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WATERFORD**A CHARTER TOWNSHIP**

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CARL W. SOLDEN
Supervisor

DATE: December 19, 2011

TO: Citizens of Waterford

FROM: Carl Solden, Twp. Supervisor

RE: EVIP Phase II – CONSOLIDATION OF SERVICES

Michigan Public Act 63 of 2011 introduced the Economic Vitality Incentive Program (EVIP) as a component of the State Shared Revenue Program. EVIP has (3) phases or pieces that eligible municipalities report on. These reports are centered on finance related topics. While this is a State requirement, Waterford considers this to be a priority and an opportunity to inform its citizens of these financial topics. The second phase of EVIP looks at the current and future efforts of the Township to consolidate or coordinate services. These efforts can include the Township's own internal efforts, as well as collaborative works made with other units of government. Efforts have been made by the Township to streamline and save resources in order to more efficiently and effectively provide services to Waterford citizens.

As always, providing high quality services in an efficient manner is our goal. Should you desire more information please allow myself and our staff the opportunity to assist you. Thank you for your interest in Waterford Township.

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EVIP – CONSOLIDATION OF SERVICES

Waterford – Pontiac Inter-Local Agreement

The Township of Waterford and the City of Pontiac each have separate and distinct Fire Departments. Recently, Pontiac approached Waterford about providing Fire Services for the City and its residents. The main emphasis of this service arrangement is for both communities to benefit economically. Pontiac is seeking to reduce costs to help with the City's financial situation while Waterford would see new revenues that will assist the Township in keeping its effective tax rate as low as possible.

Waterford has conducted initial service and financial analysis. The initial study considered a service model which included staffing levels along with employee wage and benefit structures. Economies of scale will be achieved through one Command/Administrative structure will help lower costs. Cost estimates and strategies were reviewed that would provide Fire Service to Pontiac at a competitive rate while not sacrificing service to existing Township residents.

The Waterford – Pontiac Fire Services Project would be of great benefit to both communities. This project has the potential to save the City of Pontiac an estimated 3 million dollars annually, as well as the benefit of new revenues of 1.5 to 2 million dollars to the Township of Waterford. The overall project, with its efficiency gains and cost savings, will help the financial aspect both local municipalities while providing both communities with a high level of service.

Pontiac - estimated annual cost savings:	\$ 3,000,000
Waterford – estimated additional annual revenue:	\$ 2,000,000

network connection between the two communities that allows White Lake to use Waterford's IT infrastructure. Upgrades were made to both systems for this incorporation of systems to happen. This partnership will be of financial benefit to both communities while creating larger and more secure system. The Township is open to the idea of Providing IT service and support to other neighboring communities.

Waterford – estimated additional annual revenue: \$ **15,000**

Waterford - Other Initiatives

Waterford has participated in numerous initiatives with other communities and organizations. Below is a list of some of these endeavors along with some of the benefits that these projects provide.

SECTION A - WATERFORD SERVICES SHARED WITH OTHER COMMUNITIES:

1. Waterford Township signed an agreement with the City of Lake Angelus in 2003 to provide their city with Fire Service and Emergency Medical Services which is still in effect. Estimated annual additional revenue: **\$215,000**.
2. Waterford Township shares Fire Hazardous Material teams, high angle rescue teams, collapse teams, confined space teams, Incident management teams, as well as everyday mutual aid with 42 Fire Departments in Oakland County; discussions are taking place with the City of Warren to include them in this mutual aid pact as well. Waterford Fire Department is also a member of OAKWAY, which is composed of 9 Fire Departments south of M59 in Oakland County and NORTH OAKLAND which is composed of 13 Fire Departments north of M59.
3. Fire Department is part of Collective buying and services through our Mutual Aid consortium.
4. Fire Department shares responsibilities for training amongst 41 Fire Depts. in SE Michigan.
5. Waterford Township maintains a Fire Cadet Program with Waterford Schools and Waterford Our Lady of Lakes High School, which is located in waterford Township.

