

STUDY SESSION AGENDA
December 9, 2002 – 7:30 P.M.
Council Board Room of Troy City Hall
500 West Big Beaver,
Troy, Michigan 48084
(248) 524-3317

CALL TO ORDER

ROLL CALL

Mayor Matt Pryor
Robin Beltramini
Cristina Broomfield
David Eisenbacher

Martin F. Howrylak
David A. Lambert
Anthony N. Pallotta

1 Presentation from the Michigan Cricket Association 7:30 – 8:00

2 Goals and Objectives, Phase II 8:00 – 9:00

BREAK 9:00 – 9:10

3 Update on Big Beaver Road Project 9:10 – 9:25

4 Discuss Potential Changes by Senator Shirley Johnson to Troy's Language,
which was Passed by SOCRRA on Senate Bill 3 9:25 – 9:40

5 Issues Raised at Professional Workshops with Professor John Nalbandian
of the University of Kansas and Carl Hendrickson of Market Measurement 9:40 – 10:00

PUBLIC COMMENT

ADJOURN

Respectfully submitted,

John Szerlag, City Manager

NOTICE: People with disabilities needing accommodations for effective participation in this meeting should contact the City Clerk at (248) 524-3316 or via e-mail at clerk@ci.troy.mi.us <<mailto:clerk@ci.troy.mi.us>> at least two working days in advance of the meeting. An attempt will be made to make reasonable accommodations.

November 7, 2002



TO: The Honorable Mayor and City Council

FROM: John Szerlag, City Manager
Gary A. Shripka, Assistant City Manager/Services

SUBJECT: Request for Study Session – December 9, 2002

City management has been working with Troy residents who are members of the Michigan Cricket Association for more than two years to provide a cricket field in the City of Troy.

After receiving a petition from residents requesting a cricket facility, staff began meeting with the association's representative, Mr. Shahid Ahmed, and others to learn more about what was being requested. Originally the request was to allow play at Raintree Park. Because of the area needed to play cricket and installation of the required pitch, this site does not work. In addition, use of the existing fields had been booked.

After many more meetings to learn about the game and its needs, it was determined that a practice facility could be provided while proceeding to find a suitable site. In 2001, Council approved development of a practice facility and in June 2001, the site was developed on Garry Street.

The one site in the City able to accommodate a cricket field is the Nelson Drain property, east of Rochester Road and opposite Trinway Street. The City has negotiated with the Drain Commission and, as a result, City management will be coming to Council with an agreement from the Oakland County Drain Commission to use the property as a cricket field. Should this be approved, the City property on Rochester Road south of the daycare facility will be improved to be used for parking.

The proposed cricket facility will be unique in that the two Troy cricket teams will be able to play other teams in the league in Troy. Additionally, Parks and Recreation will be able to use the facility for their cricket programs.

Because this is not City-owned property, it is not limited to use by only Troy residents. This and other issues certainly need to be discussed prior to any approval or implementation.

Based on this, City management and Members of the Michigan Cricket Association (residents) are requesting time to offer Council a presentation at a Study Session in December, preferably December 9, 2002.

RESOLVED, That a Study Session is scheduled for Monday, December 9, 2002 at 7:30 PM in the Council Board Room of Troy City Hall, 500 West Big Beaver, Troy, Michigan for reason of discussing the following topics:

- 1) Presentation by the Michigan Cricket Association
- 2) Phase II of *Goals and Objectives*
- 3) Issues raised at professional workshops with Carl Hendrickson of Market Measurement and Professor John Nalbandian from the University of Kansas
- 4) Other topics which may arise before posting of Study Session Agenda

November 1, 2002

To: Gary A. Shripka, Assistant City Manager/Services
From: Carol K. Anderson, Parks and Recreation Director
Subject: Cricket history, etc.

June, 2000 Initial meeting with interested players.
Meeting discussion about possibility of cricket field development.

January 2001 Meeting held to discuss practice field development. Proposed development
at Garry St. parcel.

February 2001 Memo to council seeking approval of Garry development.

June 2001 Garry site developed (approximately \$10,000) by City.

Summer 2002 Cricket camp offered by Parks and Recreation. 11 participants.

Cost to develop/maintain Nelson drain site.

Field development, site amenities:

Pathway/field development	\$6000.00
Parking/drive	\$3500.00 (approximately
Portable toilets	\$2400.00
Additional mowing, field maintenance	\$600.00/month
Additional yearly maintenance	\$2000.00
Additional daily maintenance	\$50.00 (if games are not supervised)

City of Troy

PROCLAMATION

WHEREAS, the 1984 World Champion Cricket Team from India will be visiting in Troy, Michigan; and

WHEREAS, the team will play an exhibition match with the Detroit Cricket Club on Belle Isle on June 29; and

WHEREAS, the visiting team has won the world Championship of Cricket for the last two years;

NOW, THEREFORE, BE IT RESOLVED, that the City Council of the City of Troy proclaims June 28, 1985 as WORLD CHAMPION CRICKET DAY in the City of Troy and urges all Troy citizens to join in wishing the World Champions continued success.

Signed this 17th day of June, 1985 and presented as a remembrance of this City Council.

Richard E. Doyle
Richard E. Doyle, Mayor



Randy Husk
Randy Husk, Councilman

Louise E. Schilling
Louise E. Schilling, Councilwoman

Alan J. Liebrecht
Alan J. Liebrecht, Councilman

Jeanne M. Stine
Jeanne M. Stine, Mayor Pro Tem

Anthony N. Pallotta
Anthony N. Pallotta, Councilman

Peter A. Taucher
Peter A. Taucher, Councilman

500 W. BIG BEAVER ROAD TROY, MICHIGAN 48084 PHONE: (AREA 313) 524-3300



MichCA



Meeting with Troy City and
Oakland Commission
10/23/2002



MichCA



Agenda

1. Introduction.
2. MichCA (Michigan Cricket Association) Presentation.
3. License Agreement Signature for the use of Nelson DD facility by MichCA.
4. Next action items of Nelson DD along with the timeline.
5. Practice pitch.
6. Point of Contact.



MICHCA

MichCA Structure

- Governing Body
- Executive Body
- Chartered Members
- 14 Registered Clubs
(Ave. 30 members per club)



MichCA

Governing Body

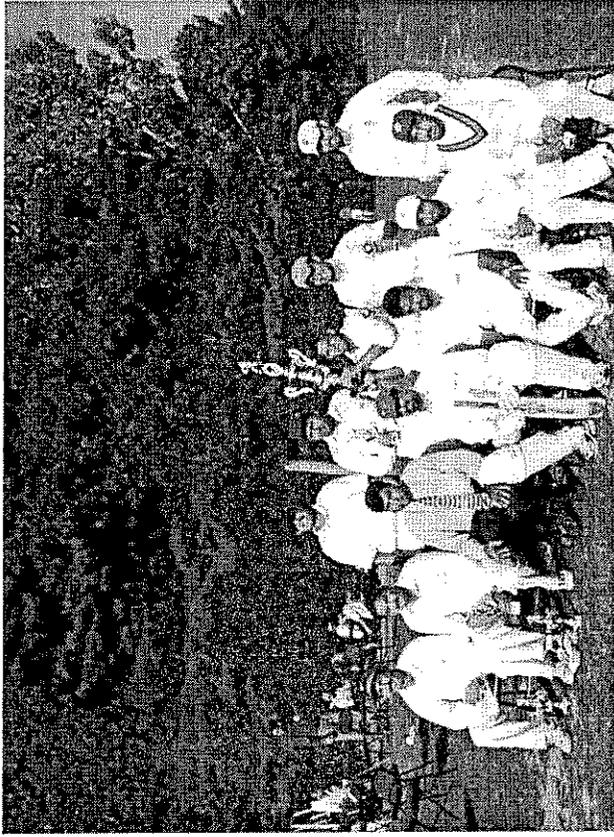


- o Chairman – Venkat Mallya (right in picture)
- o Vice-Chairman – Shiva Navarat
- o Secretary – Susheel Bhat (left in picture)
- o Treasurer – Farooq Ahmed
- o Mktg/Infrastructure – Madhu Konduru
- o Statistician – Sultan S Khan

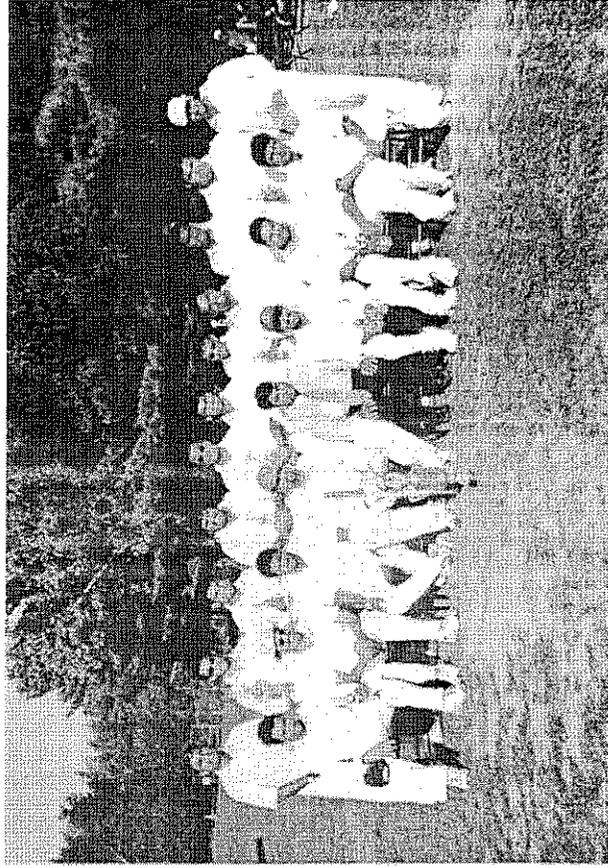


MichCA MichCA League

- o MICHCA League Championship for 14 member clubs.
- o GREAT LAKES Knock-out tournament for 14 member clubs.
- o OAKLAND double wicket tournament for all the registered members.



2002 MichCA League Champions
Detroit Cricket Club



2002 MichCA League Runner-up
Troy Cricket Club



MichCA Participating Teams

There are currently 14 participating teams in MichCA League.

- o Troy Cricket Club – Eagles
- o Detroit Cricket Club – Greens
- o Pharmacia Protégé Cricket Club
- o Michigan State Cricket Club
- o Metro Detroit Cricket Club
- o Troy Cricket Club – Hawks
- o Kalamazoo Cricket Club
- o Motown Cricket Club
- o Caribbean Cricket Club
- o Ann Arbor Cricket Club
- o Western Michigan University Cricket Club
- o Detroit Cricket Club – Whites
- o Michigan State University Cricket Club
- o Macomb Cricket Club



MichCA

Annual Function

List of Dignities

Former International Cricketers from India

- **B. S. Chandrashekar**
Leg Break Bowler, Wisden's Bowler of the century
- **Chetan Chauhan**
Opening Batsman
- **Karson Ghavri**
Pace Bowler, Leg Spin Bowler
- **Dilip Doshi**
Leg Spin Bowler

Special Guest

- **Bharat Desai** – Special Guest
CEO, Syntel Inc., Troy MI.



MichCA Annual Function

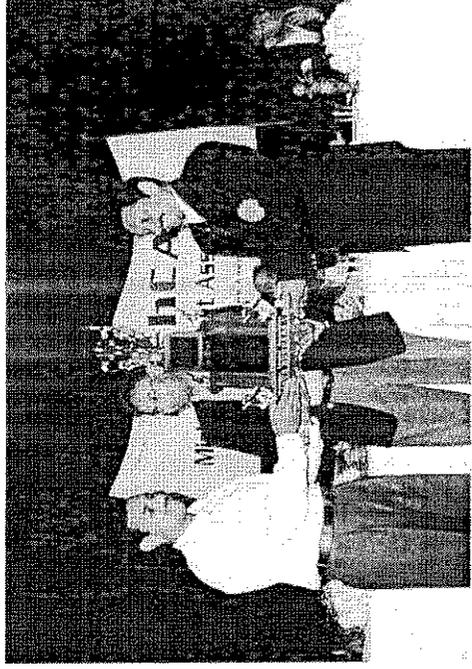
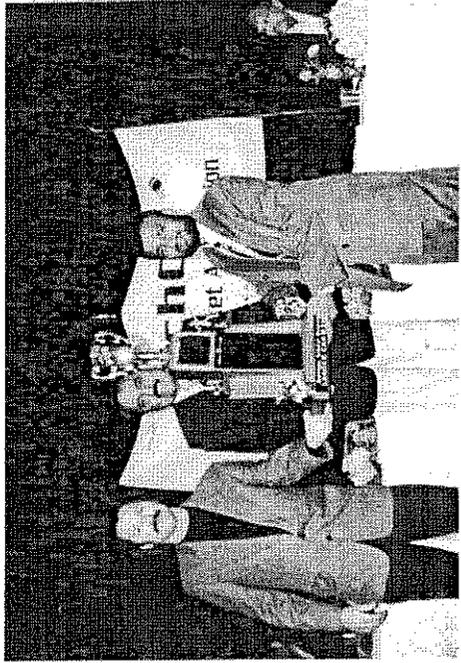
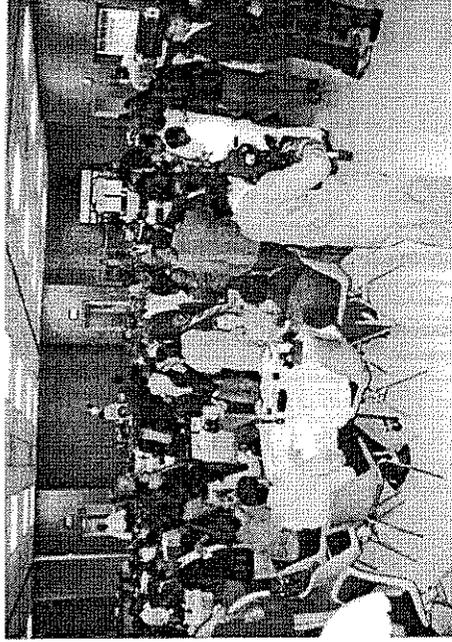
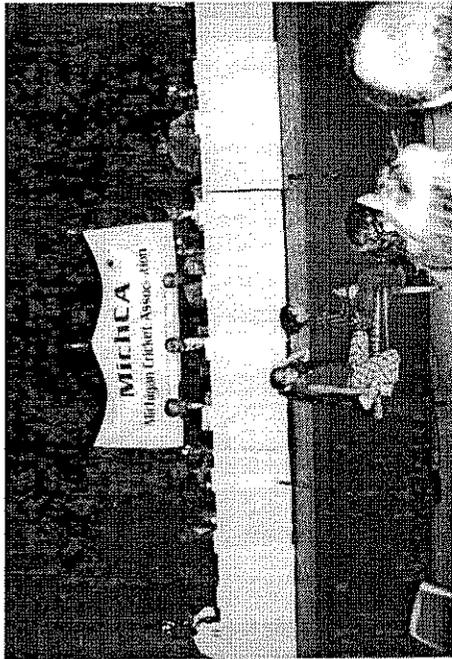
List of Sponsors

- Syntel, Inc.
- Attica Hydraulic Exchange Corp.
- First Choice Home Health, Inc.
- Imetris Corporation
- Veljan Hydraulic and Pneumatic Products
- All American Rehab Care Inc.
- Active Life Sciences Inc. USA
- EASI
- Cyber Wiz Inc.
- Priya Indian Cuisine
- Patel Brothers



MICHCA

Annual Function





MichCA Cricket in Michigan-History

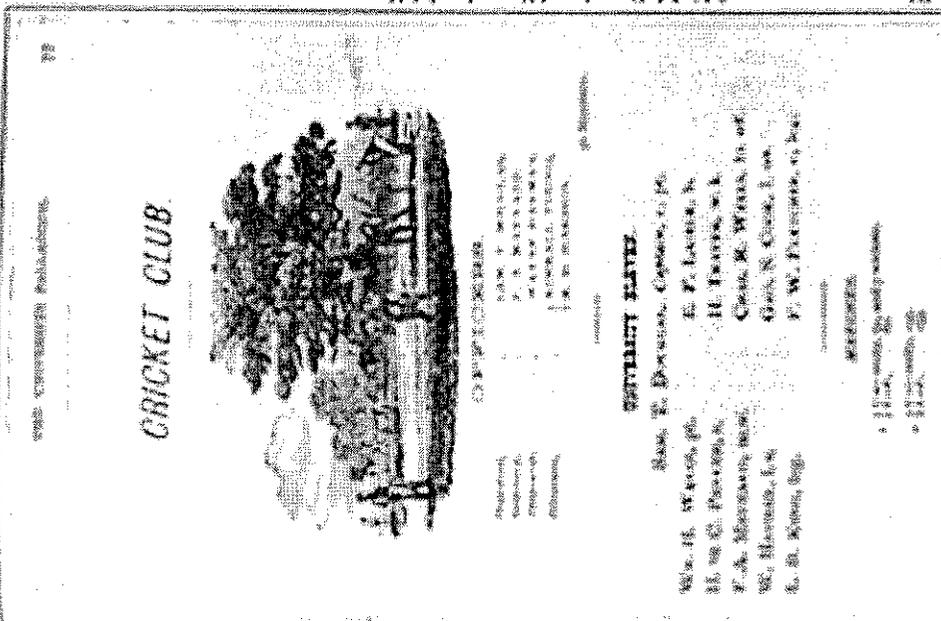


Photo courtesy of U-M Bentley Historical Library

"Before the Civil War, a time when baseball was little more than an unorganized children's game, cricket was the most prominent team sport in America, a testimony to England's continued influence upon American tastes and trends. Bolstered by the country's success in the annual United States vs. Canada cricket matches that began in 1853, and by the visit in 1859 of an English all-star cricket team, cricket seemed destined to become America's future national pastime".

"Most of the country's ante-bellum cricket interest centered in the Eastern cities of New York, Philadelphia and Boston, but Michigan also got caught up in cricket fever. At least half a dozen cricket clubs were active in the state during this period, including the Pioneer Cricket Club organized by Michigan students in 1861, the University's first documented foray into the world of organized athletics".

"Cricket, however, was on a path of irreversible decline that continued uninterrupted, with the exception of a few locations like Philadelphia, to World War I, by which time it was little more than a curiosity played only by immigrants from cricket-playing countries. And that has been its status ever since".

"EXCERPTS FROM SPRING TODAY 1999 EDITORIAL IN THE BEGINNING THERE WAS CRICKET BY TOM MELVILLE"

"In 1858, the Peninsula Cricket Club was founded in Detroit. The game of cricket became popular in Detroit in the mid-1800s. Being a city of many immigrants, a sport such as cricket was popular with not only the English, but with Irish residents as well".

COURTESY COMMUNITY ANCHOR 1999 - NEWSLINK ASSOCIATES

Roster of 1872 U-M Cricket Club.



MICHCA Cricket in Michigan-Statistics

2000 Census: Asian Indians leading gainers

Troy, now 13 percent Asian, has 4,655 residents who identified themselves as Asian Indian on census forms. That's up from 1,755, a 165-percent increase. And in Canton Township, the number of Asian Indians jumped 220 percent to 3,405.

Asian race breakdown in Michigan

	1990	2000	% change
Asian Indian	23,845	54,631	129.1%
Other Asian	13,611	25,466	87.1

DETROIT FREE PRESS MAY 23 2001

People of Indian descent now number nearly two million (1.9 million, of which about 1.7 were of only-Indian origin and the rest, Indian in combination with another race). Indian Americans constituted 0.6 percent of the total U.S. population and had an average annual growth rate of 7.6 percent. Between 1990 and 2000, the community had grown by 105.87 percent.

SOUTH ASIANS IN U.S.

- Asian Indians 1,678,765
- Bangladeshi 41,280
- Nepalese 7,858
- Pakistani 153,533
- Sri Lankan 20,145

(The numbers are of respondents categorized as reporting only one Asian group. Differences with other Census Bureau tables is because the category covers more detailed groups.) Source: U.S. Census Bureau

TOTAL SOUTH ASIAN POPULATION IN USA IS 2 MILLION (EXCLUDES HONG KONG, SINGAPORE, MALAYSIA) PLUS OTHER CRICKET PLAYING COUNTRIES LIKE ENGLAND, AUSTRALIA, CARRIBBEAN ISLANDS, EUROPIAN COUNTRIES NEED TO BE INCLUDED TO ARRIVE AT A TOTAL FIGURE OF CRICKET LOVING PUBLIC.



Cricket in America

Cricket in the Americas has a long and proud history. In fact the region holds the rather amazing distinction of having hosted the first ever international cricket match - between USA and Canada in 1840!. Cricket in the Americas has a long and proud history. In fact the region holds the rather amazing distinction of having hosted the first ever international cricket match - between USA and Canada in 1840.



Global Cricket-Structure

International Cricket Council (ICC) has 10 members and 27 associate members.

Full Members

- AUSTRALIA
- BANGLADESH
- ENGLAND
- INDIA
- NEW-ZEALAND
- PAKISTAN
- SOUTH AFRICA
- SRI LANKA
- WEST INDIES
- ZIMBABWE

Associate Members

- USA
- CANADA
- SCOTLAND
- IRELAND
- KENYA
- NETHERLANDS
- NAMIBIA
- ARGENTINIA
- FRANCE
- SINGAPORE
- DENMARK
- GERMANY, et. al.



MichCA Global Cricket-Structure

USACA – USA Cricket Association

Central East Region

Midwest Cricket Conference
Minnesota Cricket Association

Michigan Cricket Association (MichCA)

Central West Region

North Texas Cricket Association
Houston Cricket League
Colorado Cricket League

New York Region

American Cricket League
Bangladeshi Cricket League
Brooklyn Cricket League
Commonwealth Cricket League
Eastern American Cricket Association
Metropolitan Cricket League
Nassau New York Cricket Association
New York Cricket League

North West Region

Northern California Cricket Association
Bay Area Cricket Alliance
NorthWest Cricket League

South West Region

Southern California Cricket Association
Arizona Cricket Association

North East Region

Connecticut Cricket League
Massachusetts State Cricket League

Atlantic Region

Garden State Cricket League
Cricket League of New Jersey
Washington Cricket League
Mid-Atlantic Cricket Conference
Delaware Cricket Association

South East Region

Central Florida Cricket Association
South Florida Cricket Association
Florida South East Cricket Association
Atlanta-Georgia Cricket League

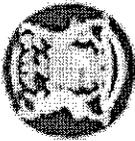


MICHCA



MichCA at National Level

MichCA has had a great start, both in terms of quantity & quality of Cricket played. It is on its way to become one of the powerhouses of Cricket in USA. The representation of two players from MichCA, Amer Afzaluddin and Jason Hiemstra, for the USA National under -19 and under-25, is a testimony to this. Amer Afzaluddin of Detroit Cricket Club also became the first ever Cricketer to be selected from USA for the St. George Academy of Cricket in Granada.



MichCA Youth Camp



Youth Cricket Camp

Conducted by Troy Parks and Recreation and Michigan State Cricket Club

Michigan State Cricket Club will conduct a youth cricket camp at the Troy cricket field in June. This is the first one of its kind that would take place in the state of Michigan. Cricket is a game that is popular in South Asia, Australia, England and West Indies.

Age Groups: Ages 6-12 and ages 13-18. Based on the registration, each age group will be subdivided for maximum participation and enjoyment. Maximum is 15 per session.

Program: Participants will learn the basics of batting, bowling and fielding.

Equipment: All the equipment including balls, bats, stumps, protective equipment and helmets will be provided.

Location: Troy Cricket Facility - Garry Drive, Troy (John R. Road and Big Beaver)

Fee: \$40

Act	Age	Dates	Time
131080A	6-12	June 23, 29 & 30	1-3:30 pm
131080B	13-18	June 23, 29 & 30	3:30-6 pm

Instructors: Pubudu Dassanayake (Sri Lankan National Team / ICC level III coach)
Kartick Ramaswamy (Hyderabad Ranji)



For more details on this coaching program, please contact: Madhu Konduru, President, MSCC (248-703-3373) or Arun Agarwal, Sales/Marketing, MSCC (248-755-4095)

Troy Parks and Recreation conducted the first ever coaching camp in Troy on JUNE 23, 29 & 30 OF 2002.

