

City Of Sterling Heights
SERVICE SHARING & CONSOLIDATION EFFORTS

The City has implemented numerous service sharing, consolidation, collaboration and outsourcing efforts resulting in savings of over \$21 million.

<u>OTHER GOVERNMENTS</u>	<u>ESTIMATED SAVINGS</u>
1. City uses State Mi Deal and MITN cooperative purchasing arrangements	\$100,000
2. City maintains County roads (mowing, maintenance)	100,000
3. City contracts out maintenance of M-59 median for municipalities	50,000
4. City participates in Public Safety mutual aid and Regional Response Teams (HazMat, Technical Rescue, SRT, SWAT)	100,000
5. City purchases Water & Sewer services from City of Detroit	1,000,000
6. City collects County, MISD, MCC, HCMA and SMART taxes	40,000
7. City contracts with County to collect delinquent real & personal property taxes	60,000
8. City assigns a police officer to the Macomb Auto Theft Squad	50,000
9. City partners with US Marshal Service, Narcotics Enforcement & Crime Task Forces	20,000
10. City partners with SMART for senior and special recreation transportation	150,000
11. City provides assessment and tax abatement processing for all taxing entities	50,000
12. City's Special Recreation division partners with Waterford Township for trips	5,000
13. City agreement to provide water to certain Utica residents	5,000
14. County maintains and sells bonds for City's inter-county Chapter 20 drains	5,000
15. City provides and shares Economic Development resources with County & other cities relating to Brownfield, CIA, LDFA, Abatements, Business INCubator, Velocity, & Defense Corridor	20,000
16. City Police Department shares Troy gun range	8,000
17. City Library Director position is shared with the Library Cooperative	60,000
18. City and Warren share recreational programming at resident rates	10,000
19. City provides print shop services to Warren	5,000
20. City has interlocal agreement with Property Assessed Clean Energy (PACE) Program	5,000
21. City has contracted with Macomb County for Emergency Dispatch services	800,000
22. City has partnered with Rochester Hills and Shelby Twp. to share Building Inspection services	25,000
23. City has agreement for County to provide Emergency Management Services	70,000
 <u>NOT FOR PROFITS</u>	
1. City partners with Clinton River Watershed to assist in maintaining Clinton River	10,000
2. City is a member of UASI – a regional emergency management organization	5,000
3. City is a member of the Suburban Library Cooperative – material loans	25,000
4. City partners with athletic club organizations to support youth sports programs	50,000
5. City partners with Chamber of Commerce – Sterlingfest	50,000
6. City is a member of RAFT – Regional Alliance for Firefighter Training	10,000
7. City offers Recreation Center, Library, & Council Chamber to groups for public meetings	5,000
8. City partners with the schools and sports clubs to better maintain school ball fields	10,000

The City has implemented numerous service sharing, consolidation, collaboration and outsourcing efforts resulting in savings of over \$21 million.

<u>PRIVATE COMPANIES</u>	<u>ESTIMATED SAVINGS</u>
1. City contracts Refuse Collection to Waste Management (with call center operations)	1,000,000
2. City contracts City Attorney services	500,000
3. City contracts certain Engineering services with Hubbell, Roth & Clark	100,000
4. City contracts Towing services	50,000
5. City sponsors swim and water aerobic classes with Sterling Inn	5,000
6. City partners with businesses for Emergency Management readiness plans	5,000
7. City contracts out road right of way and median maintenance	200,000
8. City contracts mowing of municipal grounds and parks; street tree trimming; and cleaning of park restrooms	110,000
9. City contracts the operations of the police detention facility	600,000
10. City contracts collection of tax bills through Comerica bank lockbox	75,000
11. City uses Lakeside Mall's contractor for maintenance of landscaped areas of finger roads	5,000
12. City utilizes a private company's compactors to improve recycling center operations	10,000
13. City partners with Waste Management for optional fee-based curbside recycling program	50,000
14. City contracts the cleaning of all City buildings and facilities	200,000
15. City contracts the issuance of dog licenses	25,000
 <u>SCHOOL DISTRICTS</u>	
1. City police officer serves as police school liaison with Warren Consolidated School District	40,000
2. City uses school playgrounds for Summer Playground Program	10,000
3. City uses school gyms for basketball programs	10,000
4. City maintains school athletic fields	20,000
5. City conducts school elections	20,000
6. City provides school crossing guards	82,000
7. City issues and collects school tax bills	60,000
8. City taped and broadcasted school sports programming	20,000
9. City uses school buildings for elections	10,000
10. City provides Nature Center for school programming	5,000
11. City and schools developed self-administered Fire Inspection program	10,000
 <u>INTERNAL CITY CONSOLIDATION EFFORTS</u>	
1. City has eliminated 193 full-time positions since 2002 by consolidating duties and departments, utilizing volunteers and part-time staff, and privatizing services	15,400,000

