

Caro Cooperation Plan

2011 EVIP Compliance

CITY OF CARO

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Executive Summary

The state government has created a new program called the Economic Vitality Incentive Program or EVIP. The intent of EVIP is to encourage communities to make changes in their operations by tying funding to specific actions. Moreover, one requirement of the EVIP is to increase existing levels of cooperation, collaboration and consolidation with other jurisdictions.

This document contains two main components which address the issue of *Consolidation of Services*: Current Cooperation Plan, which illustrates existing efforts of cooperation, collaboration and consolidation, and Caro's Cooperation Plan which is not an existing agreement but a PLAN to potentially expand levels of cooperation, collaboration and consolidation.

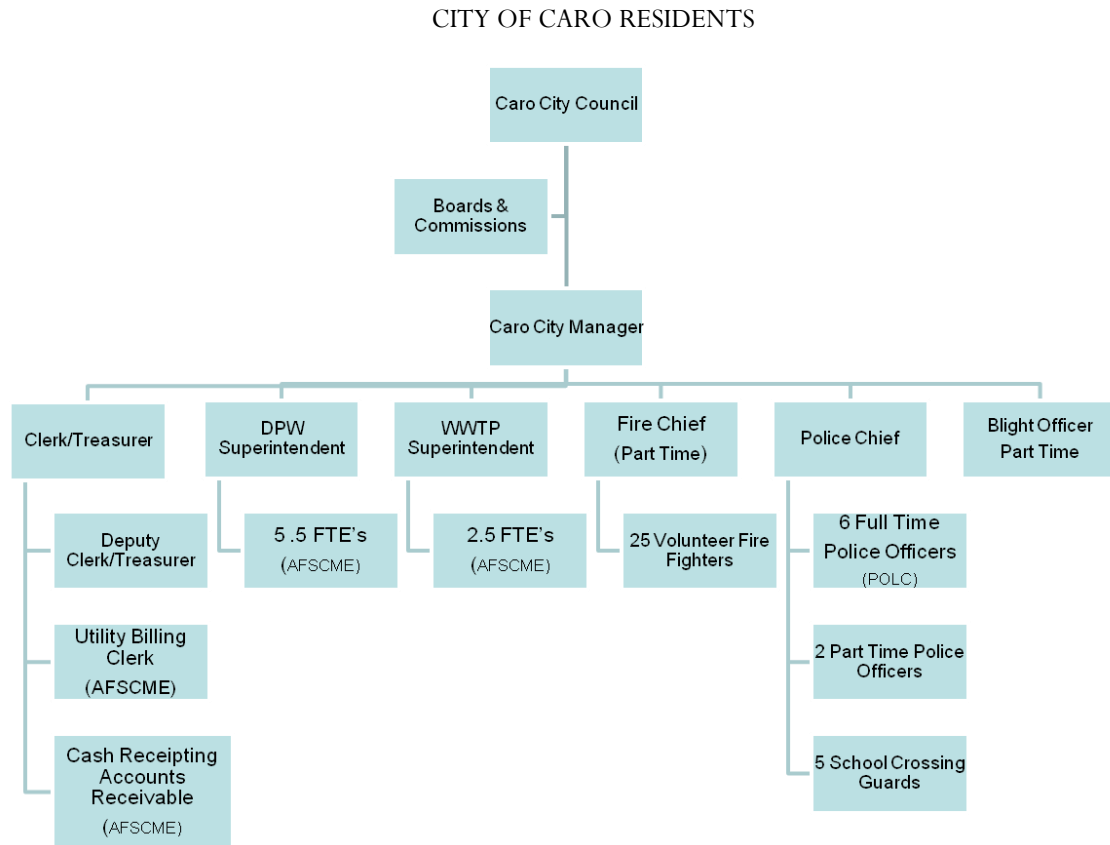
The City of Caro developed this report to our resident which is designed to provide a review of our intergovernmental cooperation efforts organized in a manner that is easy to comprehend and navigate. I thank you in advance for taking the time to review this report to gain a better understanding of the services the City provides via intergovernmental agreements.

Respectfully,

BD Morgan

Brent D. Morgan
Caro City Manager

Organizational Chart



CITY OF CARO WORKFORCE
22 FULL TIME EQUIVALENTS
 6 FTE's NON UNION
 6 FTE's POLC
 10 FTE's AFSCME

CITY OF CARO WORKFORCE
34 PART TIME/VOLUNTEER
 1 Fire Chief
 25 Volunteer Fire Fighters
 2 Part Time Police Officers
 1 Part Time Blight Officer
 5 School Crossing Guards

Permanent Positions

The Fiscal Year 2011 – 2012 Budget includes funding for salaries and benefits of 22.5 Full Time Equivalents.

These numbers do not account for all part-time employees, or paid on call volunteer firefighters. Over the last two years we have reduced the city’s workforce by five (5) full time equivalents and one (1) halftime. This was done without layoffs and equates to an approximate 18% reduction in the city workforce.

The City of Caro is striving to perform more with less in the coming years to contain operational costs in an economic environment where revenues will inevitable decline. We can’t be planning for a return to normal. Instead in our decisions we need to be laying the foundations for a sustainable future. The table of positions below indicates the new normal staffing level for each of the City’s departments.

