



# City of Leslie Cooperation Plan 2014-2015

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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 2012. The second is a governmental cooperation plan to be published by January of 2013. The third is an employee compensation plan or compliance with Public Act 152. 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](mailto:reedb@cityofleslie.org).

Respectfully yours,

A handwritten signature in black ink, appearing to read "Brian Reed", with a stylized, cursive script.

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. .

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### **Consolidation:** Eliminate Local Economic Development Coordinator Position

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**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.

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### **Consolidation:** Eliminate Downtown Cleanup Position

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**Key Partners:** Internal

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

**Cost Savings:** Approximately \$5,000 annually.

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### **Consolidation:** Eliminate Seasonal DPW Labor

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**Key Partners:** Internal

**Benefits:** Reduced the need for seasonal labor.

**Cost Savings:** Approximately \$12,000 annually.

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### **Collaboration:** City Attorney

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**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.

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### **Collaboration:** City Engineer

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**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

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### **Collaboration:** Waste Water Treatment Operations

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**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

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**Collaboration:** Waste Water Treatment Lab Testing

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**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

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**Collaboration:** Ad Hoc Committee

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**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.

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**Collaboration:** Woodlawn Cemetery

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**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.

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**Collaboration:** Leslie Fire Department

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**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

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**Collaboration:** Fire Department Mutual Aid

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**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.

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**Collaboration:** Water and Sewer

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**Key Partners:** City of Leslie, Leslie Township

**Benefits:** The City provides City water and sewer service to some Leslie Township residents

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including Leslie High School.

**Cost Savings:** Additional revenue for the water and sewer enterprise

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**Collaboration:** Weed Ordinance Enforcement

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**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.

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**Collaboration:** Building Inspection

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**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.

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**Collaboration:** Liability Insurance

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**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.

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**Collaboration:** Worker's Compensation

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**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.

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**Collaboration:** Pension Administration

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**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.

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**Collaboration:** Assessing

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**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

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**Collaboration:** Road Salt

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**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

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**Collaboration:** Library

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**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

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**Collaboration:** Road Salt Storage

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**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

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**Collaboration:** Well Head Protection

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**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

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**Collaboration:** Chip Sealing

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**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

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**Collaboration:** Pavement Marking

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**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

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**Collaboration:** Drainage Ditch

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**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

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**Collaboration:** Homeland Security, Ingham County Sheriff

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**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

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**Collaboration:** Housing Services

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**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

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**Collaboration:** Economic Development

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**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

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**Collaboration:** Tri County Regional Planning

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**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

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**Collaboration:** Equipment Sharing

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**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.

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**Collaboration:** Leslie Community Pool

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**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

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**Consolidation: Street Sweeping**

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**Key Partners:** City of Leslie, Schafers

**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

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**Collaboration: MIDeal**

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**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.

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**Collaboration: Festivals**

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**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.

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**Collaboration: Trailways Projects**

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**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

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**Collaboration: Police Services**

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**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.

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## **Update on Cooperation and Collaboration:**

In the last cooperation report, we listed several areas of planned cooperation. The City of Leslie has been successful in making significant progress on many of these initiatives. Below is a summary of the progress on each of the initiatives for planned cooperation.

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### **Collaboration: Area Wide Plan**

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**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:** \$15,000

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**Progress:** The City has developed a shared master plan with Leslie Township. The City and Township received a CGAP grant from the State of Michigan for this project. This project began May 1, 2012 and the City adopted the new master plan in September of 2013. Unfortunately, the Township has yet to pass the plan.

**Barriers:** The barriers facing the City on this project is Leslie Township's refusal to adopt the master plan until a 425 agreement is reached for growth areas identified in the plan. Although this was not a part of the contract, or CGAP grant, the Township board has delayed the passage of the plan until this is completed. Progress on the new agreement has been slow.

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### **Collaboration: Future Festivals**

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**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:** Minimum savings of \$20,000 annually due to sponsorships, staff time donated by other entities, and other involvement.

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**Progress:** The City has been successful partnering with Leslie Township, Leslie DDA, Historical Society, Chamber of Commerce, and Leslie Public Schools to bring events to the community including an annual Fall Festival, Gus Macker Basketball Tournament, and community wide garage sale. Events were held in 2013 including Fall Festival on September 7, 2013; Gus Macker on July 20 and 21, 2013; and the community wide garage sale on August 9 and 10, 2013. Events for 2014 will include Fall Festival September 6, 2014, Gus Macker July 19 and 20, 2014, and community wide garage sale on August 8 and 9, 2014.

