



# CALHOUN COUNTY: 2015-16 Term, and Beyond!

Thursday, April 30, 2015  
9:00am – 4:00pm

# AGENDA



- 9:00 Overview - County Administration
- 10:00 Departmental Presentations
- 12:00 Lunch / Discussion
- 1:30 Departmental Presentations
- 3:30 Wrap up Discussion-County Administration

# BOC, Administration and Finances



Kelli Scott

Administrator/Controller

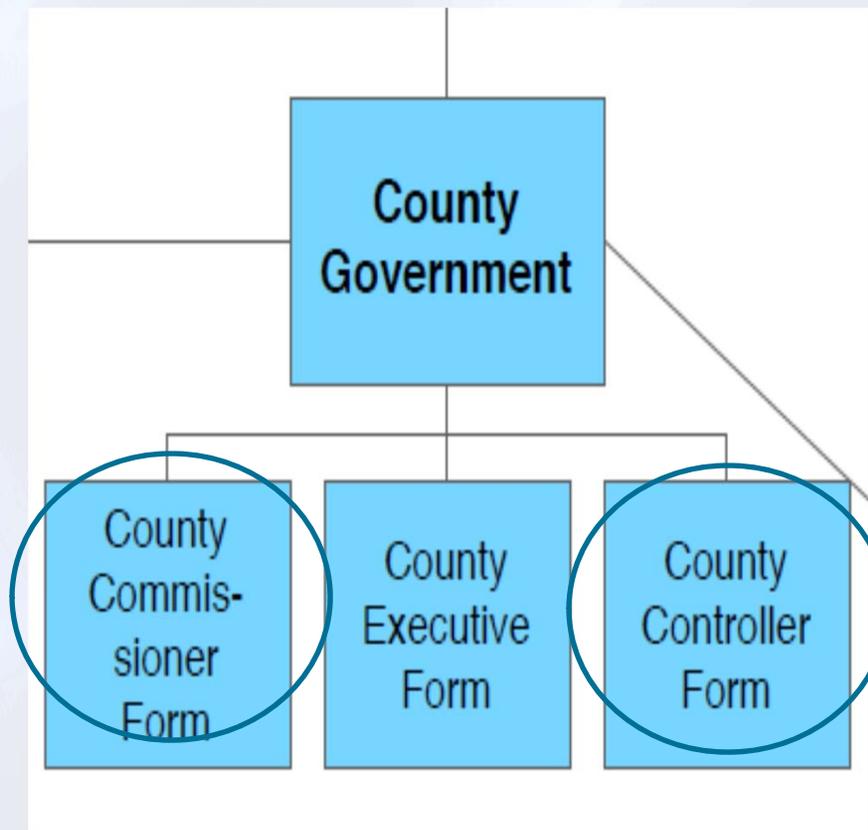
# County Commissioners as Policymakers...

- Work to improve the county
  - Connect with constituents...represent different backgrounds, interests, concerns, values
- Deal with pressures of public service
  - Community expectations, limits to what can be accomplished
- Balance short-term benefits vs. longer term investment
- Establish the broader policy, allowing others to take care of the details of running the county
  - Set budget, staffing level, ordinances, resolutions, committees



**Calhoun County Commissioners  
2015-2016**

# OUR ADMINISTRATIVE ORGANIZATION



- We have Commissioner AND Controller Forms (“Administrator/Controller”)
  - Board can hire Administrator, with authority limited by policy and employment agreements
  - Separate statute allows for Controller, who is Chief Accounting Officer and oversees county-wide administrative functions



# What Authority does County Government Have?

Powers conferred by the state

- Must be directly authorized by constitution or law
- Must be “related to county affairs”
- Must not interfere in local affairs
- Must be consistent with state law

*--Source: State and Local  
Government Program, MSU  
Extension*

# WHAT DOES COUNTY GOVERNMENT PROVIDE?

- County services are categorized as “Mandated” or “Discretionary.”
- Mandated Services – required by either state constitution or state statute (counties act as grassroots arm of the state)
- Discretionary Services – counties are empowered by various statutes to do other stuff

# How do residents interact with County Government?

- Get Vital Records – Marriage, Birth, Death Certificates
- Look Up Property Maps & Info
- View Restaurant Inspection Reports
- Work for County Government
- Be a Vendor
- Vote for Commissioner
- Run for Election

- Come to Board Meetings
- Report a Drain Problem
- Report Smoking Law Violations
- Pay Delinquent Property Tax Bills
- Go to Court
- Pay Tickets, Fines, Fees
- Go to Jail (hopefully not!!)

