

EVIP CONSOLIDATION OF SERVICES PLAN

2013 UPDATE

CITY OF ALPENA

The previously submitted Attachment A includes a listing of eighteen (one added this year) existing collaborative efforts by the City of Alpena with other governmental and non-profit agencies. Many of these have been ongoing for a number of years, and all are still occurring and providing operational efficiencies and/or cost savings to all parties. Attachment B was also previously submitted and is a listing of possible future collaborative efforts. All of these have experienced forward progress. Modifications to Attachment A and updates to the efforts previously submitted in Attachment B are highlighted in red. Attachment C is a new document listing collaborative and consolidation efforts commenced and/or completed since the last EVIP Consolidation of Services report submitted in December 2011.

Attachment A

CITY OF ALPENA

CURRENT COOPERATIVE EFFORTS (originally submitted December 2011)

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. **The current agreement expired in July 2012. The City continues to provide service to the Township at the existing rate while a City water/sewer rate study and a review and evaluation of the former City/Township agreement are completed. Based on the results of the study and evaluation a new City/Township water and sewer Service Agreement will be negotiated.**

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.

The City was able to sell its former Civic Center, which was demolished and replaced by a new and expanded local automobile dealership, resulting in an increase in jobs. The proceeds from the sale of the building were designated by City Council for the ongoing maintenance of other City buildings. The redeveloped property was placed back on the ad valorem tax rolls providing additional revenue to the City.

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.

18. Industrial Pre-Treatment Program: The City, through its contract with United Water, provides the expertise and management of the Industrial Pre-Treatment Program (IPP) to the outlying townships. The City's wastewater treatment facility services portions of Alpena, Wilson, and Maple Ridge Townships. The City presently administers the IPP program for Alpena Township, but with the potential development of commercial and industrial facilities on Alpena County-owned property adjacent to the airport, will expand its IPP program into Wilson Township where the development is proposed.

- A. Partners:** City of Alpena, Alpena Township, Wilson Township, Maple Ridge Township, County of Alpena
- B. Benefits:** The outlying townships utilize the services of the City of Alpena, who is responsible for the treatment process, to ensure compliance and optimal pre-treatment.
- C. Cost Savings:** Difficult to measure, but this joint partnership ensures quality treatment meeting compliance with the City's discharge permit.
- D. Years Existing:** 32 years

Attachment B

**CITY OF ALPENA
POSSIBLE FUTURE COOPERATIVE EFFORTS
(originally submitted December 2011)**

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.
 - E. **Start Date:** January 2012 – Began discussions with Alpena County, Alpena Township and Top of Michigan Trails Council regarding the project and preparation of DNR grant application.
 - F. **End Date:** If grant funding is obtained by the end of 2013, the City intends to commence construction by May–June 2014, with completion by September 2014.

Status Update:

City applied for funding through the Michigan Natural Resources Trust Fund. The project was a true community effort. The proposed site for the trailhead is located in Alpena Township, owned by Alpena County and controlled by the Thunder Bay Soccer Association. All agreed to the City obtaining a long term lease of the 3-acre parcel to construct the trailhead. The required local match was provided by the City of Alpena, Alpena County, Thunder Soccer Association, Besser Foundation and the Community Foundation for Northeast Michigan. The City, Alpena Township and the Soccer Association agreed to share in the ongoing maintenance of the trailhead. Unfortunately, the project was not funded by the MDNR (the project was

immediately below the funding cutoff line), all parties and the community in general agree that this is an important and worthwhile project. The City intends to re-apply in the next funding round (application due April 1, 2013) and all parties have agreed to extend and maintain their funding and in-kind commitments.

- 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, North Flight EMS, Tri-Township 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:** Approx. \$180,000 for additional ambulance and equipment plus added labor charges. The long distance transports have provided additional revenue to the City.
 - E. Start Date:** December 2011 – Cooperative arrangement reached between all parties for rotation of inter-facility transfer calls.
 - F. End Date:** December 2013
 - G. Barriers:** Critical care paramedic training was needed and completed by the City. Other barriers were political in nature, primarily regarding funding and revenues. These were in general resolved through ongoing discussions among the partners resulting in a general consensus.

Status Update:

A regional partnership has developed between Alpena Regional Medical Center and three of the area's ambulance services for the continued care and transportation of critically ill or injured patients to other facilities outside the region. Northflight EMS, Tri-Township Ambulance and the City of Alpena EMS provide critical care transport services on a rotating basis as needed. Tri-Township and Alpena Fire paramedics have completed the Critical Care Emergency Medical Transport (CCEMTP) education program by the University of Maryland Baltimore and are specially equipped to handle such calls.

