

**2011-2012**

City of Grant

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# **EVIP Cooperation, Collaboration and Consolidation Plan**

The City of Grant has a long history of collaborating with its neighboring communities and other organizations. Unfortunately some law makers and citizens choose to believe in old stereotypes that local governments do not collaborate and are inefficient with tax dollars. Nothing could be further from the truth in regards to the City of Grant. In some cases, certain services would not be possible without collaborating with our neighbors and partners. In other cases, the level of service that the City can provide through collaboration is much greater than if we had provided the service for just our residents. Many of the collaborative efforts have become routine business for the City of Grant. Finally, in some collaborative efforts, the benefits are more through coordination that enhances the service for each community than simply cost savings for the community.

It should be noted that some cost savings by collaborative efforts is difficult to calculate. The EVIP Revenue Sharing Statute requires this plan list the cost savings for each collaborative venture. The calculation of the cost savings often depends on perspective of the entity making the estimate and the set of assumptions about the level of service to be provided. For this report, the estimate of cost savings will be from the perspective of the City of Grant. The level of service is assumed to be the current level of service. The amount of cost savings is exact or estimated from FY 2010-2011 being realized in FY 2011-2012.

This report identifies current collaborative ventures that the City of Grant is a member of. Each service description will include an estimate of the cost savings, either in dollars or enhanced level of services for citizens and businesses. In making the estimated cost savings calculation, the report will be focused on the cost savings to the City of Grant but may infer cost savings to other public entities. Lastly, this report will highlight several collaborative/consolidated concepts that the City has been working on or is receptive to, which could further enhance collaboration, cooperation and efficiencies with taxpayer dollars.

### **Current Collaborations:**

1. **Newaygo County Economic Development Office (NCEDO):** NCEDO is the economic development agency for the all the communities in Newaygo County. By having a coordinated effort, the City of Grant receives a better level of service than could be achieved by running its own office. The City of Grant participates as a financial contributor and has representation on a governing board for not only economic development in the City or County, but the region as a whole.
  - a. **Key Partners:** City of Grant, City of Fremont, City of Newaygo, City of White Cloud, County of Newaygo, Fremont Area Community Foundation and various private sector entities.
  - b. **Budget:** For the City, the expense is \$3,000 annually contributing to the NCEDO budget of around \$230,000.
  - c. **Benefits:** By working together, the level of service is much higher than we could undertake by ourselves even though City staff including the City Manager, Assistant Manager/Clerk and Treasurer/Deputy Clerk assist the countywide

organization as needed. A bare bones estimate for a go-it-alone approach for the City of Grant for our own economic development employee may cost around \$35,000 to \$40,000 for a full time employee plus benefits in our region. If supplies and other miscellaneous expenses were considered, an additional \$6,000 could be possible, placing a total price tag at around \$46,000. The go-it-alone approach would not be able to provide the same services and results as the collaborative approach. Funding such a position would not be financially feasible for the City since economic development would have to come from the general fund which has been constrained by the decline in State Revenue Sharing and Taxable Value loss from the housing recession which stems back to 2008.

- d. **Cost Savings:** Estimated at \$43,000.
2. **Ashland-Grant Fire District:** The Ashland-Grant Fire District is a shared service with the City of Grant, Ashland Township and Grant Township. Without a collaborative effort, it would be very difficult for the City and Townships to provide fire protection. By working together, we all have a greater level of service.
    - a. **Key Partners:** City of Grant, Ashland Township and Grant Township.
    - b. **Budget:** The FY2011-2012 fire budget is \$155,998.81 of which the City of Grant contributes \$19,232.76.
    - c. **Benefits:** By pooling resources, we have a larger, better equipped department than we could otherwise afford. Without all entities working together the City would likely only be able to afford 1 truck and would likely have to raise more revenues.
    - d. **Cost Savings:** The City would likely have expenses in wages and equipment operating expenses around \$60,000 for a very small volunteer fire department that could be housed out of the DPW facility. With the current arrangement the City is likely saving around \$40,000 with the Joint Fire District.
  3. **Newaygo County Central Dispatch Authority:** Newaygo County Central Dispatch has been a successful collaboration between all the cities, townships and the county. Dispatch has become a very high technology field. It is difficult for any one unit of government to fund and operate a dispatch center by itself. To run a dispatch center, the city would need to hire at least 3 dispatchers and purchase modern dispatch center equipment.
    - a. **Key Partners:** Newaygo County, City of Grant, City of Fremont, City of White Cloud, City of Newaygo, Village of Hesperia and State of Michigan.
    - b. **Budget:** The total budget for central dispatch is \$965,433. The center is funded through a surcharge on telephone lines and cell phone plans.