TOTAL ESTIMATED SAVINGS:

\$21,525,000

Economic Vitality Incentive Program/County Incentive Program FY 2014 Consolidation Plan (Previous Filer)

Local Unit Name: Sterling Heights
Local Unit Code: 50-2100

Proposal Name: Macomb Animal Control Coalition Update New

Status: Completed In Progress Delayed/Stalled Not Started Dropped

Status Description or New Proposal Description
To evaluate contracting with a private company to handle animal give-up, sheltering, and veterinary services.
Jurisdictions/Organizations Involved
Sterling Heights/St. Clair Shores/Roseville/Eastpointe/Warren
Estimated Savings/Improved Service or Efficiency
\$15,000
Barriers Experienced

Estimated Timeline (Month, season, or quarter along with a year)		
	Date	Action/Steps
Start Date (Required)	Fall 2013	Began discussions
Significant Progress Dates	Winter 2013	Local legislative approval of interlocal agreement
	Spring 2014	Search for local veterinary facility
	Fall 2014	Recommendation to local communities
Implementation Date (Required)	Winter 2014	Services begin

Economic Vitality Incentive Program/County Incentive Program FY 2014 Consolidation Plan (Previous Filer)

Local Unit Name: Sterling Heights
Local Unit Code: 50-2100

Proposal Name: Fire Consolidation Study Update New

Status: Completed In Progress Delayed/Stalled Not Started Dropped

Status Description or New Proposal Description
To conduct a feasibility study of consolidated fire services to improve services or gain further efficiencies.
Jurisdictions/Organizations Involved
Sterling Heights/Macomb County/Clinton Township/Mt. Clemens/Harrison Township/Labor Groups
Estimated Savings/Improved Service or Efficiency
\$100,000
Barriers Experienced
N/A

Estimated Timeline (Month, season, or quarter along with a year)		
	Date	Action/Steps
Start Date (Required)	Fall 2013	Approval of State Grant Funds
Significant Progress Dates	January 2014	Local legislative approvals
	Summer 2014	Develop RFP for study
	Fall 2014	Issue RFP for study
	Winter 2014	Award RFP
	Spring 2015	Evaluate results of study
Implementation Date (Required)	Fall 2015	Make recommendations to local communities

Economic Vitality Incentive Program/County Incentive Program FY 2014 Consolidation Plan (Previous Filer)

Local Unit Name: Sterling Heights

Local Unit Code: 50-2100

Proposal Name: Limited Privatization of Snow Plowing Update New

Status: Completed In Progress Delayed/Stalled Not Started Dropped

Status Description or New Proposal Description
To contract out and hire a contractor to provide back-up emergency snow plowing of local roads and City municipal parking lots.
Jurisdictions/Organizations Involved
Public Works/Purchasing
Estimated Savings/Improved Service or Efficiency
\$50,000
Barriers Experienced

Estimated Timeline (Month, season, or quarter along with a year)		
	Date	Action/Steps
Start Date (Required)	Fall 2013	Began discussions
Significant Progress Dates	January 2014	Contract approval
Implementation Date (Required)	January 2014	Use of services and coordination with City needs

Economic Vitality Incentive Program/County Incentive Program FY 2014 Consolidation Plan (Previous Filer)

Local Unit Name: Sterling Heights

Local Unit Code: 50-2100

Proposal Name: Consolidated Emerg. Dispatch Services Update New

Status: Completed In Progress Delayed/Stalled Not Started Dropped

Status Description or New Proposal Description
Consolidation of Emergency Dispatch Services with Macomb County, Sterling Heights and Clinton Township is progressing on established timeline.
Jurisdictions/Organizations Involved
Macomb County/Clinton Township/Sterling Heights
Estimated Savings/Improved Service or Efficiency
\$800,000
Barriers Experienced
Awaiting New World software implementation

