

County of Marquette



**Cooperation, Collaboration and
Consolidation of Services Plan**

**Category 2 of the State of Michigan
Economic Vitality Incentive Program (EVIP)**

Public Act 63 of 2011, Section 951(3)b

Economic Vitality Incentive Program/County Incentive Program Category 2

The State of Michigan passed Public Act 63 of 2011, the Economic Vitality Incentive Program (EVIP). Marquette County must comply with the required reporting in order to qualify for the County's portion of revenue share funding from the State of Michigan.

A solid fiscal foundation is essential to Marquette County's ability to provide services, whether the services are locally-determined priorities or state-mandated services. Fortunately, Marquette County has been an area of relative stability amid decline in the Upper Peninsula and Michigan. Marquette County's economy has grown and diversified.

Economic stability and fiscal discipline have allowed Marquette County to be a leading service provider and a significant contributor to the qualities that make our area desirable to residents, businesses, and visitors. Marquette County was one of only eight counties to receive a perfect fiscal health rating from the State of Michigan.

Cooperative efforts and collaboration are not new to Marquette County. Department managers and elected officials deserve recognition for their efforts to improve services to the citizens of Marquette County by creating efficiencies and controlling costs. Each department has creatively managed its budget in the new economic reality and continues to do so.

Maintaining services and increasing reserves are notable accomplishments in these challenging economic times. The Marquette County Board of Commissioners should be commended for establishing policies and setting priorities that have allowed the county to do just that.

What follows is a narrative outlining Marquette County's efforts to collaborate/consolidate services both internally and with other local municipalities.

A copy of this Plan will be available to the general public in the County Clerk's office and on the County website.

Building Codes

Marquette County provides code enforcement for all 22 governmental subdivisions within its 1,873 square mile area. Marquette County conducts all building, electrical, plumbing, and mechanical inspections to all areas. Prior to the county providing code enforcement for all jurisdictions, some local units had their own staff performing those duties.

Marquette County provides two locations for residents to apply for permits, which has improved service and efficiency. With one department providing inspections to all of Marquette County, it can employ full-time, well-trained inspectors, providing greater reliability of service to all taxpayers. Marquette County performs all requested inspections within 72 hours, which reduces delays for the building, electrical, plumbing, and mechanical contractors.

Brownfield / Land Bank Authority

The Marquette County Brownfield Redevelopment Authority (MCBRA) was created in 2010 to assist cities and townships in Marquette County that either don't have a brownfield authority or don't have the staff experience to manage brownfield projects. To date, two brownfield plans have been approved by the authority, involving projects in two different cities and one township. Approximately \$4,000 in administrative expenses have been absorbed by the MCBRA relating to these projects. In 2013, the Marquette County Planning Department has budgeted \$25,000 for area-wide planning, creation of a site inventory, and community outreach related to brownfield sites throughout the county. This will directly benefit the townships and cities in which these sites are located.

The Marquette County Land Bank Authority (MCLBA) was created in 2009 with the mission of working collaboratively with local governmental units and community organizations to find the best way to return tax-foreclosed properties to the tax roll. Since inception, the MCLBA has acquired 55 parcels and has sold or transferred all but five. It has demolished, or assisted with demolishing, 20 blighted properties at a cost of over \$200,000.

Central Dispatch and the U.P. 9-1-1 Authority

Background: In 2007, the directors from each Public Safety Answering Points (PSAP) in the Upper Peninsula put together a grant application through the Region 8 Homeland Security Board in which funds were requested to start a virtual consolidation of our PSAP that serve the 15 counties in the Upper Peninsula. The goals of the application were to electronically link the centers and share equipment, maintenance contracts, share common operating procedures, and provide enhanced backup and information-sharing capabilities. The County was awarded a 1.6 million dollar Public Safety Interoperable Communications (PSIC) grant in October of 2008 to start this project.

In July of 2008, Marquette County entered into an Interlocal Agreement with the 14 U.P. counties, forming the U.P. 9-1-1 Authority. The Authority provides the governance for the Virtual Consolidation Project.

Virtual Consolidation Project: With the grant funds, the Authority issued RFPs for a distributed Computer-Aided Dispatch System (CAD), a network to connect the PSAP and Next

Central Dispatch and the U.P. 9-1-1 Authority (cont'd)

Generation 9-1-1 call handling equipment. In June of 2012, these projects were completed. Seven of the eight PSAP share a single CAD system, have NG 9-1-1 ready phone equipment, and are connected via a high speed fiber optic network. The Michigan State Police Negaunee Regional Dispatch Center chose not to participate in the project; however, the fiber network is available to them and they plan to purchase NG 9-1-1 phone equipment and link that with the other centers.