Similar programs could be conducted thru county and city authorities, school districts.

Customized coaching camps for the community.



MICHCA Opportunities

Cricket, second only to soccer, is one of the most popular spectator sports in the world. With 15 member nations and at least 10 additional "participating" countries in the North, Central and South America.

MICHCA - OPPORTUNITES

MICHCA is keen to identify and build long term collaborative partnerships with global, multi-national companies, governments and Non-Profit Organizations to develop and expand the growth of cricket in Michigan.

MICHCA shall showcase their commitment towards development of cricket, enhancement of business goals and objectives of the strategic partners through multiple media and marketing opportunities like web sites, radio, print, TV, newsletters, tournament, logos, special events etc.

MICHCA event sponsorship opportunities touch a diverse, selective and unique audience to provide their corporation with a targeted marketing partnership involving layers of media exposure, advertising, hospitality, promotional rights, corporate logo on event collateral, signage, on-site benefits, mailing lists, community tie-in, in addition to opportunities entailing business category exclusivity for your company at particular events.



MichCA Vision

Promote the game of CRICKET in the state of Michigan through the development of infrastructure, involvement of businesses, communities, government bodies and the school districts. Develop MICHCA as one of the premier cricket bodies and position MICHCA as a key player and contributor to USACA and ICC.



MichCA 

MichCA Goals

STATE OF MICHIGAN:

- Conduct youth coaching programs in association with government bodies, communities and school districts.
- Develop infrastructure, grounds and facilities to accommodate more clubs.
- Foster the needs of the communities who are thriving to play/watch quality cricket.
- Develop a world class web-site for effective marketing and communication.
- Raise funds through value added programs and thus involve/associate businesses with the game.
- Present marketing and business propositions to the corporations.

USACA:

- Become an active independent region
- Compete in regional and national tournaments
- Help USACA find and develop good players to represent the Country.



MichCA

ICC Vision

Mission Statement

To promote the game of Cricket at all levels in the United States of America, develop national teams that will be competitive and successful in international competitions and to become the symbol of excellence in sports throughout the world.

Objectives

- Attain ODI status and thereby qualify for the World Cup
- Increase participation of players
- Embark on an aggressive promotion and advertising campaign:
 - a) Increase the profile of the game by staging festival Cricket games
 - b) ODI games between Full members at various locations
 - c) Increase the general media coverage of Cricket



MichCA

Present Infrastructure

Grounds

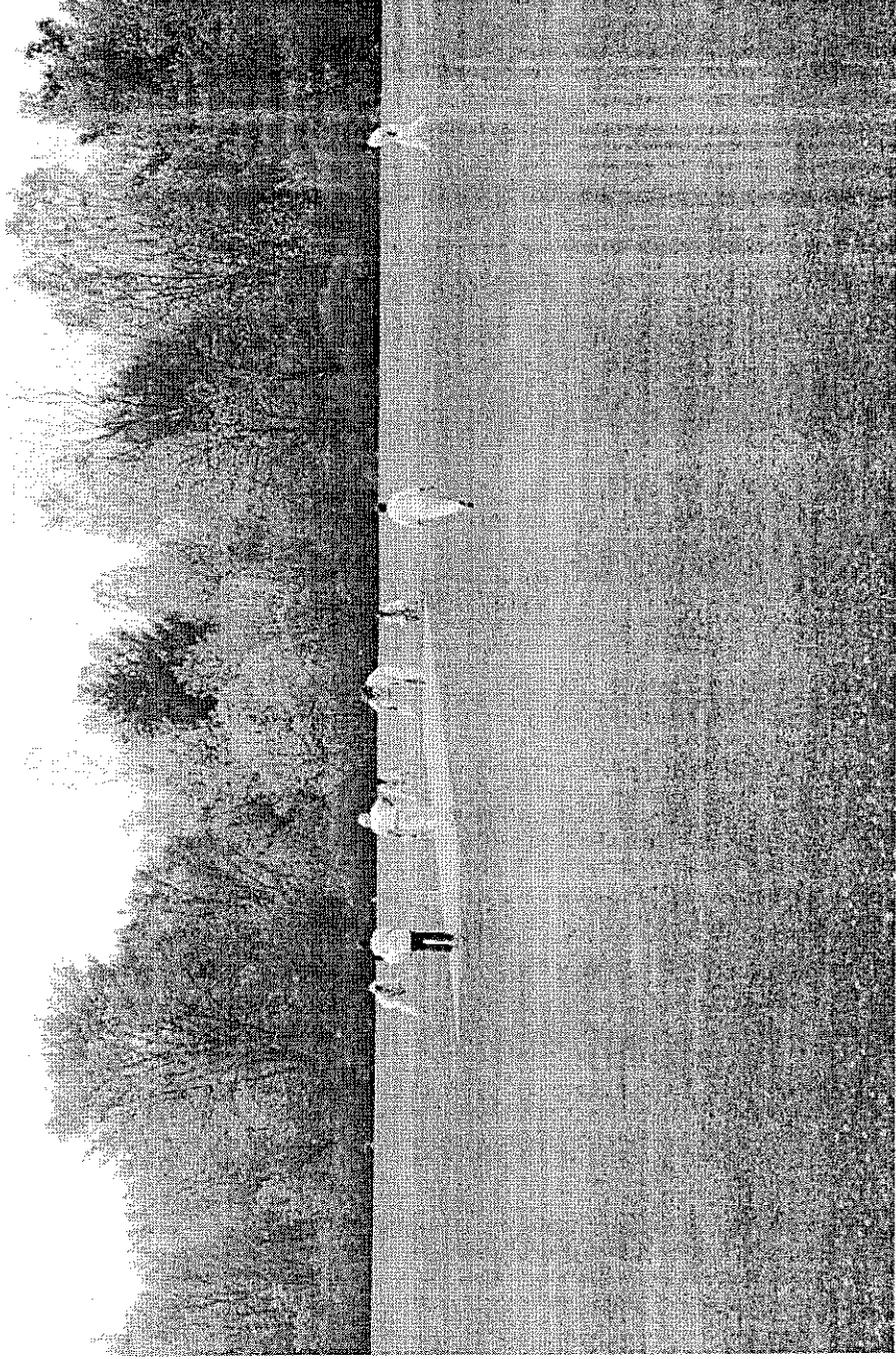
- o Bloomer Park, Rochester Hills.
- o Belle-Isle Park, Detroit.
- o Beatty Park, Toledo.
- o Pharmacia Park, Kalamazoo.

Practice Facilities

- o Troy Practice Facility
- o Bloomer Park Practice Facility



MichCA Grounds



Bloomer Park,
Rochester Hills.



MichCA

Practice Facilities

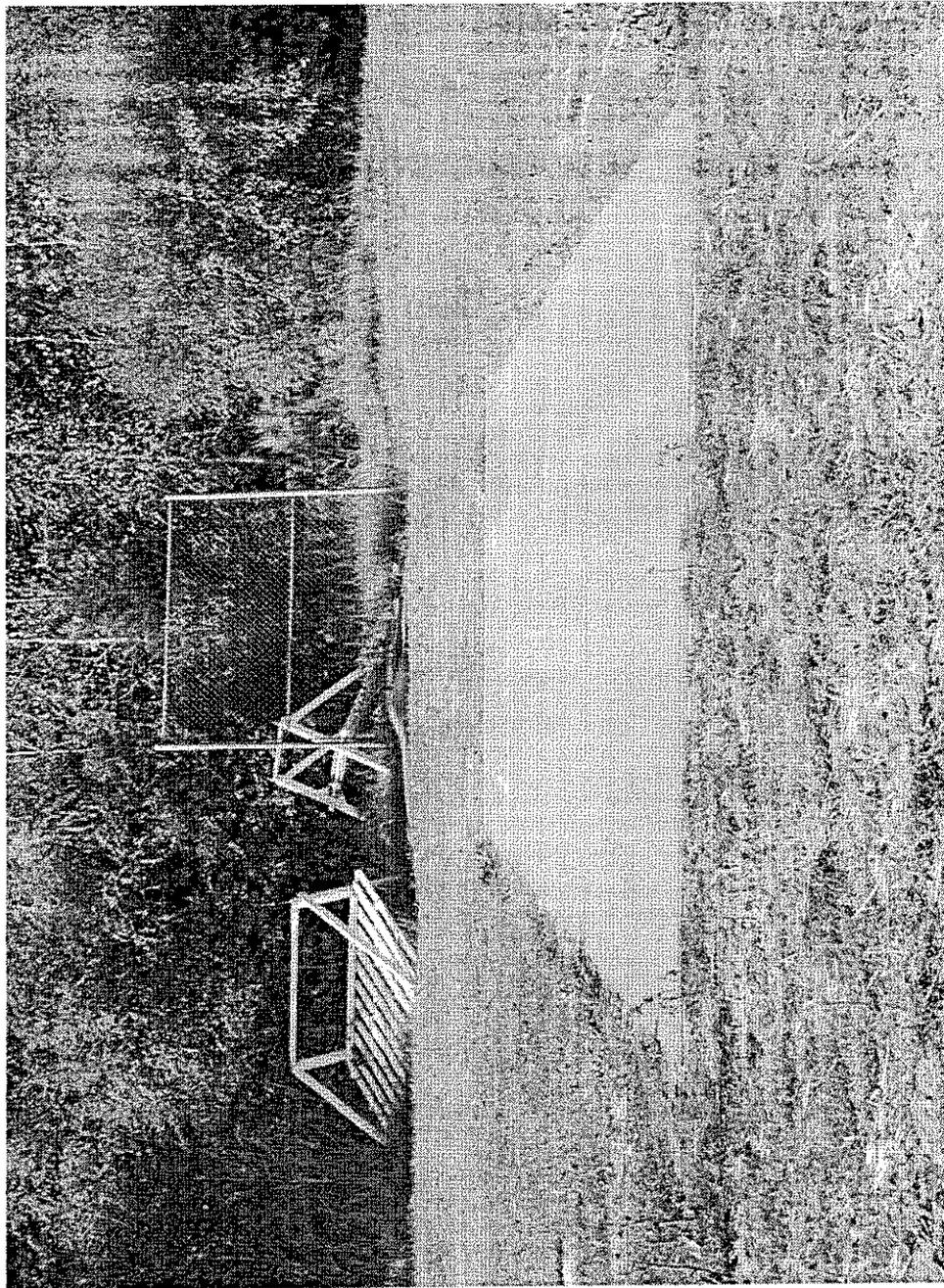


Garry Drive,
Troy.



MICHCA

Practice Facilities



Bloomer Park,
Rochester Hills.



MICHCA

Nelson DD Project

- o License Agreement Signature for the use of Nelson DD facility by MichCA.
- o Next action items of the project along with the timeline (March 2003).
 - Marking of the ground/pitch.
 - Pitch foundation laying.
 - Surface preparation.
 - Water fountains.
 - Storage room.
 - Funding.
 - Access and parking.
 - Rest Rooms.
 - Maintenance.



MichCA

Point of Contact

Point of contact person, for the follow up meetings, etc

- o MichCA
 - Primary Contact
 - Shahid Ahmed
 - 248-576-6307
 - sa8@dcx.com
 - Backup Contact
 - Susheel Bhat
 - 248-944-5515
 - sb59@dcx.com
- o Troy City
- o Oakland Commission's office

December 4, 2002

TO: The Honorable Mayor and City Council Members
FROM: John Szerlag, City Manager
SUBJECT: Continuation of Discussion Regarding Goals and Objectives

In the short term, we utilize goals and objectives to prepare our annual budget; the longer term being a vision for the community. Given this, I propose the following discussion format:

I. RESPONSES TO QUESTIONS THAT WERE RAISED AT OUR FIRST GOALS AND OBJECTIVES SESSION -

Attachment 1 contains responses to issues previously raised, and we will be happy to further discuss any other comments or inquiries you may have.

II. RESPONSES RELATIVE TO IMPORTANCE OF ISSUES RELAYED DURING INDIVIDUAL SESSIONS –

Attachment 2 contains a compilation of your responses relative to the importance of issues relayed to me during our individual sessions. Much of these discussions pertained to objectives for short and long term improvements for the community. Generally speaking, these suggestions can be categorized into one or more of the following arenas: community value, culture of organization, budgetary.

At this time I'd like to offer some comments on those issues that received an average rating of 3.0 or higher:

Better transit will be needed in the future as demographically we're getting older.

Ultimately, the solution is regional. However, we do have land dedicated to the City of Troy for a transit center at Midtown Square, and it needs to be put to some use before June 2, 2010 or it gets turned back over to the development. I suggest funds be budgeted for a transit study, and we'll also determine if surrounding communities wish to participate in this study. In addition, SMART, Birmingham and Troy will work together to see if a better dial-a-ride system can emerge from having a joint program. So too, I sit on the Oakland County Transportation Authority Board and will continue to endeavor to have the SMART transit system enhance service.

The Honorable Mayor and City Council Members
December 4, 2002
Page Two

Community involvement and spirit of volunteerism needs to be enhanced, as it appears to be on the decline

This is a challenge that transcends the Council/Manager partnership as it includes all public, educational and private sector components.

At our level, the paragon of volunteerism is our Fire Department, and organizationally, we've added two new volunteer committees this year, the Ethnic Advisory Commission and Youth Council. In addition, we always get a full house with our citizens academy, and police citizens academy.

Continually search for better methods of communicating with residents

We are always looking to enhance this process, and any suggestions you have will be valued. We currently utilize a quarterly newsletter, annual calendar, Popular Annual Financial Report, and water bill inserts. In addition, we cablecast Council's regular business meetings, study sessions, Planning Commission, and DDA meetings.

Our website has been brought in-house which will make it more user-friendly, and our Hansen initiative will assist in communicating with residents. We'll also step up efforts relative to notices to residents regarding capital projects affecting them. So too, we have started a practice of asking developers if they will meet with residents adjacent to proposed site plan developments.

Staff will also look at improving our cablecasting technology and can thus be an item for budgetary discussions.

Maintenance of roads should be improved

The City of Troy incorporates 54.16 miles of major roads, 248.30 miles of local roads, and 14.43 miles of gravel roads. Our annual road improvement budget, which includes widening, varies each year depending upon grants received from other planes of government. Our current fiscal year budget has \$17.8 million allocated for street maintenance/improvements. Attached you will find a further breakdown of how funds are allocated. In addition, I've also attached our five-year Capital plan for major streets.

We have a pavement management system, which we have adhered to for the past several years thanks to the current and previous governing bodies making road improvements a capital project priority.

The Honorable Mayor and City Council Members
December 4, 2002
Page Three

I agree that MDOT and/or RCOC should play a greater role for widening streets on a regional basis. Our perfect example is Big Beaver. If that street could be widened to at least a four-lane boulevard through to Woodward Avenue, much congestion would be alleviated.

Capital unmet needs should be prioritized by category and on a project basis within our budget document

This an excellent idea and we will make it so.

Continued improvement of can-do attitude of staff. Customer service training may be in order.

This is an organizational cultural issue which senior management imparts to all levels of the organization. We understand that we need to prove ourselves every day. And our mission is to provide public service to people in a friendly, professional manner so that they appreciate the experience and can expect to be served that way again. I'll also be looking to budget customer service training for all levels of the organization.

We need better electronic discipline, i.e., more digitized versus scanning. Also, take advantage of new technology as it becomes available.

We will pursue these areas and propose an IT budget accordingly. In addition, we'll train Council and staff with new technology.

Need to review fee-based operations to assure the proper amount is being charged. A five-year plan for major programs such as the Aquatic Center is also in order.

This is a community value issue as well as a budgetary one. And staff is currently working in this issue in conjunction with Walsh College. Our first review examined winter programming fees, and we'll have a report for you this January. We currently have multi-year plans for many of our programs, and we'll continue to expand upon those, such as the Aquatic Center.

Determine if it's feasible to break away from the Detroit water system.

This assignment has been given to the Public Works Department for analysis and recommendation.

The Honorable Mayor and City Council Members
December 4, 2002
Page Four

III. RATIFY OR MODIFY GOALS AND OBJECTIVES –

The goals you set are an authoritative allocation of community values, and provide a long-term vision for the community. Working together in such a fashion as to achieve unanimous consensus on these goals yields positive and functional results, and is used as a foundation for budget development. As Shakespeare put it, "A victory is twice itself when the achiever returns home with full numbers".

As always, please call me should you have any questions.

JS/mr\AGENDA ITEMS\12.09.02 Study Session – Continuation of Discussion on G&O

c: Laura Fitzpatrick, Assistant to City Manager
John M. Lamerato, Assistant City Manager/Finance & Administration
Gary A. Shripka, Assistant City Manager/Services

Gary A Shripka

From: William J Huotari
Sent: Tuesday, November 12, 2002 3:52 PM
To: Gary A Shripka
Cc: Steven J Vandette; Neal Schroeder
Subject: Maple Road & Stephenson

Regarding Major Road projects discussed at the Goals & Objectives meeting held on November 11:

MAPLE ROAD, COOLIDGE to DEQUINDRE

Maple Road is funded in 2003 from Crooks to Dequindre and in 2004 from Coolidge to Crooks. The proposed project calls for cracking and seating the existing concrete pavement and overlaying with asphalt (similar to what was done on Crooks Road north of Big Beaver). Neall talked with Bill Conklin today and was told that the project is to be designed in 2003 and if there is money available they would let the contract in 2003. If not, construction would take place in 2004. The plan is to let the contract as one contract from Coolidge to Dequindre. The plans and specs would only allow the contractor to do a 2 mile section at a time though. He would have to fully complete this section before proceeding on the next. There would be no widening completed as part of this project.

STEPHENSON, 14 MILE to I-75

Stephenson is currently under design. The construction phase has not been funded. It is possible that we may receive funding for the construction phase at the February 2003 funding committee meeting, but the funding to be considered would be for FY 2006. If not 2006, then 2007 is most likely. Stephenson is a highly rated project, but we do have a couple of other projects in the "Next Phase" status that are rated higher, but could be passed over if desired.

The current estimate for construction is \$3.8 million. The scope is under development as this is more of a rehab project, but the following items are specifically included in the current scope:

- a. Placement of concrete curb and gutter where it is not currently existing within the project area (primarily along the east side of the southbound lanes)
- b. Concrete curb repair and replacement of existing curb and/or curb and gutter.
- c. Concrete pavement repair
- d. Lengthening of turn lane storage.
- e. Bituminous overlay of the entire project area.
- f. Installation of storm sewer to provide for drainage of the existing right-of-way areas where curb and gutter is placed and also right-of-way locations that currently do not drain properly.

Spalding DeDecker is responsible to verify the scope and develop the "mix of fixes" for this project. They have started the field work and are to have final plans and specs to us by July 31, 2003.

There are a couple of options available:

1. Go ahead with the project without federal funds, once the design is complete by Spalding DeDecker. The City would be responsible for all construction costs. City cost of \$3.8M+
2. Wait for the project to be funded, as early as 2006 or more likely 2007-2008. Then we could advance construct the project in 2004 or 2005 with City funds and be reimbursed in the year that it is funded. City cost of \$3.8M+

in the year it is constructed, with \$3.04M reimbursed in the year it is programmed for funding.

3. Wait for the project to be funded as in #2 above, and build it in the year it is funded. The road may or may not last that long and the repairs required will definitely have escalated by 2006-2008. The City share would just be the non-federally funded portion, typically 20%. City cost of \$760,000.

Let me know if you have questions or need additional information.

Bill

Laura A Fitzpatrick

From: Laura A Fitzpatrick
Sent: Wednesday, December 04, 2002 3:20 PM
To: John Szerlag
Cc: Peggy E Clifton
Subject: Tuition Reimbursement Program Details

Per your request, here are details about our tuition reimbursement program:

- Open to full-time employees who have completed 6 months of service
- Reimbursement is for 100% of tuition cost only (books, fees, etc. not covered) Exception: the Fire Union's reimbursement is 50%
- Courses must be either related to the employee's present position or be a required course in a degree program which is related to an employee's present position, and be approved by the Department. Exception: the Police Unions do not require work-related courses
- A final grade of "C" (2.0) or better must be achieved

Laura A Fitzpatrick

From: Laura A Fitzpatrick
Sent: Wednesday, December 04, 2002 4:21 PM
To: John Szerlag
Cc: John M Lamerato; Gert Paraskevin
Subject: hansen/web site info (goals and objectives study session inquiry)

Per your request, here are details pertaining to Hansen/Web Site issues raised at the 11/11/02 Study Session.

Q: Will City Council and the public have access to the Hansen record of complaints?

A: Yes, the IT department will issue quarterly reports. These will commence when all City departments are using Hansen. (currently DPW is the only one using it – other departments are being phased in)

Also, staff is considering purchasing Hansen's Web Package. This package has web site features.

As info, the in-house hosting capabilities will enable enhancements to the web site. These will be forthcoming.

Q: Will there be citizen input as to web site content?

A: IT and Community Affairs are working with department representatives to enhance the web site. Department representatives are able to pass along input they gather from citizens that they interact with in the course of the work day.