Alpena City Fire and Alpena Township Fire have partnered to provide local non-emergency transfer ambulance services in support of the Hospital, area nursing homes, dialysis and wound care facilities. Alpena City Fire handles long-distance Advanced Life Support inter-facility transfers while Alpena Township Fire does the Basic Life Support inter-facility transfers.

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~~ **\$70,000**
 - E. **Start Date:** **February 2013**
 - F. **End Date:** **June 2013**

Status Update:

Both the City and Alpena County have approved the project and construction is expected to commence in Spring 2013. The project will be constructed by Merit Network, Inc., which is installing trunkline fiber throughout Northern Lower Michigan under federal grants. By the City and County partnering with Merit both material and installation cost savings will be realized. Currently, the state has backed off from its initial intent to connect several of its facilities located along the fiber route through long term leases. Despite this both the City and County recognize the value of the fiber line in providing future economic development opportunities at the airport, which will ultimately benefit the entire Alpena area, and opted to proceed with the project. The state may decide to proceed with its connections to the line at a future date.

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 for outlying townships served by City ambulance (as required under the City's contract with the County to provide County-wide EMS service) and Alpena Township fire.
 - C. **Cost Savings:** Unknown.
 - D. **Cost:** \$600 (one time); approx. \$1,200/year for operational costs
 - E. **Start Date:** June 2012
 - F. **End Date:** June 2013

Status Update:

Both the City and Alpena Township have signed the lease agreement with the MDNR and are awaiting signatures by the State. The City has modified and equipped an existing Fire Department SUV to serve as an ECHO unit to be manned by one City firefighter/paramedic Monday through Friday. The scheduled deployment of the unit will occur at the discretion of the City Fire Chief once the lease is finalized.

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.

- E. Start Date:** February 2012 – City of Alpena’s initial involvement in the Up North Trails Collaborative. Trail Town Service Grant described in Update – Spring 2013.
- F. End Date:** City participation- Ongoing
Trail Town Service Grant Project (if approved) – Fall 2013
- G. Barriers:** None. Strong cooperative effort among all members of the Collaborative.

Status Update:

The City continues to participate in the Collaborative and was requested to submit a Trail Town Service Grant application that will assist the City in marketing and promoting its local trail systems and its linkages to the Northern Michigan regional trails network. This project is a natural tie-in to the area’s community branding initiative commenced in 2012, and which the City is a major stakeholder and participant (see New 2012 and Future Collaborative Efforts below). A decision on the application is expected by the end of January 2013.

Attachment C

CITY OF ALPENA

NEW 2012-13 and FUTURE COLLABORATIVE EFFORTS

1. Recruitment of Replacement Air Carrier Service to Alpena Regional Airport:

In late 2011 Delta Airlines informed the Alpena County Regional Airport that it intended to cease service to the community in the first half of 2012. This sparked a collaborative effort of governmental and business stakeholders to find a suitable replacement that would meet the needs of the community's personal and business air travel needs. The community stakeholders met with the FAA to present the region's requirements in preparation for FAA conducted bid offerings. When the results were not to the satisfaction of the community additional bid openings were held until a suitable carrier (Sky West) was obtained. Additionally, the stakeholders met directly with potential carriers to present the community's case and encourage specific carriers to submit a bid. Ultimately, this combined effort resulted in the successful Sky West bid.

A. Partners: Alpena County, City of Alpena, Alpena Area Chamber of Commerce (local business representative) and Target Alpena Development Corporation (local economic development representative)

B. Benefits: The successful solicitation of a quality commercial air carrier replacement (Sky West) for air service to the Alpena County Regional Airport, including an additional connecting hub (Minneapolis). Although the community was warned to expect a fall off in enplanements due to the transition to a new carrier, instead enplanements have risen 10-20% over the previous year for each of the last three months of 2012. The provision of a quality and proven air carrier as our communities continue their efforts to expand economic opportunities in the region.

C. Cost Savings: Unknown

D. Cost: \$8,000-12,000 shared between the City and Alpena County.

2. Alpena Community-wide Branding Effort: In 2012 a collaborative effort of governmental entities, non-profit agencies and interested local businesses, under the leadership of the Alpena Area Convention and Visitors Bureau (CVB), contracted

with Destination Development International (DDI) of Seattle, WA to assist in developing a new brand and marketing initiative for the greater Alpena area.

