



# Consolidation and Collaboration Report

City of Novi

December 2011

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## Executive Summary

The City of Novi's elected officials and appointed administration have been long-time proponents of collaborating with neighboring government entities. These entities range from adjoining communities, school districts, and government cooperatives. Creating and fostering partnerships has been a goal for Novi as it is a logical avenue to realize efficiencies. The City of Novi rests on the southwestern portion of Oakland County. Three school districts operate buildings in the City and it is surrounded by municipalities of varying sizes. Operating in separate silos cannot continue in its current form. Government entities have to continue to identify efficiencies over and above the activities in the past. Realizing the opportunities that exist to collaborate Novi officials have been reaching out to neighbors advocating, proposing and agreeing to new opportunities to unite and share services. Many of the partnerships identified in this document were forged prior to 2007 when the City commissioned a study by Plante & Moran consulting services, which acknowledged over 100 shared services and partnerships. Since the completion of the Plante & Moran report the City has entered into several more partnerships.

Entering into consolidation agreement requires two or more government entities to realize cost savings stemming from the new relationship. All high performing organizations, either public or private, continually strive to preserve and maximize resources. Reality is that personnel services for City staff are the largest percentage of local government expenditures. By contracting/sharing employees, in appropriate areas, government organizations realize savings that can then be utilized in other ways to assist the particular entity reach their goals. The City of Novi seeks partnerships that are mutually beneficial to both participating organizations.

As required by the State of Michigan, the following document will specify proposed new consolidation/collaborative opportunities with neighboring jurisdictions. In addition, established partnerships that Novi has long entered into will also be documented.

## Proposed Consolidation/Collaborative Initiatives

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### Sharing Geographic Information System Services to local school districts

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The City of Novi has developed a successful and efficient Geographic Information System (GIS) office that assists elected officials, employees, residents and stakeholders identify operational efficiencies when depicting proposed projects, developments, and issues depicted in pictorial form. Novi has worked hard to organize and operate a GIS office that utilizes and produces some of the timeliest materials. City of Novi GIS office employees have been previously published by industry periodicals and have presented at national conferences regarding future trends in the profession. The services offered by the GIS office offer, amongst other things, an online portal to allow all stakeholders the opportunity to utilize its services. The City has proposed offering its mapping services to all three school districts. The districts would realize savings when printing school boundaries, bus routes, etc. by dealing directly with another government entity that would only invoice for the cost of production and not include any “up charges” as a private firm would in order to meet profit margins. It is estimated the respective school districts would realize **33%** in hourly savings for map creation.

### Including neighboring school districts on Request for Proposals

The City of Novi and the Novi, Walled Lake and Northville school districts have been meeting extensively regarding collaborating and sharing services. One of the easiest processes identified is adding the schools and the City to the Request for Proposals (RFPs) that each entity advertises. By doing so the government entities would be able to take advantage of the lowest quoted price for services by a commonly used contractor. Not all RFPs will list the neighboring municipalities as some contracts are specific to a school district or community that would prevent a municipality or school district (vice-versa) from realizing a cost savings as several operations performed are not shared. The savings may prove significant, estimated at **\$ 6,000 annually**, as “time” associated in developing the RFPs will be saved as one entity could use the low price identified by an already advertised request.

### Sharing Trade Labor with school districts within Novi

Through the numerous conversations with the local school districts the City of Novi identified a solution to emergency repairs by trade professionals. The City has standing contracts with certain trade professionals (plumbing, electrical, heating and cooling, etc.) in the area but the City is dependent on the availability of the particular company. Discussions with the Novi

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Schools identified the district employs personnel that handle the districts trade needs. Our two entities have been in discussions to create a letter of understanding or enter into a contract that would allow to “contract” with Novi Schools if an emergency arises and the City’s contractor is unable to assist. Looking toward the future the City may contract specifically with the School District for these services. Both entities would realize savings if a mutually agreed upon contract can be decided when the City’s agreement with their private contracts expire. No formal agreements have been inked, projecting 2012 as when the arrangement would be finalized.

## Previous Internal Consolidations

The City of Novi will continue to evaluate opportunities to consolidate internal operations and identify cost saving measures. The City has a rather prolific precedent of amalgamating departments and positions. In the last few years the City has combined the administrations of the Fire and Police departments. In doing so many efficiencies have been realized in both departments by identifying best practices in the respected operations. A similar consolidation took place when the City’s Chief Information Officer and Director of Facilities were merged into one position. The Civic Center’s building and technology infrastructures are interwoven and it was determined having one individual overseeing both operations would be more efficient than multiple. As more opportunities present them self the City will evaluate if consolidation can occur to realize operation efficiencies.

