

*Making Joint Public Services Work in the 21<sup>st</sup> Century*

# Intergovernmental Cooperation: Case Studies in Southeast Michigan

March 2004

**SEMCOG** . . . *Local Governments Advancing Southeast Michigan*

Southeast Michigan Council of Governments

## ***SEMCOG . . . Local Governments Advancing Southeast Michigan***

### **Mission**

SEMCOG's mission is solving regional planning problems — improving the efficiency and effectiveness of the region's local governments as well as the quality of life in Southeast Michigan. Essential functions are:

- providing a forum for addressing issues which extend beyond individual governmental boundaries by fostering collaborative regional planning, and
- facilitating intergovernmental relations among local governments and state and federal agencies.

As a regional planning partnership in Southeast Michigan, SEMCOG is accountable to local governments who join as members. Membership is open to all counties, cities, villages, townships, intermediate school districts, and community colleges in Livingston, Macomb, Monroe, Oakland, St. Clair, Washtenaw, and Wayne Counties.

### **Responsibilities**

SEMCOG's principle activities support local planning through use of SEMCOG's technical, data, and intergovernmental resources. In collaboration with local governments, SEMCOG has responsibility for adopting regionwide plans and policies for community and economic development, water and air quality, land use, and transportation, including approval of state and federal transportation projects. Funding for SEMCOG is provided by federal and state grants, contracts, and membership fees.

### **Policy decision making**

All SEMCOG policy decisions are made by local elected officials, ensuring that regional policies reflect the interests of member communities. Participants serve on one or both of the policymaking bodies — the General Assembly and the Executive Committee.

Prior to policy adoption, technical advisory councils provide the structure for gaining input on transportation, environment, community and economic development, data analysis, and education. This deliberative process includes broad-based representation from local governments, the business community, environmental organizations, and other special interest citizen groups.

# **SEMCOG... Local Governments Advancing Southeast Michigan**

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March 2004

Dear SEMCOG Members,

In response to the growing economic uncertainty facing governments and school districts in Michigan, SEMCOG members are forced to look into alternative or innovative funding sources and arrangements. Intergovernmental cooperation and joint public services are an option for providing services that governments may wish to consider during these fiscally challenged times. To assist SEMCOG members, we will revise and reprint several reports on intergovernmental cooperation. We are pleased to announce the reports included in the *Making Joint Public Services Work in the 21<sup>st</sup> Century* series, scheduled for completion in Spring 2004.

### *Making Joint Public Services Work in the 21<sup>st</sup> Century*

- Intergovernmental Cooperation
- Michigan's Legal Tools for Cooperative Arrangements
- Financing Joint Public Ventures: Alternatives and Consequences
- Intergovernmental Cooperation: Strategies for Overcoming Political Barriers
- Summary of Conditional Land Transfer Agreements, P.A. 425
- Intergovernmental Cooperation: Case Studies in Southeast Michigan

If you'd like additional copies of these reports, please contact SEMCOG's Information Services Department.

If you have any questions about SEMCOG's efforts in joint public services and intergovernmental cooperation, contact Naheed Huq in our Community and Economic Development Department at (313) 961-4266.

Sincerely,



Paul Tait  
Executive Director  
SEMCOG

## *Making Joint Public Services Work in the 21<sup>st</sup> Century*

# Intergovernmental Cooperation: Case Studies in Southeast Michigan

March 2004

Prepared by Naheed Huq, Senior Planner  
Southeast Michigan Council of Governments

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## Abstract

Local governments in Southeast Michigan face difficult fiscal choices and, in response, are learning to work smarter and more cost effectively. SEMCOG and the Metropolitan Affairs Coalition encourage intergovernmental cooperation as a way to provide services to citizens in fiscally challenged times. To that end, SEMCOG and MAC have launched the *Making Joint Public Services Work in the 21<sup>st</sup> Century* series. The series includes reports that address a variety of issues related to intergovernmental cooperation. These reports were originally printed in the early 1990s and have been reviewed and updated, where appropriate. This report summarizes and updates the projects and individuals awarded first place in the SEMCOG/MAC Joint Public Services Awards program, 1998-2002. Information on all the nominations that received first, merit, or honorable mention awards in the JPS program are available in a series of reports entitled *Award-Winning Joint Projects*, available from SEMCOG Information Services.

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# Executive Summary

This report, *Intergovernmental Cooperation: Case Studies in Southeast Michigan*, summarizes the winning projects from the Joint Public Services Awards Program, 1998-2002. This program was a cooperative effort by SEMCOG, the Southeast Michigan Council of Governments, and the Metropolitan Affairs Coalition (MAC), to recognize outstanding examples of intergovernmental cooperation in Southeast Michigan. Each year, awards were given for outstanding leadership, outstanding joint public services programs, and public/private partnerships.

Over five years, the program attracted more than 100 nominations, of which 28 received first-place awards: seven for outstanding leadership, seven for outstanding joint public services project, and 14 for outstanding public/private partnership. While this report is limited to the projects receiving first-place recognition in the JPS Awards program, these are just a few of the excellent nominations received. The JPS Advisory Council had to make the difficult decisions based on meeting at least two of three criteria — cost savings, continuing impact, and transferability. The council also recognized innovation.

Each of the first-place projects or leaders were recognized for their continuing impact on their community, but many of them also contributed to making Southeast Michigan a better place to live and work, by fostering a sense of community and partnership. The impact of these projects is still being felt today as many communities enter into intergovernmental and public/private partnerships as a way of maintaining high-quality public services at a time of fiscal constraints.

This report updates information on the projects and leaders, wherever possible, to include recent developments. While most of the projects are still in operation, the majority of them have grown or evolved into new services with a wider area of impact. Updated contact information for all the projects is also provided.



# Introduction

The Joint Public Services Awards Program, 1998-2002, was a cooperative effort of SEMCOG, the Southeast Michigan Council of Governments, and the Metropolitan Affairs Coalition (MAC), to recognize outstanding examples of intergovernmental cooperation in Southeast Michigan. Each year, awards were given for outstanding joint public services programs, outstanding leadership, and public/private partnerships.

Over five years, the program attracted more than 100 nominations, of which 28 received first-place awards: seven for outstanding leadership, seven for outstanding joint public services project, and 14 for outstanding public/private partnership. While this report is limited to the projects receiving first-place recognition in the JPS Awards Program, these are just a few of the excellent nominations received. The JPS Advisory Council had to make the difficult decisions based on meeting at least two of three criteria — cost savings, continuing impact, and transferability. The council also recognized innovation.

Each of the first-place projects or leaders were recognized for their continuing impact on their community, but many of them also contributed to making Southeast Michigan a better place to live and work, by fostering a sense of community and partnership. The impact of these projects is still being felt today as many communities enter into intergovernmental and public/private partnerships as a way of maintaining high-quality public services at a time of fiscal constraints.

While the 28 projects and leaders listed in this report are success stories, the narrative will show that intergovernmental cooperation is not for the faint-hearted. The outstanding leaders that have been recognized are all exceptional individuals who were able to make a particular project a resounding success through hard work, strong negotiation and interpersonal skills, determination to succeed despite constant roadblocks, fundraising skills, belief in a project, persistence, and the ability to persuade others that the success of a project is a benefit to the wider community. While the JPS Awards Program recognized them for a particular project, most have been active in the public sector for many years in a variety of positions and have left a positive impact wherever they worked.

The outstanding joint public services projects are intergovernmental projects between local units of government or school districts. The joint public services projects that received first place awards range from shared public facilities, which have enhanced intergovernmental relations while making the most of the tax dollar, to regional public safety projects whose impact has been felt beyond Southeast Michigan, either directly or indirectly.

The most first-place awards were presented to public-private partnership projects. The quality of the projects was incredibly high and the JPS Advisory Council found itself in a difficult position having to choose from so many excellent efforts. The projects range from local neighborhood revitalization plans that transformed whole communities to alternative education programs that transformed young lives. The partners include private corporations, nonprofit or faith-based groups, and local businesses. Like the joint public services projects, the public/private partnerships usually impact more than the population for which they were originally designed.

The lessons learned from these award-winning projects and leaders is that intergovernmental cooperation and public/private partnerships make sense. They show the creativity and resourcefulness that local governments have developed in serving the needs of their constituents. While fiscal consideration has been the impetus for many intergovernmental activities, it is the recognition that cooperation enhances public services and positively impacts the whole community that really sets the environment for

intergovernmental cooperation and public private partnerships. Duplication of services is a luxury that few communities can afford at a time of fiscal constraints. By partnering in joint public services, individual communities may find they have resources available for additional programs.