# Finances: Key facts



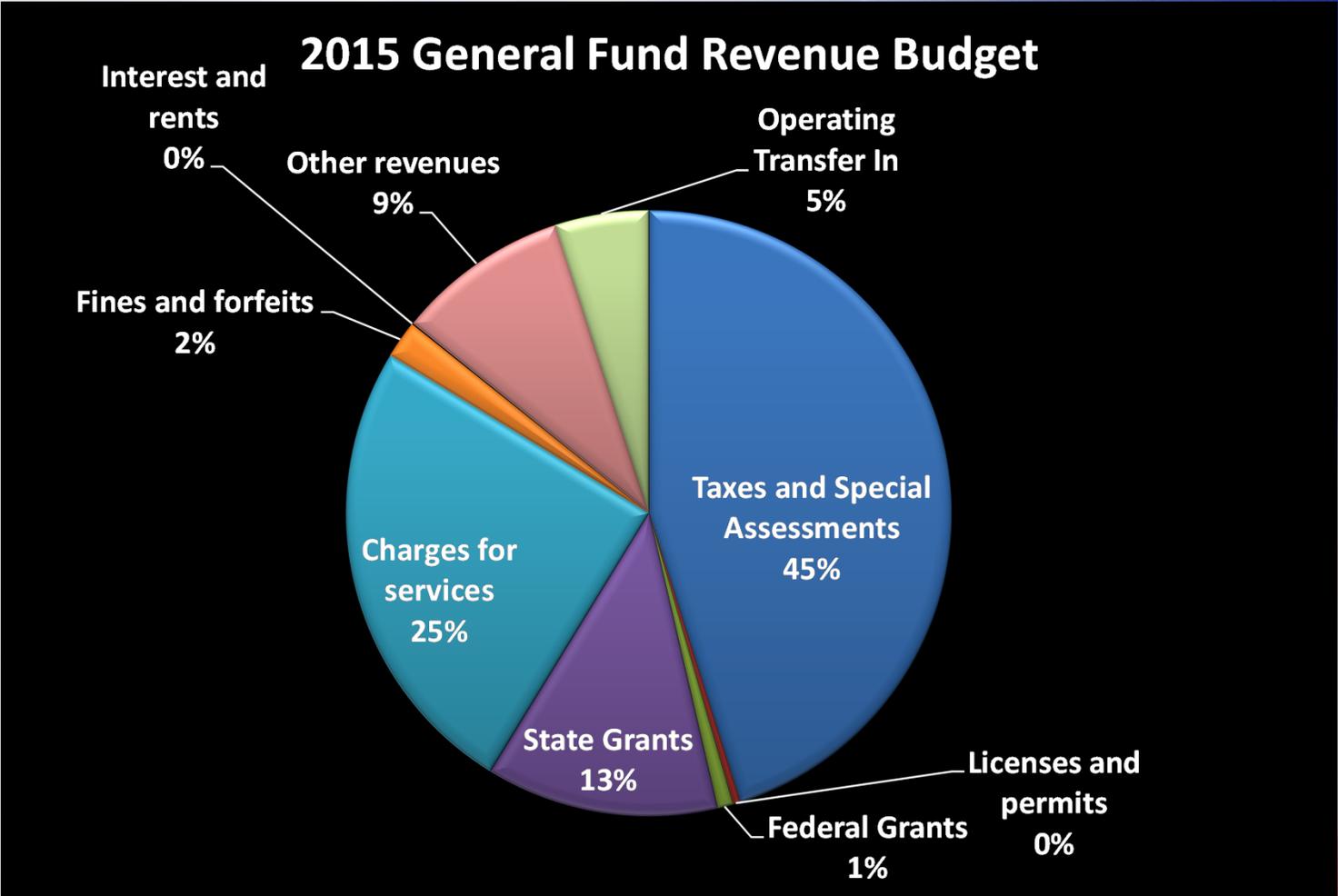
- ✘ \$41M Gen. Fund Budget; \$90M all funds (2015)
- ✘ 631 Budgeted FTE Employees (2015 Budget); + 40 unfunded positions
- ✘ \$205M in Capital Assets (2013 audit)
- ✘ Taxable Value = \$3.5 Billion (2014)
- ✘ Population ~ 135,000; 17<sup>th</sup> largest in MI
- ✘ Fund Balances(2013 audit):
  - ✘ \$4.3M total in General Fund
  - ✘ \$13.0M available in Delinquent Tax Revolving Fund
- ✘ Pension, Retiree Health Unfunded Liabilities = \$41.2M (2013 audit)

## Calhoun County is Financially Solid

- + Bond Credit Rating upgraded in 2009 and again in 2014 at 'AA', due to strong financial position, effective budget management and moderate debt

