

Economic Vitality Incentive Program Certification of Consolidation of Services

Issued under authority of Public Act 63 of 2011. Filing is mandatory to qualify for payments.

Each city/village/township applying for Consolidation of Services payments must:

1. Certify to the Michigan Department of Treasury (Treasury) that the local unit listed below has produced and made readily available to the public, a plan to increase its existing level of cooperation, collaboration, and consolidation of services (either within the jurisdiction or with other jurisdictions). The plan shall include a listing of any previous services consolidated with the cost savings realized from each consolidation and an estimate of potential savings for any new service consolidations being planned.
2. Submit to Treasury a copy of the plan to increase cooperation, collaboration, and consolidation of services.

This certification, along with a cooperation, collaboration, and consolidation plan, **must be received by January 1, 2012** (or the first day of a payment month) in order to qualify for that month's payment. Post mark dates will not be considered. For questions, call (517) 373-2697.

PART 1: LOCAL UNIT INFORMATION

Local Unit Name City of Flint	
Local Unit Code 252040	Local Unit County Genesee
Contact Name Jerry Ambrose	Contact Telephone Number (810) 766-7266

PART 2: CERTIFICATION

<i>In accordance with Public Act 63 of 2011, the undersigned hereby certifies to Treasury that by January 1, 2012, the above mentioned local unit has produced and made readily available to the public a plan to increase cooperation, collaboration, and consolidation of services. The plan for cooperation, collaboration, and consolidation of services is attached to this signed certification.</i>	
Chief Administrative Officer Signature (as defined in MCL 141.422b) <i>Michael K. Brown</i>	
Title Emergency Financial Manager	Date December 30, 2011

Completed and signed forms (including required attachments) should be e-mailed to: **TreasORTA@michigan.gov**

If you are unable to submit via e-mail, mail the completed form and required attachments to:

Michigan Department of Treasury
Office of Revenue and Tax Analysis
PO Box 30722
Lansing MI 48909

Treasury Use Only		
EVIP Eligible	Certification Received	EVIP Notes
Y N	Plan Received	
Final Certification		

**Economic Vitality Incentive Program
Certification of Consolidation of Services**

December 30, 2011

Summary

The City of Flint has participated for many years in collaborative projects with other local units of government, courts and major asset management. Governor Snyder has required recipients of State Shared Revenue to identify collaborative projects currently operational and those which are being evaluated.

Several Genesee County area units of government, including the City of Flint, asked the Flint Area Reinvestment Office (FARO) to facilitate a process to re-envision local government service delivery systems. "Future Genesee" was the result.

"Future Genesee" developed a Shared Services Category of Priorities. Through two sub-committees: 1) Administrative and 2) Finance – potential services were categorized as Easy, Medium or Hard. Six initial services were further defined with a Vision describing a successful function and a listing of the Ultimate Impacts which would result from attainment of the vision. The Recommendation Summary is attached.

The City of Flint is currently operating under Public Act 4 with an Emergency Financial Manager. Implementation of shared, or consolidation of services is essential in order to resolve the current financial crisis and for long term, efficient delivery of services to the public.

The attached schedule lists the on-going consolidated and cooperative measures and those currently being evaluated. Cost savings have been noted where applicable.

Please note: Discussions have begun and are on-going for two projects listed under "Potential Future Consolidation" section: 1) County-wide 911 and 2) further consolidation of 67th District Court with Flint's 68th District Court.

**Economic Vitality Incentive Program
Cooperation, Collaboration and Consolidation Plan
as of: January 1, 2012
Local Unit Name: City of Flint
County: Genesee**