SEMCOG has used the Joint Public Services Awards Program to promote and encourage successful intergovernmental cooperation and public private partnerships. As an organization representing the interests of local governments and intermediate school districts, SEMCOG continues to support any efforts that make local governments more effective. The relationship between local governments and the education sector is of particular interest to SEMCOG because of our membership structure. In addition, schools play a huge role in "branding" a community by influencing perception of the community and, therefore, its reputation; its attractiveness to new residents, businesses, and developers; its prospects for revitalization and; ultimately, its tax base. By partnering with schools, local governments can support education initiatives that enhance educational quality and perception of the community, in the most cost-effective way.

Whether through individual municipal service provision or joint public services, the bottom line for local governments is to provide high-quality services for residents at the lowest possible cost. Where there are additional benefits such as enhanced relations with neighboring communities, enhanced services, further cost-efficiencies, regional benefits, or improved quality of life, it makes sense for local governments to choose joint public services.

# Outstanding Leadership in Joint Public Services

1998: Jere L. Michaels

## Project: Livingston County 9-1-1 Study Task Force

Livingston County Commissioner, Jere L. Michaels, was appointed Chairperson of Livingston County's special 9-1-1 Study Task Force by the Livingston County Board of Commissioners in 1996. The Michigan Department of State Police Brighton Post had provided Livingston County with enhanced 9-1-1 services since 1989, saving county residents several million dollars. When this service was no longer available, the county needed to implement its own 9-1-1 emergency communications operation. The 9-1-1 Task Force studied the existing countywide 9-1-1 system, exploring viable funding alternatives for a totally new system. The Board of Commissioners authorized two consultant contracts charged with assisting the task force. The consultant services provided detailed assessment and funding requirements for a five-year period, covering operational costs of the enhanced 9-1-1 emergency telephone and central dispatch service program.

## Leadership

Commissioner Michaels' leadership guided the many participants involved, including 10 local public safety departments, four Livingston County departments, and Michigan's Department of State Police. His enthusiasm and commitment were critical to building trust and dedication within the task force. Commissioner Michaels' solid communicative and collaborative skills were apparent during formal presentations to local officials, school districts, and the private sector. His leadership was essential in creating an awareness of the critical importance of the project throughout the community.

In the fall of 1997, Livingston County voters approved (by 57 percent) the largest emergency telephone surcharge in the state for a new 9-1-1- communications system and dispatch facility, designed to meet future demands and growth for the 21<sup>st</sup> century. This public service project has a projected savings of over \$12 million in future costs to units of government within Livingston County.

## Update

Commissioner Michaels left the Livingston County Board of Commissioners after serving one-and-a-half terms. According to Commission Board Chair, Jack LaBelle, Commissioner Michaels was an "outstanding commissioner" who the board unsuccessfully tried to keep. Commissioner Michaels retired from both the board and General Motors to spend time with his family. However, the project that he spearheaded continues to grow. Livingston County's 9-1-1 system has joined the State of Michigan's program, and the fire, police, EMS, Health Department, road and drain commissions are all connected to the county's system. The county has taken the lead in providing for the emergency safety needs of the communities within the Livingston County.

## Contact information

Richard Lee Winsett, Livingston County Emergency Management, (517) 546-7555.

## 1998: Jeffrey L. Potter

### Project: Shared Administrative Building

South Lyon Mayor Jeffrey L. Potter is one of the region's foremost advocates for joint services. He has advocated for shared building facilities in the city and with neighboring communities. Mayor Potter played a key role in the success of the shared administrative building between the City of South Lyon and South Lyon Community Schools. This building provided joint use of conference rooms, lobbies, and parking lots and an enhanced environment for communication and collaboration between the city and the school district. He was also responsible for mobilizing efforts for a district library, a shared recycling center with Lyon Township, and a shared ambulance service.

### Leadership

South Lyon Mayor Jeffrey L. Potter has been an advocate for joint services for many years. Eliminating local governments' duplication of services was the focus of his initial mayoral campaign. Mayor Potter gradually increased South Lyon's awareness of the benefits of joint services and made 'intergovernmental cooperation and mutual land use' the city's top priority.

The shared administrative building was a challenge for Mayor Potter because of initial opposition from both the school district and the City of South Lyon. He persuaded both city council and the school board to consider the advantages of the project until they became the building's most ardent proponents. His success was partly due to his ability to keep the community's civic leaders well informed about the proposal.

His accomplishments with the district library include promoting the library to South Lyon's electorate who approved a \$2.5-million bond issue by a 2-1 margin, and then recruiting patrons outside South Lyon who wanted access to library services in the city. Other cooperative projects in which he was involved include a shared ambulance service that delivered faster and improved service and saved the city about \$100,000 annually. He also persuaded the Lyon Township board to partner with the city in a shared recycling center, which they had originally rejected.

### Update

Jeffrey Potter is currently an Oakland County Commissioner, for District 8, after serving as Mayor of the City of South Lyon for 13 years. His current district includes the cities of South Lyon, Walled Lake, and Wixom, and a portion of the City of Novi. He also represents the townships of Lyon and South Lyon. Commissioner Potter joined county government partly because of the vantage point it gives him for facilitating intergovernmental partnerships. He has been involved in several projects to improve the quality of life in Oakland County, including shared bike trail systems and interlocal/county road projects.

### Contact information

Commissioner Jeffrey L. Potter, Oakland County, (248) 858-0100.

## 1999: Bill Russell

### Project: Youth Center Without Walls

As Youth Services Director for the City of Southfield, Bill Russell worked for and, as funded by, both the City Administrator and the Superintendent of Schools, placing him in an unique position to understand, mediate, and effectively facilitate the needs of both departments. Russell places high value on local collaboration in order to provide excellent educational and recreational opportunities for the city's youth and their families. The programs mobilize the whole community through a web of support for young people from birth through young adulthood. Both city departments and citizens are involved in effective youth programs such as the Youth Center Without Walls and Youth Break Centers.

### Leadership

Russell established the Youth Break Centers to provide after-school activities and classes to middle school and high school students at no charge — targeting at-risk youth. The classes include conflict resolution, computer skill development, foreign language study, art, dance, music aerobics, as well as tutoring and counseling. This was made possible by the cooperation between Southfield Public Library, the Southfield Police Department, Southfield Parks and Recreation Department, and the Southfield Youth Services Division. These unified programs include three major activity centers and provide safe places for youth to enjoy learning, recreational, and mentoring programs.

Russell's programs emphasize local collaboration of city and county governments, school systems, the Southfield community, and neighboring communities. Under his guidance, the City of Southfield saw juvenile arrests drop 28.7 percent in one year to a 10-year low. Other outcomes include educational enhancement, increased job placement for youth, improved student behavior and social skills, related cost savings to the city and schools, and increased camaraderie and understanding between youth and adults in the community.

### Update

Since receiving this award, Bill Russell has retired from the City of Southfield. The project continued for several years but was not funded in 2004 due to budgetary considerations. The Southfield Parks and Recreation Department continued some of the after-school programs and the Southfield School District took responsibility for additional ones, but it has not been possible for the city to continue funding the entire program, despite its success and impact on the youth in the community.

### Contact information

Don Gross, City Administrator, Southfield, (248) 796-5110.

## 2000: Jennifer H. Goulet and Robert L. Tetens

### Project : Huron-Whittaker Corridor Study

In 1996, the Eastern Washtenaw County Economic Development Task Force, comprised of leaders representing government, business, education, and neighborhood organizations, produced an Economic Development Strategic Plan. The plan represented an effort to revitalize the economy in eastern Washtenaw County and build a vibrant presence in support of future growth. Jennifer H. Goulet, Director of Community and Economic Development, City of Ypsilanti; and Robert L. Tetens, Executive Director, Ann Arbor-Ypsilanti Urban Area Transportation Study, joined together to initiate an implementation strategy based on the goals established in the Strategic Plan. The two-year study was initiated to provide a plan to unify the corridor, create a more pedestrian friendly environment, and encourage economic development. The ultimate goal of the study was to create a fully integrated, multi-modal transportation system linking the communities both internally and externally. The road corridor serves as the central spine through the City of Ypsilanti and the Charter Township of Ypsilanti, linking to Pittsfield, Ann Arbor and Superior Townships on the west and north.

### Leadership

Ms. Goulet and Mr. Tetens successfully brought together and led a group of professionals from 40 participating agencies through the complex development of the Huron-Whittaker Corridor Study project. Under the leadership of Goulet and Tetens, the Huron-Whittaker Corridor Study was completed ahead of schedule and, as a result, was awarded six grants. The partners collected \$50,000 for consultant fees, but raised over \$1 million in grants. The perfectionist attitude and prudent planning resulted in a comprehensive product for the local area and a documented process that could be shared with others.

The results of the study included both a vision for the "Ypsilanti Area Communities" and a set of recommendations and improvements that address land use, roadway capacity and design, architecture, landscaping, signage access, and nonmotorized facilities.