Estimated Timeline (Month, season, or quarter along with a year)			
	Date	Action/Steps	
Start Date (Required)	Fall 2010	Began discussions	
Significant Progress Dates	Fall 2012	Agreement signed	
	Summer 2013	Dispatch labor contract approved	
	Fall 2013	New World contract signed	
	Fall 2013	Dispatch Center construction completed; center opened	
Implementation Date (Required)	Winter/Spring 2015	Dispatch Operations begin	

Economic Vitality Incentive Program/County Incentive Program FY 2014 Consolidation Plan (Previous Filer)

Local Unit Name: Sterling Heights

Local Unit Code: 50-2100

Proposal Name: Promotion of Defense Corridor Update New

Status: Completed In Progress Delayed/Stalled Not Started Dropped

Status Description or New Proposal Description
The City is collaborating with Macomb County to better promote the area's Defense Corridor.
Jurisdictions/Organizations Involved
Economic Development/Macomb County/Community Relations/City Management
Estimated Savings/Improved Service or Efficiency
\$10,000
Barriers Experienced
N/A

Estimated Timeline (Month, season, or quarter along with a year)		
	Date	Action/Steps
Start Date (Required)	Fall 2012	Began discussions
Significant Progress Dates		
Implementation Date (Required)	Fall 2013	Ongoing promotion

Economic Vitality Incentive Program/County Incentive Program FY 2014 Consolidation Plan (Previous Filer)

Local Unit Name: Sterling Heights
Local Unit Code: 50-2100

Proposal Name: Sharing Parks & Recreation Programs Update New

Status: Completed In Progress Delayed/Stalled Not Started Dropped

Status Description or New Proposal Description
Sharing of Sterling Heights and Warren recreation programs and facilities at each community's local rates has been implemented and is a success.
Jurisdictions/Organizations Involved
Sterling Heights/Warren
Estimated Savings/Improved Service or Efficiency
\$10,000
Barriers Experienced
N/A

Estimated Timeline (Month, season, or quarter along with a year)		
	Date	Action/Steps
Start Date (Required)	Spring 2011	Began discussions
Significant Progress Dates		
Implementation Date (Required)	Summer 2012	Began sharing programs

Economic Vitality Incentive Program/County Incentive Program FY 2014 Consolidation Plan (Previous Filer)

Local Unit Name: Sterling Heights
Local Unit Code: 50-2100

Proposal Name: Sharing of Parks & Recreation Programs Update New

Status: Completed In Progress Delayed/Stalled Not Started Dropped

Status Description or New Proposal Description
The sharing of Parks & Recreation tennis and dance programming with Clinton Township at resident rates.
Jurisdictions/Organizations Involved
Parks & Recreation/Clinton Township
Estimated Savings/Improved Service or Efficiency
\$10,000
Barriers Experienced
Lack of agreement due to perceived harm to private dance studios in Clinton Township

Estimated Timeline (Month, season, or quarter along with a year)		
	Date	Action/Steps
Start Date (Required)	Fall 2012	Began discussions
Significant Progress Dates		
Implementation Date (Required)	Fall 2013	Discussions ended

Economic Vitality Incentive Program/County Incentive Program FY 2014 Consolidation Plan (Previous Filer)

Local Unit Name: Sterling Heights
Local Unit Code: 50-2100

Proposal Name: Sharing Building Inspections Update New

Status: Completed In Progress Delayed/Stalled Not Started Dropped

Status Description or New Proposal Description
Sterling Heights and Rochester Hills are now able to borrow each other's Building Inspectors when short-staffed.
Jurisdictions/Organizations Involved
Sterling Heights/Rochester Hills
Estimated Savings/Improved Service or Efficiency
\$25,000
Barriers Experienced
N/A

Estimated Timeline (Month, season, or quarter along with a year)		
	Date	Action/Steps
Start Date (Required)	Winter 2011	Began discussions
Significant Progress Dates	Spring 2012	Discussions with labor union
Implementation Date (Required)	Summer 2012	Began sharing services

Economic Vitality Incentive Program/County Incentive Program FY 2014 Consolidation Plan (Previous Filer)

Local Unit Name: Sterling Heights
Local Unit Code: 50-2100

Proposal Name: Sharing Fire Inspections Update New

Status: Completed In Progress Delayed/Stalled Not Started Dropped

Status Description or New Proposal Description
The sharing of on-call Fire Inspection Services with Clinton Township has not been implemented.
Jurisdictions/Organizations Involved
Fire Department/Clinton Township
Estimated Savings/Improved Service or Efficiency
\$12,000
Barriers Experienced
Clinton Township labor union