RESULTS OF SURVEY OF COUNCIL MEMBERS
RATING IMPORTANCE OF SUGGESTED AREAS OF IMPROVEMENT FOR VISION OF COMMUNITY

Issues were rated on a scale of 0 – 5

<u>SUGGESTIONS</u>	RATER #1	RATER #2	RATER #3	RATER #4	RATER #5	AVERAGE SCORE
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The Community at Large

Lack of a centralized downtown area (a developed Civic Center can create a sense of downtown).	3	2	0	4	2	2.2
Private sector is not involved in the community. Perhaps this is because executives who work here may not live in Troy.	3	2	1	3	3	2.4
Demographically we're getting older, thus better transit will be needed in the near future.	4	2	1	4	4	3
Community involvement and spirit of volunteerism needs to be enhanced, as it appears to be on the decline.	4	3	5	1	3	3.2

Communication

No major papers have a presence in Troy, i.e., Detroit News/Free Press; Oakland Press is in Pontiac; Eccentric is in Birmingham.	1	1	0	3	3	1.6
Should develop a series of focus groups to get feedback on community issues.	2	4	0	5	3	2.8
Continually search for better methods of communicating with residents.	4	5	4	5	4	4.4
Cable TV system is somewhat erratic with black-outs; sometimes there are snafus such as Council members are shown speaking with wrong name plates.	3	3	3	2	4	3
The web site could be made more user friendly.	5	3	3	4	3	3.6
Communication can be enhanced, i.e., more timely notice to residents regarding projects affecting them; developers should be asked if they met with residents.	4	5	3	5	4	4.2

<u>SUGGESTIONS</u>	RATER #1	RATER #2	RATER #3	RATER #4	RATER #5	AVERAGE SCORE
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Capital Improvements

Parks are decent but the City should have required more property in the past, i.e., along Rochester/ Square Lake. Council should be more proactive in the future in acquiring property. In addition, stay away from a formula trap, as it may be better to have passive parks and more trails than ball fields.	4	1	3	3	2	2.6
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#1 JACKSONVILLE

RESULTS OF SURVEY OF COUNCIL MEMBERS
RATING IMPORTANCE OF SUGGESTED AREAS OF IMPROVEMENT FOR VISION OF COMMUNITY

Issues were rated on a scale of 0 – 5

<u>SUGGESTIONS</u>	RATER #1	RATER #2	RATER #3	RATER #4	RATER #5	AVERAGE SCORE
Capital Improvements, continued						
Ball fields should be constructed on the other side of Livernois by the Community Center to replace those that were taken out of service by the acquisition of old Troy High.	Only if we need them	3	2	3	2	2.5
Could improve on alternative transportation methods to reduce peak traffic hours, i.e., flex time, compressed work weeks, telecommuting, car pooling/van pooling.	5	2	1 *Assign to Chamber	2	4	2.8
Maintenance of roads should be improved. In addition, determine on a regional basis how we can coordinate major street projects so the traveling public receives the benefit of an improved road system for more than one political jurisdiction.	4	4	5	4	4	4.2
Capital unmet needs should be prioritized by category and on a project basis within our budget document.	3	4	5	4	3	3.8
In terms of road construction, a greater sensitivity is needed relative to the inconvenience of the construction project. In addition, more notification, better signage and driveway access should be given consideration. Further, utilities need to perform better in terms of relocation.	3	4	5	4	3	3.8

<u>SUGGESTIONS</u>	RATER #1	RATER #2	RATER #3	RATER #4	RATER #5	AVERAGE SCORE
Administration						
Municipal response to residents, in terms of a customer service orientation, has improved over the years, but still can improve. Customer service training may be in order.	3	5	4	4	2	3.6
Continued improvement of "can-do" attitude of staff.	3	5	5	4	4	4.2
We need better electronic discipline, i.e., more digitized versus scanning. This will result in better customer service. Also, take advantage of new technology as it becomes available. In addition, information technology seminars with Council would be a benefit.	3	4	5	4	3	3.8
Need to review fee-based operations to assure the proper amount is being charged. A five-year plan for major programs such as the Aquatic Center is also in order.	4	4	5	3	3	3.8

RESULTS OF SURVEY OF COUNCIL MEMBERS
RATING IMPORTANCE OF SUGGESTED AREAS OF IMPROVEMENT FOR VISION OF COMMUNITY

Issues were rated on a scale of 0 – 5

<u>SUGGESTIONS</u>	RATER #1	RATER #2	RATER #3	RATER #4	RATER #5	AVERAGE SCORE
Administration, continued						
Determine if it's feasible to break away from the Detroit water system.	4	5	5	3	4	4.2
Developers should be required to meet with adjacent neighbors to discuss their proposed development, which includes interconnection of public streets when applicable.	3	5 *Encourage, not required	5	5	4	4.4

MAJOR ROADS 2002/03 BUDGET

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
NO.	PROJ. NO.	PROJECT NAME	TOTAL PROJ. COST	EST. CITY CAP. COST	OTHER SOURCES	01/02 AMENDED BUDGET	01/02 EXPEND. to 12/31/01	01/02 EXPEND. to 6/30/02	01/02 BALANCE AT 6/30/02	01/02 RE-APPRO. 02/03	NEW APPROPR. 02/03	PROPOSED 02/03 BUDGET	FUTURE YEARS	EST. START DATE	EST. FINISH DATE	COMMENTS OR FOOTNOTES
1		Northfield Hills - Bonds	0	0		259,350	259,350	259,350	0	0	0	0		Done		
2	00.105.5	WB Maple RTL Extension at Coolidge	102,000	51,000	51,000	102,000	0	11,000	91,000	91,000	0	91,000		2002		CMAQ-\$51k 2002
3	00.106.5	Coolidge LT Storage Under I-75	83,000	42,000	41,000	0	0	5,000	(5,000)	0	47,000	47,000		2003		CMAQ-\$41k 2003
4	00.107.5	Crooks, Extend LT Storage EB @ Kirts & TS	200,000	92,000	108,000	139,500	22,282	130,000	9,500	9,500	0	9,500		2002		CMAQ-\$61k 2001; \$53k RCOC
5	00.108.5	Wattles RTL at Forsyth	182,000	91,000	91,000	0	0	5,000	(5,000)	0	91,000	91,000		2003		CMAQ-\$91k 2003; ROW w/ SW
6	00.109.5	Wattles EB&WB RTL at Coolidge	276,000	138,000	138,000	0	0	5,000	(5,000)	0	188,000	188,000		2003		CMAQ-\$138k 2003; \$30k ROW
7	00.112.3	Coolidge, Maple to South	4,100,000	2,200,000	1,900,000	0	1,306,422	2,050,000	(2,050,000)	0	0	0		Done		Consent Judgment: \$1,750k SAD
8	01.102.5	Square Lake @ Rochester	200,000	200,000	0	0	0	0	0	0	0	0	200,000	2003+		NB & SB RTL's
9	01.103.5	Rochester @ South Blvd.	125,000	75,000	50,000	0	0	0	0	0	75,000	75,000	100,000	2003		CMAQ-\$50k 2003
10	01.104.5	Coolidge @ South Blvd.	150,000	150,000	0	0	0	0	0	0	0	0	150,000	2003+		NB RTL
11	01.105.5	Big Beaver, Rochester to Dequindre	110,000	22,000	88,000	22,000	0	5,000	17,000	17,000	103,000	120,000		2002		P.E. Only: \$88k "02-STP"
12	01.105.5	Big Beaver, Rochester to Dequindre	4,200,000	840,000	3,360,000	0	0	0	0	0	4,022,000	4,022,000		2003		R.O.W.; \$3,360k "02-C"
13	01.106.5	Wattles, East & West of Rochester	110,000	46,000	64,000	16,000	0	6,000	10,000	10,000	100,000	110,000		2002		P.E. Only: \$64k "01-STP"
14	01.107.6	I75 Bridge Decks - Square Lake & Adams	781,600	19,500	762,100	19,500	14,303	19,500	0	0	0	0		Done		Local Share
15	01.108.6	I75 Shoulder Upgrade - 14 Mile to Adams	1,883,500	23,500	1,860,000	23,500	16,370	23,500	0	0	0	0		Done		Local Share
16	01.201.5	Wattles, Coolidge to Northfield	154,000	154,000	0	154,000	0	0	154,000	0	0	0				Project Deleted
17	02.105.5	TDM Program - Phase I	65,000	16,250	48,750	0	0	0	0	0	65,000	65,000		2002		CMAQ-\$48.75k 2003
18	02.201.5	Stephenson, 14 Mile to I75	118,000	22,000	96,000	0	0	0	0	0	190,000	190,000		2002		P.E. Only: \$96k "02-STP"
19	02.202.5	Dequindre, Long Lake to Auburn	550,000	45,000	522,500	0	0	0	0	0	45,000	45,000		2002		P.E. Only: \$440k "02-C" RCOC/MCRC/S. Hts. \$82.5k
20	02.203.5	John R, Long Lake to Square Lake	147,000	29,000	118,000	0	0	0	0	0	300,000	300,000		2002		P.E. Only: \$118k "02-C"
21	02.204.5	John R, Square Lake to South Blvd.	147,000	29,000	118,000	0	0	0	0	0	245,000	245,000		2002		P.E. Only: \$118k "02-C"
22	02.205.5	Livernois, Long Lake to Square Lake	220,000	44,000	176,000	0	0	0	0	0	275,000	275,000		2002		P.E. Only: \$176k "02-C"
23	02.206.5	Rochester, Barclay to Trinway	625,000	125,000	500,000	0	0	0	0	0	625,000	625,000		2002		P.E. Only: \$500k "02-C"
24		Crack Sealing Program	37,500	37,500	0	47,182	9,682	37,500	9,682	0	37,500	37,500				By D.P.W.
25		Slab Replacement - Major Roads	400,000	400,000	0	331,000	0	331,000	0	0	400,000	400,000				By D.P.W.
26		Catch Basin Repair	0	0	0	40,000	0	32,750	7,250	0	0	0				By D.P.W.
27		Major Road Construction	1,000,000	1,000,000	0	10,873,478	103,057	103,060	10,770,418	0	0	0				Contingency
28		Industrial Road Maintenance	1,000,000	800,000	0	0	0	0	0	0	800,000	800,000				By D.P.W.
29	89.206.5	Rochester, I-75 to Torpey	13,350,000	2,670,000	10,680,000	418,033	851,258	1,000,000	(581,967)	0	250,000	250,000		Done		Water: \$369K 95/96,\$290K 96/97,\$2,000K 97/98 Fed. Demo. Grant \$4,500 K; DDA/Adv.Const./Bond

MAJOR ROADS 2002/03 BUDGET

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
NO.	PROJ. NO.	PROJECT NAME	TOTAL PROJ. COST	EST. CITY CAP. COST	OTHER SOURCES	01/02 AMENDED BUDGET	01/02 EXPEND. to 12/31/01	01/02 EXPEND. to 6/30/02	01/02 BALANCE AT 6/30/02	01/02 RE-APPRO. 02/03	NEW APPROPR. 02/03	PROPOSED 02/03 BUDGET	FUTURE YEARS	EST. START DATE	EST. FINISH DATE	COMMENTS OR FOOTNOTES
30	90.903.1	Maplelawn, Crooks to Maple	4,000,000	4,000,000	0	0	0	0	0	0	200,000	200,000	3,500,000			PE - \$200,000 / ROW - \$200,000
31	91.204.5	Long Lake, Falmouth to Carnaby	12,327,270	6,589,270	5,738,000	0	30	100	(100)	0	0	0		Done		Constr. \$5,747,270 2000 S.T.P.; R.O.W.,STP 1993 \$914,000; P.E. \$224,000 1993 FAUS
32	91.205.6	Long Lake/I75				0	5,592	5,590	(5,590)	0	0	0		Done		
33	92.102.5	John R & 14 Mile Landscaping	960,000	534,840	425,160	240,000	691,764	897,600	(657,600)	0	0	0		2002		\$247,544 Fed;\$44,166 Mad. Hts;\$133,452 Tri-Party
34	92.202.5	Maple Road, Coolidge to Eton	130,000	32,500	97,500	80,450	0	32,500	47,950	0	0	0		2002		PE; \$33,600
	92.202.5	Maple Road, Coolidge to Eton	1,000,000	350,000	650,000	950,000	0	350,000	600,000	0	0	0		2002		ROW; \$1,000k
	92.202.5	Maple Road, Coolidge to Eton	2,508,000	183,640	2,324,360	1,003,200	0	290,000	713,200	620,000	0	620,000		2002		CONST; \$908k "03-STP"; \$1,092k "04-STP" AC 2002
35	92.203.5	Long Lake,Carnaby to John R. (BOND)	160,000	71,200	88,800	80,000	41,372	80,000	0	0	0	0		2002		P.E.; \$88,800 "94-C";\$53,170 Bond
	92.203.5	Long Lake, Carnaby to John R (BOND)	400,000	400,000	0	310,000	0	400,000	(90,000)	0	0	0		2002		ROW; \$400k Bond
	92.203.5	Long Lake, Carnaby to John R (BOND)	3,000,000	600,000	2,400,000	520,000	0	0	520,000	520,000	80,000	600,000		2002		CONST; \$2,400k "01-STP"
36	93.207.6	Big Beav.,I-75 to Liv.& Adams-Cool.	396,000	74,000	323,780	0	0	0	0	0	0	0		2002		P.E.;
	93.207.6	Big Beav.,I-75 to Liv.& Adams-Cool.	804,000	804,000	221,000	407,000	407,000	407,000	0	0	0	0		2002		R.O.W.; \$57,000 DDA
	93.207.6	Big Beav, I-75 to Liv. & Adams-Cool.	7,748,000	450,000	7,298,000	1,040,000	465,576	1,000,000	40,000	40,000	260,000	300,000		2002		CONST; \$4,920k "01-C"; \$860k RCOC; \$710k DDA
37	94.108.6	Crooks, Square Lake to Auburn (BOND)	570,000	28,500	541,500	28,000	381	10,000	18,000	18,000	0	18,000		2002		PE; \$456k FED; \$85,500 RCOC/Ro.Hls.; \$28,500 Bond
	94.108.6	Crooks, Square Lake to Auburn (BOND)	3,531,000	1,146,000	2,385,000	500,000	0	0	500,000	500,000	0	500,000		2002		ROW; \$1,908k "98-C"; \$477k RCOC/Ro.Hls;\$1,146k Bond
	94.108.6	Crooks, Square Lake to Auburn (BOND)	11,990,000	563,000	11,427,000	0	0	0	0	0	0	0		2003		CONST;\$9,740k "03-C";\$1,687k RCOC/R.Hls;\$563k Bond
38	94.120.6	14 Mile, Median, Right Turn Lanes & Ramp Improvement, to I-75	1,201,000	20,000	1,181,000	0	26,549	26,550	(26,550)	0	0	0		Done		\$74,350 1996 Tri-Party Sharing by MDOT, RCOC & Madison Heights
39	94.203.5	Long Lake, John R. to Dequindre (BOND)	310,000	285,000	25,000	155,000	113,232	155,000	0	0	0	0		2002		P.E.;\$25k "95-STP";\$213,750 Bond
	94.203.5	Long Lake, John R. to Dequindre (BOND)	400,000	400,000	0	250,000	0	400,000	(150,000)	0	0	0		2002		ROW; \$325k Bond
	94.203.5	Long Lake, John R. to Dequindre (BOND)	6,500,000	1,200,000	5,300,000	5,119,000	0	1,325,000	3,794,000	3,794,000	0	3,794,000		2002		CONST; \$5,300,000 "03-STP";AC 2002
40	94.204.5	Coolidge - Wattles Intersection	750,000	750,000	0	0	0	0	0	0	750,000	750,000		2002		Clearing/Grading for Future Project by Dev.
41	95.201.5	Livernois, Wattles to Long Lake (BOND)	300,000	300,000	0	0	0	0	0	0	0	0		Done		PE;
	95.201.5	Livernois, Wattles to Long Lake (BOND)	983,000	983,000	0	246,000	246,000	246,000	0	0	0	0		Done		ROW; \$246,000 Bond
	95.201.5	Livernois, Wattles to Long Lake (BOND)	6,732,900	5,534,380	1,198,520	3,982,500	3,838,793	5,820,000	(1,837,500)	0	0	0		Done		CONST; \$1,305,940 Tri-Party; \$3,083,983 Bond
42	95.205.6	Square Lk, 1,000'E-3,200'E of Crooks	1,870,000	790,000	1,080,000	0	0	8,680	(8,680)	0	0	0		Done		\$840,000 TEDA, \$240,000 Delphi
43	96.101.5	Coolidge, Long Lake to Square Lake	800,000	800,000	0	0	0	0	0	0	0	0	800,000			Overlay
44	96.102.5	Coolidge, Lexington to Wattles	550,000	550,000	0	0	0	0	0	0	0	0	550,000			Overlay
45	97.108.5	Wattles, Crooks to Livernois	250,000	250,000	0	0	0	0	0	0	0	0	250,000			Overlay

MAJOR ROADS 2002/03 BUDGET

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
NO.	PROJ. NO.	PROJECT NAME	TOTAL PROJ. COST	EST. CITY CAP. COST	OTHER SOURCES	01/02 AMENDED BUDGET	01/02 EXPEND. to 12/31/01	01/02 EXPEND. to 6/30/02	01/02 BALANCE AT 6/30/02	01/02 RE-APPRO. 02/03	NEW APPROPR. 02/03	PROPOSED 02/03 BUDGET	FUTURE YEARS	EST. START DATE	EST. FINISH DATE	COMMENTS OR FOOTNOTES
46	97.109.5	Wattles, Rochester to John R.	250,000	250,000	0	0	0	0	0	0	0	0	250,000			Overlay
47	98.939.3	New Holland Utilities	220,000	220,000	0	220,000	0	0	220,000	0	0	0				
48	99.102.5	Coolidge, Derby to Golfview	250,000	250,000	0	0	0	0	0	0	250,000	250,000				Overlay
49	99.103.6	Dequindre, Wattles to Long Lake (BOND)	359,600	18,000	341,600	3,250	1,309	3,250	0	0	0	0		2002		PE;\$287,600 Fed; \$54k RCOC/MCRC/S.Hts;\$14,750 Bond
	99.103.6	Dequindre, Wattles to Long Lake (BOND)	630,000	63,000	567,000	33,000	0	630,000	(597,000)	0	0	0		2002		ROW; \$504k "96-C"; \$63k RCOC (Troy Only);\$33k Bond
	99.103.6	Dequindre, Wattles to Long Lake (BOND)	1,850,000	660,000	1,190,000	264,000	0	0	264,000	264,000	0	264,000		2002		CONST; \$1,000k "00-C";\$187,500 RCOC; \$100,000 Bond
50	99.110.5	Coolidge, Wattles to Long Lake	800,000	800,000	0	0	0	0	0	0	0	0	800,000			Overlay
51	99.120.6	I75/Long Lake/Crooks Interchange	2,500,000	2,500,000	0	1,800,000	649,320	1,800,000	0	0	0	0		2002		ROW for Future Interchange Improvements
52	99.203.5	Rochester, Torpey to Barclay	475,000	93,000	370,000	405,250	178,998	250,000	155,250	150,000	0	150,000		2002		PE; \$370,000 1999 "STP"
53	99.205.5	Square Lake - John R Intersection	425,000	213,000	212,000	0	0	5,000	(5,000)	0	0	0	800,000	2003		CMAQ-\$106k '01/\$106k '02; \$50k ROW; RTL N,S,E,W
54	99.206.5	Square Lake - Dequindre Intersection	465,000	233,000	233,000	275,000	330,000	335,000	(60,000)	0	250,000	250,000		2003		CMAQ-\$233k 2001; \$275,000 ROW; RTL E & S
55	99.207.5	Big Beaver, Livernois to Rochester	500,000	120,000	380,000	0	0	0	0	0	0	0		Done		PE; \$380k "02-STP"; \$120k DDA
	99.207.5	Big Beaver, Livernois to Rochester	187,000	187,000	0	135,000	0	0	135,000	0	0	0		Done		ROW-None Anticipated;Grading Esmt's; \$420k DDA
	99.207.5	Big Beaver, Livernois to Rochester	10,972,000	10,972,000	0	2,822,000	177,140	7,014,000	(4,192,000)	0	0	0		Done		CONST; \$5,700,000 DDA
TOTALS:			120,371,370	53,630,080	66,770,570	33,314,193	9,755,780	25,514,930	7,799,263	6,033,500	9,648,500	15,682,000				
PROPOSED 02/03 MINUS 01/02 BALANCE:												7,882,737				
DEDUCT TRI-PARTY REVENUES: (a). Livernois ; (b). Dequindre								(1,305,940)					0			
DEDUCT BOND REVENUES:								(5,559,000)					(5,441,000)			
DEDUCT FEDERAL FUNDS:								(370,000)					(2,114,750)			
DEDUCT DDA REVENUES:								(7,014,000)					0			
DEDUCT OTHER LOCAL AGENCIES:								(530,000)					0			
NEW FUNDS:												326,987				

LOCAL ROADS 2002/03 BUDGET

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	16
NO.	PROJ. NO.	PROJECT NAME	TOTAL PROJ. COST	EST. CITY CAP. COST	OTHER SOURCES	01/02 AMENDED BUDGET	01/02 EXPEND. TO 12/31/01	01/02 EXPEND. TO 06/30/02	01/02 BALANCE AT 6/30/02	01/02 RE-APPRO. TO 02/03	NEW APPROPR. 02/03	PROPOSED 02/03 BUDGET	FUTURE YEARS	EST. START CONSTR. DATE	EST. FINISH CONTR. DATE	COMMENTS OR FOOTNOTES
1	00.102.1	Finch, Wattles to the South	220,600	162,530	58,070	151,530	103,008	140,000	11,530	11,530	0	11,530		07-15-01	6-29-02	S.A.D. Paving
2	00.110.0	Harris, Rochester to the West	219,400	166,320	53,080	155,320	39,923	60,000	95,320	10,000	0	10,000		07-15-01	6-29-02	S.A.D. Paving
3	02.101.5	Section 22 Bituminous Overlay	330,000	330,000	0	0	0	0	0	0	330,000	330,000		04-15-03	06-30-03	
4	02.102.5	Section 23 Bituminous Overlay	750,000	750,000	0	0	0	0	0	0	750,000	750,000		04-15-03	06-30-03	
5	02.103.5	Section 24 Bituminous Overlay	905,000	905,000	0	0	0	0	0	0	0	0	905,000			
6	02.104.5	Section 7 Bituminous Overlay	238,000	238,000	0	0	0	0	0	0	238,000	238,000		04-15-03	06-30-03	
7	93.932.3	Daley, North of Big Beaver	85,483	25,725	59,758	21,530	14,899	20,000	1,530	1,530	0	1,530		07-15-01	6-29-02	S.A.D. Paving
8	98.101.5	Section 27 Bituminous Overlay	350,000	350,000	0	0	0	88,230	(88,230)	0	0	0			Done	
9	99.101.5	Section 13, SW 1/4 Overlays	653,000	653,000	0	0	6,111	6,110	(6,110)	0	0	0			Done	Bituminous Overlays
10	99.113.5	Section 26 Overlays	245,000	245,000	0	0	613	610	(610)	0	0	0			Done	Bituminous Overlays
11	99.117.1	Forthton, Livernois to the West	134,000	108,700	25,300	101,700	76,747	95,000	6,700	6,700	0	6,700		07-15-01	6-29-02	S.A.D. Paving
12		Concrete Crack Sealing	62,500	62,500	0	62,500	48,344	62,500	0	0	62,500	62,500				By D.P.W.
13		Slab Replacement	358,000	358,000	0	358,000	0	358,000	0	0	400,000	400,000				By D.P.W.
14		Ashalt Crack Sealing	37,500	37,500	0	37,500	34,386	37,500	0	0	37,500	37,500				By D.P.W.
15		Local Road Contractual Services	180,000	180,000	0	180,000	0	0	0	180,000	0	180,000				By D.P.W. Pavement Management Sys.
16		Asphalt Sealcoating	0	0	0	210,000	0	0	0	0	0	0				Project Deleted
17		Reclamite	75,000	75,000	0	0	0	0	0	0	75,000	75,000				By D.P.W. - Sec. 13, 22 & 23
18		Traffic Signals	0	0	0	150,000	0	0	150,000	0	0	0				
19		Local Road Construction	541,000	541,000	0	541,000	0	0	541,000	0	0	0				Contingency
TOTALS:			5,384,483	5,188,275	196,208	1,969,080	324,031	867,950	711,130	209,760	1,893,000	2,102,760				
PROPOSED 2002/03 minus 2001/02 BALANCE:												1,391,630				



Goals & Objectives

~ 2003- 2005 ~

The Strategic Planning Process:

Goals



Objectives



Tasks

2

Goals

- #1) Minimize the cost of government to citizens and businesses.
- #2) Develop and implement an overall economic development and re-development strategy.
- #3) Enhance communications between City government, its citizens and businesses.
- #4) Develop and renovate public facilities to meet community needs.
- #5) Develop and implement creative solutions for continually improving transportation of people, goods, and services.
- #6) Enhance the overall aesthetic environment of the City.
- #7) Continue the strategic planning process.

3

Objectives

- a) Integration of Information between Departments (Serves Goals #1, 3 & 7).
- b) Review Citizen Input and Concerns (Serves Goals # 3 & 7).
- c) Enhance Customer Service (Serves Goals #3 & 7).
- d) Enhance Culture of Professionalism (Serves Goals #1 & 7).
- e) Determine Desired Level of Staffing and Benefits to Desired Level of Service (Serves Goals #1 & 7).
- f) Expand Electronic Functions (Serves Goals #1, 3 & 7).
- g) Capital Projects (Serves Goals #2, 4, 5, 6 & 7).
- h) Economic Development (Serves Goals #1, 2 , 6 & 7).
- i) Fiscal Integrity (Serves Goals #1, 2, 4, 5, 6 & 7).

4

2002 Accomplishments

5

2002 Accomplishments

- The City of Troy received AAA bond rating from all three rating agencies, and Troy is the only municipality in the state of Michigan over 50,000 population with this high of a rating.



Moody's Investors Service

Fitch Ratings

6

2002 Accomplishments

Financial Services received the following awards:

- Distinguished Budget Presentation Award
- Award for Outstanding Achievement in Popular Annual Financial Reporting
- Certification of Achievement for Excellence in Financial Reporting



- Successfully implemented \$32.5 of the \$47 million voted GO bond programs.

7

2002 Accomplishments



- Funding and plans for the move of the church and parsonage to the Historic Village Green. Groundbreaking held 10/07/02

8

2002 Accomplishments

- Opened Phase I of the new Community Center.