- c. **Benefits:** If the City were to create a dispatch center, we would not be able to afford the same level of service or use the sophisticated technology that is available in a collaborative effort. A more scaled back go-it-alone approach would cost the City of Grant around \$120,000 in wages and benefits to cover 24 hour coverage, estimated \$20,000 in operating supplies, upwards of \$200,000 for basic technological equipment, totaling an estimated \$340,000. The funding would have to come from a share of phone line surcharges and cell phone surcharges in the City and General Fund money that is not available.
  - d. **Cost Savings:** ~\$300,000 depending on how much revenue is collected by the central dispatch authority from phone lines and cell phones that contribute to the authority.
4. **City of Grant-Grant Public Schools Joint Diesel Fuel Purchasing:** This is a joint venture between The City of Grant and Grant Public Schools to aid one another with purchasing power.
- a. **Key Partners:** City of Grant, Grant Public Schools and local churches.
  - b. **Budget:** The City DPW Fuel budget is \$5,800 for the FY.
  - c. **Benefits:** With the City of Grant and Grant Public Schools purchasing diesel fuel in bulk together for plow trucks, buses and other heavy equipment we mutually benefit from economy of scale savings.
  - d. **Cost Savings:** Because fuel prices fluctuate regularly and at times drastically, it is hard to place an exact number on the savings. As of October 2011, the average gasbuddy.com diesel rate in the area is ~\$3.80 per gallon for Diesel and the City's most recent invoice for diesel fuel from Grant Public Schools had the rate at \$3.23 per gallon. In calculating the difference in pricing from the annual DPW budget, it saves the City ~\$870.00 per year in diesel fuel costs.
5. **City of Grant-Grant Public Schools winter salt agreement:** This is a joint venture between the City of Grant and Grant Public Schools to save money through cooperation and purchasing power.
- a. **Key Partners:** The City of Grant and Grant Public Schools.
  - b. **Budget:** The winter salt budget for the City for major and local streets is \$1,500.
  - c. **Benefits:** The City of Grant and Grant Public Schools get a price break by purchasing a larger bulk amount of salt instead of purchasing it separately. Grant Public Schools does not have a salt storage facility as the City does. Similar to the City/School fuel purchasing arrangement, the City purchases the salt in bulk and stores it and sells it at cost to Grant Public Schools as they need it.

