



COOPERATION, COLLABORATION, AND CONSOLIDATION OF SERVICES PLAN

Prepared by Edward Sell, Finance Director

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Current Service Sharing

The City of Monroe was involved in twenty-six (26) cooperative ventures as of June 21, 2011. This date is used to measure our current service sharing practices as it is the approximate date of passing of the Economic Vitality Incentive Program (EVIP) legislation. This plan has been created primarily to comply with the requirements of the EVIP. A brief description of each sharing practice and their estimated cost savings follows:

Public Safety

- **Monroe Area Narcotics Team and Investigative Services (MANTIS)** – Formed in 1985 under the operational supervision of the Michigan State Police and administered by Monroe County, Michigan; MANTIS is a cooperative, multi-jurisdictional unit of narcotic investigators comprised of personnel from municipal, county, and state law enforcement agencies within Monroe County. The City of Monroe provides one police officer to participate on the team.

Estimated cost savings – if the City of Monroe were to operate this team on its own and hire four (4) additional police officers to do so, the increased annual cost to the City would be approximately \$469,120. This includes the cost of four new officers and an estimate of the operating costs based on MANTIS' 2010 costs. Some of these costs would be offset by Drug Forfeiture revenue. In 2010, MANTIS received \$227,173 in forfeiture revenue.

- **Law Enforcement Regional Training** – The Monroe Police Department participates in annual regional training which is conducted by the Monroe County Sheriff Department. This annual training covers topics such as legal update, defensive tactics, CPR first aid, firearms MCOLES qualification and several other locally related topics.

Estimated cost savings- The estimated cost savings to the City of Monroe is approximately \$12,500.00. This is the approximate cost of outside training for similar topics. Additionally, the benefit to the region is that the Monroe Police Departments participation is crucial to the Monroe County Sheriff Department receiving the grant funding to sponsor the training. This training is offered to all law enforcement agencies in Monroe County, as such the entire law enforcement community in Monroe County benefits.

- **Fire Investigation Team** – The Fire Investigation Team consists of trained fire investigators from multiple public safety organizations. By utilizing a multi-jurisdictional fire investigation team, the City of Monroe is better able to accomplish the determination of cause and origin of fires within the City and if determined to be criminal in nature, bring prosecution for the offense.

Estimated cost savings – the cost savings is estimated at \$5,400 per year based on an average of fifteen (15) incidents requiring investigation per year.

- **Special Response Team (SRT)** – The Monroe Police Department (MPD) has three (3) members that are part of the Monroe County Sheriff Department (MCSD) Special Response Team. This team was formed some twenty (20) years ago. Currently and historically, the team is made up of MPD officers and MCSD officers, totaling a twelve (12) person compliment. The team serves all jurisdictions in Monroe County when requested. The team is also a back up team for the downriver area team and is part of a mutual aid agreement. The team responds by request to all high risk arrests, search warrants, and barricaded gunman type situations.

Estimated cost savings- If the City of Monroe was to operate its own SRT, it would require the resources of nine (9) additional officers at an estimated cost of \$630,000. The additional cost to outfit each officer would be \$49,500. The Monroe County SRT also utilizes a 2011 Bearcat armored response vehicle with an estimated cost of \$250,000.

- **Dive Team** – The Monroe County Sheriff Department dive team is comprised of nine (9) members, one vehicle and has the use of all five (5) of the Sheriff’s Departments boats. The City of Monroe has the Raisin River that runs from west to east through the center of the City and empties into Lake Erie which is also the City’s eastern border. The dive team responds by request to any water emergency in Monroe County and also offers mutual aid to four surrounding counties. The Monroe Police Department provides one (1) officer as a member of the MCSD dive team.

Estimated Cost Savings- If the City of Monroe were to operate its own dive team, it would require the addition of eight (8) additional officers at an estimated cost of \$720,000 and equipment for those officers totaling \$80,000. The MCSD is in the process of purchasing a dive vehicle at a cost of \$270,000. The price of an average dive boat that would be capable in this region and the waters surrounding it would average between \$20,000 and \$45,000.

- **Water Rescue – Automatic Aid** – The City cooperates with Frenchtown Township, LaSalle Township, and Monroe Township for water rescue services. Frenchtown Township does not currently have a boat for response to water rescue incidents. By utilizing a multi-jurisdictional water rescue response approach, the City of Monroe is better able to respond in a timely and appropriate manner with the resources necessary to accomplish the mission. The typical response from our automatic aid partners for a water rescue incident within the City is two (2) boats and twelve (12) personnel.

