

Economic Vitality Incentive Program/County Incentive Program FY 2014 Consolidation Plan (Previous Filer)

Local Unit Name: Calhoun County

Local Unit Code: 13-0000

Proposal Name: Road Commission Consolidation and Collaboration with Jackson County Update New

Status: Completed In Progress Delayed/Stalled Not Started Dropped

Status Description or New Proposal Description
The County dissolved our Road Commission in November 2012 and assumed its powers, functions and duties through the creation of a new Road Department that reports to the County Administrator/Controller. A new Interlocal Agreement with Jackson County's Department of Transportation was implemented during 2013 to allow for sharing of staff and equipment between counties. A new joint bidding process between counties is being implemented in 2014.
Jurisdictions/Organizations Involved
Calhoun County, Calhoun County Road Commission, Jackson County Department of Transportation
Estimated Savings/Improved Service or Efficiency
Elimination of one layer of government, direct accountability to elected County Board of Commissioners, shared support services, elimination of duplicated services. Estimated annual savings of at least \$200,000. Improved efficiency and savings due to economies of scale are expected with the new joint bidding process for materials and equipment for both Jackson and Calhoun Counties.
Barriers Experienced
Labor considerations and legal issues were difficult to sort out; change management and communication to employees during transition was challenging; the consolidation adds administrative burden for key county staff; there was some resistance to change among a few road commission employees; separate finance and payroll software prevented full IT integration.

Estimated Timeline (Month, season, or quarter along with a year)		
	Date	Action/Steps
Start Date (Required)	April 2012	Board of Commissioners created Task Force to study possible consolidation
	2 nd Quarter 2012	Task Force carried out research and due diligence studies
	July 2012	Task Force voted to recommend consolidation

Significant Progress Dates	3 rd Quarter 2012	Public Hearings
	September 2012	Board of Commissioners voted to consolidate
	November 2012	Effective Date of consolidation
	January 2013	Road Commission employees transitioned to become County employees
	Spring 2013	County purchasing implemented team process for Road Department Bids
	July 2013	County entered into Interlocal Agreement for joint managing services with Jackson County Department of Transportation and began sharing managing director and other key staff and equipment
Implementation Date (Required)	1 st Quarter 2014	New joint bidding process begins between Calhoun and Jackson Counties; memorandum of understanding executed outlining terms and conditions

Proposal Name: Public/Private Leasing Arrangements Update New

Status: Completed In Progress Delayed/Stalled Not Started Dropped

Status Description or New Proposal Description
Calhoun County leases nearly 120,000 square footage of our facilities to various nonprofit, government, and private entities at rates that both cover our costs and represent savings to the lessees.
Jurisdictions/Organizations Involved
Calhoun County, City of Battle Creek, Calhoun County Consolidated Dispatch Authority (CCFDA), Michigan Department of Human Services (DHS), Michigan Department of Corrections (DOC), Community Healthcare Connections, MSU Extension, and others
Estimated Savings/Improved Service or Efficiency
Estimated annual savings to lessees \$100,000, based on market comparisons. Provides convenience to public based on desirable location and interaction with other services available at the same places; provides revenue to county to offset operating costs; ensures upkeep of buildings.
Barriers Experienced
Ensuring adequate available space is available for County use in the future; determining the best rate; keeping up with demands for renovations.

Estimated Timeline (Month, season, or quarter along with a year)		
	Date	Action/Steps
Start Date (Required)	January 1, 2013	Leases have been ongoing for many years.

Significant Progress Dates	February 2013	DHS lease expanded to add office space
	December 2013	CCCDA lease expanded to add office space
Implementation Date (Required)	December 2013	

Proposal Name: Shared Services – Assessing for Local Units Update New

Status: Completed In Progress Delayed/Stalled Not Started Dropped

Status Description or New Proposal Description
In 2011 the County began providing local assessing services for the cities of Albion and Marshall through agreements with each under the Urban Cooperation Act. The County leases a City of Marshall assessing clerk and employed the City of Albion’s assessor, who handles both cities’ assessing duties. The cities appointed the County’s Equalization Director as assessor of record. This arrangement has been mutually beneficial and in 2013 both annual contracts were renewed through 2014.
Jurisdictions/Organizations Involved
Calhoun County, City of Marshall, City of Albion
Estimated Savings/Improved Service or Efficiency
Estimated combined annual savings of \$50,000 to cities; increased public office hours for assessors and increased efficiencies with interaction and leadership of County Equalization leadership and staff. The County receives an indirect cost recovery to help offset administration of contracts.
Barriers Experienced
These arrangements required amending the scope of employment agreement for the County’s equalization director. We also were able to avoid staff displacement by hiring Albion’s assessor and leasing Marshall’s assessing clerk to maintain continuity of employment terms and conditions.