Benefits of the Consolidation Project: There are many benefits that all of the PSAP have seen with this project to date.

- Shared equipment – we have a single primary CAD server and a disaster-recovery server located in geographically diverse locations instead of seven individual servers had each of the PSAP purchased their own CAD systems, and these individual servers would not have the disaster-recovery server. We also have the same phone equipment in each center.
- Information Sharing – we now have access to and share all of the information in CAD from each PSAP and have common dispatch procedures.
- The CAD improves our backup capabilities among the centers; we can enter, view, and update calls for one another, which we could not do prior to this consolidation.
- We are sharing a high-speed, redundant fire network that is expandable and will serve as the IP network we need to transition to full NG 9-1-1.
- Shared maintenance - we have single maintenance contracts for CAD, the fiber network, and onsite support for the 9-1-1 phone equipment versus seven separate contracts.

Cost Savings: Marquette County Central Dispatch has realized significant savings as a result of this project.

- We would have been facing approximately \$500,000 in equipment costs had we purchased our own CAD and NG 9-1-1 equipment. We would not have been able to receive the grant funding on our own.
- We save approximately \$20,000 annually in maintenance costs when compared to our potential costs for maintenance of this equipment if we purchased it ourselves.
- We will also see future savings due to sharing the cost of equipment replacements and upgrades. Our share of these costs is roughly 23% versus 100% if we were not part of this project.

Circuit Court

Honorable Thomas Solka's and Honorable Jennifer Mazzuchi's use of video court reporting in the 25th Judicial Circuit Court is another example of what is being done internally to contain costs while improving services and efficiency.

Circuit Court – Family Division

Since December 12, 2012, the Circuit Court - Family Division, through the Family Dependency Treatment Court, has been cooperating with the Department of Human Services and private agencies to consolidate drug and alcohol tests for court individuals. The savings being recognized is approximately \$50 per screen.

Health Department

Medical Director – In the past, the Health Department employed their own Medical Director. After Dr. Johnson retired, the County employed a part-time Medical Director. At the end of that contract in 2011, it was costing the County \$90,000 annually. When the contract ended (8/1/2011), the Health Department entered into a new contract with Western U.P. District Health Department (WUPDHD) to share their Medical Director, Dr. Terry Frankovich. The cost for this contract is approximately \$40,000 annually, for a savings of \$50,000 each year. The added benefits of having a Medical Director that does full-time public health is that we have the benefits of someone working in public health all the time no matter what agency she is physically located at that day. With the use of technology, it is very easy to have 24/7 access, and when she is working on a public health issue for one agency, she can represent all agencies on that same issue. It is very efficient and cost effective. WUPDHD also contracts Dr. Frankovich's time out to Delta-Menominee and Dickinson-Iron Health Departments.

KARS Program - KARS stands for "Kids Always Ride Safe". This is a program coordinated through our Child Passenger Safety Program funded through Michigan Office of Highway Safety Planning. Our Coordinator, Diane Curry, started the KARS program first on our own Health Department WIC program. WIC clients are able to purchase car seats at a much reduced rate. There is also a rate for extended family that is a little higher but still costs less than what they have to pay to purchase at stores. They also get education on the proper car seat for the age and size of their infant/child, and Diane demonstrates to the client how to fit the car seat properly into their vehicle. After getting the program completed in Marquette, she expanded the program to the WIC programs in Alger County (April 2012) and in Houghton and Keweenaw (December 2012).

Planning Department

- The County of Marquette has partnerships with multiple townships to create, maintain, and share zoning data. The townships benefit not only by receiving an official zoning map, which they are required to have, but also by receiving the zoning information in digital format. Having updated zoning information in digital format allows governments to share information with ease through email and websites. The townships are also provided access and training to free software, which enables them to view zoning data and prepare simple maps. This function allows enhanced display and sharing of information in situations such as proposed zoning amendments. The County of Marquette saves money by reducing the amount of time needed to research zoning districts when reviewing local zoning map amendments.
- The County of Marquette has partnered with the Central Upper Peninsula Regional Planning and Development (CUPPAD) Commission in the creation and update of master plans for multiple townships in Marquette County. The County's role has ranged from providing the mapping components of the plan to sharing the lead in the planning process. Master plans are required by law to guide those municipalities that administer zoning. Municipalities save money by contracting services through CUPPAD and receive professional planning services from more than one agency. The County of Marquette benefits by being involved in the local planning process.