- A. Partners:** City of Alpena, Alpena Area Convention & Visitors Bureau, City of Alpena Downtown Development Authority (DDA), Alpena Area Chamber of Commerce, NOAA and key local businesses. The United States Department of Agriculture (USDA) provided half the funding for the project through a Rural Business Enterprise grant with the City as the applicant.
- B. Benefits:** Development of a new brand for the area (Sanctuary of the Great Lakes) that more effectively conveys the assets and qualities of Alpena and Northeast Lower Michigan. Additionally, a multi-year development, implementation and marketing plan was developed, which will be coordinated by a Brand Leadership Team of committed governmental, non-profit and business sector stakeholders. The City is a key member of this team. The brand and new logo will be incorporated into the community's marketing and advertising efforts over the next several years. The City has begun the process of replacing its current logo with the new brand logo.
- C. Cost Savings:** This effort will result in a coordinated tourism, business recruitment and development, and community development marketing effort by the community as a whole. Through these coordinated efforts all stakeholders anticipate increased economic activity that will benefit both the public and private sectors and citizens of the area.
- D. Cost:**

\$45,622	Total Cost
• \$22,500	USDA Grant (1/2 of DDI contract)
• \$22,500	CVB Match (1/2 of DDI contract)
• \$ 622	City of Alpena (misc. expenses)
- E. Start Date:** December 2011 – USDA Grant application submittal
June 2012 – Branding Initiative
- F. End Date/Project Life Span:** The branding initiative facilitated by DDI was completed in August 2012. Brand implementation, monitoring, evaluation and adjustment will be an ongoing process. A Brand Leadership Team (BLT) has been established as the lead entity responsible for the implementation of the brand and the various recommendations outlined in the DDI final report. The BLT will include all the existing stakeholders, plus new partners that will become involved as the effort moves forward.

- 3. Mutual Aid Box Alarm System Agreement (MABAS):** In January 2013 the City of Alpena joined a new MABAS Division being created in Northern Lower Michigan that provides a formalized system of mutual aid response among its members. This is an extension of the City's current participation in the Thunder Bay Area Firefighters Association and the Michigan Emergency Management Assistance Compact.
- A. Partners:** City of Alpena Fire, Grand Traverse Metro Fire, Traverse City Fire, Otsego County EMS and Charlevoix Fire.
 - B. Benefits:** Although mutual aid to or from the west side partners is not likely or practical at this time, MABAS membership can serve as a catalyst in expanding and enhancing mutual aid response throughout the Northeast region. Although Alpena Township opted not to formally join MABAS at this time, it has agreed to utilize MABAS box cards, which will allow for automatic aid between the City and Township.
 - C. Cost Savings:** Little or none initially; however, as membership expands within the Northeast Lower Michigan region, such mutual aid can reduce the cost of duplicative resources and services by the various independent fire and EMS departments. Actual quantification of savings likely to take 2-3 years of operation to accurately determine.
 - D. Cost:** No membership fees and a reimbursement procedure is provided for special situations.
 - E. Start Date:** January 2012 – Initial discussions with potential partners.
 - F. End Date:** February 2013
 - G. Project Life Span:** This is viewed as a long term commitment that will pay dividends over time as the MABAs expands within our region.
- 4. City of Alpena/Alpena Township Fire Consolidation:** As an extension of the 2007 City/Township Fire Study the Alpena Fire Chief discussed the possibility of enhanced collaboration between the departments, as well as consolidation into a single department covering both jurisdictions.
- A. Obstacles:** The Township Supervisor, who also serves as the Fire Administrator, has indicated that the Township has no interest in a consolidation of the two departments. It was felt that there are enough organizational and labor differences between the departments that there would be no real benefit to the Township.