### Update

Ms. Goulet is now the Executive Director of the Ypsilanti Downtown Development Authority and Mr. Tetens is the Director of Washtenaw County Parks and Recreation Commission. Both are still active in improving the quality of life in the Ypsilanti area. According to Ed Koryzno, City Manager for the City of Ypsilanti, development in the Huron-Whittaker corridor is a "direct result of coming together of partners to study the corridor in a cooperative way." Since the study, there have been improvements to the I-94-Huron interchange and improvements to Huron Street to provide access to the Arts Center and Riverside Park in downtown Ypsilanti. In addition, a non-motorized bike path is being constructed in the Spring of 2004 in collaboration with Eastern Michigan University. There continues to be significant investment in this area.

### Contact information

Ed Koryzno, City Manager, Ypsilanti, (734) 483-1810.

## 2001: Ted B. Wahby

### Project: Lake St. Clair Clean Water Initiative Project

The Southeast Macomb Sanitary District (SEMSD) functions as a collaborative sewage disposal organization serving the communities of Eastpointe, Roseville, and St. Clair Shores. As the volunteer Chairperson for the SEMSD, Ted B. Wahby, Treasurer of Macomb County, is the driving force behind the Lake St. Clair Clean Water Initiative Project, an implementation plan to improve the water quality in Lake St. Clair.

As a result high bacteria levels in Lake St. Clair in 1994, public beaches were closed for swimming. With the cooperation of the Michigan Department of Environmental Quality (MDEQ), Mr. Wahby initiated a study to evaluate the ability of retention basins to provide effective treatment and to determine the operating procedures that provide the maximum level of treatment for all combined sewer overflows.

### Leadership

In March 1999, Wahby provided a list of recommendations for much-needed improvements to the SEMSD system. This environmentally sound, socially acceptable, and cost-effective plan is currently being implemented. Mr. Wahby mobilized the resources of three cities — Eastpointe, Roseville, and St. Clair Shores — along with the MDEQ, Michigan Department of Transportation, the Macomb County Office of Public Works, and three engineering firms to work toward the common goal of minimizing excess water in the sewer system and curtailing the combined sewer overflow into Lake St. Clair. This included cooperative agreements regarding the ownership, operation, and maintenance of each element of the project. Progress is underway, and the successful completion of the Lake St. Clair Clean Water Initiative Project in 2003 will stand as testimony to Mr. Wahby's leadership, commitment, and passion for preserving the water quality in Lake St. Clair for generations to come.

### Update

Ted Wahby continues to be a strong advocate for water quality in Macomb County. The Lake St. Clair Clean Water Initiative project is now complete. Two projects in the third phase had to be eliminated due to funding shortages after the State of Michigan added further requirements that had to be met first. However, through Mr. Wahby's strong leadership, the Southeast Macomb Sanitary District was able to fund two urgent projects in the county: The Eleven Mile relief drain between Jefferson and Harper was important in preventing serious basement flooding in the area, and the cleaning and repair of the Nine Mile drain prevented more serious problems and damage from occurring in St. Clair Shores and Eastpointe.

### Contact information

Mark Wollenweber, City Manager, St. Clair Shores; (810) 447-3312.

## 2002: Anthony Marrocco

### Project: Clinton River East Watershed (CREW)

Under the new stormwater regulations mandated by the U.S. Environmental Protection Agency, Macomb County and 20 of its communities were required to apply for a stormwater permit by March 2003. Macomb County Public Works Commissioner, Anthony Marrocco, applied for the voluntary watershed-based permit offered by the Michigan Department of Environmental Quality (MDEQ) on behalf of Macomb County. This helped establish a partnership with communities and provided a mechanism for improving water quality.

### Leadership

Marrocco has been active with the Macomb County communities and neighboring counties to establish approvable subwatershed boundaries for the Clinton River and Lake St. Clair. In January 2002, he held a watershed planning forum, attended by 23 communities, seven county and state agencies, seven consulting firms, and other interested participants. Marrocco proposed several subwatershed boundaries for the area. One of the subwatersheds approved by MDEQ is known as the Clinton River East Watershed (CREW). CREW fosters the development of a comprehensive watershed management plan.

Of the 12 communities in the Clinton River East Watershed, seven have chosen to partner to develop a watershed plan for CREW. Marrocco encouraged communities to work together, offered the assistance of his staff, and provided funds to support planning. By utilizing staff, funds, and programs from the Public Works office, communities are able to greatly reduce the initial financial impact of the implementation. This collaboration has saved the involved communities considerable amounts of money and other resources. In the future, communities collaborating within the CREW will be able to apply for grants jointly, or share relevant information to help resolve some of the water quality problems that impact the CREW.

This success has also led Commissioner Marrocco to assist other watershed groups forming throughout the county, using the CREW group as a model.

### Update

The Macomb County Public Works Office applied for and received \$83,000 from the Army Corps of Engineers in the first year of the project for developing a public participation and watershed management plan for three watersheds in Macomb County. These are the Clinton River East Watershed, the Red Run Watershed, and the Lake St. Clair Direct Drainage. This saved the communities valuable resources. In addition, the Public Works office expects to receive another grant of \$125,000 in 2004 for work on these watersheds.

### Contact information

Lynne Yustick, P.E., Engineer II, Macomb County Public Works Office, (586) 307-8229.

# Outstanding Joint Public Services Project

## 1998: Fire Department Merger

### Participants

City of Plymouth and Plymouth Township.

### Project

In 1995, the fire departments in Plymouth and Plymouth Township merged into a single, joint department. Accelerating township growth, coupled with inadequate staffing resources, sparked initial merger discussions. The city manager and fire chief from the City of Plymouth and the finance director and fire chief from Plymouth Township participated in all discussions regarding this merger. The intention of the merger was to provide better service at less cost, or the same joint cost; or the same service at a lesser cost. It was also understood that cost savings would not be realized at the expense of employees.

The resulting intergovernmental agreement provided for city contracts with the township for fire service, with the township having 75 percent and the city 25 percent equity ownership in the fleet and apparatus and jointly funded depreciation. The operating costs were based on weighting of state equalized value (33 percent), population (33 percent), and run/use (34 percent), with the city's share never being less than 25 percent. Both the city and township adopted a single set of ordinances, building codes, and policies for this purpose and there was an agreement under the Civil Service Act (Act 78) to allow firefighters to waive their rights this one time so that the township could hire city firefighters at their existing seniority levels.

### Impact

The fire department merger resulted in \$6 million in projected savings over the 10-year contract, increased accessibility to all areas of the city (which has many railroad crossings), dramatically reduced response time to township's western side, and increased safety and better firefighter performance.

### Update

The shared fire department between Plymouth Township and the City of Plymouth in western Wayne County is still going very well, with both communities achieving cost savings and a good level of service as a result of this partnership. Township Supervisor Steve Mann indicates that the fire department merger been very positive for both communities and has allowed both to realize increased resources by sharing costs and operating as an economically efficient organization for nearly 10 years. He sees this as a long-term relationship that will likely continue beyond the original contract period.

### Contact information

Steve Mann, Supervisor, Plymouth Township, (734) 453-3840.

# 1998: Shared Administrative Building

## Participants

City of South Lyon and South Lyon Community Schools.

## Project

In August 1996, the City of South Lyon and South Lyon Community Schools entered a general agreement to share development and use of an administration building. This arrangement was driven by the need of both parties to expand and remodel their current facility. This plan negated the need for the city to purchase land (thereby preserving land for private use) and the school system to pass a bond issue for a new building. It is believed to be the first joint administration building between a city and a school district in Michigan.

The school district provided the site for locating the building and the city's Building Authority financed its construction with municipal bonds. The school district leased to the city their portion of land used for the city hall and shared boardroom for 99 years. The city's Building Authority leased the school district's portion of the building to the district for 15 years. The project's total cost (\$2,656,105) was divided between the two entities — 42 percent paid by the city and 58 percent paid by the school district.

This was a win-win situation because there were no site acquisition costs as the school district owned the land. The city was able to offer low-interest, 15-year bonds to finance the school district portion of the building. Both entities split grounds repair costs and the school district provides grounds maintenance.

## Impact

This project created an enhanced environment for communication and collaboration between the city and the school district, consolidation, and upgrade of telecommunication access to both entities. As a result of this project, residents have a single destination when accessing city and/or school district officials, which is a service improvement. The final benefit has been to make available one extra site for private development to increase tax revenue.

## Update

This project has been very successful for both the school district and the city. Dr. William Pearson, Superintendent of the South Lyon School District says, "Things have gone very well...working out flawlessly." The location of the offices in the center of the city has also been an advantage for both groups and their mutual customers. City Manager Rod Cook also thinks it has been a positive arrangement.

## Contact information

Rod Cook, City Manager, South Lyon, (248) 437-1735.