Estimated Timeline (Month, season, or quarter along with a year)

	Date	Action/Steps
Start Date (Required)	Spring 2010	First discussions between city and county officials regarding possibility of shared assessing services
Significant Progress Dates	Summer 2010	Initial proposal and draft budget discussed at County Administration level; presented to both city managers
	May 2011	County Board of Commissioners approved initial contract with City of Marshall
	June 2011	County Board of Commissioners approved initial contract with City of Albion
	June 2013	County Board of Commissioners approved renewed contracts with both cities
Implementation Date (Required)	May 2011	Initial Contracts were approved; shared services began

Proposal Name: County Sheriff law enforcement contracts and inmate housing Update New

Status: Completed In Progress Delayed/Stalled Not Started Dropped

Status Description or New Proposal Description
The Calhoun County Office of the Sheriff provides Law Enforcement Services through agreements with two townships. In 2013 the City of Springfield entered into a new Law Enforcement Services Agreement with the County Sheriff. The Sheriff also houses inmates for local, state and federal agencies through per diem rate agreements. In 2013 a new rate agreement with the U.S. Bureau of Immigrations and Customs Enforcement was implemented , and discussions began toward a new agreement with the City of Livonia.
Jurisdictions/Organizations Involved
Calhoun County, Pennfield Township, Convis Township, U.S. Bureau of Immigrations and Customs Enforcement, City of Dearborn, Michigan Department of Corrections, City of Springfield, City of Livonia
Estimated Savings/Improved Service or Efficiency
Services provided total more than \$7 million in county cost. Savings for these government agencies estimated at 10% of value of services provided, or \$700,000 per year. County agreements deemed most cost effective and efficient option for those local governments awarding contracts to the County Sheriff. The County receives indirect cost recovery to offset administration of contracts and to allow for secondary

road patrol. Inmate boarding activities provide needed available jail beds for other jurisdictions that lack available space, and provide revenue to the County to help offset operational costs within the jail.

Barriers Experienced

The inmate housing arrangements increase administrative burden for the Office of the Sheriff, and federal standards include frequent facilities inspections and higher level of standards within jail operations. Law enforcement contracts are awarded based on competitive bidding processes. Budgeting for jail costs and revenue offsets is difficult because of variability of number of external inmates throughout the year. Negotiating with the federal government to arrive at a mutually beneficial per diem rate agreement renewal was a very lengthy process spanning multiple years.

Estimated Timeline (Month, season, or quarter along with a year)

	Date	Action/Steps
Start Date (Required)	Summer 2013	Springfield City issued RFP for law enforcement services
Significant Progress Dates		
	Fall 2013	County Sheriff began temporarily housing inmates from Livonia City on an interim basis, and then responded to an RFP for a formal boarding contract.
	September 2013	County Board of Commissioners approved the new Law Enforcement Services Agreement between Office of the Sheriff and City of Springfield
Implementation Date (Required)	1 st Quarter 2014	Expected approval of new Inmate Boarding arrangement with City of Livonia

Proposal Name: Calhoun County Consolidated Dispatch Authority Update New

Status: Completed In Progress Delayed/Stalled Not Started Dropped

Status Description or New Proposal Description

In 2010 Calhoun County and the Cities of Battle Creek, Albion and Marshall consolidated all 911 dispatch activities, eliminated all other public safety answering points (PSAPS), and began a new Consolidated Dispatch Authority (CCDA) through in Interlocal Agreement pursuant to the Urban Cooperation Act. The new dispatch center operates within the County Government Building in Marshall under a lease agreement

between the County and the separately governed Authority.

Jurisdictions/Organizations Involved

Calhoun County; Cities of Battle Creek, Albion, Marshall and Springfield; Townships of Bedford, Emmett, Leroy, Newton and Pennfield

Estimated Savings/Improved Service or Efficiency

Collectively all municipalities' contributions toward the consolidated dispatch center's annual operations were frozen at 2008 levels for the first five years, through June 2013. Thus, municipalities and taxpayers saved an estimated \$1,500,000 in the first five years. Because of budget efficiencies and debt pay off, local contributions required were reduced by 9% in 2012 resulting in savings to the local units of \$290,000. In 2013 the CCCDA issued \$300,000 in rebate checks to the local governments who contributed. The 2014 annual operating budget for the CCCDA is less than the initial baseline budget implemented when the center opened. Savings continue to accrue.