Planning Department (cont'd)

- The County of Marquette has hosted webinars related to planning and zoning topics. Given our geographic location, it is costly and time consuming to travel to receive training. In addition, our local units of government often do not have the technology necessary to view webinars. Having access to webinars not only saves money for travel and time but also gained knowledge from the webinars potentially saves local units of government from litigation costs.
- The County of Marquette provides addressing services to Republic Township. This saves time and money for the Township and coordinates sharing of the information with Central Dispatch, increasing public safety.
- The County of Marquette, along with Forsyth and West Branch townships, participates in the Sawyer Community Alliance, a grass-roots community organization that seeks to improve living conditions at the former K.I. Sawyer Air Force Base. Not only does this provide a channel for communication between citizens and their local and county governments, but it also greatly enhances communications between the County and the Townships.
- The County of Marquette has participated on the US-41/M-28 Access Management Corridor Committee since its creation in the early 2000s. The Committee, with representatives from nine municipalities and other agencies, meet monthly to coordinate development and solve concerns along the 35-mile stretch of highway. This effort coordinates development and access review processes between the Michigan Department of Transportation and municipalities. Additionally, municipalities benefit by receiving a professional review of proposed site plans.
- The Marquette County Broadband Initiative is a coordinated effort led by the Lake Superior Community Partnership, Northern Michigan University's Center for Rural Community and Economic Development, and the County of Marquette. Broadband access, adoption, and use have been assessed, and an action plan is being developed with the intent to coordinate broadband expansion and use throughout the County. This effort has broad, positive economic impacts for all of our municipalities.
- The County of Marquette has partnered with the City of Marquette to assist with planning initiatives to create a Third Street Village Corridor Sustainable Development Plan. This in-kind service contributes \$2,000 toward the City's matching funds of \$34,239 on a total estimated project cost of \$109,239.
- The County of Marquette provides homeowner rehabilitation and rental rehabilitation on eligible projects in the City of Ishpeming. As a result of this collaboration, the City of Ishpeming has received over \$1,000,000 in housing assistance without having to hire and train the additional staff necessary to implement this State-funded program. Estimated saving to the City of Ishpeming is 1.5 employees for the past 13 years at \$30,000 to \$40,000 per year, or approximately \$682,500.
- The County of Marquette holds a Board Member position on the Iron Ore Heritage Trail Recreation Authority in addition to providing the trails authority with the GIS-developed maps needed to inform the public, local units of government, and State and Federal Agencies about trail locations and trail types for various trail users. The economic impact of having a

Planning Department (cont'd)

continuous 48-mile, historically significant multi-use trail system is difficult to establish. However, 0 .09 of County Planning staff has been allocated to the planning and mapping of the Iron Ore Heritage Trail Authority on an annual basis for the past four years. This collaboration has saved the Authority approximately \$20,000.

Register of Deeds / Treasurer / Equalization / Facilities

These four departments have been working cooperatively in an effort to streamline processes for both staff and the general public.

In January 2011, the Register of Deeds and Equalization Department were allowed computer access to each other's records. Title companies can now view Equalization records from the Register of Deed's office.

Since February 2011, the Register of Deed's staff has been preparing the Treasurer's Certificates, which eliminates the need for the customer to obtain the Certificate from the Treasurer's office and then return it to the Register of Deeds to record their deed.

Since September 2012, Equalization and Facilities began sharing an employee. The employee sharing eliminated the need for Equalization to hire a part-time staff person. Forty percent of the employee's time is spent in Equalization assisting with data entry and field work; the remaining 60% is assigned to facility projects and/or functions.

Sawyer International Airport

Marquette County is the owner, operator, and sponsor of the Sawyer International Airport. In that capacity, the County is required by Federal Aviation Administration Rules and Regulations to have trained crash/rescue and firefighting personnel and appropriate equipment to respond to aircraft crashes, fires, and related emergencies involving aircraft. The County has trained personnel and equipment in place, but because we are unable to respond to fire emergencies in other jurisdictions through a traditional mutual response agreement, Marquette County has entered into an Aircraft Emergency Response Agreement with Forsyth Township. Under the terms of this agreement, the County pays \$15,000 annually to Forsyth Township and provides aviation emergency training to the Forsyth Township Fire and Rescue Department. By having this agreement in place, Sawyer International Airport expands its emergency response capability, which benefits all users of the airport and enhances the safety of its personnel. Additionally, this agreement alleviates the need for Sawyer International Airport to hire additional fire fighters, each of which would cost the county approximately \$63,000 annually.

Sheriff's Office

The Marquette County Sheriff's Office has contracts for dedicated police service with four of the 16 townships in the County that do not have their own police departments. Without these contracts, Marquette County would have 3.5 fewer FTE's.

Sheriff's Office (cont'd)

Marquette Township: 1.5 FTE's = 60 hours a week = \$160,000.00 annual payment

Michigamme Township: 1 FTE = 40 hours a week = \$102,500.00

Tilden Township: .5 FTE = 20 hours a week = \$46,500.00

Richmond Township: .5 FTE = 20 hours a week = \$46,500.00

The County Sheriff's Office also provides one full-time deputy to UPSET, a multi-jurisdictional narcotics enforcement team.