## 1999: CWW Firefighter Testing Program

### Participants

The Conference of Western Wayne (CWW), representing 18 communities in western Wayne County — Belleville, Canton Township, Dearborn, Dearborn Heights, Garden City, Huron Township, Inkster, Livonia, Northville, Northville Township, Plymouth, Plymouth Township, Redford Township, Romulus, Sumpter Township, Van Buren Township, Wayne, and Westland.

### Project

In 1995, CWW fire chiefs and the CWW Personnel Committee asked staff to explore the feasibility of creating a CWW-area program for firefighter testing. Fire chiefs and personnel directors believed that a testing consortium would accelerate the hiring process for communities seeking new firefighters. The resulting Firefighter Testing Program created a single test to prequalify firefighters for service in any of the CWW communities. Previously, a candidate simultaneously applying for several open positions would be required to take the certification tests for each community. Now, upon passing the CWW written and physical agility tests, a candidate is prequalified for positions in any of the participating communities.

### Impact

The uniform test avoids costly and time-consuming duplication of services and provides communities with a pool of applicants who have already met basic standards. Testing takes place at Schoolcraft College 11 times a year. Since the program's implementation in 1996, over 1,000 applicants have taken the two tests.

The CWW Firefighter Testing Program demonstrates successful cooperation between 22 local units of government, fire chiefs, personnel directors, and Schoolcraft College. Within months of the program's inception, communities outside of the conference area inquired about participation in the program.

### Update

After five years, the program continues to be a sustainable venture that meets the personnel needs of local fire departments. A number of communities outside the CWW area join the program in years when they will be recruiting new firefighters. In the current year, Allen Park, Brownstown Township, Flat Rock, Jackson, River Rouge, Southgate, Waterford Township, and the Brighton Area Fire Department have joined the program. In past years, Ann Arbor, Ecorse, Taylor, Woodhaven, and Commerce Township have also participated. Each non-CWW community pays an annual fee to join the program based on its population. To date a total of 1,338 candidates have taken the physical agility test and 1,198 have taken the written test.

### Contact information

Marsha Bianconi, Executive Director, Conference of Western Wayne, (734) 953-8834.

## 1999: Downriver Area Brownfield Consortium (DABC)

### Participants

The Downriver Area Brownfield Consortium (DABC) is a collaboration of six communities — Dearborn, Monroe, Riverview, Romulus, Taylor, and Trenton.

### Project

The Downriver Area Brownfield Consortium is an effort of six communities in the downriver area of Wayne County to develop, test, and implement a program to redevelop 'brownfield' properties. The program was developed as part of a successful 1996 application for funding from the U.S. Environmental Protection Agency (USEPA) Brownfield Pilot grant competition. Its core model has four elements: site identification, site assessment, due care planning, and site marketing. While these four elements are not new to brownfield redevelopment, the DABC has taken an innovative approach to ensure success, using a "response team" that integrates the disciplines of engineering, law, finance, and marketing to provide quick-time analysis and recommendations for processing sites through the program; placing a site's economic assessment and planning on equal footing with its environmental assessment and planning; and collaborating among municipalities in order to reduce the cost of common actions necessary for redevelopment.

### Impact

The DABC has secured cost savings of \$100,000 in its first two years. This has allowed the USEPA grant to be extended well beyond the original two-year term. The DABC has become a regular information-sharing entity for its member communities. By June 1, 1999, the consortium had achieved significant accomplishments, including identification of nine brownfield sites with potential market values equal to, or exceeding, the estimated cost of remediation. Five of these sites were assessed and advanced from this program state. Four of the assessed sites were successfully sold or redeveloped. In addition, the DABC provided environmental work to facilitate redevelopment at three other sites.

USEPA staff acknowledged that out of more than 50 similar pilot programs in the Midwest, the DABC program is, by far, the most successful in achieving its and the agency's objectives.

### Update

Since receiving the JPS award, the DABC has continued to assist in the redevelopment of brownfields in Southeast Michigan. It has received many other grants from the USEPA, including an additional \$200,000 grant for petroleum-based sites; \$50,000 for the "brownfields-to-greenfields" project and, most recently, a competitive \$50,000-grant under the USEPA Smart Growth pilot program for evaluating the planning process among core communities. The objective is to develop a Redevelopment Readiness certification process for communities redeveloping brownfields.

### Contact information

Fred Zorn, Director of Economic Development, City of Taylor, (734) 374-2733.

# 2000: Courts and Law Enforcement Management Information System (CLEMIS)

## Participants

The Oakland County CLEMIS Consortium includes 150 public-safety agencies in Oakland, Wayne, Washtenaw, Macomb, Livingston, and Genesee Counties.

## Project

Oakland County's Courts and Law Enforcement Management Information System (CLEMIS) is utilizing state-of-the-art technology to reinvent law enforcement services as a regional network. CLEMIS is a centralized regional database available to law enforcement agencies and sheriffs departments in the region. Although originally begun as a service for agencies within Oakland County, agencies outside the county have also joined the program.

The CLEMIS records management system is used to analyze criminal activity, manage police reports, and produce the required reports to state and federal government. The system is used for regional sharing of mugshot and livescan fingerprint data, crime activity analyses, video conferencing, and video arraignments. Emergency call centers are equipped with robust applications on computer-aided dispatch workstations. Timely information from local, state, and federal police databases are available to dispatchers. Dispatch screens, working with GIS applications, quickly display caller's phone number and location, including calls made from cellular phones. The automatic vehicle locator (AVL) system allows dispatchers to see the location of police and other public safety vehicles on their screens. Police vehicles are equipped with laptop computers built to withstand the rigors of police work. Through an integrated fiber-optic network, CLEMIS technology enhancements make data, voice, and video communication faster and more efficient for public safety situations, emergency 9-1-1 communications, and law enforcement records management.

## Impact

By working together in a cooperative fashion, the CLEMIS partnership has been able to identify common interests and avoid redundant investments. Oakland County's technology arrangements serve the county's citizens as well as citizens in five neighboring counties by minimizing costs and maximizing public safety. Southeast Michigan is a safer place because of this excellent example of intergovernmental cooperation.

## Update

CLEMIS has continued to grow since its inception. There are now over 300,000 cases on the centralized data system and over 1.5 million mugshots, more than some state systems. CLEMIS is now used by more than 150 public safety agencies in Oakland, Wayne, Macomb, Washtenaw, Livingston, and Genesee Counties, compared to 75 agencies in 2000. Most recently, technical improvements have further enhanced CLEMIS' regional mugshot system and its video arraignment system. It also provides support to the U.S. Department of Homeland Security, by providing training to the department's personnel.

## Contact information

Robert J. Daddow, Assistant Deputy County Executive, Oakland County, (248) 858-1650.

## 2001: Chelsea Area Regional Plan (CAP)

### Participants

Chelsea Village, Chelsea Area Chamber of Commerce, Chelsea School District, Dexter Township, Lima Township, Lyndon Township, Sylvan Township, Washtenaw County Board of Commissioners, Washtenaw County Metropolitan Planning Commission.

### Project

The Chelsea Area Planning Team (CAP) was formed by a group of community leaders concerned about growth pressures in and around the Village of Chelsea. CAP includes representatives from the Washtenaw County Planning Department, the Chelsea Chamber of Commerce; the Chelsea School District; the Village of Chelsea, and Dexter, Lima, Lyndon, and Sylvan Townships. CAP created a regional land use master plan to effectively address issues affecting the entire community. In particular, those issues include growth management, roads, public utilities, and manufactured housing. The Washtenaw County Metropolitan Planning Commission coordinated the efforts by providing technical planning assistance that individual units could not afford on their own.

### Impact

The process also brought together citizens from the entire area to talk about issues, most of which are shared across boundaries. The result was a joint regional planning effort that spanned more than two years and a regional plan that serves as a basis for coordinating community master plans. The Chelsea Area Regional Plan encompasses issues ranging from common land use plan districts, to affordable housing, to the provision of sewer and water services. Participating local units are now in the process of adopting the plan and amending their local plans in accordance with the policies and recommendations in the regional plan. The regional plan is not meant to usurp local control of land use. Instead, it provides the basis upon which local unit master plans can be developed and, in turn, where zoning and land use decisions are made.

The plan has dramatically improved communication and collaboration on issues of multi-jurisdictional impact, enhanced the technical assistance received from the county, created more efficient provision of public services and land use, and established an innovative toolbox for enhancing quality of life in the Chelsea area.

### Update

Since 2001, the Chelsea Area Regional Plan has been updated and the four townships have passed resolutions endorsing the plan. At the same time, Washtenaw County State Representative Chris Kolb introduced legislation providing for joint municipal planning. HB 4284 has since passed the legislature and was signed by Governor Granholm in December 2003. This legal authority to enter into voluntary agreements may result in similar plans in other parts of the state. The Chelsea Area Regional Plan is just one of the many fine examples of collaboration among northwest Washtenaw County communities. Other collaborative efforts include the Chelsea Area Fire Authority, Chelsea District Library, Multi-Lakes Water and Sewer Authority, and the Western Washtenaw Recycling Authority.

