



Cooperation, Collaboration and Consolidation of Services Plan

Category 2 of the State of Michigan Economic Vitality Incentive Program (EVIP)

Public Act 63 of 2011, Section 951(3)b

Category 2, consolidation of services, requires each eligible city, village, or township to certify that by January 1, 2012, it has a plan with 1 or more proposals to increase its existing level of cooperation, collaboration, and consolidation, either within the jurisdiction or with other jurisdictions. A plan shall include a listing of any previous services consolidated with the cost savings realized from each consolidation and an estimate of the potential savings for any new service consolidations being planned. A plan shall be made readily available to the public. Each city, village, and township applying for a payment under this subdivision shall submit a copy of the cooperation, collaboration, and consolidation plan to the department of treasury by January 1, 2012.

The City of Kalamazoo has a long and rich history in the collaboration and consolidation of municipal services. Governor Snyder has highlighted Kalamazoo's implementation of a pure Public Safety Department in 1982, one of only two communities in the nation with fully cross-trained police/fire personnel. Many of the City's collaborative efforts have become routine. As the state's economy eroded over the past ten years, urban core communities like Kalamazoo have been hit the hardest with rising poverty, high foreclosures and an erosion of revenue. The City has continued to look for ways to create efficiencies and continue to provide quality public services.

The following outlines the various consolidation and collaboration efforts the City of Kalamazoo has implemented, along with proposed future collaborations and consolidations. In addition, the attached appendix outlines the continued collaboration between the county's largest units of government – Kalamazoo County, the City of Kalamazoo and the City of Portage.

Public Safety Collaboration

- Consolidation to a fully-integrated Public Safety department from separate police and fire departments. This began in 1982 and continues today in the City of Kalamazoo, and allows for more cross-trained (fire, police, EMS) personnel to be available for emergency response. In 1982, there were 383 personnel employed by the separate police and fire departments (sworn and non-sworn). Today, there are 287 employees (sworn and non-sworn). This is a reduction of 96 employees, or a recognized savings of roughly \$9 million per year based on current salary levels.
- The City of Kalamazoo Department of Public Safety operates a “co-located” dispatch center with the County of Kalamazoo and the Charter Township of Kalamazoo. With this arrangement, all of the calls for service come to one location (with the exception of the City of Portage). This allows for dispatchers to share the workload when multiple emergencies occur. The realized cost directly for the City of Kalamazoo savings is roughly \$300,000 per year, based on the current fees charged to Kalamazoo County and the Township of Kalamazoo.
- The City of Kalamazoo has partnerships and agreements with several surrounding jurisdictions to provide specialty response services. These areas include bomb, hazardous materials, SWAT, drug enforcement, automatic-aid and training. There are currently two Kalamazoo County Sheriff’s Deputies that are part of the SWAT Team. These partnerships result in limited duplication – each partner community provides resources (human and/or physical) to support the mission of each of the specialty response areas; and increased resources – each community within Kalamazoo County has access to well-trained personnel. It is estimated that the recognized savings resulting from the aforementioned partnerships is approximately \$125,000 per year.
- The City of Kalamazoo Department of Public Safety operates a consolidated lab, providing lab services to the surrounding jurisdictions. This results in limited duplication, as the consolidated lab operates with the same number of personnel as it did before the consolidation. Personnel from the County of Kalamazoo and the City of Kalamazoo respond to crime scenes. Evidence can be processed expeditiously, allowing for accurate and timely information. Expensive lab equipment, training and a van are all shared under the current arrangement, resulting in an estimated savings of \$150,000 for the City of Kalamazoo.
- The City of Kalamazoo Department of Public Safety operates a regional training center that serves the greater Kalamazoo area. This arrangement allows personnel to train locally at a state-of-the-art facility. The Training Division has also partnered with two privately-owned nuclear plants to provide training for their fire brigade personnel. This embraces the concept of public/private partnerships, and leverages outside funding to support much-needed programs. It is estimated that the savings

for the City of Kalamazoo based on the generated revenue and equipment is approximately \$225,000 per year.

- The Kalamazoo Department of Public Safety (KDPS) partners with the Drug Enforcement Agency, the Bureau of Alcohol, Tobacco, and Firearms, and the Michigan State Police to provide law enforcement activities. These partnerships allow KDPS to leverage the resources of the state and federal governments while increasing the law enforcement presence in the City of Kalamazoo. This arrangement allows personnel to focus on career criminals and gun cases. The estimated cost savings to the City of Kalamazoo is \$80,000 annually.