Estimated cost savings – The estimated cost savings based on an average of ten (10) incidents per year is \$14,800 per year.

- **Medical Control Authority** – The City of Monroe is a member of and takes part in the Monroe County Medical Control Authority. This authority governs all pre-hospital emergency medical services offered to the public both in policy and treatment protocols.

Estimated cost savings – No cost savings is estimated for this collaboration.

- **Fire Suppression – Automatic and Mutual Aid** – The City of Monroe has an automatic aid agreement in place with Monroe Township and a mutual aid agreement in place with Frenchtown Township. By utilizing automatic mutual aid for response to fire incidents within the City of Monroe, the City is better able to provide an adequate response of personnel and resources for fire suppression activities. Without our automatic and mutual aid agreements in place, the City would need to employ approximately twenty-six (26) fire personnel, including the Fire Chief. We currently employ only sixteen (16) Fire personnel.

Estimated cost savings – The cost savings is in the range of \$700,000 to \$900,000 per year based on the City’s ability to avoid hiring ten (10) additional Fire personnel.

- **Central Dispatch** - The County of Monroe operates a central dispatch center that is responsible for the emergency dispatching of all law enforcement, emergency medical, and fire calls for service within the County. The Monroe Police Department and the Monroe Fire Department are both dispatched from Monroe County Central Dispatch. The Monroe Police Department has a dedicated dispatch desk and console at this location which is staffed full time by a county dispatcher. The fire desk has one console that is used to dispatch all fire departments in the County.

Estimated cost savings- If the City of Monroe were to operate its own dispatch center, the City would incur costs in excess of \$1.0 million, including building costs, equipment acquisition, and at least six (6) full-time employees to facilitate twenty-four (24) hour, seven (7) day a week operations.

- **School liaison officer** – The City of Monroe provides a police officer to be present at Monroe Public School buildings each school day. The officer’s main function is to handle all incidents in the public schools located in the City of Monroe. The officer attends most, if not all, after school activities, such as sporting events and dances. The City of Monroe is reimbursed by Monroe Public Schools for the police officers time spent at the schools. In the summer, when school is not in session, the police officer is available for regular police duties and is normally assigned to road patrol.

Estimated cost savings – Monroe Public Schools annually pays to the City of Monroe approximately \$80,000 for the cost of the officer. There is not cost savings, but service benefits are received by both parties and reduced crime levels are achieved at the schools.

General Government

- **Information Technology (IT)** – Beginning in 2008, the City of Monroe eliminated its three (3) employee IT staff and contracted with Monroe County for the provision of those services. The purpose of doing this for the City of Monroe was cost savings and access to a larger

staff of IT personnel. At the time, the County was planning to increase its IT staff to seven (7) employees. The contract provided for technology services and support to be provided by the County with its employees. Since that time, there have been other opportunities to share, including sharing a network server for some of our financial software applications. The relationship will continue and future sharing opportunities are being explored.

Estimated cost savings – the City of Monroe’s initial estimate was a reduction in personnel costs of approximately \$50,000 per year.

- **Monroe Custer Airport** – The City of Monroe operates the airport on a regional basis and makes its services available to residents and non-residents alike. The airport offers traditional airport services including the ability to rent hangars for airplane storage at the airport. Aviation fuel is available for sale at the airport.

Estimated cost savings – Opening the airport to non-residents does not produce a cost savings, but it provides a greater base of customers to sell services to in order to fund the Airports operations.

- **Michigan Intergovernmental Trade Network (MITN)** – The City of Monroe joined MITN in 2009. MITN is a cooperative effort of over ninety (90) public entities in the State of Michigan. MITN is an on line purchasing resource for all of its members. At MITN, members post their bid and quote requests and they are e-mailed to the vendors that have signed up to received bids through the MITN system. On line sale of surplus property is also available through MITN.

Estimated cost savings – The true cost savings of this effort is in the efficiency of distributing bid requests and the potential reduction in costs of bids submitted due to the bids being viewed by a larger audience. A dollar cost savings is not really estimable.

Recreation and Culture

- **Library** – In 1984, the City of Monroe and the Monroe County Library System entered into an agreement for the Library System to operate and maintain the two (2) City libraries. The City property owners pay one (1) mill in property taxes to the Library System for the City libraries to be a part of the Monroe County District Library System. The one mill covers all of the operations of the libraries. The City is responsible for maintenance and upkeep of the buildings.

Estimated cost savings – The millage paid to fund library operations currently generates approximately \$890,000 per year. The City currently pays approximately \$75,000 per year for library building maintenance. If the district library concept was ended, and the City was not able to get voter approval for an additional mill for library operations, the cost savings would be \$890,000 per year.