### Contact information

Amy Golke, Washtenaw County Department of Planning and Environment, (734) 222-3939.

# 2002: Macomb Multi-Jurisdictional Agribusiness Preservation Program

## Participants

Macomb County Board of Commissioners; Macomb County Planning and Economic Development Department; Michigan Department of Agriculture; Armada, Bruce, Lenox, Ray, Richmond, and Washington Townships.

## Project

The Macomb Multi-Jurisdictional Agribusiness Preservation Program is an initiative of the Macomb County Board of Commissioners to increase understanding of farming's economic impact in Macomb County and the relationship between farmland preservation and the planning and development strategy. The board set up the Ad Hoc Committee on Farmland and Open Space Preservation in 2001. The committee is staffed by the Macomb County Planning and Economic Development (PED) Department. Meetings are designed to inform and educate commissioners on various aspects of farmland preservation.

Simultaneously, six townships in the northern portion of Macomb County were preparing to become eligible for the State of Michigan Purchase of Development Rights (PDR) Program. State legislation requires any community that plans to submit land for the Michigan PDR program to have an updated Master Plan and Zoning Ordinance reflecting areas targeted for preservation. The community must also develop a standardized method for farmland proposal review. Rather than produce six individual programs, the townships chose to work together with assistance from the Department of PED and the Michigan Department of Agriculture to develop a standard ordinance that would be easier to defend in court if all the townships were implementing the same program. This saved money and resources.

## Impact

The county and townships realized that it would be beneficial for both groups to work together. Macomb County Planning and Economic Development Department staff assisted the townships to draft selection criteria and a scoring system, along with a PDR ordinance. This resulted in the first multi-jurisdictional program in Michigan. This program also helped to develop and implement tools beneficial to the long-term protection and enhancement of the rural character of Macomb County's northern communities by incorporating a comprehensive agribusiness protection program into the larger comprehensive plan for the county. The program can be used as a model for agribusiness preservation in other areas of the state facing similar challenges of growth and loss of farmland.

## Update

This program opened the lines of communication between various levels of government and has become the impetus for the group to work on other collaborative projects. Since 2001, the PED has been involved in a number of initiatives, including a countywide zoning map showing agricultural areas, a newsletter discussing farmland preservation, and support of a new PDR committee set up by five northern Macomb communities to help those in agriculture become more profitable. In addition, the PED has a partnership with Michigan State University to run a NxLevel training course on Agribusiness Planning. This 10-week course is designed to help people working in agriculture put together a business plan. It emphasizes the connection between agriculture as a quality of life issue and a business issue.

## Contact information

Stephen N. Cassin, Executive Director, Macomb County Planning and Econ. Dev., (586) 469-285, or Donald Morandini, Deputy Director, Macomb County Planning and Econ. Dev., (586) 469-6787.

# Outstanding Public Private Partnership

## 1998: Business to Business Partnership

### Participants

Ann Arbor Public Schools Planning and Business Division, Johnson Controls.

### Project

In 1993, Johnson Controls, Inc. (JCI) and the Planning and Business Division of the Ann Arbor Public Schools (AAPS) began a business to business partnership sharing best practices and procedures that enable both entities to provide the best service to their respective customers. JCI customers are schools that need heating, ventilation, and air conditioning (HVAC) systems; schools are an expanding market for JCI. School district customers are the staff and students of the schools and, ultimately, the public.

This partnership is one of 47 in the Partners for Excellence Program of the Ann Arbor Public Schools. It is the only partnership that does not have the enhancement of classroom learning as a primary focus. Employees from JCI and the school district learned each other's practices and procedures. JCI has gained knowledge and information that will assist other school districts in reducing HVAC costs. They have learned, firsthand, how school districts do business, including the role that Boards of Education play in the business of school districts and the importance of cost effectiveness to combat shrinking revenues in districts like Ann Arbor. JCI has added eight-to-10 additional school districts to its client list since the beginning of the partnership. These districts are now also lowering costs as a result of the partnership experience.

### Impact

The school district has reaped many benefits from the partnership, including cost savings of over \$200,000 since it began. In addition, JCI has donated four computers to the AAPS district for facility management and improved system monitoring, and school mechanics and custodians have been trained on HVAC systems and energy awareness.

JCI employees volunteer their time for AAPS students, too. These volunteer efforts include training two high school students in the HVAC systems at their school. In the process, the students learned and used software programs for energy and monitoring systems. In addition to this project, JCI employees volunteer as mentors with the district's reading program for elementary students and have been doing this weekly for three years.

### Update

This year, Ann Arbor Public Schools is involved in 39 partnership programs. The "Business to Business" partnership has continued to evolve. For the second year, JCI has recruited two high school student volunteers to work alongside JCI personnel in evaluating how to make Huron High School more environmentally friendly with a view to reducing the school's energy costs. This is providing the students with experience for advanced environmental and HVAC careers. This partnership is now more than 10 years old.

### Contact information

Norma P. McCuiston, Partners for Excellence Program, AAPS, (734) 994-8139.

# 1998: Eight Mile Boulevard Association

## Participants

Thirteen local units of government, three counties, and representatives of businesses that border Eight Mile Road in Wayne, Oakland, and Macomb Counties.

## Project

In the early 1990s, the 16 governments bordering Eight Mile Road oversaw a study of economic and physical conditions there, funded by the Michigan Department of Transportation (MDOT). Based on the study's results, the governments, along with MDOT, formed a permanent economic development organization to improve the corridor. The group organized as a 501 (c)(3) nonprofit association. Funding is primarily raised through dues from the local governments, non-government members, special events, corporate sponsorships, and foundation grants. The association's board of directors includes the mayors and township supervisors of 13 communities, the chief elected official in each of the three counties, and the director of MDOT. The 25-member board also includes up to 10 directors from the private sector. In addition to members represented by the board of directors, the non-voting membership consists of 105 businesses and 21 civic and nonprofit groups. Participating governments pay dues and receive economic development services at levels proportional to the length of their community on Eight Mile Road.

## Impact

Through membership of the Eight Mile Boulevard Association (8MBA), communities can reduce the costs of economic development projects that benefit all members. For example, the landscaping and median signs built by the 8MBA cost \$430,000. Of this amount, \$220,000 came from the federal sources through the Intermodal Surface Transportation Efficiency Act (ISTEA), \$180,000 from private contributions, and \$30,000 from local and state governments. In addition, individual communities have collaborated on smaller projects including joint anti-prostitution and anti-drug patrols formed by seven communities during the summers of 1996 and 1997. The City of Detroit and the City of Eastpointe have collaborated to attract development and unify the appearance of the Eight Mile Road and Gratiot Road intersection. The good work of 8MBA has been noticed and has fostered the creation of other similar associations — Woodward Avenue Action Association and Telegraph Tomorrow.

## Update

The 8MBA recently hired a new Executive Director, Tami Salisbury who is currently completing two major projects for the association. The Bus Stop Project along Eight Mile Road will include 209 bus stops, new signage, and trash receptacles. There will also be 15 bus shelters with GPS systems so passengers can see when the next bus is arriving, and three transit centers at Eastland Mall, Northland Mall, and the Michigan State Fairgrounds. Groundbreaking on this project is expected in May 2004, and will be a major improvement to Eight Mile Road in both aesthetic terms and as an economic development vehicle. This \$3.4-million project is being funded mainly by federal and state grants. Another major project is the Perennial Median Garden project. This consists of "gardens" in the medians along Eight Mile Road. Twenty-four 8MBA signs and 11 city locator signs will be included in the medians. This is another multi-purpose project that will play an essential part in enhancing Eight Mile Road.

## Contact information

Tami Salisbury, Executive Director, Eight Mile Boulevard Association, (248) 559-8633.

# 1998: Out-Wayne County Homeless Service Coalition

## Participants

City of Dearborn, City of Livonia, Inkster Housing Commission, Redford Township, Wayne County, Wayne Metropolitan Community Action Agency, A.C.C.E.S.S, Senior Alliance, Salvation Army, United Way Community Services, and several other nonprofit agencies.

## Project

The Out-Wayne County Homeless Services Coalition began in 1996 serving homeless individuals and families in many Wayne County communities. Part of the coalitions development was in response to a United States Department of Housing and Urban Development (HUD) mandate that communities develop a coordinated continuum of care strategies to be eligible for funding under the HUD Supportive Housing Program. But coalition members also envisioned it as an opportunity to permanently establish a collaborative that improves homeless services separate from the HUD application process. Members convened to form a strategy connecting all available resources into an outreach plan. The plan connects the consumers of one member to the resources offered by other members. Membership consisted of five communities and 20 nonprofit agencies.

