

FUNDING IT IN AN AGE OF RESOURCE SCARCITY – THE COUNTY ADMINISTRATOR PERSPECTIVE

Kelli Scott, Calhoun County
Administrator/Controller
Tuesday, September 12, 2017



Calhoun County



- Population 136,000; 17th in size
- Marshall (county seat); Battle Creek; Albion
- Approx. 650 employees; 75% represented within 10 union groups
- General Fund Budget \$40M; \$125M all funds
- 1 of 3 Counties to Dissolve Road Commissions and create county Road Departments—separate funding from GF
- Solid 'AA' Bond Credit Rating; Ample debt capacity
- NO Dedicated source of funding (i.e. capital millage or bond authority) for Capital Outlay
- IT Budget is approx. 2% of total GF Budget

2017-18 Board of Commissioners



Front (L-R): Carla Reynolds (Dist 2); Chair Derek King (Dist 5);
Vice Chair Kathy-Sue Vette (Dist 1); Back (L-R): Steve Frisbie
(Dist 4); Jake Smith (Dist 3); Vic Potter (Dist 6); Gary Tompkins
(Dist 7)





WHAT

?

HOW

WHY

WHEN

WHO

!

WHERE

WHY?

- Information Technology/Services can make organizations perform at their best...or be the weakest link
- Long-term budget balancing requires strategic investment and deployment of technology solutions
- Our employees and customers demand online services, convenience, and up to date information!



WHO?

- Ask the Experts
- Ask the Users
- Staff IT Department for Capacity and Expertise
- Bring in Reinforcements When Necessary
- Consider Service Sharing Arrangements
- IT decisions at Executive/C-Level
- Value Continuing Education and Training
- Advisory Committee?