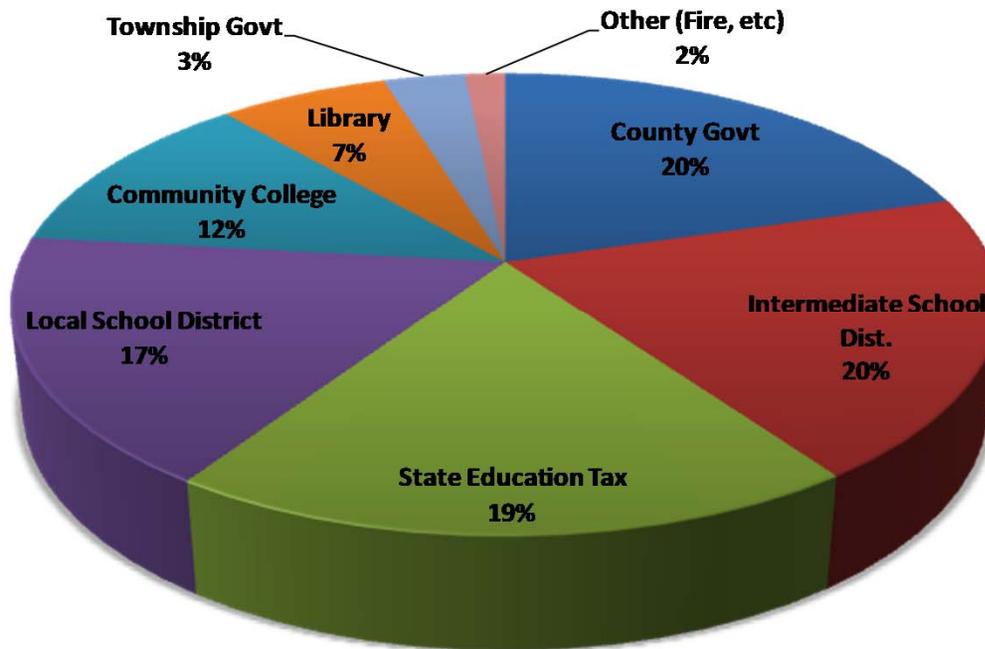
# How is Calhoun County Government Funded?

(\$41 Mil. Total)



# What is the County's share of Local Property Taxes?

**Sample Property Tax Distribution**  
**Township Resident with \$1,500 annual Tax Bill**

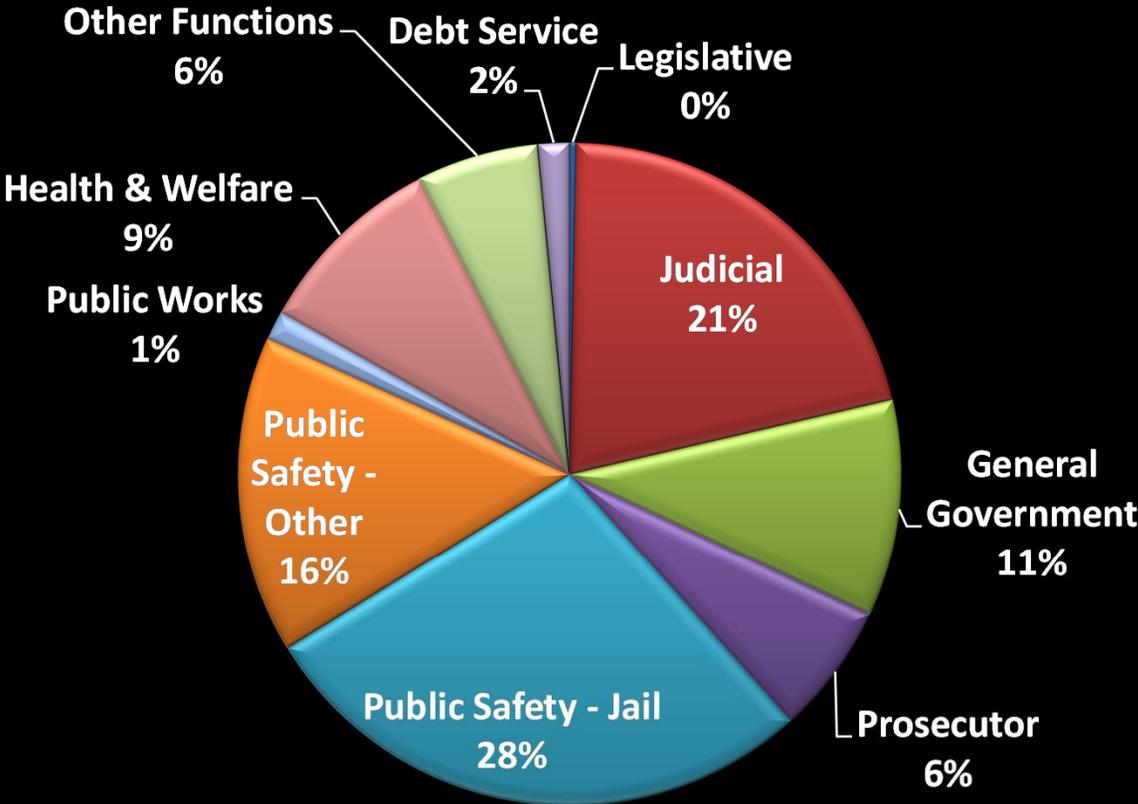


*Eckford Twp, MI, 2009  
equalization data*

*Property Tax bills vary depending on the total millage rate in your school district. In this example, the owner of a \$100,000 valued home pays approx. \$300 per year toward county government operations.*