9

2002 Accomplishments

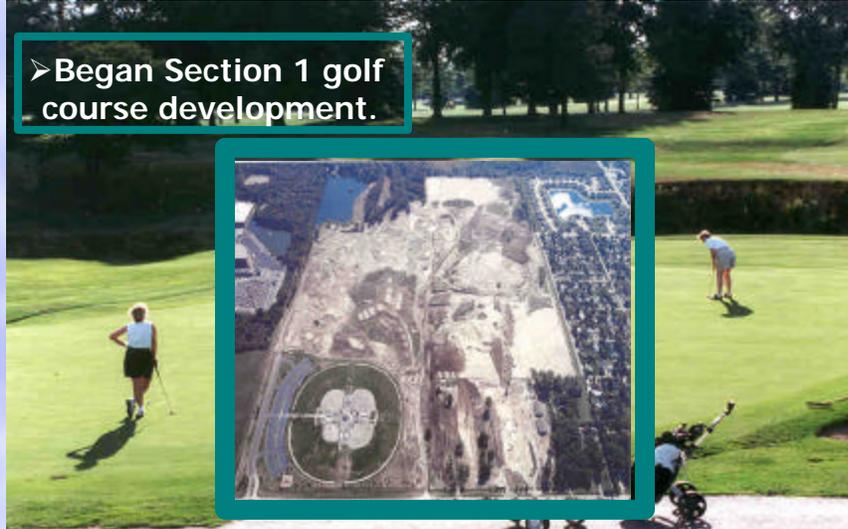
- Opened new Nature Center Building.



10

2002 Accomplishments

➤ Began Section 1 golf course development.



11

2002 Accomplishments

Police and fire departments in line for more space

BY ANNETTE KINGSBURY
STAFF WRITER
akingsbury@oe.homecomm.net

Coming up with an acceptable design for a big addition to city hall has been difficult. But on Monday, Troy officials finally broke ground on a two-story addition which will add 46,360 square feet.



STAFF PHOTO BY JOHN STORZLIAN

➤ Broke ground for the new Police/Fire Administration Addition to City Hall.

12

2002 Accomplishments

- Completed construction of DPW, Fire and Parks and Recreation storage facilities.



13

2002 Accomplishments

- Implemented a wireless network in the Library, resulting in additional network space and easier relocation of work areas.
- Refurbished the basement of the Library to provide a functional training area inclusive of updated technology (LCD projector and interactive whiteboard).



- Completed the interior renovation project of the Library designed to use every square foot of the facility efficiently for public services and support.

14

2002 Accomplishments

- Developed a web based GIS system utilizing a product called IMS. This system makes available to all city employees via our Intranet, complete parcel and street centerline information; 16 other sets of information including assessing data, various boundaries (voting, school, fire, police), aerial photographs, and the water, sewer and storm system; and a resident notifications application that generates mailing labels based on a specified buffer area.



- **Implemented the tax bill payment program of accepting credit card payments via the Internet and telephone.**

15

2002 Accomplishments

- **Installed two public-use terminals in the Assessing Department that are consistently utilized by the public, realtors, title companies and fee appraisers**



16

2002 Accomplishments



- New sidewalks were installed along South Boulevard, Beach Road and John R, totaling 1.75 miles.

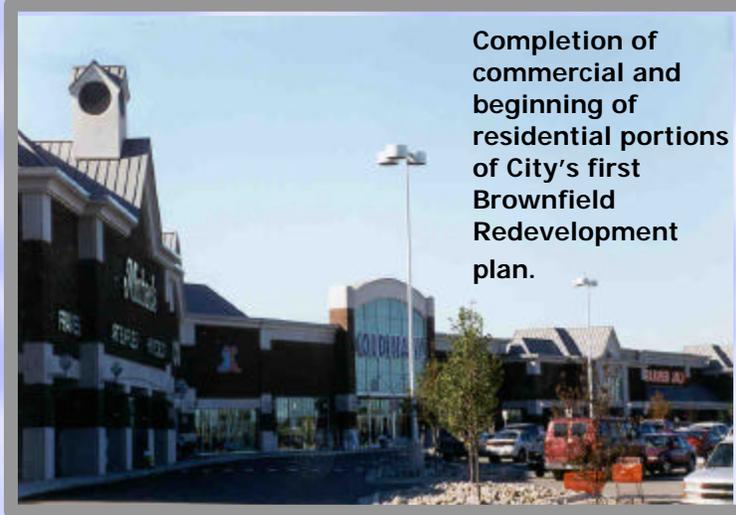
17

2002 Accomplishments

- While the City will continue with the basic philosophy that public streets should remain public for health/safety reasons, each individual plan will be examined to determine if there is a feasible option to street interconnection. To this end we will:
 - Review the petitioner's proposed plan and delineate other street layout options.
 - Advise the petitioner to meet with adjacent residents with the primary focus of discussion being street layout.
 - Planning Commission to hold a public hearing and make a recommendation to City Council, which will include their preferred street layout.
 - Council to ultimately decide on street layout configuration.

18

2002 Accomplishments



Completion of commercial and beginning of residential portions of City's first Brownfield Redevelopment plan.

19

2002 Accomplishments

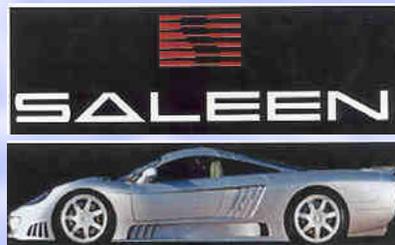
- Retention of Axel-Tech, Altair Engineering and INA and attraction of Behr Industries and Saleen.



20

2002 Accomplishments

- Adoption of Brownfield Redevelopment Plan #2 –Old Stanley Door facility.



21

2002 Accomplishments

- Acquired parkland from the 1999 bond issue including Livernois Park, John R (Barnard Elementary School) Park, and Milverton (neighborhood park).
- Acquisition of property for Fire Station #3 (including relocation of business tenants).
- Purchase of property for I-75/Crooks/Long Lake interchange (5 parcels).
- Completion of golf course property acquisition.



22

2002 Accomplishments



MORGAN QUITNO AWARDS

- Recognized by Morgan Quitno Press as one of the ten safest U.S. cities having a population of 75,000-99,000.

23

2002 Accomplishments



- Officer Kaptur awarded the Detroit Tiger Stripes award for community involvement.

24

2002 Accomplishments



- Troy Police Explorers Post #1950 awarded the Governors Cup (first place) at the state competition.

- Troy Police Department celebrated its 50th anniversary.
- Obtained a federal grant to purchase bullet resistant vests for all sworn officers.
- Officer Pizzorni received the Department of Justice's Director's Award for his role in investigating identity theft crime.
- Troy Police and Fire Departments became part of the Michigan State Police Regional Response Team for Terrorist Incidents.

25

2002 Accomplishments

- Fire Department received Class 3 rating by Insurance Services Office.



26

2002 Accomplishments

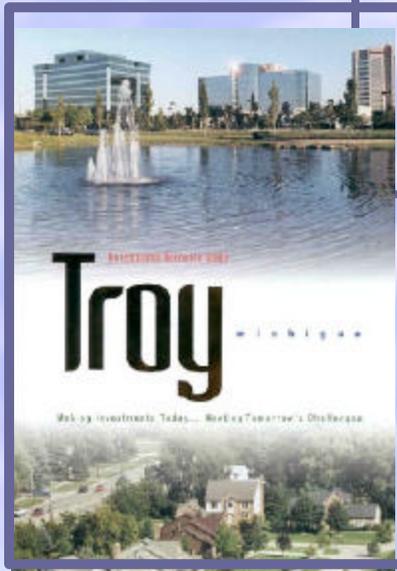
- Fire Department earned 6th consecutive life safety achievement award.
- Fire Department received Regional Response Team Grant of \$45,000 for hazardous materials/weapons of mass destruction response equipment.



- Fire Prevention Division was successful in obtaining installation of automatic sprinkler systems in eleven buildings (134,972 square feet total) where not required by building/fire codes.

27

2002 Accomplishments

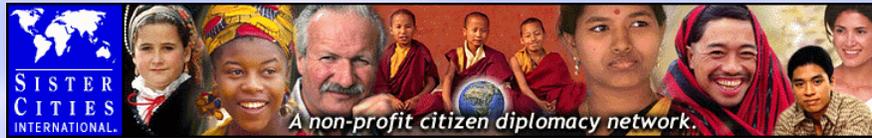


Developed, published and circulated the City of Troy Economic Resource Guide to attract new business to Troy and to use as a resource for existing business to interact with City services and personnel.

- Purchased Hansen Information Technologies software products to provide a foundation for a central database system to be utilized by all city departments. Implementation of customer service and utility billing software has been initiated.

28

2002 Accomplishments



- Became a member of Sister Cities International and partnered with Aley, Lebanon.



29

2002 Accomplishments

- Youth Council established so that the youth of Troy may have a stronger voice in local government.
- Northwyck/Woodside Bible Church PUD approved, Troy's first PUD.
- Chapter 78 was revised to allow subdivision entrance way signs in the ROW.
- Building Department personnel completed required training for re-certification by the State of Michigan.
- Adopted an official tree replacement policy calling for the systematic replacement of all residential trees that are removed for any reason.
- Staff and Council attended professional workshops given by Professor John Nalbandian from the University of Kansas and Carl Hendrickson of Market Measurement.
- Initiated a policy for employee called to military service, assuring no loss or reduction in benefits.

30

2002 Accomplishments

Thank You!

➤ City of Troy staff received 144 letters of appreciation from 10-1-01 to 10-1-02.

31

Updated Task Schedules

32

Objective a) Integration of Information Between Departments (Serves Goals #1, 3 & 7)

This objective includes expansion of the following components (tasks):

- **JD Edwards**
- **GIS**
- **Hansen Customer Service**
- **Hansen Asset Management**

33

Objective a) - Integration of Information Between Departments (Serves Goals #1, 3 & 7)

	<u>2003</u>	<u>2004</u>	<u>2005</u>
JD Edwards	Upgrade to One World platform	Complete	
Hansen Customer Service	Complete implementation	Further development	
Hansen Asset Management	Begin implementation	Complete implementation	Further development
GIS	Further development and continued data collection	Ongoing	Ongoing

34

**Objective b) - Review Citizen Input and Concerns
(Serves Goals #1 & 7)**

In order to improve communication, we will begin implementation of a citizens concern process on our computer system. We will also utilize our web site and newsletter to inform and interact with our residents.

35

**Objective b) - Review Citizen Input and Concerns
(Serves Goals #1 & 7)**

	<u>2003</u>	<u>2004</u>	<u>2005</u>
Citizen Input Concerns Process	Implementation	Ongoing	Ongoing

36

Objective c) - Enhance Customer Service (Serves Goals #1, 3 & 7)

This may be accomplished through citizen and business surveys, expansion of our web site, review of operational procedures, and enhanced community-policing policy.

37

Objective c) - Enhance Customer Service (Serves Goals #1, 3 & 7)

	<u>2003</u>	<u>2004</u>	<u>2005</u>
Citizen & Business Survey		Develop next survey	Survey
Enhanced Community Policing	Training	Training	Training
Procurement Card Program	Continue to issue cards in departments	Continue to issue cards in departments	Complete program rollout
On-line Registration for Parks & Recreation Functions	Select implementation	Full implementation	

38

Objective c) - Enhance Customer Service (Serves Goals #1, 3 & 7)

	<u>2003</u>	<u>2004</u>	<u>2005</u>
Issue Soil Erosion Permits Using Equalizer	Implementation		
Develop Hand-outs, Flyers, Web Pages about Construction	Implementation		
Combine Electrical and Fire Department Permits for Fire Alarm Systems	Implementation		
Centrally Locate Storage Facilities for Easy Document Retrieval	Study		

39

Objective d) - Enhance Culture of Professionalism (Serves Goals #1 & 7)

This will involve training and education of staff, continuing our Internship Program and maintaining an environment that establishes a positive identity.

40

**Objective d) - Enhance Culture of Professionalism
(Serves Goals #1 & 7)**

	<u>2003</u>	<u>2004</u>	<u>2005</u>
Library Academy	Achieve basic skill level	Achieve low-intermediate skill level	Achieve high-intermediate skill level
Building Dept. Participation in Process of Review and Adoption of 2003 Michigan Codes	Complete		

41

Objective e) - Determine Desired Level of Staffing and Benefits to Desired Level of Service (Serves Goals #1 & 7)

This pertains to determining future needs and assessing number of employees needed to meet those needs, providing competitive benefits to keep our work force intact, and privatization of City services when functional to do so.

42

Objective e) - Determine Desired Level of Staffing and Benefits to Desired Level of Service (Serves Goals #1 & 7)

	<u>2003</u>	<u>2004</u>	<u>2005</u>
Analyze Feasibility of Privatizing Golf Course Maintenance			Compare privatization services and contracts

43

Objective f) - Expansion of Electronic Function (Serves Goals # 1, 3 & 7)

This incorporates document management and imaging, reducing the volume of the Agenda, on-line transactions and in-house hosting of the web site.

44

Objective f) - Expansion of Electronic Function (Serves Goals # 1, 3 & 7)

	<u>2003</u>	<u>2004</u>	<u>2005</u>
E-Procurement Initiative	Selection of vendors & initial implementation of program including the setting of auction parameters	Active on-line vendor registration and real-time auctions	Assessment of E-Procurement Initiative
In-house Hosting of Web Site	Begin implementation	Review & update information and services available on web site	Review & update information and services available on web site
Staff Review of Web Site Services and Information	Begin individual departmental reviews	Continue review and updates of services and information on web site	Continue review and updates of services and information on web site

45

Objective g) - Capital Projects (Serves Goals #2, 4, 5, 6 & 7)

This objective includes building and maintaining infrastructure/facilities to meet existing and future needs.

46

Objective g) - Capital Projects (Serves Goals #2, 4, 5, 6 & 7)

ROAD IMPROVEMENTS	<u>2003</u>	<u>2004</u>	<u>2005</u>
Maple Rd, Coolidge to Eton	Complete		
WB Maple RTL Extension at Coolidge	Complete		
Big Beaver, Adams to Coolidge	Complete		
Big Beaver, Rochester to Dequindre	Design/ ROW	Construction	Complete
Wattles and Rochester Intersection Improvement	Design	ROW	
Wattles, John R to Dequindre	Seek Funding		

47

Objective g) Capital Projects – (Serves Goals #2, 4, 5, 6 & 7)

ROAD IMPROVEMENTS	<u>2003</u>	<u>2004</u>	<u>2005</u>
Wattles, 600' East of Rochester to John R	Seek Funding		
Long Lake, Carnaby to Dequindre	Construction	Complete	
Livernois, Long Lake to Square Lake	Design		
Rochester, Barclay to Trinway	Design		ROW
John R, Long Lake to Square Lake	Design	ROW	

48

Objective g) Capital Projects – (Serves Goals #2, 4, 5, 6 & 7)

ROAD IMPROVEMENTS	<u>2003</u>	<u>2004</u>	<u>2005</u>
Stephenson, 14 Mile to I-75	Design		
John R, Square Lake to South Boulevard	Design		ROW
Dequindre, Wattles to Long Lake	Construction	Complete	
CMAQ Projects	Construction	Complete	
Maplelawn	Design	Construction	
Crooks Road	Design and ROW	Construction	Complete

49

Objective g) Capital Projects – (Serves Goals #2, 4, 5, 6 & 7)

CAPITAL IMPROVEMENTS	<u>2003</u>	<u>2004</u>	<u>2005</u>
Community Center	Full activation		
Section 1 Golf Course	Practice Facility Opens	Completion	

50

Objective g) Capital Projects – (Serves Goals #2, 4, 5, 6 & 7)

**Renovation of City Hall Space
(Vacated Court Space)**

CAPITAL IMPROVEMENTS	<u>2003</u>	<u>2004</u>	<u>2005</u>
City Manager's Office	Construction		
Remainder of City Hall		Design	Construction
Renovation of Community Affairs, Purchasing, Human Resources	Design	Construction	

51

Objective g) Capital Projects – (Serves Goals #2, 4, 5, 6 & 7)

Police and Fire Facilities

CAPITAL IMPROVEMENTS	<u>2003</u>	<u>2004</u>	<u>2005</u>
Police/Fire Administration Building	Construction	Complete	
Fire Station #3	Complete		

Library

CAPITAL IMPROVEMENTS	<u>2003</u>	<u>2004</u>	<u>2005</u>
Expansion	Space-needs Study		

52

Objective g) Capital Projects – (Serves Goals #2, 4, 5, 6 & 7)

CAPITAL IMPROVEMENTS	<u>2003</u>	<u>2004</u>	<u>2005</u>
Park Land/Open Space	Complete		
Park Site Development (Bond Issue)	Design	Development	Completion
Parks & Recreation Master Plan	Develop document	Implement plan	Continue implementation
Sylvan Glen Redevelopment		Architectural plans	Construction
Museum, Church & Parsonage	Interior renovations		
Village Green	Repair	Repair	Construction of barn

53

Objective h) - Economic Development (Serves Goals #1, 2, 6 & 7)

Continue efforts to attract and retain new businesses for reason of maintaining a strong employment and tax base.

54

Objective h) - Economic Development (Serves Goals #1, 2, 6 & 7)

	<u>2003</u>	<u>2004</u>	<u>2005</u>
I-75/Crooks/ Long Lake Interchange	Agreement with MDOT	Funding for ROW and ROW purchases	ROW purchases
Civic Center Development	City Council to determine	City Council to determine	City Council to determine
Adopt Brownfield Redevelopment Plans	Ongoing	Ongoing	Ongoing
Develop Database of all City-owned Property	Data collection	Completion	
Determine Final Disposition of all City Property		Complete	

55

Objective h) - Economic Development (Serves Goals #1, 2, 6 & 7)

	<u>2003</u>	<u>2004</u>	<u>2005</u>
Transit Center, Pedestrian Transit and Open Space Preservation	Seek funding	Seek funding	Seek funding
Redevelop Industrial/ Commercial Properties on Maple Road	On going	On going	On going

56

Objective i) Fiscal Integrity (Serves Goals #1, 2, 4, 6 & 7)

Prepare balanced budgets, maintain low tax rate, and seek the GFOA Distinguished Budget Presentation, Comprehensive Annual Financial Report and Financial Summary Awards.

57

Objective i) Fiscal Integrity – (Serves Goals #1, 2, 4, 5, 6, & 7)

	<u>2003</u>	<u>2004</u>	<u>2005</u>
Successful implementation of the \$45 million Troy Downtown Development Authority (DDA) Bond Programs	Remaining Community Center bond issue (\$4.3 million)	Council to decide the balance on Civic Center infrastructure (\$14.7 million)	
Modify Internal Accounting Procedures and Comprehensive Annual Financial Report Preparation to Allow for Full Implementation of GASB Statement 34	Complete		

58

Tasks for 2006 and Beyond

Seek external funding for major projects:

- Crooks/Long Lake Interchange
- John R, Long Lake to South Boulevard
- Rochester, Barclay to Trinway
- Wattles, East and West of Rochester
- Stephenson, 14 Mile to I-75

- Establishment of *Land Bank Fund*.
- Establishment of *Environmental Cleanup Fund*.
- Enhance effort with local businesses to adopt flex time and other methods of reducing peak traffic volumes.

59

Seek Legislative Support for the following Unfunded Needs

- I-75/Crooks Interchange Improvements - \$20 million for ROW.
- Funding for open space preservation.
- Seek funding for environmental needs.
- Continue to seek funding for transit needs.

60

Unfunded Needs List

<u>CATEGORY</u>	<u>ESTIMATED COST</u>
Major Roads	\$363,000,000
Local Roads	4,700,000
Municipal Parking Lots	450,000
Water Distribution System	11,450,000
Storm Drains	33,257,000
Sanitary Sewer System	15,300,000
Sidewalk & Trail Systems	39,200,000
Parks & Rec. Master Plan	<u>5,000,000</u>
<u>Total</u>	<u>\$472,357,000</u>

61

Suggested Areas of Improvement (from City Council Members)

**0 = Least Important
5 = Most Important**

THE COMMUNITY AT LARGE

*RATE LEVEL OF IMPORTANCE
(circle your answer)*

- | | |
|--|----------------|
| 1) Lack of a centralized downtown area (a developed Civic Center can create a sense of downtown). | 1) 0 1 2 3 4 5 |
| 2) Private sector is not involved in the community. Perhaps this is because executives who work here may not live in Troy. | 2) 0 1 2 3 4 5 |
| 3) Demographically we're getting older, thus better transit will be needed in the near future. | 3) 0 1 2 3 4 5 |
| 4) Community involvement and spirit of volunteerism needs to be enhanced, as it appears to be on the decline. | 4) 0 1 2 3 4 5 |

62

**Suggested Areas of Improvement
(from City Council Members)**

**0 = Least Important
5 = Most Important**

COMMUNICATION

*RATE LEVEL OF IMPORTANCE
(circle your answer)*

- | | |
|---|----------------|
| 1) No major papers have a presence in Troy, i.e., Detroit News/Free Press; Oakland Press is in Pontiac; Eccentric is in Birmingham. | 1) 0 1 2 3 4 5 |
| 2) Should develop a series of focus groups to get feedback on community issues. | 2) 0 1 2 3 4 5 |
| 3) Continually search for better methods of communicating with residents. | 3) 0 1 2 3 4 5 |
| 4) Cable TV system is somewhat erratic with black-outs; sometimes there are snafus such as Council members are shown speaking with wrong name plates. | 4) 0 1 2 3 4 5 |

63

**Suggested Areas of Improvement
(from City Council Members)**

**0 = Least Important
5 = Most Important**

COMMUNICATION, continued

*RATE LEVEL OF IMPORTANCE
(circle your answer)*

- | | |
|---|----------------|
| 5) The web site could be made more user friendly. | 5) 0 1 2 3 4 5 |
| 6) Communication can be enhanced, i.e., more timely notice to residents regarding projects affecting them; developers should be asked if they met with residents. | 6) 0 1 2 3 4 5 |

64

**Suggested Areas of Improvement
(from City Council Members)**

**0 = Least Important
5 = Most Important**

CAPITAL IMPROVEMENTS

*RATE LEVEL OF IMPORTANCE
(circle your answer)*

- 1) Parks are decent but the City should have required more property in the past, i.e., along Rochester/Square Lake. Council should be more proactive in the future in acquiring property. In addition, stay away from a formula trap, as it may be better to have passive parks and more trails than ball fields.
- 2) Ball fields should be constructed on the other side of Livernois by the Community Center to replace those that were taken out of service by the acquisition of old Troy High.

1) 0 1 2 3 4 5

2) 0 1 2 3 4 5

65

**Suggested Areas of Improvement
(from City Council Members)**

**0 = Least Important
5 = Most Important**

CAPITAL IMPROVEMENTS, continued

*RATE LEVEL OF IMPORTANCE
(circle your answer)*

- 3) Could improve on alternative transportation methods to reduce peak traffic hours, i.e., flex time, compressed work weeks, telecommuting, car pooling/van pooling.
- 4) Maintenance of roads should be improved. In addition, determine on a regional basis how we can coordinate major street projects so the traveling public receives the benefit of an improved road system for more than one political jurisdiction.