Sawyer International Airport contracts with the Sheriff to provide LEO security to ensure FAA-required response times.

The County Jail has been housing Federal prisoners for the U.S. Marshal Service for 22 years and continues to do so. Annual revenue generated is approximately \$250,000.

Marquette County is renting space from the Michigan State Police to house Marquette County Search and Rescue Operations. This alleviates the need to construct a facility and provides \$24,000 annual revenue to the state.

Marquette County serves as the fiduciary agent of a \$40,000 grant for Electronic Crash Capture Submissions (UD-10), which most Marquette County Law Enforcement agencies use and Marquette County manages.

County jail food services were taken over from the County in April of 2011, with an annual savings of \$100,000.00 into the future. This represents cooperation/collaboration between the public and private sector.

The City of Marquette Police Department contracts with the Sheriff to provide livescan fingerprint services to all CPL (CCW) applicants in Marquette County. The Sheriff's Office looked into purchasing a device so the public would not have to be taken into the jail, but it was too costly. The City was approached and they agreed to provide this service. The City gets \$10 of the \$15 fee paid by each applicant and the County gets \$5. If the City was not able to do this, we'd be required by statute to do so and it would cost the County about \$50,000 for the device, not including service costs and increased staff hours.

The Marquette County Sheriff and the Keweenaw Bay Indian Community have a cross-deputization agreement allowing both agencies to respond to the others jurisdiction and provide the needed services.

Marquette County Lifetracker Program is a collaborative effort with TRIAD, Central Dispatch, Marquette County Sheriff's Office, and the local Alzheimer Association to provide electronic monitoring of residents with dementia or autism at the family's request.

Tax and Equalization Department

Marquette County has entered into a three-year agreement to provide equalization services to Delta County at a total cost to Delta County of \$125,000 annually. As a result of this agreement, Delta County has access to a Level IV Assessor as well as the County's tax and equalization staff. This agreement reduces Marquette County personnel expenses, eliminates the need for Delta

Tax and Equalization Department (cont'd)

County to locate and hire a Level IV Assessor, and provides for greater staff resources, thus potentially reducing legacy costs for Delta County.

In 2012, Marquette County entered into Agreements with Sands Township (\$20,000 annually) and the City of Negaunee (\$34,000 annually) to provide assessing services. Marquette County has an Equalization Department that has the necessary state certifications, experience, and leadership abilities to be able to provide management to successfully perform assessing and support functions as required for each jurisdiction. The County will offset its personnel expenses through these agreements, provide access to high level state-certified assessors, and potentially reduce the legacy costs for each community.

FUTURE CONSOLIDATION EFFORTS

Central Dispatch and U.P. 9-1-1 Authority

The consolidation project is ongoing and expanding. We are currently looking for grant funding to assist in the purchase of shared recording equipment using the same concept as the CAD. Each PSAP currently has recording equipment and maintenance contracts for recording their phone and radio traffic. As NG 9-1-1 is implemented and radio consoles are upgraded to IP, we will all need to replace or upgrade our recording equipment. We intend to make use of our current fiber network and purchase two recorders that are shared instead of seven individual recorders.

We are also actively pursuing funding opportunities to upgrade each PSAP's radio console equipment to the Motorola MCC 7500. Each center is currently a member of the MPSCS. These consoles will provide many benefits. Again, we will have common equipment and shared maintenance, but more importantly, improved capabilities. These consoles will give each center the ability to communicate directly to all public safety agencies within the Upper Peninsula, which we cannot do today. What this means is that we can provide full backup to one another. An example would be if a center has a fire in their dispatch building and needs to evacuate. Any of the other centers in the U.P. will be able to take their 9-1-1 calls and directly dispatch their resources. This type of backup does not exist today. We have the ability to answer the 9-1-1 calls, but we cannot directly dispatch each others' resources. Further, in this example, if the center that had the fire was down for an extended time, they would be able to send their dispatchers to the center that is answering their calls and dispatch from there because each center will have common equipment.

This virtual consolidation will have long lasting benefits for all involved. We will no longer be purchasing redundant equipment or maintaining redundant maintenance contracts. More importantly is the improved service to our communities. We have a far more robust and redundant dispatch system, which none of us could have afforded without collaboration.

Joint Purchasing

Marquette County has been in discussions with the cities of Negaunee and Marquette as well as Chocolay, Marquette, and Sands Townships, regarding consolidating purchasing functions. The potential savings are unknown, but the discussions are ongoing.