Plan is available to the Public - www.cityofflint.com

Schedule of Cooperation/Collaboration/Consolidation of Services

	Year	Estimated Annual Savings
<u>Previous/Ongoing Consolidation and Intergovernmental Cooperative Measures</u>		
Bishop Airport Authority	approx. 1988	Collaboration
67th/68th District Court (McCree Project)	2011	Collaboration
Mutual Aid Pacts on Police and Fire	since 1970's	Collaboration
FANG Joint Investigations on Drug Enforcement	since 1980's	Collaboration
Genesee County CEDS	2009	Collaboration
Next Michigan	2011	Collaboration
Parks - County Parks Service mowing two city parks	2008	Collaboration
Level 4 Assessor Sharing with Lansing	2009	Collaboration
Income Tax Processing and Recordkeeping with Cities of Grand Rapids and Lansing	beginning 2012	Collaboration
NSP 1 and NSP 2	since 2009	Collaboration
Michigan State Police Road Patrol	2011	Collaboration
Karegnondi Water Authority with City of Lapeer, and Counties of Genesee, Lapeer and Sanilac	2010	Collaboration
<u>Potential Future Consolidation and Intergovernmental Cooperative Measures Being Evaluated</u>		
County-wide 911	TBD	Collaboration
Further Consolidation of 67th and 68th District Courts	TBD	Collaboration
* Human Resources / Joint Benefit Administration	TBD	Collaboration
* Trash and Recycling	TBD	Collaboration
* Fleet Management	TBD	Collaboration
* Taxation, Collection, Assessment, and Appeals	TBD	Collaboration
* Parks Maintenance	TBD	Collaboration
* Information Technology	TBD	Collaboration
* Licensing and Permitting	TBD	Collaboration
Planning / Community and Economic Development	TBD	Collaboration
Police: County-wide Detective Bureau / Crime Lab	TBD	Collaboration
Police: Record Management	TBD	Collaboration
Multi-Juridical Fire Authority	TBD	Collaboration
GLS CEDS (4 Counties including City of Flint)	TBD	Collaboration
Existing Infrastructure Water and Sewer Collaboration with County	TBD	Collaboration
Purchasing	TBD	Collaboration
Expansion of Cooperation Between Land Bank and DCED	TBD	Collaboration

Proposals developed through the Future Genesee Project (more information * attached)



Future Genesee
A Re-envisioning Process for Genesee County...

Future Genesee Background:

Local units of government in Michigan are confronted with unprecedented challenges to maintain vital public services in the midst of the most pressing economic and social challenges since the Great Depression. Revenue sources we have traditionally relied upon, such as state revenue sharing, local property taxes and local income taxes for cities, continue to erode. Additionally, local government leaders are faced with increasing employee health and legacy costs, high structural unemployment, aging infrastructure and, a tax system geared for the old manufacturing economy and not the evolving knowledge-based new economy – diverse, entrepreneurial, skilled, and high tech.

Several local units of government have been engaging in shared service agreements for many years. Others are now exploring new options for cooperation and collaboration. At the same time, the State of Michigan has adjusted its budget to bring it into balance by cutting revenue sharing and other forms of public aid. Governor Snyder, business leaders and other community leaders have noted the potential cost savings from shared services and potential benefits to the community. His administration has challenged local governments to adopt cost cutting best practices by cooperating to enact reforms focused on community and economic development which will result in taxpayer savings.

In response to this challenging environment, several leaders in local government approached the Flint Area Reinvestment Office (FARO) to facilitate a process in Genesee County to re-envision our local government service delivery system. FARO, in partnership with the Genesee Regional Chamber of Commerce (GRCC) committed the resources to guide this effort supported by a consensus from local government leadership.

The 60-day process that resulted, “Future Genesee”, was a voluntary effort with local communities in Genesee County-- a “coalition of the willing” to endorse and participate. Comprised of community leaders representing all sectors, a Steering Committee and two subcommittees, financial and administrative, were assembled and lead by former Lt. Governor John Cherry to address the potential areas for cooperation and collaboration of shared services within the region. Their vision:

Create the potential for economic development over the long term by putting systems into place that will increase efficiency and increase taxpayer value in public service delivery resulting in improved quality of life, as well as attraction and retention of business development.

This report has been prepared in the form of recommendations by the Future Genesee Steering Committee to the community as a basis of support as local units meet the requirements set forth by Governor Snyder and as they plan for economic viability into the future. The report suggests a process for sustainability to create a foundation to facilitate shared services, as well as six initial recommendations where local units could begin the service sharing process. The chart that follows summarizes their recommendations. The remainder of the document details the planning process, participants, and blue prints for action. It is our vision that this work will begin to position our region for robust participation the new economy.

