

City of Charlevoix  
Cooperation, Collaboration and Consolidation of Services Plan  
Category 2 of the State of Michigan  
Economic Vitality Incentive Program



In an unique public/private cooperative effort, the City of Charlevoix, Charlevoix Township and St. Mary's Cement Company are collaborating on the construction of the Lake to Lake Multi-Use Trail

## **EXECUTIVE SUMMARY**

As part of new state government requirements to improve intergovernmental cooperation throughout state and local governments, the City of Charlevoix has developed this report to our residents. This document consists of two main components: current cooperative efforts, designed to give a quick and easy snapshot of the City's existing relationships with other local governments; and Charlevoix's Collaboration/Cooperation/Consolidation Plan, which will provide an in-depth look at areas of Charlevoix's government that have the potential for intergovernmental cooperative efforts.

The City of Charlevoix has a long and successful history of collaborating and cooperating with its neighboring communities. In many cases, municipal services would not be possible without collaborating with our neighbors. In other cases, the level of service that we can provide through collaboration is much greater than if we had provided the service for just our residents. In some collaborative/cooperative efforts, the benefits of collaboration are more through coordinated efforts that enhance the service for each community than simply cost savings for the community. Please keep in mind that the cost savings by collaborative effort is difficult to estimate. In many instances there is not a numerical value that can be placed on the cooperative efforts. 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. Finally, not all collaborative efforts are undertaken for cost saving reasons. Sometimes a collaborative effort is just good public policy and prudent to undertake.

**City of Charlevoix Current (2011)  
Cooperation/Collaboration/ Consolidation Projects**

Description of Services	Participating Units	Estimated Annual Cost Savings/Revenue
<b>Fire/EMS Departments</b>		
Shared 911 dispatch services	Charlevoix/Emmet/Cheboygan County	\$300,000
EMS service contracts for surrounding townships	Five townships	\$80,000
Fire service contracts	Norwood/Eveline Townships	\$38,709
Provide regional EMS training	City and Township emergency departments	\$5,400
Mutual aid for fire protection/extrication/EMS runs	Nearby Municipal and Township Fire Depts.	\$20,000
Firefighter training and testing	Charlevoix County Fire Officers Association	\$17,000
Fire prevention activities for school children	Charlevoix Township	\$0
Bid pricing for hose testing	All five fire depts. in the county	\$200
Developed warning siren standard	East Jordan/Boyne City	\$0
Regional efforts for grants (FEMA, Emergency Manage)	Townships/Municipalities in county	\$40,000
Fill SCBA tanks	Charlevoix Township	\$0
Performance Standard Review Organization	EMS agencies/Charlevoix Area Hospital	\$0
<b>Police Department</b>		
Shared 911 dispatch services	Charlevoix/Emmet/Cheboygan County	\$300,000
State bids patrol cars	State of Michigan	\$1,500
Member of Drug Death Team	All police departments in county	\$0
Member of County-wide Drug Team	All police departments in county	\$0
Member of School Response Team	All police departments in county	\$0
Certification of tasers	City instructs/certifies other jurisdiction	\$0
Incident reaction training	Coordinated with Sheriff's Office	\$0

Description of Services	Participating Units	Estimated Annual Cost Savings/Revenue
<b>Water/Sewer Utilities</b>		
WWTP/WTP lab work Charlevoix County Townships/Cities	Charlevoix County Townships/Cities	\$8,000
Sharing water valves with Charlevoix Township	Charlevoix Township	\$1,000
Extension of sewer service	Charlevoix/Hayes/Marion Townships	\$413,440
Extension of water service	Charlevoix Township	\$300,000
Purchase billing software	Harbor Springs/Petoskey	\$10,000
<b>Electric Utility</b>		
Extension of electric service	Charlevoix/Hayes/Marion/Eveline Townships	\$1,800,000
Partial ownership the Belle River Project	Ownership shared with 10 municipalities	Long term investments that have saved the City hundreds of thousands of dollars and have kept prices fairly stable and manageable during volatile economic times
Partial ownership of the Campbell Project	Ownership shared with 9 municipalities	
Partial ownership of the CT Project	Ownership shared with 4 municipalities	
Partial ownership of Granger Project	Ownership shared with 14 municipalities	
Energy purchases	The City buys blocks of energy in bulk with other Cities	Long term investments that have saved the City hundreds of thousands of dollars and have kept prices fairly stable and manageable during volatile economic times
Transmission line sharing	The City shares ownership of various transmission lines	\$10,000
Transmission security	16 other cities to meet the cyber security compliance	\$1,000
Energy efficiency and renewable energy	40 other cities to meet State's energy optimization goals	\$2,000

