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CITY OF MIDLAND COOPERATION, COLLABERATION, AND CONSOLIDATION PLAN

Introduction

With the passage of P.A 63 of 2011, also known as the Fiscal Year 2012 Appropriations Act, the Michigan Legislature revised the state revenue sharing structure that had been in place for several years. Historically State Shared Revenue had two parts: Constitutional and Statutory. The revised structure does not change the Constitutional component; however, the Statutory component is eliminated and replaced with a new program called the *Economic Vitality Incentive Program (EVIP)*. Under EVIP a city, village, or township can receive additional revenue sharing beyond the Constitutional portion by demonstrating the use of certain “Best Practices” in each of these three categories: 1) accountability & transparency, 2) consolidation of services, and 3) employee compensation.

The City of Midland met requirements for the first category, accountability & transparency, by the October 1, 2011 due date. The information provided herein will illustrate the City’s long-standing practice of intergovernmental cooperation. It will detail many of the successful past endeavors that are still in practice today, and list some new goals that the City will work on during the next fiscal year. This document will also illustrate the City’s compliance with demonstrating best practices associated with the second category, consolidation of services.

The third category relating to employee compensation will be responded to on or before May 1, 2012.

Intergovernmental Cooperation and the City of Midland

The City of Midland and the broader Midland community have long understood that through cooperation and partnerships public institutions can benefit taxpayers by enhancing capacity, improving efficiency, and reducing costs. The City works closely with many groups and organizations in this regard and recently has been working directly with the Midland Education and Government Collaborative which is comprised of the City, Midland County, Midland Public Schools, and the Midland County Education Services Agency (MCESA). Following is a general inventory of benefits that have come from these collaborations.



MIDLAND COUNTY



Existing Examples of City of Midland Collaboration

- Saginaw Midland Municipal Water Supply Corporation jointly owned by the cities of Midland and Saginaw. This system provides raw water to the water treatment plants of both municipalities, thus eliminating the need for each City to fund separate water supply infrastructures.
- MBS International Airport is jointly owned by the cities of Midland and Saginaw, and the county of Bay. Such a facility would likely not be possible were it not for the result of the pooled resources and demands of all three communities.
- Midland County Central Dispatch is an authority created by the City of Midland and Midland County to provide first responder (law enforcement, fire, and EMS) dispatching services to sixteen townships, the City of Coleman, the City of Midland police and fire departments, and Midland County Sheriff. This service is the consolidation of separate dispatch centers previously maintained by the City of Midland Police Department, the City of Midland Fire Department, and the Midland County Sheriff's Department with a civilian dispatch service. Prior to Central Dispatch the three dispatch centers were staffed with law enforcement and fire personnel.
- M.Co.Net Fiber Optic Network is a consortium created by the City of Midland, Midland County, and the Midland County Educational Service Agency that provides high-speed communications with essentially unlimited bandwidth via a fiber optic network connecting all municipal facilities in the City of Midland, all county facilities in Midland County, and all school facilities in Midland County as well as providing service to participating non-profit organizations. This service has created significant cost reductions in telephone and telemetry charges for all participating governmental units.
- The City of Midland and Midland County created the Joint Building Authority, which constructed, owns and maintains the Midland Law Enforcement Center that houses the Midland Police Department, the Midland Sheriff's Department, and the Midland County Central Dispatch Center. The Michigan State Police also maintain offices there, as well as the Michigan Department of Natural Resources. This facility provides a more up-to-date home for the Midland Police Department and Sheriff's Department, which were previously housed in limited space in the basement of the County Courthouse.
- The City of Midland has entered into Library Service Agreements with several townships in Midland County that provide for township residents to borrow library materials from the Grace A. Dow Memorial Library. In exchange, those townships under this agreement pay an annual fee to the City. This service eliminates the need for individual participating township residents to purchase a \$75.00 annual library card. It also eliminates the need to construct additional libraries within Midland County.

