

CHAIRPERSON
VICTOR CELENTINO

VICE-CHAIRPERSON
RYAN SEBOLT

VICE-CHAIRPERSON PRO-TEM
ROBIN NAEYAERT

LAW & COURTS COMMITTEE
BRYAN CRENSHAW, CHAIR
KARA HOPE
VICTOR CELENTINO
TERI BANAS
SARAH ANTHONY
RANDY SCHAFER
RANDY MAIVILLE

INGHAM COUNTY BOARD OF COMMISSIONERS
P.O. Box 319, Mason, Michigan 48854 Telephone (517) 676-7200 Fax (517) 676-7264

THE LAW & COURTS COMMITTEE WILL MEET ON THURSDAY, NOVEMBER 15, 2018 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 [November 1, 2018 Minutes](#)

Additions to the Agenda

Limited Public Comment

1. 9-1-1 Dispatch Center
 - a. Public Safety Radio System Update (*Discussion*)
 - b. 9-1-1 Dispatch Center Update

2. Animal Control
 - a. Resolution to Accept a [Two Seven Oh! Grant](#) for Reimbursement of Diagnostic Testing
 - b. Resolution Recommending Acceptance of a Donation from the Ingham County Animal Shelter Fund to Purchase [Medical Equipment](#) for the New Animal Shelter
 - c. Resolution to Authorize the [Cardinal Group II](#) to Conduct Organization Wide Training with the Staff of the Ingham County Animal Control and Shelter
 - d. Animal Control [Reorganization](#) (*Discussion*)

3. Controller's Office
 - a. Resolution Approving Various [Contracts](#) for the 2019 Budget Year
 - b. Resolution to Authorize Positions, Contracts and Other Expenses to Increase Treatment Programming as Authorized by the [Justice Millage](#)

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
November 1, 2018
Draft Minutes

Members Present: Banas, Celentino, Crenshaw, Maiville, and Schafer

Members Absent: Anthony and Hope

Others Present: Judge Thomas Boyd, Sheriff Scott Wriggelsworth, Teri Morton, Lindsey LaForte 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 October 11, 2018 Minutes

MOVED BY COMM. SCHAFER, SUPPORTED BY COMM. MAIVILLE, TO APPROVE THE MINUTES OF THE OCTOBER 11, 2018 LAW AND COURTS COMMITTEE MEETING.

THE MOTION CARRIED UNANIMOUSLY. Absent: Commissioners Anthony and Hope

Additions to the Agenda

4. Animal Control – Resolution to Accept a Bissell Pet Foundation Empty the Shelters Free Adoption Grant.

Limited Public Comment

Judge Thomas Boyd, 55th District Court, stated that he had heard about a recent hiccup in interviews for the Chief Public Defender. He further stated that he encouraged the Chief Public Defender Selection Panel to resume interviews as soon as possible.

Judge Boyd stated that once the funding was accepted a clock started, and the County had 180 days to put this office in place. He further stated that every day mattered.

Judge Boyd stated that in addition to complying with statute, every day without this office caused people to be in jail longer which was costly to them and the County.

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

1. Sheriff's Office
 - a. Resolution to Purchase a Used 2018 Boston Whaler Boat for Ingham County Sheriff's Office Marine Patrol from Gull Lake Marine
 - b. Resolution to Authorize a Contract with the Ingham County Sheriff's Office and Robertson Research Institute

- c. Resolution to Honor Sergeant Matthew Flint of the Ingham County Sheriff's Office
3. Controller's Office – Resolution to Authorize a Grant Between the State of Michigan, Michigan Indigent Defense Commission (MIDC), Department of Licensing and Regulatory Affairs (LARA) and Ingham County to Provide Funding to Assist the County in Complying with the Compliance Plan and Cost Analysis Approved by MIDC and Resolution #17-445
4. Animal Control – Resolution to Accept a Bissell Pet Foundation Empty the Shelters Free Adoption Grant.

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

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

2. 55th District Court – Resolution to Eliminate One Special Part-Time Deputy Court Officer Position Assigned to the 55th District Court and to Increase One Part-Time Court Officer Position in the 55th District to Full-Time (*Discussion*)

Commissioner Schafer stated the Committee had heard from Judge Boyd several times lately and further discussion was not needed.

MOVED BY COMM. SCHAFER, SUPPORTED BY COMM. BANAS, TO PREPARE THIS RESOLUTION AND HAVE IT EXPEDITED THROUGH TO THE NEXT BOARD OF COMMISSIONERS MEETING.

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

Announcements

None.

Public Comment

None.

Adjournment

The meeting was adjourned at 6:04 p.m.

Chairperson Crenshaw called the meeting back into order at 6:06 p.m.

Commissioner Banas asked about the process for the Chief Public Defender interviews and the need for an additional member of the Board of Commissioners on the Interview Panel.

Chairperson Crenshaw stated that the Board of Commissioners would appoint a new member to the Selection Panel, and include the incoming Board of Commissioners on this decision.

Chairperson Crenshaw stated that they would start with interviews after January 2.

Commissioner Banas stated that the current members of the Board of Commissioners were the most familiar with this issue.

Commissioner Maiville asked if a new member of the Selection Panel could be seated at the next Board of the Whole meeting.

Chairperson Crenshaw stated that the newly-elected members of the Board of Commissioners would not be acting Commissioners until January 2; therefore, not able to make decisions.

Commissioner Maiville asked if a current member of the Board of Commissioners could be appointed to the Selection Committee.

Chairperson Crenshaw stated that in the past, there was not much interest to serve on the Selection Committee.

Commissioner Celentino stated that at this point, two of the interested members had dropped out.

Commissioner Maiville stated that the timing of the original appointment was during time when the Board of Commissioners was handling the Animal Control issues.

Chairperson Crenshaw stated that the appointments were after that.

Commissioner Banas asked if anyone put out a request to see if there was additional interest.

Commissioner Celentino stated that interviews scheduled for November 2, 2018 needed to be postponed either way.

Discussion.

Commissioner Maiville asked that Becky Bennett, Board of Commissioners Director, be asked to send out a request for interest. He asked when the clock started for the 180 days.

Judge Boyd stated that it would happen after the grant is accepted.

Teri Morton, Deputy Controller, stated that they were hoping to not cut it too close.

Commissioner Celentino stated that Ms. Bennett could send out a Board Memo about this for the next Democratic Caucus meeting.

Chairperson Crenshaw stated that he would ask Ms. Bennett to add this as a discussion item for November 13 Democratic Caucus meeting.

Commissioner Schafer stated that he would be willing to serve on the Selection Panel.

Commissioner Maiville stated that he would also be willing to serve on the Selection Panel.

Commissioner Schafer stated that with a decision of this magnitude it would be nice for the members of the Board of Commissioners to have the background on the issues.

Discussion.

Chairperson Crenshaw stated that he would ask Ms. Bennett to add this as a discussion item during Democratic Caucus and if there was interest in appointing a member right away, they could decide that. He further stated that further interview dates depended on the schedules for the members of the Selection Panel.

Commissioner Banas stated that an Ingham Academy student wrote a letter published in the Lansing State Journal. She further stated that it was a very nice letter.

Commissioner Banas stated that she would like to congratulate Ingham Academy for their hard work and the difference they are making.

Commissioner Maiville stated that the Sobriety Court Graduation on Tuesday was their 49th graduation and the 50th graduation would be held on January 29.

Commissioner Maiville stated that it would be nice for the Board of Commissioners to do some recognition not only for the graduates, but also for Don Allen, 55th District Court Judge, and Da'Neese Wells, Chief Probation Officer.

Commissioner Maiville stated that their hard work made the program a success.

The meeting was adjourned at 6:17 p.m.

**NOVEMBER 15, 2018 LAW & COURTS AGENDA
STAFF REVIEW SUMMARY**

RESOLUTION ACTION ITEMS:

The Deputy Controller recommends approval of the following resolutions:

2a. *Animal Control – Resolution to Accept a Two Seven Oh! Grant for Reimbursement of Diagnostic Testing*

This resolution would approve the acceptance of a grant to reimburse the Ingham County Animal Control and Shelter (ICACS) for diagnostic testing fees up to \$2,500 from the Two Seven Oh! Foundation. Diagnostic tests reimbursed by the grant include blood tests for pre-op animals, X-rays done at offsite veterinary clinics and other blood panels used to test for illness and medical concerns for the animals in the Shelter's care.

See memo for details.

2b. *Animal Control – Resolution Recommending Acceptance of a Donation from the Ingham County Animal Shelter Fund to Purchase Medical Equipment for the New Animal Shelter*

This resolution would authorize the acceptance of a donation of up to \$110,000 from the Ingham County Animal Shelter Fund (ICASF) which will be used to purchase medical equipment that will be built-in to the new shelter. ICASF initiated a Capital Campaign in March 2018 with a goal of raising \$300,000, and the fund raising goal has been reached.

The balance of the Capital Campaign funds will be held by ICASF for a period of six months from the time of occupancy of the new shelter and can be used to purchase additional items necessary for the new shelter that are not currently allotted for or are unforeseen at this time. After six months from the time of occupancy, any remaining Capital Campaign funds will then revert to unrestricted funds with ICASF for future donations to the shelter's needs for medical care, public programs, etc. as guided by ICASF's mission statement.

