



City of Leslie Cooperation Plan 2011-2012

Submitted by:
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Introduction:

In 2011, the State of Michigan established the Economic Vitality Incentive Program (EVIP) in which local units of government need to submit detailed documents in order to receive its share of statutory revenue sharing historically provided to local units. The EVIP program has three components. The first is a performance dashboard and citizens guide to government that was published by the City of Leslie in October of 2011. The second is a governmental cooperation plan to be published by January of 2012. The third is an employee compensation plan that will be published in May of 2012. This document represents the *City of Leslie Cooperation Plan*.

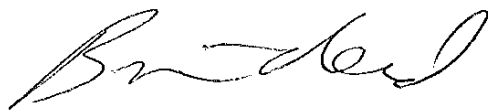
The goal of the Governor and State Legislature is to improve the quantity and quality of intergovernmental cooperation throughout the state. While local governments are mandated to provide certain services, there are many services that could be provided more efficiently and effectively by consolidation, cooperation, service sharing agreements, outsourcing, privatizing, or other arrangements that provide better services to its residents at less cost.

The City of Leslie has been a leader in intergovernmental cooperation. As a small community it is necessary to cooperate as much as possible to enhance the services for its residents. In addition, leaders for the City have long taken a very sophisticated approach to analyzing its services and determining how it can provide the best services at the lowest cost to its taxpayers.

In this report, a brief history of consolidation, collaboration, and cooperation will be provided. Each service description will include an estimate of the cost savings. Readers should bear in mind that the cost savings by collaborative efforts are often difficult to calculate. When a decision is made regarding services, all aspects must be analyzed. Cost is only one factor. This report examines collaborative efforts from the City's perspective. It does not attempt to calculate the overall net savings or benefits of collaboration from other parties.

The City of Leslie hopes that you will find this document and its contents useful. If you have any questions about this report, please feel free to contact the City Manager's at 517-589-8236 or by e-mail at reedb@cityofleslie.org.

Respectfully yours,

A handwritten signature in black ink, appearing to read 'Brian Reed', written in a cursive style.

Brian Reed
Leslie City Manager

Current Consolidation, Cooperation, and Collaborations:

The following represent a list of current consolidation, cooperation, and collaborations that the City of Leslie has or is engaged in. While most examples are accounted for, this is not a fully exhaustive of all the current consolidation, cooperation, or collaborations that take place in the City of Leslie. .

Consolidation: Eliminate Local Economic Development Coordinator Position

Key Partners: Internal

Benefits: Consolidated a local position, duties have been absorbed primarily by City Manager. Saves cost of salary and conferences.

Cost Savings: Approximately \$30,000 annually.

Consolidation: Eliminate Downtown Cleanup Position

Key Partners: Internal

Benefits: Consolidated a local position, duties have been absorbed by Department of Public Works.

Cost Savings: Approximately \$5,000 annually.

Consolidation: Eliminate Seasonal DPW Labor

Key Partners: Internal

Benefits: Reduced the need for seasonal labor.

Cost Savings: Approximately \$12,000 annually.

Collaboration: City Attorney

Key Partners: Internal

Benefits: By using a private attorney as the City Attorney, the City does not need to employ an attorney on staff and can pay for only what it needs. It also benefits the City by having access to other attorneys in the firm who may have expertise on a specific issue.

Cost Savings: Approximately \$80,000 annually.

Collaboration: City Engineer

Key Partners: Internal

Benefits: By using an engineering firm instead of hiring a City Engineer, the City only pays for services when it needs engineering work done. It also allows the City to utilize different expertise on different issues. Cost savings are difficult to calculate for this position.

Cost Savings: Cannot calculate savings

Collaboration: Waste Water Treatment Operations

Key Partners: Internal

Benefits: By outsourcing the operations of the Waste Water Treatment Plant, the City does not need to employ two or more additional staff to manage the operations. The City benefits from the expertise of the private company who ensures that all licensing and state regulations are met. Cost savings are difficult to calculate, however over time contracting these operations has saved the City time and money.