- d. **Cost Savings:** It's difficult to pinpoint the exact savings because salt is only purchased once a year and the prices can fluctuate dramatically from year to year, but we do know that by purchasing more to include the schools usage the rate is lower than if the City only purchased the lesser amount it needs.
6. **The Newaygo County Geographical Information System:** Newaygo County GIS is funded by taxpayers within Newaygo County. The GIS Authority provides maps, aerial photographs and other address related information. The GIS Authority also provides a web interface for our residents to easily access the information. For the City of Grant and City of Newaygo a higher resolution aerial is available. The aerial photographs are used by the engineering staff, the assessor, zoning administration and economic development. The City contributed \$1,197. By cooperating, we are able to receive aerial photographs every 10 years of the entire county. Without the collaboration, Grant would not receive the aerial photographs as frequently nor at such a high resolution. The web interface makes the information available to our residents.
  - a. **Key Partners:** Newaygo County, City of Grant, City of Newaygo and remaining Cities and all Townships that contribute data.
  - b. **Budget:** \$1,197 for the City, \$88,490 for countywide approach.
  - c. **Benefits:** Our joint effort has made it easier for developers to access key information about potential sites. It also makes it affordable for all the municipalities to have their GIS data available on the Internet. We have a consistent format that makes it easier for citizens and developers to use.
  - d. **Cost Savings:** If the City had to hire a consultant or staff to develop our own GIS system, it would be cost prohibitive. For the software and technology, it could be tens of thousands of dollars and annual maintenance would likely cost around \$8,000-\$10,000 at a minimum. Thankfully the partnership with Newaygo County has been great at benefitting all of their departments as well as other local sub units.
7. **CMET drug enforcement team:** This is a multicounty drug enforcement effort. The City of Grant does not provide funding or a designated officer, but does work with CMET when they are working in our area and provide whatever assistance is necessary. CMET is a multijurisdictional drug task force. The team is administered by the Michigan State Police and has two local and three county agencies currently contributing manpower to the unit. CMET has eight sworn officers divided into two separate operational groups which are responsible for investigations in the unit's area. The jurisdictions serviced by CMET are: Ionia, Montcalm, Mecosta, and Newaygo Counties. Participating agencies include Big Rapids Department of Public Safety, Ionia County Sheriff's Department, Montcalm County Sheriff's Department, Newaygo County Sheriff's Department and Michigan State Police. Local units help when able or asked for assistance.

Without the collaboration, drug enforcement would not be undertaken. Our communities are too small for our officers to work in them for drug enforcement. Too many of our residents know all our officers.

- a. **Key Partners:** Newaygo County Sheriff's Department all local police agencies and Michigan State Police.
  - b. **Budget:** The City does not contribute monetarily, but equipment, time and labor should be considered when collaboration does occur.
  - c. **Benefits:** Without a collaborative effort, it would be very difficult for municipalities in Newaygo.
- 8. City of Grant-Newaygo County Building Safety and Permits:** This is a partnership between the City of Grant, City of Fremont and numerous Townships within the county that partner with Newaygo County for handling building permits and safety inspections. This is funded by permit fees from each entity. This partnership enables each community to only handle zoning compliance permits and maintains a professional, unified entity that handles permits and inspections.
- a. **Key Partners:** Newaygo County, City of Grant, City of Fremont various Townships.
  - b. **Budget:** The budget for Newaygo County for this department is \$188,428.
  - c. **Benefits:** Our joint effort has made it easier for residents and developers to get zoning compliance permits from the local entity and utilizing one organization for all remaining permits and inspections. It makes sense for the local units because there is no budget appropriation needed. The County department is funded by the collective fees charged and collected from partner local units of government.
  - d. **Cost Savings:** If the City had to hire an inspector, even on an as needed basis it would be hard to see that it would be able to be completed without a general fund appropriation, which at this time of declining revenue would be impossible. Beyond cost, this affords those who need permits access to professional staff and consistency that would not otherwise exist.
- 9. City of Grant-Grant Township Water District:** This partnership provides water to a Franchise district in Grant Township. The city maintains the water mains and handles all administration related to the section of the system. The Grant Township customer contributions to the City water system are minimal, in that there are only a handful of customers connected.
- a. **Key Partners:** City of Grant and Grant Township.

- b. **Budget:** The City of Grant water operating budget is \$141,157.30 of that township customers contribute just under \$1,000.
- c. **Benefits:** It benefits the township customers who have access to City water and the City for contributing to the economy of scale of users.
- d. **Cost Savings:** The City benefits more from the economy of scale vs. actual financial participation.

**10. City of Grant-Grant Public Schools shared crossing guard:** This is a joint venture between the City of Grant and Grant Public Schools to provide cost effective safety to school children while walking to and from school.

