

CITY OF ALPENA

CURRENT COOPERATIVE EFFORTS

1. **Alpena County Intergovernmental Council:** A council comprised of all elected officials of the City, County and Townships that meets three times a year. Working from a prepared agenda, facilitators lead the participants in a constructive discussion of agenda topics. The primary purpose of the committee is to promote intergovernmental dialogue and cooperation.

There are currently six sub-committees: Roads, Air Water Quality, Communications, Recycling, Public Safety and Recreation. The sub-committees report their issues and the status or progress made. There is a guest speaker invited to each meeting to present and discuss topics such as the landfill, radio bandwidth changes and the veteran's administration.

 - A. **Partners:** City of Alpena, Alpena County, Alpena Township, Sanborn Township, Ossineke Township, Green Township, Wellington Township, Long Rapids Township, Maple Ridge Township and Wilson Township.
 - B. **Benefits:** Increased cooperative efforts, understanding and recognition among partners.
 - C. **Cost Savings:** No quantifiable cost savings.
 - D. **Years Existing:** 13

2. **County Wide Recycling Program:** A program to provide recycling, transfer station, County wide clean-up day and hazardous material disposal. The program is funded by a \$10.00/year assessment on each participating household.
 - A. **Partners:** All governmental units in Alpena County, Northeast Michigan Council of Governments (NEMCOG) and some governmental units in Montmorency County.
 - B. **Benefits:** A stable and reliable program that provides necessary waste disposal needs for City and County residents.
 - C. **Cost Savings:** \$400,000-\$500,000 annually if the same services were provided exclusively by the City.
 - D. **Years Existing:** 1

3. **Tax Collection:** The City collects State, County and community college taxes without assessing costs to those entities. The City collects a per parcel fee from the public schools

and educational service district for collecting their taxes and collects special millage taxes such as Dial-A-Ride Transportation and Downtown Development Authority.

- A. Partners:** State of Michigan, Alpena County, Alpena Community College, Alpena Public Schools, and Alpena-Montmorency-Alcona Educational Service District.
- B. Benefits:** Provides a convenient method for residents to pay their taxes without going to other locations. Saves the taxing entities a significant amount as they do not have to develop their own internal tax collection function.
- C. Cost Savings:** None for the City.
- D. Years Existing:** 5

4. **Water/Waste Water Service Sharing:** For approximately 35 years the City has provided, through an agreement, potable water and wastewater treatment services to Alpena Township. Alpena Township has allowed an extension of their system to accommodate two additional townships and a military installation.

- A. Partners:** Alpena Township, Maple Ridge Township, Wilson Township and the Combat Readiness Training Center
- B. Benefits:** Provides a stable revenue source for the City, makes efficient use of City's water/wastewater capabilities, allows City to cost share with Alpena Township on infrastructure improvements and saves Alpena Township the cost of building and operating their own water and wastewater facilities.
- C. Cost Savings:** Significant, but extremely difficult to quantify, cost savings to the City.
- D. Years Existing:** Approximately 35.

5. **Fiber Optic Consortium:** Public partnership to use the fiber optic capabilities of the individual members for the benefit of the partners and the Alpena community.

- A. Partners:** City of Alpena, Alpena County, Alpena Public Schools, Alpena Community College and Alpena Regional Medical Center are founding members. Since the inception of the consortium thirteen members representing Federal and State entities and non-profit organizations have joined.
- B. Benefits:** By combining individual resources it provides the community with a broader fiber optic coverage and capability, provides redundancy capabilities for members and significantly reduces any one member's cost to procure expanded fiber optic capabilities.
- C. Cost Savings:** No direct savings to the City. Consortium provides important links for partners which allow them to reduce ISP fees.
- D. Years Existing:** 5

6. **DPW and Road Commission Cooperative Purchasing:** The Department of Public Works and Alpena County Road Commission engage in cooperative purchasing ventures as appropriate. Examples are asphalt, snow plow cutting edges, sign posts, sign making materials and other similar needs.
 - A. **Partners:** City of Alpena and Alpena County Road Commission.
 - B. **Benefits:** Reduced price for individual items due to volume purchasing and in some cases, free shipping due to volume.
 - C. **Cost Savings:** Unknown, has not been tracked.
 - D. **Years Existing:** 10 years.