## Impact

A working continuum of care model created by the coalition addresses outreach, intake, and assessment of many housing needs, including homeless prevention, emergency shelters, transitional housing, permanent housing, and permanent supportive housing. The coalition also works on coordinated case management programs, including domestic violence intervention, substance abuse, health care, family counseling, mental health, parenting, transportation, employment, education, living skills, financial assistance, public assistance, legal assistance, tenant education, and home ownership.

Other achievements since the coalition formed include linking services between agencies to better meet the needs of homeless and near-homeless persons, and facilitating the linking between Christnet, SCANN (a transitional living facility for single men), and Wayne-Metropolitan Community Services Agency, with the Salvation Army Emergency Shelter Partnership program to increase shelter beds in the service area.

## Update

More than \$10 million has been generated by the Out-Wayne County Homeless Services Coalition in the last eight years to support homeless programs in the area. Among the most notable projects are the Wayne Homeless Network Projects 1, 2, and 3 that include transitional housing, permanent housing assistance, case management, and transportation services; the Shelter and Care Program which provides permanent housing with supportive services for people with chronic mental illnesses; and administration of a Tenant-Based Rental Assistance Program for the Michigan State Housing Development Authority.

## Contact information

Jennifer D. Lepard, Chair, Out-Wayne County Homeless Services Coalition, (734) 246-2280.

# 1998: Port Huron Neighborhood Housing Corporation (PHNHC)

## Participants

City of Port Huron, Federal Home Loan Bank of Indianapolis, SEMCO Energy Services, and three community banks.

## Project

The Port Huron Neighborhood Housing Corporation (PHNHC) is a joint public/private corporation formed for the purpose of rehabilitating older homes and promoting first-time home ownership among low-income families. Home ownership in Port Huron has declined over many years and there is a need now to reverse that trend. Participants in the Housing Corporation include the City of Port Huron, three community banks, Federal Home Loan Bank of Indianapolis, and SEMCO Energy Services.

## Results

The program, administered through the city's community development department, has used seed money supplied by the corporation's members and the Federal Home Loan Bank to finance the purchase of properties in need of rehabilitation. Community Development Block Grants (CDBG) are used to remodel the homes for resale to qualifying low-income families. The result is a reversal of the decreasing home ownership trend in Port Huron. Twenty-two homes have been sold to qualifying low-income families. Currently, two more are scheduled for construction and another two are under renovation.

Contributions from PHNHC members helped minimize costs. Each bank contributed \$100,000 in seed money and the Federal Home Loan Bank contributed \$129,000 that was used for acquisition costs. Cost savings are also credited to local businesses who waived their professional fees and reduced loan processing costs. For example, one home had fees waived for the application, mortgage points, appraisal, land survey, and credit report. Participating banks are committed to this program through obligations under the Community Reinvestment Act and maintaining property values in the city where they have extensive loans. This program is transferable to other communities with access to CDBG funds, especially entitlement communities under the block grant program.

## Update

To date, 59 homes have been constructed or rehabilitated. Currently, there are five new homes for sale, three under construction, and two being rehabilitated. Vacant land has also been acquired for new construction this spring. The corporation runs monthly homebuyer seminars to provide information to low- and moderate-income households interested in becoming homeowners. Although SEMCO and the Federal Home Loan Bank are no longer directly involved in the program, Standard Federal Bank, Citizen's First Savings, and Bank One continue to work with Port Huron and offer special arrangements for first time homeowners.

## Contact information

Mary Wrocklage, HOME Coordinator, City of Port Huron, (810) 984-9736.

# 1999: Macomb County Youth Violence Prevention Council

## Participants

The Macomb County Youth Violence Prevention Council includes representatives from YMCA, United Way, *The Macomb Daily*, St. Joseph Hospital, Macomb County local school districts, local police agencies, area churches, Sterling Heights Chamber of Commerce, Macomb County Community Mental Health, and others.

## Project

The Macomb County Youth Violence Prevention Council is a coalition of public and private agencies, organizations, churches, and individuals. It brings together professionals and citizens from every segment of society who are dedicated to keeping young people safe. The council has established a high level of credibility, service, and synergy between governmental institutions, private organizations, and individuals. It meets four times a year to work on issues related to violence prevention. It has task forces that focus on youth activities, school programs, and congregational/community awareness that identify appropriate action for different groups. These include student-led projects related to violence prevention, sponsoring events and training on violence, encouraging religious and community leaders to empower youth, educating and supporting parents in youth asset building, and other strategies to raise awareness and provide support against violence.

## Impact

The Macomb County Youth Violence Prevention Council has established a solid reputation for its work and, as a result, it is called upon to provide support to Macomb County communities as needed. In the light of the Littleton, CO, killings, multiple bomb threats in Macomb County schools, and police action against middle-school students in neighboring Port Huron, the schools and the community have asked the council to intensify its efforts. Thanks to improved communication and working relationships among participants, they stand ready to respond.

## Update

The council has continued working to reduce youth violence in the community over the years. It has offered 25 staff development opportunities to council members over seven years. Most recently, it began an Internet safety training program, an anger management program for children and youth, and a coalition of school districts for homeland security. It is also affiliated with Creating a Healthier Macomb — a Macomb County health initiative and the Macomb County Prevention Coalition and Safe and Drug Free Communities project.

## Contact information

Lucy Smith, Project Co-Coordinator, Macomb Intermediate School District, (810) 228-3491.

## 2000: Cultural Collaborative for Learning

### Participants

Southeast Michigan Cultural Coalition (SEMCC), Wayne County school districts, Wayne Regional Education Service Agency (RESA).

### Project

The Cultural Collaborative for Learning is a program initiated by Wayne Regional Education Service Agency (Wayne RESA) committed to improving student learning through technology and the arts. It uses technology to expose students to the Southeast Michigan Cultural Coalition's 12 world-class, cultural institutions, which includes the Detroit Institute of Arts, Henry Ford Museum, Greenfield Village, and Cranbrook Art Museum. Detroit Public Television participated by producing the videotapes, and the Center for Creative Studies created graphics for the project. The objective was to develop multimedia resources for each cultural institution — providing enhanced learning opportunities for students in Southeast Michigan who may not otherwise be able to visit these cultural treasures.

There are 12 media volumes, one for each SEMCC institution. Each volume includes a videotape and CD-ROM-based multimedia product. The compact disk content allows for a more in-depth exploration of each companion videotape. The activities may take the form of a hyperlinked exploratory Web site, an interactive virtual field trip, or even an educational game. The collaborative has developed learning experiences matched to benchmarks and standards of the Michigan Curriculum Framework.

### Impact

Of the more than a half-million schoolchildren in Southeast Michigan, a significant number have no access to the rich cultural institutions in the metropolitan area. This project impacts all children through the development of resources to bring these rich resources into the classroom. At the same time, the institutions' resources and archival materials provide extensive support for classroom lessons using a multimedia approach. By coordinating the products of this collaborative project with the Michigan Curriculum Framework, the project significantly enhances the curriculum of Wayne County school districts and, at the same time, broadens the impact of metro-Detroit's cultural institutions.

### Update

RESA has worked with Detroit Public School teachers to produce lesson plans to complement this series of media guides that are available to schools statewide. Oakland Schools, Macomb Intermediate School District, and Marquette/Alger Intermediate School District in the Upper Peninsula have used these resources. In addition, RESA, in concert with Detroit Public Television, has received a grant from the U.S. Department of Education to produce multimedia lesson plans as part of a program for reading development in elementary schools, as well as programs on history and technology. Mary Blackmon, Board Member of Wayne RESA and SEMCOG Vice Chair, says, "The cultural collaborative focuses on taking down the walls of the cultural institutions and bringing their resources to learners in a new and technologically advanced manner."

### Contact information

Ron Sniderman, Executive Director of Instruction Media and Technology Services, Wayne RESA, (734) 224-1580.

## 2000: Macomb Area Pathways School (MAP)

### Participants

Community Assessment Referral and Education (CARE), Macomb County Abstinence Program, Macomb County Health Department, Macomb County school districts, Macomb Intermediate School District, Selfridge Air National Guard Base, and St. Joseph Hospital of Macomb.

### Project

The Macomb Area Pathways School is an alternative education school for middle and junior high school students in Macomb County who have been expelled from other schools due to weapons violations and other behavioral problems. The learning styles of this student population are often better accommodated by alternative education programs. With the help of Selfridge Air National Guard Base, Macomb County Health Department, St. Joseph Hospital, and other health and guidance resources, the Pathways School has been able to reduce the risk of social and academic failure following expulsion.