3) 0 1 2 3 4 5

4) 0 1 2 3 4 5

66

**Suggested Areas of Improvement
(from City Council Members)**

**0 = Least Important
5 = Most Important**

CAPITAL IMPROVEMENTS, continued

RATE LEVEL OF IMPORTANCE

(circle your answer)

- | | |
|--|----------------|
| 5) Capital unmet needs should be prioritized by category and on a project basis within our budget document. | 5) 0 1 2 3 4 5 |
| 6) In terms of road construction, a greater sensitivity is needed relative to the inconvenience of the construction project. In addition, more notification, better signage and driveway access should be given consideration. Further, utilities need to perform better in terms of relocation. | 6) 0 1 2 3 4 5 |

67

**Suggested Areas of Improvement
(from City Council Members)**

**0 = Least Important
5 = Most Important**

ADMINISTRATION

RATE LEVEL OF IMPORTANCE

(circle your answer)

- | | |
|---|----------------|
| 1) Municipal response to residents, in terms of a customer service orientation, has improved over the years, but still can improve. Customer service training may be in order. | 1) 0 1 2 3 4 5 |
| 2) Continued improvement of "can-do" attitude of staff. | 2) 0 1 2 3 4 5 |
| 3) We need better electronic discipline, i.e., more digitized versus scanning. This will result in better customer service. Also, take advantage of new technology as it becomes available. In addition, information technology seminars with Council would be a benefit. | 3) 0 1 2 3 4 5 |

68

**Suggested Areas of Improvement
(from City Council Members)**

**0 = Least Important
5 = Most Important**

ADMINISTRATION, continued:

RATE LEVEL OF IMPORTANCE

(circle your answer)

4) Need to review fee-based operations to assure the proper amount is being charged. A five-year plan for major programs such as the Aquatic Center is also in order.

4) 0 1 2 3 4 5

5) Determine if it's feasible to break away from the Detroit water system.

5) 0 1 2 3 4 5

6) Developers should be required to meet with adjacent neighbors to discuss their proposed development, which includes interconnection of public streets when applicable.

6) 0 1 2 3 4 5

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Thank You

December 3, 2002

TO: The Honorable Mayor and City Council

FROM: John Szerlag, City Manager
Gary A. Shripka, Assistant City Manager/Services
Steven J. Vandette, City Engineer

SUBJECT: Reconstruction and Widening of Big Beaver Road, Rochester to Dequindre

The scope of the Big Beaver project is to widen the existing four-lane boulevard to a six-lane boulevard, three lanes in each direction, by filling in the areas between existing acceleration/deceleration lanes. In addition to the widening, the project will also incorporate replacement of deteriorated road slabs, replacement of drive approaches within the widening sections and widening of eastbound Big Beaver for a dedicated right turn lane at Dequindre.

The Engineering Department will be completing preliminary right-of-way plans for this project in preparation for acquisition of needed right-of-way later this winter. Once preliminary design is completed, staff will invite all residents and business owners affected by the project to an informational meeting to discuss the project. In addition, staff will hold individual meetings with the property owners directly affected by the widening on the south side of Big Beaver for the right turn lane at Dequindre Road. Project impacts on their property including full acquisition and relocation due to the project will be discussed.

Prior to your approval of a contract with the Michigan Department of Transportation for right-of-way acquisition for Big Beaver Road, staff would like to make a presentation to council on the scope and description of the proposed improvements.

December 5, 2002

TO: The Honorable Mayor and City Council Members

FROM: John Szerlag, City Manager
Gary A. Shripka, Assistant City Manager/Services
Douglas Smith, Real Estate & Development Director
Patricia A. Petitto, Senior Right of Way Representative

SUBJECT: Right-of-Way Acquisition Process

Once the need for a roadway improvement project has been identified the City determines a general location where the roadway may be constructed prior to a more detailed study being undertaken. From a property acquisition point of view, key elements of the study are the number of people and businesses that will be displaced, the estimated cost to acquire the real property for the project, and the estimated costs to relocate those eligible and/or to move personal property from the right-of-way. The typical project development process includes planning, public involvement, development of project alternatives, review of possible hazardous materials and contaminants, an environmental assessment, selection of an alignment, utility relocation, and design. Eligibility to receive Federal funds depends upon compliance with Federal laws, regulations, and policies.

DESIGN AND RIGHT-OF-WAY PLANS

Following selection of the preferred alignment, the next step is designing a detailed plan for the roadway to be constructed and producing a right-of-way plan. A right-of-way plan should contain essential data needed for appraisal and negotiation activities. This plan should illustrate the existing and proposed right-of-way lines, the property lines and owner's names for each property adjacent to the highway, the roadway center line, design features, width of the new roadway, grade changes, and other details of the construction. The plan should provide sufficient information for preparation of legal descriptions of the properties to be acquired. A right-of-way plan is a valuable visual-aid tool for negotiators, appraisers, and attorneys involved in acquisition transactions. It also helps property owners understand why and how their properties are being acquired.

PRELIMINARY INTERVIEW

After the City of Troy selects the exact location and design of the project, affected property owners are contacted for a preliminary interview. At the interview, the Real Estate & Development Department staff verifies ownership, location of structures and boundaries, and other pertinent information. The interview may occur at a public meeting or at an owner's home.

APPRAISAL

The next step is to determine fair market value of the property being acquired. This is done by one of two methods – a market study or an appraisal.

If the needed right-of-way is minimal, or if only temporary use permits are needed, a market study will be used and the property owner will be asked to sign a waiver of appraisal. They may also request an appraisal.

If an appraisal is needed, a licensed appraiser will estimate a fair market value of the property by comparing the property with similar properties sold in the area. The property owners or their representatives will be given the opportunity to accompany the appraiser on a thorough inspection of the property. In some instances, the appraiser may need to analyze some of the financial information to arrive at the market value.

Based upon these inspections and comparisons, the appraiser will provide the City a written opinion of fair market value for the property. This appraisal is then reviewed to ensure that state and federal requirements and acceptable appraisal standards are met. Appraisals are also reviewed for consistency since we are always concerned about fair and equitable treatment of neighbors.

ACQUISITION

The City of Troy has developed guidelines for right-of-way acquisition that have led to an effective operation with a long-term benefit to the City. Right-of-way acquisition activities must strike a balance between the acquisition (getting the job done) and public relations. Our goal is to acquire property through negotiation rather than through the use of condemnation.

The U.S. Constitution and most State constitutions require that a property owner be paid just compensation when the government acquires private property. Once the amount of just compensation has been determined, a Right of Way Representative must make a prompt written offer to the property owner. The offer must include a description of the real property and the specific purchase price being offered. Along with the offer, the City must provide the property owner a Valuation Statement that explains the basis of the offer and provides information necessary for the owner to make a reasonable judgment concerning the amount of the offer. The Right of Way Representative will explain the project, schedules, appraisal, and relocation assistance. If all reasonable efforts to make personal contact with an owner fail, or if personal contact is impracticable, for example, such as when an owner lives in another State, the owner may be contacted by certified mail or other means appropriate to the situation.

The property owners will have a reasonable length of time to study the offer presented and to ask any questions. If they believe that the City has overlooked an item of value, we will take that information back to our appraiser.

Negotiations must be conducted free of any attempt to coerce the property owner into reaching an agreement. For example, the negotiator should be careful not to imply that the offer is a "take it or leave it" proposition. Similarly the use of condemnation as a threat must be avoided.

When an agreement has been reached between the property owner and the City, and the appropriate documents have been signed, they are sent to City Council for approval. The property owner should receive payment within 60 days of approval and clearance of title. The City of Troy will pay all closing costs for these transactions.

CONDEMNATION

If negotiations have failed and an administrative settlement is not appropriate or is not successful, it may be necessary to acquire the property by exercising our power of eminent domain. This is only if every reasonable effort has been made to acquire the property expeditiously by negotiation.

In many cases, property owners are suspicious of governmental acquisitions and may believe that just compensation offers are biased and the negotiator may not be successful. The limitations of the appraisal process should also be recognized. Although it is structured and regulated, it is not scientifically precise.

At this point, City Council is asked to authorize the Real Estate & Development Department to make an unconditioned offer for the acquisition and to turn the file over to our Law Department to institute condemnation proceedings. These proceedings are governed by State law. We are sometimes required to prove necessity for the acquisition of the condemned property if challenged by a property owner. Necessity is usually proved by offering engineering and/or design plans to substantiate the need to acquire. During the trial, each side will present arguments in support of its position on the value of the property. Both the City and the property owner may call witnesses, employees and/or consultants to testify. The court will set an amount it determines to be just compensation and order the City to pay that amount.

PAYMENTS

If an amicable settlement between the property owner and the acquiring agency is reached prior to the need to initiate condemnation, the City will pay the owner the agreed-upon purchase price. If the owner and the City cannot reach agreement and the City does institute condemnation proceedings, the City will deposit the amount of the City's offer with the City Treasurer. At the first hearing, the City of Troy will request that the court establish the time and terms for surrender of the right-of-way needed. The court will also be requested to order the City Treasurer to pay the property owner the amount offered by the City.

The owner may withdraw this amount without jeopardizing his or her rights in the condemnation proceedings.

RELOCATION ASSISTANCE

If occupants of property have to move as the result of a City of Troy project, they may be eligible for relocation services and payments provided by state and federal laws. The Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 as amended (The Uniform Act), and U.S. DOT/FHWA regulations prescribe certain benefits and protections for persons displaced by public projects funded, at least in part, with Federal money. The Uniform Act provides relocation payments for persons displaced from their residences, businesses, farms or even non-profit organizations. These payments include moving expenses, and certain supplements for increased costs at a replacement location. In addition, the Act provides protections for displaced persons such as requiring the availability of replacement housing, minimum standards for such housing, and requirements for notices and informational materials. Also, the Act entitles displaced persons to certain "advisory services" to help them move successfully.

NOTICES

The Uniform Act and the regulations recognize the need of displaced persons for information about the relocation process and require that certain information be provided to them. This information is provided through personal contact and through a series of notices for the purposes of minimizing disruption and maximizing the chances of a successful relocation. The following are the primary notices that must be delivered as part of the program:

1. General Information Notice – This notice is to be provided to a potential displaced person at an early stage of the project. We usually provide it in the form of a booklet that is passed out at a public hearing or preliminary interview. The purpose of the notice is to provide a general description of the City's relocation program, including benefits, responsibilities and protection.
2. Notice of Relocation Eligibility – This notice is provided later in the project when it has been determined that particular persons will be displaced. This usually takes place at the initiation of negotiations, which is the date of the first written offer to acquire the real property at which the person is an occupant (residential or non-residential). The notice informs the occupant that he or she will be displaced and therefore, will be eligible for relocation benefits, as applicable.
3. 90-Day Notice – The 90-Day notice is a basic protection of the Uniform Act. As part of the general information notice described above, the displacing agency must inform potential displaced persons that they will not have to move without at least 90 days' written notice. The 90-day notice, itself, may come later, when the City's plans for requiring occupants to move have become

more precise. At this time (and for residential displacements, only after ensuring that at least one comparable replacement dwelling is available), the City will inform a person to be displaced, at least 90 days in advance, of the earliest date by which he or she may be required to move. This means, for example that if the City believes it may require an occupant to move by July 15, it must inform him or her, in writing, at least 90 days in advance, i.e., April 16. In practice, the City may not actually require the move until after July 15. Conversely, the occupant may choose to move before that date. In either case, the occupant does not have to move before July 15 and the requirement to provide 90 days' notice has been satisfied.

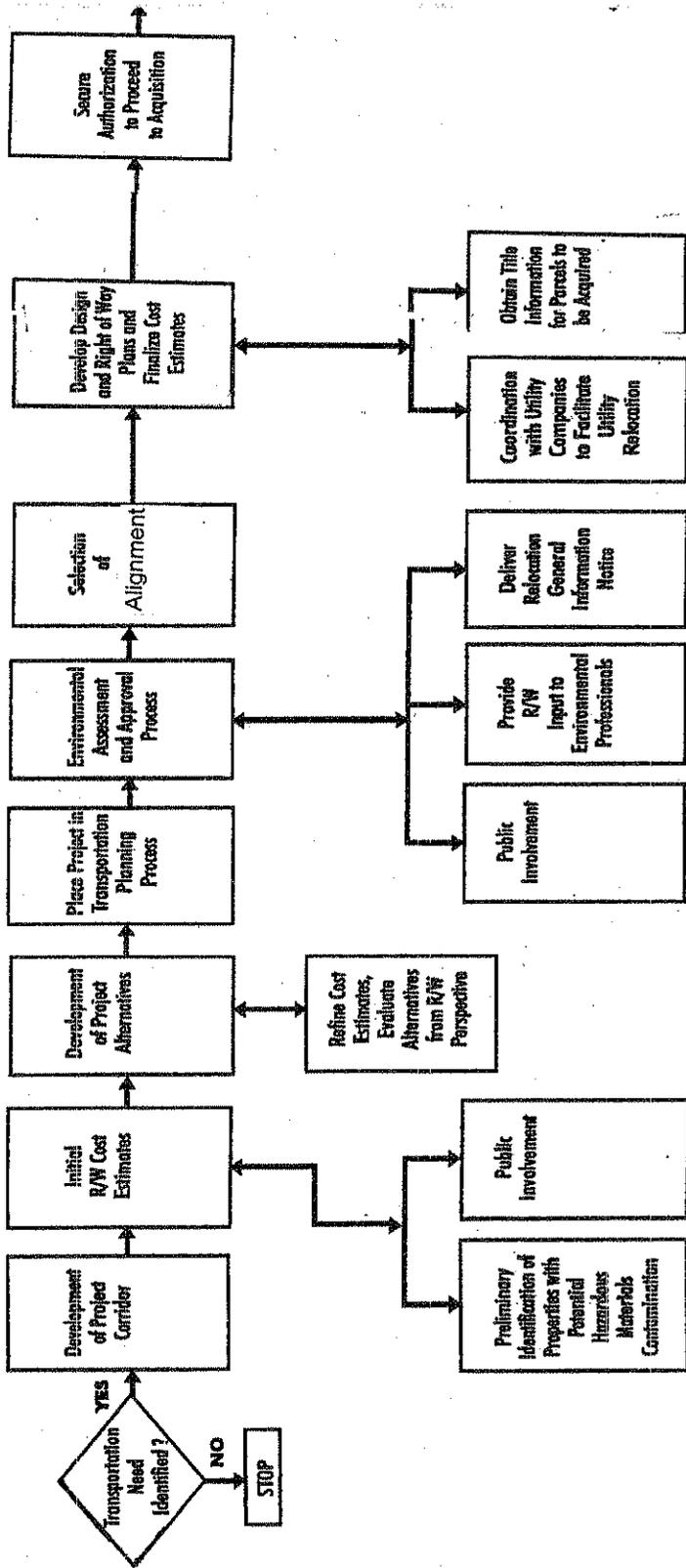
RIGHT OF WAY CERTIFICATION

Prior to advertising for construction bids for a project, the City must prepare a right-of-way certification. A right-of-way certification states that the properties needed for construction of the project have been obtained, they are clear of any utilities, and structures that must be moved plus persons or businesses displaced by the project have been relocated. The certification must include a statement that the City has complied with the Uniform Act requirements and that the project is ready for construction.

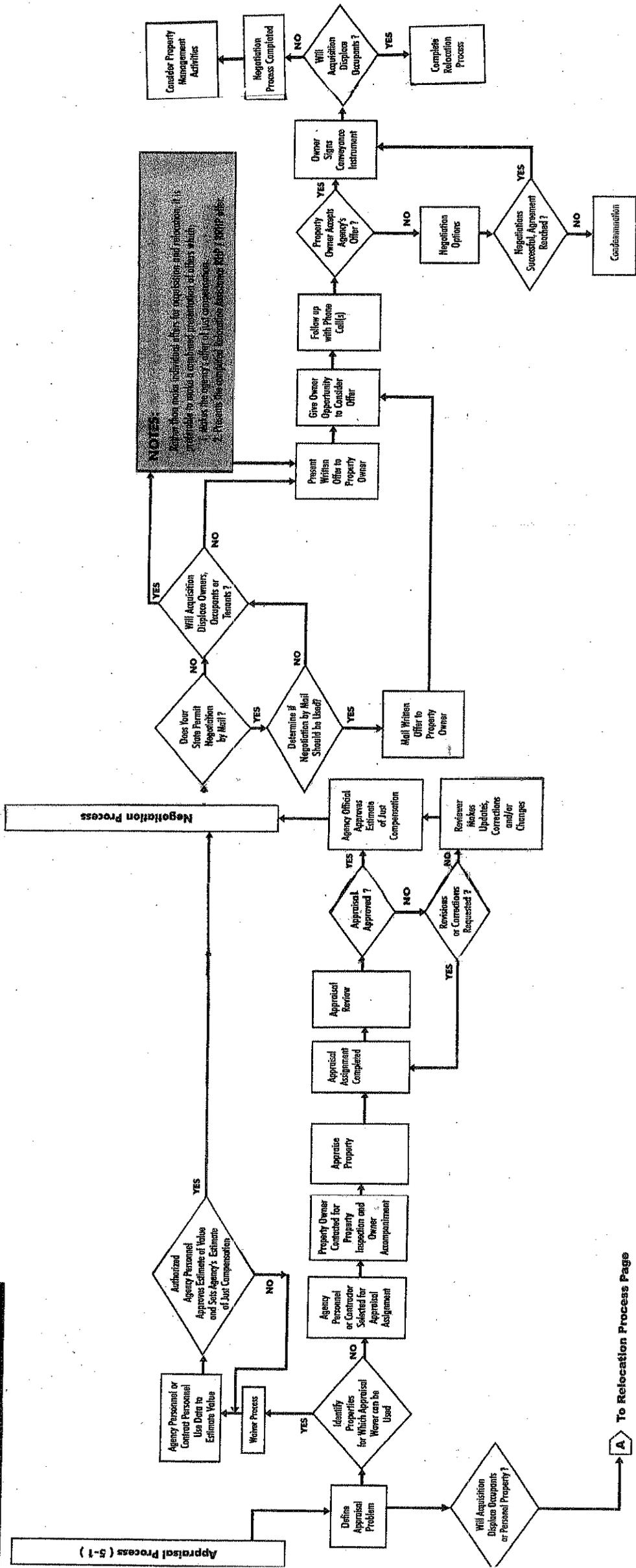
PROPOSED BIG BEAVER RECONSTRUCTION, ROCHESTER TO DEQUINDRE

Until the preliminary right-of-way plans are completed later this winter, we will not know exactly how this project will impact homes that back up to the south side of Big Beaver, west of Dequindre. At this time we are estimating that this project could require the full acquisition of up to 15 parcels and the relocation of 15 households. As soon as preliminary design is completed, informational meetings will be held with the affected property owners.

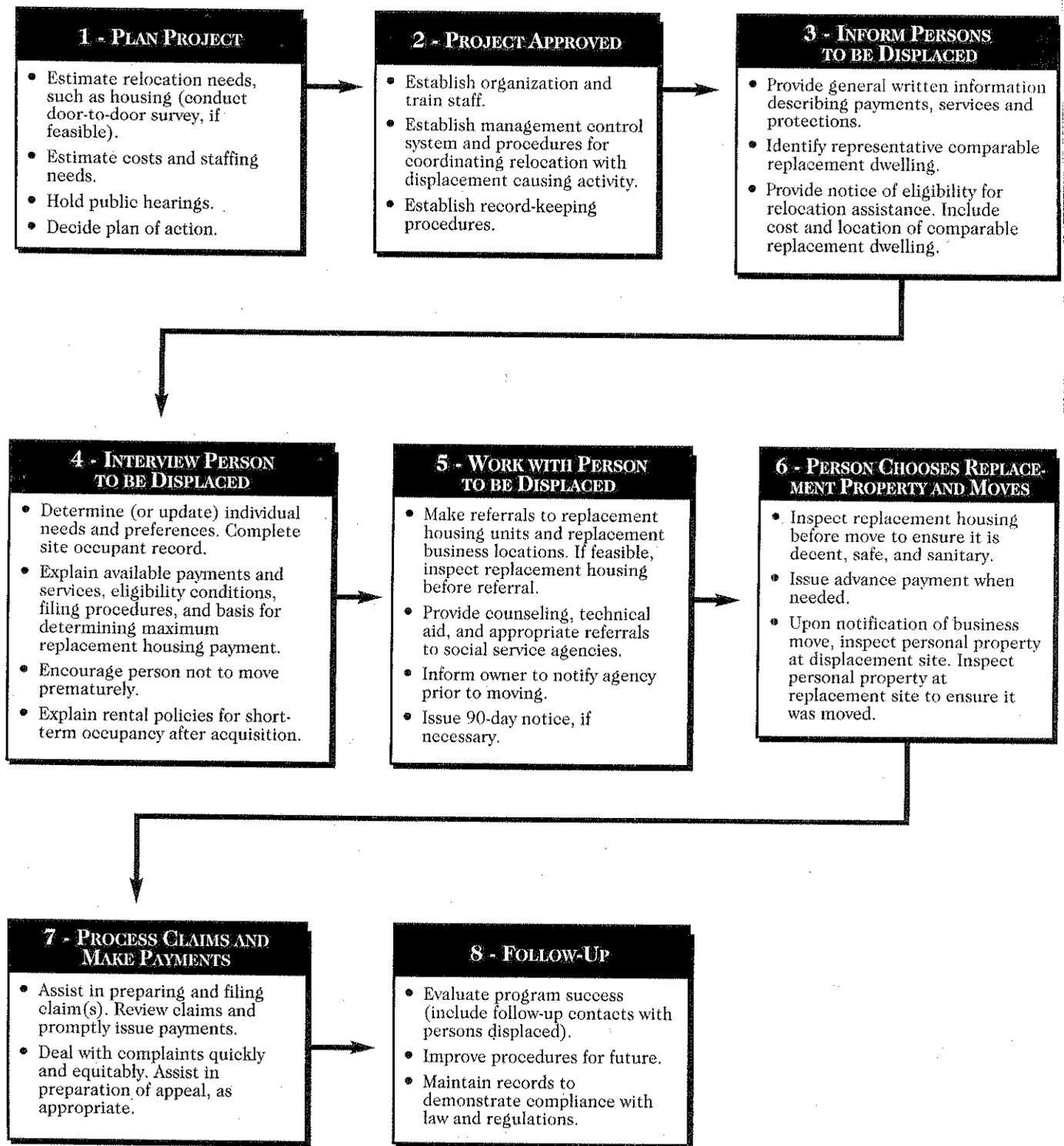
Project Development Phase



Acquisition Phase



TYPICAL RELOCATION PROCESS UNDER THE UNIFORM ACT*





December 5, 2002

500 West Big Beaver
Troy, Michigan 48084
Fax: (248) 524-0851
www.ci.troy.mi.us

Senator Shirley Johnson
P.O. Box 30036
Lansing, MI 48909-7536

Area code (248)

Assessing
524-3311

Bldg. Inspections
524-3344

Bldg. Maintenance
524-3368

City Clerk
524-3316

City Manager
524-3330

Community Affairs
524-1147

Engineering
524-3383

Finance
524-3411

Fire-Administration
524-3419

Human Resources
524-3339

Information Services
619-7279

Law
524-3320

Library
524-3545

Parks & Recreation
524-3484

Planning
524-3364

Police-Administration
524-3443

Public Works
524-3370

Purchasing
524-3338

Real Estate & Development
524-3498

Treasurer
524-3334

General Information
524-3300

Regarding: Request to Support the Modified Version of Senate Bill 3
That is Endorsed by SOCRRA

Dear Shirley:

It's important to the continuance of SOCRRA that Troy's modifications to Senate Bill 3, which were endorsed by SOCRRA, be advanced for legislation in lieu of the current version being proposed. This current version contains many flaws, which could potentially result in negative financial impacts to several communities, including the city of Troy.

Each of the changes was individually supported by nearly unanimous support of the SOCRRA Board. The final version forwarded to the legislature was passed by a clear majority of the SOCRRA Board. This is reflected by SOCRRA's own minutes from the November 15, 2002 SOCRRA meeting.

As a point of information, I'm including an analysis prepared by Dykema Gossett, which further explains the benefits of modifying Senate Bill 3 as proposed by the City of Troy and endorsed by SOCRRA.

Please use your influence to obtain legislation for the modified version of Senate Bill 3. Please know that the modified version was also endorsed by the Troy City Council.