Barriers Experienced

Combining employees within different union represented groups and merging benefits was a lengthy process. It took several years to reach consensus among governments regarding many aspects, including funding arrangements and equipment transfers.

Estimated Timeline (Month, season, or quarter along with a year)

	Date	Action/Steps
Start Date (Required)	Summer 2007	Local units of government began developing plans to reduce costs and improve efficiencies for dispatch services
Significant Progress Dates		
	July 2013	Because of this successful collaboration, \$300,000 in rebate checks were issued to local governments who contribute to the center's operations
Implementation Date (Required)	March 2010	The new Calhoun County Consolidated Dispatch Center opened

Proposal Name: Care Here! Employee Health and Wellness Clinic

Update New

Status: Completed In Progress Delayed/Stalled Not Started Dropped

Status Description or New Proposal Description
Calhoun County is partnering with the City of Battle Creek and Toyota Tsusho America, Inc. in a public/private endeavor to open a new on-site health and wellness clinic for employees and dependents. Care Here Management, PLLC has been contracted to manage the center under a proven Patient Centered Medical Home model.
Jurisdictions/Organizations Involved
Calhoun County, City of Battle Creek, Toyota Tsusho America, Inc.
Estimated Savings/Improved Service or Efficiency
Estimated savings to the county are estimated at \$169,000 for the first year of the clinic's operations, and at \$4,000,000 cumulative for the first five years. Employees will receive no cost or low cost health care and wellness benefits, in a convenient and efficient delivery model Care Here has implemented in hundreds of other locations across the United States.
Barriers Experienced
Lack of understanding of this model, which is new to local government in Michigan; inherent complications with legal agreements and multiple organizations with separate legal counsel; hesitation by private providers to accept this new model within the community

Estimated Timeline (Month, season, or quarter along with a year)		
	Date	Action/Steps
Start Date (Required)	Summer 2012	Discussions about collaborating on this clinic project began between Toyota Tsusho, Battle Creek City and Calhoun County
Significant Progress Dates	October 2013	County Board of Commissioners approved Medical Services Contract with Care Here Management, PLLC
	4 th Quarter 2013, January 2014	Community outreach and discussions with Health Care providers; selection of doctors and nurses for clinic; determination of fee schedule; discussions with Blue Cross Blue Shield of Michigan regarding data sharing; equipping the clinic
Implementation Date (Required)	February 2014	Care Here! Employee Health and Wellness Center scheduled to open

Proposal Name: Integrated Multi-Agency Criminal Records Management System (RMS) Update New

Status: Completed In Progress Delayed/Stalled Not Started Dropped

Status Description or New Proposal Description
Joint purchase of public safety records management software to provide combined criminal records database and integrated platform available to all local criminal justice agencies and 911 dispatch
Jurisdictions/Organizations Involved
Calhoun County Office of the Sheriff, 10 th District Court, 37 th Circuit Court, County Prosecutors' Office, City of Battle Creek, Calhoun County Consolidated Dispatch Authority. Future availability for other local jurisdictions to join newly created Calhoun Public Safety Information Alliance (CPSIA) after new system goes live
Estimated Savings/Improved Service or Efficiency
Increased officer productivity and safety, reduced time spent on trouble-shooting data issues and redundant data entry, price break due to joint purchase estimated at \$260,000
Barriers Experienced
Lengthy process for multi-jurisdictional committee to convene and evaluate software bids, and agree on specifications; complex legal agreement with SunGard, the software provider, and between governments regarding cost sharing formulas

Estimated Timeline (Month, season, or quarter along with a year)		
	Date	Action/Steps
Start Date (Required)	December 2011	City of Battle Creek issued RFP for RMS software, and began discussions with County Sheriff and Administration about possible cooperative purchase
Significant Progress Dates	4 th Quarter 2012	City of Battle Creek applied for EVIP grant to help fund RMS. The grant request was denied.
	April 2013	County Board of Commissioners approved Software Licenses and Services Agreement with SunGard Public Sector, Inc.; and Interlocal Agreement between City of Battle Creek and Calhoun County creating new Calhoun Public Safety Information Alliance (CPSIA)
	July 2013	Implementation Team Kick off meeting