6. Waterford is a member of Michigan Municipal Risk Management Authority (MMRMA) an Insurance Pooling Authority comprised of 300+ local governments and special districts.
7. Waterford Parks and Recreation is partnered with the Waterford Schools on school buildings and fields used for recreation programs. Estimated annual cost savings: **\$48,000**.
8. Waterford Parks and Recreation is partnered with several private youth athletic programs for: baseball; football; soccer; basketball, lacross and cheerleading. Estimated annual cost savings: **\$15,000**.
9. Waterford Parks and Recreation is a partner in the publication of the Waterford Leisure service brochure with Waterford Schools and several private members of the business community. Estimated annual cost savings: **\$21,000**.
10. Waterford Township is partnered with the Waterford Schools on many Senior Citizen Programs. Estimated annual cost savings: **\$35,000**.
11. Waterford Youth Assistance is a partnership between Waterford Township, Waterford Schools and the Oakland County Probate Court.
12. Waterford Township, our Police Department and the 51st District Court created the Waterford Coalition for Youth 15 years ago, which is a community service partnership promoting socially healthy youth and preventing substance abuse. The Coalition is stronger than ever and has the undivided attention and support of the citizens as well as the Business Community.
13. Hess Hathaway Park, a 167 acre farm was donated to Waterford Township by the last living member of the Hess family approximately 25 years ago. The farm, now a park, was donated on the pretext it would be utilized by citizens of Waterford and White Lake Townships. This park has become a premier destination for thousands of visitors each year without charging an entrance or user fee. Estimated one time cost savings: **\$800,000**.
14. Waterford Township is partnered with Oakland County and the Road Commission for Oakland County for funding of road projects through the Tri-party program. Estimated annual cost savings: **\$150,000**.
15. Waterford Township is currently in the beginning stages with neighboring White Lake Township about sharing Information Technology services.
16. All general Waterford Township employees hired after July 2006 are in a Defined Contribution Retirement program. Estimated annual cost savings: **\$300,000**.

SECTION B – WATERFORD POLICE DEPARTMENT SHARED SERVICES:

1. Partner with White Lake Oakland County Training & Response Special Response Team (Currently Back up for Oakland County). Estimated annual cost savings: **\$10,000.**
2. Consolidated our Auto Theft Detective with the Oakland County Auto Theft Unit. Estimated annual cost savings: **\$142,000.**
3. Consolidated our Special Operation Unit Detectives with Oakland County Narcotics Enforcement Team and Drug Enforcement Agency. Estimated annual cost savings: **\$426,000.**
4. Combined Tactical & Responses with other Oakland County Police Agencies involving Social unrest (demonstrations, picketing, riots, etc). Estimated annual cost savings: **\$8,000.**
5. Oak Video Partnership with the Courts & Oakland County Jail.
6. Combined all Oakland Police & Fire Dept's 800 Radio Systems with Oakland County. Estimated annual cost savings: **\$125,000.**
7. Consolidated our CSI (crime scene investigations) with Oakland County. Estimated annual cost savings: **\$284,000.**
8. Consolidated our Animal Control Services with Oakland County. Estimated annual cost savings: **\$248,000.**
9. Consolidated our police RMS (records management system) with most of Police & Fire Departments in Oakland County & District Courts. Estimated annual cost savings: **\$744,000.**
10. Combined our Detention Facilities with the 51st District Court.
11. Combined Waterford Township IT Departments (police, fire, court, etc) into one Township IT Department.
12. Partnered with the city of Keego Harbor for Marine Services. Estimated annual cost savings: **\$10,000.**
13. Partner with the 51st District Court for Sobriety Programs.
14. Partner with the Waterford School District with the school resource/liaisons. Estimated annual cost savings: **\$100,000.**

15. Partner with Oakland County and Fixed base Operators at the Oakland County International Airport which is located in Waterford Township. Estimated annual cost savings: **\$250,000**.

