



## **COUNTY OF MONROE, MICHIGAN**

# **COOPERATION, COLLABORATION AND CONSOLIDATION OF SERVICES PLAN**

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## **Current Service Sharing Activities:**

The County of Monroe has developed and is involved in twenty (20) of the following significant cooperative/collaborative/resource sharing programs and services as of August 31, 2012. These are in addition to the ongoing and daily cooperative relationships and team work exhibited by the County and many other local units of government throughout the county in which resources, talent, knowledge and time is shared in the interest of providing the highest level of public services possible. This format is used to report the past and proposed efforts of the County of Monroe for cooperation, collaboration and consolidation of public services.

In addition to the current service sharing activities, the County has identified four (4) initiatives either underway or planned for implementation. Each program area identified will provide a general summary of the program, the date of the consolidation, the partners or jurisdictions involved, the savings realized or proposed savings if it is a proposed plan and any other additional benefits. This plan is available on the County of Monroe web site [www.co.monroe.mi.us](http://www.co.monroe.mi.us).

## **Public Safety Programs/Services**

**1. Central Dispatch Authority**-The County of Monroe operates at Central Dispatch Authority organized in 1998. This is a countywide central dispatch center for dispatching all emergency first responders in the County. This includes all eight (8) law enforcement agencies, all twenty (20) fire departments, and emergency medical services. All emergency 911 calls originating in the County from its 152,000 residents, visitors and motoring public are answered in the center. In 2008, the County constructed a state of the art 911-Emergency Management Facility to continue to meet the needs of the community for both emergency dispatching and emergency management needs.

Monroe County has mutual agreements with Lenawee and Washtenaw Counties to serve as back up 911 centers should Monroe County emergency calls require routing to another PSAP.

***Date of Consolidation:*** 1998

***Jurisdictions Involved:*** All 8 law enforcement agencies and all 20 fire departments

***Estimated Cost Savings:*** If just the City of Monroe were to operate its own dispatch center, it has estimated the cost at \$1 million per year. Similar costs may be expected from the State Police while the other departments would be considerably less. It is reasonable to estimate the residents of Monroe County save in excess of \$2.5 million annually be operating under a Central Dispatch Authority.

**2. Interoperable Communications System**-The County of Monroe was awarded an interoperable communication grant amount of \$6 million in 2003 to build three (3) infrastructure sites and expand an existing MPSCS site. The County provided additional financing for the project of \$3.6 million. This project provided all emergency first responders in Monroe County with interoperable communications by having all groups

on the same 800Mhz public safety radio system. Monroe County funded this project to provide the interoperability necessary for emergency first responders. This is a complete microwave simulcast system integrated with the MPSCS.

In 2006, Monroe County expanded this infrastructure by adding equipment and sharing in the cost of a new site shelter in Lucas County Ohio. This brought the County of Monroe infrastructure to 5 tower sites and provides greater coverage for all emergency first responders in Monroe County. The system included over 1,000 portable and mobile radios for all law enforcement agencies, fire departments and other public safety organization in Monroe County all at no cost to them. Because the County constructed its system in collaboration with the MPSCS, the infrastructure is used by State of Michigan agencies and as an expansion of the MPSCS wireless public safety system. The County and State negotiated the value of the infrastructure to provide credits for the annual subscriber fees charged by the MPSCS. These credits, totaling \$1.9 million were applied for all local units equally until the credits are redeemed.

In addition, a new VHF fire paging system was designed, built and made operational for alerting volunteer fire departments in the County. The County funded the cost of this infrastructure and maintains the infrastructure going forward.

***Date of Consolidation:*** 2004

***Jurisdictions Involved:*** All law enforcement agencies, all fire departments, all emergency medical providers, Monroe County Road Commission, Lake Erie Transit System and Mercy Memorial Hospital

***Estimated Cost Savings:*** With the County's successful grant application and the consolidation of services under a true interoperable communications system, the residents of the County saved over \$8 million. Ongoing annual savings by operating under a unified sub-system of the MPSCS have not been calculated.

**3. School Liaison Officers**-The County of Monroe through the Monroe County Sheriff provides school liaison officers (Sheriff Deputies) to public schools in the County. The current contract list includes four (4) schools. The County pays 33% of the total cost of the Deputy Sheriff and the school pays 67%. While the school is in session, the Deputy Sheriff works full time at the school and may be scheduled for extra security at sporting or other school functions. When school is not in session, the Deputy Sheriff is assigned to normal road patrol or other law enforcement duties.

***Date of Consolidation:*** Since 1976

***Jurisdictions Involved:*** County of Monroe, Monroe County Sheriff and public schools in Monroe County

***Estimated Cost Savings:*** Each school liaison officer contract provides cost sharing between the County and the school with the County receiving approximately \$80,000 in

revenue from each participating school. There is no cost savings to the County but rather sharing of resources.