- a. **Key Partners:** The City of Grant and Grant Public Schools.
- b. **Budget:** The annual budget for the crossing guard is \$1,800.
- c. **Benefits:** The City of Grant and Grant Public Schools are able to split the cost in half by each contributing to the pay of crossing guards, which adds to safety of children walking to school and financially to the two organizations.
- d. **Cost Savings:** Cost savings for the City is about \$900.

**11. Newaygo County Brownfield Authority:** This is a joint venture between the local units of government a local foundation and the economic development office to help better utilize resources and work together.

- a. **Key Partners:** All cities, villages and townships in Newaygo County along with NCEDO and the Fremont Area Community Foundation.
- b. **Budget:** N/A
- c. **Benefits:** By working together NCEDO helps coordinate projects for each subunit in the county. If the City of Grant had a go it alone approach with its own Brownfield authority, the City would have to incur legal, audit, environmental and project expenses on its own.
- d. **Cost Savings:** It's hard to place a number specifically for the City, but it would at least be in the neighborhood of several thousands of dollars each year.

**12. City of Grant-Wastewater Treatment Plant Public-Private Partnership:** The City of Grant operates the wastewater treatment operations in a public/private operating model.

- a. **Key Partners:** City of Grant and Infrastructure Alternatives, INC
- b. **Budget:** The total wastewater treatment budget is \$336,922.60, paying Infrastructure Alternatives \$93,660 per year for plant and lab operations and maintenance.

- c. **Benefits:** The City has entered into a public-private partnership with Infrastructure Alternatives, a private company out of Rockford, MI for operating the wastewater plant, lab and maintenance operations. City DPW staff maintains sewer mains and lift stations and assist when needed with Infrastructure Alternatives.
- d. **Cost Savings:** It is hard to calculate exact employee cost savings because the City made a change in plant operations at the same time a plant expansion was completed. This was in part to the passing of an employee and another employee leaving the City at the same time. The City has saved some operational costs like sludge hauling by only hauling 1 time a year vs. 2 with a denser product. Typically the City would spend around \$16,000 a year on this type of operation and this year spend just over \$4,000. By having Infrastructure Alternatives operate the plant, it has also brought more access to a pool of employees which has helped with other maintenance cost by saving the City nearly \$10,000 in cleaning the plant polishing pond in conjunction with City DPW employees and shared public/private equipment.

**13. Grant Writing:** The City of Grant has assisted the Ashland-Grant Fire District with Grant writing.

- a. **Key Partners:** City of Grant, Ashland-Grant Fire District, Ashland Township, Grant Township.
- b. **Budget:** Grant amounts received for equipment \$3,000
- c. **Benefits:** Without the collaboration, it is unlikely that the fire district would have secured grant funding for \$3,000 of equipment that benefitted the entire fire district.
- d. **Revenue Enhancements/Cost Savings:** This assistance saved the fire district \$3,000 and as such saved the City a portion of the contributions since the fire district is a joint entity.

**14. City of Grant-Newaygo County Sheriffs Dept Substation:** The City of Grant offers access to its police station, use of computers, restrooms and interview facilities in southern Newaygo County.

- a. **Key Partners:** The City of Grant and Newaygo County Sheriff Department.
- b. **Budget:** The City does not charge for access, utilities, etc... In return the Sheriff's Department helps cover LEIN fees for the City because their officers use City technology. This saves the City about around \$1,100 per year.
- c. **Benefits:** This is a mutually beneficial relationship between City and County law enforcement. The City does not have a 24/7 police department and by having access to the City Police Department, County deputies have access to cover when City police officers may not be on duty. This also benefits surrounding populations outside of the City because a majority of the population in Newaygo County is in the southern portion of the County. Since the County seat is centrally located, this can provide a logistical issue from time to time with the Sheriff Department and areas that they

cover to have a base of operations. By having access to a professional office environment at the City Police office, the surrounding areas are served better as well as a result.