A list of the equipment to be purchased is included in the resolution. See memo for details.

2c. *Animal Control – Resolution to Authorize the Cardinal Group II to Conduct Organization Wide Training with the Staff of the Ingham County Animal Control and Shelter*

This resolution would authorize organization wide training for Ingham County Animal Control and Shelter (ICACS) staff with the Cardinal Group II. This training is recommended to address the continuing leadership and organizational culture issues that have undermined the ability of ICACS to cultivate a healthy work environment and to achieve its service delivery potential. The training will focus on improving communication and teamwork among all levels of the organization.

The cost of the training is \$39,900, plus materials costs of up to \$7,000, to be funded from the 2019 contingency account. The training proposal is included in the agenda packet. Similar training by the Carinal Group at the 9-1-1 Center has been very well received by employees and management.

See memo for details.

3a. Controller's Office – Resolution Approving Various Contracts for the 2019 Budget Year

This resolution will approve the attached list of contracts for the 2019 budget year. The list consists only of contracts that are included in the 2019 Adopted Budget. If a contract later exceeds the budgeted amount, a resolution will need to be brought before the Board of Commissioners approving the increased amount. In addition, a separate Board resolution will be required if there is a change in employee status or increase in the total number of employees.

The county contract approval process, as amended by Resolution #09-095, provides that any contract over \$5,000 must be approved by the Board of Commissioners.

Based on Resolution #16-443, the Budget Office will be using the Consumer Price Index's Annual Inflation rate (2.4% for 2019) or 1%, whichever is greater to determine if the contract falls within the Board of Commissioners' Guidelines. Expenditure contracts with a 2019 increase of 2.4% or less are the only ones included in this resolution. All others will have to be presented separately by resolution.

See memo for details.

3b. Controller's Office – Resolution to Authorize Positions, Contracts and Other Expenses to Increase Treatment Programming as Authorized by the Justice Millage

This resolution would authorize programs totaling \$911,242, to be funded from proceeds of the Justice Millage “for the treatment of substance addictions, treatment of mental illness, and reduction of re-incarceration among arrested persons,” as approved in the millage ballot language. These recommendations for funding are the culmination of discussions at the Law and Courts Committee in 2017 and 2018, as well as a workgroup comprised of representatives from 30th Circuit Court, 55th District Court, Community Corrections, Community Mental Health, Ingham County Health Department, Ingham County Sheriff's Office, the Board of Commissioners Office, and the Controller's Office.

Programs recommended for funding include Community Mental Health Correctional Assessment and Treatment Services (CATS) - \$452,650 to provide mental health therapy and case management services and to coordinate care and increase collaboration at the Ingham County Jail and Ingham County Health Department/Jail Medical; Community Based Programs - \$120,600 to fund electronic monitoring, substance abuse assessment and psychological evaluation, day reporting, and MRT – Cognitive Behavioral Change; Ingham County Health Department Pathways to Care Program - \$95,000 to continue previously grant funded services in a client-centered approach to inmates who have a current or past history of opioid use; Ingham County Sheriff's Office/Jail - \$99,000 to fund Break Out/MRT, trauma centered yoga, restorative justice, inmate garden initiative, educational DVDs, and seeking safety; and \$175,377 to expand services provided by the Circuit Court/Pretrial Services division.

See memo for details.

DISCUSSION ITEMS:

1a. 9-1-1 Dispatch Center – Public Safety Radio System Update

1b. 9-1-1 Dispatch Center – Center Update

2d. Animal Control – Animal Control Reorganization

TO: Board of Commissioners, Finance and Law & Courts Committee
FROM: Kate Turner, Interim Deputy Director; Ingham County Animal Control
DATE: November 1, 2018
SUBJECT: Resolution to accept Two Seven Oh! Grant
For the meeting agendas of November 15, 21, 27

BACKGROUND

The Ingham County Animal Control and Shelter (ICACS) has applied for and been awarded a grant to reimburse ICACS for diagnostic testing fees up to \$2,500 from the Two Seven Oh! Foundation. These diagnostic testing's include blood test for pre-op animals, X-rays done at offsite veterinary clinics, and other blood panels used to test for illness and medical concerns for the animals in ICACS's care. This grant would reimburse up to \$2,500 of testing costs done between the grant acceptance and May 1st, 2019. Costs will be covered up to \$110.00 per animal for blood work. X-rays will be covered up to \$100.00 per animal.

ALTERNATIVES

If the grant is not accepted, ICACS will have to use operating expenses to cover the costs of necessary testing.

FINANCIAL IMPACT

Accepting the grant will reduce County and Department costs for necessary medical testing, and may increase revenue due to additional adoptions being possible.

OTHER CONSIDERATIONS

Previous Two Seven Oh! grants were used for similar diagnostic testing purposes were very helpful in successfully addressing and treating animal medical concerns.

RECOMMENDATION

Based on the information presented, I respectfully recommend approval of the attached resolution to accept the Two Seven Oh! Grant.

Respectfully Submitted,
Kate Turner
Interim Deputy Director
Ingham County Animal Control & Shelter

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

INGHAM COUNTY BOARD OF COMMISSIONERS

**RESOLUTION TO ACCEPT A TWO SEVEN OH! GRANT FOR
REIMBURSEMENT OF DIAGNOSTIC TESTING**

WHEREAS, the Ingham County Animal Control and Shelter has applied for and has been approved to receive a grant from the two Seven Oh! Foundation; and

WHEREAS, the purpose of this grant is to reimburse Ingham County Animal Control for diagnostic blood testing and x-rays until May 1st, 2019; and

WHEREAS, the award amount of this grant is dependent on the number of animals tested through May 1st, 2019 but is will not exceed \$2,500.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners approves acceptance of the grant from the Two Seven Oh! Foundation for an amount to be determined by the number of animals tested until May 1st, 2019, but not to exceed \$2,500 with no match requirement.

BE IT FURTHER RESOLVED, that 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.

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

TO: Board of Commissioners Law & Courts and Finance Committees
FROM: Teri Morton, Deputy Controller
DATE: November 8, 2018
SUBJECT: Resolution Recommending Acceptance of a Donation from the Ingham County Animal Shelter Fund to Purchase Medical Equipment for the New Animal Shelter
For the meeting agendas of November 15 and 20

BACKGROUND

A new Animal Shelter is currently being built using funds primarily supplied by the taxpayer-supported Animal Control Shelter Replacement and Operational Millage passed in 2016. The Ingham County Animal Shelter Fund (ICASF) initiated a Capital Campaign in March 2018 with a goal of raising \$300,000, and this fund raising goal has been attained. The ICASF wants to make sure that the new shelter has improved veterinary medical facilities, which will allow the shelter to save even more animals that arrive with serious illnesses or injuries.

The ICASF and Animal Control and Shelter Staff have developed a list of medical equipment that will enhance medical care at the shelter.

FINANCIAL IMPACT

At this time, the ICASF wishes to donate funds in the amount of up to \$110,000 for the medical equipment that will be built-in to the shelter. It is the intent of the ICASF that the balance of the Capital Campaign funds will be held by the ICASF for a period of six months following occupancy of the new shelter and can be used to purchase additional items necessary for the new shelter that are not currently allotted for or are unforeseen at this time.

The list of equipment is detailed in the attached resolution.

After six months from the time of occupancy, any remaining Capital Campaign funds will then revert to unrestricted funds with ICASF for future donations to the shelter's needs for medical care, public programs, etc. as guided by ICASF's mission statement.

STRATEGIC PLANNING IMPACT

This resolution supports the overarching long-term objective of providing user friendly, accessible facilities and quality infrastructure, specifically section E 1. (a) of the Action Plan – Use the Animal Control Millage to build a new Animal Control Replacement facility on existing county property in Mason.

OTHER CONSIDERATIONS

This equipment will be purchased and accounted for following Ingham County's policies and procedures.

RECOMMENDATION

Based on the information presented, I respectfully recommend approval of the attached resolution.

