



COUNTY ADMINISTRATOR
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TO: Conan Smith
Chair, Ways & Means Committee

THROUGH: Robert E. Guenzel
County Administrator

FROM: Diane Heidt
Human Resources/Labor Relations Director

DATE: March 4, 2009

SUBJECT: Implementation of Shared Service Arrangements with the local units of government and county agencies.

BOARD ACTION REQUESTED:

It is requested that the Washtenaw County Board of Commissioners authorize the creation of a Washtenaw County policy to govern the implementation of shared service arrangements with the local units of government and county agencies.

BACKGROUND:

It is the policy of Washtenaw County Government to provide the most efficient and effective services possible to residents and businesses. One method of achieving this policy is to partner with local units of government and county agencies in providing public services. The County currently has a structure in place, the departments within Support Services, which has been successful and efficient in supporting County departments that provide services to the citizens and businesses of Washtenaw County. Washtenaw County departments within Support Services consist of the following:

- Human Resources/Labor Relations
- Professional Development
- Information Technology
- Strategic Planning
- Facilities Management
- Finance
- Budget
- Project Management

DISCUSSION:

The Governor has asked and encouraged partnering and collaboration of local units of government and municipalities in an effort to reduce the cost of doing business and at the same time provide enhanced customer services to the citizens of the State of Michigan.

At the direction of the Washtenaw County Board of Commissioners, it is recommended that a policy be implemented which provides guidelines for County collaboration and partnerships.

Washtenaw County Human Resources/Labor Relations, through County Administration, will be the primary program area oversight for the Support Services policy regarding shared services. County staff will assess the benefit of shared services during preliminary discussions at the request of the local unit or agency. Upon further discussions, County and local unit/agency costs and responsibilities will be outlined. Cost savings can be achieved through economies of scale and the use of technology. The cost savings can then be used to provide enhanced and new direct services to the citizens of Washtenaw County.

The County will use a tracking system to document the actual cost of implementing services. The County will also provide a status report to the local unit/agency which includes information such as cost, efficiency and effectiveness; and whether cost savings by the local unit/agency has allowed them to provide additional and/or enhanced services.

In order to ensure success, it is necessary that the local unit/agency designate a liaison to work with County staff and deliver the services on behalf of that organization.

IMPACT ON PERSONNEL:

None

IMPACT ON BUDGET:

None

IMPACT ON INDIRECT COSTS:

None

IMPACT ON OTHER COUNTY DEPARTMENTS OR OUTSIDE AGENCIES:

None

CONFORMITY TO COUNTY POLICIES:

This action is in conformance with County policies and has been reviewed by Corporation Counsel, Finance and County Administration.

ATTACHMENTS/APPENDICES:

Resolution

Draft Shared Services Policy

A RESOLUTION TO ADOPT THE POLICY REGARDING IMPLEMENTATION OF
SHARED SERVICE ARRANGEMENTS WITH THE LOCAL UNITS OF GOVERNMENT
AND COUNTY AGENCIES

WASHTENAW COUNTY BOARD OF COMMISSIONERS

March 18, 2009

WHEREAS, it is the policy of Washtenaw County Government to provide the most efficient and effective services possible to residents and businesses; and

WHEREAS, one method of achieving this policy is to partner with local units of government and county agencies in providing public services; and

WHEREAS, the County currently has a structure in place, consisting of the departments within the Support Services Community of Interest, which has been successful and efficient in supporting County departments that provide services to the citizens and businesses of Washtenaw County; and

WHEREAS, Washtenaw County departments within the Support Services Community of Interest consist of Human Resources/Labor Relations, Professional Development, Information Technology, Strategic Planning, Facilities Management, Finance, Budget, and Project Management; and

WHEREAS, the Governor has asked and encouraged partnering and collaboration of local units of government and municipalities in an effort to reduce the cost of doing business and at the same time provide enhanced customer services to the citizens of the State of Michigan; and

WHEREAS, at the direction of the Washtenaw County Board of Commissioners, it is recommended that a policy be implemented which provides guidelines for County collaboration and partnerships; and

WHEREAS, Washtenaw County Human Resources/Labor Relations, through County Administration, will be the primary program area oversight for the Support Services policy regarding shared services; and


WHEREAS, County staff will assess the benefit of shared services during preliminary discussions at the request of the local unit or agency and, upon further discussions, will outline County and local unit/agency costs and responsibilities including any cost savings that can be achieved through economies of scale and the use of technology to provide enhanced and new direct services to the citizens of Washtenaw County; and

WHEREAS, the County will use a tracking system to document the actual cost of implementing services and provide a status report to the local unit/agency which includes information such as costs, efficiency, and effectiveness and whether cost

savings realized by the local unit/agency has allowed them to provide additional and/or enhanced services; and

WHEREAS, this matter has been reviewed by Corporation Counsel, the Finance Department, the County Administrator's Office, and the Ways & Means Committee.

NOW THEREFORE BE IT RESOLVED that the Washtenaw County Board of Commissioners adopts the policy regarding Implementation of Shared Service Arrangements with the Local Units of Government and County Agencies as attached hereto and made a part hereof.

	WASHTENAW COUNTY POLICY				
TITLE: Implementation of Shared Service Arrangements	RESOLUTION NUMBER	SUPERCEDE :	EFFECTIVE DATE:	TOTAL PAGES:	
ACCOUNTABILITY: Human Resources through County Administrator	DATE FOR REVIEW:				

I. Application

This policy shall govern the implementation of shared service arrangements with local units of government and county agencies.

II. General Guidelines

- A. The county staff shall assess the benefit of shared service arrangements upon request of local unit or agency.
 - i. County Administration and the District Commissioner shall be informed of the scheduled meetings and assessments for local units of government.
 - ii. The County Administrator and District Commissioner shall be informed of all scheduled meetings and assessments for county-wide agencies.
- B. County staff shall prepare a business proposal for review and comments by administration if preliminary discussion indicates that shared service arrangements are feasible and meet the policy statement.
 - i. The proposal shall include the shared services, implementation plan, county responsibilities and cost, and local unit/agency responsibilities and cost.
 - ii. The cost shall be estimated on a true cost of service including staff, equipment and overhead.
- C. The implementation plan shall be approved by the Board of Commissioners if the proposal is acceptable to the local unit/agency. In the case of an emergency, when an amendment to the original contract is necessary, the Administrator shall approve such a contract not to exceed 3 months.
- D. Implementation shall proceed after a partnership agreement has been executed by both parties specifying the terms and conditions of the shared service arrangement.

- E. The local unit of government and county agency shall provide a local liaison to partner in delivering services to county residents and businesses.
- F. The County's cost shall be tracked using the County's tracking system on a quarterly basis, or sooner if the project has a shorter time frame.
 - i. Any deviation from the estimated costs, including the need for additional staff to support the implementation of the plan, shall be reviewed by administration and reported to the Board of Commissioners. The original contract shall be amended to include any projected increase in costs.
 - ii. The local unit/agency shall be informed of any projected increase/decrease in costs.
- G. The County shall recoup actual costs for any shared services arrangement. Local units/agencies shall be responsible for these costs (per the partnership agreement).
- H. Annually, a status report for all shared services shall be prepared which includes information such as cost, efficiency and effectiveness, and whether cost savings realized by the local unit/agency has allowed them to provide additional or enhanced services.