- d. **Cost Savings:** The City saves some expense as related to LEIN fees, but both departments are served better with either personnel/coverage and office operating expenses.

**15. Worker's Compensation Insurance:** The City of Grant is a member of the Michigan Municipal League Workers Compensation Fund.

- a. **Key Partners:** Over 200 cities, villages, townships, counties and special districts.
- b. **Budget:** The total budget is \$27,734,243 and the City of Grant contributes around \$2,000-\$3,000 annually.
- c. **Cost Savings:** Very difficult to estimate. As a member the City received dividends checks back when the fund is healthy and claims are down. It is unlikely that a private sector insurance company would return profits when funds are healthy. This in turn also helps keep rates low for the City.

**16. Newaygo County Hazard Management Plan/ NIMS:** The City of Grant worked together with representatives from Newaygo County and the other municipalities to develop a hazard management plan for the County.

- a. **Key Partners:** Newaygo County (Emergency Services Dept.), cities, villages and townships within Newaygo County.
- b. **Budget:** Each partner contributed one or more staff people for a series of meetings and trainings.
- c. **Benefits:** The County took the lead in preparing the Plan. Without their lead, each community would have had to devote its resources to write their own plan. We estimate that it would have cost the City of Grant nearly \$3,000-\$5,000 to prepare its own plan.
- d. **Cost Savings:** This is hard to calculate, but in a collaborative effort it is likely by having the plan developed for the entire county it was less expensive than each entity creating their own.

**17. DPW Countywide Mutual Aid Agreement for Equipment Sharing:** Four Cities in Newaygo County have currently agreed and signed a DPW mutual aid agreement for sharing/utilizing equipment in need from one another. Items such as sewer vacor trucks/trailers, street sweepers are expensive and many private companies charge minimum hourly rates if needed which can drive up costs. By sharing equipment and employees at cost via hourly wages and Act 51 reimbursement rates, cities within Newaygo County will only have to pay actual costs of equipment instead of four hour minimums etc... the private sector charges for emergencies that sometimes last only a half hour.

- a. **Key Partners:** City of Grant, City of Fremont, City of Newaygo and City of White Cloud. This group is working with other authorities and governmental units to add more in the future.
- b. **Budget:** There is no pre-set budget for equipment sharing.
- c. **Benefits:** Communities to not need to buy every type of equipment and can avoid expensive minimum rates by the private sector.
- d. **Cost Savings:** This varies widely depending on emergencies experienced and type of equipment and personnel needed.

**18. IT Services:** The City of Grant has partnered with the IT Director from Grant Public Schools which gives the City IT help on an as needed basis without having a full or part time employee on payroll. This arrangement also helps save the City money versus the private sector because there are no emergency call out fees, or trip fees for service, strictly time as needed.

- a. **Key Partners:** City of Grant, Grant Public Schools IT Director
- b. **Budget:** City has spent \$4,560 across department budgets for IT services for service calls.
- c. **Cost Savings:** If the City had to hire a part time or full time IT only employee it would likely be anywhere in the range of \$20,000-\$45,000 split across departments. By partnering with the GPS IT Director, the City is able to have adequate IT services but also save money.

**19. Grant Area District Library:** Our library uses the Internet services from our Intermediate School District. The library needs to have both child friendly Internet services as well as unrestricted access for adults. The RESD has expertise in providing the proper filters for children.

- a. **Key Partners:** City of Grant, Ashland Township, Grant Township, and Grant Public Schools (represents several portions of other townships)
- b. **Budget:** ~\$290,000
- c. **Cost Savings:** If the City ran its own library, a general fund appropriation would have to be made and the City would have to build or purchase its own building and operate it. It is difficult to estimate what the cost would be (estimate \$90,000). Currently there is a small millage and the services and revenues benefit from the economy of scale the service is available and without direct expense to the City General Fund.