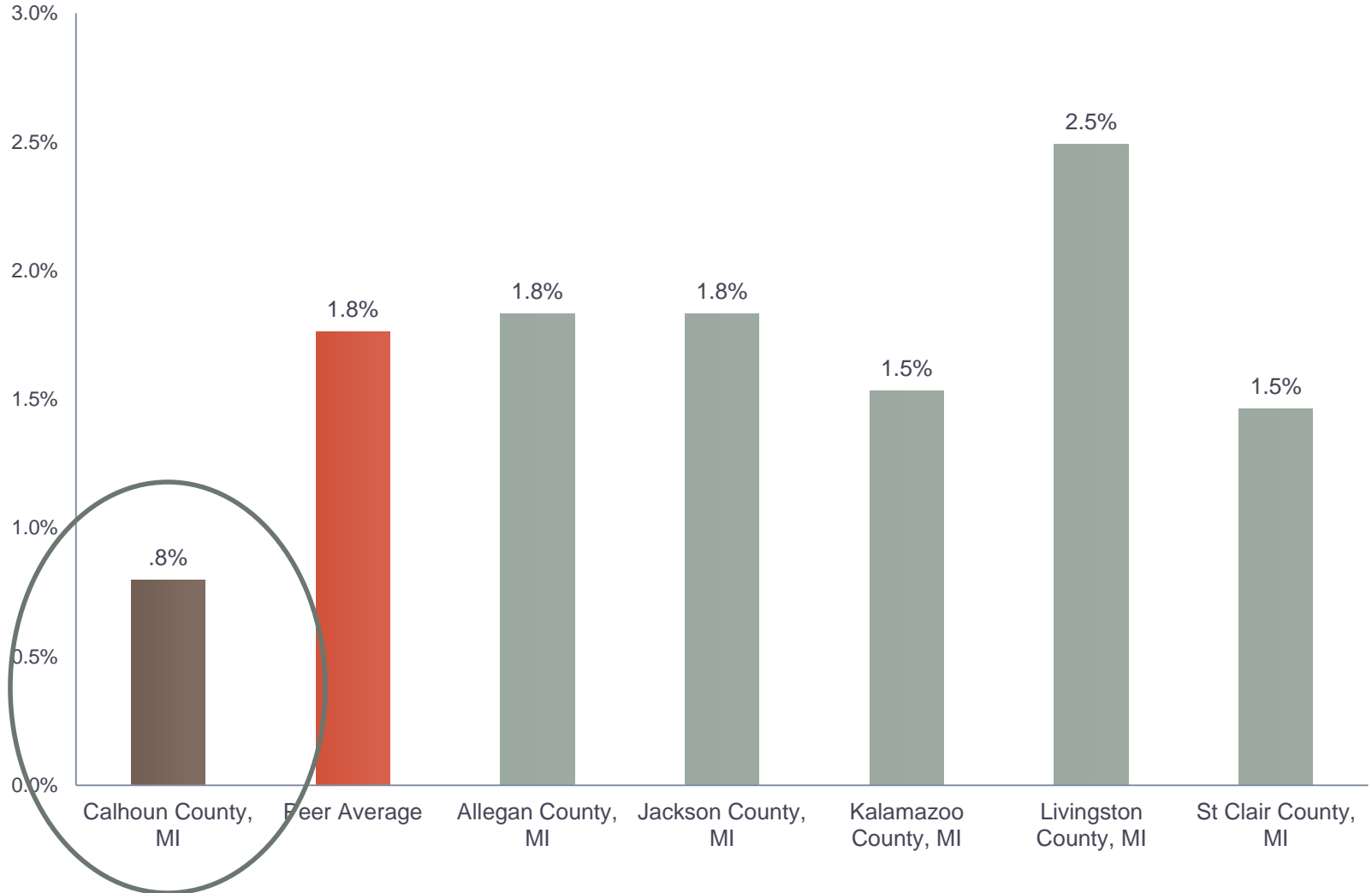


IT Assessment (2013 was latest)

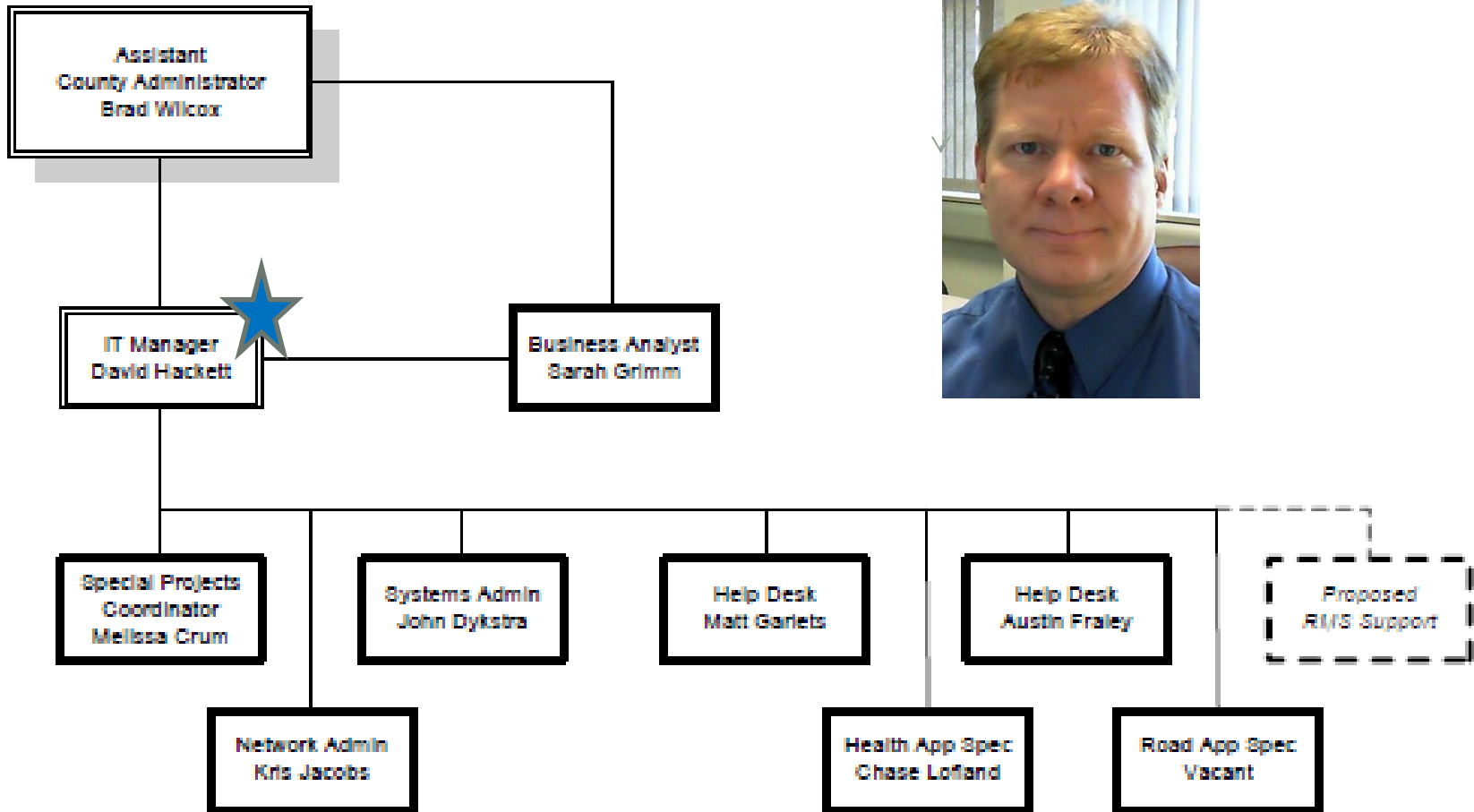
- Calhoun County engaged Plante Moran consulting to review current status, assess gaps, and develop future plans, with input from users
- Included review of staff skills, management structure, training and customer support
- Outcomes:
 - Improve tactical plans and execution of upgrades/implementations
 - Review and realignment of IT positions, addition of Business Analyst, more application specialists
 - Revitalize IT Executive Committee for buy in and support for future direction

Comparative Research (2013)

Total Central IT Staff / Total Staff



Current: IT Staff / Total Staff = 1.5%



Approx. 1 IT Employee for every 60 users

WHAT?

