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VICE-CHAIRPERSON
RYAN SEBOLT

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ROBIN NAEYAERT

LAW & COURTS COMMITTEE
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DERRELL SLAUGHTER
VICTOR CELENTINO
BRYAN CRENSHAW
MARK POLSDOFER
CHRIS TRUBAC
RANDY SCHAFFER

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 WEDNESDAY, JUNE 12, 2019 AT 6:00 P.M., IN THE PERSONNEL CONFERENCE ROOM (D & E), HUMAN SERVICES BUILDING, 5303 S. CEDAR, LANSING.

NOTE CHANGE IN DATE

Agenda

Call to Order
Approval of the [May 30, 2019 Minutes](#)
Additions to the Agenda
Limited Public Comment

1. Circuit Court/Family Division – Impact of State “Raise the Age” Legislation to Ingham County (*Presentation*)
2. Sheriff’s Office
 - a. Resolution to Authorize an “Ingham County Mutual [Police Assistance Agreement](#)”
 - b. Resolution to Authorize a Contract with [Wellness INX](#) to Provide Parenting Programming
3. Facilities Department
 - a. Resolution to Authorize an Agreement with LJ Trumble Builders, LLC. for the [Sound Attenuation](#) Improvements at the 9-1-1 Center
 - b. Justice Complex Update
4. Controller’s Office – Resolution to Update the 2018 – 2022 [Strategic Plan](#) and Action Plan
5. Board Referral – Ingham County [E911 Technical Surcharge](#) Pool Financial Statements for the Period January 1, 2018 through May 4, 2018

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
May 30, 2019
Draft Minutes

Members Present: Celentino (left at 6:44 p.m.), Crenshaw, Polsdofer, Slaughter and Trubac

Members Absent: Koenig and Schafer

Others Present: Honorable Thomas P. Boyd, Major Darin Southworth, Undersheriff Andrew Bouck, Mark Blumer, Teri Morton, Beth Foster and others

The meeting was called to order by Vice-Chairperson Slaughter 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 May 16, 2019 Minutes

MOVED BY COMM. CRENSHAW, SUPPORTED BY COMM. CELENTINO, TO APPROVE THE MINUTES OF THE MAY 16, 2019 LAW & COURTS COMMITTEE MEETING.

THE MOTION CARRIED UNANIMOUSLY. Absent: Commissioners Koenig and Schafer

Additions to the Agenda

5. NorthWest Initiative – Letter of Collaboration

Limited Public Comment

None.

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

1. Community Corrections
 - a. Resolution to Authorize a Contract with Northwest Initiative for Day Reporting Services and Sentinel, Inc. for Electronic Monitoring Services as Authorized by the Justice Millage
 - b. Resolution to Authorize Submission of a Grant Application and Enter into a Contract with the Michigan Department of Corrections for Ingham County/ City of Lansing Community Corrections and Enter into Program Subcontracts for FY 2019-2020

5. NorthWest Initiative – Letter of Collaboration

THE MOTION CARRIED UNANIMOUSLY. Absent: Commissioners Koenig and Schafer

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

2. Sheriff's Office – Corrections Staffing Assessment (*Discussion*)

Undersheriff Andrew Bouck and Major Darin Southworth, Corrections Administrator, gave a presentation on Corrections staffing.

Discussion.

Teri Morton, Deputy Controller, stated that there was never a comprehensive analysis before or a request to adequately staff Corrections. She further stated that this was a background discussion to give the Committee an idea of what would be ideal Corrections staffing.

Commissioner Celentino stated that he understood that the staffing issues could not be resolved on one budget cycle, but that it could be done by taking a look at the needs and spreading the ultimate goal out over several cycles.

Ms. Morton stated that as the budget cycle progressed, they would continue to have conversations about this topic.

Commissioner Celentino stated that the Committee talked about this during the Strategic Plan discussion in the previous meeting. He further stated it would be nice to look at what the goals were long-term.

Ms. Morton stated that that discussion centered more on road patrol.

Commissioner Celentino stated that he felt that because the Sheriff's Department had one of the larger budgets in the County to begin with, they seemed to get hit the hardest when things needed to be taken away. He further stated that the County should focus on replenishing the staff when the budget allows.

Commissioner Crenshaw asked what the budgeted full-time employees were for this year.

Major Southworth stated that they had 62 deputies and 9 command (6 sergeants and 3 lieutenants) budgeted.

Commissioner Crenshaw asked how many vacancies there were currently.

Major Southworth stated that there were zero.

Commissioner Crenshaw asked how many retirements were coming up.

Major Southworth stated that there would be 4 total in Corrections.

Commissioner Crenshaw asked if any new positions would not be going towards this proposed staffing, but would just be filling them up to the current budgeted full-time staff.

Undersheriff Bouck stated that they were at consistent staffing, as budgeted for, right now. He further stated that ideally they would add 8 full-time employees, including 2 command officers.

Discussion.

Commissioner Crenshaw stated that he recalled a discussion, when the millage was being proposed, about how the new configuration would allow the number of deputies to be reduced.

Ms. Morton stated that that was a discussion under the previous Sheriff. She further stated that it had not been a discussion with the current Sheriff but that her understanding was that those deputies would be redeployed elsewhere as needed rather than the positions being eliminated.

Commissioner Crenshaw stated that he stood corrected on that. He asked if deputies would be redeployed in areas like education, recreation, etc.

Undersheriff Bouck stated that they wanted to do more but did not have the bodies to that right now.

Commissioner Crenshaw stated that he wanted to get a clear picture of where this was going and that he appreciated the clarification.

Major Southworth continued the presentation on Corrections staffing.

Commissioner Crenshaw asked staff to check with legal counsel to see if the millage language allowed for staffing as part of “equipping the facility.”

Ms. Morton stated that there was a very good chance the millage could be used for staffing, but that might need to wait to be explored after all the bids were back for the new facility.

Commissioner Crenshaw stated that for peace of mind he would like an answer sooner rather than later.

Ms. Morton stated she would definitely ask that question.

Undersheriff Bouck stated that personnel are mission critical.

Commissioner Slaughter asked how our jail was compared to other similar jails.

Major Southworth stated that he had not done the math, but that the County was comparative.

Discussion.

Commissioner Slaughter thanked Undersheriff Bouck and Major Southworth.

3. Law and Courts Committee – Judicial Feedback on Action Plan Update – Add New Key Implementation Task: Cash Bail System Reform (*Discussion*)

Commissioner Celentino left at 6:44 p.m.

Hon. Thomas P. Boyd, 55th District Court Judge, gave feedback on the Action Plan Update regarding cash bail system reform. He stated that he wanted to emphasize that not only was the

55th District Court complying with the law but that they were leaders making sure as few people are in jail under their authority as possible.

Ms. Morton asked if there was other language that would be more appropriate, like, “continue to support the courts efforts,” or something along those lines.

Commissioner Slaughter stated that they could explore alternative language.

Judge Boyd stated that he did not know exactly what it should say but that he just did not want to find himself coming before the Commissioners and publicly addressing allegations that the Court was not doing a good job.

Commissioner Slaughter stated that was not the intention of the language and that was part of the Strategic Plan as a commitment to always be working towards this as a goal. He further stated that he thought the 55th District Court was doing a great job and he was not trying to say there was problem.

Judge Boyd stated that he would think about the language and get back to the Committee.

Commissioner Crenshaw asked staff to resend the email with the relevant language.

Ms. Morton stated that she would resend that email.

Judge Boyd stated that this was what they do and that they do it better than most.

Commissioner Crenshaw stated that instead of using the word “reform” they could use the word “affirm” to show that the Board of Commissioners agreed with the work the Court was already doing.

Discussion.

Commissioner Slaughter thanked Judge Boyd.

4. Board Referral – Letter from the Lansing Branch NAACP Regarding the Consolidation of all Ingham County District Courts

Commissioner Slaughter stated that it was pretty early in the process but that he wanted to acknowledge that these concerns were heard.

Judge Boyd stated that he sent an email regarding this to the Board Chairperson and the Committee Chairperson.

Commissioner Crenshaw stated that this issue came late at the end of April and that they had not had a meeting with a full discussion regarding it yet.

Discussion.

Announcements

None.

Public Comment

None.

Adjournment

The meeting was adjourned at 6:58 p.m.

**JUNE 12, 2019 LAW & COURTS AGENDA
STAFF REVIEW SUMMARY**

RESOLUTION ACTION ITEMS:

The Deputy Controller recommends approval of the following resolutions:

2a. Sheriff's Office – Resolution to Authorize an “Ingham County Mutual Police Assistance Agreement”

This resolution will approve the Ingham County Mutual Police Assistance Agreement. This Agreement will allow the Ingham County Sheriff's Office to continue mutual aid agreements with all police agencies within the county by obtaining agreement and signatures of the current law enforcement leaders of Ingham County. This is a long standing arrangement, consistent with past practice, and was last authorized in 2007.

2b. Sheriff's Office – Resolution to Authorize a Contract with Wellness INX to Provide Parenting Programming

This resolution will authorize a contract not to exceed \$19,601 per year with Wellness INX, LLC, for Parenting Programming services for the Ingham County jail population for the period of July 1, 2019 through December 31, 2020. This cost will be covered with Justice Millage funding specifically encumbered for programming.