# What Does Calhoun County Government Pay For? (\$41 Mil. Total)

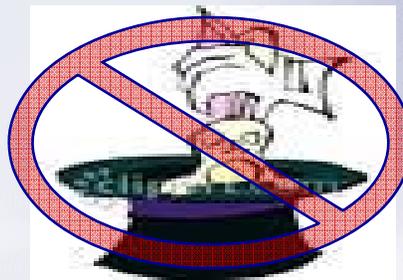
## 2015 General Fund Expenditure Budget



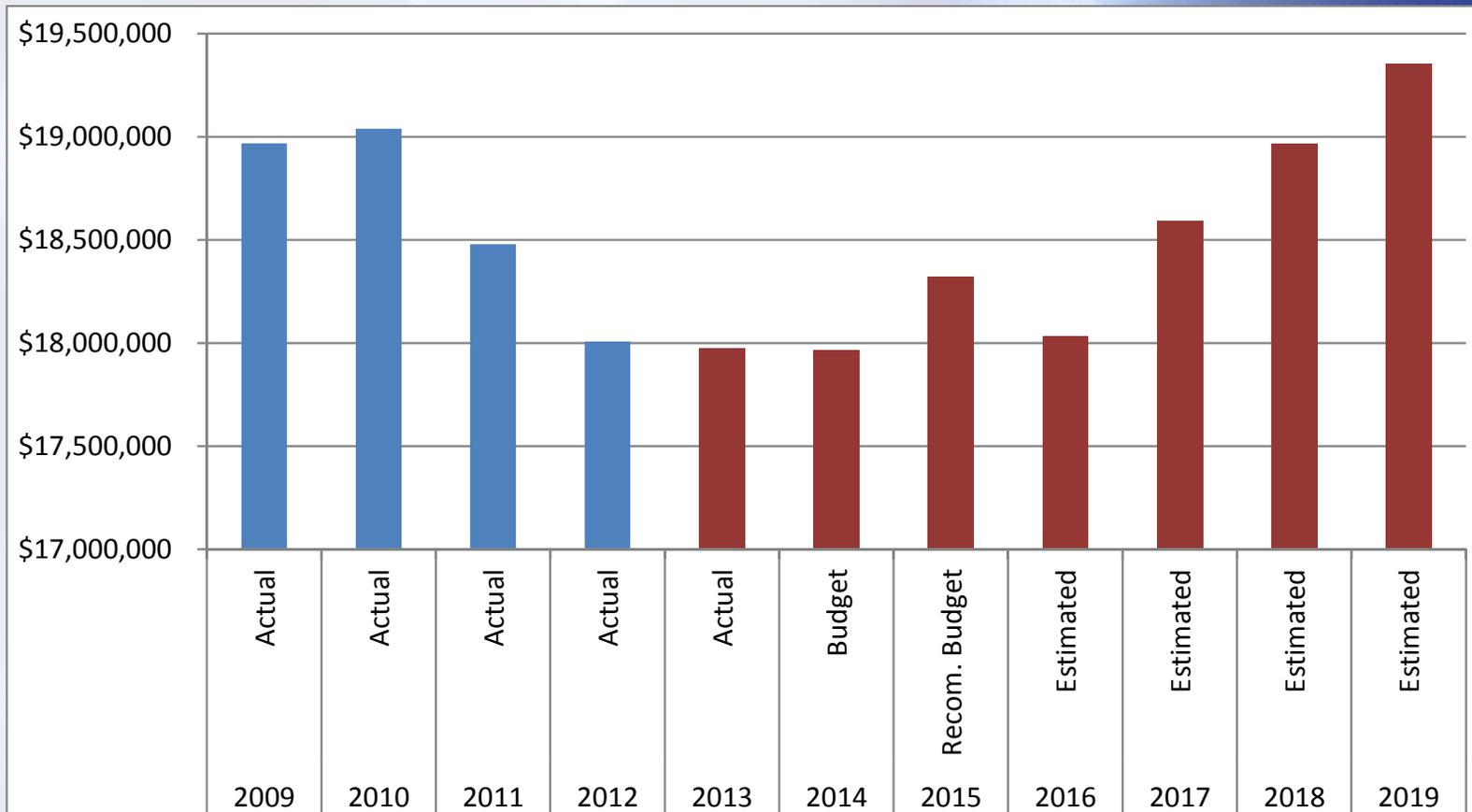


## 2015 Budget – General Fund

- Revenues \$40.6 Million (slight rebound in property taxes, fully funded State Revenue Sharing)
- Expenditures \$40.5 Million (\$2M lower than 2010)
- Includes contingency and capital investment
- Small surplus budgeted to keep Fund Balance at 11% of annual budget
- 11 fewer FTE positions funded now than in 2010



# GF-Property tax revenues (45% of budget)



*In 2015 we expect the first revenue increase since 2010, with property taxes still at \$600,000 less per year than we received in 2010. The long-term forecast shows real property values increasing through 2019, and estimated impacts of the elimination of personal property taxes phased in starting in 2014.*