**Barriers:** There have been no barriers to this project.

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### **Collaboration: MABAS/MEMAC**

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**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:** No data available as of yet.

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**Progress:** The City of Leslie joined the Ingham County MABAS in November 2013, joining all the other fire departments in Ingham County into the mutual aid contract.

**Barriers:** There have been no barriers.

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**Collaboration:** Update Community Recreation Plan

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**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.

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**Progress:** There have been several discussions on updating the Community Recreational Plan beginning in January of 2012. We expect this project to officially begin in February 2014 and be completed by December 2014.

**Barriers:** The only barrier so far has been the staff time to complete this project. No professional has been contracted on this.

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**Collaboration:** Sanitary Sewer Maintenance

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**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, \$1,000 in bidding process, potential for \$100,000 in grant funding.

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**Progress:** The City of Leslie utilized the City of Mason's bidding process to award its bid for sanitary sewer maintenance. The City of Leslie has avoided purchasing a new vacuor because of the expense. The City of Mason went through a bidding process to award Sanitary Sewer maintenance work and Plummers Environmental was awarded the bid. The City of Leslie was able to save the time and expense of preparing request for bid documents by partnering with Mason to utilize their process and realize the benefits of the lowest bid. The City utilized Mason's bid process with council authorization on September 4, 2012 and completed its first round of sanitary maintenance in November 2012. The City intends to apply for funds to continue maintenance and to fix problems uncovered through this process.

**Barriers:** There have been no barriers to this project.

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**Collaboration:** Trash Service

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**Key Partners:** City of Leslie, Leslie Township

**Benefits:** To utilize the City of Leslie's single residential hauler trash bid to benefit Leslie Township and other City Departments.

**Cost Savings:** Minimum \$1,000 cost savings.

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**Progress:** The City signed a contract with Granger in January 2013 consolidating all trash haulers into one hauler saving the City several thousand dollars a year on trash pickup and saving residents an average of \$100-\$200/year.

**Barriers:** There have been no barriers to this project.

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**Collaboration:** Crack Sealing

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

**Benefits:** The City will include crack sealing work for the Leslie Public Schools in its request for bid in order to gain economies of scale and reduce the overall price due to the additional volume of work.

**Cost Savings:** Minimum \$1,000 cost savings.

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**Progress:** Crack sealing went to bid in Spring 2013 and crack sealing was completed in the City by October 2013. The City did see slightly better costs by including the School, however, because of lack of funds Leslie Public Schools did not complete any crack sealing work.

**Barriers:** Lack of funds from Leslie Public Schools.

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**Collaboration:** Assessing

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**Key Partners:** City of Leslie, Onondaga Township

**Benefits:** The City of Leslie Assessor will take over assessing for Onondaga Township beginning January 2013. The City of Leslie will allow assessor to utilize time for office hours and phone calls for Onondaga Township business in exchange for contract reductions/sharing.

**Cost Savings:** Minimum \$2,000 cost savings.

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**Progress:** A letter of understanding was signed with CSZ Services in January 2013. Sharing of office hours and sharing of contract began February 2013.

**Barriers:** There have been no barriers to this project.

## **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.

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### **Collaboration: Crack Sealing**

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

**Benefits:** The City will include crack sealing work for the bike trail that begins in the City, goes through the Township to the Leslie Public High School. The bid will go out with the normal roadwork request that the City sends out hoping to gain the benefit of economies of scale and reduce the overall price due to the additional volume of work.

**Cost Savings:** Minimum \$1,000 cost savings.

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**Progress:** Expect to put crack sealing out to bid in Spring of 2014 and crack sealing to be completed by October 2014.

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### **Collaboration: EVIP, Unfunded Accrued Liability Plan Template**

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**Key Partners:** City of Leslie, Michigan Municipal Employment Retirement System

**Benefits:** MERS is developing a template for municipalities to utilize for the third leg of EVIP funding. This template will save staff time in complying with this regulation.

**Cost Savings:** \$500 in staff time and research.

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**Progress:** Expected to be ready in February or March for the City to submit prior to the June 1, 2014 deadline.

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### **Collaboration: New 425 Contract with Leslie Township**

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**Key Partners:** City of Leslie, Leslie Township

**Benefits:** Create a revenue sharing agreement for parcels in the Township that have been identified for future development.

**Cost Savings:** Unknown

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**Progress:** Currently negotiating provisions of contract. Hope to have contract completed by December 31, 2015.