- **Recreation Programs** – The recreation programs offered by the City of Monroe are available to residents and non-residents alike. Several City recreation programs such as Daddy-Daughter Dance and Mother-Son Bowling are jointly sponsored by the City and the Monroe Public Schools. The City Recreation Department and Schools also engage in joint marketing of each other’s events and activities.

Estimated cost savings – there doesn’t appear to be a cost savings to this item. Opening the programs to non-residents does help to reduce the fees charged to residents by being able to spread the costs of providing the programs over a larger population.

- **Athletic Fields and Courts** – The City of Monroe and Monroe Public Schools share athletic fields and tennis courts for our athletic program offerings. The City currently utilizes several baseball and softball fields owned by Monroe Public Schools for youth and adult ball programs. In exchange for use of the fields, the City pays for field set-up, maintenance and improvements. Similarly, the Monroe Public Schools utilized city tennis courts for their tennis team. There is the potential to expand this shared use of facilities in the future for additional programming.

Estimated cost savings – an analysis has not been done to calculate the cost savings. The amount would be significant if the basis for the calculation was that each entity would need to provide its own fields and courts, duplicating the efforts of the others.

- **Multi-Sports Complex** – The Monroe Multi-Sports Complex is a two sheet ice arena constructed by the City of Monroe in 1997. The facility offers hockey, figure skating, and open skating programs. It also offers dry floor activities such as indoor soccer, flag football, dodge ball, and Bounceman. Bounceman is an inflatable play area. The facility also schedules various special events and provides a facility for birthday parties. The services of the facility are available to residents and non-residents alike. It is the only facility of its type in Monroe County.

Estimated cost savings – There doesn’t appear to be a cost savings to this item. Opening the facility to non-residents helps to fund the programs and the overall operations of the facility.

- **Public Access Television** – The City of Monroe collaborates with a non-profit organization, Monroe Public Access Cable Television (MPACT), to provide public access television services. MPACT coordinates and promotes the use of educational and public access bandwidth or channels in the City of Monroe. They provide equipment and training to educational and public access users. The City pays to MPACT 50% of its cable franchise fees in exchange for the services provided under this agreement. MPACT also produces and manages the broadcast of all regular city council meetings.

Estimated cost savings – The City of Monroe annually transfers approximately \$150,000 in cable franchise fees to MPACT. We do not believe there is a significant cost savings to this agreement. MPACT provides a service in which the City does not have a specialty.

Utilities

- **Water Services** – The City of Monroe has extended the water system that it owns to areas outside of the city limits, including Monroe Charter Township, Exeter Township, the Village of Dundee, and the City of Petersburg. Water is provided through agreements with each of those individual entities.

Estimated cost savings – If the City was unable to sell water to other units of government, city residents would have to pay a larger portion of the fixed overhead and some additional operating costs on the water system. The estimated savings to city residents is \$566,000.

- **Wastewater Services** – The City of Monroe owns and operates a wastewater treatment area that covers the metropolitan area consisting of the City of Monroe, Frenchtown Charter Township, and Monroe Charter Township. The current agreement between the parties was created in 2001. The parties have been working together on the system for approximately forty (40) years. A control board consisting of two members from each unit of government and the Monroe County Drain Commissioner sets the fees charged to the systems customers on an annual basis.

Estimated cost savings – If the City was unable to sell wastewater to other units of government, city residents would have to pay a larger portion of the fixed overhead and some additional operating costs on the wastewater system. The estimated savings to city residents is \$820,000.

- **Raw Water Intake** – The City of Monroe and Frenchtown Charter Township have entered into a partnership to share a raw water intake plant that draws water from Lake Erie to be used in each entities water system. The City is considered to own 69.23% of the plant and the Township is considered to own the remaining 30.77%. A majority of the operating costs of the plant are charged back to each entities respective water system on that basis. The City of Monroe Water Department operates and maintains the plant. The current annual budget for the facility is approximately \$388,000.

Estimated cost savings - If the City was unable to partner with Frenchtown Charter Township, city residents would have to pay a larger portion of the fixed overhead and some additional operating costs on the system. The estimated savings to city residents is \$65,000.

Public Works

- **Sign Shop Services** – The City of Monroe operates its own sign shop for the creation of street signs and other signs as needed. The services of this sign shop are made available to other units of government on a fee basis.

Estimated cost savings – Allowing other units of government to receive the services of the sign shop does not save costs for the City of Monroe. Some pricing discounts do occur as a result of buying in larger quantities. The sign shop does help to reduce costs for the other units of government.

