of \$0.42 per device that provided us with \$1,241,875.00 in 2015.

As we look at the need for additional revenues we do have two options; and increase in the millage or in the phone surcharge noting that both require a vote of the people.

With the option of a millage increase from our current .85 mills, by .15 mills we would see an approximate income of \$1,041,458.00 per year.

Based on the total surcharge funds from 2015 or \$1,241,875.00 we estimate the number of devices that the County has received payment for is 246,403. If we raised the surcharge by \$0.10 it would generate an additional \$295,683.00 per year. To reach the same income from the surcharge that the .15 millage increase would raise, we would need a \$0.36 surcharge increase that would generate \$1,064,460.96. This would bring the total surcharge to \$0.78 per device. In the case of a Surcharge increase the requirements for making an increase would require notice to the state and could not take effect until July 1, 2017 at the earliest.

If we looked to add 20% to our current budgeted amount as we had in the past, we would need to raise an additional \$1,534,000.00 to set aside funding for the technology fund.

As a reminder, the 9-1-1 Center is funded through the Millage and Phone Surcharges, with no general funds dollars used for operations.

I hope that this information assists you in looking at the wants and needs of the center and potential costs for them. I have listed the items with their level of priority from High to Low, while also listing what equipment will be needed as we look towards a new radio system.

## Agenda Item 7

To: Mr. Tim Dolehanty, Controller/Administrator

From: Management Partners Representatives:  
Jacquelyn McCray, Senior Manager  
Amy Paul, Corporate Vice President  
Susan Hoyt, Special Advisor

Subject: Ingham County Draft Strategic Plan

Date: April 19, 2016

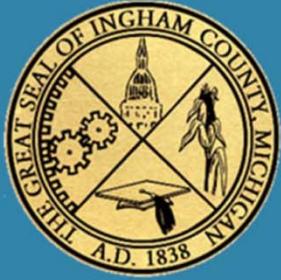
The attached draft Strategic Plan reflects the input received from members of the Commission at their workshop on March 24. The draft incorporates the vision and mission along with goals and strategies for the future. Prior to completing the strategic plan you and the Commissioners should review the document to make sure it accurately reflects the correct language and intent.

Additionally, there are three areas requiring decisions by the Commissioners, as listed below:

1. **Vision statement** – While there was extensive discussion about the wording of the vision, we discouraged wordsmithing so we have two versions for consideration. The Commissioners will need to determine which of the two statements (or another to their liking) best reflects their desired future for the County.
2. **Goals** – Please review the wording of the goals and indicate any desired revisions or changes. Any edits or changes to the wording should reflect a consensus or majority of the Commission members.
3. **Strategies** – Please review the wording of the strategies and indicate any desired revisions. Changes and edits should reflect a consensus or majority of the Commission members.
4. **Performance Indicators** – Please review the performance indicators and provide any desired revisions. Changes and edits should reflect a consensus or majority of the Commission members.

You will notice that pages 6 and 14 of the document are missing photographs. I have requested a few pictures from Becky. We will add those to the final plan.

Once confirmation on a vision statement and any other changes are received, we will finalize the document and prepare the draft Implementation Action Plan. If you have questions please let us know.



# Ingham County Strategic Plan



Vision  
Mission  
Values  
Goals  
Strategies  
Success  
Indicators

April 2016

*Prepared for Ingham County, Michigan by Management Partners*



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# Background



*Ingham County is governed by a 14-member Board of Commissioners elected on a partisan basis for terms of two years from single-member districts that are approximately equal in population.*

## Introduction

Ingham County's Strategic Plan identifies the vision, values, and goals to guide resource allocation and work planning for the next five years. The plan includes strategies and an action plan (separate document) that specifies activities and tasks required to reach for accomplishing the goals. The strategic plan also includes success measures to evaluate the County's progress toward meeting these goals.

## Strategic Planning Process and Workshops

The process for creating Ingham County's Strategic Plan began with individual interviews with Commissioners, department heads, and elected officials. Interviewees shared their perspectives on strengths, weaknesses, opportunities and challenges (SWOC) facing the County. A summary of themes, along with data on current socio-economic trends, was provided as background information for a workshop with elected officials and department heads in January 2016. During the workshop the participants identified draft goals and strategies, which were then shared with Commissioners.

A Strategic Planning Workshop for Commissioners was held in March of 2016. The workshop began with a discussion about the County's vision and mission, followed by discussion and prioritization of the values that provide the foundation for how the County does its work. In addition to discussing the Ingham County vision and values, the Commissioners developed goals and strategies. Together these elements comprise the Ingham County Strategic Plan.