John Cherry, Chairperson
Future Genesee

Michael Brown, President and Director
Flint Area Reinvestment Office



Future Genesee – Recommendation Summary
A Re-envisioning process for Genesee County...

Steering Committee

Intergovernmental Solutions Center

We recommend that an Intergovernmental Solutions Center be established as a neutral convener to assist local units of government who desire to create shared service partnerships. The Center would:

- Serve as a clearinghouse for information and expertise that prospective shared service partners believe are necessary to design and implement shared service arrangements. Services could include research, legal, accounting, mediation, or other similar services.
- Be governed by a board of prominent community leaders.
- Be funded by a mixture of grants, fee for services, and assessments for participation in county-wide shared service arrangements.

Leadership Academy

We believe that shared governmental services would best be sustained if the Greater Genesee County Community had a continuous and active Leadership Academy. Such an Academy could:

- Foster a community understanding of and commitment to shared governmental services through the training of future political and community leaders.
- Be an extension of current leadership programs in Genesee County, or a new commitment to building the community development skills of young emerging leaders.
- Be housed in one or a combination of local educational institutions.
- Be sponsored by a coalition of community organizations including a partnership with BEST and Resource Genesee who are currently developing community leaders.

Local Government Finance Subcommittee

Purchasing

Vision	Ultimate Impact
A collaborative flexible, purchasing network which efficiently leverages existing purchasing systems and resources, offers quality products and services, stimulates local business development, while meeting the needs of local units of government.	<ul style="list-style-type: none"> ▪ Increased business development ▪ Best price and best quality for products and services ▪ Cost savings ▪ Public buy-in

Human Resources

Vision	Ultimate Impact
Collaborative, flexible, and cost-effective human resources solutions that support local units in lowering risks and standardizing best practices through a menu of HR solutions that fill gaps and address service needs for individual units of government.	<ul style="list-style-type: none"> ▪ Economies of skill ▪ Cost-effective joint benefits & joint training ▪ Stronger collective bargaining position ▪ More qualified employees; less political hires ▪ Improved risk management ▪ Reduced outside fees for legal and HR consultants ▪ Lower litigation cases/awards ▪ Improved communication

Taxation	
Vision	Ultimate Impact
Efficient, county-wide collaborative system which ensures tax assessment uniformity, one-stop services for businesses, rapid distribution of collections, and agile compliance with changing state regulations	<ul style="list-style-type: none"> ▪ More uniform assessment throughout the county ▪ Economy of skills ▪ Consistent policies across the county ▪ Promotion of economic development due to business-friendly practices ▪ Easier to meet state reassessment timelines (consistent practices)
Local Government Administrative Services Subcommittee	
Planning	
Vision	Ultimate Impact
Genesee County will possess an integrated, inclusive, collaborative planning process that will position the region to succeed in the global economy.	<ul style="list-style-type: none"> ▪ A coordinated, integrated planning process ▪ Genesee County becomes viewed as a place where businesses and people want to invest ▪ Economic growth ▪ Leveraged funding and resources that result from coordinated planning efforts
Information Technology	
Vision	Ultimate Impact
A region where information is relevant, interconnected, and accessible by: <ul style="list-style-type: none"> ○ Community members ○ Municipalities to develop shared services capacity to effectively work together ○ Global/International business community 	<ul style="list-style-type: none"> ▪ Increased service delivery efficiency ▪ Increased communication locally, nationally, globally ▪ Increased access to information
Parks	
Vision	Ultimate Impact
<p>An integrated, collaborative park system that provides improved quality of life for residents who will view parks as environments that are attractive, safe, and meet their needs for recreation.</p> <p>Parks will also positively influence neighborhood safety, maintenance, and property values; and over time, positively impact economic development by making Genesee County a good place to visit, locate a business, and raise a family.</p>	<ul style="list-style-type: none"> ▪ Improved quality of life ▪ Healthier Community ▪ Sustainable green strategy ▪ Riverfront development ▪ Economic growth ▪ Community parks stewardship ▪ More marketable community ▪ New, ongoing partnerships ▪ Increased diversity