Cost Savings: Cannot calculate savings

Collaboration: Waste Water Treatment Lab Testing

Key Partners: Infrastructure Alternatives, Columbia Lakes

Benefits: The City provides lab testing services for Columbia Lakes in Mason. Columbia Lakes pays the City to provide testing at rates comparable to a private lab. The City of Leslie provides a service that it already accomplishes every day for its own plant and realizes a moderate amount of revenue.

Cost Savings: Revenue approximately \$2,000 to \$3,000 annually

Collaboration: Ad Hoc Committee

Key Partners: City of Leslie, Leslie Public Schools, Leslie Township

Benefits: These three governmental entities meet on a quarterly basis to discuss issues and work through problems. This arrangement has opened the lines of communication between the Township, City, and School District.

Cost Savings: There are no cost savings associated with this collaboration, however the benefits from this partnership has been invaluable.

Collaboration: Woodlawn Cemetery

Key Partners: City of Leslie, Leslie Township

Benefits: The City and the Township jointly operate the Woodlawn Cemetery. The City and Township each dedicate \$25,000 annually. The joint operating of the Cemetery has been a very successful partnership with the Township. The City and Township recently collaborated on a master plan for the cemetery.

Cost Savings: A minimum of \$25,000 annually.

Collaboration: Leslie Fire Department

Key Partners: City of Leslie, Leslie Township

Benefits: Given the relatively small size of the City of Leslie, the benefits of having a joint fire department are extremely large. Partnering with the Township allows the City to provide better services to its residents, more expertise, and more equipment while cost sharing with the Township. The Township also experiences the same benefits.

Cost Savings: A minimum of \$40,000 annually

Collaboration: Fire Department Mutual Aid

Key Partners: City of Leslie, Leslie Township, City of Mason, Onondaga Township, Stockbridge ESA, Dansville/Ingham Fire, Delhi Township

Benefits: The Leslie region enjoys great relationships among its different fire departments. Each department provides mutual aid as needed to other departments. The departments train together and provide different expertise. Without mutual aid, it would be impossible to calculate the costs to the community.

Cost Savings: Difficult to measure effect of costs, however provides a great benefit to Leslie residents.

Collaboration: Water and Sewer

Key Partners: City of Leslie, Leslie Township

Benefits: The City provides City water and sewer service to some Leslie Township residents including Leslie High School.

Cost Savings: Additional revenue for the water and sewer enterprise

Collaboration: Weed Ordinance Enforcement

Key Partners: Contracted services with private mowing company

Benefits: The City of Leslie contracts mowing of property that violates the weed ordinance. The benefit is time savings for City Staff as well as wear and tear of expensive machinery.

Cost Savings: Several thousand dollars annually.

Collaboration: Building Inspection

Key Partners: City of Leslie, Associated Governmental Services

Benefits: The City of Leslie contracts its inspections for building, mechanical, plumbing, and electrical to Associated Government Services. This partnership allows the City to recover its costs of contracting by charging permit fees, but not maintaining the overhead of someone on staff.

Cost Savings: Approximately \$30,000 annually.

Collaboration: Liability Insurance

Key Partners: Over 200 cities, villages, townships, counties, and special districts.

Benefits: These entities pool resources together as part of the Michigan Municipal Risk Management Authority which provides liability and property insurance for the City. It allows the City to obtain good coverage at lesser rates.

Cost Savings: It is difficult to calculate. It is difficult to purchase liability insurance for municipalities so the joint venture ensures adequate insurance for the municipality.

Collaboration: Worker's Compensation

Key Partners: City of Leslie and over 800 other Counties, Cities, villages, and townships

Benefits: The City purchases its worker's compensation coverage through the Michigan Municipal League which pools many different governmental entities together to maintain low costs.

Cost Savings: Difficult to measure savings.

Collaboration: Pension Administration

Key Partners: City of Leslie, Municipal Employees Retirement System of Michigan

Benefits: The City of Leslie uses MERS to manage, administer and invest our pension system. Utilizing their services and expertise, the City does not need to hire its own professionals to manage the retirement system.