# Vision and Mission



*A vision statement is aspirational. It reflects a desired future for the County.*

*A mission defines the purpose of the organization, what it stands for and what it will do, and directs the day-to-day actions of leaders, managers and employees.*

## **OUR VISION**

**(The Commissioners discussed many concepts about vision, but did not reach consensus. Please choose one.)**

*Ingham County is a welcoming, inclusive area working to empower people to live well in a safe, healthy, engaged community that respects diversity.*

**or**

*Ingham County is a safe, welcoming, engaged, inclusive and just community that empowers people to live their best lives.*

## **OUR MISSION**

*Ingham County is committed to assuring the identification and provision of services most important to its citizens in the achievement of its vision. County services will be of high quality, cost effective, and easily accessible and delivered in cooperation and collaboration with its citizens and other community and governmental organizations. These services will be delivered by a highly motivated, well-trained, service-oriented workforce, utilizing effective technology and guided by the highest ethical standards.*



# Values

*Insert Photo*



*Values guide the actions and behaviors of County leaders and employees in carrying out Ingham County programs, projects and policy development.*

## ***OUR VALUES***

While providing county services and doing our work we value:

- ❖ *Honesty, integrity and ethics;*
- ❖ *Accountability and fiscal responsibility;*
- ❖ *Creativity and innovation; and*
- ❖ *Quality constituent services*



# Goals and Strategies



*A goal is a statement of a specific direction and the desired outcome(s).*

*A strategy is an action to be taken to achieve a goal.*

*A success indicator is a quantifiable metric or measurement that is used over time to track progress and outcomes of programs.*

The Commissioners developed goals and strategies that address six strategic issue areas:

- ❖ Service to Residents
- ❖ Communication
- ❖ Facilities and Infrastructure
- ❖ Information Technology
- ❖ Management and Finance
- ❖ Human Resources and Staffing



# Service to Residents

**Goal: Provide easy access to quality, innovative, cost-effective services that promote well-being and quality of life for the residents of Ingham County.**



## Strategies

### Success Indicators

- *Percent of survey respondents rating the quality of service by County employees as good or excellent*
- *Percent of survey respondents rating accessibility to County services as good or excellent*

1. Implement a public marketing campaign to promote key services through the local media, the County website and various publications.
2. Provide a forum for residents and service recipients to share their positive stories and experiences about County services.
3. Create an electronic, public directory of all County services with contact information.
4. Create a physical reception area and information desk in major and frequently used County facilities.
5. Create a virtual front desk that directs callers and electronic inquiries to the appropriate department contact.
6. Connect with local government networks to learn about innovations and new cost effective service delivery models (e.g., Alliance for Innovation, International City and County Management Association—ICMA, etc.).
7. Develop a performance-based measurement system for monitoring and reporting County service delivery and outcomes.



- *Percent of calls and inquiries to the County's virtual front desk that are responded to within 24 hours*
  - *Percent of survey respondents rating customer service as good or excellent*
8. Conduct training that will help employees better understand and respond to customer questions and inquiries.
  9. Contract with an impartial third party to survey residents and customers to evaluate the quality and accessibility of County services.
  10. Hold public forums to gather feedback on County services.



# Communication



**Goal: Improve external and internal communication.**

## Success Indicators

- *Percent of survey respondents who rate the County website as good or excellent*
- *Percent of policy and procedure changes communicated to County employees within one week of adoption.*

## Strategies

1. Implement routine department head agenda review meetings to share information about upcoming County Board committee and business meetings.
2. Communicate policy and procedure changes and other updates to the Employee Handbook to department heads and employees within one week of adoption.
3. Assign an employee in each department with responsibility for keeping the intranet up to date.
4. Schedule department head meetings with the County Board once or twice a year and outside of the budget process.
5. Add a recurring item to County Board agenda for committee liaisons to provide brief updates on relevant business and actions.
6. Develop and adopt a County communication plan that includes ways to brand and unify messaging.
7. Identify financing for a dedicated position to coordinate and manage communication for the County.



- *Percent of Commissioners and department heads that have completed public relations and media training.*

8. Provide public relations and media training for Commissioners, department heads, and staff.
9. Improve the layout and ease of access to information on the County web site.
10. Create and maintain a social media presence for County programs and services.
11. Publish a quarterly newsletter for distribution to County residents with access via mail, the web and an e-news distribution system.



# Management and Finance



**Goal: Be an open, well-managed and collaborative government that ensures our public services are efficiently delivered to all geographic areas while preserving the County's fiscal health.**

## Success Indicators

- *Percent change in the County's financial reserves*
- *Percent of policies reviewed as scheduled*
- *Percent change in tax base*

## Strategies

1. Maintain and grow the County's financial reserves.
2. Monitor adherence to the County's reserve policy.
3. Develop options for expanding, maintaining or reducing service levels depending on the County's fiscal health.
4. Create a schedule for reviewing and revising internal policies and contracting procedures to reflect current best practices.
5. Train department heads how to monitor their budgets and on contracting policies and procedures.
6. Conduct periodic internal audits to assess departmental compliance with management and financial policies and procedures.
7. Train staff on budgeting, grant writing and finding revenue enhancement opportunities.
8. Expand tax base growth through partnerships with economic development influencers and organizations.
9. Develop a long-term millage strategy that includes a calendar of



- *Percent change in average expenditure per service or program*

- *Percent of capital improvement projects that are funded*

upcoming millage deadlines.