## Previous Consolidation/Cooperation Efforts

The following catalog of previous and ongoing consolidation/cooperation efforts showcases the City’s rich history of achieving productivities. As directed by the State’s template the information below lists the particular entity collaborating, and the respective financial savings. All of the aforementioned and following information will be accessible to the public at the City’s website [cityofnovi.org](http://cityofnovi.org).

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Department	Partner	Service Description	Formal Agreement	Provider	Received	Joint	Cost	Savings	Duration of Cost or Savings and description of each
Assessing	Oakland County	Personal property auditing	X		X		-\$38,000		Annually
Assessing	Oakland County - Equalization	Land File Management				X	\$0		
Assessing	Oakland County and other cities in Oakland County	Access Oakland – Free online access to public records				X	\$0		
City Clerk	Oakland County & School Districts	Conduct school district elections	X	X			\$0		
City Clerk	Neighboring Cities	Provide election training sessions		X			\$0		
Community Development	Oakland County Building Officials Association	Low-cost Training/Interlocal agreement for Damage Assessment			X				\$25 *1 person =\$25/yr.
Community Development	Southeast Michigan Building Officials & Inspectors Association (SEMBOIA)	Low-cost Training			X				\$220 * 4 people =\$880/yr.
Community Development	Huron Valley Code Officials (HuVACO)	Low-cost Training			X				\$75* 8 people =\$600/yr.
Community Development	South Lyon Building Department	Building inspections and permitting reviews		X				\$20,483	Annually
Community Development	Oakland County	Worked with the County on a Countywide Greenways Plan				X	\$0		
Engineering	Alliance of Rouge Communities (ARC)	Consortium – Middle One Rouge watershed Management				X	-\$15,000		Annually
Engineering	Oakland County	Walled Lake, Commerce Sanitary Districts				X			Annually - Based on REU's/District
Facility Maintenance	City of Northville	Joining a distributed Request for Proposals for custodial services			x		\$0		
Finance	ICMA-Retirement Corporation	Retiree Health Savings Plan	X		X		\$0		
Finance	ICMA-Retirement Corporation	Administration for the 457 Deferred Compensation Plan	X		X		\$0		
Finance	Municipal Employees Retirement System of Michigan (MERS) DB and DC Plan	Defined Benefit and Defined Contribution Plans	X		X		\$0		
Finance	Michigan Municipal League (MML)	Manage City's Workers Compensation Claims			X				reduced rates for admin, legal fees
Finance	Northville, Novi, South Lyon, and Walled Lake	Collection of property taxes for schools	X	X			\$0		
Finance	Oakland County	Animal control /licensing - services mandated but not the fees	No contract, part of MI Common Law (MCL)		X				keep \$1 per license, rest to Oakland County

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Finance	Oakland County	Delinquent Personal Property Tax	x		X		\$0		
Finance	Oakland County	Real Property Tax Reimbursement	x		X		\$0		
Finance	Oakland County, School Craft College, Oakland County Community College	Collection of property tax	x	X			\$0		
Finance	Southeast Michigan Council of Governments (SEMCOG) /Greater Detroit Area Health Council (GDAH)	Dental coverage - reduced rate on admin fees			X				Initial cost \$100, Reduced %on admin fees and admin fees on follow-up visits are waived
Finance	State of Michigan	Michigan Delivering Extended Agreements Locally (MiDeal) - Joint purchasing			X		\$0		
Finance	Several other Southeast Michigan Communities	Michigan Inter-governmental Trade Network (MITN) - Joint Purchasing (BidNet)	X			X	\$0		
Finance	Macomb County / Oakland County	Joint Purchasing				X	\$0		
Info Tech	State of Michigan	Regional Educational Media Center (REMC) – Joint purchasing educational technology	X		X				Unidentified savings
Info Tech	State of Michigan	Michigan Master Computing Contract (MMCC), through Michigan Delivering Extended Agreements Locally (Mi DEAL)	X		X				Unidentified savings
Info Tech	Oakland County & School Districts	Provide computers for use during elections		X			\$0		
Info Tech	City of Farmington Hills	Provide backup for Geographic Information System (GIS)	X			X	\$0		
Library	Novi Township	Shared Library Services	X	X				\$6,822	In tax dollars from township
Library	State of Michigan	Michigan eLibrary Catalog (MeLCat)	X			X	\$0		
Library	The Library Network (TLN) - Regional Library Co-op	Delivery services, inter-library loans (books, materials)	X			X		\$4,750	Annually
Library	TLN	shared automation system (library catalog)	X			X		\$56,900	Annually
Neighborhood and Business Relations	Southwestern Oakland Cable Commission (SWOCC)	Joint Administration of cable television franchise	X			X	\$0		
Neighborhood and Business Relations	89.7 FM WOVI – Emergency Communications	Access to emergency communications over the radio			X		\$0		
Neighborhood and Business Relations	Oakland County Planning and Economic Development	Free training, use of Business Assistance Team			X		\$0		