Administrative Collaboration

- Property Taxes: Enactment of Public Act 512, which was endorsed by the Kalamazoo City Commission, shortened the City's tax installment program from 12 payments to 6 payments (due December 31), and resulted in turning over City delinquent real property taxes to the County Treasurer beginning in 2009. The Summer 2009 tax billing cycle was a major success, accelerating current tax payments by over \$2.5 million, allowing the City to reduce TANs borrowing. The City received its first delinquent settlement check from the County Treasurer in June 2010 for 2009 delinquencies. The County Treasurer is also collecting tax year 2000-2008 delinquent real property taxes, which will further accelerate delinquent tax payments. In 2009 and 2010, delinquent tax payments were accelerated by over \$2 million a year. Savings of \$194,000.
- Cooperative purchasing programs are utilized when products or services are beneficial to the City, County and neighboring Portage, including joint bidding of gasoline and diesel with the County, intergovernmental auctions held semi-annually with four municipalities for property disposition, and joint bidding for office supplies and temporary employment services with Western Michigan University. Annual savings of \$3,300.

Employee Reductions and Consolidations

- Commercial Office consolidation with Treasury (Management Services): Separate staff that formerly handled water/sewer billing and customer service was reduced and consolidated into the City Treasurer's office. A similar reduction and combining of water/sewer and City-wide general accounting functions also occurred. Savings of \$130,000.
- Inter-Department Staff Sharing: The Treasurer and Assessor share one staff person, the Assistant Treasurer/Assistant Assessor, a combination of two previously full-time positions. There are several staff-sharing arrangements in place, including Treasury staff assisting in seasonal Assessor data entry peaks, and sharing of clerical duties

in the Purchasing and Budget & Accounting divisions. The City Clerk utilizes staff from other departments in providing customer service support for major elections; commenced in 2003, expanded in 2010. Savings of \$80,000.

- The City Clerk consolidated all staff into City Hall and can now handle records and election management efficiently while providing improved services, while also achieving a net staff reduction. Savings of \$100,000.
- Pension Analyst duties consolidated and a position eliminated. Savings of \$80,000.
- Reduction of two Administrative Assistants and then sharing remaining Administrative Assistant among the four divisions of Management Services. Savings of \$120,000.
- Through realignment of operations, interoffice mail delivery schedules reduced by 50% and through attrition realized a savings of \$45,000.
- Eliminated centralized City printing and duplication services. Savings of \$55,000.

Use of New Technology

- The City utilizes outside printing/mailing firms for seasonal and peak loads such as property tax bill and rental registry printing/mailing. Savings of \$25,000.
- The City partnered with Consumers Energy for reading water meters while reading gas and electric meters, eliminating the duplication of manpower in these areas. Savings of \$188,000.
- Remittance Processing and Expanded Payer Options: The City engaged with financial services industry partners to implement streamlined and cost-effective remittance processing methods such as third-party lockbox handling and numerous additional payment method options for our customers, such as use of debit/credit/ACH payments online, by automated phone response system and online banking. Implementation started in 2009, and will be complete in 2011. Savings of \$45,000.

Use of New and Expanded Partnerships

- Land Resource Management: The City and County jointly achieved legislation allowing the County Treasurer to assume the role of property tax foreclosing unit. This allowed the creation of the Kalamazoo County Land Bank to provide a streamlined vehicle to manage tax foreclosed and blighted properties while speeding and enhancing economic development. The City has transferred 60 foreclosed and/or blighted properties, saving \$15,000 in carrying cost.

- **Traffic Engineering Collaboration:** The City of Kalamazoo and Kalamazoo County Road Commission have consolidated the use of a single Traffic Engineer. Savings of \$40,000.
- **Neighborhood Stabilization Collaboration:** The City of Kalamazoo's Community Planning & Development Department and Kalamazoo County Land Bank collaborated with MSHDA, leveraging \$15 million for Housing and Community Development projects.

Physical Plant Resource Consolidation

- The previous fleet maintenance facility was sold to the private sector for \$1 million and placed on the tax rolls.
- Community Planning & Development moved from a leased facility to a City-owned facility; two prior rented offices were consolidated into existing City-owned facilities, saving \$120,000 in annual lease payments.