# Some Budget Opportunities

- Valuing Employees while Controlling Costs
  - Care Here! Center and Positive Cost Trends
  - Pension and Retiree Health Unfunded Liabilities
  - Recruitment and Retention Focus
- Collaboration, Consolidation
  - Shared Services such as GIS
  - Road Patrol, Jail Beds
  - Administrative Services
- Improved Efficiencies
  - Technology Implementation
- Improving Economy

# Some Budget Challenges

- Uncertainty of Replacement of Personal Property Tax Revenues
- Reliance on State and Federal Budgets
- Levels of Service needed depend on factors outside of our control (i.e. crime levels, court caseloads, etc.)
- Capital Outlay Needs continue to be underfunded
- Road Funding is Inadequate

# A Few Major Highlights 2015-16

- Marshall Regional Law Enforcement Center Opening Fall 2015, demolition of old jail
- Summit Pointe (Community Mental Health Authority) and Substance Abuse Services Transitions
- Road Department – Unprecedented High Volume of township match and grant projects
- More Focus on Economic Development, Tourism Promotion, Workforce Development
- Significant Technology Enhancements
- GIS Flyover
- Master Planning to Renew Parks
- Rebuilding of Veterans Affairs Office

# Board Agendas—Sausage??

- State Law Requires BOC Approval:
  - Annual Budget
  - Equalization
  - Issuance of Debt
- Board Policies Require BOC Approval:
  - Grants
  - Major Purchases, Contracts
- Per Annual Appropriations Resolution:
  - Certain Budget Changes
  - Staffing Authorization Changes
- Board & Committee Appointments
- Proclamations, Resolutions



# Communications to Expect

- Board Agendas and Meetings
- Updates from Administrator/Controller
- Communication from Other Boards and Committees
- County Connections Newsletter (HR)
- Press Releases, Media, FaceBook
- Emails, Mailboxes
- Individual Interaction Between Commissioners and Administrator/Controller

## Other Resources

- Southwest MI Alliance for Region Three (SMART) – Meets 1<sup>st</sup> Wed. every other month at one of 13 counties
- MCLS § 46.11 (2009) Powers of BOC
- GONGWER news service (email)
- Michigan Association of Counties (MAC) ([www.micounties.org](http://www.micounties.org))
- MSU Extension State and Local Government Team ([www.msue.msu.edu/slq](http://www.msue.msu.edu/slq))
- National Association of Counties (NaCO) ([www.naco.org](http://www.naco.org))
- Ask County Administration. We are all on the same team!



# Human Resources

Kim Archambault

HR and Labor Relations Director



## OVERVIEW - HR

- **Human Resources Staff**
  - Brandie Aldrich: Benefit Specialist
  - Megan Sharkey: Employment Specialist
  - Marie St. Amand: Administrative Assistant
  - Kim Archambault: HR & Labor Relations Director
- **Offices in both the Marshall County Building and Justice Center. Provides on-site service as needed at the other 3 County buildings.**
- **Office Hours 7am – 5pm to accommodate night shifts & lunch appointment needs of staff.**

# What does HR do?



- Benefit Administration (Medical, Pharmacy, Dental, Vision, FSA, HSA, Life, Optional Life, COBRA, Retiree Health Care & Billing, Care Here)
- Labor Contract Negotiations & Administration
- Employment (Posting, Recruitment, Hiring, New Hire Orientation)
- Compensation Administration and Job Classification System
- Leave Administration (Family Medical Leave, Short/Long Term Disability, Workers Compensation)
- Unemployment Administration
- Leadership Support and Employee Relations
- Organizational Development & Training
- Accrual Time Management (PTO, Comp Time, Personal Leave, etc...)
- Policy Development and Compliance
- Calhoun County Wellness Program/Care Here
- County Newsletters (County Connections & HR Directors Corner)
- Personnel Records Maintenance
- Internal Investigations and Complaint Resolution
- Employee Assistance Program (EAP) Referral and Administration
- Legal Compliance



# The HR Department Services 704 Employees in 23 Different Departments

- 592 Full-Time Employees
- 33 Part-time Employees
- 43 Seasonal/Temp/Casual
- 36 Central Dispatch Authority