This service had previously been provided by a volunteer, who has recently retired. The Sheriff's Office would like to continue programming through the proposed contract.

See memo for details.

3a. Facilities Department – Resolution to Authorize an Agreement with LJ Trumble Builders, LLC. for the Sound Attenuation Improvements at the 9-1-1 Center

This resolution will authorize entering into an agreement with LJ Trumble Builders, LLC. for sound attenuation improvements at the 9-1-1 Center for an amount not to exceed \$140,900, which includes an \$8,000.00 contingency. Funds for this project are available within the fund balance of the 9-1-1 Emergency Telephone Fund. This project is necessary because the noise from mechanical equipment is resonating through the vents into the dispatch area, which is a disturbance to employees. This project will make modifications to the existing ductwork in order to reduce the noise level.

See memo for details.

4. Controller's Office – Resolution to Update the 2018 – 2022 Strategic Plan and Action Plan

This resolution will incorporate the changes proposed to the Action Plan by the Liaison Committees and clarify the time frame of the 5-year Strategic Plan.

See memo for details.

PRESENTATIONS/UPDATES:

1. Circuit Court/Family Division – Impact of State “Raise the Age” Legislation to Ingham County

3b. Facilities Department – Justice Complex Update

TO: Law & Courts Committee

FROM: Undersheriff Andrew R. Bouck, Ingham County Sheriff's Office

DATE: May 31, 2019

RE: RESOLUTION TO AUTHORIZE AN "INGHAM COUNTY MUTUAL POLICE ASSISTANCE AGREEMENT"

This is a resolution requesting the Ingham County Sheriff's Office authorize an "Ingham County Mutual Police Assistance Agreement".

This Agreement would allow the Ingham County Sheriff's Office to continue mutual aid agreements with all police agencies in Ingham County.

This is a long standing agreement, consistent with past agreements. This agreement was last authorized in 2007.

The purpose of this Resolution is to obtain agreements and signatures of the current law enforcement leaders of Ingham County.

Introduced by the Law & Courts Committee of the:

INGHAM COUNTY BOARD OF COMMISSIONERS

RESOLUTION TO AUTHORIZE AN “INGHAM COUNTY MUTUAL POLICE ASSISTANCE AGREEMENT”

WHEREAS, the Ingham County Sheriff’s Office has entered into numerous mutual aid agreements with various municipalities in Ingham County; and

WHEREAS, the Ingham County Sheriff’s Office wishes to continue mutual aid agreements with all police agencies in Ingham County; and

WHEREAS, the County Attorney has reviewed and approved the “Ingham County Mutual Police Assistance Agreement”, which provides for mutual aid between all local law enforcement agencies in Ingham County; and

WHEREAS, the Ingham County Mutual Police Assistance Agreement provides for regional cooperation amongst law enforcement agencies.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners approves the Ingham County Mutual Police Assistance Agreement.

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

TO: Law and Courts Committee & Finance Committee
FROM: Darin J. Southworth, Major – Sheriff's Office
DATE: June 3, 2019
SUBJECT: Parenting Program Provider Selection
For the meeting agendas of June 12 & 19, 2019, respectively

BACKGROUND

RFP 119-19, for Parenting Program Services (PP) was conducted to identify providers for our inmate population, utilizing Millage Program Funds. PP is popular with our inmate population, and routinely court ordered. A recent volunteer retirement resulted in suspension of PP until we could research new options. Our desire is to continue PP and fund it with Justice Millage funds.

PROPOSAL EVALUATION

Only one vendor, Wellness INX. LLC (Wellness), responded to the RFP appropriately and timely. Wellness would have been highly competitive even if other vendors had met the submission conditions. Wellness is a local vendor. Performance Memo provided by the Purchasing Department is also attached for review.

FINANCIAL IMPACT

Wellness submitted a cost proposal of \$19,601. \$19,601 could be sufficiently covered with Millage Funding specifically encumbered for Programming.

OTHER CONSIDERATIONS

Wellness provides other services to our inmate population and operate in good standing.

RECOMMENDATION

Based on the information presented, I respectfully recommend approval of the attached resolution to support, Wellness INX., LLC to provide Parenting Programming for Ingham County Jail inmates, with Justice Millage funds.

Agenda Item 2b

TO: Major Darin Southworth, Sheriff’s Office
FROM: James Hudgins, Director of Purchasing
DATE: May 21, 2019
RE: Memorandum of Performance for RFP No. 119-19 Parenting Program Services

Per your request, the Purchasing Department sought proposals from qualified and experienced firms to submit proposals for the purpose of entering into a contract to provide parenting classes for inmates of the Ingham County Jail. Inmates admitted into this program will be referred from the Ingham County Jail Program Coordinator, 30th Judicial Circuit Court, Ingham County Adult Probation, Swift and Sure Sanctions Probation Program, Mental Health Court and the Family Division including Friend of the Court and the Juvenile Division.

The scope of work includes, but is not limited to, providing classes two times per week, one class per gender for a total of 50 weeks unless changed by the Ingham County coordinator. The facilitator of each class will keep a master list of attendees, track requirements and certification, report progress, and provide a quantitative and qualitative mid-year report.

The Purchasing Department can confirm the following:

Function	Overall Number of Vendors	Number of Local Vendors
Vendors invited to propose	4	3
Vendors responding	1	1

A summary of the vendors’ costs:

Vendor Name	Local Pref	Total
Wellness INX LLC	Yes, Lansing	\$19,601.00

You are now ready to complete the final steps in the process: 1) evaluate the submissions based on the criteria established in the RFP; 2) confirm funds are available; 3) submit your recommendation of award along with your evaluation to the Purchasing Department; 4) write a memo of explanation; and, 5) prepare and submit a resolution for Board approval.

This Memorandum is to be included with your memo and resolution submission to the Resolutions Group as acknowledgement of the Purchasing Department’s participation in the purchasing process.

If I can be of further assistance, please do not hesitate to contact me by e-mail at jhudgins@ingham.org or by phone at 676-7309.

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

INGHAM COUNTY BOARD OF COMMISSIONERS

RESOLUTION TO AUTHORIZE A CONTRACT WELLNESS INX TO PROVIDE PARENTING PROGRAMMING

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

WHEREAS, 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, on November 27, 2018 the Board of Commissioners adopted a Resolution #18-497 that included \$99,000 to fund several Ingham County Sheriff’s Office coordinated programs; and

WHEREAS, an RFP process was completed by the Purchasing Department which resulted in one vendor proposal, and a clear choice emerging; and

WHEREAS, Wellness INX, LLC, has been identified as that vendor having the requisite qualifications to provide Parenting Programming; and

WHEREAS, Wellness INX, LLC, is prepared to provide service to the County immediately.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners hereby authorizes Corporate Counsel to proceed with an agreement between the identified vendor and the County.

BE IT FURTHER RESOLVED, that the Ingham County Board of Commissioners authorizes a contract not to exceed \$19,601 per year with Wellness INX, LLC, for services for Parenting Programming for the period of July 1, 2019 through December 31, 2020.

BE IT FURTHER RESOLVED, that funds for this contract 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.

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.

Agenda Item 3a

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

FROM: Rick Terrill, Facilities Director

DATE: June 4, 2019

RE: Resolution Authorizing an Agreement with LJ Trumble Builders LLC, for Sound Attenuation Improvements at the 911 Center

For the meeting agendas of: June 13 & 19

BACKGROUND

The noise from mechanical equipment is resonating through the vents into the dispatch area. In an effort to reduce the noise, modifications will need to be made to the existing ductwork. LJ Trumble Builders submitted the lowest responsive and responsible proposal of \$ 132,900.00.

ALTERNATIVES

There are no alternatives for this project.

FINANCIAL IMPACT

Funds are available within the fund balance of the 9-1-1 Emergency Telephone Fund. We are requesting a contingency of \$8,000.00 for any unforeseen circumstances.

OTHER CONSIDERATIONS

There are no other considerations for this project.

RECOMMENDATION

Based on the information presented, both the Facilities and Purchasing Departments respectfully recommends approval of the attached resolution to support an agreement with LJ Trumble Builders for the sound attenuation improvements at the 911 Center.

Agenda Item 3a

TO: Rick Terrill, Facilities Director
FROM: James Hudgins, Director of Purchasing
DATE: May 7, 2019
RE: Memorandum of Performance for RFP No. 58-19 Sound Attenuation Improvements for the Ingham County 9-1-1 Central Dispatch Center

Per your request, the Purchasing Department sought proposals from qualified and experienced vendors to enter into a contract for the purpose of making sound attenuation improvements to the Ingham County 9-1-1 Central Dispatch Center.

The scope of work includes, but is not limited to, revising the HVAC system serving the call center to add sound attenuation, and reduce noise level within the space. This will require modifications to the access floor system, HVAC systems, sheet metal, and ceiling systems within both the call center and the data center.

The Purchasing Department can confirm the following:

Function	Overall Number of Vendors	Number of Local Vendors
Vendors invited to propose	104	36
Vendors attending pre-bid/proposal meeting	7	3
Vendors responding	2	2

A summary of the vendors' costs:

Vendor Name	Local Pref	Total Bid
LJ Trumble Builders LLC	Yes, Lansing, MI	\$132,900.00
Moore Trosper Construction Company	Yes, Holt, MI	\$138,000.00

A preconstruction meeting will be required prior to commencement of work since the construction cost exceeds \$10,000. Please make sure the Purchasing Department is invited and able to attend the preconstruction meeting to ensure that all contractors comply with the Prevailing Wage Policy and proper bonding.