Personnel Cost Control

- **Health Care:** Between 2005 and 2011, the City is projected to have saved over \$15 million by virtue of consolidating the employee health care plans from three a la carte offerings to one, as well as increasing cost-sharing measures such as monthly employee health care contributions, as well as co-pays and deductibles for care visits. Every employee and retiree of the City has been shifted to one plan as of 2010, saving significant administrative and plan-design related costs.
- Changes in behavior have helped constrain general health care inflation that continuously outstrips our growth in revenues. In the latest round of bargaining, the following changes were made:
 - **Retiree Health Care:** Effective with our most recent collective bargaining, all new hires across the entire City will be enrolled in a Retiree Health Care Savings program rather than a traditional retiree health care defined benefit.
 - **Pharmacy Initiative:** A pharmacy initiative has been agreed to. This pledges the employees to taking steps to replace their use of name-brand drugs with generic drugs that come at much lower prices. The City spends over \$1 million in prescriptions every year, and a full 85% of drugs purchased by our employees are name-brand products.
 - **Medicare Part B Mandate:** Through our most recent collective bargaining with our Public Safety unions, it was mandated that retirees join Medicare Part B.

Savings of 5% of the City's accrued retiree health care liability will be realized by this change.

- **Workers' Compensation:** Savings in 2010 are projected at \$1 million, with projected savings in FY 2011 estimated at another \$400 thousand, based on a reduction in supplemental pay and claims for Workers' Compensation.

New Service Consolidations

- **Assessing:** The mission of assessing is to provide an equitable distribution of the property tax burden under current law; compile special assessment rolls; administer the Board of Review; and maintain ownership records for the City of Kalamazoo for both real and personal property. In 2012, the City will reduce the assessing office by four positions, contracting with a private firm to provide appraisal functions. When fully implemented, the City will realize an estimated \$100,000 in savings.
- **Voice Over Internet Protocol (VOIP):** The City will replace its traditional AT&T phone service with a VOIP system utilizing the internet for telephony services. Savings estimate of \$100,000 annually.
- **Purchasing:** The City of Kalamazoo will continue its discussions with Kalamazoo County and the City of Portage on the consolidation of purchasing functions. The goal is to improve procurement of services, equipment and capital improvements by promoting competition, providing equal access to vendors and to make contracting decisions transparent. Estimated savings \$65,000.



TO: Kalamazoo City Commission, Portage City Council, and Kalamazoo County Board of Commissioners

FROM: Maurice Evans, Portage City Manager; Ken Collard, Kalamazoo City Manager; Peter Battani, County Administrator

RE: Follow-up on Intergovernmental Collaboration– Consolidation

DATE: June 29, 2011

INTRODUCTION

Michigan is at an economic crossroads. So is each of Michigan's local communities. The greater-Kalamazoo region is no exception. The decisions this community will make in the next few years will determine its course for the next generation. Economic and political conditions call upon all local communities – and governments – to embrace change, to work differently together, to help build a more prosperous economy and quality of life. With this in mind, the Portage City Council, the Kalamazoo City Commission and the Kalamazoo County Board of Commissioners held a special joint meeting on April 14, 2011 to discuss and consider joint efforts at intergovernmental collaboration – consolidation among these three local units. Moreover, this meeting set a tone for a new day of working together – among all local governments – for the greater good of the community and region. At the conclusion of that special meeting, the three governing bodies tasked their administrators with developing a list of possible collaboration – consolidation opportunities.

We are here-in presenting a list of recommendations for potential service collaboration – consolidation among our three local governments. We have compiled a list that builds on the foundation of collaboration – consolidation efforts that will allow us to achieve some relatively quick successes and that positions us to springboard into more complex, difficult and higher impact projects.

GOALS OF INTERGOVERNMENTAL COLLABORATION - CONSOLIDATION

The fundamental reason we pursue collaboration – consolidation is to have the most cost-effective / efficient public services provided that will help make this region one of the most attractive in the United States in which to live, work and play. To be sure, reducing and containing the cost of public services is a necessary goal and collaboration – consolidation can contribute to achieving that goal, but it is not a panacea for major reductions in public expenditures. All parties should understand that continued collaboration – consolidation of essential public services is necessary to sustain this community for the long term in the face of declining public sector resources. Our ultimate goal is to provide our children and grandchildren with a healthy, sustainable quality of life in a place where business can thrive and the governmental services support those goals. Toward that end, we need to help create a vibrant region in which 24 local units of government work as team. If we fail to work together, we will fail separately and apart. Now is the time to think big and to act big on behalf of the entire community and region. The public, and their elected representatives, also need to understand that their local community does not live in isolation from the others around it. The success of one depends on the success of the whole. This is true now more than ever.