Other Shared Services Categories Investigated

Police – County-wide Detective Bureau

Rationale	Unifying Strategies & Entities to Convene Partners
<ul style="list-style-type: none"> ▪ Public safety is a top priority ▪ Create a safer community ▪ Improve overall image as a safe place ▪ Aligning officer skills with assignment ▪ Solving crimes across jurisdictions ▪ Avoiding duplication of services ▪ Units are already collaborating 	<ul style="list-style-type: none"> ▪ Chiefs Planning Sessions ▪ LEORTC ▪ Future Genesee ▪ Collaborative governance ▪ Possible revenue source from outstanding warrants ▪ Safer communities attract business investment

Fire

Rationale	Unifying Strategies & Entities to Convene Partners
<ul style="list-style-type: none"> ▪ Cost Savings/Costs are increasing for equipment. ▪ Many collaborative efforts to build on. ▪ Safety enhancements for residents. ▪ Efficiency (response time). ▪ Improved training opportunities. ▪ Better deployment of resources. ▪ There is a need (to address) before services deteriorate. ▪ Non-compliant with equipment. 	<ul style="list-style-type: none"> ▪ Chiefs Association ▪ Small Cities Association ▪ Township Associations ▪ Future Genesee ▪ Focus on end result ▪ Community “Buy-in”

Health Care

Rationale	Unifying Strategies & Entities to Convene Partners
<ul style="list-style-type: none"> ▪ Although Genesee County is rich in health resources and services, we still rank among the worst in State in overall health status. ▪ Genesee County Health Department is working with the Greater Flint Health Coalition to implement health behavior improvement action plan strategies to improve our ranking in the areas of overall health behaviors; diet, exercise & physical activity; and tobacco use over a 10-year period. ▪ We cannot operate in silos to deliver health services, but rather need to build new relationships by conducting County business more efficiently to leverage greater resources 	<ul style="list-style-type: none"> ▪ The Future Genesee Administrative Services Committee made a motion to refer shared health services concerns, particularly as they relate to smaller communities that have less knowledge of and access to health services, to the Greater Flint Health Coalition. ▪ GFHC is already established to coordinate health services within the county. It was further recommended that they consider regionalized health services. ▪ Mike Brown and John Cherry will make a presentation on behalf of Future Genesee shared services concerns to the GFHC in January, 2012.

**Future Genesee Shared Services Category Priorities
October 17, 2011**

Administrative Subcommittee		
Easy	Medium	Hard
<ul style="list-style-type: none"> • Licensing & Permitting • Legal Services • (1) Planning (Standardization) 	<ul style="list-style-type: none"> • Code Enforcement • (2) Parks • (3) Information Technology • Construction & Maintenance of Roads, Streets& Bridges 	<ul style="list-style-type: none"> • (4) Public Safety - Police • (4) Public Safety - Fire • Elections • Judicial • (5) Transportation Services (Maintenance – GISD) • (6) Health Services (GFHC; GCHD) Coordination – Final Decision pending presentation
<p>Notes: Consider schools/GISD in the mix Consider overlap between areas (Such as safety and parks) Expand some current shared services Create some new sharing opportunities</p>		
<p>Consider a County-wide coordinating system for shared services Include a Communication Strategy for each investigative pathway Identify “Low hanging fruit” Distinguish between efficiency benefits and economic benefits</p>		
<p>*Premise for decision-making is service... improved services = improved quality of life</p>		

Finance Subcommittee		
Easy	Medium	Difficult
<ul style="list-style-type: none"> • (3) Trash Recycling • Code Enforcement – Adm. Subcom. • Purchasing • (4) Taxation, Collection, Assessment & Appeals • (1) Dash Board Projections 	<ul style="list-style-type: none"> • (2) Human Resources (Joint Benefit Administration) • Parks and Recreation • Planning and Zoning – Adm. Subcom. • Fire 	<ul style="list-style-type: none"> • (5) Police <ul style="list-style-type: none"> ○ Crime Prevention ○ Police-Records Management ○ Detectives/Crime Lab • Budget • 911
<p>Notes: GISD can help with Trash Recycling, Human Resources and Joint Benefit Administration, and Dash Board Projections. An intergovernmental council could be a part of our sustainability recommendations.</p>		
<p>Parking Lot Issues: Legacy Costs, Tax Sharing</p>		