Respectfully submitted,

Matt Pryor,
Mayor

c: Representative Robert Gosselin
Representative John Pappageorge
Royal Oak City Attorney's Office
SOCRRA Management
Troy City Council Members
Troy City Manager John Szerlag
Troy City Attorney Lori Grigg Bluhm

SANN ARBOR, MICHIGAN
BLOOMFIELD HILLS, MICHIGAN
CHICAGO, ILLINOIS

LAW OFFICES
DYKEMA GOSSETT
PROFESSIONAL LIMITED LIABILITY COMPANY
124 W. ALLEGAN STREET, SUITE 800
LANSING, MICHIGAN 48933-1742
TELEPHONE (317) 374-9100
FACSIMILE (317) 374-9191
WWW.DYKEMA.COM

DETROIT, MICHIGAN
GRAND RAPIDS, MICHIGAN
WASHINGTON, DC

STEVEN C. LIEDEL

DIRECT DIAL: (317) 374-9136
E-MAIL: SLIEDEL@DYKEMA.COM

November 7, 2002

VIA FACSIMILE

Jeff McKeen
General Manager
Southeastern Oakland County Resource Recovery Authority (SOCRRA)
3910 Webster Rd.
Royal Oak, MI 48073

Re: Senate Bill 3 and Revised Resolution Passed by the Troy City Council on August 5, 2002 Concerning Senate Bill 3

Dear Jeff:

You have asked that we analyze a resolution passed by the Troy City Council in October, 2002 concerning Senate Bill 3 and provide comments. As you know, under the resolution, the City of Troy indicates its strong support for the passage of Substitute (H-2) for Senate Bill 3, with a number of suggested changes. What follows is a summary of the suggested changes contained in the resolution and our comments on each suggested change.

A. Section (1)- The effective date of the amendatory act should necessarily be updated, and could allow for an immediate effective date.

We agree that this change is necessary. Page 1, line 1 of Senate Bill 3 (H-2) references a 2001 amendatory act. If Senate Bill 3 ("SB 3") were to be adopted this year, that date should be updated to 2002. A broader question is to what date should the effective date of the bill be updated? Should SB 3 be given immediate effect or should an definitive future effective date be set in the legislation at to provide authorities created under Public Act 179 of 1947 ("PA 147") with an opportunity to prepare to comply?

B. Section (1)- This section should be deleted, or if not deleted, should otherwise specify that the definition of "all members" is bound by the most recent authority contract.

DYKEMA GOSSETT PLLC

Jeff McKeen, SOCRRA

November 7, 2002

Page 2

It is my recollection that this provision was added after legislators indicated that they believed SOCRRA was utilizing long-term contracts with third parties to bind participating communities beyond the term of their membership contracts with SOCRRA. The subsection was intended to prevent such activities in the future. We believe this entire subsection is unnecessary as it prohibits what is already not possible, but members of the legislature strongly believed that the prohibition should be included in SB 3.

C. Section (2)- The bill should explicitly provide for the right of first refusal (within 45 or 90 days) for a new authority that has a majority of the number of members as a dissolving authority. This first right of refusal should be prior to the right of first refusal for the host communities.

This provision is not limited to a transfer of real property in connection with the withdrawal of a member from or the dissolution of a qualified authority such as SOCRRA. If Senate Bill 3 is enacted, any time SOCRRA seeks to sell real property, the sale would be subject to a 90-day waiting period during which the member or former member of SOCRRA in which the real property is located would have the opportunity to exercise the right of first refusal and purchase the property.

Secondly, this subsection does not deal with the potential circumstance of an agreement to sell SOCRRA real property located within the territory of more than one member or former member.

D. Section (2)- The right of first refusal to purchase assets should require a price that is at the highest offer for the property, which shall not be less than the appraised value of the property to insure a true arms-length transaction.

We agree that this suggested change better clarifies the intent of the section.

E. Section (3)(A)- The bill should be modified to delete the requirement of a resolution stating "the authority is no longer effectively serving the public good for which it was created." Instead, resolutions from each withdrawing community should state that the authority is no longer effectively serving the community's needs or requirements. The bill should also expressly prohibit withdrawals if the authority has outstanding revenue bonds. Only members who are subject to the current membership contract should have the right to withdrawal by passing the resolution that "the authority is no longer effectively serving our community's needs or requirements."

PA 179 requires the articles of incorporation of an authority created under the act to describe the purposes for which an authority is created. If a member seeks to withdraw from the authority, shouldn't the reasons for withdrawal be related in some manner to whether the authority is serving the purposes for which it was created? This is the common procedure is statutes providing for other intergovernmental entities.

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November 7, 2002
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Secondly, subsection (3) prevents the withdrawal of a member if the withdrawal would cause an impairment of an authority contract under section 6. Shouldn't the subsection also prevent the withdrawal of a member if the withdrawal of a member would result in the impairment of any contract, regardless of whether the contract was under section 6 of PA 179?

F. Section (4)- The bill should explicitly define the term "negative equity" and "positive equity".

We agree that the terms "negative equity" and "positive equity" should be defined.—The concept that members participating in an authority under PA 179 have equity in an authority is foreign to PA 179. The definition of "equity" is also problematic. Equity is tied to the total fund equity of the authority based on the most recent annual financial statements of the authority. However, after the date of the financial statement, the actual equity of the authority is subject to fluctuations. Furthermore, estimates of liabilities used in calculating total fund equity may be inaccurate. Accordingly, to accurately distribute authority assets, equity of the authority should be based upon the actual assets and liabilities of the authority at the time of the withdrawal and not at some point in the past.

G. Section (4)- Although the bond provision is a favorable addition, if a bond is not available or desired, the withdrawing member should be required to pay its negative equity no later than the expiration of the current member agreement or after the authority has completed a full accounting of the assets and liabilities of the authority.

We agree that this suggested change improves the mechanics of the withdrawal of a member from SOCRRA.

H. Section 4 (A) and 9(B)- The term "subsequently" should be removed from these sections to insure that each member is responsible for all environmental liabilities incurred as a result of the member's disposal to the authority. In addition, the definition of environmental liabilities should be expanded to include any environmental liabilities as declared to include any environmental liabilities as declared by the State of Michigan Department of Environmental Quality and Department of Natural Resources and/or the federal Environmental Protection Agency.

SOCRRA will need to work with the Michigan Department of Environmental Quality to develop legislative language accurately reflecting this proposed change.

I. Section 4(B)- The bill should prohibit the withdrawal of a member if the withdrawal would impair vested rights or the obligation of authority contracts.

This suggested change is consistent with other Michigan law regarding impairment of contracts.

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November 7, 2002
Page 4

J. Section 4 (B)- The bill should delete the word "solely" from this section, so that if two members withdraw simultaneously and cause a breach of contract, then each member that contributes to the breach of contract is liable.

We agree that this change further improves the poorly drafted subdivision 4(B).

K. Section (5)- The bill should clarify that if an authority's assets would need to be liquidated to satisfy the payments of positive equity to withdrawing members, then said liquidation would not be necessary until the expiration of the last contract of the authority.

This change is consistent with general public policy favoring the continued operation of intergovernmental authorities following the withdrawal of a member.

L. Section (7) should be clarified to state that the assignment of authority contracts to any new authority (as created under section 10) is not precluded, provided the new authority accepts such assignments and agrees to perform all obligations of the contract(s). There should also be clarification that required environmental activities must necessarily occur after the dissolution of the authority.

While such action is already authorized under existing law, language of clarification will be helpful in guiding a dissolving authority.

M. Section (8)-The word "immediately" should be deleted from this section since dissolution of an authority may require the liquidation of assets. In addition, there may be pending lawsuits or arbitration matters, which should not prematurely be settled.

This suggested change is an improvement and recognizes the variable circumstances likely to surround the dissolution of an authority.

N. Section (9)- There should be some provision specifying who is responsible for managing the environmental liabilities after the dissolution of an authority. This section may also include provisions to insure payment for the management of any environmental liabilities after dissolution.

We agree that it is important to explicitly define the distribution of environmental liabilities prior to dissolution to minimize potential disagreements regarding the liabilities after dissolution.

O. Section 12(C)- The term "impairment of contract" should not be limited to only defaults that lead to money damages, since all breaches would technically qualify. The term "impairment of contract" should protect those members who are forced to pay monetary damages for the breach of a contract that is not due to their own actions.

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This suggested change is more consistent with existing state law regarding impairment of contracts.

P. Section 12(I)- A mathematical formula for determining the "member's fair share" should be explicit. There have already been three formulas set forth to determine a "member's fair share".

The definition does require further clarification. What type of clarification does SOCRRA suggest? Additionally, who exactly is a member? Under SB 3 member includes former members of SOCRRA, including Madison Heights, Royal Oak Township, and Southfield Township.

Q. Section 12(K)- The term "qualified authority" should be redefined to reduce the membership from the required ten or more members and the required population of 250,000 or more.

We believe this change would be helpful in avoiding a constitutional challenge to SB 3 as unconstitutional local or special legislation. Furthermore, the change is consistent with the intent of the Troy City Council expressed in the preliminary clauses of its resolutions. The resolution indicates that PA 179 fails to include provisions for members of authorities to withdraw or for the dissolution of authorities created under the act. These "omissions" affect not just SOCRRA, but all authorities created under PA 179. Accordingly, PA 179 should be amended to provide a withdrawal and dissolution mechanism for all authorities.

In addition to the comments noted above, unresolved issues with Senate Bill 3 include:

- The withdrawal and dissolution mechanisms of the bill create incentives for minority rule of the authority.
- Senate Bill 3 remains inconsistent with public policy favoring local control and resolution of local disputes locally.

We believe that the changes to Senate Bill 3 suggested by Troy City Council remove a number of the policy concerns previously raised during the debate of the legislation. However, legislators have also expressed an intent to see issues surrounding the withdrawal of members from and the dissolution of SOCRRA resolved by its members utilizing mechanisms under existing law and not a resolution of the dispute at the State Capitol. Also, please be aware that the number of session days in the Michigan Legislature are waning. Even with the suggested changes, time constraints may prevent further consideration of the bill by the Michigan Legislature.

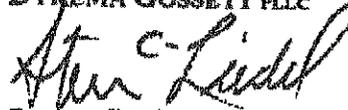
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Jeff McKeen, SOCRRA
November 7, 2002
Page 6

We trust that this information is helpful. Please let us know if you have any questions.

Sincerely,

DYKEMA GOSSETT PLLC



Steven C. Liedel

SCLl:scli

cc: Kimberly G. Ross

LAN01101501.1
IDASCLl

December 3, 2002

TO: The Honorable Mayor and City Council

FROM: John Szerlag, City Manager 
Laura Fitzpatrick, Assistant to the City Manager 

SUBJECT: Professional Workshops Summary

On June 13, 2002 and September 6-7, 2002, City Council and staff met with consultants Carl Hendrickson and John Nalbandian. A major theme of these meetings was the decision-making process. Several materials were produced pertaining to this theme.

For your convenience, attached are re-submittals of these materials. A summary of the materials is outlined below.

1. Bound Compilation of Retreat Materials

- Retreat Agenda Memo from Nalbandian
- Table: High Performing Governing Body (Nalbandian)
- Challenging Tasks for High Performing Governing Bodies (Nalbandian)
- Effective Decision-Making Notes in Preparation for Nalbandian Retreat (Hendrickson)
- Diagram: The Iceberg of City Work (Nalbandian)
- Sample City Council Operation Norms: Cedar Rapids, IA (Nalbandian)
- Article: *10 Habits of Highly Effective Councils* by Carl Neu (Nalbandian)
- Article: *How to Be an Effective City Council Member* by John Nalbandian
- Diagram: Strategic Framework to align competing factors (Nalbandian)
- Chart from Group Exercise: Politics versus Administration (Nalbandian)
- Recap of Nalbandian Retreat: Staff Summary of Assignments and Future Discussion Topics
- Notes from Easel Paper – contains notes generated during exercises facilitated by Nalbandian

2. Memo from Szerlag re: Vision for the Community: contains summary of meetings between Szerlag and City Council members

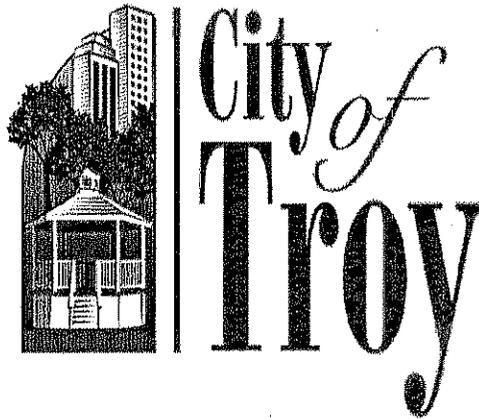
A good starting point for a discussion to follow-up these workshops may be to review the topics in the staff summary of the Nalbandian retreat. For your convenience they are listed below. See memo for detailed explanations.

1. Pre-Council Meeting "Technical Review" Sessions (originally referred to as "Blue Sky Meetings")
2. City Council Pledge

3. Clarification of Meeting Protocol and Protocol Officer
4. Discussion of Vision
5. Time to Discuss How City Council Conducts its Business
6. Councilmember Speaking Signal:
7. Visual References (Maps):
8. Refer Citizen Concerns to Staff
9. Public Comment:
10. Place the corresponding goal/objective next to agenda items.
11. Be more diligent in using the 4th Monday for study sessions.
12. Find a way to limit public comment speakers from monopolizing the meeting.
13. Executive summaries on complex issues are appreciated.
14. Post City Goals and Objectives so they are visible to everyone at the meeting.
15. Create a handout of "tips for presenting to Council." These tips could appear on the back of speaker cards, or on a wall sign.
16. Create a handout of "tips for presenting to Council." These tips could appear on the back of speaker cards, or on a wall sign.

Entire Report Given
to CC in bound document
following 9/6/02 retreat

contains Hendrickson
notes re: "obstacles to
effective decision making"



Materials from the
September 6-7, 2002 Retreat
The High Performance Governing Body

August 29, 2002

To: Governing Body and City Manager
Fr: John Nalbandian, Professor
Re: High Performance Governing Body Retreat Agenda

Thank you all for spending the time on the phone talking with me. I appreciate the investment you have indicated in the work planned for Friday evening and Saturday. I have prepared an agenda based on what I heard in the phone conversations, in various documents I have read including your June retreat notes, and in conversation with the city manager and staff.

Friday evening—6-8:30

- Dinner
- Get acquainted stories
- Brief outline of high performance governing body (see handout attached)
- Handout on Challenging Tasks for High Performance Governing Bodies (Exercise)

Saturday—8:30-4:00

1. Conducting more effective meetings
 - a. Goal--Identify ways to improve meetings and establish responsibility for implementing planned steps
 - b. Method (review notes from June strategic goal retreat)
 - i. Discuss what presently contributes to effectiveness of your meetings
 - ii. Identify and prioritize areas of concern
 - iii. Identify steps to enhance effectiveness
 - iv. Establish responsibility for implementing steps
 - v. Establish date to evaluate progress
2. Role of the governing body
 - a. Goal--To develop a common understanding of the governing body's role and areas where governing body effectiveness can be improved
 - b. Method
 - i. Review and discuss handout on Challenging Tasks for High Performance Governing Bodies
 - ii. Identify areas of concern and discuss steps for improvement
 - iii. Establish date to evaluate progress
3. Relationship between governing body and staff
 - a. Goal—To establish an agreed upon list of governing body and staff expectations of one another
 - b. Method
 - i. Governing body and staff each list expectations the one group has of the other, including areas of concern
 - ii. Establish date to review progress is living up to agreement

Handouts attached:

1. Characteristics of High Performance Governing Body
2. Challenging Tasks for High Performance Governing Body
3. Notes about meeting effectiveness from your last retreat

Handouts to be distributed at the meeting:

1. Cedar Rapids, Iowa, norms of effective council behavior
2. City of Tucson iceberg model
3. Psychological Contract exercise form

Summary of High Performing Governing Body

Characteristic	Obstacles	Steps to Take
Willingness to deal with difficult problems	Value conflicts	<ul style="list-style-type: none"> • Identify values and understand council's role as community building • Build council's capacity
Ability or capacity to deal with difficult problems	Unproductive working conditions	<ul style="list-style-type: none"> • Depersonalize issues • Establish vision and set goals • Build team expectations and teamwork • Schedule regularly retreats to assess effectiveness • Develop effective relationship with staff
Effective relationship with staff	<ul style="list-style-type: none"> • Council that does not work as a team • Diverse perspectives of council and staff 	<ul style="list-style-type: none"> • Team building • Become aware of differences between council and staff perspectives • Develop and encourage translator role

John Nalbandian
August 29, 2002

Challenging Tasks for High Performance Governing Bodies

- **Build a consensus in the governing body resulting in a legislative agenda that articulates community aspirations**
- **Develop respect for administrative staff and understand how to engage staff's full capacity and commitment**
- **With the help of staff, integrate constituent services with the governing body's primary goal of policy development**
- **Fulfill an oversight responsibility without becoming mired in "administrivia"**

**DEBRIEFING NOTES FROM SPRING 2002 CITY OF TROY
PLANNING SESSION ON JUNE 13, 2002**

- I. Objective of the Meeting
 - A. Review current planning processes and goals.
 - B. Identify enhancements to these processes/goals.
 - C. Confirm next steps in the planning process.
 - D. Prepare for meetings with Dr. Nalbandian.

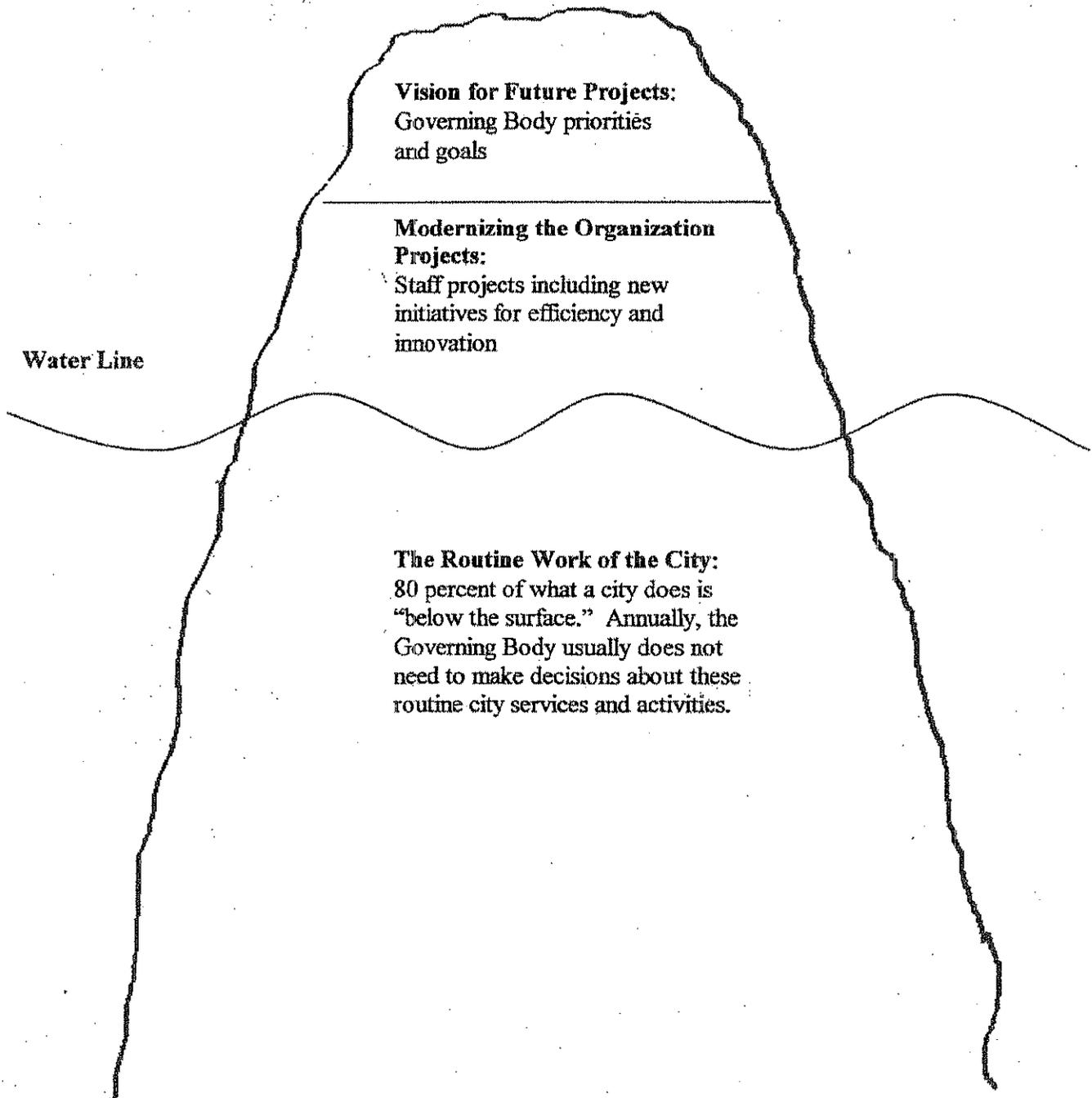
MARKET MEASUREMENT

- A. Strong support for asking Dr. Nalbandian for recommendations on the obstacles to effective decision-making identified during this planning meeting, including:
- ◆ Ensuring priority topics are addressed early in the meeting.
 - ◆ More effectively managing feedback from constituents, particularly those who have taken the time to participate in the scheduling process, vs. those with "last minute items."
 - ◆ Effectively balancing the timely evaluation of topics, while also ensuring that they are thoroughly researched by staff.
 - ◆ How, or should, we enforce strict time limits (5 minutes)?
 - ◆ How can we better balance responsiveness to constituents and effective meeting [time] management?
 - ◆ Carver governance, vs. current practices within the City of Troy – include City Council, City Manager and attorney, as well as the entire strategic planning process (i.e., with regard to implications identified by Dr. Nalbandian).
 - ◆ How do we respond to "incorrect comments" without extending the discussion (i.e., if an individual concludes their 5-minute commentary with the [incorrect] statement, "and I am really upset that you are going to be closing Sylvan Glen Golf Course!").
 - ◆ What is the appropriate information from staff and legal that should be provided to Council? Can general parameters be established so that City Council has appropriate/necessary information, but also avoids information overload?

MARKET MEASUREMENT

- B. Suggestion, with fairly strong agreement, that consideration be given to a "blue sky" 30-minute meeting prior to each City Council meeting. It is essential to note that this would not be viewed as "discussion time," but rather as an opportunity for Council to ask specific questions of staff, so they are better prepared when the formal meeting begins.
- C. Need to have better control over meeting start times and timeframes for intermissions.
- D. Council needs to better manage the entire process of constituent input, while also ensuring that it is easy for constituents to participate in this process.
- E. It may be useful to have enhanced executive summaries from department heads. Specifically, make this more routine and consistent (i.e., though several members of City Council indicated that these executive summaries are, in fact, frequently included in the materials provided to Council).

The Iceberg of City Work



*Adapted from the City of Tucson
by John and Carol Nalbandian*

CEDAR RAPIDS, IOWA CITY COUNCIL 1996

OUR OPERATING NORMS

We Pledge....

- ...To place cooperation, trust, and respect at the heart of all we do.
- ...To behave ethically as we carry out our daily responsibilities.
- ...To support one another at and beyond the council table.
- ...To operate as an effective team, continually improving that effectiveness.
- ...To work for "win-win" situations instead of "win-lose."
- ...To actively listen, keeping an open mind, and suspending judgment.
- ...To stay focused and avoid tangents.
- ...To be pro-active in the exercise of our office.
- ...To do our best to answer questions posed by one another, our employees, and the community.
- ...To honor "discussion" before "decisions."
- ...To avoid discounting each other and the public by our words, gestures, body language, and "side bar" conversations.
- ...To be consistent in process and operation.
- ...To address and refer to one another by title while on the job.
- ...To be honest and candid with one another.
- ...To give and take positive feedback and coaching.
- ...To focus on working "with" instead of "for" or "under."
- ...To not take differences of opinion personally.
- ...To disagree agreeably and professionally.
- ...To realize that people make mistakes - forgive and forget.
- ...To realize the virtue of debate and to avoid the liability of argument.
- ...To realize and honor varying work styles, personalities, and process needs.
- ...To share information and avoid surprises.
- ...To minimize the practice of "sign-offs" and "ratify" when needed.
- ...To challenge and motivate one another.
- ...To maintain a sense of levity - public service should be fun as well as work.