In this regard, it is important for the public to value the vitality of our region, to hold a larger view of what it will take to sustain the region, to have realistic expectations and to understand what is at stake for the community they call home. Any collaboration – consolidation effort will have its difficulties, with the two most apparent being fear of loss of control and labor-related issues. As we work through any collaboration – consolidation, a high degree of planning and communication must occur between the units of government in order overcome these issues and to assure such efforts are successful in both the short and long term. It is worthy to note that although efficiencies in services are attainable through such efforts, any significant financial savings can only be realized through a reduction in personnel and/or less equipment/facilities.

It is also very important to note that the process in which we are engaged is at its root evolutionary. Local government in Michigan, inclusive of the service delivery systems that it supports, has evolved over a long period of time. Not only is it a function of the current Michigan Constitution, which itself is an outgrowth of 300 years of history, but it is just as much an outgrowth of our national history, political philosophy and the concepts embodied in the US Constitution. Change in government moves slowly, and the framers of the US Constitution designed it precisely to move slowly and to disperse rather than consolidate power. While the current political climate calls for more collaboration - consolidation, we should acknowledge the counter-currents. In other words, accomplishing specific collaboration - consolidation of service is inherently more difficult that it would appear to the casual observer. Even Governor Snyder's proposals on governmental reform recognize the limits of sweeping change without constitutional amendments. The approach must be one of partnership and the blueprint requires painstaking work on successive mutual agreements, rather than forced consolidation.

LIST OF OBJECTIVES

To support the overall goals, we believe it is critical to improve efficiency and effectiveness through collaboration – consolidation. For convenience, we have sorted governmental services into:

1. Public Safety (e.g., Police, Fire, Emergency Services)
2. Economic Development (e.g., Brownfields, Permitting)
3. General Government (e.g., Assessing, Tax Collections, Elections)
4. Public Works (e.g., Roads, Utilities)
5. Community Services (e.g., Parks, Transit)
6. Internal Administrative Operations (e.g., Purchasing, HR, Payroll)

Please see the attached comprehensive list of “Collaboration - Consolidation Opportunities.” We have sorted the list in terms of degrees of impact and complexity, broken out into "buckets." Our collective thinking is to place the opportunities into three buckets, with the yellow bucket containing the first opportunities that we recommend addressing. The second and third buckets include items that are progressively more difficult and complex, in all facets of legal, practical and political considerations. We recommend these two other buckets be considered at a point and time following completion of some of the initial items. These buckets will likely require more significant effort by combinations of elected and appointed officials.

Please also see the attached list of collaboration – consolidation we have already achieved. It is important to review both lists to understand that the process for collaboration – consolidation is a continuous one. We have made great strides in some areas, and lesser strides in others. What we have accomplished to this point becomes the foundation for our next steps. Then, as we accomplish successive pieces, they become part of the foundational roadway that leads to greater and complementary achievement. Everything should be on the table. But we also have to start on next steps somewhere.

Our recommended next efforts focus on the following opportunities:

- Consolidated Dispatch (Police and Fire)
- Regional Investigative Team
- Purchasing (including Reverse Auction)
- Building Permits and Inspections
- Roads and Bridges

While work proceeds on these areas, success will lead to conversations and concepts about even greater areas.

Our list includes some short-term and relatively simple things, such as greater collaboration around purchasing or information management, and other items that can be accomplished administratively. But if all we are going to do is nibble around the edges, we will miss the greater opportunities for larger cost

savings and the development of a regional model for public service delivery. Between the three units of government, we expend approximately two-thirds of our funds on public safety, law enforcement and justice. It would be wise to consider consolidation of these functions, which will require very difficult discussions about sharing of services and – yes – the sharing of tax base. Public safety, police and fire, roads and other public infrastructure, such as water and waste water systems, are the essential baseline elements of local government responsibility. If we cannot address these now, when will we?

PROGRESS AND PROCESS

In addition to suggesting the attached list of areas to consider for collaboration – consolidation, we also recommend using a two-pronged approach to execute the work. One approach would be used for major efforts that have high citizen visibility and impact—such as waste water treatment and law enforcement. For those types of decisions, we recommend proceeding with a collaborative process involving representatives of the elected leadership from the jurisdictions involved. This will ensure that we not only achieve mutual goals but do so with the support of the appropriate governing bodies. While we cannot spell out at this time exactly how that process will work, it would be a governing bodies-directed approach that would be public and highly visible, involving citizen and partner engagement through such things as public forums and other events. Where governing body decisions are required, respective administrations would be tasked to bring back appropriate decision items.