**4. Sheriff Deputy Contracts with Local Units**-Local units of government within Monroe County have contracted with the County through the Monroe County Sheriff for supplemental law enforcement services. Under the contract, cities, villages and townships may contract for Sheriff Deputies to be assigned to the local jurisdiction under the control and supervision of the Sheriff. The local unit pays 80% of the total cost of the Sheriff Deputy and the County pays the remaining 20%.

*Date of Consolidation:* Since 1985

*Jurisdictions Involved:* Currently County of Monroe, Monroe County Sheriff, Bedford Township, Monroe Township, Frenchtown Township, Frenchtown Resort District Authority, City of Petersburg and Summerfield Township.

*Estimated Cost Savings:* The savings have not been calculated. The benefits are unified command with the Sheriff providing management, training and coordination of services of the contracted Sheriff Deputies, supplemental police protections and response within the contracted community where funding 100% of the cost of a Sheriff Deputy plus police administration would not be affordable.

**5. Monroe Area Narcotics Team and Investigative Services (MANTIS)**-Originally formed in 1985 as the Office of Monroe Narcotics and Investigations, this shared resource program is under the operational control of the Michigan State Police and administered by the County. This unit is a cooperative, multi-jurisdictional operating team of narcotic investigators from municipal, county and state law enforcement agencies within the County.

*Date of Consolidation:* 1985

*Jurisdictions Involved:* Michigan State Police, Monroe County, City of Monroe

*Estimated Cost Savings:* If operated by the County alone, the County would four additional Sheriff Deputies at an annual cost of \$480,000 plus operational costs of \$220,000.

**6. Law Enforcement Regional Training**-The County, through the Monroe County Sheriff's Office coordinates and sponsors regional training for law enforcement agencies. Grant funding is administered by the County in a coordinated manner for all law enforcement agencies in the County. Participation by other agencies is beneficial to all in securing the necessary grant funding.

*Date of Consolidation:* 2000

*Jurisdictions Involved:* City of Monroe and all other law enforcement agencies in the County

***Estimated Cost Savings:*** The County saves by combining agencies for grant funding. The City of Monroe estimates its savings at \$12,500 annually.

**7. Corrections Housing**-The United States Department of Immigration and Customs Enforcement (ICE) has entered into an intergovernmental agreement with the County to house federal immigration detainees at the County's minimum security correctional facility. The County houses up to 80 detainees in its 160 bed facility and is paid a per day rate for housing and associated costs of detention services. The County received a Construction Assistance Program grant of \$3.5 million towards construction of the \$7.5 million facility and committed to a 15 year housing agreement.

***Date of Consolidation:*** 2000

***Jurisdictions Involved:*** United States Department of Immigration and Customs Enforcement, United States Marshal's Service and County of Monroe.

***Estimated Cost Savings:*** The County receives approximately \$2.1 million annually for housing costs towards the annual operating budget of \$3.7 million.

**8. Special Response Team**-Monroe County shares staff and resources to operate a special response team to handle high risk incidents such as arrests, search warrants and hostage or barricaded gunmen. The City of Monroe provides 3 officers of the 12 person team and allocated its share of grant funded towards the purchase of equipment for the team. This unit is a back up to the Downriver SRT and operates under a mutual aid agreement.

***Date of Consolidation:*** 1991

***Jurisdictions Involved:*** County of Monroe and City of Monroe

***Estimated Cost Savings:*** If the County had to staff the additional 3 positions on the team with Sheriff Deputies, it could be done with existing staffing. The additional cost would be for equipment, covering training time, etc. This is estimated at \$25,000 per year and the grant funding allocation shared with the City is estimated at \$50,000 towards the cost of the armored response vehicle purchased in 2011.

**9. Marine Dive Team**-Monroe County is the lead agency for a county wide marine dive team. The City of Monroe provides one officer to the team. This shared approach helps in applications for grant funding for equipment used by the team.

**10. Fire Investigation Team**-The fire investigation team is staffed with trained fire investigators from multiple agencies in the County including both fire departments and law enforcement agencies. Using a multi-jurisdictional team, fire investigations in the County are led by a highly qualified staff. This approach is superior to single agencies attempting to staff arson investigation teams.

*Date of Consolidation:* 2000

*Jurisdictions Involved:* Select law enforcement and fire departments

*Estimated Cost Savings:* Sharing staffing, expertise and equipment is estimated at \$15,000 annually.

### **General Government:**

**1. Group Self Insurance Pool**-Monroe County is a member of the largest public entity risk management pool in Michigan for property and liability coverage. The Michigan Municipal Risk Management Authority is a cooperative self-insured program including over 360 municipalities and community colleges sharing resources for claims administration, loss control, training and risk management services.