- **Federal Urban Transportation Funding** – The City of Monroe and the Monroe County Road Commission annually meet to allocate this federal funding between the two entities.

Estimated cost savings – This program annually allocates \$405,000 to the City of Monroe for the funding of road improvement projects.

Economic Development

- **Economic Development Management** – In 2011, the City of Monroe changed its economic development function. Prior to the change, the Port of Monroe was the primary economic development agency for the City of Monroe. The Economic Development function was removed from the Port of Monroe and became centralized at City Hall. The change required the hiring of City department head that was responsible for economic development. This happened in January 2011. The position oversees economic development for the Port of Monroe, Downtown Development Authority, and the Brownfield Redevelopment Authority. Funding for the position was shared by the four entities.

Estimated cost savings – By participating with the other City organizations, the City was able to raise in excess of \$50,000 to fund the hiring of the Economic and Community Development Director position. The funds were raised primarily by cost sharing agreements with the other organizations.

- **Monroe County Industrial Development Corporation (MIDC)** – The City of Monroe is a member of the MIDC and helps to fund its operations. The MIDC is a private, non-profit organization that helps industries and businesses to expand and grow in the Monroe County area. Its members consist of entities in both the public and private sector, creating a true public-private partnership with the mission of attracting, retaining and diversifying job opportunities in Monroe County.

Estimated cost savings – Membership in the MIDC allows the City to expand the reach of its own economic development function.

- **Comprehensive Economic Development Strategy** – The City provides a representative and actively participates in the County-wide research and preparation of the Comprehensive Economic Development Strategy (CEDS). Since 1976, the Monroe County CEDS has documented economic development activities in the County and strategies for improving economic growth in the region. The CEDS contains a plan of action with suggested projects to implement goals and objectives set forth in the strategy.

Estimated Cost Savings – No cost savings is estimated from the collaborative effort. By cooperating and communicating on economic development efforts, a more focused and effective approach is achieved.

Land Use and Transportation Planning

- **Comprehensive Planning and Border Zoning Reviews** – The City actively participates with the Monroe County Planning Department in County-wide planning efforts including the following:
 - Notices distributed to adjacent communities for any City of Monroe Comprehensive Plan updates and zoning changes on the borders, to allow opportunity for comments.
 - Preparation and amendments to the Monroe County Comprehensive Plan for the future development of the County.
 - Studies, investigations and surveys relative to the economic, social and physical development of the County and the larger region.
 - Coordinated planning efforts of all constituent units of governments in the County of Monroe.
 - Maintaining a central data bank of planning information for the use of all interested public and private agencies.
 - Reviewing zoning amendment petitions and site plans in the adjacent Townships.

Estimated cost savings –There is not a direct way to measure cost savings for these planning activities. The goal behind these cooperative activities is to avoid costly mistakes that may occur due to lack of information sharing such as investment in duplicative or incompatible facilities. The planning documents also promote the deliberate development of transportation infrastructure that can better service communities throughout the region.

- **Transportation Improvement Program and Long Range Transportation Plan-** The Transportation Improvement Program (TIP) is a 6-year financial program that describes the schedule for obligating federal funds to state and local projects. The TIP contains funding information for all modes of transportation including roads, transit, and non-motorized; with capital and operating costs. The City of Monroe, together with the Monroe County Road Commission, update the TIP each year to reflect priority projects and coordinate construction work between the County agencies and other municipalities. The Long-Range Transportation Plan (LRTP) is the statement of the ways the region plans to invest in the transportation system. The LRTP includes both long-range and short-range

strategies/actions that lead to the development of an integrated intermodal transportation system.

Estimated cost savings – There is not a direct way to measure cost savings for these planning activities. The goal behind these cooperative activities is to avoid costly mistakes that may occur due to lack of information sharing such as investment in duplicative or incompatible facilities. The planning documents also promote the deliberate development of transportation infrastructure that can better service communities throughout the region.

Public Transit

- **Lake Erie Transportation Commission (LETC)** – The City of Monroe and Frenchtown Charter Township entered into an interlocal agreement to create the Lake Erie Transportation Commission (LETC). LETC provides public transportation services through its bus system to the residents of both entities. The residents of both the City and the Township have approved a millage to fund the operation of the LETC. LETC has expanded its service to other areas of the County, such as Bedford Township.

Estimated cost savings – LETC was created in 1975. The purpose of creating the system was to provide a needed service. If each unit of government operated its own system, costs could be conservatively estimated to increase in excess of \$1.0 million based upon the current level of expenditures of LETC.