**20. Police Services-Mutual Aid:** The City of Grant and all surrounding departments have a mutual aid agreement that City Officers will respond to emergency only calls if City Officers are closer than State Police or County Sheriff Deputy to surrounding Townships.

- a. **Key Partners:** City of Grant, Michigan State Police, Newaygo County Sheriff Department-Surrounding Townships.
  - b. **Budget:** There is no financial tracking for this agreement by any partner department
  - c. **Benefits:** The benefit is that if there is an emergency, the closest department-officer responds so that safety of citizens is not put at jeopardy because of jurisdictional boundaries.
- 21. Drug Testing:** The City of Grant participates in the Michigan Municipal League drug and alcohol testing program for our employees who possess a Commercial Driver's License (CDL). Under federal regulations, all employers who have positions that require CDL certification must have a random testing program for drugs and alcohol. Also, after most accidents, drivers are required to be tested for drugs and alcohol.
- a. **Key Partners:** City of Grant, Michigan Municipal League, and many other Michigan cities.
  - b. **Budget:** ~\$250.
  - c. **Benefits:** By working together, not every community has to be an expert in all aspect of the rules. The pool provides administrative oversight and organizes the testing program. Having an outside pool select the candidates for testing helps ensure the randomness of those selected for testing. The benefit to the City is ensuring that we remain in compliance with State and Federal rules. If the City had to send employees to labs and pay lab fees it would likely cost ~\$600 per year.
- 22. City of Grant-District 10 Health Department:** The City of Grant has partnered with the District 10 Health Department WIC program to lease community center office space so that the health department has an affordable location to serve residents of the greater Grant area
- a. **Key Partners:** City of Grant and the District 10 Health Department
  - b. **Budget:** \$6,200-lease for WIC.
  - c. **Benefits:** The benefit to the health department is that they have access to office space and additional facilities for their operations and their rent and all utilities and maintenance/cleaning is bundled for them at \$6,200 per year. It costs the City ~\$10,540 per year to keep the building "open". This arrangement helps the City with an anchor tenant and gives the health department a great facility at a low fixed cost. This agreement makes financial sense for both parties while also providing community health services right in the center of the community.
- 23. City of Grant-Newaygo County Equalization-Assessing Services:** is a partnership between the City of Grant and Newaygo County Equalization Department. Previously the City had contracted with the private sector.
- a. **Key Partners:** City of Grant and Newaygo County Equalization.

- b. **Budget:** The budget for the City is \$7,000 for assessing services.
- c. **Benefits:** Our joint effort has made it easier for residents and developers to get assessing services handled. Previously the contracted private sector assessor would be available several days a month and via telephone/e-mail. Now the City has access to an entire department of highly qualified and licensed staff that is open 5 days a week all day within the county. This has enhanced the level and access to citizens and businesses for the same cost.
- d. **Cost Savings:** The City has not saved money, but enhanced the level and access of the assessing services for the same cost for residents and businesses, thus providing more value for tax dollars.

**24. City of Grant-MiDeal/Federal Purchasing Program:** This is a membership/partnership where the City of Grant can purchase vehicles or certain equipment and supplies at the volume bid discount of the State and Federal Government.

- a. **Key Partners:** City of Grant, State of Michigan, Federal Government
- b. **Budget:** Depends on equipment and supplies needed.
- c. **Benefits:** The benefit is purchasing power. For example, if the City is purchasing a police car, we can get one from the State of Michigan bid, which saves the City money on the vehicle and the bid process.

**25. City of Grant –Newaygo County Prosecutor Prescription Drug drop-off :** Newaygo County Prosecutor’s Office has partnered with local law enforcement agencies within Newaygo County to build and house prescription drug drop off containers. These containers are located at law enforcement sites around the County and are collected periodically in a collaborative effort to get unused prescription drugs out of households. Unused prescription drugs have been increasingly abused by teenagers and this segment of drug usage has been rising across the country.