7. **Community Economic Development:** The City provides financial support, through a service agreement, to support the efforts of Target Alpena, a non-profit economic development organization.
 - A. **Partners:** City of Alpena, Alpena County, Alpena Township and other townships, Alpena Public Schools, Alpena Community College, Alpena Regional Medical Center, representatives from large and small manufacturers, service and retail sector, financial institutions, real estate, labor unions and major non-profit organizations.
 - B. **Benefits:** A coordinated, area wide, economic development partnership effort supported by various public and private community organizations.
 - C. **Cost Savings:** Approximately \$100,000 in annual saving if the City provided their own, separate, economic development operation similar in scope to Target Alpena.
 - D. **Years Existing:** 23

8. **Alpena County Central Dispatch/E-911 Center:** A county wide millage support organization that provides dispatch functions for all emergency service agencies in Alpena County. Previous to the formation Representatives of City public safety services serve on organizational and operational committees charged with oversight of the operations.
 - A. **Partners:** All police, fire and emergency medical service agencies in Alpena County.
 - B. **Benefits:** Provides for coordinated communications with all public safety providers in mutual aid situations, declared emergencies or in normal, day to day operations.
 - C. **Cost Savings:** \$4,250,000 cumulative savings based on annual savings of \$250,000
 - D. **Years Existing:** 17

9. **School Liaison Officer:** Police officer position assigned to the Alpena High School and funded jointly by the City of Alpena and Alpena Public Schools.

- A. Partners:** City of Alpena and Alpena Public Schools.
- B. Benefits:** Officer assigned to the High School handles complaints in a timely fashion, provides an additional measure of security for the school, builds relationships with students and faculty and allows road patrol officers normally responsible for high school complaints the opportunity to focus on other community law enforcement needs.
- C. Cost Savings:** \$455,000 cumulative savings based on \$35,000 annual savings.
- D. Years Existing:** 13

10. Contracted Information Technology (IT) Services: The City contracts with Alpena County for IT services.

- A. Partners:** City of Alpena and Alpena County.
- B. Benefits:** The partnership has improved the delivery of IT services for the City, has led to shared hardware and software purchases with Alpena County that resulted in savings, provides an new revenue stream for Alpena County and an annual savings on the City's IT service cost.
- C. Cost Savings:** The cumulative savings is approximately \$229,000; \$100,000 in wages/benefits and \$129,000 in shared purchases, decreased reliance on outside support and system integration.
- D. Years Existing:** 2.5

11. APlex Facility: A partnership between the City and the Park Family Foundation to provide a state of the art community center facility. The City has committed \$20,000 per year for 20 years to support the annual operation of the facility. In addition, the City donated furnishings and equipment from its decommissioned civic center for use by the Park Foundation in the APlex facility.

- A. Partners:** City of Alpena and the Park Family Foundation.
- B. Benefits:** The partnership allowed the City to shut down its aging and inefficient civic center and provide the community with a new, state of the art facility. City residents receive a 10% reduction on rental costs at APlex, the City can use the facilities cost free for meetings or events up to 6 times a year and the City is allowed input in the operations of APlex.
- C. Cost Savings:** The City determined it would cost between \$2-3.5 million to renovate its Civic Center, a cost it could not afford. Beyond the renovation the City budgeted \$2,500 annually for maintenance. Additionally it would be responsible for any capital expenditures for the building or site.
- D. Years Existing:** 2 year.

12. Northern Michigan Law Enforcement Training Consortium: A partnership of Northern Lower Michigan and Eastern Upper Peninsula law enforcement agencies and Kirtland Community College collaborating to provide low cost, effective, law enforcement training.