You are now ready to complete the final steps in the process: 1) evaluate the submissions based on the criteria established in the RFP; 2) confirm funds are available; 3) submit your recommendation of award along with your evaluation to the Purchasing Department; 4) write a memo of explanation; and, 5) prepare and submit a resolution for Board approval.

This Memorandum is to be included with your memo and resolution submission to the Resolutions Group as acknowledgement of the Purchasing Department's participation in the purchasing process.

If I can be of further assistance, please do not hesitate to contact me by e-mail at jhudgins@ingham.org or by phone at 676-7309.

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

INGHAM COUNTY BOARD OF COMMISSIONERS

**RESOLUTION TO AUTHORIZE AN AGREEMENT WITH LJ TRUMBLE BUILDERS, LLC.
FOR THE SOUND ATTENUATION IMPROVEMENTS AT THE 9-1-1 CENTER**

WHEREAS, the noise from the mechanical equipment resonating into the 9-1-1 dispatch area needs to be reduced; and

WHEREAS, it is the recommendation of both the Facilities and Purchasing Departments to enter into an agreement with LJ Trumble Builders, LLC., a registered local vendor who submitted the lowest responsive and responsible bid of \$132,900.00, for sound attenuation improvements; and

WHEREAS, the Facilities Department would like to ask for an \$8,000.00 contingency for any unforeseen circumstances that may arise with this type of project as well as to be sure that we are up to code; and

WHEREAS, funds for this project are available within the fund balance of the 9-1-1 Emergency Telephone Fund.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners authorizes entering into an agreement with LJ Trumble Builders, LLC., 6580 Aurelius Road, Lansing, Michigan, 48911, for the sound attenuation improvements at the 911 Center for an amount not to exceed \$140,900.00 which includes a \$8,000.00 contingency.

BE IT FURTHER RESOLVED, that the Controller/Administrator is authorized to adjust the budget to increase the use of fund balance in the 9-1-1 Emergency Telephone Fund and increase expenditure account 26132500 976000 (building additions and improvements) by \$140,900 for this purchase.

BE IT FURTHER RESOLVED, that 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 4

TO: Law & Courts, Human Services, County Services, & Finance Committees

FROM: Teri Morton, Deputy Controller

DATE: June 5, 2019

SUBJECT: Resolution to update the Ingham County Strategic Plan and Action Plan
For the meeting agendas of 6/12, 6/17, 6/18 and 6/19

BACKGROUND

Ingham County's current Strategic Plan identifies the vision, values, and goals to guide resource allocation and work planning for the years 2018 through 2022. The plan includes strategies and an action plan that specify activities and tasks required for accomplishing the goals. The strategic plan also includes success measures to evaluate the County's progress toward meeting these goals.

The 2018 – 2022 plan was adopted by the Board of Commissioners in March 2017. The version included here is not changed from the original, with one exception. Last year, the resolution was updated to reflect years 2019-2023. We recommend reverting back to 2018-2022 to give the 5-year plan a specific end date, then at that time the County can review progress and prepare a new 5- year plan if warranted.

This packet also includes an update to the action plan following its review by the Liaison Committees of the Board of Commissioners. Recommended changes to the action plan are in bold.

ALTERNATIVES

The Board of Commissioners could choose not to make any changes to the 2018 – 2022 plan.

FINANCIAL IMPACT

There is no direct financial impact. However, the goals and strategies included in the Strategic Plan are considered when allocating resources during the annual budget process.

STRATEGIC PLANNING IMPACT

This resolution supports Goal A. Service to Residents: Provide easy access to quality, innovative, cost-effective services that promote well-being and quality of life for the residents of Ingham County. *Strategy 3. Develop a performance-based measurement system for monitoring and reporting County service delivery and outcomes.* Key implementation task f. 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.

OTHER CONSIDERATIONS

Departments will be providing further updates to the action plan as part of their 2020 Budget Requests. Review of the 5- year strategic plan is necessary to ensure that the strategies and goals remain current.

RECOMMENDATION

I recommend approval of the attached resolution and update of the action plan after review by the Board of Commissioners to incorporate the changes proposed by the Liaison Committees and to clarify the time frame of the 5-year Strategic Plan.

Introduced by the Finance Committee of the:

INGHAM COUNTY BOARD OF COMMISSIONERS

RESOLUTION TO UPDATE THE 2018 – 2022 STRATEGIC PLAN AND ACTION PLAN

WHEREAS, the Ingham County Board of Commissioners has developed and desires to adopt of a strategic plan that presents the goals and aspirations of County government and all its affiliated departments and agencies; and

WHEREAS, in 2017, the Board of Commissioners, working with elected officials, department heads and budgetary units completed a comprehensive year-long project with the assistance of Management Partners, Inc., a professional strategic planning firm; and

WHEREAS, the Board of Commissioners reviewed the plan in detail, provided feedback and made certain editorial modifications through its standing committees; and

WHEREAS, the Board deemed the plan to be comprehensive, appropriate, aspirational and strategically sound; and

WHEREAS, the Ingham County Board of Commissioners adopted the 2018 - 2022 Ingham County Strategic Plan; and

WHEREAS, the Ingham County Strategic Plan and Action Plan should be reviewed and updated, if necessary, on an annual basis.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners hereby accepts the 2018 – 2022 Ingham County Strategic Plan and Action Plan as presented and modified by the Board membership.

Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
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Goal A. Service to Residents: Provide easy access to quality, innovative, cost-effective services that promote well-being and quality of life for the residents of Ingham County.

Strategy 1. Strive to make facilities and services user-friendly

a. Submit to the electorate a new health services millage that broadens the population served beyond what the current millage allows.	<u>Board of Commissioners</u> Controller TCOA	4th quarter of 2019	The Human Services Committee will discuss the Health Services Millage Renewal in Late Summer/Fall of 2019.
b. Expand Medicaid enrollment activities throughout Ingham County.	<u>Health Department - Health Promotion and Prevention</u>	Ongoing	Medicaid enrollment activities continued in 2018. Registration and Enrollment's location was enhanced to better serve clients as part of the HSB's May 2018 renovation.
c. Renovate the Health Department space at the Human Services Building and find a permanent home for the River Oak Clinic.	<u>Health Department</u> Controller Facilities Purchasing	2nd quarter of 2018	HSB centralized check-in and waiting room renovation project was completed in June 2018. 2019 CIP Requests reflect preparation to move the River Oak Clinic.
d. Expand programming to identify and address the prevalence of STDs in the community, particularly HIV/AIDS.	<u>Health Department</u>	Ongoing through 2022	A Ryan White Care Coordination Grant in the amount of \$581,172 was awarded to Ingham County in 2018.
e. Expand access to health care for County residents, with an emphasis on the uninsured and the under-insured, the LGBTQ community, rural residents, and other underserved and marginalized populations.	<u>Health Department</u>	Ongoing through 2022	Sparrow-VOA Clinic provided additional access to healthcare. Mobile health clinic partnership with Sparrow increased access to healthcare.
f. Maintain and improve existing parkland, facilities, and features.	<u>Parks</u> Purchasing Controller Board Of Commissioners Purchasing Zoo MSU Extension	Ongoing	The Parks Department continues work on approved CIP projects. These projects include roof replacement at Hawk Island and Lake Lansing South, improvements to splash pad features, adding canoes/kayaks/trailers, etc.

Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
g. Work to improve accessibility for visitors of all ages and abilities.	<u>Parks</u> Zoo Animal Control	Ongoing	The Parks Department was awarded two grants for Burchfield Park and McNamara Landing. The grant for McNamara Landing will provide for a universally accessible public kayak and canoe launch on the Grand River, with adjacent ADA parking improvements and a new accessible restroom facility. The Overlook Shelter grant will provide for the installation of a new ADA shelter, parking improvements, accessible pathway, etc. at Burchfield Park. In addition, we have a new ADA wheelchair at Lake Lansing South to provide beach access for any park visitor.
h. Enhance existing trails and blueways, and develop new multi-use trails and blueways, that connect parks with recreational, residential, cultural and business centers throughout Ingham County.	<u>Parks</u> Board of Commissioners Purchasing	Ongoing	A fourth round of millage applications were reviewed and 16 new projects were awarded that will address new construction, special projects (including blue ways) as well as repairs, rehabilitation, long-term maintenance projects, and small projects. The grant for McNamara Landing to install a new EzDock kayak launch will also enhance access to a blueway trail connecting to Burchfield Park. In addition, we have purchased kayaks for Hawk Island and Burchfield Park.
i. Construct a new 50,000 sq. ft. exposition center and replace the grandstands at the Fairgrounds.	<u>Fair</u> Controller Board Of Commissioners Purchasing	Last quarter 2019 (Fair)	Exploring a variety of methods to get the project completed by late 2019.
j. The Drain Commissioner's office will continue its program of maintenance and improvement of the important public drain infrastructure	<u>Drain Commissioner</u>	Ongoing	Maintenance and improvement of drain infrastructure is an ongoing activity.
k. Provide for collection and proper disposal of household hazardous waste through the Health Department environmental health division.	<u>Health Department</u> Purchasing	Ongoing	Household Hazardous Waste collection program continued. See activity indicators for metrics.

Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
l. Provide for ongoing potable water and wastewater inspections through the Health Department.	<u>Health Department</u>	Ongoing	Ongoing. Environmental Health staff provided input and advocacy around proposed changes to the statewide septic code.
m. Monitor environmental hazards and seek to prevent and mitigate pollution.	<u>Health Department</u>	Ongoing	Ongoing
n. Diversify programs/activities at the Ingham County Fair.	<u>Fair</u> Controller Board Of Commissioners Purchasing MSU Extension	Ongoing	Develop relationships with a variety of different clubs, organizations and businesses throughout the county. Create opportunities for the underserved populations that we don't typically reach.
o. Apply contemporary transportation infrastructure philosophies, such as complete streets, to all road construction projects.	<u>Road Department</u> Board of Commissioners Parks Purchasing	Ongoing	2018 Road projects that involved complete streets philosophy: Jolly, Dobie-Meridian Rds--adding paved shoulders; Jolly at Okemos Intersection--Sidewalk gap fill-ins & ADA upgrades; Cedar St, Holt-Aurelius Rds--To be reconstructed with bike lanes, on-street parking, cross walks, new sidewalks and ADA upgrades.
p. Ensure there is no waiting list for the TCOA meals on wheels program in Ingham County.	<u>Tri-County Office on Aging</u> Board of Commissioners		TCOA was awarded a 3% increase over last year's MOW request, as well as an additional \$11,930 to be put toward this strategy for ending the wait list.
q. Implement an electronic filing system for veteran benefit claims.	<u>Veterans Affairs</u>		Veterans Affairs is able to report county service delivery and outcomes by utilizing a more efficient county-solution VetraSpec system. VetraSpec is a secure, online, veteran's claims management software solution built for veteran service officers and state departments.
r. Increase the number of families are served through the DHHS special needs account.	<u>Michigan Department of Health and Human Services</u> Board of Commissioners Controller		The number of special needs clients served by DHHS is projected to increase from 125 in 2017 and 2018 to 180 in 2019.

Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
s. Work with DHHS to fix their handbook and administrative rules to eliminate confusion.	<u>Circuit Court - Juvenile Division</u> Michigan Department of Health and Human Services Board of Commissioners Controller		The Juvenile Division has attended all training and forums related to the Child Care Fund. Additionally, the Deputy Court Administrator and the Michigan Association of Family Court Administrators have met regularly to address concerns as they arise. It should also be noted that in September of 2017, the Juvenile Division participated in an on-site review by the Child Care Fund audit team. It was determined that the Juvenile Division was effective in reporting costs that were accurate, allowable and appropriate according to state laws, regulations and departmental policy.
t. Reduce the amount of time spent by each child in the foster care system.	<u>Michigan Department of Health and Human Services</u> Board of Commissioners Controller		The number of days of Family Foster Care is projected to decrease from 38,077 in 2017 down to 28,470 in 2019.
u. Maintain the minimal level of Law Enforcement /Road Patrol response in the Sheriff's Office primary service area within the current revenue stream.	<u>Sheriff's Office</u>	Remain at current level through 2020	Formal Reorganization of ICSO in 2018/2019 with the proposed addition of one new Field Services Sergeant position. This position has been added and made a noticeable improvement to operations. Sheriff's Safer Schools Initiative
v. Continue to take the lead in organizing interagency cooperation and obtaining state and federal grant funding to protect Ingham County against all hazards, including an emphasis on terrorism, natural disasters and accidents.	<u>Homeland Security Office</u> Purchasing MSU Extension MSP EOC Lansing SEOC MSU EOC		Strong partnerships have been established and are maintained with our local, state, regional and federal partners

Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
w. Continue work to stem the epidemic of Opioid/Heroin related deaths and crime.	<u>Health Department</u> Prosecuting Attorney Sheriff's Office Tri-County Metro Squad Circuit Court - Juvenile Division FAN Lansing/Mason Area Opiate Task Force TCOA	Ongoing/Annual	The Ingham Opioid Abuse Prevention Initiative continued to meet and follow the strategic plan that it developed. Activities include collaborating with the County Jail and Community Mental Health to develop plans of care for inmates with Substance Use Disorders. Ingham County has retained Weitz & Luxenberg to pursue legal action against manufacturers and distributors of opioids. This is also being addressed through the recently received Medically Assisted Treatment (MAT) federal grant, as well as programming being funded by the new Justice Millage.
x. Continue work that targets violent offenders, high level drug dealers, gang activity, and gun violence.	<u>Prosecuting Attorney</u> Tri-County Metro Squad	Ongoing/Annual	ICPO works with police and law enforcement partners to prosecute violent crimes, much of which is the result of the illegal drug trade. In the absence of sensible gun legislation at the state and national level, it is local police and prosecutors who are on the front lines addressing gun violence. Many of our homicides result from the illegal drug trade and we support efforts to reduce illegal drug activity, in our community and throughout the State of Michigan. The Sheriff's Office will continue to partner with the Lansing Police Violent Crime Initiative (VCI) to stem violence.

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

Strategy 2. Connect and collaborate with local government networks to learn about innovations and new cost effective service delivery models.

Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
a. Provide additional resources to the task force focusing on the epidemic of opiate addiction in Ingham County.	<u>Health Department</u> Sheriff's Office Prosecuting Attorney MSU Extension TCOA	Ongoing through 2022	The Health Department secured \$70,000 in funding from the Blue Cross Blue Shield of MI Foundation to support the activities of the Ingham Opioid Abuse Prevention Initiative and is utilizing these funds in 2018. CMH has begun distributing Narcan to at-risk individuals upon their release from the Ingham County Jail. The Sheriff has had several mobile pill collections at community events.
b. Partner with non-profit agencies and local governments to communicate the availability of quality pre-natal care to minority populations.	<u>Health Department</u>	Ongoing through 2022	The Maternal and Child Health Division's Maternal and Infant Health, Nurse Family Partnership, and Strong Start Healthy Start programs continued to work with community partners to improve birth outcomes.
c. Develop an indigent defense services plan following guidelines issued by the State through the Michigan Indigent Defense Commission (MIDC)	<u>Controller</u> Circuit Court District Court Prosecuting Attorney	<u>Following Deadlines as set by MIDC</u>	Compliance Plan including 54A, 54B, and 55th District Courts and 30th Circuit Court submitted to MIDC. Plan accepted by MIDC and funding from State of Michigan granted. Implementation planning for a County Public Defender Office is underway.
d. Continue and consider expansion of the network of various Ingham County Specialty Courts (Domestic Violence, Mental Health, Substance Abuse, and Veterans Courts).	<u>District Court</u> Circuit Court Prosecuting Attorney Sheriff's Office Circuit Court - Juvenile Division	Ongoing	The court continues to work with other courts and community partners to enhance and expand existing specialty court programs.
e. Combine Jail sentences with substance abuse and other treatment programming when appropriate to reduce recidivism.	<u>District Court</u> Community Corrections Advisory Board Sheriff's Office Circuit Court Prosecuting Attorney	Ongoing	The court focus is on rehabilitation and sentences are designed for what is best for the defendant and the community. The Sheriff's Office will continue to engage the MSU School of Criminal Justice to implement a local Ingham County Recidivism study to determine if specialty courts and new programming are having a positive effect.

Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
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Goal A. Service to Residents: Provide easy access to quality, innovative, cost-effective services that promote well-being and quality of life for the residents of Ingham County.

Strategy 3. Develop a performance-based measurement system for monitoring and reporting County service delivery and outcomes.

a. Preserve important farmland and open spaces through purchase of development rights.	<u>Farmland and Open Space Preservation Board</u> Purchasing MSUE	Annually	Since it began, the program has protected just over 5300 acres of farmland and open space land in the county with permanent conservation easements. The millage was renewed for an additional 10 years in 2018.
b. Maintain a master road improvement plan that prioritizes road projects to achieve “excellent” road conditions.	<u>Road Department</u>	Ongoing	With the MTF revenue increase, the Road Department proposes maintenance paving and chip-sealing on approximately 100 miles of primary road in 2019. Also in 2019 the increased MTF will provide several miles of full resurfacing. With the recent past financial constraints, no primary roads have been fully rehabilitated or re-paved without federal aid and/or special state or other funding.
c. Develop a standardized reporting system for Community Agencies.	<u>Controller</u>	2nd quarter of 2018	A standardized reporting system is expected to be in place for 2019.
d. Identify acceptable response time ranges to develop plans to address any shortfalls in meeting the acceptable time ranges for calls for service.	<u>Sheriff's Office</u> 9-1-1 Center	Annual Basis	Pending reorganization would add one additional unit to respond / improve response times to CFS Sheriff's Safer Schools Initiative. Sheriff has assigned a deputy to each rural township and has
e. Identify appropriate sanctions for adults in order to foster appropriate behavior, reduce criminal recidivism, and effectively manage corrections resources, including the jail population.	<u>Community Corrections Advisory Board</u> Prosecuting Attorney Sheriff's Office Circuit Court/Pretrial Services District Court Private Service Providers	Develop definition of recidivism by Oct. 1, 2017 Establish baseline by collecting data for 1 year - October 1, 2018	Due to the scope of this project and time constraints this FY, the Action Plan has been revised. The overall scope and feasibility of defining and tracking recidivism will be explored by June 30, 2019. Based on the results, an Implementation Plan and Timeline will be developed by September 30, 2019; Use of structured sentences that include evidence-based program models shown to reduce participant recidivism will continue to be utilized.

Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
f. 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.	<u>Controller</u>	12/31/2017	A new 5-year strategic plan was adopted by the Board of Commissioners in 2017. Progress is reported annually during the budget process and periodically throughout the year at liaison committee meetings.

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

Strategy 4. Ensure employees provide complete and courteous response to resident questions and inquiries.

a. Periodically offer FOIA training opportunities to all employees.	<u>Board of Commissioners</u> Animal Control Prosecuting Attorney		Key users have participated in training for new releases of the FOIA software.
b. Provide responsive customer service and public engagement.	<u>Controller</u>		Methods to further implement this strategy will be explored in 2019. Facilities Department sent out a satisfaction survey in January 2019.

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

Strategy 5. Provide opportunities to gather feedback on County services from the public.

	<u>Board of Commissioners</u> Innovation and Technology Animal Control Circuit Court Sheriff's Office		Every public meeting is a chance to gather feedback. However, an example of specific engagement with the public is the sessions held by the Sheriff to educate the public on the Jail millage.
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Goal B. Communication: Improve service by enhancing the quality of external and internal communication.

Strategy 1. Promote key services through the local media.

Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
a. Increase resident awareness of parks, park activities, accomplishments, and opportunities.	<u>Parks</u> Board of Commissioners Zoo	Ongoing	The Parks Department issues press releases and frequently posts to Facebook to keep the public up to date on park information. The Friends of Ingham County Parks have developed in conjunction with the Parks Department staff, a Voluntary Park Patron Optional Decal – Fundraising Proposal. This will help the Friends build a membership base of park supporters and donors.
b. Secure funding for mass media campaign around education, prevention, and treatment of HIV and STIs.	<u>Health Department</u> Board of Commissioners	Apply for funding by Q4 2018	The Health Department was awarded \$20,000 for a media campaign as part of its 2018 grant for Ryan White Care Coordination funds. The Health Department secured \$5,000 for a Hepatitis A Campaign and began implementing it in May 2018.
c. Provide public relations and media training for Commissioners, department heads, and staff.	<u>Controller</u>	Ongoing	Training opportunities are ongoing and encouraged county-wide (ICMA Webinars). Media training scheduled for February 27 Department Head

Goal B. Communication: Improve service by enhancing the quality of external and internal communication.

Strategy 2. Provide opportunities for residents and service recipients to share their experiences about County services.

a. Add a recurring item to County Board agenda for committee liaisons to provide brief updates on relevant business and actions.	<u>Controller</u> Board of Commissioners	Ongoing	Committee Chair updates are included on the agenda for every Board of Commissioners meeting.
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Goal B. Communication: Improve service by enhancing the quality of external and internal communication.

Strategy 3. Consider ways to brand and unify County messaging

Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
a. Create and maintain a social media presence for County programs and services.	<u>Controller</u> All Interested Departments	Ongoing	A social media policy was approved by the Board of Commissioners in 2018. The web site update is ongoing.

Goal B. Communication: Improve service by enhancing the quality of external and internal communication.

Strategy 4. Assure ease of access to information on and maintenance of the County Web site.

a. Make county records available on-line whenever practical.	<u>Innovation and Technology</u>	12/1/2020	Website update is in progress, this will be the first step in providing more information online.
b. Route all requests for public documents through the FOIA Coordinator.	<u>Board of Commissioners</u>		While FOIA request procedures are available on the webpage, we are still attempting to have all customers use the FOIA software when requesting information.
c. Continue support for online mapping and property search queries through the Equalization Department.	<u>Equalization/Tax Mapping</u> Innovation and Technology	Annually	This is addressed annually in the budget.
d. Support efforts to allow on-line fee payment for vital records.	<u>County Clerk</u> Innovation and Technology	2nd Quarter - 2019	Two challenges must be addressed: ability to verify identity and no-cost or low-cost payment processing. The current vendor is developing an ID verification module with an expected rollout in 2019. After rollout, the Clerk will determine if it meets our needs. The Clerk plans to work with the Treasurer to develop no-cost payment processing solutions.
e. Create an electronic, public directory of all County services with contact information.	<u>Innovation and Technology</u>	12/1/2018	Website update is in progress, anticipated rollout is before the end of the year.
f. Assign an employee in each department with responsibility for keeping the intranet up to date.	<u>Innovation and Technology</u>		IT can recruit a point person and coordinate but cannot enforce updates to happen. It will need to be escalated if greater measures need to be taken.

Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
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Goal C. Management, Finance and Governance: Maintain and enhance County fiscal health to ensure delivery of services to residents.

Strategy 1. Maintain the County's financial reserves at adequate levels.

	<u>Controller</u>	Ongoing	The reserves in the Budget Stabilization Fund, General Fund, and Public Improvement Fund as of 12/31/17 total \$27.9 million. This equates to 12% of the \$233.3 million in total budgeted expenditures for 2018. As of 12/31/17 the General Fund has \$11.8 million more than the policy's minimum target and the Public Improvement Fund has \$.8 million more than the policy minimum. The Budget Stabilization Fund is \$240,959 above its minimum target level.
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Goal C. Management, Finance and Governance: Maintain and enhance County fiscal health to ensure delivery of services to residents.

Strategy 2. Continue to monitor adherence to the County's financial reserve policy

	<u>Controller</u>	Ongoing	The County's policy requires that the County Controller annually advise the Finance Committee of the status of the balances in the funds, and as appropriate, provide recommendations for maintaining the balance at appropriate levels.
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Goal C. Management, Finance and Governance: Maintain and enhance County fiscal health to ensure delivery of services to residents.

Strategy 3. Develop options for service levels depending on the County's fiscal health.

a. Set reasonable fees for document searches and duplication.	<u>Board of Commissioners</u>		Fees are set by resolution on an annual basis.
b. Build capacity to meet growing demands to investigate, educate and control the incidence of sexually transmitted infections in our community.	<u>Health Department</u>		Ryan White Care Coordination Grant awarded in 2018.

Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
c. Increase the immunization rate among children 19-35 months old and 13-17 years old through community outreach/collaborations to increase knowledge and awareness about immunization.	<u>Health Department</u>		Immunization activities continued. The Board of Health has included <i>Promote ICHD Adolescent & Adult Vaccination Activities</i> as one of its Strategic Priority areas. Vaccinated residents at the Ingham County Youth Center monthly.
d. Consider the 9-1-1 Advisory Committee recommendation to submit to the electorate a supplemental 9-1-1 Operational Millage to build up a fund balance to upgrade or replace the current Public Safety Communications System.	<u>Board of Commissioners</u> 9-1-1 Center	Increase start in 2018 and continue for several years. Radio system must be replaced/updated by 2021.	The Board of Commissioners decided to move forward with a ballot question in November 2018 to increase the 9-1-1 surcharge to fund a full radio replacement, per Resolution 18-322. The ballot question was approved by voters and the radio replacement project is underway.
e. Supplement the CCAB Plans and Programs through local funding given the limited resources available.	<u>Community Corrections</u> <u>Advisory Board</u> Circuit Court Prosecuting Attorney	2018	CMH-CATS, Jail and Community Corrections worked together to propose programming that could potentially be funded through the Justice Complex Millage. A proposal was submitted for community-based programming.
f. Expand diversion program to divert non-violent economic crime from the traditional Courts dockets.	<u>Prosecuting Attorney</u>		We are working to further expand the eligibility of diversion cases. If marijuana is legalized in the State of Michigan, a significant number of our annual Diversion cases would no longer be filed. We are planning for this eventuality by looking at additional cases and offense categories for which Diversion programming is an appropriate solution.

Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
g. Expand evidence based juvenile programming to adequately address the increased Family Division caseload should 17 year olds become part of their responsibilities.	<u>Circuit Court - Juvenile Division</u> Prosecuting Attorney	Annually	The Juvenile Division attempts to support this goal by reorganizing a Juvenile Court Officer position to a second Family Center Supervisor. The Family Center currently has the infrastructure to treat juveniles through their 18th birthday. This new position will be able to make decisions in the face of a critical incident at the Family Center. Currently there is one Supervisor working 12:00 pm to 8:00 pm. This new Supervisor position will provide necessary coverage from 7:30 am – 3:00 pm, while the other Supervisor will work 12:30 pm – 8:30 pm.

Goal C. Management, Finance and Governance: Maintain and enhance County fiscal health to ensure delivery of services to residents.

Strategy 4. Periodically review and revise policies and contracting procedures to reflect current best practices.

a. Coordinate County infrastructure improvement projects such as roads and drains.	<u>Road Department</u> Drain Commissioner	Ongoing	Road department sends Drain office lists of upcoming road projects early each year and several times throughout design process for coordination including avoidance of duplicate traffic and pavement disturbance. Road department also routinely sends Drain office copies of any larger permit applications to alert Drain office of larger utility impacts that may affect county drains.
b. Provide regular reports to the County Board on the use of debt service, updates on Tax Increment Financing and other financing tools.	<u>Controller</u> Financial Services	Ongoing	The County has a debt service policy, updates done annually through the audit and other financial reporting.
c. Continue periodic reports to the County Board on management and financial issues outside of the budget process.	<u>Controller</u> Financial Services Human Resources Purchasing	Ongoing	Updates have been or will be provided on Purchasing and contracts policies, and new IT security training has been implemented.