*Date of Consolidation:* County of Monroe joined the program in 1985. The cooperative was formed in 1980.

*Jurisdictions Involved:* Over 360 across Michigan including townships, villages, cities, counties and special purpose units.

*Estimated Cost Savings:* Annually the County saves in excess of \$250,000 by operating on a self-funded basis with reinsurance for excess coverage limits.

**2. Cooperative Purchasing**-The County of Monroe has been an active member in the MIDEAL group purchasing program administered by the State of Michigan. A wide range of products needed by the County are purchased from the contracts available to members. The County has purchased fleet vehicles, telephone services and playground equipment from MIDEAL contracts. In addition, the County sources other regional and national group procurement programs to leverage the lowest possible costs for products and services.

*Date of Consolidation:* 1984

*Jurisdictions Involved:* County of Monroe and State of Michigan

*Estimated Savings:* Estimates of the savings have not been determined as they would vary depending on the products and services purchased and by volume.

**3. County Wide Ambulance Service**-The County created an Ambulance Authority with all jurisdictions within the County participating in the authority. The County contracted with a single emergency medical provider to serve all communities in the county for ambulance service.

*Date of Consolidation:* 1990

*Jurisdictions Involved:* All municipalities in Monroe County

*Estimated Cost Savings:* Estimates have not been calculated but the benefits of a viable private ambulance service provider meeting the needs of all communities is of significant

value. Coordination of the services, diverse representation on an oversight board and a mechanism for public input and responsiveness are additional benefits.

**4. Local Unit Property Assessing**-The County Equalization office contracts with local units of government to perform property assessing services. For some smaller units of government who do not have requisite qualified staff to conduct the assessing, the County is able to perform this service under intergovernmental agreement.

*Date of Consolidation:* 2004

*Jurisdictions Involved:* County of Monroe and Summerfield Township

*Estimated Cost Savings:* The savings have not been calculated for the County. The agreements between the County and the local units involved, provides for annual payments for assessing services in the amount of \$27,500.

**5. Environmental Health Lab Services**-The County public health laboratory used to perform water sampling tests was closed and all services for water quality testing are performed by the City of Monroe at the water treatment plant. The County saves on the cost of operating and maintaining its own water testing lab.

*Date of Consolidation:* 2010

*Jurisdictions Involved:* County of Monroe and City of Monroe

*Estimated Cost Savings:* Staffing and operational costs of a water testing laboratory are estimated at \$13,000 annually.

**6. County Wide Recycling Program**-The County of Monroe, through its Solid Waste Division of the Health Department collects solid waste tipping fees and uses these funds to operate county wide recycling programs for paper, household hazardous waste, computer waste, pesticide waste, used motor oil, unused tires, unused prescription drugs, Christmas trees, telephone books and yard waste. In cooperation with local units of government, collection points are established and schedules for collection times and dates set for the collection. In addition, the County coordinates a office paper recycling program for all county offices and school districts in the county. Under a grant, the County procured all the recycling containers and organized the waste stream to generate enough material to make the program viable for a recycling hauler.

*Date of Consolidation:* 1998

*Jurisdictions Involved:* County of Monroe, Bedford Township, Monroe Township, Habitat for Humanity, Monroe County Fair Association, Ash Township, Exeter Township, Allied Waste, Monroe County Schools and local automotive recyclers.

*Estimated Cost Savings:* The cost of illegal dumping of material collected properly and safely have not been calculated. There are significant environmental costs to ground

water supplies if pesticides and other contaminants seep into the community water source.

### **Economic Development:**

**1. Monroe County Business Development Corporation**-The County is a member of this private, non-profit 501 (c) (3) organization and contributes annual funding in the amount of \$51,850 towards the efforts of this public private partnership. The entity helps businesses and industries locate in and expand opportunities in Monroe County working with local units of government and the State's economic development agencies.

*Date of Consolidation:* 1982

*Jurisdictions Involved:* County of Monroe, City of Monroe, local units of government, utilities and other private partners.

*Estimated Cost Savings:* Membership allows the County to expand its outreach program for economic development opportunities and leverage the skills and knowledge base of other partners in the Monroe County Business Development Corporation.

**2. Partners in Planning**-The Monroe County Planning Commission enters into intergovernmental agreements to perform master planning, zoning and ordinance updates for local units of government in Monroe County.

*Date of Consolidation:* 1977

*Jurisdictions Involved:* County of Monroe and Local units of government.

*Estimated Cost Savings:* This program allows the County to provide enhanced and coordinated services to local units of government. Local units are able to procure the services under intergovernmental agreement and avoid paying for profit firms to perform these services and also avoid administrative time in sourcing, evaluating and awarding contracts to private consulting firms.