<b>Description of Services</b>	<b>Participating Units</b>	<b>Estimated Annual Cost Savings/Revenue</b>
Sharing of equipment	Shared water and electric equipment with Petoskey	\$2,000
Aerial photos	Shared costs with County and two other municipalities	\$5,000
<b>Planning/Zoning</b>		
Medical Marijuana Ordinance	Partnered with Charlevoix Township	\$2,000
<b>Recreation</b>		
Collaborate on certain events and recreation activities	Charlevoix Public Schools	\$0
Mt. McSauba Day Camp use of the pool	Charlevoix Area Community Pool	\$700
Collaboration on Winterfest	Elk's Lodge	\$2,200
Scholarships opportunities for recreation programs	Various service organizations	\$6,500
Charlevoix Venetian Festival recreation	Private/public collaboration	\$0
Grant funding for recreation programs	Grand Traverse Band of Ottawa and Chippewa Indians	\$1,350
Funding for Mt. McSauba	Hayes/Charlevoix Townships	\$11,219
<b>Airport</b>		
Grants for the airport	FAA	\$1,000,000
<b>DDA</b>		
DDA bond assistance for development of library	Charlevoix Public Library	\$30,000
DDA leasing building for \$1 per year	Charlevoix Area Chamber of Commerce	\$12,000
<b>Streets</b>		
Beach grooming services	Cities/Organizations in Charlevoix/Emmet County	\$3,200
Use of maintenance garage	Allows ISD to occasionally use maintenance facilities	\$500
Equipment sharing-traffic cones, tools, equipment	Charlevoix School District	\$1,000
Bid out services such as crack sealing, hot patch, etc.	Boyne City	\$200
Leaf pick up services	Partner with Norwood Township on leaf pick up	\$600
<b>Marina</b>		
Reservation system	Use DNR Reservation System	\$2,000

<b>Description of Services</b>	<b>Participating Units</b>	<b>Estimated Annual Cost Savings/Revenue</b>
Harbor dredging	Partner with Army Corps for dredging	\$10,000-\$15,000
<b>Clerk's Office</b>		
Partner on advertising for elections	Share costs with Townships, Cities and Villages	\$150
Tabulator equipment for elections	County allows shared usage of tabulator for elections	\$1,000
Election training for inspectors	Coordinated through County for all of Char. County	\$300
Coordination of new Electronic Poll Book	Worked closely with County on implementation	\$300
Shared knowledge of absentee voter/poll	Worked with Boyne City	\$0
<b>Miscellaneous</b>		
Eliminate billing for School District for various events	Charlevoix Public Schools	\$5,000
Restoration of lighthouse	Charlevoix Historical Society	\$0
City contracts assessing services through County	Charlevoix County	\$70,000
Partner on offsite digital data storage	Charlevoix County	\$1,000
Shared fiber optic lines	Charlevoix School District	\$10,000-revenue TBD
Local Bidder's Policy	Local businesses	Tax dollars kept local
Workers compensation through MML	845 Michigan cities	\$8,755
Pension administration-MERS	750 members	Loan, investment fees and professional management
Beaver Island Boat Company	Rebate for improving public property	\$14,000
Use of City Hall meeting rooms	Northern Community Mediation	\$0
Petunia Weeding	Keep Charlevoix Beautiful and Charlevoix County Jail Inmates	\$15,000
Special Event Coordination/Parade permits	Charlevoix Area Chamber of Commerce/Venetian Festival/American Legion/VFW	\$0

<b>Description of Services</b>	<b>Participating Units</b>	<b>Estimated Annual Cost Savings/Revenue</b>
Free Dockage at City Marina	Army Corps of Engineers and Michigan Department of Natural Resources	\$0
Music/Movies in park (no admission)	DDA, Charlevoix City Band Venetian Festival Inc.	\$25,000

## **City of Charlevoix Collaboration/Cooperation/Consolidation Plan**

As demonstrated in this report, the City of Charlevoix has a long and successful track record with collaborating and cooperating with outside agencies. City officials continually strive to improve services or reduce costs via cooperation or consolidation efforts. The City of Charlevoix is committed to continue working with its neighboring municipalities on existing and potential collaborative efforts. It is important to note some of the ideas are simply conceptual at this point; there may be unknown factors that might make the idea uneconomical or unlikely.