HR to Staff Ratio  
1 to 176 employees

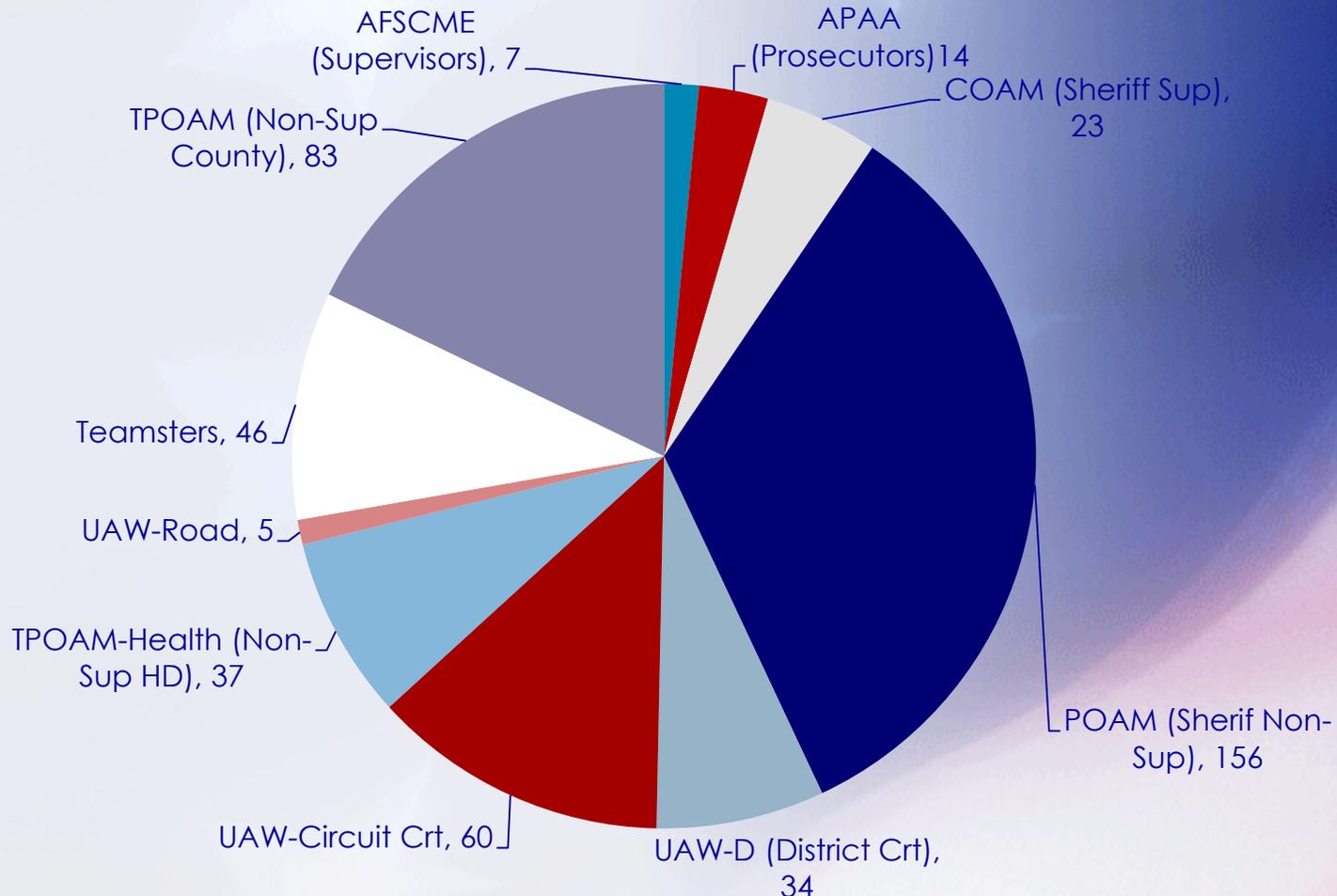
# Statutory Separation of Powers



- Courts – Separate Employers (3)
  - Policy and Administration Done by Courts
  - HR Provides Support Role
- Co-Employers (5)
  - Sheriff, Prosecutor, Clerk, Treasurer, Water Resources Commissioner
  - HR Provides Support Role
- Other County Departments (14)
  - HR Provides Full Administration of HR Functions
  - Still Transitioning HR functions of the Rd Dept
- CCCDA
  - HR Administers Compensation and Benefits for CCCDA employees on a contractual basis



# 465 Union Employees = 76% of County Workforce (FT/PT Employees)



7 Labor Contracts Expire in 2015  
Need to Develop Labor Relations Strategy

# Job Analysis and Compensation Structure



- Job Classification and Compensation System Created by Plante & Moran in 2000
- Objective – Recruitment and Retention of Quality Employees
- Pay Grades and Salary Ranges work in connection with a structured Job Analysis process, market trends, internal equity, and the financial capabilities of the County
- Jobs are classified based on eight established criteria:
  - Work Experience and Educational Level
  - Judgment and Independence of Action
  - Internal and External Relations
  - Supervisory or Managerial Responsibility
  - Job Complexity
  - Responsibility for the Rights and Wellbeing & Safety of Others
  - Impact on Programs, Services and Operations
  - Working Environment

Need Updated Wage Review to Keep Positions Marketable & to Retain Key Talent

# Health Care Success Story

2015 Benefit Costs – Overall Decrease of 5.4% with no benefit design changes

(National Average 7% increase)

## Goals for 2015-2016

- Care Here Health & Wellness Center: Increase participation and program development
- Focus Efforts on the Prevention of Chronic Disease(s)
- Work towards Creating a Culture Health & Wellness
- Continue to Drive Employees to the Consumer Driven Health Plan w/HSA

➤ *Continue Strategy*

# 2015 HR Projects/Initiatives



- Negotiate seven expiring collective bargaining agreements (Teamsters, UAW-Circuit, UAW-District, UAW Road, APAA, AFSCME, & COAM)
- Continue Cost savings initiatives for Health Care and compliance with all major changes required with the Affordable Care Act
- Continue to enhance the Wellness Program through the Care Here Health & Wellness Center. Work towards a Culture of Health as an overall business strategy
- Continue to develop the Training and Development Program
- Review and Recommend Updates to HR Related Policies (EEO, WP Violence, Sexual Harassment)

# FOIA/Open Meetings Act



Richard Lindsey  
Corporation Counsel

# Freedom of Information Act (FOIA) - History

- Enacted in 1976 in response to Watergate
- Similar statute at federal level and in most states
- Focus on government accountability/transparency
- “People shall be informed so that they may fully participate in the democratic process” MCL 15.231 (2)



# FOIA - Terms

- Public Record: writing used or in possession of public body in the performance of an official function
- Writing: “every other means of recording...or retaining meaningful content.”