10 Habits Of Highly Effective Councils

Carl H. Neu, Jr.

Local government operations directly affect our daily existence and experiences and the quality of life that we perceive we have within our communities. No local government deserves, nor should its citizens tolerate, a council or governing body that isn't extraordinarily effective and competent in leading the community.

Thomas Cronin, a recognized authority on public policy, defines leadership as "making things happen that might not otherwise happen and preventing things from happening that ordinarily might happen. It is a process of getting people together to achieve common goals and aspirations. Leadership is a process that helps people transform intentions into positive action, visions into reality."

The quality of leadership effectiveness demonstrated by a governing body and its ability to be a highly effective council are not attributes bestowed upon it by a swearing-in ceremony. They are the results of disciplined adherence to a set of fundamental principles and skills that characterize highly effective governing bodies. Here, then, are 10 "habits" of highly effective councils, based upon the author's observations of hundreds of governing bodies over the past 20 years.

1. Think and Act Strategically

A council's primary responsibility is not just to make policy or to do its "Roman emperor" routine (thumbs down or thumbs up) on agenda items at public meetings. It is to determine and achieve the citizens' desires for the community's future. Councils and their administrative teams must accept responsibility for shaping the future of their communities by expanding their mental horizons to identify and meet the challenges that must be addressed through decisive leadership and through shared goals for the attainment of that future.

A strategic leader always comes from the future and takes you "back to the future" from the present. This leadership adventure starts with a vision and evolves into a definition of the strategic issues that must be mastered to achieve the vision. The next step is the development of long-range goals that address these strategic issues and that provide a decision-making and budgetary basis for the successful implementation of these goals. Living from one annual budget to another and from one council meeting to the next condemns your community and its future to happenstance and to the type of thinking that often befuddles national governance and policy.

For this reason, polls show that an overwhelming majority of citizens want important issues affecting their lives to be decided at the local, home town level. Here, they expect leadership, sound thinking, and decisive action. In spite of this citizen expectation, a 1996 survey conducted by the International City/County Management Association (ICMA), "Survey of Current Practice in Council-Manager Governments," indicates that fewer than 40 percent of all councils set long-term strategic goals to guide their semimonthly forays into decision making.

2. Understand and Demonstrate the Elements of Teams and Teamwork

By law, councils exist and have authority only when their members convene as bodies to do business. They also are components of corporate beings that must speak, act, and fulfill their commitments with one voice and in a mature, effective, and reliable manner. Councils are collections of diverse individuals who come together to constitute and act as an entity, and only when operating as an entity can they exercise authority and perform in fulfillment of their purpose.

This is a classic definition of "team." Carl Larson and Frank LaFasto, two pre-eminent authorities on teams and teamwork, define a team as an entity comprising two or more people working together to accomplish a specific purpose that can be attained only through coordinated activity among the team members. In short, a team exists to fulfill a specific function or purpose and is made up of disparate, interdependent people who collectively achieve a capacity that none of its members could demonstrate individually.

Teams always have two components that we might call their S components: *systemicness* and *synergy*. All teams are systemic by definition, being made up of interdependent parts (people) who affect each other's performance and that of the team. Synergy is the ability to achieve an effect, when working together as a team, that is more than the sum of the team members' individual efforts. While all teams are systemic, relatively few are genuinely synergistic unless their members understand, master, and demonstrate the fundamentals of teamwork, which are:

- A clear sense of purpose.
- A clear definition of the roles and relationships that unite individual talents and capacities to achieve team performance.

- Integration of members who have basic technical, interpersonal, and decision-making competence.
- A commitment to team success and performance excellence.
- A climate of trust, openness, and mutual respect.
- Clear standards of success and performance excellence.
- The support, resources, and recognition to achieve success.
- Principled and disciplined leadership.

Highly effective councils spend time building their sense of being a team and enhancing their skills in productive teamwork.

3. Master Small-Group Decision Making

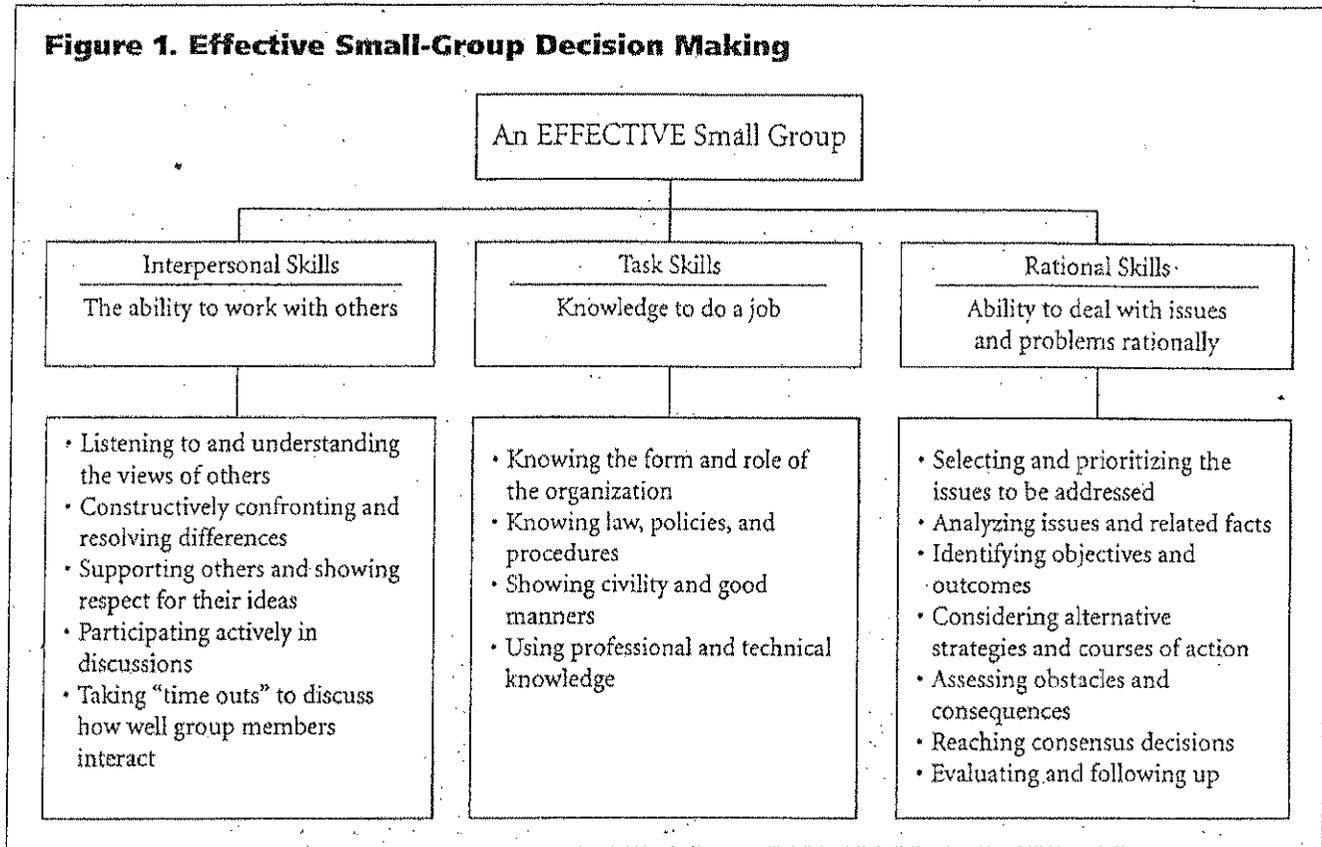
Most councils are classic small groups, with fewer than a dozen people. Small groups demonstrate certain skills and behaviors that link their members together. They also have knowledge of the processes they must follow to make decisions in fulfillment of their purpose. Figure 1 summarizes the skill sets essential to small-group effectiveness.

4. Clearly Define Roles and Relationships

Each team member, whether mayor or councilmember, makes a contribution to and has a relationship with the team. Contributions and relationships must be defined in terms of the role to be assumed and how that role is to be carried out through the behavior of the person in the role.

A role has two elements: *function*, the specific responsibilities of that role, regardless of incumbency; and *performance*, the behavior of the person occupying the role in fulfilling his or her responsibilities. Councils, through charter, statute, or ordinance, have a clear definition of their function. The perfor-

Figure 1. Effective Small-Group Decision Making



mance component must be defined within the team through discussion and mutual definition of those behaviors and practices expected of the mayor and councilmembers in the conduct of their duties and interactions.

Vince Lombardi, when asked what made a winning team, replied, "Start with the fundamentals. A player's got to know the basics of the game and how to play his [her] position. The players have to play as a team, not a bunch of individuals. The difference between mediocrity and greatness is the feeling the players have for each other," that is, their relationships. Teams talk about and define expected roles and relationships and give constructive feedback to their members on the degree to which they are fulfilling these expectations.

5 Establish and Abide by a Council-Staff Partnership

We have all heard the saying "Council makes policy, staff implements policy." Well, this is a total misconception of reality. Policy making and policy implementation are not distinct and separate

functions. Policy making/implementation is a continuum of thought and relations that transforms ideas and abstractions (visions, policies, goals, and plans) into defined, observable ends or outcomes (results, programs, buildings, streets, deliverable services). Council and staff share this continuum as partners ensuring each other's success. Each person plays an important role in making sound policies and in ensuring their effective implementation through reliable administrative practices and performance. Figure 2 depicts this partnership and continuum.

John Carver, a widely acclaimed author who writes about boards that make a difference, discusses this partnership as one in which councils define the needs to be met and the outcomes to be achieved. He believes that councils should allow staff, within council-established limits, to define the means for achieving these ends. He sees a council-staff linkage that empowers staff to do its tasks and to be evaluated on the results produced.

Councils that accept and abide by this partnership focus their energy on establishing vision, goals, and good policy and

on empowering effective staff performance. Councils that do not do this will frequently fall into micromanaging, that is, they will perceive a need to become involved in, or retain approval over, even minor staff activity and plans.

A critical element and important council task in this partnership is evaluation of the manager or administrator, based upon clearly defined goals, policies, and established guidelines on executive performance. According to the 1996 ICMA survey, only about 45 percent of all councils formally evaluate their managers' performance.

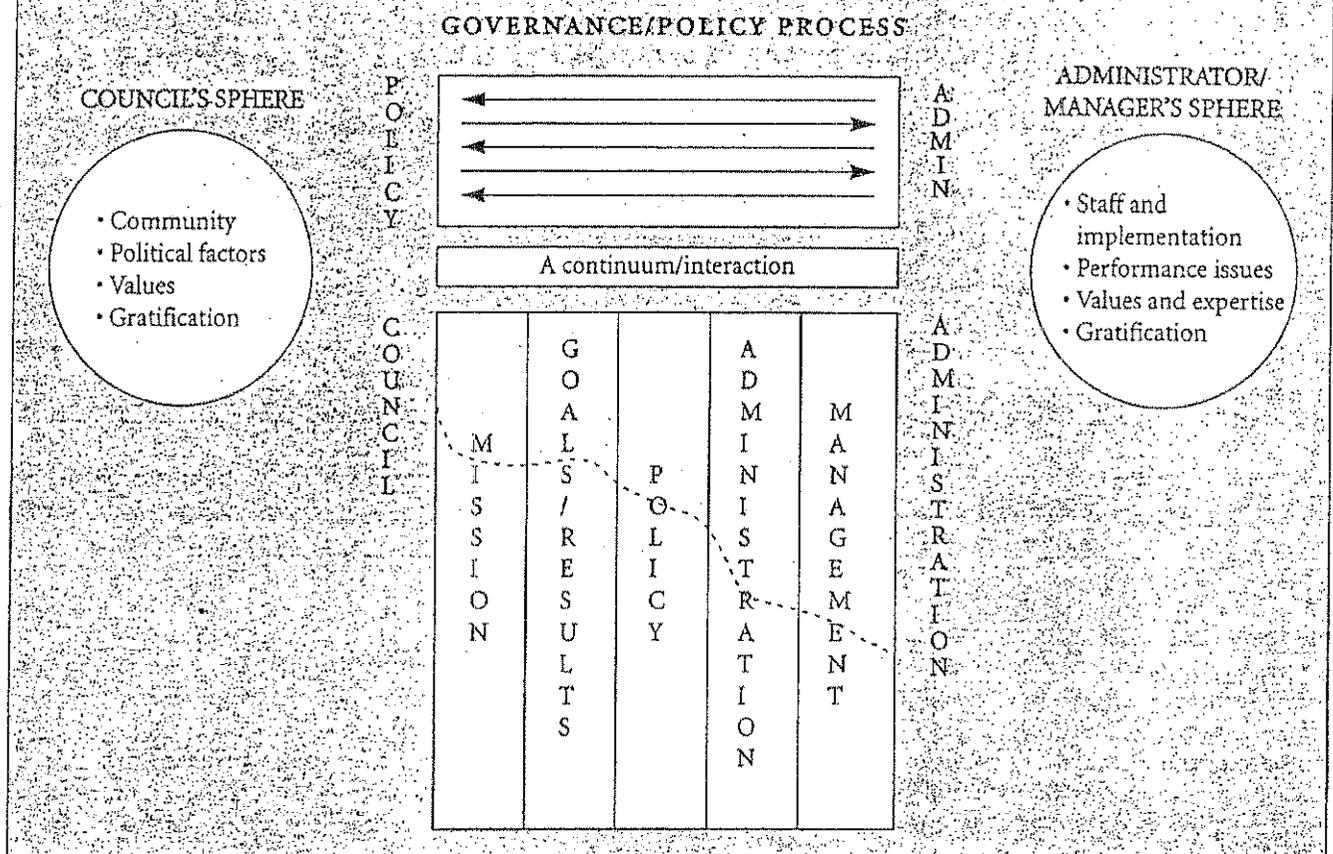
6 Make a Systematic Evaluation of Policy Implementation

Councils, like most legislative bodies, frequently exhibit the Jean Luc Picard syndrome (*Star Trek II*) and simply tell their staffs: "Make it-so." They assume that council action equates to policy and program implementation. The next time the council hears about policy is when a problem or crisis arises.

In contrast, highly effective councils

Figure 2. Council-Staff Partnership

(To What Degree Is This Partnership Understood, Discussed, and Respected by Councilmembers?)



expect periodic feedback on policy results and on possible policy amendments that may be required. This feedback can be provided through progress reports, status memos or newsletters, and policy reviews.

7 Allocate Council Time and Energy Appropriately

Councils, like other teams, play in a number of settings or arenas to achieve overall, peak performance. There are four council-staff arenas, and each must be appreciated for its purpose and for its contribution to a council's effectiveness:

- Goal setting (retreats or "advances").
- Exploration and analysis (study sessions).
- Disposition/legislation (regular public meetings).
- Community relations (interactions with constituents and with other agencies).

Figure 3 shows the purpose, typical setting, focus, and key characteristics of each arena. All four arenas are essential to highly effective councils' fulfillment of their leadership, policy-making, goal-setting, and empowering responsibilities.

A highly effective council will hold at least one goal-setting retreat or "advance" annually. It also will hold two study sessions monthly, usually between regularly scheduled public hearings. Here, councilmembers will confer with staff and other experts on significant items under consideration that will eventually require official actions.

While these meetings should be open to the public as observers, the public should not participate in the council-staff dialogue. Many councils short-change this arena, pushing the opportunity for learning into the formal public hearing, which is not designed to promote much in-depth analysis of complex issues. The arena of *disposition/legislation* is designed to get to a vote, not to promote careful analysis of complex issues.

The fourth arena, *community relations*, is becoming more important. It is rapidly transforming the role of the council and how it spends its time. Communities today are more dependent upon sophisticated alliances and partnerships among groups, both public and private entities. Jurisdictions are subject to multiple, profound changes in how public officials operate. Today, the community arena requires more time spent in interactions outside city hall and puts greater time pressure on mayors and councilmembers.

8 Set Clear Rules and Procedures for Council Meetings

Council meetings exist for the purpose of doing the council's business. Literature on how to conduct effective and productive meetings specifies the need for an adherence to clearly defined rules and procedures.

Figure 3. Arenas for Governing Body and Staff Performance

Arena	Goal Setting	Exploration and Analysis	Disposition/ Legislation	Community Relations
Purposes	<ul style="list-style-type: none"> • Establish vision • Explore potentials • Set goals • Set direction/ priorities -Community -Services -Staff action -Budgets 	<ul style="list-style-type: none"> • Understanding the issue(s) • Problem identification • Selecting "best options" • Building commitment 	<ul style="list-style-type: none"> • Taking official action • Voting on items -Resolutions -Ordinances • Gathering public input • Mobilizing support 	<ul style="list-style-type: none"> • Interacting with constituents/citizens • Building alliances • Doing outreach and liaison • Coordinating with other entities
Typical Setting	Retreat or advance—informal off-site workshop	Study session—conference room	Public—formal council meeting in chambers	Numerous—diverse formats
Focuses	<ul style="list-style-type: none"> • Future of community • Evaluation of -Needs -Trends -Strategic issues • Community desires and values • Leadership 	<ul style="list-style-type: none"> • Developing knowledge for decision making • Sorting of options • Examining consequences • Setting strategies • Making competent and informed decisions 	<ul style="list-style-type: none"> • Going through the agenda (formality) • Showing authority • Ratifying/adopting • Dealing with political pressures • Identifying psychological needs 	<ul style="list-style-type: none"> • Communicating • Problem solving • Collaborating and coordinating • Forming partnership(s) • Acting as a community
Key Characteristics	<ul style="list-style-type: none"> • Informality • Sharing of options • Open dialogue • Creative thinking • Humor and adventure • Face-to-face/group interaction 	<ul style="list-style-type: none"> • Starting council-staff dialogue • Questioning and testing ideas • Exchanging information • Negotiating and consensus building • No voting • Face-to-face/group interaction 	<ul style="list-style-type: none"> • Meeting formally • Setting and following rules and procedures • Encouraging public input and involvement • Gaining high visibility • Dealing with pressure/advocacy from groups • Voting • Interacting as groups 	<ul style="list-style-type: none"> • Being "outside" city hall • Responding to requests • Starting joint ventures • Facilitating interagency activity • Using multiple interaction modes and communication techniques

Many councils, however, drift from these rules and procedures in pursuit of informality, collegiality, and "just being nice." They let their meetings drone on with a lack of focus, redundant comments, and endless discussion.

Rules and procedures do not preclude citizen input, courtesy, or sensitivity to public concerns and viewpoints. They respect all these elements and the necessity to conduct business in an orderly, disciplined, and productive manner.

9 Get a Valid Assessment of the Public's Concerns and an Evaluation of the Council's Performance

Elections are contests among individuals vying to become members of the council. They are not valid, objective assessments of the public's feeling about the quality of the council's performance as a governing body and about whether or

not it is addressing issues effectively.

Highly effective councils seek feedback through a number of market research tools such as focus groups, surveys, and questionnaires. Typically, the phone calls a councilmember receives or the comments made in public hearings are not valid or accurate reflections of the entire community's sentiments about issues and about the council's performance. "Market research feedback" should be ongoing and should be included in the annual goal-setting retreat or advance.

10 Practice Continuous Personal Learning and Development as a Leader

Leaders read, attend workshops, and constantly seek information, understanding, and insight. Highly effective councils are composed of members who honestly know they don't know it all. They take advantage of the myriad of opportunities to learn and to perfect their skills by reading, going to state and national municipal league workshops, and attending every forum that can expand their skills to lead and govern well.

A highly effective council also learns as a council. It works closely with the manager to improve its leadership skills and the council-manager relationship, assessing objectively its performance on each of the 10 habits. This assessment should include the observations of councilmembers, manager, department heads, and selected members of the community who have occasion to work and interact with councilmembers. The effective council should decide where gains can be made, then set up the opportunity through council workshops to learn the skills needed to make these gains.

In 1990, Mayor Margaret Carpenter and City Manager Jack Ethredge of Thornton, Colorado, began a process with Thornton's council to increase the council's leadership skills and effectiveness that incorporated the 10 habits described in this article.

First, the council conducted a careful reexamination of the city's mission and the role that it had to assume to ensure fulfillment of that mission. Then, in discussions with the city manager, councilmembers made a commitment to leadership innovation and excellence that focused on long-term and strategic issues vital to the community's future. The process involved advances, close attention to community feedback through focus groups and surveys, and frequent self-evaluation of both council's and staff's

The Manager's Role in Building a Highly Effective Council

- Focus: the council on leadership and achieving a quality future for the community.
- Select a time and place to conduct a facilitated discussion about factors affecting the council's effectiveness. It is recommended that the manager be involved in this discussion.
- Invite the council to assess candidly and objectively its performance relative to the 10 habits of highly effective councils included in this article and other effectiveness indicators that councilmembers feel are appropriate.
- Have the council identify where significant gains in effectiveness are desired.
- Develop specific strategies and opportunities with the council to achieve desired goals.
- Schedule specific skill-building workshops for the council. Include key staff members when the focus is on council-staff relationship issues.
- Establish a process with the council to evaluate gains that have been made and to target new opportunities for improvement.
- Remember: peak performers constantly seek to improve their performance. They know they are on an endless journey of growth, performance effectiveness, and achievement.

performance and sense of partnership.

Now, the council holds multiple advances each year to define and validate its strategic perspective and policy leadership. Skill development workshops accompany these advances and focus on defined needs that are identified by councilmembers. Specific "time-outs" are taken to evaluate how the council is functioning as a team, as well as how it functions with staff and with the community. The continuous quest for effectiveness always begins with the question "Is there

more we should be doing to improve our leadership performance and to ensure a quality future for our community?"

As Jack Ethredge observes: "The entire process has helped Thornton's council to identify the issues that are essential to achieving our community's goals and to building collaborative relationships with citizens and with staff to agree about the goals. Thornton now is a community of partnerships, all focusing on a vision and using our combined resources to become the city we want to be in the future. There has been a real breakthrough in the amount of creative energy that is moving Thornton forward."

The last, and probably most important, point: Keep your sense of humor. Governance is a serious business dealing with the vital issues affecting our communities and the quality of life we experience within them. But humor reduces friction and stress, lets others know that we and they are human, and brings a pause that refreshes our insight and commitment. It is essential to forging and maintaining good relationships.

Every community deserves nothing less than a highly effective council that embraces accountability for the community's performance in creating its future and in effectively addressing, in the present, those challenges vital to attaining that future. That is what is at stake: our communities' future. With few exceptions, every council can be highly effective and can provide strong leadership, but to become effective will require a good governance model and disciplined adherence to the fundamental habits of effectiveness. [E]

Carl Neu, Jr., is executive vice president of Neu and Company, Lakewood, Colorado. All rights are reserved to Neu and Company and the Center for the Future of Local Governance, 1997.

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How to be an Effective City Council Member

by John Nalbandian

Editor's Note: The author is a Lawrence City Commissioner, Professor of Public Administration at the University of Kansas and member of the League of Kansas Municipalities Governing Body. This speech was delivered to the League sponsored 1992 Governing Body Institute in Topoka.

Since I was elected to the city commission in Lawrence just over a year ago I have been collecting thoughts about what it is like to be a new member of the governing body. I have divided my observations into four areas: dealing with citizens, governing body-staff relations, city commission operations, and personal suggestions.

Dealing With Citizens

- Citizens have the right to expect consistency in policy and in the application of laws and administrative regulations. You can accomplish this in part by respecting the work of past commissions and commissioners unless you are deliberately trying to undo what a previous commission has done.
- Remember, ordinances are laws; they are not resolutions or policies. Before you grant an exception to an ordinance (and you will be asked to do that fairly often), make sure you have a good reason that you can defend publicly. Exceptions to an ordinance that seem like a good idea now become in the future stories that people tell about political favoritism. How would you feel if you learned that the state legislature or Congress had exempted an individual from a state or federal law?
- Citizen-advocates will not ask you to inform them. They want to tell you what is right; they do not want to hear the other side of the story. You must listen to all sides, and this puts you in a unique position in

your community.