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

INGHAM COUNTY BOARD OF COMMISSIONERS

**RESOLUTION RECOMMENDING ACCEPTANCE OF A DONATION FROM THE
INGHAM COUNTY ANIMAL SHELTER FUND TO PURCHASE MEDICAL EQUIPMENT
FOR THE NEW ANIMAL SHELTER**

WHEREAS, a new Animal Shelter is currently being built using funds primarily supplied by the taxpayer-supported Animal Control Shelter Replacement and Operational Millage, passed overwhelmingly in 2016; and

WHEREAS, the Ingham County Animal Shelter Fund (ICASF) has been in existence since 2012 and raises money to help pay for food, shelter, and medical care for animals at the shelter; and

WHEREAS, with the passing of the millage for the new shelter, ICASF wants to make sure that the new shelter has improved veterinary medical facilities; and

WHEREAS, improved medical and surgical facilities will allow the shelter to save even more animals that arrive with serious illnesses or injuries; and

WHEREAS, with the addition of the new equipment, animal care staff will be able to take better care of and monitor the shelter animals that are treated more effectively; and

WHEREAS, improved veterinary facilities will also enhance the shelter's partnership with the Michigan State University College of Veterinary Medicine, which expands the capacity for care and helps train the next generation of veterinarians in surgery and shelter medicine; and

WHEREAS, the Ingham County Animal Shelter Fund (ICASF) initiated a Capital Campaign in March 2018 with a goal of raising \$300,000; and

WHEREAS, this fund raising goal has been attained; and

WHEREAS, ICASF and Animal Control and Shelter Staff have developed a list of medical equipment that will enhance medical care at the shelter; and

WHEREAS, at this time, the ICASF wishes to donate funds in the amount of up to \$110,000 for the medical equipment that will be built-in to the shelter; and

WHEREAS, it is the intent of the ICASF that the balance of the Capital Campaign funds will be held by the ICASF for a period of six months following occupancy of the new shelter and can be used to purchase additional items necessary for the new shelter that are not currently allotted for or are unforeseen at this time.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners accepts the donation of up to \$110,000 from the Ingham County Animal Shelter Fund which will be used to purchase the following equipment:

ITEM	DESCRIPTION	ITEM #	COST
X Ray Machine	Cuattro Digital Machine (no leading responsibility)	DET-00014, CDSRM-001, SWR-00021-SM, SWR-00051-1, SM-IN-1, GEN-00011HD, DICOM NODE, MIGRATION, WAR-00059, WAR-00027	70,000
	Lead aprons (3)	zz medical SKU 60590	1,300
	Lead Gloves (4 pairs)	zz medical Item #100V-DKB	700
	Lead Apron Rack	Jorgenson #J0676T	250
Surgery Tables	(2) Hydraulic V-Top Surg Table, heated, 50"	Mid Mark 100-4041-21	3,049
Anesthesia Machine	O2 hoses- male (4)	Boggs custom	275
	Anesthesia machine w/vaporizer (2)	highland/modified by Boggs	6,100
	Bain Block, non-re-breather (4)	anesthesia associates, boggs custom installed	2,200
	Sevo Vaporizer (1)	tech3 brand	800
Med Gas Oxygen	O2 hoses (5)	chemitron, Boggs custom	450
	Regulators and Hoses/connections	Boggs custom	350
Scavanger/Waste Gas	5 scavenger drops	Boggs custom	400
	4 interfaces (bolts to anesthesia machine, regulates vacuum)	Boggs custom	800
Med gas	(2) double tank brackets	Western Enterprises (through Boggs)	150
Under Counter Fridge	GE - Spacemaker 5.6 Cu. Ft. Mini Fridge-best buy (3)	Model: GCE06GSHSB	1,500
Community Room Tables	18 pack with rack (costco)	Item 574350; Model 480127	2,800
Community Room Chairs	(2) 32 packs with racks (costco)	Model 11480985 / 313590	2,200
Autoclave	larger countertop sized	Tuttnauer 2540M (through Boggs)	4,500
Walk On Scale	Technidyne Vet Tech 2000	MVS# 473.71040.2	750
Gourney/electric lift table	Shore Line Mobile Animal Lift Table	MVS# 473.37860.2	2,200
Fold Up Exam Table	(3) Show Line Wall Mount Exam Table	Shor Line 903.1130.04	3,900
Display Monitor in Lobby	65" Samsung TV (best buy)	Model:UN65NU8000FXZA; SKU:6199828	1,600
	Mounting Bracket (best buy)	Model: BLT2-B1; SKU; 5463301	150

	IT digital hook up with computer		700
		Shipping (roughly, on Boggs equipment)	850
		Total	107,974

BE IT FURTHER RESOLVED, that this equipment will be purchased and accounted for following Ingham County's policies and procedures.

BE IT FURTHER RESOLVED, that the balance of the Capital Campaign funds will be held by ICASF for a period of six months from the time of occupancy of the new shelter and can be used to purchase additional items necessary for the new shelter that are not currently allotted for or are unforeseen at this time.

BE IT FURTHER RESOLVED, that these additional items to be purchased will need full ICASF Board approval prior to disbursement to Ingham County.

BE IT FURTHER RESOLVED, that after six months from the time of occupancy, any remaining Capital Campaign funds will then revert to unrestricted funds with ICASF for future donations to the shelter's needs for medical care, public programs, etc. as guided by ICASF's mission statement.

BE IT FURTHER RESOLVED, that the Controller/Administrator is authorized to make any necessary budget adjustments consistent with this resolution.

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

TO: Board of Commissioners Law & Courts and Finance Committee
FROM: Teri Morton, Deputy Controller
DATE: November 8, 2018
SUBJECT: Resolution to Authorize the Cardinal Group II to Conduct Organization Wide Training with the Staff of the Ingham County Animal Control and Shelter

For the meeting agendas of November 15 and 20

BACKGROUND

The Ingham County Animal Control and Shelter (ICACS) has continuing leadership and organizational culture issues that have undermined its ability to cultivate a healthy work environment and to achieve its service delivery potential. It is recommended that an independent party conduct an organization wide training of ICACS staff with a proposed outcome to clearly define performance expectations, organizational mission, vision, values and operating philosophy. The training will focus on improving communication and teamwork among all levels of the organization.

A copy of the training proposal is attached.

ALTERNATIVES

Other vendors could be considered for this training, but the Cardinal Group is recommended based on the success of similar training at the 9-1-1 Central Dispatch Center. They have committed to scheduling training to reduce the impact on staff and provision of services to the public. Both Cardinal Group partners have extensive management experience as well as public safety experience.

FINANCIAL IMPACT

The Cardinal Group training proposal will cost \$39,900, plus materials costs of up to \$7,000. A transfer of up to \$49,900 from the 2019 contingency account to the 2019 Animal Control budget is recommended.

STRATEGIC PLANNING IMPACT

This resolution supports the overarching long-term objective of attracting and retaining exceptional employees who reflect the community they serve and who prioritize public services, specifically section F 4. of the Action Plan – Support employee and professional development.

OTHER CONSIDERATIONS

Training is expected to begin in January 2019, with a targeted completion date of April 2019, with a follow up session anticipated around October 2019. Timing this training to coincide with the onboarding of the new Animal Control Director and in advance of the move to the new Shelter will be of great value to the organization.

RECOMMENDATION

Based on the information presented, I respectfully recommend approval of the attached resolution to support the Cardinal Group training proposal.

Training Proposal
DEVELOPING AND SUSTAINING A
HEALTHY/EFFECTIVE ORGANIZATION

Prepared for

Ingham County
Animal Control Division

Submitted by

The Cardinal Group II
PO Box 130718, Green RD
Ann Arbor, MI 48107

November 1, 2018



ABOUT THE CARDINAL GROUP II

Founded in 2015, The Cardinal Group II offers professional development consulting and training curricula development covering topics including executive leadership, communications training program design and interpersonal communications for police service professionals.

The Cardinal Group II brings an innovative approach to training design and delivery by incorporating its "Ultimate Outcomes" philosophy, allowing forward-thinking organizations to maximize their effectiveness by deliberately targeting specific behavioral changes of its employees. These behavioral changes translate into enhanced performance, higher quality interactions and achievement of organizational goals.

The Cardinal Group II is comprised of public safety professionals, curriculum design experts, and research partners in a variety of fields and disciplines.

ABOUT JERRY L. CLAYTON, CEO

Jerry L Clayton is a 30-year criminal justice professional with experience in police service, corrections and special weapons and tactics. Jerry has provided training, consulting and subject matter services to a wide array of public and private sector clients. Jerry has leveraged his experience and training to deliver progressive instruction to his clients based on an "Ultimate Outcomes" philosophy.

ABOUT J. ERIC WADDELL, CLO

J. Eric Waddell is a 17-year public safety professional specializing in public safety communications, training curricula design and instructor development. Eric has designed adult learning based courses for police service professionals, public safety dispatchers, corrections officers and other government agencies. In addition to curricula development, Eric is a frequent presenter at the Michigan APCO and NENA conferences covering topics ranging from interpersonal communications to effective leadership.

PROBLEM STATEMENT, TRAINING STRATEGY & SUSTAINABILITY

PROBLEM STATEMENT

The Ingham County Animal Control Division has had longstanding leadership and organizational culture issues that have undermined the division's ability to cultivate a healthy work environment and achieve its service delivery potential. The Animal Control Division has recently appointed a new Director who is highly motivated to improve the workplace culture and service orientation within the division. This leadership change, coupled with the new Director's expressed support, creates an excellent opportunity to positively impact the organizational culture of the ICAC division. Issues reported within the division include:

- A lack of clearly defined performance expectations. This results in inconsistent employee performance, impaired service alignment, reduced accountability, in-fighting and incomplete tasks.
- A lack of organizational mission, vision, values and operating philosophy. This results in employee arguments and deviations from standard operating procedures.
- A lack of effective communication at all levels of the organization.
- A lack of teamwork between classifications within the organization.

TRAINING STRATEGY

The training strategy recommended in this proposal is designed to meet the needs identified by the Ingham County leadership team by establishing the cultural foundation required of a healthy and effective organization. The design of this program intentionally delivers knowledge and skills in a system-based approach. The intent is to create organizational alignment and support for change effort at all levels in the organization.