We also recommend a second approach for less sensitive collaboration – consolidation possibilities that do not directly impact the general public and are within the scope of responsibility of the managers of each governmental unit. Examples of these items include purchasing, routine transaction processing and other “less visible” operations, which are necessary but not “mission critical” from the standpoint of our citizens. For this category of services, the administrators will proceed with collaboration – consolidation decisions and move forward with implementation, keeping their respective governing bodies informed.

We believe this two-pronged approach will allow us to give appropriate effort and attention to public input on highly sensitive issues while allowing us to proceed in a more effective way on important but less sensitive issues. If every small, non-critical area is addressed with an elaborate public process, we will be exhausted before we make meaningful progress. We recommend and expect there to be regular updates and reports from administrators to the governing bodies at appropriate intervals.

For both of the above approaches, we recommend that an invitation be extended to other community partners to work with us – a key partner being Southwest Michigan First, due to its role and capacity to promote regional economic development. We encourage the participation of any and all Kalamazoo County cities, villages and townships, including the Kalamazoo County Road Commission, willing to make a commitment to the give and take of collaboration – consolidation on behalf of a regional community. We encourage and invite the partnership of Kalamazoo County’s separately elected officials,

as they are key leaders and stakeholders in this process. Along the way, we will need to seek the assistance of other partners, such as our state legislative delegation and surrounding counties.

In order to accomplish these goals, we need the support of our governing bodies. First, we need the affirmation, by motion, of the general recommendations and action we are recommending. We understand that support for the general direction and concept does not mean support at this time for all details that will need formal governing body action. Secondly, we need the understanding of our governing bodies that this work will require extra effort and resources, over and above your staffs' regular workloads. We will need to assign key staff to accomplish many of the goals. We ask for patience, support and understanding that there will be times when the assistance of qualified consulting will be needed. Third, we need from our governing bodies the understanding that if collaboration – consolidation work is truly genuine and meaningful, there will be much disagreement and conflict along the way as ideas are proposed, discussed and ultimately shaped for action. This is healthy, as long as it moves us forward to build one community, as opposed to 24 separate ones.

CONCLUSION

Clearly collaboration – consolidation has not been the norm for local units of government in the past. The economic environment and changes in Lansing are driving forces that should make every tax-funded entity re-think how they do business. It has caused the three of us to do just that. The good news is the work of collaboration - consolidation has already begun. However, in order to sustain this community into the future, we need to move this work to the next level. We ask for the affirmation and endorsement of our governing bodies for this recommendation. And we invite the participation of our various partners to join with us in this work.

Collaboration Opportunities

Bucket 1 (yellow) contains opportunities recommended for addressing.

Bucket 2 (green) & **Bucket 3** (light blue) are progressively more difficult and complex, in all facets of legal, practical and political considerations. These are to be considered at a point and time following completion of some of the initial items.

Public Safety (Police & Fire)

- Police
 - » 911 Dispatch
 - » Patrol
 - » Training
 - » Firing Range
 - » Investigation
 - Drug Enforcement (KVET)
 - Major Case
 - Cold Case
 - » Special Teams
 - Bomb Squad
 - K-9
 - SWAT
- Fire
 - » Training
 - » Fire Dispatch
 - » Facilities
 - » Equipment
 - » First Responder
 - » Ambulance
 - » EMS
 - » Hazardous Waste Spill
 - » Mutual Aid

Economic Development

- Brownfield Redevelopment
- Business Retention
- Business Expansion
- SW MI First Collaboration(s)

General Government (Assessing, Elections, etal)

- Elections
- Community Development
 - » Planning
 - » Building Permits/Inspection
 - » Zoning
 - » Soil Erosion & Sediment Control

Public Works (Roads, Water, Wastewater, etal)

- Roads & Bridges
 - » Planning
 - » Maintenance
 - » Reconstruction
 - » Bridge Inspection
 - » Signal Maintenance
 - » Pavement Marking
 - » Engineering
- Utilities
 - » Operations and Maintenance
 - » Planning & Development
 - » Water
 - Production
 - Treatment
 - Distribution
 - » Wastewater
 - Collection
 - Treatment
 - » Storm water
 - Maintenance
 - NPDES Permitting

Community Services (Courts, Parks, Transit, etal)

