



# City of Mount Clemens Cooperation, Collaboration, and Consolidation of Services Plan

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Submitted by:  
Douglas C. Anderson, City Manager



**City Commission:**

**Mayor**  
Barb Dempsey

**City Commissioners**

Gary Blash  
Roger Bunton  
Ron Campbell  
Matthew Dreger  
Lois Hill  
Joseph Rheker

## Economic Vitality Incentive Program Part II

### Proposal:

**The City of Mount Clemens is currently in discussions with Harrison Township for the purpose of developing a Fire Authority. At present, both entities have their own fire department within their own City limits. Additionally, the City currently has an Automatic Mutual Aid Agreement with Harrison Township. This plan has been proposed to both communities. With City Commission approval, the next course of action will be to recommend that the City establish an investigatory committee to investigate the pros and cons of such an authority for the City of Mount Clemens. Cost savings potential for the City of Mount Clemens is currently unknown and will be part of the decision making process.**

In addition to this proposal, the City is providing you with previous cooperation, collaboration, and consolidation efforts. As you will see, the City has a long history of consolidating its services, collaborating with other entities, as well as cooperating with other parties for the mutual and common benefit of the municipality as a whole. The information below will demonstrate the efforts that the City has made not only more recently but over the past several years as well.

### Previous

2005 – Disbanded the Mount Clemens Police Department and contracted police services to the Macomb County Sheriff's Office. Also, moved dispatch services for Police and Fire to Macomb County.

*Initial cost savings of approximately \$1,000,000 per year over the five-year contract.*

2003 – Closed the Community Center and eliminated the Recreation Department. At that time, we transferred employees from the Parks Division to the Public Services Department. From 2004 through 2010, the YMCA took over the baseball program utilizing the City ball diamonds.

*Initial cost savings of approximately \$600,000.*

2008–2010 - All employees began contributing toward their health insurance premiums.

*Cost savings realized to date - \$112,876.*

November, 2010 – October, 2011 – City Manager and all Departments Heads received a 5% wage reduction.

*One-year cost savings realized - \$28,219.*

2005 – All vendors asked to accept a 3% cost reduction. At that time, 21 vendors out of 48 contracted bidders agreed.

*Exact cost savings is unknown, but can fairly be estimated between \$4,000 to \$10,000.*

1990 - Outsourced the City's Sanitation Department to a private contractor.

*Cost savings is unknown at this time.*

### **Existing/Future**

The City continues to contract with the Macomb County Sheriff's Office for police services. Current contract expires – December, 2012.

*Current estimated cost savings - approximately - \$1,000,000 per year.*

The City continues to contract with the Macomb County Sheriff's Office for dispatch services for police and fire. Current contract expires – December, 2012.

*Current estimated cost savings - approximately - \$100,000 per year.*

2011 – The development of a partnership with the United State Environmental Protection Agency for a methane remediation project at the former City-owned landfill.

*Estimated cost savings – approximately \$100,000.*

2009 - City Assessor became a contract position. City Assessor also does contract assessing work for the City of Utica.

*Initial cost savings of \$54,534 over the first three-year contract.*

2009 - Harrison Township / Mount Clemens Automatic Mutual Aid Agreement – Both departments automatically respond to structure fire calls in both communities, thus eliminating overtime unless there is a general alarm.

*Cost savings is unknown.*

2010 – Joined the Michigan Inter-governmental Trade Network (MITN) – a group of agencies that joined forces to create a Regional Bid Notification System. The City's purchasing procedures also include the State Purchasing Agreements (MiDEAL). Purchases over \$1,500 have to go to City Commission for approval.

*Total cost savings is unknown. The cost savings by joining MITN is estimated at approximately \$1,000 to \$2,000 per year.*

The City continues to contract with the Michigan Department of Transportation for the maintenance of the State Trunkline. Current contract expires September, 2014.

*Cost savings is unknown.*

The Macomb County Department of Roads maintains traffic signals throughout the City.

*Cost savings is unknown.*

The Macomb County Department of Road performs the material testing services for the City of Mount Clemens road repair projects.

*Cost savings is unknown.*

Grosse Pointes Clinton Refuse Disposal Authority – A collaboration of eight communities for the purpose of saving on transfer station / landfill tonnage rates. (Grosse Pointe Park, Grosse Pointe Shores, Grosse Pointe Woods, City of Grosse Pointe, Grosse Pointe Farms, Harper Woods, Clinton Township, Mount Clemens).

*Cost savings is unknown.*

In 2011, the City combined its Utilities Department employees, the Parks Division employees, and the Public Services Department employees. This resulted in a layoff of four (4) positions.

***Initial cost savings at the end of this fiscal year will be approximately \$309,227.***

2011 – Union Negotiations with Firefighters Local 838 – four man shift with a three man minimum, only one person at a time allowed to take vacation to reduce overtime, eliminated mandatory overtime payment of 2.5 hours for call backs - switching to actual by rounding up to the next quarter of an hour.

