



CITY OF PORTLAND
Cooperation, Collaboration and Consolidation of Services Plan

**Prepared Pursuant To And In Compliance With Public Act 63 of 2011
Category 2 of the State of Michigan Economic Vitality Incentive Program
First Annual Update Covering Calendar Year 2012**

Background

On December 28, 2011, the City of Ionia published a Cooperation, Collaboration and Consolidation of Services Plan pursuant to requirements contained in the State of Michigan Economic Vitality Incentive Program (EVIP). The Plan previously published by the City was accepted by the State of Michigan and the City subsequently received full-funding for this particular category from EVIP. In order to continue to be eligible for funding from this EVIP category, the State of Michigan is requiring previous Plan filers to prepare a plan update which contains the following:

- An update on the progress in implementing the previous year's consolidation proposals including the timeline to accomplish the initiatives, the jurisdictions involved, any savings, the status of implementing the proposal and any barriers experienced in implementing the proposals.
- A minimum of one new consolidation proposal along with the proposed timeline to accomplish the proposal, the jurisdictions involved and details associated with any savings along with other potential benefits from the proposal.

Update – Cooperation/Consolidation Proposals Contained in 2012 Plan

This update will be available for inspection at City Hall and on the City's website at www.portland-michigan.org. The Original Plan was published by the City on December 28, 2011, included six (6) cooperation/consolidation proposals which are identified below. Several of these proposals were implemented while progress is being made in implementing the others.

- 1) **Assessing Services.** The City proposed working with the Cities of Belding and Ionia and the County of Ionia in consolidating assessing services. Two options were identified, either contracting with the same assessing service or contracting with the County for these services by utilizing staff in the County's Equalization Department.

<u>Start Date:</u>	December 2011
<u>Implemented:</u>	No
<u>Remains a Priority:</u>	Yes
<u>Jurisdictions Involved:</u>	Cities of Belding, Ionia and Portland and County of Ionia

Projected Savings: \$10,000 per City
Timeline: Complete analysis by December 2013.
If practical, implementation by December 2014.

Barriers: This service consolidation option remains a priority. Currently, the City, along with the Cities of Belding and Portland, all contract with different private firms to provide assessing services. Differences in the expiration dates of the contracts between the respective community and contracting firm has served as a barrier to implementing this proposal.

- 2) **City Income Tax Administration.** The City proposed working with the City of Ionia to share one individual to work part-time at each City to assist with auditing, data entry and compliance efforts.

Start Date: December 2011
Implemented: Yes – interim basis
Remains a Priority: Yes
Jurisdictions Involved: Cities of Ionia and Portland
Projected Savings: \$10,000 per City
Timeline: Complete analysis by December 2013.
If practical, implementation July 1, 2014.

Barriers: None identified. During 2012, the two cities shared one part-time staff person who is an employee of the City of Ionia. The staff sharing was done on an interim basis as the comparable staff person at the City of Portland was on maternity leave. During 2013 the two cities will continue to pursue the option of sharing one part-time staff person on a permanent basis.

- 3) **Road Maintenance Services:** The Cities of Belding, Ionia and Portland individually contracted for and coordinated the crack sealing, pavement marking and sweeping of their streets. The parties proposed to explore collectively bidding or hiring the same private company to complete one or more of these services.

Start Date: December 2011
Implemented: Yes – May 2012
Remains a Priority: Yes – similar arrangement to be pursued during 2013
Jurisdictions Involved: City of Portland and Ionia County Road Commission
Savings Realized - 2012: \$389.89

Barriers: Schedule and type of work to be completed. Initially, the City pursued working with the Cities of Belding and Ionia in preparing bid specifications for and hiring the same firm to complete certain street maintenance work. Some difficulty was encountered in attempting to hire one firm to complete the work while trying to accommodate each community's particular schedule for having the work completed.

The Ionia County Road Commission also bid the work and Portland and Belding were able to obtain more competitive pricing than the joint City bid. For Portland the difference between the joint city bid and the Road Commission bid resulted in a savings of \$389.89. Scheduling this type of work is difficult given that each community is unique and has times of the year when all local streets must remain open to accommodate local festivals and events.

- 4) **Shared VOIP Telephone System with Portland Public School District:** The City is planning two additional phases to consolidate the phone system of other City Departments outside of City Hall with the Portland Public School Districts VOIP phone system.

Start Date: December 2011
Implemented: No
Remains a Priority: Yes.
Jurisdictions Involved: City of Portland and Portland Public Schools

Savings Realized - 2012: \$0
Estimated Cost Savings: \$8,000-\$10,000
Timeline: Complete analysis by December 2013.
If practical, implementation July 1, 2015

Barriers: This consolidation remains a priority. Issues with radio narrow banding and consolidating radio frequencies with County Fire frequency took precedence and bumped this proposed consolidation back. The City has also experienced some difficulty with the Phones at City Hall because the City and Schools use different internet service providers with different security protocols.

- 5) **Creation of a Fire Authority:** The City proposed the creation of a Fire Authority with Portland Township and Danby Township. Creation of an Authority with a new funding formula and responsibility for capital purchases is anticipated to save the City of Portland by reducing City expenditures and staff time spent on Fire Protection Services.