- The City of Midland has entered into a solid waste disposal agreement with all sixteen Midland County townships, the City of Coleman, and the Village of Sanford. This agreement provides their access to the City's sanitary landfill at fees equal to City of Midland resident fees. In exchange, they pledge their support of the Midland County Solid Waste Plan, which specifies the sanitary landfill as the primary solid waste disposal solution for Midland County.
- As a municipality exceeding 10,000 in population, the City of Midland has the option to prepare its own emergency services plan in accord with P.A. 390 of 1976. However, the City of Midland has declined this option and participates in the Midland County Emergency Management program.
- The City of Midland provides treated water on a wholesale basis to Water District No. 1 of Midland County (Edenville, Hope, Lee, Lincoln, Jerome townships and the Village of Sanford) and the City of Auburn. In addition, the City of Midland provides water on a retail basis to the townships of Midland, Homer, Larkin, and Mills. The retail customers benefit from purchasing water at city resident rates and receiving operations and maintenance, and billing services from the City of Midland as opposed to hiring its own water department.
- The City of Midland participates in the State of Michigan purchasing program that takes advantage of the purchasing power of the state resulting in reduced prices on such essential commodities as road salt and vehicles. In certain instances, the City also utilizes preferential pricing obtained by Oakland County.
- Rather than engage in its own economic development activities such as other municipalities, the City of Midland collaborates with Midland Tomorrow in a joint county-wide effort in recruiting and retaining industrial investment. The City contributes a fee to Midland Tomorrow for this service.
- The City of Midland shares a portion of its cable franchise fee and cable access channel capacity with Midland Public Schools. This facilitates greater utilization of the network and helps reduce the program costs of Midland Public Schools.
- In cooperation with Midland Public Schools, the City has purchased and installed playground equipment at some elementary schools to provide recreational opportunities in neighborhoods deficient in city park land playgrounds.
- The City of Midland has entered into Urban Cooperation Act agreements with Larkin, Midland, Homer, Lincoln, and Ingersoll townships in which property tax revenue is shared upon properties annexed to the City within the Midland Urban Growth Area boundary. The City benefits by expanding its tax base and water distribution network.

Recent MEGC Cooperative Efforts

- Heavy equipment - Certain pieces of equipment may have reached the end of their useful lives in terms of efficiently contributing to the ongoing operations of the City. However, these same pieces of equipment can still provide useful service to Midland Public Schools (MPS) at a much reduced cost than buying new. To that end, the City offers these pieces of equipment to MPS before being auctioned off by City.
- Information Technologies idea sharing – through ongoing communications between the IT departments, certain cost-saving plans have been identified to be implemented for the City:
 - Elimination of Ink Jet Printing – the City will follow the lead set by other MEGC members and phase out its desktop ink jet printers, which are traditionally 4 to 5 times more expensive to operate than laser printers and copy machines.
 - Default copy machines for 2-sided copies. For most routine copying, single-sided print is not needed. This will reduce paper costs.
 - Purchasing copy paper from Midland Public Schools, benefiting from their volume discounts.
- Human Resource idea sharing – ongoing communications between Human Resource departments provide valuable information through sharing, rather than paying outside experts for the same:
 - Information relating to pay scales, common jobs within the sectors and region, labor negotiation goals, strategies, progress, and challenges provides practical experience-based knowledge that makes decision making more efficient and informed.
 - Positional compensation and benefit benchmarking provides useful information to assure that compensation packages are reasonable.
- Midland County grounds maintenance – the routine grounds maintenance for City Hall are being provided through Midland County at a cost savings to the City.

Future MEGC Partnerships Being Researched

- Examination of joint purchasing and staging of fuel for fleet support. The City currently provides fuel island access to the Midland County Council on Aging. Given the vast equipment and vehicle fleets of each entity within the MEGC, there is potential cost savings to be had by consolidating the fuel procurement and maintenance systems.

- Examination of consolidation of transportation services. The City, County, and public schools each operate a bus transportation network. While each services a slightly different need and customer base, there are many similarities that could provide opportunities for savings from collaboration.
- Examination of joint snow plowing arrangements. Both the County and City perform snow removal services for the streets. In addition, when considering all members of the MEGA, there are numerous buildings and facilities that require regular snow removal. Coordination of efforts and demand could provide savings to all MEGA members.