10. Schedule regular County Board information sessions on the use of debt service, updates on Tax Increment Financing and other financing tools.
11. Develop a policy to ensure adherence with the approved CIP when reviewing capital funding requests.
12. Develop a process for identifying funding priorities and financing options for future capital projects.
13. Develop a performance measurement system to track the success of County services (internal and external), including periodic reporting to the County Board and the public.
14. Schedule reports to the County Board on management and financial issues outside of the budget process.



# Information Technology

**Goal: Anticipate and meet the information technology needs of each department and effectively engage our residents through reliable platforms.**

Insert Image

## Success Indicators

- *Average number of annual training hours completed by IT managers and staff*
- *Percent of IT priorities funded*
- *Percent of quarterly meetings held as scheduled*

## Strategies

1. Hire well-trained IT managers and staff.
2. Invest in training to keep IT managers and staff current with emerging trends and best practices.
3. Prioritize and annually budget for countywide IT projects including updates to existing software applications.
4. Establish consistent standards for department website design, information and posting and monitor.
5. Schedule quarterly face-to-face meetings with the IT director and department heads and elected officials.
6. Schedule quarterly meetings with the County Board and the IT director.
7. Promptly communicate emerging IT issues with department heads, elected officials and the County Board.
8. Prepare a comprehensive landscape review and inventory of County IT programs, vendors, hardware, IT assets, and



- *Percent of department IT evaluations completed*
- *Percent of survey respondents (employees and Commissioners) rating the quality of IT services as good or excellent*

assessment of related needs with cost estimates.

9. Implement a department-by-department evaluation of IT services that focuses on the needs of the end user.
10. Develop a repository of prior IT vendors' performance for reference and use during vendor selection.
11. Develop a five-year IT growth plan with associated costs.
12. Create an up-to-date IT emergency management plan including the security of private data.
13. Develop a data retention policy.
14. Evaluate future storage capacity needs for electronic data.



# Facilities and Infrastructure



**Goal: Provide environmentally friendly, accessible facilities and quality infrastructure, which supports a safe and efficient pedestrian and multi-modal transportation network.**

## Success Indicators

- *Percent change in annual expenditures for planned facilities upgrades*
- *Percent of 17-year old offenders with adequate housing*
- *Percent change in annual expenditures devoted to proactive maintenance*

## Strategies

1. Use the County space study to prioritize and budget for facility space.
2. Develop a plan for a new jail.
3. Plan for and anticipate additional housing needs to adequately accommodate 17-year old offenders.
4. Plan physical space needed for future data storage needs.
5. Evaluate alternatives for countywide “complete streets” policy.
6. Develop a proactive maintenance plan to extend the life of facilities, property and infrastructure assets.
7. Identify areas for collaboration with other governmental units for facilities, property, and infrastructure upgrades.



# Human Resources and Staffing



**Goal: Make Ingham County the employer of choice where employees, diversity, inclusion, and public service are valued, and our workforce reflects the community it serves.**

## Success Indicators

- *Percent change in employee turnover*
- *Percent of employees completing job satisfaction surveys*
- *Percent of survey respondents rating job satisfaction as good or excellent*
- *Percent change in funding for professional development*

## Strategies

1. Attract and retain employees who value public service.
2. Implement policies to encourage work-life balance, including flexible work hours and mobile access to work.
3. Use job satisfaction surveys and interviews to identify employee retention risks and suggestions for improving the work environment.
4. Develop an employee succession plan with a timeline for anticipated retirements.
5. Regularly solicit employee feedback and suggestions for workflow improvements.
6. Develop formal and informal employee recognition programs to encourage and reward creativity and innovation.
7. Support employee and professional development including travel to national conferences and educational opportunities.



- *Percent of employees who have participated in professional development*

8. Develop a workforce that reflects the community it serves by establishing countywide diversity goals.
9. Develop a countywide training program that promotes respect for diversity.
10. Monitor compliance with policies and procedures by County employees, elected officials and Commissioners (e.g., purchasing, ethics, IT security, non-discrimination).



## Conclusion



This strategic plan includes goals and strategies to accomplish six areas of importance:

- Service to Residents,
- Communication,
- Management and Finance,
- Information Technology,
- Facilities and Infrastructure, and
- Human Resources and Staffing.

An Implementation Action Plan has been developed and provided to the County under separate cover. It describes and sequences the actions required to implement each of the strategies to accomplish the goals of the Strategic Plan.

### Board of Commissioners

**Kara Hope**  
Chairperson

**Sarah Anthony**  
Vice- Chairperson

**Randy Maiville**  
Vice Chairperson Pro Tem

**Victor Celentino**, District 1

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**Bryan Crenshaw**, District 4

**Todd Tennis**, District 5

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**Brian McGrain**, District 10

**Teri Banas**, District 11

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