Goal C. Management, Finance and Governance: Maintain and enhance County fiscal health to ensure delivery of services to residents.

Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
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Strategy 5. Conduct periodic internal audits to assess departmental compliance with management and financial policies and procedures.

a. Monitor compliance with policies and procedures by County employees, elected officials and Commissioners (e.g., purchasing, ethics, IT security, non-discrimination).	<u>Controller</u> Innovation and Technology Purchasing Sherriff's Office	Ongoing	Ongoing
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Goal C. Management, Finance and Governance: Maintain and enhance County fiscal health to ensure delivery of services to residents.

Strategy 6. Identify long and short-term funding priorities and financing options for capital projects.

a. Lend full faith and credit to viable drainage projects within parameters of the County's debt financing policy.	<u>Board of Commissioners</u>		In 2018 the County pledged full faith and credit for the Ferley Drainage District Bonds.
b. Lend full faith and credit to viable public infrastructure projects.	<u>Board of Commissioners</u>		The Board of Commissioners is supporting ongoing expansion and renovation projects at the Medical Care Facility, CMH and Animal Shelter.
c. Promote brownfield redevelopment.	<u>Economic Development</u>		For 2018 the County has contracted Economic Development Services to the Lansing Economic Area Partnership (LEAP).
d. Create a comprehensive and structured approach to the long-term management of assets as tools for the efficient and effective delivery of benefit.	<u>Facilities</u> Innovation and Technology Parks		The Facilities Director has met with Parks and they are doing a Facilities Condition Assessment of the assets within all 3 major parks. This should be concluded by the spring of 2019.
e. Develop a policy to ensure adherence with the approved Capital Improvement Program when reviewing capital funding requests.	<u>Controller</u> Innovation and Technology	4th quarter 2019	The timeline has been adjusted and extended to 2019.

Goal C. Management, Finance and Governance: Maintain and enhance County fiscal health to ensure delivery of services to residents.

Strategy 7. Identify efficiencies through regional collaboration, consolidation and service sharing that promote accountability, transparency and controlling costs.

a. Support the Ingham Conservation District in its efforts to promote natural resource stewardship.	<u>Board of Commissioners</u> Ingham Conservation District Parks	12/31/2017	The 2019 budget included a contract for services with the Ingham Conservation District of just over \$8,000.
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Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
b. Coordinate environmental education efforts with MSU Extension, Tri-County Regional Planning Commission and the environmental health division Health Department.	<u>MSU Extension</u> Tri-County Regional Planning Commission Health Department Parks	Ongoing	MSU Extension Greening Michigan Institute educators and resources may provide education and information.
c. Support regional and local convention and tourism activities	<u>Controller</u> Fair Parks	Ongoing	80% of Hotel/Motel tax proceeds continue to be allocated to the Greater Lansing Convention and Tourism Bureau.
d. Support regional and local economic development groups	<u>Controller</u> Fair Parks	Ongoing	The County is a dues paying member of LEAP and maintains a contract with LEAP for economic development services.
e. Improve the timing of Child Care Fund reimbursements received from the State of Michigan.	<u>Circuit Court - Juvenile Division</u>		The Juvenile Division intends to develop and maintain a Child Care Fund Annual Plan and Budget through a strong collaboration with the Ingham County Budget Office and the Financial Services Department. Reimbursement will be timely if the Child Care Fund Annual Plan and Budget is properly constructed. The Annual Plan and Budget will be developed this summer with proper coordination between departments.
f. Implement a legislative solution to fix the unfunded mandate caused by the reduction in DHHS worker caseload ratios from 15:1 to 13:1.	<u>Michigan Department of Health and Human Service</u> Controller Board of Commissioner Circuit Court - Juvenile Division		Work towards a legislative solution to contain foster care costs is ongoing.

Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
g. Continue the contracts with MSU to continually evaluate the effectiveness of the Juvenile Court Programming including millage-based programs.	<u>Circuit Court - Juvenile Division</u>	Annually	The newly created Clinical Mental Health Professional conducts quarterly fidelity assessments of evidence based curriculums utilized by the Juvenile Division. In January 2018, a formal continuous quality improvement (CQI) plan was instituted to assist with program evaluation and continued implementation for Juvenile Division programming. This evaluation will provide information regarding each program's fidelity to its model. This information will be shared with the relevant agency/personnel along with recommendations to ensure that all programming continues to implement best practices.

Goal C. Management, Finance and Governance: Maintain and enhance County fiscal health to ensure delivery of services to residents.

Strategy 8. Monitor and address unfunded liabilities.

	<u>Controller</u>	ongoing	The County continues to contribute required MERS payments and obligations toward OPEB.
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Goal D. Information Technology: Enhance and provide the necessary support and equipment to meet the IT needs of each department to make service delivery to the public more efficient and transparent.

Strategy 1. Support well-trained IT managers and staff current with emerging trends and best practices.

	<u>Innovation and Technology</u>	Ongoing	Training and conference opportunities are being provided to staff.
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Goal D. Information Technology: Enhance and provide the necessary support and equipment to meet the IT needs of each department to make service delivery to the public more efficient and transparent.

Strategy 2. Annually budget for countywide IT projects including updates to existing software applications.

a. Continue to replace all state-owned computer hardware with county-purchased hardware as well as purchase supporting MS/Windows licenses.	<u>Innovation and Technology</u> Friend of the Court	12/1/2019	Reviewing inventory to ensure all are identified and replaced by deadline. Licenses will be purchased to cover.
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Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
b. Promptly communicate emerging IT issues with department heads, elected officials and the County Board.	<u>Innovation and Technology</u>	Ongoing	As issues arise, communication is sent via Helpdesk email or from CIO to advise depending on immediacy/severity of issue.
c. Schedule quarterly face-to-face meetings with the IT director, department heads, elected officials and County Services Committee.	<u>Innovation and Technology</u>	8/1/2018	First meetings to be scheduled for Q3 2018, will take feedback to determine optimal logistics – groups, one on one, etc.
d. Prepare a comprehensive landscape review and inventory of County IT programs, vendors, hardware, IT assets, and assessment of related needs with cost estimates.	<u>Innovation and Technology</u>	6/1/2018	In starting this project it was discovered that this is a much larger project than anticipated. It will take much longer to do an effective job of creating that inventory of everything IT.
e. Implement a department-by-department evaluation of IT services that focuses on the needs of the end user.	<u>Innovation and Technology</u>	12/1/2018	Evaluation document being developed, and key criteria/metrics being established.
f. Develop a five-year IT growth plan with associated costs.	<u>Innovation and Technology</u>	6/1/2019	As this is dependent on having a good review document, the date on this has been pushed out as well.
g. Create an up-to-date IT emergency management plan including the security of private data.	<u>Innovation and Technology</u>	4/1/2018	First draft is completed, will need annual review to ensure it is up to date.

Goal D. Information Technology: Enhance and provide the necessary support and equipment to meet the IT needs of each department to make service delivery to the public more efficient and transparent.

Strategy 3. Establish consistent standards for department website design, information postings and monitoring.

	<u>Innovation and Technology</u> Board of Commissioners Controller	6/1/2018	Slight delay on this due to obtaining feedback and consensus from the various stakeholders. Still on track to be completed as part of the website redesign process.
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Goal E. Facilities and Infrastructure: Provide user friendly, accessible facilities and quality infrastructure.

Strategy 1. Review recommendations of the Space Utilization Study for Ingham County.

Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
a. Use the Animal Control Millage to build a new Animal Control Replacement facility on existing county property in Mason.	<u>Facilities</u> Animal Control Purchasing Building Authority	2nd Quarter 2019	New Shelter will be open to the public on June 5, and Ribbon Cutting will be held on June 14, 2019.
a1. Continue support of expanded Animal Control staffing and debt service payments for new shelter with Animal Shelter millage funding, approved through 2021.	<u>Board of Commissioners</u>		
b. Develop strategies to finance with new revenue a modern new Ingham County Jail that is more humane, efficient and cost effective with appropriate security levels, programming and staffing.	<u>Board of Commissioners</u> Courts Sheriff Controller Facilities	August 2018	The County is requesting that the voters consider a millage that would replace the current county jail, the Sheriff's administrative offices and court facilities located in Mason. This construction would be financed with bonds which would be paid for by the proceeds of the millage over the next 20 years. The County is also requesting additional programming funds over the same time period in order to expand services that would treat substance addictions and mental illness at the jail, and also to reduce re-incarceration among arrested persons. Voters approved the millage, and planning for the new justice complex and expanded programming is underway.
b1. Develop/design and construct the new Justice Complex	<u>Facilities</u> Sheriff Courts Building Authority Controller Purchasing County Clerk	Middle to End of 2022	
c. Develop a proactive maintenance plan to extend the life of facilities, property and infrastructure assets.	<u>Facilities</u> Parks Purchasing	12/31/2017	This was started in 2017 and should be completed in 2019.

Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
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Goal E. Facilities and Infrastructure: Provide user friendly, accessible facilities and quality infrastructure.

Strategy 2. Plan physical space needed for future storage needs.

a. Develop a data retention policy.	<u>Innovation and Technology</u>	Ongoing	Need information on legal requirements. Controller's office working with attorneys.
b. Evaluate future storage capacity needs for electronic data.	<u>Innovation and Technology</u>	12/1/2018 Within guidelines effective 1/1/2018	Corrected typo in second date, needs to be after the first date.