- Treating each citizen individually and with compassion is just like treating each of your children without regard to the other. In the case of the city, it leads to perceptions of political favoritism and inequity.
- Listen to citizens but remember that you are not a punching bag or a reservoir for verbal abuse. Do not be afraid to tell citizens they have been discourteous.

Governing Body - Staff Relations

- The lines between policy-making and administration often are difficult to define clearly. It is imperative for the governing body and staff to discuss the relationship if it seems to be a problem.
- Recognize that whenever you ask staff to do something for you, you are taking away from the work they would otherwise be doing.
- Staff could run the city for a long period of time without the governing body. If you don't believe it, spend a half day in the city manager's or city clerk's office observing what they do. See how much of the city's work does not involve the governing body.
- Your oversight role conflicts with the partnership that it takes between staff and elected officials to accomplish the city's work effectively. You have to decide which role is more important to you.
- Remember, professional engineers and planners have already had every conversation about streets, traffic control, and planning that you will have on the council. Do not try to out-plan the planners or out-engineer the engineers. Be careful about rejecting professional advice unless you are able to articulate a sound non-professional reason for doing so.

- Do not try to learn as much as staff does on an issue. You can't. Invite staff to share with you their goals or the way they see things so that you can begin to trust them.
- Remember that few professional staff understand the elected official's world. Don't be afraid to share your world with them if they seem interested.
- Know your form of government. Read the charter. It is your constitution, and it will help you understand your role and responsibilities, as well as the mayor's and staff's.
- It is OK to ask staff if you individually and the governing body generally are helping or hindering staff fulfill its responsibilities. Likewise, do not be afraid to let staff know how they are doing.
- Staff has dealt with dozens of governing body members and seen some problems over and over so they forget that you are a novice. Don't be afraid to ask questions.

City Commission Operations

- Do not introduce issues during a meeting that have not been put on the agenda in advance. This surprises people. If it is important enough to talk about, get it on the agenda so people can give you their idea some advanced thought. Prepare a memo to accompany the agenda to let the other commissioners know about your issue and interest.
- I am in favor of the governing body spending time away from city hall trying to evaluate its work or developing a legislative agenda. If you choose to review the work of the governing body, don't be afraid the following questions: "What are we doing poorly?" and, "If we could change anything about the way we conduct our business, what would

long term goals and issues you want to deal with in the next year. Get control of the city's political agenda rather than letting staff determine what the city commission will address. I'll bet that over 80 percent of your agenda is determined by citizens and staff. How can a governing body convey to citizens what it is about and what it is trying to accomplish if it is constantly dealing with other people's issues?

The governing body has to act as a unit otherwise, staff gets confused and very cautious. Develop trust by: sharing information, being open to the ideas of other members of the governing body, and by not trying to control what other commissioners think or do.

Make use of retreats and parliamentary procedure when you have a conflictual governing body.

Personal

Be able to shake hands at the beginning of each meeting and

effectiveness of a governing body, in part on how its members conduct themselves during the meeting.

- Recognize that a lot of your frustration as a member of the governing body is simply a reflection of who you are and how you personally are most comfortable dealing with issues.
- Don't get a big ego over the respect/deference staff will show you. They are demonstrating their respect for the office you hold, not necessarily for you.
- Don't do it or say it if you aren't willing to read about it in the newspaper.
- The impression citizens form of a member of the governing body does not happen instantly, so don't worry about the impression you leave after each issue.
- Don't expect to be interested in everything that comes before the governing body. It is appropriate to defer to other members of the governing body if they seem more

you do. You do not have to express an opinion about every issue.

- Find issues you are interested in the governing body pursuing, and then get the other commissioner's to agree to deal with them. The outcomes may not be what you want, but at least the city will have dealt with your issues.
- Try to learn from the experienced commissioners and from staff. If you genuinely want help, there are lots of people to help you.
- Try to enjoy yourself; it's a unique experience being on the front lines of democracy.
- A lot of people talk about political leadership. In my mind leadership often requires doing the unpopular, and every so often I remind myself of my leadership responsibilities by reciting the following pledge: I pledge to express ideas that need to be heard, to act in ways that need to be seen, and to pursue virtues that need to be sought.

League Staff

Executive Director Announces League Staff Changes

On July 1, 1992 Chris McKenzie, Executive Director of the League of Kansas Municipalities, announced two staff changes of note to League member cities and research subscribers. Jim Kaup, General Counsel, will be leaving his League staff position and joining the law firm of Gilmore & Bell, opening its first Topeka branch office. Jim Kaup has been with the League staff since late 1981. McKenzie also announced the retirement of Esther M. Chester, Accountant, who has been with the League since 1967.

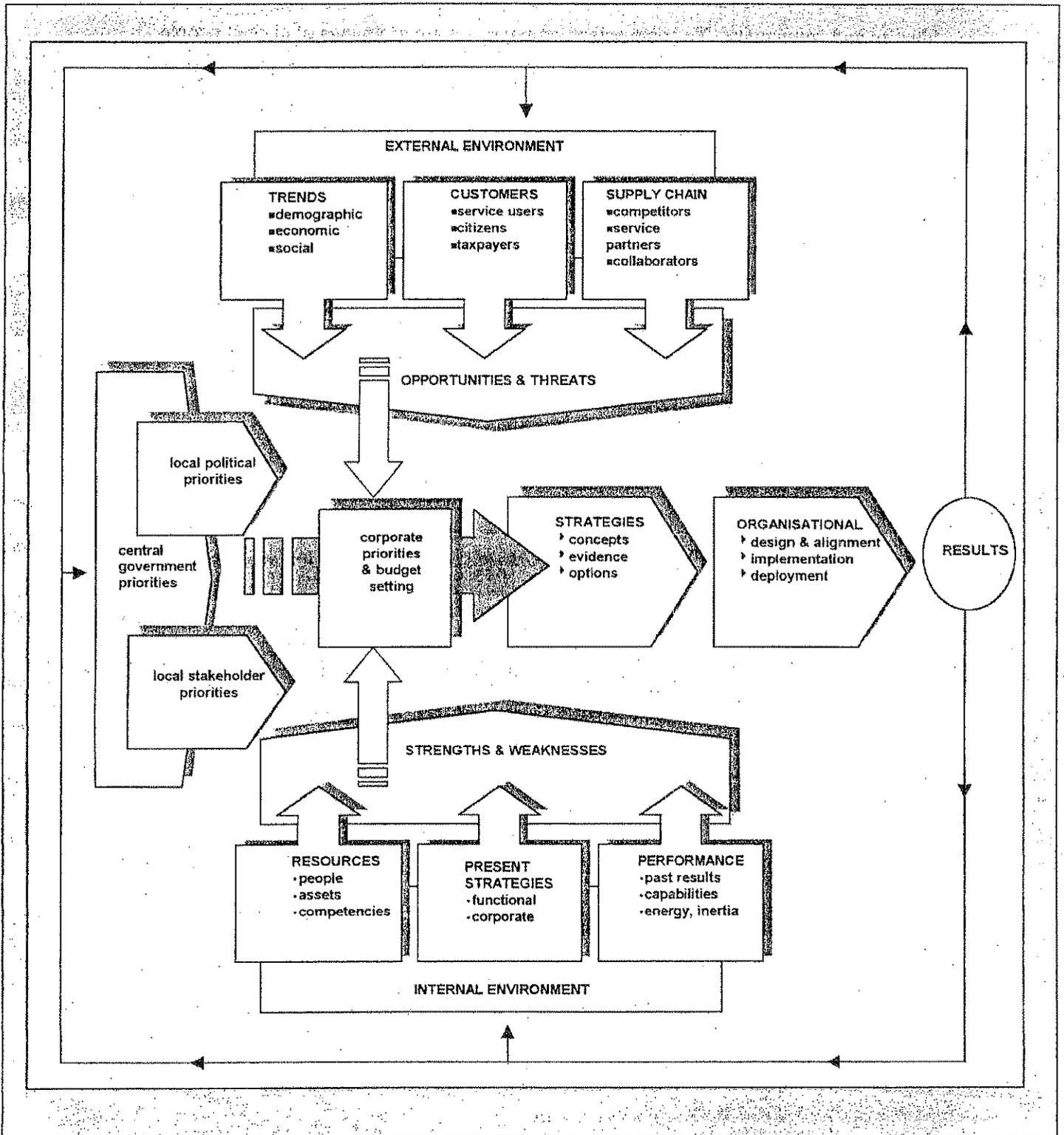
Commenting on Jim Kaup's departure, McKenzie stated: "Jim recently informed me that he had the opportunity to join the law firm of Gilmore & Bell but that he was reluctant to end his decade long affiliation with the League. I am very pleased that with the support of the League governing body Jim will continue to serve as General Counsel for the League while he is with Gilmore & Bell. This will provide him the opportunity to continue serving Kansas cities, but in a slightly different capacity. His duties will focus on major court cases and legislation with which the League becomes involved.

"During the next month we will be bringing a new attorney on board who, with Don Moler's help and advice, will help maintain our basic level of legal advisory services to the League's member cities and research subscribers. I feel confident that Jim's services in his new capacity will strengthen the League's effectiveness in both the court system and the legislature," McKenzie said.

Esther M. Chester, Accountant, joined the League staff in 1967. She has served as the League's Accountant since that time. McKenzie observed, "Esther has been an incredible resource to the League, its member cities and research subscribers, and the League staff since 1967. She is known among the League staff for her loyal and dedicated service during that time. Her services will be missed, but her retirement is well earned."

Lisa McKinnon, presently a management analyst with the Kansas Department of Administration, will be joining the League staff on July 20, 1992 as business manager. Recruitment for a staff attorney is presently underway.

The diagram below encapsulates the strategic framework within which the whole Council approaches the complex task of aligning competing priorities, pressures and capabilities. It emphasises the complexity of achieving purposeful direction while maintaining a focus on results.



Politics	Administration
<p>I. Expectations elected officials have of staff. What does the governing body expect of staff?</p> <ol style="list-style-type: none"> 1. 2. 3. 4. 5. 6. 7. 	<p>II. Expectations staff has of elected officials. What does staff expect of the governing body?</p> <ol style="list-style-type: none"> ① ② ③ ④ 5. 6. 7. 8.
<p>III. Contributions of the governing body to staff. What will the governing body give/contribute to staff?</p> <ol style="list-style-type: none"> 1. 2. 3. 4. 5. 6. 7. 	<p>IV. Contributions of the staff to the governing body. What will the staff contribute/give to the governing body?</p> <ol style="list-style-type: none"> 1 2. 3. 4. 5. 6. 7.

September 17, 2002

TO: The Honorable Mayor and City Council

FROM: John Szerlag, City Manager
Lori Grigg-Bluhm, City Attorney
Laura Fitzpatrick, Assistant to the City Manager

SUBJECT: Recap of the 9/6-7/02 City Council Retreat: *The High-Performance Governing Body*

Here is a list of comments that arose at the retreat. They represent assignments and topics for future discussion. Staff proposes a November study session to discuss these items. An asterisk indicates that proposed drafts of that element will be presented for consideration.

Attachment one contains easel paper notes from the retreat. These notes include lists of council meeting characteristics and governing body/staff expectations.

For your convenience also find a binder containing all handouts and notes from the retreat.

1. **Pre-Council Meeting "Technical Review" Sessions (originally referred to as "Blue Sky Meetings"):** Arrange for City Council and department heads to meet before its regularly scheduled meeting for the second meeting in September and both meetings in October. These three meetings are being held for the purposes of trying "technical review" sessions. They are public meetings. Per discussions on 9/16/02, Technical Review meetings will commence at 6:45PM in the Council Conference Room and adjourn in time to start the regular Council Meeting at 7:30PM in Chambers.

Adoption of this practice will be re-visited at the second meeting in December and will be considered based on the results of the three trial meetings and the schedules of Council members.

2. ***City Council Pledge:** Draft a City Council pledge similar to the one from Cedar Rapids (see handout). This pledge may appear in the agenda book, on a wall plaque, and/or on the web site.

The second page of the attached notes contains preliminary suggestions for the pledge. Staff recommends adopting a City Council Pledge by the end of the year.

Will the City Council Pledge appear in Rules and Procedures?

3. *Revise Information at Beginning of the Agenda Booklet
4. ***Clarification of Meeting Protocol and Protocol Officer**
 - a. Protocol: Mayor's Statement ("Our meetings shall proceed as follows...")
 - b. Protocol Officer: Implement a Protocol Officer
 - i. Rules & Procedures will be amended if a protocol officer becomes a permanent fixture.
 - ii. A protocol officer will be appointed at each meeting.
 - iii. Define expectations and duties of protocol officer, including whether s/he will have a bell
 - iv. Determine a way for the protocol officer to see the timer clock.
5. **Discussion of Vision**

Time Should be Set Aside to Discuss the Vision for the City: This could be at a study session and/or during regularly scheduled meetings.
6. **Time to Discuss How City Council Conducts its Business:** Nalbandian recommended that City Council should set aside time to periodically discuss how it conducts its business for purposes of monitoring progress (self-assessment).
7. **Councilmember Speaking Signal:** Develop a signal so that the Mayor can tell when someone on Council wants to speak (i.e. a light bar, etc.)
8. **Visual References (Maps):** Make visual references (i.e. maps) more easy-to-see for viewers in the audience and at home. Provide visual references more often so that issues are put in a geographic context.
9. **Refer Citizen Concerns to Staff**
10. **Public Comment:**

Add this phrase to the agenda booklet:
No person not a member shall be permitted to speak more than once or for more than five minutes unless permitted by the chair or queried by a councilmember.
11. **Place the corresponding goal/objective next to agenda items.**
12. **Be more diligent in using the 4th Monday for study sessions.**

- 13. Find a way to limit public comment speakers from monopolizing the meeting.**
- 14. Executive summaries on complex issues are appreciated.**
- 15. Post City Goals and Objectives so they are visible to everyone at the meeting.**
- 16. *Create a handout of "tips for presenting to Council." These tips could appear on the back of speaker cards, or on a wall sign.**

ATTACHMENT 1
City Council Special Meeting with Dr. John Nalbandian
September 6-7, 2002
Notes from Easel Paper

Conducting More Effective Meetings

Nalbandian asked councilmembers to list characteristics of a **good meeting**

Issue	# of Participants who Listed this as a Major Issue
Professionalism & respect	
Debating without impugning	
Appropriate use of language	
Count to "10" when under stress	
Rule for engagement	
Hold off on decision until fully explored	
Win-win situations	
No surprises	
Professionalism – expectations about Council comments; appropriate conflict resolution; debating vs. arguing (orderly discussion)	5
No surprises	1
Managing citizen involvement – expectations of those making comment	
Respect courtesy among council/staff/citizens	4
Time Management – start on time	

Nalbandian asked councilmembers to list characteristics of a **bad meeting** & then asked all participants to indicate (by placing a check mark) which characteristics are the biggest issues

Issue	# of Participants who Listed this as a Major Issue
"Debate" with staff and citizens	7
Problem solving on the spot	
Role of Mayor as chair of meeting	1
Respect all sides of issues	
Council debate w/out citizen comments	3
Citizen decorum	
Focus on issues, not individuals	
Focus on interests/goals/objectives rather than defending positions	4
Some decisions drag on	
Council regulars monopolizing	3

ATTACHMENT 1
 City Council Special Meeting with Dr. John Nalbandian
 September 6-7, 2002
 Notes from Easel Paper

Councilmember Suggestions for a Pledge
 (similar to the one from Cedar Rapids, IA handout)

Our Pledge

- To communicate & show respect for other councilmembers
- To demonstrate in word and action respect for staff
- To take individual responsibility for decorum – speak up
- The Mayor will be attentive to councilmembers wishing to speak
- To encourage solutions to citizen problems through staff
- To keep debate with citizens at a minimum
- To enforce rules about citizen comment at meetings

“Expectations” Brainstorming Session

Relationship Between Governing Body and Staff

Goal: To establish an agreed upon list of governing body and staff expectations of one another.

Method: Governing body and staff each list expectations the one group has of the other, including areas of concern.

Expectations Elected Officials Have of Staff (Listed by City Council)

What does the governing body expect of staff?

Expectation	Seen by Councilmembers as Being Best Executed	Seen by Councilmembers as an Area that needs Improvement
Facts/Information in manageable form	1	1
Proposed actions/solutions	5	
Perform all necessary services	5	
Courteous & informative behavior @ point of service as well as with Council	2	4
Strict ethics guided by compassion	2	
Openness and commitment to organizational evolution	3	1
Candid & complete information when council decision is needed	2	2

ATTACHMENT 1
 City Council Special Meeting with Dr. John Nalbandian
 September 6-7, 2002
 Notes from Easel Paper

Contributions of the Staff to the Governing Body (Listed by Staff)
What will the staff contribute/give to the Governing Body?

Contribution
Allocate resources efficiently & effectively
Provide sufficient & objective information
Educate through expertise
Relieve councilmembers from day-to-day operational concerns
Implement goals of City Council
Be professional – stay current on state-of-the-art solutions to modern day challenges & communicate &/or implement processes
Political neutrality – people/policies
Give credit to Council when they initiate a positive vision or project for the community
Respond to concerns of residents & councilpersons in a respectful & efficient manner

Expectations Staff Has of Elected Officials (Listed by Staff)
What does staff expect of the governing body?

Expectation	Seen by Staff as Being Best Executed	Seen by Staff as an Area that needs Improvement
Strong leaders on policy making -recognize the great city in which we live & work		
Provide inspiration with vision for the community		2
Understand roles of Council & Administration	2	
Advocate for administration & their professional abilities (Don't shoot the messenger.)		1
Provide resources to meet community needs and values	2	
Commitment to established goals & previous resolutions	1	1
Regular, clear & concise communication	2	
Promote City by setting a positive example	1	
Appoint board/committee members who will make positive contributions to the City		

ATTACHMENT 1

City Council Special Meeting with Dr. John Nalbandian

September 6-7, 2002

Notes from Easel Paper

Contributions of the Governing Body to Staff (Listed by City Council)

What will the governing body give/contribute to staff?

Contribution
Provide training opportunities
Provide tools to increase efficiency & provide services
Competitive compensation
Clear goals & objectives; consistent direction to staff
Provide fiscal resources
Respect and express appreciation for work efforts, expertise, and professionalism
Willingness to engage in long-term planning/vision

Council input

August 30, 2002

TO: The Honorable Mayor and City Council Members
FROM: John Szerlag, City Manager 
SUBJECT: Vision for the Community

Thank you for taking time out of your schedule to meet and discuss a vision for our community. Attached are your comments relative to what you like about Troy, and where there is a need for improvement.

Dr. John Nalbandian will be discussing these issues with us next week. Additionally, we'll delve further into these issues as we begin our strategic planning cycle.

Again, thanks for your input and insight.

JS/mr\2002\To M&CC\Vision for the Community

- c: Tonni Bartholomew
- Lori Bluhm
- Laura Fitzpatrick
- John Lamerato
- Gary Shripka

THINGS COUNCIL LIKES ABOUT THE COMMUNITY
AND AREAS WHERE THEY'D LIKE TO SEE IMPROVEMENT

THINGS THEY LIKE:

PROFESSIONAL ADMINISTRATION

- Good municipal service delivery, i.e., Police Department as well as their involvement with the Oakland County Task Force, Fire Department, refuse, snow removal.
- Items are researched in a professional manner.
- Buildings and grounds are well taken care of and that's important because government should set architectural/maintenance/landscaping standards for the community.
- Paperless agenda.
- Information technology has improved.
- Police and Fire Departments do an excellent job.
- Parks are decent.
- Road construction activity is aggressive to meet increased demands.
- Management team performs well and continues to improve.

GOOD TAX BASE

- Good tax base (blend of residential/commercial/industrial properties).
- Property tax rate is good.
- Good tax rate; it's important to stay within Headlee limitation.
- Well-balanced community in terms of tax base and quality of life; it's a good place to live, work and recreate/shop.
- Good volunteer spirit in the community, especially with the Fire Department.

VOLUNTEERISM

- Good volunteer spirit of community.
- Spirit of volunteerism is strong.

GOOD COMMUNICATION WITH RESIDENTS

- Good staff representing a culture of professionalism where citizens are customers.
- Good response from administration relative to citizens' concerns.
- Good communication with residents by using web site.
- Current method of how City Council handles visitors is preferred.

AREAS WHERE THEY WOULD LIKE SEE AN IMPROVEMENT:

COUNCIL

- Council meetings run too long, and meetings are not run well.
- There are too many referrals to study sessions because some members on Council are uncomfortable making decisions.
- There are too many attempts to micromanage the administration.
- There is partisanship on Council where the Charter requires non-partisan elections.
- Some times the Mayor forgets his primary role at Council meetings is to get through the Agenda and not dominate discussion.
- Develop basic ground rules for conducting Council meetings, which includes required behavior of not only Council members, but all who engage in discussion at a meeting. And enforce these rules.
- Management needs to formalize an academy for new Council members.
- A uniform code of ethics should be adopted by City Council.
- Overall level of professionalism by Council members at Council meetings needs to be improved.
- Basic goals of the organization should be reevaluated.
- Meet prior to 7:30 PM on Council meeting nights (blue sky meeting).
- Ask state legislators to attend study sessions.
- Property taxes should be lowered as a result of efficiencies and savings to tax payers.

ADMINISTRATION

- Municipal response to residents, in terms of a customer service orientation, has improved over the years, but still can improve. Customer service training may be in order.
- Continued improvement of "can-do" attitude of staff.
- We need better electronic discipline, i.e., more digitized versus scanning. This will result in better customer service. Also, take advantage of new technology as it becomes available. In addition, information technology seminars with Council would be a benefit.
- Need to review fee-based operations to assure the proper amount is being charged. A five-year plan for major programs such as the Aquatic Center is also in order.
- Determine if it's feasible to break away from the Detroit water system.
- Developers should be required to meet with adjacent neighbors to discuss their proposed development, which includes interconnection of public streets when applicable.

COMMUNICATION

- No major papers have a presence in Troy, i.e., Detroit News/Free Press; Oakland Press is in Pontiac; Eccentric is in Birmingham.
- Should develop a series of focus groups to get feedback on community issues.

- Continually search for better methods of communicating with residents.
- Cable TV system is somewhat erratic with black-outs; sometimes there are snafus such as Council members are shown speaking with wrong name plates.
- The web site could be made more user friendly.
- Communication can be enhanced, i.e., more timely notice to residents regarding projects affecting them; developers should be asked if they met with residents.

CAPITAL IMPROVEMENTS

- Parks are decent but the City could have required more property in the past, i.e., along Rochester/Square Lake. Council should be more proactive in the future in acquiring property. In addition, stay away from a formula trap, as it may be better to have passive parks and more trails than ball fields.
- Ball fields should be constructed on the other side of Livernois by the Community Center to replace those that were taken out of service by the acquisition of old Troy High.
- Could improve on alternative transportation methods to reduce peak traffic hours, i.e., flex time, compressed work weeks, telecommuting, car pooling/van pooling.
- Maintenance of roads should be improved. In addition, determine on a regional basis how we can coordinate major street projects so the traveling public receives the benefit of an improved road system for more than one political jurisdiction.
- Capital unmet needs should be prioritized by category and on a project basis within our budget document.
- In terms of road construction, a greater sensitivity is needed relative to the inconvenience of the construction project. In addition, more notification, better signage and driveway access should be given consideration. Further, utilities need to perform better in terms of relocation.

THE COMMUNITY AT LARGE

- Lack of a centralized downtown area (a developed Civic Center can create a sense of downtown).
- Private sector is not involved in the community. Perhaps this is because executives who work here may not live in Troy.
- Demographically we're getting older, thus better transit will be needed in the near future.
- Community involvement and spirit of volunteerism needs to be enhanced, as it appears to be on the decline.