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Neighborhood and Business Relations	Engage Magazine – Schools, Library	Designing, printing and sending comprehensive community program brochure				X	\$0		
Parks, Recreation and Cultural Services	Suburban Mobility Authority for Regional Transportation (S.M.A.R.T.) Municipal Credit Funds Resolution	Subsidized Novi Senior Van Transit Program	X	X				\$44,713	Annually - Use to offset costs
Parks, Recreation and Cultural Services	Oakland Livingston Human Service Agency (OLHSA)	Shared Service Position – Senior Center Manager	X			X	-\$15,288		Annually - recently ending cost sharing arrangement
Parks, Recreation and Cultural Services	OLHSA	Provide minor home repair services to residents	X		X				100% Funded with CDBG grant dollars
Parks, Recreation and Cultural Services	Novi Schools, City of Novi, Oakland County	Novi Youth Assistance Program	X			X	\$0		
Parks, Recreation and Cultural Services	Oakland County Community Development Block Grant (CDBG)	Annual Grants are provided to address a wide range of unique community development needs	X		X				Disbursement of \$85,000
Parks, Recreation and Cultural Services	Western Oakland Meals on Wheels Program	Provide meals (including lunch program) to elderly participants and nutrition education	X		X		\$0		
Parks, Recreation and Cultural Services	Oakland County	Parks and Recreation – discounts on programs, provide space for residents in County Programs	X		X				Depends on each Activity
Parks, Recreation and Cultural Services	Novi Schools	Use of facilities for sports programs				X	\$0		
Parks, Recreation and Cultural Services	Neighboring Cities	Provide services for Seniors in other communities at no cost		X			\$0		
Parks, Recreation and Cultural Services	Michigan Mountain Bike Association	Volunteers maintains mountain bike trails located at Lake Shore Park (savings are estimated by realized employee time saved)			X			\$4,000	Estimated Annual Savings
Public Safety - Fire	Western Oakland Mutual Aid Association (WOMAA)	Fire Department Mutual Aid Agreement	X			X	\$0		

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Public Safety - Fire	Western Wayne County Fire Department Mutual Aid Association	Fire Department Mutual Aid, Michigan Urban Search and Rescue (MUSAR) team, and hazmat team	X			X	-\$1,250		Annually
Public Safety - Fire	Michigan State Police Bomb Squad	Training and availability of bomb			X		\$0		
Public Safety - Fire	Selfridge Air Base	Training and availability of ordinance disposal			X		\$0		
Public Safety - Fire	Oakland County	Incidence Reports	X		X		\$0		
Public Safety - Fire	Oakland County	Hazmat Initiative	X		X		\$0		
Public Safety - Fire	Oakland County	Oakland County Sheriff Department Helicopter, Bomb Squad, Fire Investigation, Dive Team		X			\$0		
Public Safety - Fire	Oakland County Road Commission	Opticom - Provides control over major traffic signals in event of emergency				X			Cost of hardware (~5,000 per intersection) about 1-2 per year
Public Safety - Fire	City of Farmington Hills Fire Department	Rookie Firefighter/EMS Training and Full-Time Training				X	\$0		
Public Safety - Fire	Novi Township	Fire/Emergency Services	X	X					Based on taxable value
Public Safety - Fire	Highland Fire Department	Rookie Firefighter Training				X			Depends on Instructor
Public Safety - Police	Cities of Milford, South Lyon, Walled Lake, and Wolverine Lake	Wolfpack Traffic Enforcement – Concentrated traffic enforcement in high risk areas				X	\$0		
Public Safety - Police	Cities of Milford, South Lyon, Walled Lake, White Lake Twp, Wixom, and Wolverine Lake	West Oakland Major Crime Team (WOMCT) – Shared training expenses for law enforcement and crime detection	X			X	\$0		
Public Safety - Police	City of Northville	Active shooter training classes				X	\$0		
Public Safety - Police	Cities of South Lyon, Walled Lake, Wixom, and Wolverine Lake	Citizens Police Academy		X			-\$6,500		Annually
Public Safety - Police	Cities of Walled Lake, Wixom, Wolverine Lake	Chaplain Corps – Shared Chaplains on call for all communities				X	\$0		
Public Safety - Police	City of South Lyon (Police and Fire)	Dispatch Services		X				\$105,315	Annually
Public Safety - Police	City of South Lyon	Police Department Lockup Services		X			\$0		