# FOIA - Exemptions

- MCL 15.243(1)(a) – (y): Include: information of a personal nature, certain law enforcement records.
- (g): Information or records subject to the attorney-client privilege.
- Safe Assumption: If not communication with Corporation Counsel and involves County business – then probably subject to FOIA request.

# Open Meetings Act - History

- Also enacted in 1976 – in response to Watergate
- Intent: To require that decisions of public bodies be made at properly noticed public meetings, at which the public has an opportunity to attend



# Open Meetings Act - Terms

- Public body: Any governmental body empowered by constitution, state or local law to exercise governmental or proprietary function
- Meeting: a convening of a public body at which a quorum is present “for the purpose of deliberating toward or rendering a decision on a public policy”
- Applies to Land Bank Authority, Election Commission, Boards of Determination, etc., etc.
- An elected official is not a “public body” and is not subject to the requirements of the Open Meetings Act.

# Open Meetings Act – Requirements

- All meetings of a public body “shall be open to the public and shall be held in a place available to the general public”
- All decisions made at a public meeting
- All deliberations at a public meeting
  - E-mail, social media, etc.
- A person shall be permitted to address a meeting “under rules established and recorded by the public body.”

# Open Meetings Act - Closed Sessions

- Closed sessions allowed only for reasons specified in MCL 15.268(a) – (j).
  - Exemptions are specific – if do not fall squarely within exemption, then must be considered in open session
  - Employee discipline – only at Employee's request
- For our purposes: (c) Strategy and negotiation sessions and (e) to consult with attorney regarding specific pending litigation

# Open Meetings Act - Conclusion

- Does not apply to meetings of less than a quorum – so four is the magic number
- Does not apply to “a meeting which is a social or chance gathering or conference not designed to avoid the act.”
- Violation – if intentional – is a misdemeanor with a fine of not more than \$1,000.00. If twice within one term, fine of not more than \$2,000, or imprisoned for not more than 1 year or both.
- Public Official also liable for actual and exemplary damages plus court costs and actual attorney fees to person bringing action

# Summary

- **FOIA**: Assume that unless written communication is with Corporation Counsel, that it may end up on the front page of the Battle Creek Enquirer
- **Open Meetings Act**: No meeting of of a quorum of any board (one more than ½ of members) unless at a publically noticed open meeting; no deliberation, by e-mail or other means, unless at open meeting