Implementation Date (Required)	May 2014	Scheduled "go live" date

Proposal Name: Marshall Regional Law Enforcement Center (MRLEC) Update New

Status: Completed In Progress Delayed/Stalled Not Started Dropped

Status Description or New Proposal Description
Calhoun County, the City of Marshall and the Michigan State Police are partnering to consolidate law enforcement activities into a new regional law enforcement center in Marshall.
Jurisdictions/Organizations Involved
Calhoun County, City of Marshall, Michigan State Police
Estimated Savings/Improved Service or Efficiency
This new shared facility will achieve operational, economic and collaborative benefits to all three agencies and to the public. Short term capital cost savings are estimated at \$7,000,000, and long term operational savings are estimated at \$185,000 annually.
Barriers Experienced
Lengthy process to select architect, agree on specifications, space needs, and develop cost sharing arrangements acceptable to all; funding options included several rounds of EVIP grant requests and working with bond counsel and financial advisors on the best financing plans; and the project needed to be drastically scaled back over the past year to achieve affordability for the County to participate.

Estimated Timeline (Month, season, or quarter along with a year)		
	Date	Action/Steps
Start Date (Required)	Spring 2011	The agencies consulted with Michigan Municipal League for technical assistance to develop plans
	Summer 2011	Redstone Architects engaged
	August 2011	Marshall City submitted EVIP grant request to state for help with planning phase and was awarded \$10,000; multi-agency group began meeting to design the building

Significant Progress Dates	January 2012	Joint meeting of Calhoun County Board of Commissioners and Marshall City Council to receive presentation of proposed MRLEC floor plan and draft business plan
	September 2012	Scope reduced and revised plans issued; County applied for EVIP grant to fund 50% of capital costs. Grant request denied. Marshall City and State Police move forward to revise plans for a building including just the city and state police, due to lack of affordability on County's side
	October 2013	Renewed discussions began with proposal to revise plans again to include county, with greatly reduced scope
	December 2013	City of Marshall submitted CGAP grant application to fund 50% of city's and county's capital costs. Grant request is still pending.
	January 2014	County Board of Commissioners approved Notice of Intent to Issue capital improvement bonds to fund capital costs of the proposed new MRLEC, net of pending grant proceeds
	1 st Quarter 2014	Construction design completion; lease agreements approved; construction bidding
	2 nd Quarter 2014	Bond issuance; construction start
Implementation Date (Required)	July 2015	Scheduled building completion

Proposal Name: Shared Services – Information Technology Services Update New

Status: Completed In Progress Delayed/Stalled Not Started Dropped

Status Description or New Proposal Description
Calhoun County Information Technology department was discussing with the City of Marshall, City of Albion and other local units the possibility of various levels of IT service sharing. Due to turnover in staff at the county and at the cities, and the County's plans to do a Strategic Information Technology Assessment before proceeding with longer term plans, the discussions have stalled.
Jurisdictions/Organizations Involved
Calhoun County, City of Marshall, City of Albion
Estimated Savings/Improved Service or Efficiency
Potential savings include leveraging of existing staff, consolidation of servers and licensing costs, and connectivity efficiencies. Support to employees could improve along with security and business continuity plans.
Barriers Experienced
Impact on current staff if consolidation was implemented, unclear IT strategic plans and capacity to provide shared services

Estimated Timeline (Month, season, or quarter along with a year)		
	Date	Action/Steps
Start Date (Required)	January 2012	
Significant Progress Dates		
Implementation Date (Required)		

Proposal Name: Shared Services – Information Technology Services Update New

Status: Completed In Progress Delayed/Stalled Not Started Dropped

Status Description or New Proposal Description
Calhoun County Information Technology department was discussing with the City of Marshall, City of Albion and other local units the possibility of various levels of IT service sharing. Due to turnover in staff at the county and at the cities, and the County’s plans to do a Strategic Information Technology Assessment before proceeding with longer term plans, the discussions have stalled.
Jurisdictions/Organizations Involved
Calhoun County, City of Marshall, City of Albion
Estimated Savings/Improved Service or Efficiency
Potential savings include leveraging of existing staff, consolidation of servers and licensing costs, and connectivity efficiencies. Support to employees could improve along with security and business continuity plans.
Barriers Experienced
Impact on current staff if consolidation was implemented, unclear IT strategic plans and the county’s reduced capacity to provide shared services because of several large IT initiatives already underway at the county