Start Date: Fall 2011
Implemented: Yes, Fire Authority created July 2012
Remains a Priority: Yes
Jurisdictions Involved: City of Portland, Portland Township, and Danby Township
Projected Savings: \$25,000 per year
Participation is ongoing.

Barriers: Negotiations with Townships over use of existing fire apparatus owned by the City; formula for recovering costs from member participants; and qualification of members representatives that would serve on the fire board. All items resolved through negotiation and included in the agreement to create a trial authority for a 3 year period.

- 6) **Joining West Michigan Regional Planning Commission:** The City proposed joining and appointing a representative to the West Michigan Regional Planning Commission (WMRPC). The primary focus areas of the WMRPC include Transportation Planning, Economic and Community Development, Land Use Planning, Data Compilation/Analysis, and promoting cooperation among communities. The WMRPC also assists communities with their planning and community development requirements. Available resources include U.S. Census and other demographic information, mapping capabilities, facilitation skills, plan preparation (land use, master, recreation, etc.), identifying funding resources, planning literature, and many other resources specific to Region 8's communities.

Start Date: December 2011
Implemented: Yes, Joined WMRPC January 2012
Remains a Priority: Yes
Jurisdictions Involved: City of Portland and WMRPC
Projected Savings: \$3,000 per year
Participation is ongoing.
Barriers: None

Proposed Service Consolidation for 2013

Consistent with the EVIP program requirements, during 2013 the City will pursue the following service consolidation proposals:

1) Proposal for City to Provide Vehicle Maintenance Services to the Portland Area Fire Authority:

The City will propose to use its existing Public Works staff to provide vehicle maintenance on Portland Fire Authority vehicles. The City expects that this effort will better utilize its mechanic's time and save the Fire Authority funding which may be accumulated to accelerate the vehicle replacement schedule.

Start Date: January 2013

Implementation Timeline: Proposal submitted to Authority for consideration by May 31, 2013.

Jurisdictions Involved: City of Portland and the Portland Fire Authority

Estimated Savings: \$8,000-\$10,000 per year.

Description of Estimated Savings: The City expects that this effort will better utilize its mechanic's time and generate some revenue for the City's motor pool fund while saving the Fire Authority money by providing more convenient, cost effective, and timely maintenance.

2) Explore expanding City Ambulance Territory to include adjacent area.

Start Date: January 2013

Implementation Timeline: Proposal submitted to adjacent areas for consideration by May 31, 2013.

Jurisdictions Involved: City of Portland and jurisdictions of adjacent areas yet to be determined.

Estimated Savings: \$30,000-\$50,000 per year.

Description of Estimated Savings: By increasing territory covered without increasing full time staff or equipment the City hopes to increase ambulance revenues more than associated expenses. Larger territory should increase per capita fees and generate more runs increasing receipts.

Past Consolidation Initiatives

Over the years the City of Portland has implemented a number of cooperative initiatives with neighboring communities. The City has also achieved much efficiency by consolidating internal operations. The list below is a good faith effort to identify existing Cooperation/Consolidations: :

Description of Service	Participating Units	Estimated Annual Cost Savings/Revenues
Fire Protection Services Contracts	Danby Twp. and Portland Twp.	\$116,000
Fire Mutual Aid Agreements	Various	\$50,000
Shared Fire Trainings	Various	\$5,000-\$10,000
Ambulance Service Contracts	8 Neighboring Units of Government	\$160,695
Central Dispatch	Ionia County	\$75,000-\$100,000
Shared Police Trainings and Facilities	Ionia County, Schoolcraft	\$15,000

Description of Service	Participating Units	Estimated Annual Cost Savings/Revenues
Shared Purchase Contracts- Police	State of Michigan, Macomb County, Ionia County	\$5,000-\$10,000
Law Enforcement Mutual Aid	Ionia County, State of Michigan	\$3,000-\$4,000
CMET Drug Enforcement Team	Ionia & Montcalm Counties and Cities	\$5,000
Speed Trailer Purchase/Operation	Various Governmental Units	\$5,000
Shared Purchase Contracts DPW (Vehicles, Salt, Equipment)	State of Michigan, Macomb County, Ionia County, Various Cities	\$10,000-\$20,000
Recruitment/Training	Michigan Works!	\$5,000-\$10,000
Building Inspection/Permitting Services	Municipal Inspection Services	\$12,000
Fire Department Admin./Ambulance Admin./Code Enforcement	Internal Consolidation	\$15,000
Ambulance Paramedics/Meter Readers	Internal Consolidation	\$15,000
Parks/Recreation/Cemetery Maintenance and Supervision	Internal Consolidation	\$50,000
Use of School Property for Recreation	Portland Public Schools	\$5,000
Property & Liability Insurance	Michigan Municipal League	\$10,000
Workers' Compensation Insurance	Michigan Municipal League	\$15,000
Unemployment Insurance	Michigan Municipal League	\$5,000
Joint Mailing of City and DDA Newsletter with Utility Bills	Internal Consolidation	\$10,000
Senior Citizen Programs	Portland Area Service Group, Portland Township, Danby Township	\$2,500
Election Services	Portland Public Schools	\$2,500-\$5,000
Various Annexation Agreements	Danby and Portland Townships	\$117,000 additional property tax revenues