- a. **Key Partners:** Newaygo County Prosecutor, City of Grant, City of Fremont, City of White Cloud, City of Newaygo, Village of Hesperia and Newaygo County Sheriff Department.
- b. **Budget:** The Newaygo County Prosecutor covered 50% of the cost of the secure containers.
- c. **Benefits:** A coordinated effort in a countywide approach offers a unified approach and multiple sites to try and get unused prescription drugs out of households.
- d. **Cost Savings:** If the City went alone on this venture, it would have to pay the full cost of the container and then all cost associated with transporting and disposing

of the prescription drugs collected. At this time there is no dollar amount known, but currently the City has very little cost into the collaboration.

**26. Wellhead protection plan:** The State of Michigan is encouraging all with water systems to develop wellhead protection plans and the City of Grant has one along with Grant Township which is to be considered by the District 10 Health Department. The purpose of the wellhead protection plan is to protect the water source we use at the water treatment facility. Since our source water originates outside the city limits, it was important to include the entire aquifer that our water source draws on.

- a. **Key Partners:** City of Grant, Grant Township, DEQ, District 10 Health Department.
- b. **Budget:** N/A
- c. **Benefits:** Protects water for many residents in several communities.
- d. **Cost Savings:** Cost savings is the wrong metric for wellhead protection. Collaboration is required for a good plan. Better and safer drinking water for the region is the goal. No cost savings will be generated.

**27. Banners and decorations for downtown streetscape:** The City of Grant has worked well with the Grant Area Chamber of Commerce to keep improving the image of the City and Greater Grant Area by focusing on fundraising and adding decorations and aesthetic elements to the core corridor of Grant along M-37 and Main Street.

- a. **Key Partners:** City of Grant and Grant Area Chamber of Commerce.
- b. **Budget:** ~\$500-\$4,000.
- c. **Benefits:** American flags, Welcome to Grant banners, Welcome to Grant signs, holiday decorations and more to come have all benefitted the greater Grant Community and its image.
- d. **Cost Savings:** The goal is to promote the entire Grant Area and businesses with little cost to the city directly. The City has participated as a member and supplies staff to put up and take down aesthetic elements. It is certain that without the cooperative and collaborative efforts of the Grant Area Chamber of Commerce that none of these additions to the area would be possible.

## **Future Collaborations/Consolidations**

The City of Grant is always open to collaborative ventures. It is important to look into possible merits of any partnership and look at pros and cons. The City of Grant has identified several future collaborative/consolidation proposals.

1. **Water System:** As contamination from leaking fuel stations and other contamination sources continue to move southeast out of the City limits, it will be imperative for the health and safety of businesses and residents southeast of the City in Ashland Township to connect to the City water system. The City will approach the Township, when needed, in accordance with the City Master Plan to extend utilities through an Act 425 Agreement so as to protect City utilities and infrastructure, while at the same time making sure that the Township does not lose any tax revenues.
  - a. **Key Partners:** The City of Grant, Ashland Township, Michigan DEQ and U.S. EPA.
  - b. **Budget:** There are no estimates at this time. When such notifications are made regarding contamination plumes, the City will work with the Michigan DEQ, U.S. EPA and Ashland Township to plan for expenses and construction of water mains and connections.
  - c. **Likelihood of Success:** This depends on the contamination plume and time, then resides in following both community master plans and not letting politics get in the way.
  - d. **Benefit:** This would help ensure safe drinking water for those outside of the City limits that will need it, while also adding to the economy of scale of the water system and size of the City with an Act 425 area.
  - e. **Cost Savings:** This collaboration/consolidation makes sense because if Ashland Township went alone, they would have to build, staff and maintain their own water plant for a minimal amount of customers. For the City it makes sense for economy of scale and the fact that the City already possesses the trained staff to maintain and operate water treatment systems.
2. **Sharing of computer data bases and programming such as assessment programs and tax collection records through BS&A.Net assessing software:** All the municipalities and the county use the same program for property assessments and tax collections. Each spring, both the assessments systems and the tax collections must be reconciled to the county's database. If the all the units were to use the system database and same system, each unit would save time in not having to reconcile between the local and county system. In addition, maintaining the names and mailing address for every parcel of land is difficult and time consuming. Having one database to maintain would save both the local units and the county time and effort.