Macomb ISD consultants designed an alternative curriculum for individuals with special learning styles. The curriculum incorporates a longer school year; individualized programs tailored to the strength of each student; computer-based research and writing; solid academics; a curriculum centered on career pathways, project-based teaching; two-year mentorships, and assessment by demonstration.

### Impact

Michigan law requires educators to expel students who bring weapons to school. Those expelled from high school have been able to complete their education at alternative schools. Until recently, however, middle and junior high school students expelled for weapons violations and other behavioral problems lacked alternative programs. Expelled middle and junior high school students in Macomb County can now attend MAP to find the pathway back to school and to success. MAP also allows considerable cost savings to be realized because the school districts pay just \$100 per day compared to \$175 for the cost of a county youth home where many of these kids would otherwise be kept.

### Update

The objective of MAP has always been to return students to regular schools by providing them with the skills needed to function successfully in that environment. Through a combination of reality-based teaching; application of a variety of self-assessment tools and activities to provide a sense of self-worth and esteem; and the provision of support services for both the students and their families, MAP has continued to be a valuable resource to certain families in Macomb County.

### Contact information

Monika Leasure, Regional Administrator for Career Technical Education, (586) 228-3513.

## 2000: Monroe County Countywide Education Technology Millage

### Participants

Monroe County Intermediate School District (MCISD), Monroe County Industrial Development Corporation, and Monroe County school districts.

### Project

Through the collaborative efforts of the Monroe County Intermediate School District (MCISD), Monroe County Industrial Development Corporation, local school districts, the public, area businesses, and industry, Monroe citizens passed the first technology enhancement millage in Michigan in 1996. As a result of this effort, Monroe County schools received more than \$20 million over five years for improvement and expansion of classroom equipment, course offerings, and professional development in the area of technology.

In 1996, MCISD was identified as the umbrella agency for a millage effort because a regional enhancement millage was the only operation revenue source available to local school districts. Local boards of education passed resolutions requesting a millage election be conducted by the MCISD. The districts cooperated to place the educational technology issue on the regular school election ballot; therefore, no additional expense was incurred. Leaders from the Monroe County Industrial Development Corporation and MCISD headed the campaign efforts. Parents, business people, educators, and community leaders joined together to convey this pressing need to Monroe County voters. Citizens and business representatives, who realized the value of technologically literate future employees, provided the support for the millage to pass.

### Impact

As a result of this millage, tremendous savings of precious education funds has been realized. The millage has allowed schools in Monroe County to expand their technology resources and provide state-of-the-art teaching tools to equip students for the changing demands of the work environment. Monroe County Intermediate School District has achieved cost savings by partnering with neighboring Lenewee County Intermediate School District to share a financial management system, a student management system, and an Internet service provider. This provides great savings in administrative services and creates a more coordinated system in the region. Now, students are truly connected through a fiber-optic network that spans the region, opening the door to new horizons in distance learning.

### Update

The Monroe County Intermediate School District technology millage remains the only district-wide technology millage in Michigan. In 2001, it was renewed for another five years because of its positive impact on the community. Because of the population growth in the county, the millage now generates just under \$200 per student per year compared to \$150 in the first few years. There have been major upgrades to cable and fiber optics connecting MCISD to the nine local school districts in Monroe County, as well as additional software and hardware available for students and staff in Monroe County schools. Technology surveys carried out by the school districts have shown very positive results.

### Contact information

Stephen McNew, Assistant Superintendent for Curriculum Instruction, MCISD, (734) 242-5799, ext 1300.

## 2000: Regional Alliance for Firefighter Training (RAFT) 1<sup>st</sup> Annual Regional Extrication Learning Symposium and Team Challenge

### Participants

Dearborn Fire Department, Farmington Hills Fire-Rescue, Ford Motor Company, Henry Ford Community College, Oakland Community College, and Sterling Heights Fire-Rescue.

### Project

The Regional Alliance for Firefighter Training (RAFT) is a regional partnership of Southeast Michigan fire departments and community colleges dedicated to ensuring that firefighters are highly trained professionals equipped to effectively save lives and property. Formed with the assistance of the Metropolitan Affairs Coalition (MAC) and chaired by Farmington Hills Fire-Rescue Chief, Richard Marinucci, the organization promotes teamwork and collaboration among local fire service agencies and community colleges — with the goal of achieving the highest quality training programs at the lowest cost.

RAFT continues to accomplish its mission by identifying opportunities for improving firefighter training in the region, encouraging implementation of coordinated efforts and serving as a leader and advocate for high-quality firefighter training in metro Detroit. One of RAFT's main training events is the Regional Extrication Learning Symposium and Team Challenge, where firefighter teams from several Southeast Michigan fire departments compete in a team challenge to test their state-of-the-art rescue skills and extrication capabilities with the assistance of the area's vast engineering, medical, and rescue resources and expertise into a learning environment. The challenge was conducted in conjunction with the Transportation Emergency Rescue Committee (TERC) of the International Association of Fire Chiefs. The project team avoided cost to government entities by securing the cooperation of Ford Motor Company, which generously donated \$1 million worth of late-model vehicles to give fire rescue personnel vital, first-hand experience in automobile-crash conditions.

### Impact

The annual Regional Extrication Learning Symposium and Team Challenge is an innovative event that offers a unique opportunity for RAFT to capitalize on leading-edge technology and knowledge to increase firefighters' ability to increase accident victims' chances of survival. Extensive coverage from local media helped increase citizen awareness of this important joint project. This demonstrated in a visual fashion how local governments can work together to provide superior service at reduced cost.

### Update

In June 2004, RAFT will hold its fifth annual Extrication Learning Symposium and Team Challenge at Henry Ford Community College. All nine of the original communities are still active in RAFT and continue to participate in the challenge. However, communities outside RAFT, including firefighter teams from Washington State, Wisconsin, Ohio, New York, and even Canada, have also participated in the challenge over the last four years. Apart from the challenge, RAFT has been active in promoting the skills and knowledge of firefighters in Southeast Michigan through a series of seminars dealing with a variety of topical issues such as multi-casualty incidents, risk management, and the impact of SARS on firefighters.

### Contact information

Richard Marinucci, Fire Chief, City of Farmington Hills, (248) 426-4400.

## 2000: Technical Education Academic Manufacturing Program (TEAM)

### Participants

Wayne Westland Community Schools, South Redford Community Schools, Detroit Diesel Corporation, Spring Engineering and Manufacturing Corporation, and UAW Local 163.

### Project

The Technical Education Academic Manufacturing (TEAM) Program is a public school and manufacturing partnership. It combines academic preparations with advanced manufacturing and extensive school-to-work experiences. TEAM provides non-college and college-bound junior and senior high students with a technically oriented, applied program in math, physics, and communication skills. TEAM also bridges the gap between area business and industry resources and school-based learning experiences to provide the technical skills needed for today's workplace.

TEAM program offers a two-year course for selected individuals during the junior and senior years in high school. During the junior year, 57.5 hours of job shadowing, on-the-job training, mentoring, and unpaid training are provided by DDC and Spring Engineering staff. Students are also placed in full-time, paid summer internships for six weeks. Summer interns receive pre-employment training in areas including basic hand tools and assembly, torque techniques, and sexual harassment and safety awareness. Senior year work-based curriculum includes engine tear-down and reassembly, problem solving, and a senior project. TEAM curriculum also integrates 120 separate, national manufacturing standards.

### Impact

TEAM has received a 98 percent satisfaction rating by students on its program evaluation survey. The partnership's effectiveness is demonstrated by the close working relationship that has emerged over the past three years as diverse industries, a large UAW local, and two noncontiguous school districts have overcome innate institutional differences. In the process, they learned to speak in one common language with student success and career preparation as the common denominator and goal. TEAM successfully meets the needs of both education and industry through collaboration.

### Update

Since receiving the award, TEAM's main sponsor, Detroit Diesel has been unable to participate in the program. As a result, the program has been scaled back to a one-year program, and the curriculum has been modified. However, Wayne Westland Schools remains committed to school-to-work training and has recruited other local companies to partner on the program. Most notably, Spring Engineering and Manufacturing Corporation from Canton Township has become the main sponsor along with E&E Manufacturing in Livonia and Bayloff Tooling in Belleville. These firms provide important skills in exposing students to engineering and other higher-end occupations.

### Contact information

Rick Hamrick, Assistant Principal, William D. Ford Career Technical Center, (734) 419-2100.

## 2001: AAA Road Improvement Demonstration Project

### Participants

AAA Michigan, City of Detroit, Wayne County, City of Grand Rapids, Michigan Department of Transportation, SEMCOG, Michigan Office of Highway Safety Planning, and Wayne State University.

### Project

AAA Road Improvement Demonstration Project is an effort to improve road safety in Detroit by making improvements to certain high-crash intersections. It began as an effort by former Mayor Dennis Archer to help reduce auto insurance rates in the city. In response, AAA Michigan developed an innovative roadway improvement strategy where private dollars are contributed toward targeted road improvements in Detroit.