New efforts being planned:

### **1. Region-Wide Fire/EMS Authority**

Charlevoix County has a relatively large number of Fire and EMS departments serving a relatively small area. These departments typically only serve specific political jurisdictions and have not been developed according to response time and service level needs. Because area municipalities and townships serve specific political boundaries, there is a fair amount of overlap and redundancy in equipment. Furthermore, there is little consideration as to what is the most cost effective method of serving this area regardless of city or township boundaries. The City may explore a more efficient delivery of Fire and EMS services by commencing a feasibility study for consolidating fire and EMS services. This initiative will be dependent upon the approval of all affected Fire and EMS departments. Ultimately, there may be a Fire/EMS authority that levies a specific mill for this region-wide service. At this time, the costs savings are unknown. As the initiative is better defined, a cost estimate will more easily determined.

### **2. Form a Recreation Authority**

The City of Charlevoix offers a wide array of different recreation activities that are enjoyed by township and city residents and also visitors to our community. Many recreational amenities such as the Mt. McSauba Ski Area and Municipal Golf Course are heavily subsidized from the City's General Fund. To more equitably spread the costs of these activities, a recreation authority should be explored with nearby townships. With voter approval of an authority, costs for recreational activities could be more equitably shared amongst property owners who benefit from specific recreation amenities. Costs savings to the City would be substantial but are difficult to quantify at this point.

### **3. Partner with Charlevoix Township in the Development of Lake to Lake Multi-Use Trail**

The City and Charlevoix Township should explore development of the Lake to Lake Multi Use Trail located in both the township and the city. The trail would connect Lake Charlevoix and Lake Michigan at Fisherman's Island State Park. The trail could use an abandoned rail bed donated by St. Mary's Cement Company. A connection to the City's trail system allowing for linkage to the Little Traverse Wheel Way would be included in the initiative. Grant dollars should be pursued for such a project. Costs savings using grant dollars are in the \$250,000-\$300,000 range.

#### **4. Partner with Charlevoix Middle School for a Safer Pedestrian Crossing of Bridge Street. Work with MDOT on a Safer Crossing of U.S. 31 near the Municipal Golf Course.**

Last year, a middle school student was struck by an automobile while crossing Bridge Street. The City will work with School officials in developing and implementing a safer crosswalk across Bridge Street. School and City officials will pursue grant opportunities and work with MDOT in completing improvements for a safer crosswalk. Additionally, the City should pursue development of a plan as well as identify potential funding options to make a safer crossing of U.S. 31 near the golf course for both golfers and pedestrians/bicyclists. By creating a strong partnership with the School District and City, the two entities will be able to pursue grant dollars for a school crossing. Grant dollars and subsequent savings will be in the \$10,000-\$50,000 range.

#### **5. Initiate Development of Joint Purchase Agreements with other Townships or Municipalities**

To obtain the best available pricing, the City of Charlevoix will bid out such things as gravel, ice control, janitorial supplies, bulk oil for fleets, tree trimming/removal, and testing/services for Fire/EMS operations and equipment with other townships or municipalities. By developing a larger scope of work, the City and its partners will get better pricing leading to costs savings for everyone. Costs savings are difficult to estimate at this point.

#### **6. Partner with the Cities of Harbor Springs and Petoskey for Emergency Backup of Software, Hardware and Data Storage**

The Cities of Harbor Springs, Petoskey and Charlevoix all basically provide the same type of municipal services and use similar types of software. It is imperative that the City's vast data base of information be properly safeguarded from acts of cyber-terrorism, viruses, extensive power outages and other man-made or natural causes. To this end, the City should work with both Harbor Springs and Petoskey in creating a mutually beneficial emergency back-up system.

Partnering efforts should yield several thousand of dollars of savings for all municipalities.

## **7. Consider Renting City Equipment to Adjoining Municipalities and Townships**

Through prudent budgeting over the last 20 years, the City has invested millions of dollars in equipment for the electric, water and sewer utilities, street department and Fire/EMS department. In many cases, equipment purchases such as a jet truck, bucket truck or Fire/EMS vehicles have to be budgeted for several years in advance. To recoup some of these costs, the City should explore renting of the equipment to our adjoining neighbors. Rental rates must cover all city expenses including travel time and personnel costs. By working cooperatively with other nearby government entities, the City would seek reciprocal levels of cooperation by potentially renting equipment not currently owned by the City. Savings to the City could be \$1,000-\$5,000 per year.

## **8. Consider Sharing Ownership of a Combined Cycle Gas Plant**

Through partnering with other electrical utilities, the City would pursue purchasing electricity in blocks by coordinating with other municipal electric partners. Rates per kilowatt hours are generally less expensive saving the City of Charlevoix taxpayer dollars along with other municipalities.