- B. Ongoing Efforts:** Per one of the recommendations from the 2007 Fire Study, the two departments have increased interdepartmental training opportunities to the benefit of both parties.
- C. Future Discussions:** Although there is no strong sentiment toward consolidation at this time both departments are committed to continued collaborative efforts in the provision of fire and EMS service that provide increased efficiencies and quality of services to the citizens and businesses of both jurisdictions.
- 5. City of Alpena Police/Alpena County Sheriff Department Consolidation:** At the behest of the Alpena City Council the City of Alpena Interim Police Chief, Alpena County Sheriff and representatives from their departments formed a committee to discuss the potential for enhanced collaboration and possible consolidation of the two departments into a unified law enforcement agency.
- A. Obstacles:** After many meetings the conclusion of the two department heads (Sheriff and Interim Police Chief) was that the existing primary functions of the two departments, as well as the organizational structure and department labor contracts were so dissimilar that combining the two, especially under the auspices of the County Sheriff, would be unmanageable and would likely result in a negative impact on service within the City without an increase in revenue.
- B. Ongoing Efforts:** Consequently, both parties continue to enhance their collaborative efforts for the benefit of all County residents and businesses.
- C. Future Discussions:** If opportunities develop in the future wherein law enforcement services, in part or in whole, could be consolidated to the benefit of the entire area, these can and will be investigated at the appropriate time.
- 6. SmartZone Designation:** In December 2012 the City of Alpena in partnership with Alpena Community College (ACC), NOAA, Target Alpena Development Corporation, and the Alpena Area Chamber of Commerce submitted an application to the MEDC for SmartZone designation within the City of Alpena to promote, market and provide incentives for the development of three high technology business sector clusters:
- Unmanned Aerial Systems (drones)
 - Underwater Remotely Operated Vehicles
 - Alternative Energy

- A. Partners:** City of Alpena, Alpena Community College (ACC), National Oceanic and Atmospheric Administration (NOAA) through the Thunder National Marine Sanctuary and Underwater Preserve, Target Alpena Development Corporation, Alpena Area Chamber of Commerce and Alpena County.
- B. Benefits:** Through the efforts of the City, ACC, NOAA, Target Alpena and Alpena County the area is poised to target and effectively market private/public partnerships that will greatly enhance each of these high technology sectors and create the potential for real and lasting economic development for the City and the region as a whole. The SmartZone designation will provide Tax Increment Financing (TIF) funding that can be utilized toward recruitment and marketing efforts, provision of support services to individual high technology businesses or clusters and the development of physical facilities and/or support structures and infrastructure. The designation may also increase access to additional funding opportunities in the future for all partners.
- C. Cost Savings:** The TIF funding, as well as access to other funding sources provided by the designation will allow the partners to provide infrastructure, facilities and services that would otherwise be beyond their individual funding capacity. Also provides the opportunity for the participating entities to partner with one another on specific SmartZone related projects, resulting in additional potential cost savings.
- D. Additional Savings:** Through the collaboration of all the partners resources will be able to be pooled resulting in greater economic impact than could be achieved individually, while at the same time reducing or eliminating the likelihood of inefficient and costly duplicative efforts. Additionally, \$500,000+ in new TIF revenue will support development of new high tech industries and their accompanying jobs within the City and region.
- E. Direct Costs:** If the application is approved, there will be unknown administrative costs incurred by the City to establish the SmartZone and its administrative Board and to oversee the finances of the SmartZone as TIF and other funding is received.
- F. Start Date:** November 2012 – Preparation of SmartZone application.
- G. End Date:** Notification on the City's application is due by the end of February 2013. If approved SmartZone designation would run for fifteen (15) years through 2028.
- H. Project Life Span:** If the MEDC approves the City's application for SmartZone designation the administration and financial oversight of the Zone by its Board (which will include representatives from all the initial partners) and the City will

be a long term endeavor. If successful, the partnership among the original stakeholders will continue long after the SmartZone itself has expired.

- 7. Shared Fleet Fueling:** The City and the County of Alpena evaluated the viability of joint fleet fueling for the City of Alpena's vehicles at the Alpena County facility. During these discussions the City of Alpena fleet was discussed and the capacity and capabilities of the existing fuel dispensing facilities owned by the County at the Road Commission site evaluated.
- A. Partners:** City of Alpena, Alpena County, and the Alpena County Road Commission.
 - B. Benefits:** Cost savings to the City in fuel in lieu of utilizing commercial fueling and tax discounts.
 - C. Cost Savings:** Dependent on the fuel consumption per year, but estimated in excess of \$5,000 annually.
 - D. Cost:** Unknown at this time, but minimal to the City.
 - E. Start Date:** Spring 2012 – Initial discussions among the partners.
 - F. End Date:** Fall 2013 – Initial investigation ended (see below).
 - G. Project Life Span:** It was determined that the Alpena County Road Commission facility did not have either the capacity or the dispensing capabilities to service both fleets. The Thunder Bay Transportation Authority (TBTA) is currently in the process of developing a new operational facility in the Alpena area, which may incorporate a fueling station. If so, the TBTA Board has indicated its willingness to discuss with the City and other interested parties the possibility of developing the facility for multiple users. Within the next 18-24 months the practicality of such a joint fueling facility will be determined and constructed, if practical, as part of the new TBTA operations complex.