Cost Savings: Estimated \$80,000 annually.

Collaboration: Assessing

Key Partners: City of Leslie, CSZ Services

Benefits: The City of Leslie contracts with CSZ Services for its assessing services. CSZ Services also provides assessing for several other municipalities including Ludington. Contracting and sharing of an assessor has allowed the City to save the cost of a full-time assessor while still providing excellent services to its residents.

Cost Savings: Approximately \$50,000 annually

Collaboration: Road Salt

Key Partners: City of Leslie, Ingham County, several other municipalities

Benefits: The City of Leslie purchases salt through Ingham County's contract which allows the City to receive salt at a lower cost.

Cost Savings: Estimated \$3,000

Collaboration: Library

Key Partners: City of Leslie, Capital Area District Library

Benefits: The City maintains the library building while the Capital Area District Library maintains the operation of the library. The residents of Leslie get the benefits of large district library.

Cost Savings: Approximately \$300,000

Collaboration: Road Salt Storage

Key Partners: City of Leslie, Ingham County Road Commission

Benefits: The City of Leslie provides a garage for Ingham County to store road salt saving time for its drivers plowing roads in the Southern part of Ingham County. In exchange, the Road Commission has helped the City with several services such as equipment usage and salt borrowing.

Cost Savings: Difficult to calculate

Collaboration: Well Head Protection

Key Partners: City of Leslie, area businesses, area farmers, educators

Benefits: The Well Head Protection Plan will help preserve the safety of the City's water supply from dangerous contamination.

Cost Savings: Impossible to Calculate

Collaboration: Chip Sealing

Key Partners: City of Leslie, Ingham County Road Commission

Benefits: The City has contracted with Ingham County to perform chip sealing on some of its roads to preserve the wear and tear of those roads. The Road Commission provides the service for Leslie at a low cost and prevents the City from purchasing Chip Sealing equipment.

Cost Savings: \$100,000

Collaboration: Pavement Marking

Key Partners: City of Leslie, Ingham County Road Commission

Benefits: The City has contracted with Ingham County to perform its pavement markings saving the City from purchasing pavement marking equipment or from contracting out for expensive services.

Cost Savings: \$50,000

Collaboration: Drainage Ditch

Key Partners: City of Leslie, Ingham County Road Commission

Benefits: The City of Leslie has utilized the Ingham County Road Commission to perform some precise digging of drainage ditches.

Cost Savings: \$2,000

Collaboration: Homeland Security, Ingham County Sheriff

Key Partners: City of Leslie, Ingham County

Benefits: The City of Leslie has worked closely with Homeland Security Officer Sergeant Robert Ott on several projects including funding for a Tornado Siren for the Leslie Fire Station, hazardous spills cost recovery ordinance and several emergency situations that have occurred in Leslie including a downtown fire and severe car accident damaging a home.

Cost Savings: Approximately \$80,000 annually

Collaboration: Housing Services

Key Partners: City of Leslie, Ingham County Housing

Benefits: The City of Leslie contracts with Ingham County Housing to administer its Community Development Block Grant program in the City of Leslie. The partnership allows the City to contract with an agency with specific expertise and to continue to secure grants without having to hire a housing expert on City Staff.

Cost Savings: \$70,000

Collaboration: Economic Development

Key Partners: City of Leslie, Ingham County, Mason, Dansville, Webberville, Williamston, Vevay Township

Benefits: The City of Leslie helps to fund an economic development position for Ingham County. This position provides broad level economic development strategy for the region and for the local units that contribute.

Cost Savings: \$70,000

Collaboration: Tri County Regional Planning

Key Partners: City of Leslie, Tri County Regional Planning

Benefits: The City of Leslie works closely with Tri County Regional Planning on planning efforts as well as grant opportunities. Tri County helped the City secure a complete streets grant. In addition, Tri County provides services such as GIS and mapping for the Leslie Community.