The primary objective of the program is to demonstrate that safety analysis and relatively inexpensive engineering modifications can reduce crashes and injuries in Michigan's urban areas. In addition to its interest in reducing human suffering by reducing crashes and injuries, AAA Michigan viewed its contributions as an investment in loss prevention and loss reduction.

A steering committee consisting of representatives from the City of Detroit, AAA Michigan, Wayne County Road Commission, Michigan Department of Transportation, Wayne State University, Michigan Office of Highway Safety Planning, and SEMCOG took responsibility for approving targeted high-crash locations and road improvement demonstration projects, discuss funding agreements, and oversee construction planning.

### Impact

By 2001, more than 40 intersections had already been improved in Detroit, resulting in a tremendous public-safety benefit. Initially, the projects focused on urban signalized intersections on arterial roads. Improvements at these intersections include installing new and larger signals, replacing missing or worn signs, and enhancing protection for left-turning traffic. It is anticipated that this project will be expanded to other intersections in Southeast Michigan and in other parts of Michigan.

### Update

Between 1998-2003, almost 400 projects have been planned and/or implemented in Detroit, Grand Rapids, Port Huron, and Bay City. A total of 139 intersections in Detroit and 36 intersections in Grand Rapids have been completed. Results have been very positive. One study for the Michigan Office of the Aging found crashes on improved intersections on Woodward Avenue in Detroit were reduced by 17 percent for 25-64 year olds and by 31 percent among those older than 65. The most dramatic results were for left-turn head-on crashes. These fell by 73 percent at 13 intersections where left-turn phasing was added. Another study of 84 completed intersections in Detroit and Grand Rapids found that there was a reduction of more than 25 percent in total crashes and 40 percent in total injuries at improved locations.

### Contact information

Jeffrey Bagdade, Traffic Engineer, AAA Michigan Community Safety Services, (313) 336-1405.

## 2001: Carver Subdivision Revitalization

### Participants

City of Westland, the U.S. Department of Housing and Urban Development, the Southeast Homeowners' Association, Peoples' Community Baptist Church, Peoples' Community Hope for Homes (PCHFH), Michigan State Housing Development Authority, and Bank One.

### Project

The Carver Subdivision Revitalization Program is a cooperative venture designed to redevelop a distressed neighborhood in the southeast portion of Westland. The Carver Subdivision is geographically isolated from the rest of Westland and has been an area of concern for crime, drug use, and social malaise. The revitalization effort is a public-private collaboration initiated by Westland to enhance safety and living conditions, encourage new growth, and reconnect residents to the rest of the city.

The project had many diverse partners including the public sector, represented by Westland, the U.S. Department of Housing and Urban Development, and the Michigan State Housing Development Authority; the private sector represented by Bank One and the Peoples' Community Hope for Homes; and the faith-based community represented by Peoples' Community Baptist Church. These partners coordinated removal of abandoned and deteriorated structures, improvement of public infrastructure and existing homes, and construction of new subdivisions and in-fill homes on vacant lots.

### Impact

As a result of the project, within the first few years, eight dilapidated and abandoned structures were demolished, two homes were rehabilitated, and six new homes were constructed by PCHFH. In addition, concrete plans were made for construction of a new subdivision with 35 homes as well as improvements to road, water, sewer, and emergency infrastructure, including plans for a new fire station in the revitalized subdivision. The project also resulted in improved social and public services programs, and development of a charter school close to the neighborhood. The combined resources of the city and key public, private, and nonprofit organizations are bringing renewed growth and stability to the Carver Subdivision.

### Update

Since 2001, many of the plans for the Carver Subdivision have come to fruition. A total of 20 in-fill homes on different streets in the area have been completed, as well 10 homes in Westshire Place, a new 34-home mixed-income subdivision. Fourteen of the homes are affordable and the remainder market rate, but they cannot be distinguished from one another, although the prices range from \$120,000-\$170,000. Attracting market-rate homes to this area is a positive development in a previously blighted neighborhood that did not see any new housing in over 40 years. In addition to the new homes, Westland's new fire station has been built in the southern part of the city and has become a focal point in the area. There is also a new 50-unit senior housing project and a new, private commercial development that will offer additional services to local residents.

### Contact information

James Gilbert, Director of Housing and Community Development, City of Westland, (734) 595-0288.

## 2002: Oak Park Business and Education Alliance (OPBEA)

### Participants

Oak Park Business and Education Alliance.

### Project

The Oak Park Business and Education Alliance (OPBEA) is a nonprofit organization formed as a joint effort of the public and private sectors to provide assistance to the Oak Park School District in the implementation of its Education Initiative. The Education Initiative provides for several interventions designed to assist students in meeting performance goals established by the district. OPBEA was established as an essential element of the initiative. OPBEA seeks to improve student performance through career-focused education and by providing rewards, recognition, and incentives to students who meet the performance goals.

The collaboration of business, government, and education through the Oak Park Business and Education Alliance provides a multitude of opportunities for youth in the Oak Park community. OPBEA and its private sector partners sponsor luncheons, career opportunity field trips, the Industry Internship Program, and the School Liaison Program. Private firms such as banks and utility companies, as well as a local hospital, an accounting consulting firm, and a cleaning service agency contribute resources for these programs. Private firms also offer staff time for job training and student mentoring, internships, and other career-exposure opportunities for students. The methods of reward and recognition include Student-of-the-Month Breakfasts, contracts for success, honors assemblies, and an incentive scholarship program.

### Impact

As a result of the OPBEA, students benefited from an additional \$117,000 of programming within two years. The Oak Park School District would not have been able to provide this programming without the OPBEA. In addition, there are considerable cost savings to families and future employers when students have had exposure to careers prior to post-secondary training or on-the-job training. The educational improvements have assisted students to excel in MEAP scoring. The overall achievement of the Oak Park Business and Education Alliance provides a model for other communities across the state to have a long-lasting impact on improved education.

### Update

The successful partnership between the City of Oak Park, the Oak Park School District, and OPBEA has continued with new programs being developed and graduates of the programs being hired by the business partners. Beaumont Hospital is now in its sixth year of involvement with this partnership and Standard Federal Bank has been hiring and training Oak Park graduates for teller positions. The School Liaison program, where individuals from the City of Oak Park have "adopted" classrooms and taught junior achievement and soft business skills has enhanced the opportunities and exposure of students in the district to the work environment.

### Contact information

Lori A. Fidler, Executive Director, OPBEA (248) 967-0457.

## 2002: Villages of Taylor

### Participants

City of Taylor, McKinley Properties Inc., and U.S. Department of Housing and Urban Development.

### Project

The Villages of Taylor is a success story in neighborhood revitalization that revitalized a whole community. For decades, five privately owned, low-income rental housing complexes in Taylor accounted for about half of the city's police runs and many social problems associated with too many people living in a relatively small area. The properties were poorly managed, overcrowded, poverty-stricken, and crime-ridden. The problems also hurt the city's reputation and image.

In May 1996, Taylor residents voted to tax themselves one mill over 20 years to help fund redevelopment in the area. Taylor acquired the rental communities in 1998. Subsequently, a five-to-seven-year plan was implemented. McKinley Properties Inc. was hired to oversee the development. Using a newly created nonprofit organization — Taylor Community Development Corporation — as a vehicle to oversee this \$92.5 million transformation; and utilizing cutting-edge financing techniques including public and private debt and equity sources; local, state, and federal grants; conversion of HUD financing equity and the voter-approved millage; the Villages of Taylor was created.

### Impact

The goals of the project were to create an affordable mixed-income residential community and encourage greater economic mix among community residents by deconcentrating the units, creating home ownership opportunities within the community, developing extensive active and passive recreational opportunities, and reducing the disproportionate expenditure of municipal funds to this neighborhood. Through the efforts of the many partners, the Villages of Taylor is a success story in revitalization with greatly reduced crime rates, deconcentration of property, remodeled units, and additional green-space development which offer educational opportunities and other human services, and a safer community, which has benefited the entire Taylor community. This program stands as a model for the redevelopment of distressed communities.

### Update

The Villages of Taylor continues to be a success story for Taylor. Permanent financing using low-income housing tax credits has been secured for some rental housing units. The condo project is being finalized and an additional 192 units are planned for demolition. The renovation project has continued to improve the interior condition of the properties. Fred Zorn, Director of Economic Development in Taylor, says, "The Villages of Taylor continues to exceed our expectations. We have seen major investment in residential market-rate properties as well as neighborhood commercial investment, and we continue to achieve our objectives in terms of lower crime rates."

### Contact information

Fred Zorn, Director of Economic Development, City of Taylor, (734) 374-2733.

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