16. Partner with Haven to facilitate Child & Battered Women protection Programs.

17. Partner with Multi Housing entities to implement Crime Prevention Programs to reduce crime.

18. Partner with our Senior Citizens to implement Safe & Reduction of Crime Programs.

19. Partner with our Businesses and Waterford Schools to reduce Crimes & Retail Frauds.

20. Partner with Religious Affiliations to provide a Chaplin's Program during crisis situations in the community. Estimated annual cost savings: **\$10,000**.

21. Partner with the Community and Drug Enforcement Agency to provide a program to safely dispose of Unwanted/Illegal Drugs. Estimated annual cost savings: **\$5,000**.

22. Partner with the Chamber of Commerce for information & resource material to address Crime Prevention Programs. Estimated annual cost savings: **\$175,000**.

23. Partner with other Township Departments to combine & provide training at a reduce costs.

24. Partner with all Oakland County Police Agencies under a Mutual Aid Agreement for Emergency Incidents.

SECTION C - WATERFORD TOWNSHIP POLICE SERVICES IN DISCUSSION:

1. Waterford Township is currently involved in discussions regarding the consolidation of the Police/Fire Dispatch Center with other agencies.
2. Discussing consolidation of the Records Bureaus with other agencies.
3. Discussing consolidation of the Detention Facilities with other agencies.
4. Discussing consolidation of Special Response Team, Honor Guards, Motor, Traffic Investigations and Criminal Investigations with neighboring agencies.
5. Moving towards partnering with Internet Base Pawn and Second Hand Registration Program with other Agencies.

SECTION D – DPW WATER & SEWER DEPARTMENT SHARED SERVICES:

1. Clinton-Oakland Interceptor Sewer Operation and Maintenance Contract with the Water Resources Commissioner. Signed in 1967 for the County to operate and maintain the interceptor that leads to Detroit for treatment. This contract involves 7 communities including Waterford, Independence, City of Rochester Hills, Orion, West Bloomfield, City of Auburn Hills and Lake Angelus. Instead of each community building their own treatment facilities, they went together and built the interceptor to send the flow to Detroit for treatment.
2. Water system meterpit, 3 total, interconnections with Independence for the primary purpose of mutual aid, but can also be used for general provision of water between each community. The Intergovernmental Agreement was signed and the meterpits constructed in 2004. An offer was also extended to discuss the possibility of Waterford operating and maintaining their water system in 2010.
3. Water system meterpit interconnections with White Lake for the primary purpose of mutual aid, but can also be used for general provision of water between each community. Completion of the first meterpit was completed in 2010 and the casing pipe installed under Williams Lake Road by the Hess Hathaway Water Treatment Plant for a future interconnection. The Intergovernmental Agreement was signed in September of 2009. Talks are also ongoing for Waterford to sell treated water to White Lake, which will eliminate them having to build their own treatment plant facilities.
4. Water system meterpit interconnections with the City of Pontiac for the primary purpose of mutual aid, but can also be used for general provision of water between each community. The Intergovernmental Agreement was signed and the meterpits constructed in 2008.
5. Provision of sewage and water services by Waterford for White lake Oaks County golf course in White Lake. The Sewage Service Contract was signed in 2005 and water was connected in the same year.
6. Provision of sewage services by Waterford for multiple properties in Independence. An Intergovernmental Agreement was signed in 2001.
7. Provision of sewage services by Waterford for properties in Lake Angelus. Records indicate that an Intergovernmental Agreement was executed in 1986.
8. The Township is open to exploring partnerships with neighboring communities for Water and Sewer Services.