***Cost savings realized to date: \$63,075.***

July 1, 2011 - Eliminated the Fire Inspector position resulting in a lay-off and combined these duties with the Fire Captain's duties.

***Cost savings is estimated at approximately \$128,996 in the first year.***

In order to continue to provide a baseball program, the City currently leases the baseball diamonds behind the Community Center to RT Arena Management. RT Arena Management has more recently also began to provide recreation programs out of our Community Center building.

***Estimated cost savings is unknown. The City's Recreation budget in 2003 was approximately \$300,000 per year.***

On July 18, 2011, the City Commission approved switching from Consumers Energy to the MiDEAL Contract with Constellation Energy for gas.

***First month's cost savings - \$1,000.***

2011 – Moved City phone services to the MiDEAL Contract.

***Cost savings is not yet known - it is estimated at approximately \$200 per month.***

2011 – Moved the Downtown Development Authority offices to City Hall.

***Cost savings - \$16,000 per year.***

1995 – The Purchasing Agent was laid off. These duties were assigned to the Assistant City Manager and later to the Finance Director.

***Initial cost savings (Purchasing Agent Salary) - \$47,319.***

2006 - Combined payroll duties with another City department thus eliminating a position. We also switched to bi-weekly pay periods to free up time spent weekly on this task to address other duties.

***Estimated cost savings - \$51,007 per year.***

2007 – The Department Head at the Dial-A-Ride Department retired. This department was placed under the supervision of the Public Services Office thus eliminating a department head position.

***Initial cost savings realized - \$19,700.***

2008 - Eliminated the full-time Parking Administrator position within the Public Services Department and combined the duties with the Public Services Director.

*Cost savings of approximately \$46,818 per year.*

2008 – Eliminated the Part-time Clerk/Typist position at the Department of Public Services Office and began utilizing supervisory staff from the Dial-A-Ride Department to assist office staff at the Public Services Department

*Approximate cost savings realized per year – \$25,398.*

2011 - City Manager became a contract position.

*Cost savings of approximately \$60,000 in the first year.*

2011 – The following Inspection Division positions are now contract positions: Mechanical, Electrical, Building, Rental, and Plumbing.

*Initial cost savings of approximately \$50,000 in the first year.*

In, 2010, the Confidential Executive Secretary in the City Manager’s Office retired and was not replaced. The City Clerk’s Office now works with the City Manager’s Office.

*Cost savings of approximately \$55,934 per year.*

2010 – City Administration met with its retirees requesting a voluntary change to their prescription drug card. Some retirees voluntarily agreed to increase their prescription drug card and some agreed to opt out of the City insurance.

*Cost savings in the first year of approximately \$122,663.*

Due to the resignation of the Community Development Director in 2011, the City combined the Department of Public Services position and the Community Development Director’s position for a 23 week period.

*Cost savings realized – approximately \$43,780.*

2009 - Changed management company at the Mount Clemens Ice Arena Management to R.T. Arena Management.

*Estimated cost savings - \$50,000 to \$120,000.*

2010 – A charter amendment, removing the requirement for a City Primary Election, was approved by voters.

*Cost savings - \$12,000 each election cycle.*

The City Clerk’s Office will continue to combine voting precincts 3, 4, and 8 when allowed by law.

*The cost savings total is approximately \$1,500 per election cycle.*

## **Revenue Sources**

2011 - Macomb County Water Laboratory Services: the Macomb County Health Department closed its drinking water laboratory. Prior to closing the County lab, the County staff offered the customer files to the City of Mount Clemens with the hope that the City of Mount Clemens would take over this valuable service. Both the Water Plant Lab and the Wastewater Plant Lab have been performing water bacteria testing to former Macomb County Health Department customers. In the past two months, the revenue stream has grown significantly as customers find their way to our Labs.

***A revenue amount of approximately \$5,000 has been projected for fiscal year 2012.***

2011 - Septic Receiving Program; the Septic Receiving Program at the Mount Clemens Wastewater Treatment Plant began in 1990. The program involves receiving and treating septic waste from un-sewered areas of Macomb County. In March of 2011 the City of Mount Clemens applied for and received permission from the State of Michigan to expand the receiving area from 15 square miles to 25 square miles.

***Projected revenue increase of approximately \$80,000 for fiscal year 2012.***

2004 - Macomb County Wholesale Wastewater Treatment Agreement: the City of Mount Clemens signed an agreement with the Macomb County Public Works Commissioner to treat a sewer service area north of Joy Boulevard to Hall Road.

***This agreement will bring in a projected revenue amount of approximately \$288,000 for fiscal year 2012.***

***Copies of this plan are available at the City of Mount Clemens Municipal Building, One Crocker Boulevard, Mount Clemens, Michigan 48043.***

***A copy of this plan will also be included on the City's website at [www.cityofmountclemens.com](http://www.cityofmountclemens.com).***