- Legal & Judicial
 - » Legal Services
 - » District Court - South
 - » Support Services
 - Transportation
 - Security
 - Archives/Records
- Transit
 - » KCTA Merger
- Parks and Recreation
 - » Maintenance
 - » Playgrounds

- » Trails
- » Parks
- Education & Schools
 - » Crossing Guards
 - » Liaison Officers

Support Services (Purchasing, Human Resources, etal)

- Human Resources
 - » Personnel
 - » Recruitment/Hiring
 - » Training
 - » Benefits Administration
 - » Collective Bargaining
- Fiscal Services
 - » Assessor
 - » Treasurer
 - » Purchasing
 - Reverse Auction
- Information Technology
 - » Management Information System
 - » GIS
 - » Fiber Ring
- Facilities
 - » Buildings & Ground Maintenance
 - » Custodial Services
 - » Utilities
- Fleet Services
 - » Management
 - » Vehicle Maintenance



Kalamazoo County, City of Portage and City of Kalamazoo Intergovernmental Cooperation Initiatives and Activities

COMMUNITY AND ECONOMIC DEVELOPMENT

Southwest Michigan Alliance: Beginning in 2007, the City of Portage, along with the Kalamazoo Regional Chamber of Commerce, City of Portage, Western Michigan University Kalamazoo County, City of Kalamazoo, and the Kalamazoo/Battle Creek Intl. Airport, began making \$15,000 annual contributions to fund the Southwest Michigan Alliance. The Alliance was formed to develop a greater regional profile at the state and federal levels of government.

Southwest Michigan First: Over the past 10 years, many activities associated with various industries have been completed in cooperation with Southwest Michigan First. Activities have involved tax incentives, public improvements, support for expansion plans, and the reuse of industrial facilities. Most recently (2010 and 2011) activities with Southwest Michigan First have involved the former Mueller Plastics facility on Sprinkle Road (efforts to reuse/reoccupy the facility) and Bunting Bearing, Inc. on Kilgore Road (potential expansion project).

South Westnedge Avenue Projects (SWEPs) Program: This ongoing multi-year project, initiated in 2004, involves collaboration with the Michigan Department of Transportation and City of Kalamazoo. With the use of Downtown Development Authority financing, partnering units of government also include the Portage District Library, Kalamazoo County and KVCC.

Kalamazoo River Valley Trailway System: From 2005-2008, the City of Portage Parks Director was a member of the Kalamazoo River Valley Trailway (KRVT) Capital Campaign Cabinet. The focus of the Cabinet was to coordinate securing the \$16,000,000 needed to create a trail from Battle Creek to the Kal-Haven trail. The Portage Creek Bicentennial Park Trail will eventually connect from the south. The committee included members from Kalamazoo County, Kalamazoo County Parks Commission, Western Michigan University, KRESA and several major businesses and corporations. As of January 2009, the Cabinet had solicited \$5,500,000 for the trail and several portions have been constructed.

Local Housing Assistance Fund: At the urging of concerned citizens, Kalamazoo County, along with the cities of Kalamazoo and Portage, a few private donors and a grant from the federal government accumulated over \$1,000,000 to develop services for those who are either already homeless or are in danger of becoming homeless in Kalamazoo County. Initially, the Local Housing Assistance Fund (LHAF) was developed as a pilot program, yet, the project has experienced many successes over the last four years. It has provided housing and housing support activities to over 600 individuals since 2006.

Fair Housing Survey: In 2003, the City of Portage and the City of Kalamazoo completed a Fair Housing Survey utilized for the 2003 City of Portage Analysis of Impediments to Fair Housing study.

Development of County-Wide Geographic Information System: Several activities have been undertaken in this area that involve other units of government including:

- 2007 Pictometry/Aerial Photography project with City of Kalamazoo and Western Michigan University
- 2009 Pictometry/Aerial Photography project with Kalamazoo County
- 2009 and 2010 GIS parcel sharing agreement with Kalamazoo County

Kalamazoo Area Transportation Study (KATS): Ongoing participation by several City of Portage administration representatives on this Metropolitan Planning Organization (MPO) technical committee and Portage Councilmember participation on the Policy Committee.

Comprehensive Plan Reviews: This ongoing activity involves review of community master plan and plan elements with adjacent communities. The review process has involved the City of Kalamazoo and Schoolcraft Township. Most recently, the Oshtemo Township Comprehensive Plan was reviewed and comments provided to the township.