SUSTAINABILITY

The knowledge and skills offered in this training/professional leadership development program is designed to extend beyond the initial change effort. Each participant will be exposed to concepts and information intended to enhance their ability to effectively support and lead future organizational change efforts. Thus, positioning the organization to effectively take advantage of opportunities or navigate challenges to the Ingham County Animal Control Division's mission.

PROPOSED APPROACH

The Cardinal Group II develops training curricula utilizing best design practices identified to maximize retention of knowledge and skills in adult learners. This adult learning approach incorporates instructional strategies built upon the Experiential Learning Cycle which not only leverages the adult learner's personal and professional experience to achieve training objectives but also provides participants with job-related context allowing them to operationalize course topics into their daily duties and tasks. Based on our understanding of the stated request, TCGII proposes the following curriculum:

DEVELOPING AND SUSTAINING A HEALTHY/EFFECTIVE ORGANIZATION

Course: The Leadership Role (Four Training Days)

Intended Audience: Director & Leadership Staff

Module: Mission, Values and Operational Philosophy

This module introduces participants to the purpose of mission, values and operational philosophy as the foundation of effective leadership in a organization. Following completion of this module:

- Participants will understand the value and role of the organization's mission, values and operational philosophy for their organization.
- Participants will describe the importance of aligning organizational Mission-Strategy-Structure-Culture.
- Participants will identify how clearly communicated mission, values and operational philosophy support consistent, effective decision making in the workplace.
- Participants will review, evaluate and develop a draft revision of the revise agency mission statement.
- Participants will identify the values of their agency.
- Participants will begin to craft an operational philosophy which supports the agency mission and is reflective of agency values.

Module: Executive Leadership

This module introduces participants to the role and responsibilities of the executive leader. Deliberate cultural transformation of an organization starts with the leader(s) of the organization and can succeed or fail based on the leader's vision, communication, modeling and support of change efforts. Following completion of this module:

- Participants will describe the critical importance of effective leadership towards initiating and sustaining a positive organizational cultural transformation.
- Participants will describe how individuals serve as effective leaders. Employing: clear and compelling vision, thoughtful and deliberate communication and staff inclusion/engagement.

Module: The Challenge of Leadership

Self-awareness is the cornerstone of professional leadership development. Leaders cannot maximize their effectiveness without a knowledge of their own personal strengths and weaknesses. Ineffective leaders contribute to an unhealthy work climate and undermine the organizations ability to realize its mission. This module is designed to provide the participants with the information they need to develop a personal professional leadership development plan. Each assessment addresses a foundational element for effective leadership:

- **Kouzes and Posner- Leadership Practices Inventory 5th (LPI)**
The assessment tool by Jim Kouzes and Barry Posner is based on The Five Practices of Exemplary Leadership® model. The focus is on behaviors that are consistent amongst effective leaders in healthy organizations world-wide.
- **CPP Power Base Inventory**
The Power Base Inventory is designed to help individuals positively lead and influence others. It indicates a person's level of use of each of the six "power bases": Information, Expertise, Goodwill, Authority, Reward, and Discipline. Feedback is included that highlights appropriate uses for each of the power bases, identifies warning signals of both overuse and underuse of each style and suggests ways to strengthen one's ability to use each style appropriately.
- **TKI Conflict Mode Instrument**
Serves as a platform for open and positive discussions related to managing interpersonal conflict. Participants are exposed to the different conflict-handling modes and the tactics most appropriate for managing personal, group, and organizational dynamics.

Module: Leading Change

This module focuses on the three phases and two levels of organizational change leadership/management. Providing the participants specific strategies and tools for leading change within their organization. Participants will identify a change initiative and the related Case for Change. All exercises in the module build on the change initiative identified by the executive leadership team. Finally, participants will complete a self-assessment based on concepts presented in class and develop a plan for personal improvement.

- Participants will draft components of a plan to prepare for and implement a change initiative.
- Participants will assess their ability to lead change.
- Participants will complete a self-assessment based on this module.

Module: Creating a Healthy Work Climate

A healthy work climate is fundamental for retaining staff and sustaining motivation. Research indicates that workplaces with a healthy work climate are: more productive, have high staff morale, and successfully attracts and retains talent in highly competitive job markets. Following completion of this module:

- Participants will identify ten leadership behaviors that help to establish conditions for a health workplace climate.
- Participants will identify opportunities to maximize and utilize employee potential.
- Participants will identify three opportunities to invest in and maintain employee professional development.
- Participants will review motivators and de-motivators in the workplace.
- Participants will identify opportunities to remove de-motivators from the workplace.

Module: Individual Commitment and Organizational Approach

Changing organizational culture is an intentional, long-term process. Successful culture change in any organization requires sustained organizational and individual, commitment, hard work and strategic thinking. This module focuses on strategies for developing an all-inclusive, healthy organizational culture. Following completion of this module:

- Participants will review the six steps of organizational culture change.
- Participants will assess the current culture of their organization.
- Participants will assess their “heads up” and “heads down” responsibilities to identify a balance between people oriented and task-oriented duties.
- Participants will complete an individual commitment statement which outlines actions, partnerships and needs required to promote the desired cultural change.

Module: Establishing Core Elements, Behavioral and Performance Expectations

Effective organizations employ a systems approach to meet their goals. Each system has roles, responsibilities and performance expectations for staff that must be consistent in order to meet the service obligations of the organization. This consistency of service cannot be attained if expectations and behavioral/performance expectations at all levels of the organization, are not clearly defined and communicated. Following completion of this module:

- Participants will have developed a draft of core elements, behavioral/performance expectations which are objective, clear and easily evaluated.
- Participants will understand the difference between duty-level proficiencies, behavior indicators and job tasks.
- Participants will identify opportunities to utilize these core elements, behavioral/performance expectations for a variety of executive level tasks such as quality assurance, training development, hiring and promotional processes.

Course: Animal Control Staff (3 Training Days)

Intended Audience: Animal Care Staff, Animal Control Officers, Office Staff & On-site Volunteers.

Module: Communicating the Change

Staff cannot be expected to commit to change if they have not been conditioned for the change. In this module, participants will be introduced to the agency's plan to improve the organization including an overview of the following: why the change is important to the organization, organizational goals, the investment made in the change, commitments of the administrators and a timeline/agenda for the change process. The message delivered in this module will be a culmination of the work completed by the agency administrators during their training sessions. Following completion of this module:

- Participants will understand why the organization is implementing the change.
- Participants will understand the organization commitment to the change.
- Participants will understand the administrators' commitment to the change.
- Participants will understand their roles and responsibilities related to the proposed organizational change.
- Participants will review a timeline and training agenda related to the change.

Module: Mission, Values and Organizational Philosophy

This module aligns employee expectations with the mission, values and organizational philosophy developed by the administrative team. Staff will have the opportunity to provide feedback and offer suggestions with the goal of attaining mutual agreement and commitment to the organizations formal mission, values and operational philosophy. Following completion of this module:

- Participants will review the agency developed mission, values and organizational philosophy.
- Participants will understand the value of mission, values and operational philosophy as tool for staff.
- Participants will identify organizational values from their perspective within the agency.
- Participants will identify goals for the workplace.

Module: Core Elements, Behavioral and Performance Expectations

Staff will never meet performance expectations if they do not first understand what is expected of them. This module is designed to introduce supervisors and staff to the core elements, behavioral and performance expectations developed by the agency administrative team. Following completion of this module:

- Participants will compile a list of objective expectations for the administrators, supervisors and staff.
- Participants will compare their lists of expectations with the list developed by the administrative team.
- Participants will identify the operational and organizational impacts related to these performance expectations.

Module: Creating and Supporting a Healthy Work Climate

This module identifies and explores organizational culture, the characteristics of an unhealthy workplace climate, the characteristics of a healthy workplace climate and how to develop and sustain a healthy climate in the workplace. Participants are provided an opportunity to examine staff perceptions of the internal beliefs, values, policies, practices and staff interactions of the workplace. The participants will explore the impact of the workplace climate on an individual's behavior and performance and on the overall organization. Following completion of this module:

- Participants will explore thirteen attributes of a healthy work climate.
- Participants will identify ten attributes of an unhealthy work climate.
- Participants will identify impacts of both healthy and unhealthy work climates on all stakeholders.
- Participants will identify roles and responsibilities of Administrators, Supervisors and Staff related to creating a healthy work climate.

Module: Organizational Trust

Organizational change cannot occur if we have not developed a culture of trust within the workplace. Building a culture of trust is a long-term investment which is the culmination of small transactions over an extended period of time. A common misconception is that a culture of trust is the sole responsibility of the agency leaders. The reality is that developing trust within an organization is the responsibility of all of its members. Following completion of this module:

- Participants will identify nine components of trust in the workplace.
- Participants will identify a variety of actions at the administrative, supervisory and staff level that undermine trust in the organization.
- Participants will identify a variety of actions at the administrative, supervisory and staff level that promote trust in the organization.
- Participants will identify behavioral practices they will commit to that helps create an organizational climate of trust.

Module: Conflict Resolution

Unresolved conflict in the organization prevents the organization from meeting service expectations, degrades morale and damages employee retention. This module is designed to identify common areas of conflict in the workplace and provide participants with tools to resolve the conflict before it becomes toxic. Following completion of this module:

- Participants will identify areas of conflict within their workplace.
- Participants will demonstrate ten steps to resolve conflict in the workplace.
- Participants will identify responsibilities of the administrators, supervisors and staff related to resolving conflict in the workplace.