Estimated Timeline (Month, season, or quarter along with a year)		
	Date	Action/Steps
Start Date (Required)	Fall 2012	Began discussions
Significant Progress Dates		
Implementation Date (Required)	Fall 2013	Clinton Township's union did not agree to proposal. City added an additional Fire Inspector

Economic Vitality Incentive Program/County Incentive Program FY 2014 Consolidation Plan (Previous Filer)

Local Unit Name: Sterling Heights

Local Unit Code: 50-2100

Proposal Name: In Company Fire Inspections Update New

Status: Completed In Progress Delayed/Stalled Not Started Dropped

Status Description or New Proposal Description
The City signed a new labor agreement that allows firefighters to do limited Fire Inspections while on duty.
Jurisdictions/Organizations Involved
Fire Department/Human Resources
Estimated Savings/Improved Service or Efficiency
\$25,000
Barriers Experienced
Labor contract

Estimated Timeline (Month, season, or quarter along with a year)		
	Date	Action/Steps
Start Date (Required)	Fall 2012	Began discussions
Significant Progress Dates	Winter 2013	Labor contract approved
	Winter 2013	Procedures developed
Implementation Date (Required)	Spring 2014	Inspections begin

Economic Vitality Incentive Program/County Incentive Program FY 2014 Consolidation Plan (Previous Filer)

Local Unit Name: Sterling Heights
Local Unit Code: 50-2100

Proposal Name: DPW Equipment Sharing Update New

Status: Completed In Progress Delayed/Stalled Not Started Dropped

Status Description or New Proposal Description
Partnering with communities to share DPW equipment when needed has been accomplished by informal discussions between each community's DPW directors.
Jurisdictions/Organizations Involved
Sterling Heights/Macomb Township/Utica/Washington Township
Estimated Savings/Improved Service or Efficiency
\$5,000
Barriers Experienced
Some pieces of seasonal equipment are needed at the same time by each community.

Estimated Timeline (Month, season, or quarter along with a year)		
	Date	Action/Steps
Start Date (Required)	Fall 2011	Began discussions
Significant Progress Dates		
Implementation Date (Required)	Winter 2013	Agreements in principal

Economic Vitality Incentive Program/County Incentive Program FY 2014 Consolidation Plan (Previous Filer)

Local Unit Name: Sterling Heights
Local Unit Code: 50-2100

Proposal Name: Recycling Center Compactors Update New

Status: Completed In Progress Delayed/Stalled Not Started Dropped

Status Description or New Proposal Description
The City is utilizing a private company's trash compactors to improve recycling center operations that has reduced the number of trips needed to empty the recycling bins.
Jurisdictions/Organizations Involved
Purchasing/Public Works/Vendor
Estimated Savings/Improved Service or Efficiency
\$10,000
Barriers Experienced
N/A

Estimated Timeline (Month, season, or quarter along with a year)		
	Date	Action/Steps
Start Date (Required)	Fall 2012	Began discussions
Significant Progress Dates		
Implementation Date (Required)	Spring 2012	Compactors installed

Economic Vitality Incentive Program/County Incentive Program FY 2014 Consolidation Plan (Previous Filer)

Local Unit Name: Sterling Heights
Local Unit Code: 50-2100

Proposal Name: Curbside Recycling Update New

Status: Completed In Progress Delayed/Stalled Not Started Dropped

Status Description or New Proposal Description
City partnered with Waste Management to successfully implement an optional residential curbside recycling program.
Jurisdictions/Organizations Involved
Public Works/Purchasing/Community Relations/Waste Management
Estimated Savings/Improved Service or Efficiency
\$50,000
Barriers Experienced
Achieving the initial 5,000 minimum subscribers

Estimated Timeline (Month, season, or quarter along with a year)		
	Date	Action/Steps
Start Date (Required)	Fall 2011	Began discussions
Significant Progress Dates	Spring/Sum 2012	Signed contract and informed community
Implementation Date (Required)	Fall 2012	Began service

Economic Vitality Incentive Program/County Incentive Program FY 2014 Consolidation Plan (Previous Filer)