- A. Partners:** 48 law enforcement agencies in Northern Lower Michigan and Eastern Upper Peninsula representing 430 police personnel and Kirtland Community College
- B. Benefits:** The partnership offers five training sites in the service area that provides cost effective and convenient training delivery to a widely distributed clientele.
- C. Cost Savings:** Difficult to quantify, however for an annual fee of approximately \$2,500 our police officers may attend any training session offered by the consortium. Historically our police department's tuition cost for attending consortium training was less than \$10 per contact hour, unmatched by any other training opportunity.
- D. Years Existing:** 20 years.

13. Thunder Bay Area Fire Fighters Association: Fifteen fire departments located in Alpena County, Alcona County, Presque Isle County and Montmorency County organized to provide training, education and mutual aid to member departments.

- A. Partners:** Alpena Fire Department, Alpena Township Fire Department, Wilson Township Fire Department, Maple Ridge Township Fire Department, Green Township Fire Department, Sanborn Township Fire Department, East Grand Lake Fire Department, Presque Isle Fire Department, Hillman Fire Department, Posen Fire Department, Hubbard Lake Fire Department, Long Rapids Fire Department, Rogers City Fire Department, Alcona Township Fire Department, CRTC Fire Department and Department of Natural Resources.
- B. Benefits:** Additional manpower and equipment through the Association's mutual aid agreement that provides for necessary resources in the event any one member department's capability is exceeded.
- C. Cost Savings:** Unable to quantify. No department can staff or equip to meet every conceivable contingency in their service delivery area. Through this association the City has additional qualified and equipped agencies to use in extenuating circumstances.
- D. Years Existing:** More than 25.

14. Local Non-emergency Ambulance Transfer Program: The Alpena Fire Department and Alpena Township Fire Department combine resources to meet the majority of the community's local ambulance transfer needs.

- A. Partners:** City of Alpena and Alpena Township.

- B. Benefits:** The Alpena Fire Department is the primary provider of local, non-emergency, ambulance transports. In those instances when the Alpena Fire Department is unavailable, Alpena Township Fire Department provides the service. This is a coordinated, cooperative effort between the departments to meet the needs of the community.
- C. Cost Savings:** None. Alpena Township Fire Department realizes additional revenue when they provide this service.
- D. Years Existing:** 1

15. City of Alpena and Alpena Township Fire Study: The City and Township collaborated on a study of their respective fire department operations in an attempt to determine if there were any areas where further collaboration, cooperation or consolidation could occur.

- A. Partners:** City of Alpena and Alpena Township.
- B. Benefits:** The study identified possible areas of collaboration, cooperation and consolidation. Given the sensitive nature of the findings, progress has been slow. The study did result in a better appreciation of each entities operations and capabilities and laid the foundation for future discussion and action.
- C. Cost Savings:** None at this time.
- D. Years Existing:** Study was conducted in 2007.

16. Shared Records Management System (RMS): The Alpena Police Department and the Alpena County Sheriff's Department jointly researched an appropriate software vendor and then partnered to obtain a federal grant for the implementation of a shared records management system.

- A. Partners:** Alpena Police Department and Alpena County Sheriff's Department are operational and financial partners, Alpena County Central Dispatch is an operational partners.
- B. Benefits:** The RMS will allow the respective departments to exchange critical information in an effective and efficient manner; including, but not limited to, the ability to view/exchange incident reports, jail records and photographs. Additionally, the program permits crime-mapping, enhanced case management and the ability to interface with the Computer Aided Dispatch (CAD) system used by Alpena County Central Dispatch.
- C. Cost Savings:** \$65,000 in software cost.
- D. Years Existing:** Software purchased in December 2011, system operational in January or February 2012.

17. Huron Undercover Narcotics Team (HUNT): Multi-jurisdictional narcotics task force serving the Counties of Alcona, Alpena, Montmorency and Presque Isle in Northeast Michigan. The team is comprised of officers from the Michigan State Police and local law enforcement agencies in the service area. HUNT is dedicated to reducing the trafficking and availability of narcotics in our community as well as the associated violent crime that accompanies it.