Department	Position	2008	2011-12
City Manager	City Manager	1.0	1.0
Clerk/Treasurer	Clerk/Treasurer	1.0	1.0
	Deputy Clerk Treasurer	1.0	1.0
	Utility Billing Clerk	1.0	1.0
	Cash Receipting/ Accounts Payable	1.0	1.0
Public Works	Superintendent	1.0	1.0
	Foreman	2.0	0
	Operator/Worker	5.5	4.5
Wastewater Treatment Plant	Superintendent	1.0	1.0
	WWTP Operator	2.5	2.5
Police Department	Police Chief	1.0	1.0
	Sergeant	1.0	0
	Police Officers	6.0	6.0
	Secretary	1.0	0
Fire Department	Fire Chief	1.0	.5
Parks & Recreation	Director	.5	0
*TOTAL		27.5	22.5

*The City employs (25) twenty five volunteer Fire Fighters, (5) five school crossing guards, (2) two part time Police Officers, and (1) one part time blight officer.

Current Cooperation Efforts

Cooperation, collaboration and consolidation of services are not new to the City of Caro. For over 30 years, the City of Caro has partnered with adjacent communities to delivery services more effectively and efficiently. In a nutshell, these efforts have resulted in stretching the tax payer dollars to deliver services more effectively.

The Caro Fire Department was established in 1884 and has evolved to cover 117 square miles and includes 5 Townships and the City of Caro. This endeavor is completely staffed by volunteers and is our longest running intergovernmental cooperation. This activity if undertaken alone would have cost the City of Caro millions of dollars. One would have to take into consideration the full time staffing levels, equipment and upkeep and other associated cost which would add up to roughly \$45 million.

The City of Caro has a long tradition of cooperation which makes it difficult to accurately account for all the savings related to these efforts. Many of these ventures such as the Economic Development Corporation, Tuscola County Airport Authority, 911 dispatching, building inspections, and assessing efforts have become the new normal and are seen as a status quo for Caro and its partnering communities. Once again these efforts could not be undertaken alone.

In an effort to reduce costs the City of Caro has consolidated services internally. This resulted in reducing the city's workforce by approximately 18% without layoffs. The respective Police Department and Department of Public Works have reduced staffing levels which equate to a structural savings. As a result of these efforts, residents can observe the City performing more with less.

The succeeding page contains a table highlighting the internal consolidation and intergovernmental cooperatives undertaken by the City of Caro over the past 30+ years. This table is by no means inclusive of all the cooperative efforts in Caro's history. Furthermore, this table compiles the service that is provided, the agencies involved, the duration of the cooperative effort or internal consolidations, and an estimated savings to date for the duration of these efforts.

City Department	Consolidation/ Cooperation Effort	Partner Agency	Years Effective Fiscal Savings
Fire Department	Caro Fire District	Indianfields, Almer, Wells, Ellington, Juniata Townships	30+years \$45,000,000
Assessing Department	Assessor Services	Tuscola County	2+years \$30,000
Building Department	Inspections	Tuscola County	30+years \$450,000
Police Department	Drug Enforcement Team	Thumb Narcotics	10+ years \$250,000
Police Department	Dispatch Service	Tuscola County	
Police Department	Job Classification Consolidation	Internal	3 years \$300,000
Economic Development	Economic Development Corporation	Tuscola County	20+ years \$250,000
Public Works	Job Classification Consolidation	Internal	2 years \$180,000
Public Works	Wastewater Treatment	Indianfield, Almer Townships	20+ years \$402,000
Economic Development	Airport	Tuscola County Airport Authority	13+years \$225,000
Economic Development	Brownfield Redevelopment Authority	Tuscola Brownfield Redevelopment Authority	
Economic Development	Office Space	Caro Chamber of Commerce	10 years \$30,000
Economic Development	PA 425 Agreement	Almer Township	1 year
Parks & Recreation	County Fair	Tuscola County Fair Board	30+ years \$300,000
Parks & Recreation	Gun Club	Tuscola County Conservation Club	
Parks & Recreation	Art Center	Tuscola Area Center for the Arts	20 years \$60,000
Parks & Recreation	Swimming Pool	Caro School District	9+years \$500,000
Parks & Recreation	Recreation Programs	Village of Cass City	1 year \$25,000
TOTAL	\$47,977,000		

Plan for Continued Cooperation & Collaboration

This report demonstrates the City of Caro commitment to efforts in the area of consolidation and cooperation in the provision of governmental services. The City of Caro hereby plans to continue to work with neighboring municipalities on existing and potential cooperation efforts that result in the provision of governmental services more effectively and efficiency.

Proposals to Increase Existing Levels of Cooperation, Collaboration & Consolidation

The City of Caro has over 15 existing specific collaboration and consolidation efforts. Unfortunately, having so many existing efforts underway makes it extremely challenging to add to the current magnitude of existing efforts. As a result, the City is committed to thrive through this recent economic down turn. The proposals listed below can be viewed as small items that complement our existing services.

1. **Fleet & Equipment Maintenance**

Currently the City has a certified mechanic which maintains numerous city vehicles and equipment running the gamut from police cruiser to snow plows. Other agencies and governments located adjacent to the City of Caro are maintaining vehicles and equipment also. Over the next year, the City will investigate the possibility of having these services performed by another entity such as the Road Commission, County or Caro Community School District. This investigation will determine if the City of Caro could realize any savings through an authority or intergovernmental agreement with the above entities to perform vehicle and equipment maintenance.

2. **Parks & Recreation**

Last year the City of Caro entered into an intergovernmental agreement with the Village of Cass City to have them operate summer programs. Over the next year the City will investigate the establishment of a Parks & Recreation Authority to enable other communities to pool resources such as programs, facilities and dollars. This investigation will focus on methods to grow park programs and the development and management of current park facilities. In order for an endeavor such as this to pass the planning stage and be implemented it will need the support of resident to enroll in programs, offer volunteer hours and sponsor events/projects.