Private Development Project/Development Review: This activity involves coordination of the review of private development when an aspect of the project is under the jurisdiction of another local unit of government. The following units of government have been involved: Michigan Department of Transportation, Kalamazoo County Road Commission, City of Kalamazoo and adjacent townships for several projects (recent examples include Valley Family Church-Kalamazoo, Mullin's Automotive Repair, Stryker Medical, Kendal Electric, Portage 12th Street Elementary School).

Traffic Services Agreement: The City of Portage was involved in developing a Traffic Services Agreement in 2009 between the cities of Portage and Kalamazoo to successfully address a traffic service issue at Oakland Drive, Vincent Avenue and I-94.

PUBLIC SAFETY – POLICE

Consolidation Of Crisis Response Teams (SWAT): The Portage Deputy Chief of Operations has been collaborating with the Kalamazoo Department of Public Safety to establish a regional Crisis Response Team (SWAT). The intent of this collaboration is to reduce the commitment of resources that each city might have to make yet at the same time increase our response capabilities. To this end, Department of Homeland Security grants have been received for the purchase of specialized equipment, joint training has been conducted and policies and selection processes have been reviewed.

Drug Enforcement Teams (KVET / SWET): These county-wide law enforcement programs target illegal drug distribution. The Portage Police Department has provided an officer to both of these programs over the years, although there have been times that due to staffing difficulties Portage has been unable to participate. Currently, a Portage officer is assigned to KVET.

Portage encourages a greater collaboration by these teams, such as co-locating or sharing personnel.

Records Management/ Sharing Of Disparate Systems: The Portage Police Department and other police agencies in Kalamazoo County function on differing records management systems, making it impossible to immediately retrieve information from each system. Technology has recently become available which will allow police agencies to query data systems in real time without having to replace existing systems. This technology will link local, regional and state criminal data bases. It will also allow crime mapping and analysis on a global basis. Kalamazoo County, through the Department of Homeland Security, received grant funds to connect the City of Kalamazoo, Kalamazoo Township and Kalamazoo County. The City of Portage has also received a grant to connect to this system and the project should be completed by summer 2011.

County-Wide Methamphetamine Response Teams: The Portage Police Department and other agencies in the county have trained and equipped officers to handle the mitigation of sites where the manufacture of methamphetamine is located. Grant monies secured by the Kalamazoo Department of Public Safety are used to fund costs associated with this joint venture.

Kalamazoo County Substance Abuse Task Force: The Portage Police Department has partnered with the Kalamazoo County Substance Abuse Task Force on a number of different programs focused on substance abuse reduction and education. Aside from the monthly meetings, the following are other efforts:

- Parents Who Host Loose The Most – This was a public education program to inform parents about the dangers of hosting parties where minors are allowed to consume alcoholic beverages.
- Smart Summer Program – Each week during the summer, the task force posted questions designed to ask parents to examine what boundaries they were setting for their children and to ensure they were monitoring their activities.
- Unwanted Medications Task Force – The Portage Police Department, the Kalamazoo County Sheriff's Department, the Kalamazoo County Household Hazardous Waste Center and local pharmacists collaborate to collect prescription and other outdated, un-needed or unwanted medications. This effort involved a joint grant permit with Kalamazoo County for expired medicine disposal.
- Vendor Education Program – In 2010, in cooperation with other task force members, the Portage Police Department conducted alcohol vendor education contacts and surveys of these businesses. Business owners were provided information on how to be responsible vendors. These initial visits were followed by vendor integrity checks to ensure that laws pertaining to the sale of alcohol were being followed. This operation involved undercover agents and officers and was funded by a grant from Prevention Works.
- County-wide enforcement programs such as the WMU tailgate patrols.

Monthly Detective Meetings: Portage Police Department detectives meet with area law enforcement investigators to share information concerning crime trends, suspects and other emerging information on a regular basis. In addition, on a case-by-case basis, PPD receives and provides criminal intelligence on specific crimes.

Open Range: The Portage Police Department provides two firearms instructors once each month to administer and mentor area police officers during the county-wide open range days. The range is provided by the Kalamazoo Department of Public Safety and it is available to any police officer in Kalamazoo County.

PUBLIC SAFETY - FIRE

Mutual Aid: In 1987, a mutual fire protection contract was approved by all cities, townships and villages in Kalamazoo County. Under this contract, departments may request aid from any other county fire department, a request routinely made throughout the county. Assistance can be in the form of responding to the incident, ensuring coverage for other parts of the municipality, providing specialized equipment / apparatus, specially trained personnel, etc.