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Public Safety - Police	City of Southfield	Lien point of presence – direct connection to the State Police	X		X		-\$5,800		Annually
Public Safety - Police	Drug Enforcement Administration (DEA)	Officer on loan to DEA for regional efforts		X					Annual savings is percent of forfeiture proceeds
Public Safety - Police	National Center for Missing and Exploited Children	Locator – provide PD with a computer with access to National DB of children			X		\$0		
Public Safety - Police	Novi Community High School	School Resource Officer – Serves as liaison between police department and Novi Community Schools (school reimburses city for having officer in the high school)	X	X				\$70,000	Annually
Public Safety - Police	DARE Officer	Education about drugs - city paid 100%, 2 dare officers, available for elementary school and middle schools		X			\$0		
Public Safety - Police	Haven (non-profit)	Haven provides training, 4-5 days a year, to officers on domestic issues			X		\$0		
Public Safety - Police	Oakland County, and Cities of Farmington Hills, and West Bloomfield	South Oakland Narcotics Intelligence Consortium	X			X	\$0		
Public Safety - Police	Oakland County	Video Arraignment – Arraign defendants over video instead of in person		X			\$0		
Public Safety - Police	Oakland County	CLEMIS – mug shot, arrest module, livescan	X		X		-\$27,370		Annually
Public Safety - Police	Oakland County	800 MHz Radio System – ensures county wide interoperability of	X			X	\$0		
Public Safety - Police	Oakland County	Access to Police Academy			X		\$0		
Public Safety - Police	Oakland County	Law Enforcement Mutual Aid Agreement	X			X	\$0		
Public Safety - Police	State of Michigan	Michigan Criminal Justice Information Network (MiCJIN)· LEIN Maintenance· Automated Pistol Registration System (APRS)	X		X		-\$5,268		Annually
Public Safety - Police	State of Michigan	Lodging for State Police prisoners	X				\$0		
Public Safety - Police	State of Michigan	Michigan Department of Transportation (DOT) – Access to traffic cameras		X			\$0		

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Public Safety - Police	City of West Bloomfield Fire Department	Redundant dispatch	X			X	\$0		
Public Safety - Police	Oakland County	CLEMIS - CAD, internal portal, operating structure, dispatch, records			X		-\$42,000		Annually
Public Safety - Police	State Police in Police station	Created space to accommodate Michigan State Police's plans for regional policing		X			\$0		
Public Safety - Police	City South Lyon Dispatch	Provide Dispatch services for City of South Lyon's Police and Fire Departments.		X				\$105,315	Annually
Public Safety - Police	Federal Government - Border Control and Customs	Rental of City's gun range. Range is utilized by Federal agents for training purposes.		X				\$218,313	Estimated Annual Savings
Public Safety - Police	West Bloomfield, Township	Combined Special Response Team with the West Bloomfield Township Police Department				x	\$0		
Public Service	Resource Recovery and Recycling Authority of Southwest Oakland County (RRRASOC)	Recycling Initiative	X			X	-\$40,000		
Public Service	City of Detroit DWSD	Water services	X		X		~\$6 million		Annually
Public Service	Southern Oakland County Utilities (SOCWA)	Joint Utility Purchasing	X			X	\$0		
Public Service	Oakland County	Mosquito Smarts Reimbursement Program	X	X				\$18,282	Reimbursed Annually
Public Service	Oakland County	Operating Agreement for Sewer with Oakland County Drain Commission	X	X			~\$5.2 million		Annually
Public Service	Oakland County	Drain Maintenance Program for shared county drains	X			X	\$48,000 – 130,000		Annually
Public Service	Oakland County	Regional Public Works Communication and Mutual Aid Plan	X			X	\$0		
Public Service	Oakland County, Road Commission of Oakland County	Tri-Party funding – 2/3 funding agreement for work on County Roads	X			X	-\$50,000		Annually
Public Service	Oakland County, Road Commission of Oakland County	Sydney Coordinated Adaptive Traffic System (SCATS) - Detection cameras to change lights based on flow of traffic			X				cost of new signal is paid for through tri party funding process
Public Service	Oakland County, Road Commission of Oakland County	Provide winter maintenance to Oakland County Roads	X	X				\$98,530	Annually
Public Service	Commerce Township, Walled Lake, Wixom	Inter-governmental water and sewer agreements to provide services	X			X	~\$150,000 - 500,000		Annually
Public Service	District Court 52-1	Weekend Alternative Misdemeanor Program		X			\$0		

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Public Service	Cities of Wixom, Walled Lake, Farmington Hills	Equipment Sharing				X	\$0		
Public Service	City of Northville	Joining contract for Landscape Maintenance				X	\$0		
Public Service	The Library Network	TLN will purchase fuel from the City and utilize the City's gas pump to fuel their vehicles		X			\$0		
Public Service	Novi Schools	Divide sidewalk clearing responsibilities not by ownership but by efficiency				X	\$0		
Public Service	City of Farmington Hills	Neighborhood Sidewalk inspections			X		-\$7,200.00		2010 Only

**TOTAL ESTIMATE ANNUAL COST AND SAVINGS IN EXTERNAL**

**\$ (253,676) \$ 753,423**

~ Represent purchase and sale of water and sewer treatment from various municipal partners.