Module: Effective Team Building

Work teams normally succeed or fail based on the staff's ability and willingness to work effectively as a team. The failure to work as an effective team may result in consequences such as inadequate service and poor job performance. Following completion of this module:

- Participants will identify their preferred role and explore their strengths and challenges as it relates to working with their teams.
- Participants will gain valuable insight into work habits.
- Participants will learn about other team members' contributions, the value that they bring to the process, and how to work most effectively together.

PROPOSED SITE VISITS & COACHING

PROPOSED SITE VISITS

The Cardinal Group II understands the demands of balancing a training schedule with the operational needs of the organization. For that reason, TCGII offers flexible scheduling options including evening and weekend sessions. Courses may be taught in succession or over the course of weeks with post training assignments between training days.

Site Visits

Four (4) eight-hour leadership training sessions.

DELIVERABLES: Mission, vision, values and operational philosophy designed by the leadership team. Job task analysis conducted by agency staff for all positions. Behavioral and performance expectations for all positions in the agency.

Six (6) eight-hour employee training sessions.

DELIVERABLES: Training session reports including employee feedback to agency leadership.

One (1) four-hour volunteer training session

DELIVERABLES: Training session reports including volunteer feedback to agency leadership. Volunteer training session materials allowing for sustainable volunteer training in the future.

One (1) Impact Evaluation Session to be scheduled six (6) months following completion of the proposed training intervention.

PROPOSED COACHING

Due to the nature of leadership assignments, it is essential that leadership have access to coaching that allows them to ask questions, seek clarification and receive guidance to promote successful completion of deliverables.

Forty (40) one-hour coaching units for video/conference calls with leadership staff.

PROPOSED TIMELINE*

Early January 2019	LPI 360 Assessment Begins
Late January 2019	Leadership Training (Days 1 & 2)
Mid-February 2019	Leadership Training (Days 3 & 4)
March 2019	Staff Training Sessions
April 2019	Volunteer Training Session
October 2019	Impact Evaluation Session

**Actual dates are subject to change based on the operational needs of the division.*

SERVICE DELIVERY FEES & ASSESSMENT COSTS

SERVICE DELIVERY FEES

The Cardinal Group II proposes an all-inclusive cost for services provided in this proposal:

<i>Training Sessions - Course Design, Manuals & Instructional Services - Eleven (11) site visits to complete delivery of training to all Ingham County Animal Control Staff</i>	\$27,500.00
Incidental costs (Travel, classroom materials, etc.)	\$5,000.00
Forty (40) Coaching Hour Units	\$3,000.00
<i>Impact Evaluation Session – Six (6) months following completion of the training intervention. Action planning for the future.</i>	\$3,000.00
<i>Participant Assessments</i>	\$1,400.00
TOTAL:	\$39,900.00

ASSESSMENT COSTS

Individual Participant Assessments - cost per participant.

1. Kouzes and Posner- LPI 360 Online Assessment	\$190.00
2. CPP Power Base Inventory	\$19.50
3. TKI Conflict Mode Instrument	\$45.00
4. Leading Change at Every Level	\$18.75

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

INGHAM COUNTY BOARD OF COMMISSIONERS

RESOLUTION TO AUTHORIZE THE CARDINAL GROUP II TO CONDUCT ORGANIZATION WIDE TRAINING WITH THE STAFF OF THE INGHAM COUNTY ANIMAL CONTROL AND SHELTER

WHEREAS, the Ingham County Animal Control and Shelter (ICACS) has continuing leadership and organizational culture issues that have undermined its ability to cultivate a healthy work environment and to achieve its service delivery potential; and

WHEREAS, it is recommended that an independent party conduct an organization wide training of ICACS staff with a proposed outcome to clearly define performance expectations, organizational mission, vision, values and operating philosophy; and

WHEREAS, the training will focus on improving communication and teamwork among all levels of the organization; and

WHEREAS, based on the success of similar training at the 9-1-1 Central Dispatch Center, the Controller's Office and the ICACS Management Team are jointly recommending that the Ingham County Board of Commissioners authorize this comprehensive training be performed by the Cardinal Group II; and

WHEREAS, this training is expected to begin in January 2019, with a targeted completion date of April 2019, with a follow up session anticipated around October 2019.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners hereby authorizes a contract with the Cardinal Group II to conduct organization wide training of the Ingham County Animal Control and Shelter for a cost not to exceed \$39,900, and materials costs of up to \$7,000 are also authorized.

BE IT FURTHER RESOLVED, that the Controller/Administrator is authorized to transfer up to \$49,900 from the 2019 contingency account to the 2019 Animal Control budget.

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

Agenda Item 2d

TO: Ingham County Law & Courts Committee

FROM: ICAC Director, Jodi LeBombard

SUBJECT: Animal Shelter Reorganization

DATE: 11/08/2018

CC: Teri Morton, Deputy Controller
Sue Graham, Human Resources Director

With the vacancy of the Deputy Director position, and ongoing supervisory considerations of animal shelter staff, the entire shelter operational chart has been reviewed by the Ingham County Human Resources Department, Ingham County Controller's Office, and the Shelter Director.

All parties took into consideration the budgetary constraints and needs of the shelter focusing on continued oversight of customer service and increased resources toward animal care organization.

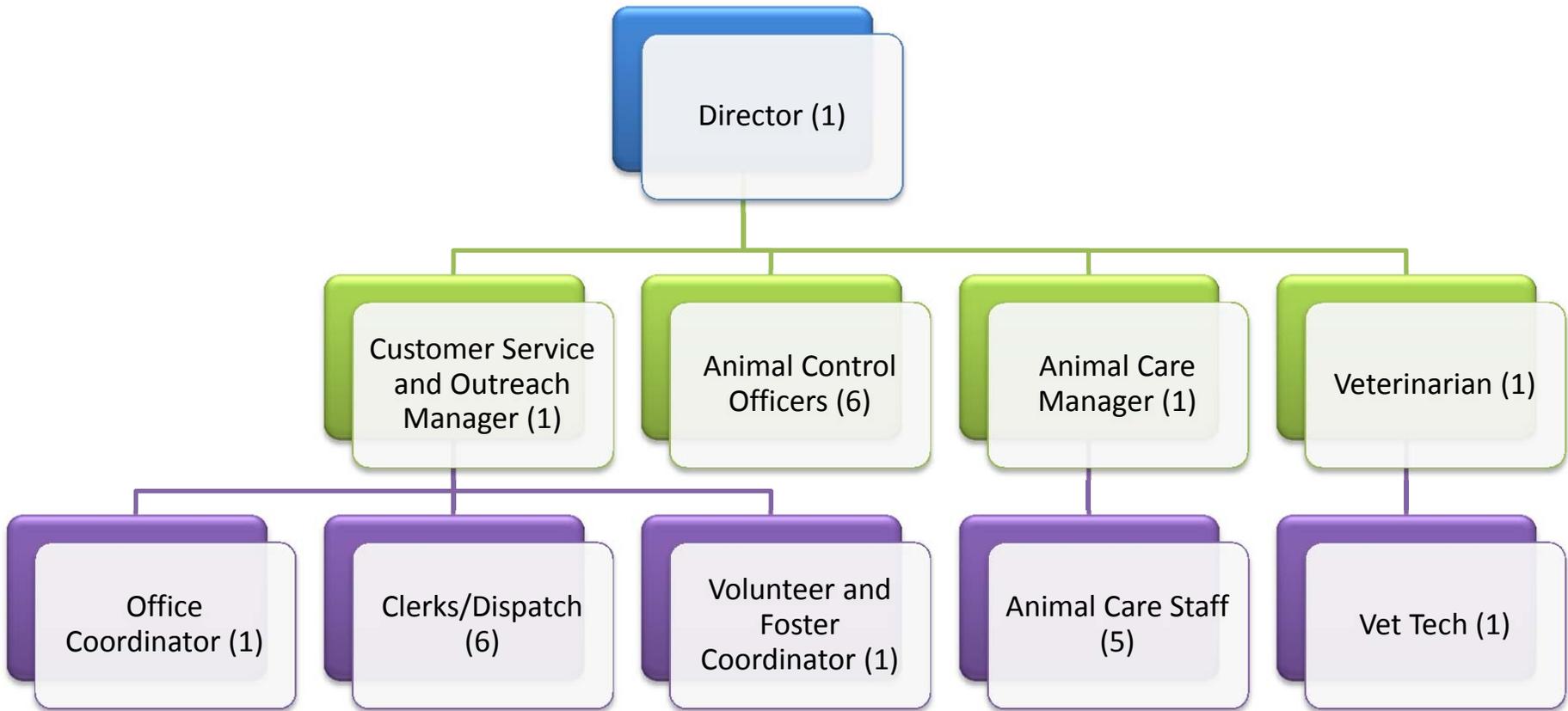
The following changes to the structure are proposed: The *reduction of supervisory responsibilities of Shelter Veterinarian from animal care staff*, the addition of an *Animal Care Manager* for the direct supervision of animal care, and the change in Volunteer Assistant to a *Volunteer and Foster Coordinator* position. With the addition of the above, the *Deputy Director* position would be redundant and need to be eliminated for budgetary reasons.