Local Unit Name: Sterling Heights
Local Unit Code: 50-2100

Proposal Name: Maintaining School Ball Fields Update New

Status: Completed In Progress Delayed/Stalled Not Started Dropped

Status Description or New Proposal Description
The City has worked with the schools and sports clubs to better maintain school ball fields by sharing equipment, resources, and through more frequent communication.
Jurisdictions/Organizations Involved
Public Works/Community Services/UCS District/Athletic Clubs
Estimated Savings/Improved Service or Efficiency
\$10,000
Barriers Experienced

Estimated Timeline (Month, season, or quarter along with a year)		
	Date	Action/Steps
Start Date (Required)	Spring 2012	Began discussions
Significant Progress Dates		
Implementation Date (Required)	Summer 2012	Reached agreement on role of each participant and City purchased additional field restoration equip.

Economic Vitality Incentive Program/County Incentive Program FY 2014 Consolidation Plan (Previous Filer)

Local Unit Name: Sterling Heights
Local Unit Code: 50-2100

Proposal Name: Refuse Contract Consortium Update New

Status: Completed In Progress Delayed/Stalled Not Started Dropped

Status Description or New Proposal Description
To partner with other communities to participate in a refuse collection purchasing consortium.
Jurisdictions/Organizations Involved
Sterling Heights/Warren/Clinton Township/Shelby Township
Estimated Savings/Improved Service or Efficiency
\$250,000
Barriers Experienced
Each community's currently varying contract expiration dates. Before the City's 2016 refuse contract expires, we will further investigate a pooled-bidding concept.

Estimated Timeline (Month, season, or quarter along with a year)		
	Date	Action/Steps
Start Date (Required)	Fall 2011	Began discussions
Significant Progress Dates		
Implementation Date (Required)	Spring 2016	City's refuse contract expires

Economic Vitality Incentive Program/County Incentive Program FY 2014 Consolidation Plan (Previous Filer)

Local Unit Name: Sterling Heights
Local Unit Code: 50-2100

Proposal Name: Sharing Fleet Maintenance Services Update New

Status: Completed In Progress Delayed/Stalled Not Started Dropped

Status Description or New Proposal Description
Greater sharing of Fleet Maintenance Services and privatizing these services has not proven to be cost effective or feasible at this time.
Jurisdictions/Organizations Involved
Macomb communities/School districts
Estimated Savings/Improved Service or Efficiency
\$50,000
Barriers Experienced
Coordination with other jurisdictions, fixed sunk costs, need for cross training of employees on specialized equipment.

Estimated Timeline (Month, season, or quarter along with a year)		
	Date	Action/Steps
Start Date (Required)	Fall 2011	Began research
Significant Progress Dates		
Implementation Date (Required)	Fall 2013	Hired new full-time in-house Mechanic and Storekeeper

Economic Vitality Incentive Program/County Incentive Program FY 2014 Consolidation Plan (Previous Filer)

Local Unit Name: Sterling Heights

Local Unit Code: 50-2100

Proposal Name: City Staffing Consolidation

Update New

Status: Completed In Progress Delayed/Stalled Not Started Dropped

Status Description or New Proposal Description
The City eliminated 59 full-time positions in 2012 by using additional part-time workers and prioritizing certain services.
Jurisdictions/Organizations Involved
All City Departments
Estimated Savings/Improved Service or Efficiency
\$4.7 million net savings
Barriers Experienced
Labor contracts

Estimated Timeline (Month, season, or quarter along with a year)		
	Date	Action/Steps
Start Date (Required)	Summer 2011	Identified positions
Significant Progress Dates		
Implementation Date (Required)	Spring 2012	Budget adopted

Economic Vitality Incentive Program/County Incentive Program FY 2014 Consolidation Plan (Previous Filer)

Local Unit Name: Sterling Heights
Local Unit Code: 50-2100

Proposal Name: City Staffing Consolidation Update New

Status: Completed In Progress Delayed/Stalled Not Started Dropped

Status Description or New Proposal Description
The City eliminated 36 vacant full-time positions and increased part-time staffing by 20 employees in 2013.
Jurisdictions/Organizations Involved
All City departments
Estimated Savings/Improved Service or Efficiency
\$2.6 million
Barriers Experienced
Labor contracts

Estimated Timeline (Month, season, or quarter along with a year)		
	Date	Action/Steps
Start Date (Required)	Summer 2012	Identified upcoming vacant positions
Significant Progress Dates		
Implementation Date (Required)	Spring 2013	Adoption of budget