Future Service Sharing

Public Safety

- **Public Safety Division** – Beginning in 2010, the City of Monroe began a process to begin to utilize police officers as public safety officers. The primary goal of this process was to improve the City's ability to adequately respond to fire incidents. The staffing level of the Monroe Fire Department had been reduced from forty-one (41) in 2005 to nineteen (19) in 2011. Upcoming retirements were to further reduce staffing of the Fire Department.

The Police Officers were offered training in medical first response and fire suppression. In August 2011, thirteen (13) police officers were activated as public safety officers. Thirteen (13) additional police officers are currently being trained in fire suppression. It is expected that they will be activated as public safety officers in 2012. At the end of this training and implementation process, the City will have at least forty (40) personnel trained in fire suppression and at least thirty-three (33) personnel trained at the medical first responder level for emergency medical response. At least twelve (12) of those thirty-three (33) are trained as paramedics. All new hires must be trained as Public Safety Officers.

Estimated Cost Savings – As previously stated, the primary goal of using a public safety model was to improve the City’s capability to respond to fire emergencies. The City had already achieved significant cost savings by reducing staffing at both the Police and Fire Departments. With that being said, a budget projection that was completed through June 30, 2015 estimates that annual operating costs for public safety may be reduced by up to \$180,000 if the staffing plan that was originally conceived is followed.

Information Technology

- **Fiber Optic Network** – The City of Monroe computer network currently extends from its base location in city hall to all of its outlying buildings. Some of the outlying buildings are connected back to city hall via slower connection methods, such as cable company connections and dsl services through the phone company. As software use has advanced, these connections have proven to be a problem in terms of the efficiency with which the new software programs can be used.

To solve this efficiency problem, the City of Monroe is planning to replace those slower connection methods with fiber optic cable. If the City of Monroe were to run this cable on its own, the cost would be significant and the route that the fiber would need to go would be difficult to achieve due to the need to bore underneath railroad tracks. Initial costs are estimated in the range of \$150,000.

To help to reduce cost and to provide for a more efficient means of getting fiber to each of the locations, the City of Monroe is in discussions with Monroe Public Schools regarding the possibility of using some fiber optic cable that the Schools already have in place to cover a large length of the route that the City needs. We would then run our own cable from where the school cable ends and splice the two together. This would reduce the installation cost and eliminate the need to bore under railroad tracks, which would also eliminate a potentially lengthy and costly permit process with the railroad.

Estimated cost savings – the final cost savings will depend on the agreement negotiated with Monroe Public Schools. The cost savings could be in the \$80,000 to \$100,000 range.

- **Telephone System** – The City of Monroe has a telephone system that serves all but one of its buildings that is reaching ten (10) years of age. The phone system will likely need to be replaced in the next five (5) years due to its age and also to take advantage of new communication technologies that are available.

The City works closely with Monroe County as it relates to information technology. The City and the County are exploring the benefits of adding the City to the voice over internet protocol (VOIP) telephone system that the County currently has in place in some of its buildings. Some of the benefits that may be possible with this cooperation would be four digit dialing to all City and County buildings, technology to possibly eliminate City fax machines, reduced monthly cost for telephone services, and maintenance of the phone

system by County IT personnel. The City's current phone system located in city hall is maintained by the Building Department. Departments in buildings outside city hall maintain their own phone systems. The project would also include an upgrade to the City's computer network infrastructure that would add efficiency and add wireless network connection capabilities inside city hall.

Estimated cost savings – Very preliminary estimates of the cost to implement the system are in the range of \$200,000 to \$260,000. The monthly savings to the City on its telephone service has not yet been determined. Whether the project will go forward in this manner will depend largely on the cost/benefit to the City. An estimate of the telephone service savings is expected to be available in January 2012.

Recreation and Culture

- **Governmental Cable Channel** – As was previously discussed in the current service sharing section, the City of Monroe contracts with Monroe Public Access Cable Television (MPACT) for public access cable television. The City and MPACT will be expanding their relationship in 2012. MPACT will be responsible for the City's governmental channel operation and maintenance in its entirety. In exchange for this service, MPACT is receiving the remaining 1/3 of the public education funding the City receives from the cable companies operating within the City. The annual amount is expected to be approximately \$9,000.

Estimated cost savings – No cost savings is estimated from this collaboration. The collaboration provides the City with expertise in this area that it does not currently possess. For MPACT, the additional funding will help to maintain this function and to maintain some public school radio operations it has recently undertaken.