With the construction of the new shelter, most specifically planning for supervisor accommodations, the anticipated Cardinal training, and the desire to update shelter staff, the county feels it is important to move forward with the Reorganization Procedure in a timely manner.

In the meantime, the Human Resources Department will be looking at reallocating Deputy Director responsibilities to different management staff in the department and compensating those positions as appropriate.

Consistent with the reorganization policy, this plan is being brought forward as a discussion item for the Law and Courts committee, in anticipation of presenting a resolution at the next round of committee meetings. Further analysis and cost estimates will be available at or before the November 15 Law and Courts meeting.

Attachment: Proposed Organizational Chart



DATE: November 6, 2018
TO: Finance and Liaison Committees
FROM: Jill Bauer, Administrative Analyst
RE: Resolution Approving Various Contracts for the 2019 Budget Year

This resolution will approve the attached list of contracts for the 2019 budget year. The list consists only of contracts that are included in the 2019 Adopted Budget. If a contract later exceeds the budgeted amount, a resolution will need to be brought before the Board of Commissioners approving the increased amount. In addition, a separate Board resolution will be required if there is a change in employee status or increase in the total number of employees.

The county contract approval process, as amended by Resolution #09-095 provides that any contract over \$5,000 must be approved by the Board of Commissioners. This resolution includes various routine contract renewals in order to reduce the number of separate resolutions needed to approve contracts. The liaison committees may decide that there are some contracts included on this list that would better be considered as separate resolutions. Those contracts will be removed from this resolution before the passage by the Board of Commissioners, and will be brought back before the Board as separate resolutions at a later date.

Based on Resolution #16-443, the Budget Office will be using the Consumer Price Index's Annual Inflation rate or 1%, whichever is greater to determine if the contract falls within the Board of Commissioners' Guidelines. Expenditure contracts with a 2019 increase of 2.4% or less are the only ones included in this resolution.

Please contact me if you have any questions.

Introduced by the Finance Committee of the:

INGHAM COUNTY BOARD OF COMMISSIONERS

RESOLUTION APPROVING VARIOUS CONTRACTS FOR THE 2019 BUDGET YEAR

WHEREAS, county policy requires that all contracts over \$5,000 be approved by the Board of Commissioners; and

WHEREAS, numerous contracts are approved by the Board of Commissioners each year, many of which are routine continuations of existing contracts; and

WHEREAS, funding for these contracts has been included within the 2019 Adopted Budget; and

WHEREAS, the budget also contains anticipated revenues and expenditures from certain grant programs, which will also require approval of agreements with granting agencies at various times during the fiscal year.

THEREFORE BE IT RESOLVED, that the Board Chairperson is authorized to sign agreements, contracts, and/or other documents related to grant programs and other county appropriations which are contained in the adopted budget, as listed in the attached document, subject to review by the County Attorney as to form and to certification by the Controller that 1) the total amount of revenues and expenditures and the net obligation to the County is not greater than what is budgeted; and 2) there is no change in employee status and no additional employees other than as authorized in the adopted budget.

BE IT FURTHER RESOLVED, that all grants and funding arrangements with entities whose fiscal years do not coincide with the County's fiscal year be considered authorized providing that they have been authorized in part in the adopted budget, and the remaining portion of the time period and funds are included in the Controller's Recommended Budget for the succeeding fiscal year.

BE IT FURTHER RESOLVED, that all contracts over \$5,000 that are not included in this resolution shall be approved by the Board of Commissioners by separate resolution.

LAW AND COURTS COMMITTEE

DEPARTMENT	CONTRACTOR NAME	REASON FOR CONTRACT	BEGIN DATE	END DATE	2018 COST	2019 PROJECTED	Proj. Increase over 2018	% Increase over 2018	Funding Source
Circuit Court	TEL/Thalner	Techonology support for the Courtrooms (excluding Courtrooms 1 and 2)	01/01/19	12/31/19	\$23,000	\$10,480	-\$12,520	-54%	General Fund
Circuit Court	Graphic Sciences, Inc.	Long term record storage and retrieval	01/01/19	12/31/19	\$20,380	\$10,000	-\$10,380	-51%	General Fund
Community Corrections	Westaff	CCAB Staff Consultant	01/01/19	12/31/19	\$46,686	\$47,153	\$467	1%	General Fund
Family Court	MSU Psychology Department	Diversion Program - Reduces days/cost for out of home care	10/01/18	09/30/19	\$168,264	\$169,947	\$1,683	1%	50% General Fund/50% State of MI
Family Court	Highfields	Day Treatment Program - transportation and behavioral specialists	10/01/18	09/30/19	\$656,732	\$656,732	\$0	0%	50% JJM/50% State of MI
Family Court	Peckham, Inc. Crossroads	Educational and vocational program for delinquent youth	10/01/18	09/30/19	\$319,542	\$319,542	\$0	0%	50% JJM/50% State of MI
Family Court	Highfields	Evening Reporting Program - Transportation and Behavioral Specialists	10/01/18	09/30/19	\$304,588	\$304,588	\$0	0%	50% JJM/50% State of MI
Family Court	Peckham, Inc. Footprints	Short Term Female Residential	10/01/18	09/30/19	\$460,738	\$469,738	\$9,000	2%	50% JJM/50% State of MI
Family Court	Attorneys Mike Staake, Kaitlyn Fish, Robert Ochodnick, Keith Watson and one other attorneys yet to be determined.	Attorney services for Lawyer Guardian Ad Litem and indidget representation on juvenile delinquency cases	01/01/19	12/31/19	\$248,850	\$248,850	\$0	0.00%	General Fund
Family Court	Ingham Intermediate School District	For educational services at the Ingham Academy	10/01/18	09/30/19	\$469,664	\$476,709	\$7,045	1.50%	50% JJM Fund/50% State of MI
Family Court	House Arrest Services	Home Detention including tethers, reduce out of home care	10/01/18	09/30/19	\$35,000	\$35,000	\$0	0.00%	General Fund
Ingham County	Legal Services of South Central Michigan	Provide legal services to low-income residents of Ingham County	01/01/19	12/31/19	\$20,000	\$20,000	\$0	0%	General Fund
Probate Court	Michael Staake	Legal representation for mental illness respondents.	01/01/19	12/31/19	\$10,609	\$10,609	\$0	0%	General Fund
Probate Court	Robert Refior & Elias Kafantaris	Legal representation for general probate respondents.	01/01/19	12/31/19	\$18,035	\$18,035	\$0	0%	General Fund
Probate Court	Robert Refior & Elias Kafantaris	Gaurdian ad litem services for general probate matters	01/01/19	12/31/19	\$76,385	\$76,385	\$0	0%	General Fund

REVENUE CONTRACTS

DEPARTMENT	CONTRACTOR NAME	REASON FOR CONTRACT	BEGIN DATE	END DATE	2018 REV	2019 PROJECTED	Proj. Increase over 2018	% Increase over 2018
Prosecuting Attorney	State of Michigan	VOCA Crime Victim Assistant Grant	10/01/18	09/30/19	\$88,100	\$90,743	\$2,643	3%
Prosecuting Attorney	State of Michigan	Cooperative Reimbursement Grant	10/01/18	09/30/19	\$796,429	\$836,253	\$39,824	5%
Prosecuting Attorney	State of Michigan	Victims Rights Grant	10/01/18	09/30/19	\$249,325	\$332,475	\$83,150	33%
Sheriff	State of Michigan	Anti-Drug Abuse Program	10/01/18	09/30/19	\$16,653	\$33,200	\$16,547	99%
Sheriff	State of Michigan	Annual Grant for Secondary Road Patrol	10/01/18	09/30/19	\$248,002	\$371,114	\$123,112	50%
Sheriff	State of Michigan	Annual Grant for Marine Safety Programs	10/01/18	09/30/19	\$3,402	\$5,100	\$1,698	50%
Sheriff	State of Michigan	Annual Grant for Emergency Management	10/01/18	09/30/19	\$52,135	\$60,463	\$8,328	16%
Family Court	State of Michigan	Annual Child Care Agreement	10/01/18	09/30/19	\$6,578,552	\$6,265,260	-\$313,292	-5%
FOC	State of Michigan	Annual Access and Visitation Grant	10/01/18	09/30/19	\$4,900	\$5,000	\$100	2%
FOC	State of Michigan	Cooperative Reimbursement Grant	10/01/18	09/30/19	\$3,268,470	\$3,322,780	\$54,310	2%

Agenda Item 3b

TO: Board of Commissioners Law & Courts, County Services and Finance Committees
FROM: Teri Morton, Deputy Controller
DATE: November 8, 2018
SUBJECT: Resolution to Authorize Positions, Contracts and Other Expenses to Increase Treatment Programming as Authorized by the Justice Millage
For the meeting agendas of November 15 and 20

BACKGROUND

On August 7, 2018, Ingham County voters approved the Justice Millage. In addition to providing funding for a new Justice Complex, the millage language authorized funding for “programming for the treatment of substance addictions, treatment of mental illness, and reduction of re-incarceration among arrested persons.”