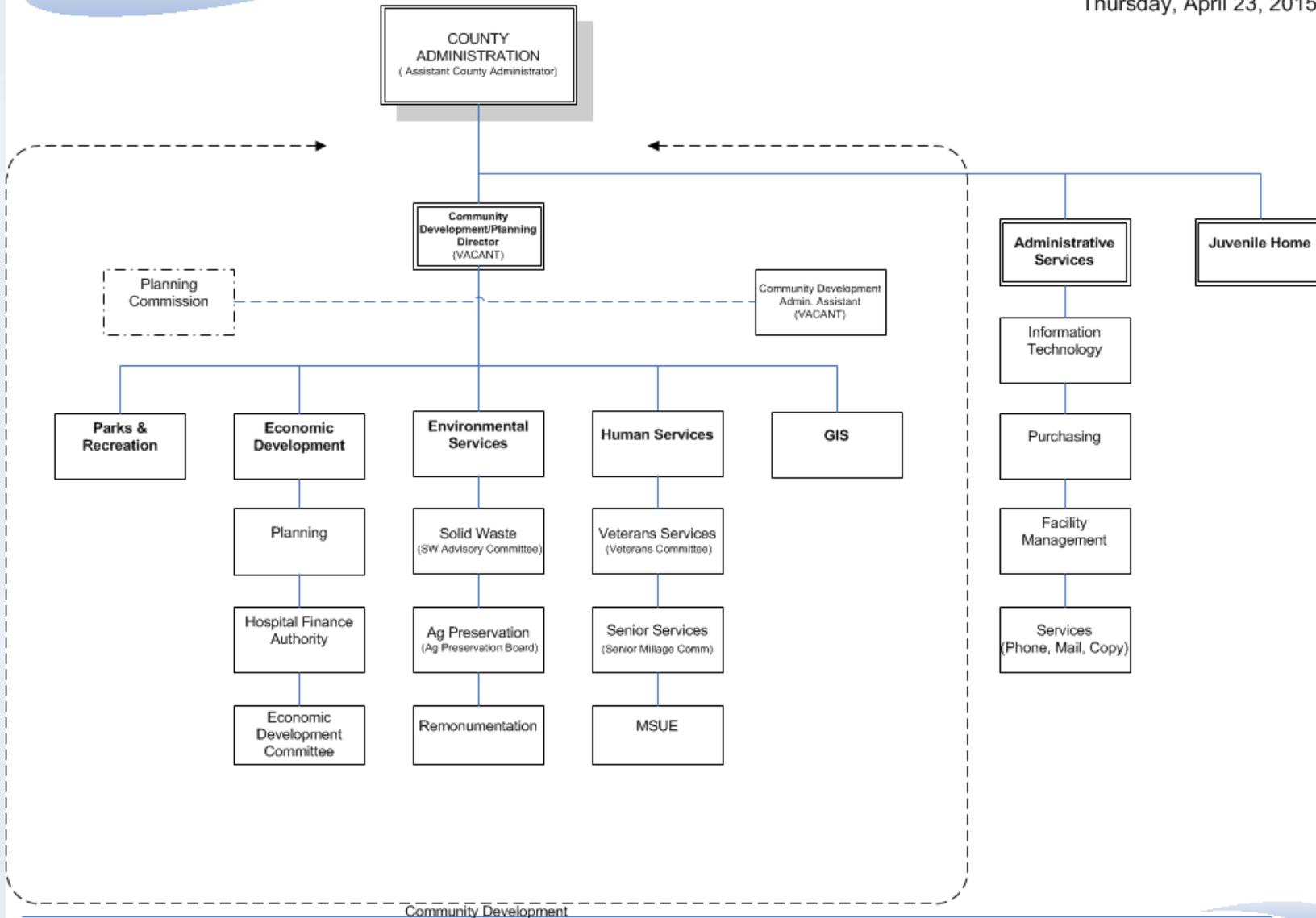
# Facilities and Administrative Services

Brad Wilcox

Assistant County Administrator

# COMMUNITY DEVELOPMENT ORGANIZATION CHART

Thursday, April 23, 2015



Community Development

# Capital Improvement Program

- Tool to forecast the **long-term capital requirements** of the County.
- Identifies required capital projects for multiple plan years and estimated costs for each budget period.
- Establishes **funding alternatives** for high- priority projects.
- Is a dynamic **planning tool** which is updated annually
- Provides an objective process for **prioritizing, evaluating & approving** capital requests
- Offers opportunity for **broad participation** in capital project decision making
- Creates **linkage** between capital investment & County **strategic plans**

# Capital Categories

- Vehicles
- Equipment & Furnishing
- Building Improvements
- Information Technology
- Department Requests

# Capital Improvement Bond

- **2015 Capital Projects**

- County Building Roof Replacement (\$180,000)
- Storage Building- Marshall (\$75,000)
- Justice Center- Exterior Concrete (\$100,000)
- District Court Remodeling (\$50,000)
- Jail Remodel- Intake & Visitation (\$55,000)
- Jail Security Camera Upgrades (\$75,000)
- Sheriff LE- Vehicle & Body Cameras (\$97,000)

- **2016 Capital Projects**

- Marshall Jail Demo (\$300,000)
- Toeller Elevator Replacement (\$75,000)
- Content Mgt System (CMS) (\$750,000)
- Justice Center Parking Lot (\$360,000)
- Jail Building Controls (\$50,000)

# Facility Management

- **B&G Budget**

Battle Creek-(Justice Center, Corrections, Toeller Bldg.)

Marshall – (County Building , Juvenile Home)

Albion- (Albion HS Building)

- Revenue (Gross Leases 82,000 Sq. Ft) \$1,000,000
- Expenses \$2,425,000
- Real Estate Value \$115,000,000
- Allocated Square Footage 420,000 Sq. Ft

- **Energy Management**

- Energy Savings Performance Contract (ESPC)
  - 1997 Johnson Controls Savings \$1,006,000
  - 2003 Johnson Controls Savings \$ 592,000
  - 2010 Honeywell –Phase I Savings \$2,202,000
  - 2012 Honeywell – Phase II Savings \$ 976,000
  - 2015 Honeywell Phase III ???

**TOTAL ENERGY SAVINGS \$4,776,000**

- Energy Procurement  
Customer Choice Natural Gas & Electric

# Procurement

- **Purchasing Policy #405 Revision**
  - Sole Source
  - Purchase Reverse Auction
  - Salvage/Surplus (Auction)
  - Cooperative Purchasing (JCDOT)
- **CCRD/JCDOT Co-op Purchasing**
  - Joint Bids – 58 Bids Processed
  - Savings
    - CCRD \$345,000
    - JCDOT \$396,000
    - TOTAL \$741,000

# Departmental Presentations





# LUNCH/ DISCUSSION

# Departmental Presentations





# What's Next?

Discussion and Wrap Up



# Adjourn

Thank you!! For more information:

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