Estimated Timeline (Month, season, or quarter along with a year)		
	Date	Action/Steps

Start Date (Required)	January 2012	
Significant Progress Dates	June 2013	Plante & Moran conducted Strategic IT Assessment; draft report issued
	November 2013	Strategic IT Assessment finalized; management discussions underway to implement recommendations
Implementation Date (Required)		

Proposal Name: Southcentral Michigan Planning Council Update New

Status: Completed In Progress Delayed/Stalled Not Started Dropped

Status Description or New Proposal Description
Calhoun County is one of four counties represented by the newly reorganized Southcentral Michigan Planning Council (SMPC), which is the regional planning organization for economic development in our area. The SMPC is developing a new five-county Regional Comprehensive Economic Development Strategy (CEDS) document that will provide coordination of local plans to ensure regional prosperity in future years.
Jurisdictions/Organizations Involved
Calhoun County, Branch County, St. Joseph County, Kalamazoo County, Kalamazoo Area Transportation Study (KATS)
Estimated Savings/Improved Service or Efficiency
This new multi-county CEDS document is required to be eligible to apply for economic development funding through the U.S. Economic Development Administration. This plan will bring public and private sectors together to create an economic roadmap to strengthen and diversify our regional economies. Multimillion dollar EDA grants are awarded each year, and prior to this collaborative project, Calhoun County has not been eligible to apply for such funds.
Barriers Experienced

Estimated Timeline (Month, season, or quarter along with a year)		
	Date	Action/Steps
Start Date (Required)	September 2010	Economic Development leaders in the regional counties began discussing the possible creation of a multi-county CEDS. Several meetings were held and then the initiative stalled due to lack of a functional regional planning organization to take the lead.
Significant Progress Dates	4 th Quarter 2012	After input from the EDA and MDOT, a transition team of county commissioners assembled to develop plans to reorganize the SMPC.
	February 2013	The full board met for the first time, with KATS and Kalamazoo County's planning staff providing planning and consulting services for the SMPC
	Fall 2013	Bylaws were created; grant request for CEDS planning assistance was submitted; Upjohn Institute was chosen to assist with CEDS development
	Fall 2013	The SMPC began collaborating with the Southwest Michigan Planning Council (SWMPC) according to the Governor's new Regional Prosperity Initiative to create a new Regional Prosperity Council
Implementation Date (Required)	Spring 2014	CEDS completion; Regional Prosperity Initiative to begin

Proposal Name: Multi-Jurisdiction Collaboration to Manage County Parks System Update New

Status: Completed In Progress Delayed/Stalled Not Started Dropped

Status Description or New Proposal Description
A new Calhoun County Parks & Recreation Commission was created and met for the first time in February 2013. The Commission's membership includes representatives from the County, Emmett Township, and other local organizations. The County Board entered into an Interlocal Agreement with the Conservation District that allows for future contractual collaboration and service sharing with regard to various services, including parks. The County has not yet secured funding for a permanent Parks Manager position, and in the meantime intends to contract with MSU Extension for a new Community Development Director/Educator position that will also oversee parks management. Once more stable leadership is in place at the county level, we may consider this multi-jurisdiction collaboration again.
Jurisdictions/Organizations Involved

Calhoun County, Emmett Township, Marshall Township, Calhoun County Conservation District
Estimated Savings/Improved Service or Efficiency
Possible efficiencies through joint contracting of maintenance services and coordinated plans
Barriers Experienced
Lack of funding toward enhanced parks management plans and delays while determining how to fill the need for internal County parks management duties.

Estimated Timeline (Month, season, or quarter along with a year)		
	Date	Action/Steps
Start Date (Required)	February 2013	New County Parks & Recreation Commission held first meeting; County Commissioner Derek King elected Chairman
Significant Progress Dates	April 2013	County Board approved Interlocal Agreement with Conservation District to provide for collaboration in various shared service areas to be determined administratively
	Summer 2013	Calhoun County Visitor's Bureau (CVB) produced county-wide Parks Brochure including parks owned by all jurisdictions
	March 2014	Calhoun County is partnering with MSU Extension to search for new Community Development Director, whose job duties will include the management of parks and identification of ways to secure funding and collaborate with other jurisdictions going forward
Implementation Date (Required)		