### **Information Technology Services:**

**2. Information Technology Services**-The County provides information technology support and services for equipment, infrastructure and staffing to multiple local units of government. The benefits of group purchasing, standardization, information sharing and unified planning are achieved under this program. The City of Monroe eliminated its IT staffing when the County assumed

responsibility for its technology support function. The County also provides telephone service and maintenance for the Road Commission via a fiber optic network installed to the Road Commission facility in 1998 as part of the County's PBX project. In addition, at this same time, the County built out fiber optic connectivity to the City of Monroe's Fire Department Central Station and City Hall and thereafter provided internet connectivity to the County's internet server. The fiber infrastructure was a partnership with a local cable television provider wherein the County installed fiber on the cable television right of way poles and entered into an agreement for shared maintenance costs to support the fiber optic cables connecting multiple County facilities.

***Date of Consolidation:*** 2006

***Jurisdictions Involved:*** County of Monroe, City of Monroe, Monroe Township, Village of Dundee, Village of South Rockwood, Dundee Township and Monroe County Road Commission

***Estimated Cost Savings:*** The savings have not been calculated for the County. The agreement between the County and City provides for annual payments for technology services in the amount of \$190,000. All other local units pay the County for actual services performed on an hourly rate basis.

**2. Database Services-**The County has entered into an agreement to host the training database for the Michigan Sheriff's Association for officer training curriculum. This web based database is accessed by participating sheriff offices and the MSA to track and record training activities.

***Date of Consolidation:*** 2012

***Jurisdictions Involved:*** County of Monroe and Michigan Sheriff's Association

***Estimated Cost Savings:*** The savings have not been calculated for the County. The agreement between the County and the Michigan Sheriff's Association provides for annual payments for technology services in the amount of \$1,200.

### **Future Proposed Service Sharing/Consolidation:**

**1.Voice Communications-**The City of Monroe and County are researching the benefits of expanding the County's telephone network to add the City as a user. This would include new voice over internet protocol (VOIP) services to the City through the County's telephone infrastructure and services. The two organizations have fiber connectivity and the County would provide all services for day to day operational use of voice communications. The benefits would four digit dialing between the organizations,

reduced monthly telephone costs for the City, and shared costs for maintenance of the technology infrastructure equipment.

***Proposed Date of Consolidation:*** 2013

***Jurisdictions Involved:*** County of Monroe and City of Monroe

***Estimated Cost Savings:*** Project savings have not yet been defined.

**2. LGNet Hosting**-The County of Monroe and the State of Michigan are scheduled to share technology infrastructure and the County will lease facility space along with IT service for a combined network connection to state databases. Under this arrangement, the County will provide access to its existing fiber network route allowing the state to over lash fiber and then interface into the County's primary network hub facility. The County will coordinate the field build out work with its established fiber vendors and oversee the installation. The County will provide space and support in the network hub for router equipment allowing the state to connect the Monroe offices of the State Police, Department of Human Services and Secretary of State's office. The County will provide 24/7 on site response and secure network facility services.

***Proposed Date of Consolidation:*** 2013

***Jurisdictions Involved:*** County of Monroe and State of Michigan

***Estimated Cost Savings:*** The savings have not been calculated for the County. The proposed agreement between the County and the State of Michigan is being drafted by the parties at this time.

**3. Public Health Dental Clinic**-The County will partner with Michigan Community Dental Clinics, Inc. (MCDC), a Michigan non-profit 501 (c) (3) corporation to provide expanded community dental health services to under served and disadvantaged citizens. The County will renovate, expand and equipment approximately 5,000 square feet of facility space at its Public Health building and equip 8 dental chairs to support dental clinic services. MCDC will operate the clinic, staff and schedule appointments. The County will lease the space and be reimbursed for the cost of the renovations and equipment over a 10 year period of time from Medicaid reimbursement rates paid to the County for services provided.

***Proposed Date of Consolidation:*** 2013

***Jurisdictions Involved:*** County of Monroe and Michigan Community Dental Clinics, Inc.

***Estimated Cost Savings:*** The renovation and equipment costs of \$1.1 million and associated financing costs will be reimbursed by the dental clinic operator. The service expansion is not presented in terms of cost savings but rather expanded important dental

health services to a under served population. Better dental health will lead to overall better personal health.

**4. Monroe County Road Commission - Document Management / Imaging Project**-The Monroe County Road Commission is implementing a document management / imaging system for its customer response program. They selected OnBase as the software and ImageSoft as the integration vendor. Since Monroe County had already implemented this software utilizing an enterprise licensing scenario, the Road Commission was able to partner with the county, taking advantage of existing hardware and software for a significantly reduced rate. The two entities were already connected via fiber optic network infrastructure for the phone system. With the addition of a couple of networking switches, testing and the additional designation of a pair of fiber and establishing the data connectivity, the County is able to host the project for a nominal monthly fee.

**END OF CONSOLIDATION OF SERVICES PLAN-MONROE COUNTY**