The Law and Courts Committee held several discussions at meetings in 2017 and 2018 concerning the types of treatment programming to be authorized, and decided to allocate up to \$1 million from the millage for this programming. Following passage of the millage, a workgroup consisting of representatives from 30th Circuit Court, 55th District Court, Community Corrections, Community Mental Health, Ingham County Health Department, Ingham County Sheriff’s Office, the Board of Commissioners Office and the Controller’s Office have developed a proposed budget for the expenditure of up to \$911,242 in millage funds for the time period January 1 through December 31, 2019.

ALTERNATIVES

There are many beneficial services and programs that could qualify under the millage language to treat substance addictions, mental illness, and reduce recidivism. After much consideration, the programs presented here address the priorities developed by the Law and Courts Committee and the work group at this time.

FINANCIAL IMPACT

The proposed programs will total \$911,242, with all costs to be paid from proceeds of the Justice Millage. The workgroup recommended to leave a small portion of the \$1 million unallocated, providing budget flexibility to allow possible changes or additions once the new programming is underway.

Programs recommended for funding are as follows:

- Community Mental Health Correctional Assessment and Treatment Services (CATS): \$452,650 to fund three full time mental health therapists to provide mental health therapy and case management services and to coordinate care and increase collaboration at the Ingham County Jail, one full time nurse case manager to work directly in partnership with the Ingham County Health Department/Jail Medical, to integrate behavioral health and physical health care, and one full time mental health secretary to provide clerical support for these services.
- Community Based Programs: \$120,600 to fund electronic monitoring, substance abuse assessment and psychological evaluation, day reporting, and MRT – Cognitive Behavioral Change.
- Ingham County Health Department Pathways to Care Program: \$95,000 to continue previously grant funded services in a client-centered approach to inmates who have a current or past history of opioid use.

- Ingham County Sheriff's Office/Jail: \$99,000 to fund Break Out/MRT, trauma centered yoga, restorative justice, inmate garden initiative, educational DVDs, and seeking safety.
- Circuit Court/Pretrial Services: \$175,377 to fund a Pretrial Services Clerk and a Pretrial Services Investigator.

This resolution will create two new positions in the Circuit Court/Pretrial Services division and increase a part-time position to full time in the Health Department effective January 1, 2019.

STRATEGIC PLANNING IMPACT

This resolution supports the overarching long-term objective of providing user friendly, accessible facilities and quality infrastructure, specifically section E 1. (b) of the Action Plan – Develop strategies to finance with new revenue a modern new Ingham County Jail this is more humane, efficient and cost effective with appropriate security levels, programming and staffing.

OTHER CONSIDERATIONS

The allocated funds for programming from the millage are subject to approval and appropriation by the Board of Commissioners each year. Programs created in this first year will not necessarily be continued in upcoming years.

RECOMMENDATION

Based on the information presented, I respectfully recommend approval of the attached resolution.

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

INGHAM COUNTY BOARD OF COMMISSIONERS

RESOLUTION TO AUTHORIZE POSITIONS, CONTRACTS AND OTHER EXPENSES TO INCREASE TREATMENT PROGRAMMING AS AUTHORIZED BY THE JUSTICE MILLAGE

WHEREAS, on August 7, 2018 the electorate of Ingham County approved the Justice Millage; and

WHEREAS, in addition to providing funding for a new Justice Complex, the millage language authorized funding for “programming for the treatment of substance addictions, treatment of mental illness, and reduction of re-incarceration among arrested persons;” and

WHEREAS, the Law and Courts Committee held several discussions at meetings in 2017 and 2018 concerning the types of treatment programming to be authorized; and

WHEREAS, a workgroup consisting of representatives from 30th Circuit Court, 55th District Court, Community Corrections, Community Mental Health, Ingham County Health Department, Ingham County Sheriff’s Office, the Board of Commissioners Office and the Controller’s Office have developed a proposed budget for the expenditure of up to \$911,242 in millage funds for the time period January 1 through December 31, 2019; and

WHEREAS, the workgroup recommended to leave a small portion of the entire allocated amount of \$1 million unallocated, providing budget flexibility to allow possible changes or additions once the new programming is underway; and

WHEREAS, this budget proposal is consistent with the direction of the Law and Courts Committee and the millage language.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners hereby authorizes a budget of up to \$911,242 for the following treatment programs:

- Community Mental Health Correctional Assessment and Treatment Services (CATS): \$452,650 to fund three full time mental health therapists to provide mental health therapy and case management services and to coordinate care and increase collaboration at the Ingham County Jail, one full time nurse case manager to work directly in partnership with the Ingham County Health Department/Jail Medical, to integrate behavioral health and physical health care, and one full time mental health secretary to provide clerical support for these services. (See attachment #1)
- Community Based Programs: \$120,600 to fund electronic monitoring, substance abuse assessment and psychological evaluation, day reporting, and MRT – Cognitive Behavioral Change. (See attachment #2)
- Ingham County Health Department Pathways to Care Program: \$95,000 to continue previously grant funded services in a client-centered approach to inmates who have a current or past history of opioid use. (See attachment #3).
- Ingham County Sheriff’s Office/Jail: \$99,000 to fund Break Out/MRT, trauma centered yoga, restorative justice, inmate garden initiative, educational DVDs, and seeking safety. (See attachment #4)
- Circuit Court/Pretrial Services: \$175,377 to fund a Pretrial Services Clerk and a Pretrial Services Investigator. (See attachment #5)

BE IT FURTHER RESOLVED, that the Ingham County Board of Commissioners authorizes creation of a new Pretrial Services Investigator position, ICEA Professional 06 (salary range \$47,619, to \$57,164), and a Pretrial Services Clerk position, UAW/C (salary range \$30,391 to \$36,171), effective January 1, 2019, to be funded by proceeds of the Justice Millage.

BE IT FURTHER RESOLVED, that position number 601504, Community Health Worker, be increased from part-time to full-time effective January 1, 2019.

BE IT FURTHER RESOLVED, that 50% of funding for position 601504 will be provided from proceeds of the Justice Millage from January 1, 2019 through May 28, 2019.

BE IT FURTHER RESOLVED, that 100% of funding for position 601504 and 25% of funding for position 601502 (Program Specialist) will be provided from proceeds of the Justice Millage from May 29, 2019 through December 31, 2019.

BE IT FURTHER RESOLVED, that the Ingham County Board of Commissioners authorizes a contract not to exceed \$452,650 with the Community Mental Health Authority of Clinton, Eaton, and Ingham Counties (CMH) for services as described in Attachment #1 for the period of January 1, 2019 through December 31, 2019.

BE IT FURTHER RESOLVED, that funds for this contract with CMH will come from the Justice Millage.

BE IT FURTHER RESOLVED, that the Controller/Administrator is authorized to make the necessary adjustments to the 2019 budget and position allocation list.

BE IT FURTHER RESOLVED, that the Board Chairperson is hereby authorized to sign any necessary documents consistent with this resolution and upon approval as to form by the County Attorney.

Community Mental Health Millage Proposal Correctional Assessment & Treatment Services (CATS)

- **Three full time mental health therapist (approximately \$225,000)** to provide mental health therapy and case management service.
 - Provide weekly therapy to clients who are exhibiting mental health symptoms, co-occurring disorders or adjustment issues.
 - Facilitation of weekly coping skills groups to be determined based on jail need.
 - Offer weekly therapy to juveniles (14-16 yr olds) and youthfals (17 yr olds). Both juveniles and youthfals cannot access current programing due to housing restrictions within the jail. Possibility to facilitate group therapy for youthfals.
 - Follow up with those whom are housed in specialized observation housing within the jail and when appropriate work with client to help integrate in general population.
 - Develop a transitional plan by linking with CMH and/or community resources upon release, increase collaboration and created a successful transition plan when exiting the jail.
 - Service client who do not currently meet behavioral health programming criteria (short jail stays, outside funding area).

- **One full time nurse case manager (approximately \$96,000)** to work directly in partnership with jail medical services, integrate behavioral health and physical health care between existing agencies, take orders from the psychiatrist, help manage medications for those connected with CMH and/or another mental health provider, coordinate withdrawal protocol/risk and develop transitional plan into the community.

- **One full time mental health secretary (approximately \$55,000)** to provide clerical support, process all needed paperwork and take referral information relating to mental health programming as well as support the collaborative efforts with jail medical in regards to the nurse case manager.