County Mission/Goals

IT Strategic
Plan

Governance
Policies

What Tools
Employees
Need!

Appropriate Life
cycle
Replacement

Standardized,
with Flexibility!

Customer
Service Focus



IT Strategic Plans

- Plante Moran study also reviewed infrastructure support, application sourcing and benchmarking of IT services and spend, e-government solutions
- Strategic Directions:
 - Integrate new “Road Department” (former Road Commission)
 - Boost bandwidth, wireless connectivity
 - Better use of applications like GIS across departments
 - Better desktop automation, new service request tracking system (in the works)

WHEN?



- Build IT planning into long-term and annual budget cycles, discuss with budget committees, at budget hearings, at any chance!
- Understand tolerance for risk and acceptance of change
- Timing of major IT projects can make all the difference
- Sometimes driven by funding opportunities, joint purchases, staffing changes, and, yes, obsolescence
- Staying connected with peers from other local governments, schools, etc. should identify potential for shared services, coordinated efforts



Calhoun Public Safety Information Alliance

- Joint purchase between County and City of Battle Creek
- SunGard Law Enforcement Records Management System
- Shared database, records exchange with 911 Dispatch, Law Enforcement Agencies, Prosecutor, Sheriff/Jail, Courts
- City of Marshall, Emmett Twp., KCC also joined Alliance
- Return on \$1.5M investment; \$300K Operating costs, through elimination of data entry duplication and errors, better, more efficient crime solving!



WHERE?

- Identify and eliminate duplication, silos between departments, sites (good luck!)
- Cloud vs. on-site hosting
- Implications of BYO technology in the work place



HOW?



- Good planning is key: build life-cycle replacement and IT projects into long-term capital outlay forecasts
- Work with Finance Department to understand and recommend financing options
- Calculate and share estimated returns on investment



HOW?



- Prioritize based on risks, impact on public and employees, organization's strategic goals
- Leverage centralized purchasing efficiencies, pricing from state and national purchasing co-ops
- Proper accounting and cost allocation of IT costs
- Bring forward all recommendations and ideas even if you think we can't afford them



Start at the Top!!

**CALHOUN COUNTY
BOARD OF COMMISSIONERS
POLICY STATEMENT**

SUBJECT: Capital Improvement Program	DATE APPROVED:	EFFECTIVE:	POLICY NO:
		REPLACES:	

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PURPOSE: To provide a policy and procedures for the development and approval of the County seven (7) year plan for Capital Improvements, known as the Capital Improvement Program.

AUTHORITY: The Calhoun County Board of Commissioners.

RESPONSIBILITY: The County Administrator/Controller, CIP Coordinator, and Finance Director will be responsible for ensuring that this policy is followed and/or updated as necessary.

DEFINITIONS:

CAPITAL IMPROVEMENT PROGRAM: A multi-year planning document that is designed to forecast the long-term capital needs of the County and to establish funding alternatives for those projects which are determined to be high priority.

IT INVESTMENTS: CAPITAL IMPROVEMENT PLAN



ImageSoft OnBase Project



- Document management, workflow solution
- First implemented within Friend of the Court several years ago
- Problems Solved:
 - Reduced processing and file searching time, paper cost, clerical staffing, file storage
 - Improved access and organization of documents, court case management capabilities, better client service
- Est. \$200K/year savings, just for FOC department
- Being deployed now county-wide; financed through CIP bond issuance
- ~\$2M Investment, will yield HUGE returns

Some of Our Current Projects

➤ Public Safety

- Continued Integration of Calhoun Public Safety Information Alliance (e-Warrants; e-Tickets)
- New MiCCRD app at Road Department

➤ Valuing Employees

- County-Wide Security Enhancements—County ID and Door Access System Upgrade
- New IT service request system being piloted
- E-alert emergency notification system at desktops



Some of Our Current Projects

➤ Streamlining Government

- OnBase Document Imaging System Implementation – 5-year phased countywide
- GIS – Added manager and backfilled technician; automating maps and layers for various infrastructure
- New Clerk/Register of Deeds Records Management System
- Courts to pilot new statewide E-file system
- Upcoming...ERP replacement, Windows Server upgrades



Questions – Comments – Concerns



Calhoun County

“Building a Better County Through Responsive Leadership”

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