A. Partners: City of Alpena, Alpena County, Alcona County, Montmorency County, Presque Isle County, Rogers City, City of Onaway and Michigan State Police.

B. Benefits: Hundreds of criminals have been arrested and approximately six million dollars worth of drugs have been seized.

C. Cost Savings: Difficult to measure due to the unique role of HUNT. Suffice to say, the City could not afford, on its own, to provide the same level of service offered by HUNT.

D. Years Existing: 21 years.

CITY OF ALPENA
POSSIBLE FUTURE COOPERATIVE EFFORTS

1. **Trailhead for the Alpena to Cheboygan Trail:** A proposed partnership with various entities to provide restroom facilities and a small pavilion to serve the needs of individuals using the Alpena to Cheboygan trail and users of nearby recreational facilities.
 - A. **Partners:** City of Alpena, Alpena County, Alpena Township, Alpena Soccer Association, Michigan Department of Natural Resources and Top of Michigan Trails Association.
 - B. **Benefits:** Provide a year round facility including restroom, small pavilion and perhaps a concession area to serve the needs of the individuals using the trail, soccer fields and other recreational facilities.
 - C. **Cost Savings:** If any, to be determined.
 - D. **Cost:** Unknown.

2. **Regional Solution to Long Distance Ambulance Transports:** An effort to collaborate with regional partners to provide a comprehensive and reliable solution to Alpena Regional Medical Center's (ARMC) need for ambulance transport of critically ill or injured patients from ARMC to a definitive care facility.
 - A. **Partners:** Alpena Fire Department, Allied Ambulance, North Flight EMS, Hillman Ambulance, Alcona Ambulance and ARMC.
 - B. **Benefits:** Assist in ARMC's expressed need for a reliable solution to their long distance transport issues relative to critically ill or injured patients.
 - C. **Cost Savings:** None. Partner ambulance agencies have the potential to realize a new revenue stream.
 - D. **Cost:** Unknown.

3. **Fiber Optic System Expansion:** An expansion of the City/County fiber optic system beginning at the Courthouse and ending at the Alpena Regional Airport. The expansion would address connectivity needs of City and County facilities along the proposed route. The expansion would allow other public sector entities to connect to the City/County fiber optic system.
 - A. **Partners:** City of Alpena, Alpena County and other public sector entities along the expansion area that choose to participate.

- B. Benefits:** Improved efficiency at City and County facilities and a new revenue stream realized from other public sector entities through payment of monthly/annual connection fees.
- C. Cost Savings:** Minimal.
- D. Cost:** \$40,000.

4. **Satellite Fire/Ambulance Station:** A concept to re-use a portion of a Michigan Department of Natural Resources facility on M-32 to serve as a satellite fire and ambulance station for multiple area units of government.

- A. Partners:** Proposed partners are the City of Alpena, Alpena Township, Maple Ridge Township, Wilson Township and Michigan Department of Natural Resources.
- B. Benefits:** Improved levels of service and reduced response times on fire and ambulance calls.
- C. Cost Savings:** Unknown.
- D. Cost:** Unknown.

5. **Up North Trails Collaborative:** Broad collation of local, regional and state agency governmental units and trail users whose purpose is to collectively market all of Northern Michigan's recreational assets with an Up North identity.

- A. Partners:** MDOT, MDNR, Travel Michigan, MML, Northeast and Northwest Councils of Government, various trails organizations, various Northern Michigan Chambers of Commerce, local units of government to include the City of Alpena.
- B. Benefits:** Large collaborative better able to garner the necessary resources to effectively market Northern Michigan trails and recreational opportunities than individual entities and governmental units.
- C. Cost Savings:** Specific number not available but estimated to be in the tens of thousands of dollars.
- D. Cost:** \$500.