SECTION E - LIBRARY SHARED SERVICES:

1. Partnership between the township and our school district to support library services in our community, both through the public library and our K-12 libraries. It has been a method of saving costs for both in sharing resources through interlibrary loan of materials and staffing costs for the school district in that they have not had to hire someone to oversee their libraries.
2. Waterford Township's Library Director also serves as the Waterford School District Director of Libraries for the past 12 years. A shared service that was a first and may still be in the state of Michigan.
3. Shared library automation that includes a shared online catalog. Waterford patrons have borrowing privileges at over 60 libraries in the greater Detroit metropolitan area. Items can be borrowed in person or requested through interlibrary loan from other libraries and picked up at Waterford.
4. Shared library catalogs in the statewide project called MelCat. Waterford patrons can request materials from all types of libraries across the state, even university libraries, through our online catalog. This is a reciprocal service that benefits all participating libraries by opening up our collections to patrons across that state. Patrons at participating libraries can request the same from Waterford.
5. Shared electronic information databases through the Michigan Electronic Library (MeL). Waterford patrons have electronic access to information databases online both at the Library and remotely from home, school or office. These databases are made available through a grant to the Library of Michigan and are available to libraries statewide.
6. Shared telecommunications network through our library cooperative, The Library Network (TLN) that as part of their wide area network enabling us to offer free access to the Internet for our patrons and to make AT&T U-Verse possible for township residents who don't subscribe to Comcast cable to view locally produced programming such as township board meetings.

SECTION F – CLERKS OFFICE SHARED SERVICES WITH OAKLAND COUNTY:

1. Loan a tabulator to OC Clerk's Office for the use during the Pontiac School Election (they handle Waterford's one PCT).
2. OC Clerk's Office provides Waterford Township programming for tabulator cards.
3. OC provided a person to assist with Pontiac School Election.

SECTION G - TOWNSHIP WIDE COOPERATIVE ACTIVITIES WITH SURROUNDING COMMUNITIES AND OTHER ENTITIES:

1. The Ash Tree Removal Program.
2. West Nile Virus Control Program.
3. Aerial spraying for elimination of Gypsy Moths.
4. Participation in the Household Hazardous Waste Disposal Program.
5. Investigation of Solid Waste Disposal methods.
6. Waterford Township acquired the Drayton Plains Nature Center in 2002 to preserve the 138 acre Nature Center and prohibit the land from the possibility of future development. A partnership with the Waterford Schools and the former private administration was then formed to operate the Nature Center. The new board of the Nature Center is composed of three members from the three partners. One time State Grant to purchase land: **\$751,000**. One time donation for upkeep of Nature Center: **\$751,000**.
7. Waterford Township agreed to share our auditorium with the Waterford Schools Board of Education to enable them to conduct their School District Board meetings so the school district didn't have to construct a new meeting location as their building was sold that housed their meetings.
8. Waterford Township has worked very hard with the Waterford School District as well as the Waterford Area Chamber of Commerce to form a partnership which has paid dividends for the last 10 years. Aside from all three entities, the Township embraced the Highland Lakes Campus of the Oakland Community College located in Waterford Township to be part of the partnership as well.
9. The Township is open to providing services to neighboring communities in the areas of Building, Electrical, Mechanical and Plumbing Inspections, as required under the Michigan Building Code; Engineering Plan Reviews for residential and commercial site development projects; Information Technology services such as GIS and computer billing programs.

SECTION H – TOWNSHIP CHANGES TO REDUCE EXPENSES:

1. The Charter Waterford Township froze the salaries of the three full time elected officials, Supervisor, Clerk and Treasurer in 2007, there will be no wage increases for these positions in the foreseeable future. Four Trustees have not had wage increases since 2003 in fact health care benefits were removed from the trustees as well in 2003.

2. Management staff's wages were frozen in 2008 as well, with the economic conditions as such as well as lack of revenues there will be no wage increases in the near future for management.
3. Waterford Township instituted a menu style Health Care Plan that requires employees to contribute for additional coverage beyond a base plan/amount.
4. In 2003 Waterford Township employed 385 full time employees. With the loss of state shared revenues as well as interest on accounts dropping dramatically we began in 2004 to cut staff through attrition. Up to and including 2010 we lost 47 full time employees. In 2011, the Township was not so fortunate to reduce staff through attrition but lost another 59 full time employees due to layoffs and early retirement programs. This was due to a 4 million plus deficit in property taxes for 2011. The total number of full time employees no longer employed is 106 since 2003.