***budget includes salary, fringe benefits, administrative and IT supports, etc. ***

PROGRAM BUDGET - COST DETAIL SCHEDULE

ATTACHMENT B.2

Use WHOLE DOLLARS Only

PROGRAM		BUDGET PERIOD		DATE PREPARED
CATS Jails Mileage		From: 1/1/2019	To: 12/31/2019	9/5/2018
CONTRACTOR NAME CMHA of Clinton-Eaton-Ingham Counties		BUDGET AGREEMENT <input checked="" type="checkbox"/> ORIGINAL <input type="checkbox"/> AMENDMENT		AMENDMENT #
				GRANT COVERED COST
1. SALARY & WAGES:				
POSITION DESCRIPTION		COMMENTS	POSITIONS REQUIRED	TOTAL SALARY
MENTAL HLTH THERAPIST	22100-6046-NEW	\$ 51,793	1,000	\$ 51,793
MENTAL HLTH THERAPIST	22100-6046-NEW	\$ 51,793	1,000	\$ 51,793
MENTAL HLTH THERAPIST	22100-6046-NEW	\$ 51,793	1,000	\$ 51,793
NURSE (RN) CARE MANAGER	22100-6039	\$ 66,039	1,000	\$ 66,039
SECRETARY	22101-4062	\$ 37,857	1,000	\$ 37,857
1. TOTAL SALARY & WAGES:			5,000	\$ 259,275
2. FRINGE BENEFITS: (Specify)				
<input checked="" type="checkbox"/> FICA	<input checked="" type="checkbox"/> LIFE INS	<input checked="" type="checkbox"/> DENTAL INS	Composite Rate %	
<input checked="" type="checkbox"/> UNEMPLOY INS	<input checked="" type="checkbox"/> VISION	<input checked="" type="checkbox"/> WORK COMP	44.00%	
<input checked="" type="checkbox"/> RETIREMENT	<input checked="" type="checkbox"/> HEARING INS		7.65%	
<input checked="" type="checkbox"/> HOSPITAL INS	<input type="checkbox"/> OTHER:specify-			
2. TOTAL FRINGE BENEFITS:				\$ 114,081
3. TRAVEL: (Specify if category exceeds 10% of Total Expenditures)				
Travel				\$981
Conferences				\$5,250
3. TOTAL TRAVEL:				\$ 6,231
4. SUPPLIES & MATERIALS: (Specify if category exceeds 10% of Total Expenditures)				
Supplies				\$ 700
4. TOTAL SUPPLIES & MATERIALS:				\$ 700
5. CONTRACTUAL: (Subcontracts/Subrecipients)				
Name	Address	Amount		
5. TOTAL CONTRACTUAL:				\$ -
6. EQUIPMENT: (Specify)				
LAPTOPS		Amount		
		\$ 2,166		\$ 2,166
6. TOTAL EQUIPMENT:				\$ 2,166
7. OTHER EXPENSES: (Specify if category exceeds 10% of Total Expenditures)				
Communication: JAIL PHONES		Amount		
		\$ 2,200		\$ 2,200
				\$ -
				\$ -
				\$ -
SPACE: LICENSING FEES		\$ 600		\$ 600
OTHER: PROGRAM STAFF TRAINING		\$ 1,000		\$ 1,000
				\$ -
				\$ -
				\$ -
7. TOTAL OTHER EXPENSES:				\$ 3,800
8. TOTAL DIRECT EXPENDITURES: (Sum of Totals 1-7)				\$ 386,253
9. INDIRECT COST CALCULATIONS:				
Rate #1	Base \$	9.40%	x Rate \$ 386,253	= \$ 36,308
Rate #2	Base \$	7.79%	x Rate \$ 386,253	= \$ 30,089
9. TOTAL INDIRECT EXPENDITURES:				\$ 66,397
10. TOTAL ALL EXPENDITURES: (Sum of lines 8-9)				\$ 452,650

COMMUNITY BASED PROGRAMS - MILLAGE PROPOSAL

Electronic Monitoring: \$20,000

Electronic monitoring (EM) is a highly productive resource, capable of directly reducing the jail population while maintaining public safety. Offenders receive intense supervision by utilizing a variety of monitoring devices that can provide a broad range of supervision parameters based on the individual user. EM is used in pretrial supervision, as an alternative to incarceration while under the Sheriff's jurisdiction, saves jail resources that would otherwise be used for inmates who are hospitalized, and increases supervision and monitors probationers for alcohol use. These funds would supplement the annual County general fund allocation (\$50,000 for FY2018)

Substance Abuse Assessments and Psychological Evaluations \$10,000

Substance Abuse Evaluations determine if the individual has a drug or alcohol addiction, the extent of the addiction, if there are any co-occurring conditions, including any physical or mental health concerns, or any other drug use, the extent the addiction affects the person's life, and provides an understanding of the person and their circumstances. Psychological Evaluations determine the severity of a specific mental health concern or to determine an individual's capacity for adequate functioning. Assessments and evaluations are required to develop a sentence that include appropriate treatment and programming.

Day Reporting: \$52,000

This program provides an additional layer of monitoring and supervision in the community; and, based on individual need, addresses a wide array of fundamental needs such as employment and housing to successful integration into the community. On-site evidence-based groups include Cognitive Behavioral Therapy, Dialectical Behavior Therapy, Seeking Safety, Anger Management, Conflict Resolution, and Financial Literacy. AA and NA groups also meet onsite. Expanding this State funded Community Corrections program will increase the number of offenders served, including those not be eligible under State MDOC approved criteria.

MRT – Cognitive Behavioral Change \$18,600

Moral Reconciliation Therapy (MRT) is a systematic treatment strategy to decrease recidivism among adult criminal offenders by using 16 objectively defined steps focusing on seven basic treatment issues to promote positive change. Expanding this State funded Community Corrections program will increase the number of offenders served, including those not be eligible under State MDOC approved criteria.

TOTAL \$100,600

Ingham County Health Department Pathways to Care Program

Via our Pathways to Care program, the Ingham County Health Department provides services in a client-centered approach to inmates who have a current or past history of opioid use. A Community Health Worker (CHW) provides services during incarceration as well as after release. In the Pathways model, the CHW is supportive advocate to connect to resources and assuring transition into the community with appropriate support for recovery. The Pathways CHW is also an integral part of the case management team for the specialty courts. Currently a grant supports the positions required for this work, including a 0.5 FTE CHW, for a limited time. Our pilot project will end in 2019 unless continued funding is secured. We propose increasing the CHW to full-time to provide services to more clients as well as to continue the expansion of types of services provided. A full-time CHW might also allow us to expand our participation with the Specialty Court teams (we currently only work with the 55th District Court teams).

During incarceration, we provide:

- Support through in-person visits
- Connection to services in the jail for treatment and educational opportunities
- A plan of care for release including connection to agencies that offer support, services and treatment.
- Enrollment in health coverage
- Connection to Medically assisted treatment providers (methadone, suboxone, and Vivitrol) before you are released

After release we assist for up to 6 months by:

- Connecting to doctors, dentists, and other healthcare providers
- Finding community resources for housing, food, clothing and treatment
- Working with clients to understand basic health information needed to make quality health decisions.
- Working with clients to find resources for food, housing, employment, clothing, etc.
- Linking clients to recovery resources in your area, including treatment and counseling
- Access to naloxone for clients, their families, and/or friends.

Ingham County Jail Education Programming

SEEKING SAFETY

Program price: \$20,800.00

The Seeking Safety program is an evidenced-based present-focused counseling model to help people attain safety from trauma and/or substance abuse. The program will serve both male and female inmates, providing two sessions per gender per week at a rate of \$200 per session.

TRAUMA CENTERED YOGA

Program price: \$10,400.00

Trauma Centered Yoga is a very specific protocol of evidence based treatment designed for people who have experienced 'complex trauma/PTSD', and has been found to be useful as an adjunct to Cognitive Behavioral Therapy (Seeking Safety). The program will serve both male and female inmates, providing one session per gender per week at a rate of \$200 per session.

BREAK OUT

Program price: \$42,000.00

This program is based on Moral Recondition Therapy (MRT) which is a form of cognitive-behavioral programming that focuses on recovery from substance misusing, abusing and dependent behaviors, identifying thinking errors that led to criminogenic thinking and identify goals to achieve once released. The program will serve both male and female inmates, providing two sessions per gender per week at a rate of \$200 per session.

RESTORATIVE JUSTICE

Program price: \$20,800.00

The Restorative Justice Program offers inmates an opportunity to take accountability and repair the harm done by their crimes, while teaching mediation, conflict resolution, and problem solving. The program will serve both male and female inmates, providing one session per gender per week at a rate of \$200 per session.

INMATE INITIATIVES

PROGRAM PRICE: \$2000.00

The Inmate Garden Initiative: There is strong evidence pointing to the importance of education in reducing recidivism. In addition to the classroom programs offered at the Ingham County Jail, education will be taking place outside by way of a vegetable garden. Inmates will be taught new skills such as how to use garden tools, prepare land, plant seeds and plants, and read planting information. There are items that need to be purchased yearly in order to sustain the garden such as seeds, plants and garden tools.

INMATE INITIATIVES

PROGRAM PRICE: \$3000.00

Educational DVD's: These DVD's would assist inmates in increasing their chances of making a successful transition to the community, overcoming barriers to employment and building their motivation and self-esteem.

PROPOSAL FOR PROGRAMMING OPTIONS AND COSTS ESTIMATES
JAIL COMPLEX MILLAGE

Currently, approximately 40% of the inmates in the Ingham County jail are felony pretrial detainees. Expanding the current staffing to provide more risk assessment and supervision services for pretrial inmates will further promote the national movement toward using preventative detention only for individuals who are at a high risk of committing another offense or of failing to appear to court. The Ingham County Pretrial Services Division could provide these services with the addition of the following full-time positions:

Pretrial Services Clerk	\$75,398.00
Pretrial Services Investigator	<u>\$99,979.00</u>
Total	<u>\$175,195.00</u>

The costs listed are inclusive of salary, fringes, and IT costs.