Cost Savings: Approximately 80,000 annually

Collaboration: Equipment Sharing

Key Partners: City of Leslie, Mason, Stockbridge

Benefits: The City often shares equipment with Mason and Stockbridge. Sometimes the City may borrow equipment and sometimes it may lend it. The sharing of equipment allows each community to utilize what it needs without having to purchase every piece of equipment that it would need each year.

Cost Savings: Difficult to calculate.

Collaboration: Leslie Community Pool

Key Partners: City of Leslie, Leslie Township, Rives Junction, Onondaga Township, Bunker Hill Township.

Benefits: The Leslie Community Pool serves five different municipalities. The Pool is primarily funded by the City with a substantial contribution from Leslie Township. User fees help fund the rest of the pool operations.

Cost Savings: Approximately \$10,000 annually.

Consolidation: Street Sweeping

Key Partners: City of Leslie, Schafer's

Benefits: The City contracts to have its streets cleaned once a month. The City used to own its own street sweeper which was costly to own, repair, and operate. The City has realized significant savings from contracting this service out.

Cost Savings: \$100,000

Collaboration: MIDeal

Key Partners: City of Leslie, State of Michigan, hundreds of municipalities and school districts

Benefits: The City utilizes the buying power of the State of Michigan to purchase supplies, contracting services, equipment and many items.

Cost Savings: Difficult to calculate, depends on what is purchased.

Collaboration: Festivals

Key Partners: City of Leslie, Leslie Downtown Development Authority, Leslie Township, Leslie Area Historical Society, Leslie Chamber of Commerce, Leslie Public Schools

Benefits: Utilizing the teamwork in the region, the City is able to host several events and festivals each year without having to finance or provide all the staffing.

Cost Savings: Approximately \$10,000 annually.

Collaboration: Trailways Projects

Key Partners: City of Leslie, Leslie Public Schools, Leslie Township

Benefits: The City worked with the School District and the Township on a trailways project which resulted in a bike trail from the High School all the way into the City of Leslie.

Cost Savings: \$100,000

Collaboration: Police Services

Key Partners: City of Leslie, Ingham County

Benefits: The City of Leslie has a mutual aid agreement with the County and the County provides police coverage in the City when the City does not have an officer on duty.

Cost Savings: Impossible to calculate.

Plan for Future Cooperation and Collaboration:

As demonstrated throughout this report, the City of Leslie has a long history of collaborating with outside agencies and consolidating services internally. Accordingly, City leaders are continually examining how to improve services or reduce costs via cooperative or consolidating efforts. The City of Leslie plans to continue to work with its neighboring municipalities on existing and potential collaborative efforts.

The following represent goals for future cooperation and collaboration for the City of Leslie.

Collaboration: Area Wide Plan

Key Partners: City of Leslie, Leslie Township

Benefits: The City would like to develop an area wide master plan that would help preserve the Leslie region by establishing growth areas around the City and preserving the rural nature of the Township. By publishing an area-wide master plan it will also demonstrate how closely the City and Township work on issues.

Cost Savings: \$10,000

Collaboration: Future Festivals

Key Partners: City of Leslie, Leslie Downtown Development Authority, Leslie Township, Leslie Area Historical Society, Leslie Chamber of Commerce, Leslie Public Schools

Benefits: Partnering to provide festivals and events for the Leslie Community.

Cost Savings: Difficult to calculate.

Collaboration: MABAS/MEMAC

Key Partners: City of Leslie, Many other Fire Departments

Benefits: Enter into a standardized mutual aid contract that will be useful in the state and even across state boundaries.

Cost Savings: Difficult to calculate.

Collaboration: Update Community Recreation Plan

Key Partners: City of Leslie, Leslie Township, Leslie Public Schools

Benefits: To update the community recreation plan to provide recreational opportunities to the Leslie Region.

Cost Savings: Difficult to calculate.

Collaboration: Sanitary Sewer Maintenance

Key Partners: City of Leslie, City of Mason

Benefits: Utilize City of Mason equipment and expertise or the City of Mason public bid procurement process to assist City of Leslie in maintaining sanitary sewer lines with a maintenance program of televising lines and jetting lines on a scheduled basis.

Cost Savings: \$250,000 for a new vacuor machine.