- a. **Key Partners:** All cities, townships, villages in Newaygo County.
  - b. **Likelihood of Success:** Very likely, the County Treasurer has negotiated a “countywide” discount. The City will wait until the end of the fiscal year to see if funds are available to purchase the software, estimated at around \$2,000.
  - c. **Cost Savings:** At this point, the cost savings are unknown. It is estimated that it will save both County and City staff time.
- 3. Adding public utility layers to the GIS system:** The City of Grant is interested in working with Newaygo County to GPS and add layers of streetlights, water and sewer infrastructure to GIS. The County has already indicated that it will partner to add layers once the City has collected and created data bases of data.
- a. **Key Partners:** City of Grant and Newaygo County.
  - b. **Budget:** Depends on if the City can secure a summer intern or pay a consultant to collect the data. This could cost as little as a free intern and a GPS device or up to \$10,000 to hire a private sector consultant.
  - c. **Likelihood of Success:** Very likely.
  - d. **Cost Savings:** Cost savings would be realized by having quick access to accurate maps, in turn eliminating location errors in critical repair time and saving staff time in repeated location findings.
- 4. City of Grant Plowing M-37 through the City Limits:** Currently the State of Michigan pays the Newaygo County Road Commission to plow the stretch of M-37 north and south through the City. If MDOT would agree to open up a cost comparison between having the City staff plow M-37 versus the Road Commission, it would be possible that the State of Michigan could save some public Act 51 funds, while at the same time enhancing Act 51 funds to the City of Grant.
- a. **Key Partners:** City of Grant, Newaygo County Road Commission and MDOT.
  - b. **Budget:** Not known unless the State opens this opportunity.
  - c. **Likelihood for Success:** It’s hard to say. It is difficult to get the State of Michigan to change the way departments do business. Perhaps new laws could be created by the legislature like they have for local governments in this EVIP requirement where their own departments must create a cooperation and consolidation report.
  - d. **Cost Savings:** It is likely that they City could plow at a lower cost than the County. County employees typically are compensated at all levels higher than City of Grant employees.

5. **City of Grant and Michigan State Police substation:** The City of Grant has expressed interest to the Newaygo State Police Post Commander that the City is willing to provide free access to use the City Police Station. Like many State agencies, unless they are directed to do something, they have taken this under advisement.
- a. **Key Partners:** City of Grant and Michigan State Police.
  - b. **Budget:** No cost. This will save the State of Michigan money and provide better service for the public.
  - c. **Likelihood for Success:** It's hard to say. It is difficult to get the State of Michigan to change the way departments do business. Perhaps new laws could be created by the legislature like they have for local governments in this EVIP requirement where their own departments must create a cooperation and consolidation report. Since the State of Michigan has closed the Newaygo Post to the Public and keeping it as a "detachment" all they are saving is a front counter staff person and no longer serving the public directly. They still have all the overhead costs associated with running an office with utilities, maintenance, etc...
  - d. **Cost Savings:** If the State of Michigan actually closed the Newaygo State Police Post and sold it, and worked out agreements with local police departments to house their officers, they would save all the money they have tied up in maintaining offices. By having the State Police Officers housed out of local police stations, expensive equipment that the State Police have could be shared with local departments that cannot afford these types of equipment on their own and again, the State would save on overhead costs of an office. On top of this, many small communities that do not have 24-7 coverage would gain this coverage at no additional cost because third shift State Police would be housed out of these local departments. At a costs savings and better equipment to both the State local departments, better service could be provided at a lower cost to citizens. Again, it is unlikely the State will partner unless the State legislature makes their departments act.