Automatic Initial Aid: Automatic initial aid is a variation of mutual aid whereby the aid is automatically dispatched under certain predetermined circumstances without waiting for a specific request. Currently Portage has signed initial aid agreements with the City of Kalamazoo and the townships of Texas and Pavilion. These agreements have been very beneficial for all concerned by anticipating situations that may require additional or specialized resources and getting them en route in a more timely fashion.

Kalamazoo County Haz-Mat Response Team: The Kalamazoo County Haz-Mat Response Team (KCHMT) was formed several years ago under the auspices of the Kalamazoo County Fire Chiefs Association. In 2010, an intergovernmental agreement was signed by all county municipalities that formalizes the KCHMT and its governance. This agreement transferred team management from the chiefs association to an executive board, on which the City of Portage Fire Chief serves. As part of this agreement, the KCHMT response truck and trailer are housed at Portage Fire Station No. 3. In addition, three PFD firefighters serve as active KCHMT members.

Emergency Management: In 1994, the City of Portage adopted an emergency management resolution. The Kalamazoo County Director of Emergency Management serves as the emergency management coordinator and the City of Portage is included in the county emergency operations plan. Portage fire and police administrators are members of the Kalamazoo County Disaster Committee, which plans for responses to hazardous materials sites, countywide. Additionally, the City of Portage Fire Station #1 training room serves as the backup emergency operations center (EOC) for the county. Portage emergency management personnel participate in, and on occasion host, the annual Kalamazoo County Emergency Management exercise to test response to the emergency plan. Finally, Kalamazoo County makes available for City of Portage use a mobile command post and emergency backup communications.

TRANSPORTATION, UTILITIES and ENVIRONMENT

Joint Public Transportation Efforts: The city of Kalamazoo and county of Kalamazoo entered into an agreement under the Urban Cooperation Act in 2006 to combine efforts on public transportation. While the City of Portage was not an official party to that agreement, support by

the elected and appointed officials of Portage, as well as the support of Portage's citizens has been a key element in the project's success to date.

Collaborative Utility Projects:

- 1998 – 2006 Water resources joint study with City of Kalamazoo and Pfizer Corporation.
- 2000 – 2010 Kalamazoo Area Storm Water Working Group – joint effort among all storm water permittees to work on common environmental goals.
- 2004 Joint participation in Portage Creek/Arcadia Creek Watershed Plan with City of Kalamazoo and Western Michigan University.
- 2006 Joint Participation in Kalamazoo River Watershed Plan with City of Kalamazoo, Kalamazoo County and Drain Commissioner.

PUBLIC SERVICES

Kalamazoo County Household Hazardous Waste Disposal Program: This program, administered and operated by Kalamazoo County, provides residents of the City of Portage the opportunity to drop off hazardous waste materials at a central collection point, with the City of Portage sharing in funding. The City of Portage provides funding for this service.

PURCHASING

The City of Portage belongs to the "Kalamazoo Area Public Purchasing Association." Area Purchasing Professionals share ideas, joint purchasing possibilities, new local purchasing policies, as well as expertise in areas such as Davis Bacon and Michigan/Federal Grant compliance. Over the past years the City of Portage has jointly bid, or "piggy backed" on the following items with the City of Kalamazoo and/or Kalamazoo County:

- Tulip Bulbs
- Asphalt Patch
- Thermal Imaging Units
- Auction Services

MISCELLANEOUS

District Court Consolidation: Until 1998, Kalamazoo County had three District Courts that handled the City of Kalamazoo, City of Portage, and one to handle the remainder of the County. On January 1, 1999, the three District Courts consolidated into one District Court to serve Kalamazoo County, which encompasses fourteen Townships, eight Villages and the cities of Kalamazoo, Portage, Galesburg and Parchment. The City of Portage contributed nearly \$200,000 required under the agreement to assist in achieving the consolidation.

US Census Committee: The City of Portage, City of Kalamazoo and Kalamazoo County came together to promote the US Census effort. This effort resulted in the City of Portage having the highest participation rates in the county.

Pioneering Healthier Communities: The City of Portage, along with the City of Kalamazoo, Kalamazoo County, Kalamazoo Public Schools, the YMCA and private sector participants, collaborate in Pioneering Healthier Communities, an initiative aimed at changing public policy to support wellness.

Google Wireless City Contest: The City of Portage worked with the City of Kalamazoo and Kalamazoo County in preparing a strategy to compete for the Google Wireless City contest. While this cooperative effort did not result in winning the competition, this was a watershed event to have all three IT Departments working together.

Rev. 06/17