Goal E. Facilities and Infrastructure: Provide user friendly, accessible facilities and quality infrastructure.

Strategy 3. Identify areas for collaboration with other governmental units for facilities, property, and infrastructure upgrades.

a. Coordinate road projects with other infrastructure improvement projects, such as drains, in order to minimize transportation disruption and public inconvenience.	<u>Road Department</u> Drain Office	Ongoing	See Goal C, Strategy 4a
b. Explore methods to share and/or consolidate District Court programming, operations and /or facilities.	<u>Controller</u> Law and Courts Committee 55th District Court State Court Administrator	Ongoing	This is ongoing. Meetings occurred in 2018 and are scheduled into the future.
c. Evaluate and plan for adult caseload reduction if the state legislation is approved to move 17-year-olds	<u>Circuit Court</u> Sheriff's Office		It is likely that the State will enact Raise the Age Legislation effective October 1, 2021. The funding mechanism is the outstanding issue to be decided upon. The Family Division of the Circuit Court and the Sheriff's Office have plans in place to address the change when it becomes effective, although, with the outstanding issue of a funding mechanism, impacts on operational costs are difficult to evaluate.

Goal E. Facilities and Infrastructure: Provide user friendly, accessible facilities and quality infrastructure.

Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
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Strategy 4. Consider environmentally-friendly construction strategies.

a. Maintain a database of drain infrastructure conditions to prioritize drain improvement projects designed to extend their useful life.	<u>Drain Commissioner</u> Innovation and Technology		Maintenance of a database of drain infrastructure is an ongoing activity.
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Goal F. Human Resources and Staffing: Attract and retain exceptional employees who reflect the community they serve and who prioritize public service.

Strategy 1. Attract and retain employees who value public service.

a. Develop an employee succession plan with a timeline for anticipated retirements.	<u>Human Resources</u>	HR data provided on 1/1/2018. Dept. review meetings to be complete step 1 by 3/31/2018. Analysis of initial feedback and summary of needs by 6/30/2018. Begin process of building plan in 3rd quarter.	Complete delivery of HR data to departments by 7/31/18. Dept. review meetings to be completed by 9/30/2018. Analysis of initial feedback and summary of needs by 12/31/2018. Begin process of building plan in 1st quarter 2019.
b. Develop a workforce that reflects the community it serves by establishing countywide diversity goals.	<u>Human Resources</u> Board of Commissioner Equal Opportunity Committee	Currently data provided quarterly to EOC.	Ongoing. 1st and 2nd quarter data provided to EOC as of July 2018.

Goal F. Human Resources and Staffing: Attract and retain exceptional employees who reflect the community they serve and who prioritize public service.

Strategy 2. Regularly solicit employee feedback and suggestions for workflow improvements.

Key Implementation Tasks	<u>Lead Responsibility/Others Involved</u>	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
a. 6mo. And 12 mo. Survey on workflow	<u>Controller</u>	Deadline extended to 7/1/2019	These three tasks will be assigned to the Human Resources Department. In 2019 there will be discussions regarding a reorganization of the entire Central Services operation.
b. Staff Meeting include workflow reviews and process mapping exercise (if dept. does not have staff meetings, provide workflow questionnaire for soliciting a response)	<u>Controller</u>		
c. Electronic suggestion box	<u>Controller</u>		

Goal F. Human Resources and Staffing: Attract and retain exceptional employees who reflect the community they serve and who prioritize public service.

Strategy 3. Encourage employee creativity and innovation.

a. Develop formal and informal employee recognition programs	<u>Human Resources</u> Board of Commissioners Controller	Launch by 1/1/2019	HR draft plan to Controller by 9/30/18.
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Goal F. Human Resources and Staffing: Attract and retain exceptional employees who reflect the community they serve and who prioritize public service.

Strategy 4. Support employee and professional development.

a. Continue monthly department head meetings to share information.	<u>Controller</u>	Ongoing	Monthly department head meetings were held throughout 2018. Bimonthly meetings are scheduled for 2019.
b. Communicate policy and procedure changes and other updates to department heads and employees within one week of adoption.	<u>Board of Commissioners</u> Controller Human Resources	Ongoing	New policies and amended policies are added to the webpage once adopted and are also emailed to departments heads.
c. Conduct training that will help employees better understand and respond to resident questions and inquiries.	<u>Human Resources</u>	FY 2019	FY 2019
d. Conduct training on services specific to departments.	<u>Human Resources</u>	Ongoing	Ongoing

Key Implementation Tasks	<u>Lead Responsibility/</u> Others Involved	Timeline (Suggested Quarter/Year to complete)	June 2019 Update
e. Develop a countywide training program that promotes respect for diversity.	<u>Human Resources</u>	3rd quarter 2019	3rd quarter 2019



Ingham County Strategic Plan



Vision
Mission
Values
Overarching
Priorities
Goals
Strategies
Success
Indicators

February 2017

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 years 2018 through 2022. 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. A subcommittee of Commissioners met in 2016 and early 2017 to refine this document which was subsequently approved by the Board of Commissioners on March 14, 2017.



Vision and Mission



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

OUR VISION

Ingham County is a welcoming, inclusive, peaceful, engaged, healthy, and just community for all residents.

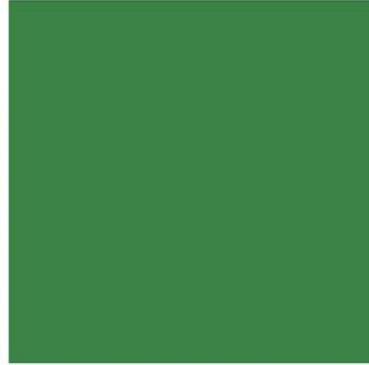
A mission defines the purpose of the organization, what it stands for and what it will do, and directs the day-to-day actions of leaders, managers and employees.

OUR MISSION

Ingham County will identify and provide high quality, easily accessible services that its residents value. These services will be delivered by an ethical, well-trained workforce comprised of public servants in the most effective, collaborative way possible.



Values



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:

- ❖ *Quality resident services;*
- ❖ *Accountability and fiscal responsibility;*
- ❖ *Diversity, equity and inclusion;*
- ❖ *Honesty, integrity and ethics; and*
- ❖ *Creativity and innovation.*



Goals and Strategies (2018 – 2022)



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. Success indicators are presented in a companion Implementation Action Plan document that is updated yearly as part of the annual budget process.

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

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

Each of these six goals encompass many aspects and are interrelated. For example, information technology has an impact on service to residents, as does finance, facilities, infrastructure, communication and staffing. These interrelationships will be addressed as implementation proceeds and spelled out in the implementation action plan.



Overarching County Priorities

The Ingham County Board of Commissioners has adopted several long-term priorities that were instrumental in the development of the strategic plan goals and priorities. The long-term objectives are focused on County services that promote and emphasize a healthy and active population, a safe community, a thriving economy and high quality of life, a clean and protected environment, and an innovative approach to government services focused on fairness, equity and social justice.

The overarching long-term objectives for the plan include:

Overarching Long-term Objective	Goal					
	Service to Residents	Communication	Management, Finance and Governance	Information Technology	Facilities and Infrastructure	Human Resources and Staffing
Fostering economic wellbeing	●					
Preventing and controlling disease	●					
Promoting accessible healthcare	●					
Assisting in meeting basic needs	●					
Fostering youth development	●					
Enhancing access to County records		●				
Supporting public safety			●			
Assuring fair and efficient judicial processing			●			
Providing appropriate evidence based sanctions for adult offenders			●			
Providing appropriate evidence based treatment and sanctions for at-risk youth and juveniles			●			
Providing a quality transportation system, including roads					●	
Providing a suitable and ecologically sensitive drainage system					●	
Providing recreational opportunities					●	
Promoting environmental protection, smart growth and conservation					●	



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

1. Strive to make facilities and services user-friendly.
2. Connect and collaborate with local government networks to learn about innovations and new cost effective service delivery models.
3. Develop a performance-based measurement system for monitoring and reporting County service delivery and outcomes.
4. Ensure employees provide complete and courteous responses to resident questions and inquiries.
5. Provide opportunities to gather feedback on County services from the public.



Communication



Goal: Improve service by enhancing the quality of external and internal communication.

Strategies

1. Promote key services through the local media.
2. Provide opportunities for residents and service recipients to share their experiences about County services.
3. Consider ways to brand and unify County messaging.
4. Assure ease of access to information on and maintenance of the County Web site.



Management, Finance and Governance



Goal: Maintain and enhance County fiscal health to ensure delivery of services to residents.

Strategies

1. Maintain the County's financial reserves at adequate levels.
2. Continue to monitor adherence to the County's financial reserve policy.
3. Develop options for service levels depending on the County's fiscal health.
4. Periodically review and revise policies and contracting procedures to reflect current best practices.
5. Conduct periodic internal audits to assess departmental compliance with management and financial policies and procedures.
6. Identify long and short-term funding priorities and financing options for capital projects.
7. Identify efficiencies through regional collaboration, consolidation and service sharing that promotes accountability, transparency and controlling costs.
8. Monitor and address unfunded liabilities.



Information Technology

Goal: Enhance and provide the necessary support and equipment to meet the IT needs of each department to make service delivery to the public more efficient and transparent.



Strategies

1. Support well-trained IT managers and staff current with emerging trends and best practices.
2. Annually budget for countywide IT projects including updates to existing software applications.
3. Establish consistent standards for department website design, information postings and monitoring.



Facilities and Infrastructure



Goal: Provide user friendly, accessible facilities and quality infrastructure.

Strategies

1. Review recommendations of the Space Utilization Study for Ingham County.
2. Plan physical space needed for future storage needs.
3. Identify areas for collaboration with other governmental units for facilities, property, and infrastructure upgrades.
4. Consider environmentally-friendly construction strategies.



Human Resources and Staffing



Goal: Attract and retain exceptional employees who reflect the community they serve and who prioritize public service.

Strategies

1. Attract and retain employees who value public service.
2. Regularly solicit employee feedback and suggestions for workflow improvements.
3. Encourage employee creativity and innovation.
4. Support employee and professional development.



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.

The goal areas encompass the overarching priorities articulated by the County Commissioners and guide how services to Ingham County residents and visitors are delivered. For example, information technology has an impact on service to residents, as does finance, facilities and infrastructure and will be further clarified and addressed as implementation proceeds.

An Implementation Action Plan has been developed and provided to the County under separate cover. It describes and sequences the actions required to carry out 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

Rebecca Bahar-Cook, District 2 (2016)
Ryan Sebolt, District 2 (2017)

Bryan Crenshaw, District 4

Todd Tennis, District 5

Penelope Tsernoglou, District 8 (2016)
Mark Grebner, District 8 (2017)

Carol Koenig, District 9

Brian McGrain, District 10

Teri Banas, District 11

Deb Nolan, District 12

Randy Schafer, District 13

Robin Case Naeyaert, District 14





INGHAM COUNTY
E911 TECHNICAL SURCHARGE POOL
FINANCIAL STATEMENTS
FOR THE PERIOD JANUARY 1, 2018 THROUGH MAY 4, 2018

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ACCOUNTANT'S DISCLAIMER REPORT

To the Telephone Service Suppliers of
Ingham County E911 Technical Surcharge Pool

The accompanying financial statements of Ingham County E911 Technical Surcharge Pool as of and for the period January 1, 2018 through May 4, 2018, were not subjected to an audit, review, or compilation engagement by us and, accordingly, we do not express an opinion, a conclusion, nor provide any assurance on them.

We are not independent with respect to the Ingham County E911 Technical Surcharge Pool.

Maner Costerisan PC

March 31, 2019

**INGHAM COUNTY E911 TECHNICAL SURCHARGE POOL
(AN ASSOCIATION)
STATEMENTS OF TRUST ASSETS AND LIABILITIES
MAY 4, 2018**

ASSETS

Amounts due from common funds	\$ 48,892
Accounts receivable - service suppliers	<u>42,013</u>
Total assets	<u>\$ 90,905</u>

LIABILITIES

Accounts payable - service suppliers	\$ 59,154
Surplus	<u>31,751</u>
Total liabilities	<u>\$ 90,905</u>

**INGHAM COUNTY E911 TECHNICAL SURCHARGE POOL
(AN ASSOCIATION)
STATEMENTS OF TRUST ADDITIONS AND DEDUCTIONS
FOR THE PERIOD JANUARY 1, 2018 THROUGH MAY 4, 2018**

ADDITIONS - technical surcharges	\$ 50,140
DEDUCTIONS - provision of service costs	<u>46,125</u>
SURPLUS	4,015
SURPLUS, January 1, 2018	<u>27,736</u>
SURPLUS, May 4, 2018	<u><u>\$ 31,751</u></u>

See notes to financial statements.

**INGHAM COUNTY E911 TECHNICAL SURCHARGE POOL
(AN ASSOCIATION)
NOTES TO FINANCIAL STATEMENTS**

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of accounting - These financial statements are prepared on the accrual basis of accounting. Additions are recorded when billed and deductions are recorded based upon the provisions of Michigan Public Act 32. Since the statute mandates cost recoveries, there is no income, loss or corresponding fund balance.

Classification of assets and liabilities - The financial activities of the Pool do not generally involve a business cycle since the recognition of assets and the payment of liabilities are based on specific circumstances. Accordingly, the classification of assets and liabilities between current and long-term is not used.

Common funds - The service suppliers utilize a common bank account for the seventy-nine service districts within the State of Michigan (the Pool). All funds within the Pool are held in trust solely for participating service suppliers. Cash and cash equivalents consist of cash on deposit and short-term investments with maturities of twelve months or less. Interest earnings, generally immaterial, are credited to the various service districts to reduce reported costs.

Accounts receivable - Accounts receivable are reported at the amount management expects to collect on balances outstanding at year-end. Receivable amounts are charged to bad debt expense when they are determined to be uncollectible based upon a periodic review of the accounts by management. Accounting principles generally accepted in the United States of America require that the allowance method be used to recognize bad debts; however, the effect of using the direct write-off method is not materially different from the results that would have been obtained under the allowance method.

Federal income tax - Due to the nature of the Pool, taxes on income are not applicable. Accordingly, these financial statements do not reflect a provision for income taxes and the Pool has no other tax positions which must be considered for disclosure.

Amounts due to or from common funds - represents the service district's cash and cash equivalents or advances from the Pool bank account.

Accounts payable and receivable - service suppliers - represents the amounts due to or from the emergency telephone service suppliers within the service district. Accounts receivable do not bear interest.

**INGHAM COUNTY E911 TECHNICAL SURCHARGE POOL
(AN ASSOCIATION)
NOTES TO FINANCIAL STATEMENTS**

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Concluded)

Additions - represent the monthly billings of technical surcharges to end users by the service suppliers. These amounts are determined in accordance with the provisions of Michigan P.A. 32 and are subject to maximum caps as stipulated by that statute.

Deductions - represent the costs of providing the emergency telephone network, switching, billing and collection, and similar amounts by the service suppliers to end users in the service district.

Surplus or deficit - represents future refunds or billings to adjust for the over or under collection of surcharges from the service end users.

NOTE 2 - NATURE OF ORGANIZATION, RISKS, AND UNCERTAINTIES

The Ingham County E911 Technical Surcharge Pool is an unincorporated association of suppliers of emergency (911) telephone service within Ingham County, in the State of Michigan. It was formed to provide for the settlement of costs between service suppliers as required by Public Act 32 (P.A. 32) of 1986, as amended.

The service suppliers for this service district are CenturyTel Midwest, CenturyTel of Upper Michigan, Comcast, Frontier Communications, AT&T, Matrix Telecom, Shiawassee Telephone Company, Springport Telephone Company, Sprint, TDS Metrocom, and TelNet Worldwide. In accordance with Michigan P.A. 32, these service suppliers are entitled to recovery of costs as defined by the statute. In addition, the statute requires uniform billing on a geographic basis. Each service supplier reports its billings and costs. These amounts are then pooled and settlements for over or under collections are made.

The Pool is required to disclose significant concentrations of credit risk regardless of the degree of such risk. Financial instruments that potentially subject the Pool to concentrations of credit risk consist principally of temporary cash investments. The Pool places its temporary cash investments in a Money Market account with funds backed by the United States Government. In the opinion of management these funds are subject to minimal risk.

Management evaluates events and transactions that occur after year end for potential recognition or disclosure in the financial statements. These subsequent events have been considered through March 31, 2019, which is the date the financial statements were available to be issued.

In the preparation of tax returns, tax positions are taken based on interpretation of federal, state and local income tax laws. Management periodically reviews and evaluates the status of uncertain tax positions and makes estimates of amounts, including interest and penalties, ultimately due or owed. No amounts have been identified, or recorded, as uncertain tax positions. Federal, state and local tax returns generally remain open for examination by the various taxing authorities for a period of three to four years.

**INGHAM COUNTY E911 TECHNICAL SURCHARGE POOL
(AN ASSOCIATION)
NOTES TO FINANCIAL STATEMENTS**

NOTE 2 - NATURE OF ORGANIZATION, RISKS, AND UNCERTAINTIES (Concluded)

The process of preparing financial statements in conformity with accounting principles generally accepted in the United States of America requires the use of estimates and assumptions that affect the reported amounts of assets, and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results may differ from estimated amounts.

NOTE 3 - SURCHARGE RATES

P.A. 32 permits the recovery of both recurring and nonrecurring charges. Recurring charges are defined as the amounts necessary for the ongoing operation of the system. Nonrecurring charges are for the initial setup and non-operational installation of trunks, circuits and similar items. Depending on the date of commencement of service, the nonrecurring charges are subject to various amortization rates and periods of up to ten years. From January 1, 2018 to May 4, 2018 the Ingham County billed access-facility monthly rates were recurring \$0.27 and non-recurring \$0.00.

NOTE 4 - SUBSEQUENT EVENT

On March 6, 2018, Michigan Senate Bill 400 was signed into law. This law is a comprehensive rewrite of the 911 funding mechanism. Included in the law are changes in the way 911 technical surcharges for recurring and non-recurring costs are recovered from subscribers. There will now be one statewide technical recurring rate and one statewide non-recurring rate. The new monthly rate will be \$0.53 for recurring costs and \$0.02 for non-recurring costs for a total 911 technical surcharge of \$0.55 per month. This new rate is effective May 5, 2018.