

AGENDA

Meeting of the

CITY COUNCIL OF THE CITY OF TROY

FEBRUARY 4, 2008

CONVENING AT 7:30 P.M.

Submitted By
The City Manager

NOTICE: Persons 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 at least two working days in advance of the meeting. An attempt will be made to make reasonable accommodations.

TO: The Honorable Mayor and City Council
Troy, Michigan

FROM: Phillip L. Nelson, City Manager

SUBJECT: Background Information and Reports

Ladies and Gentlemen:

This booklet provides a summary of the many reports, communications and recommendations that accompany your Agenda. Also included are suggested or requested resolutions and/or ordinances for your consideration and possible amendment and adoption.

Supporting materials transmitted with this Agenda have been prepared by department directors and staff members. I am indebted to them for their efforts to provide insight and professional advice for your consideration.

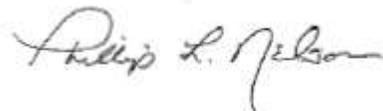
Identified below are goals for the City, which have been advanced by the governing body; and Agenda items submitted for your consideration are on course with these goals.

Goals

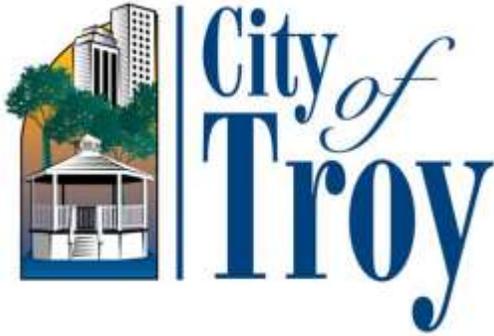
- I. Enhance the livability and safety of the community
- II. Minimize the cost and increase the efficiency and effectiveness of City government
- III. Retain and attract investment while encouraging redevelopment
- IV. Effectively and professionally communicate internally and externally
- V. Maintain relevance of public infrastructure to meet changing public needs
- VI. Emphasize regionalism and incorporate creativity into the annual strategic planning process

As always, we are happy to provide such added information as your deliberations may require.

Respectfully submitted,



Phillip L. Nelson, City Manager



CITY COUNCIL

AGENDA

February 4, 2008 – 7:30 PM
Council Chambers
City Hall - 500 West Big Beaver
Troy, Michigan 48084
(248) 524-3317

CALL TO ORDER: 1

INVOCATION & PLEDGE OF ALLEGIANCE: Pastor Paul Monson – St. Augustine Ev. Lutheran Church 1

ROLL CALL 1

CERTIFICATES OF RECOGNITION: 1

- A-1 Presentations: 1
- a) On behalf of the City of Troy Employee's *Casual for a Cause* Program, Carol Anderson, Parks & Recreation Director will present a check in the amount of \$403.67 to Patricia Rosen, Executive Director of CARE House of Oakland County 1
 - b) Library Needs Assessment Study – Presentation by Jim Mumby, Principal Architect for Fanning/Howey Associates and George Lawson, of George Lawson Consulting 1
 - c) Development Approval/Permit Process Report – Presentation by Paul Zucker, Zucker Systems 1

CARRYOVER ITEMS: 1

B-1 No Carryover Items 1

PUBLIC HEARINGS: 1

C-1 No Public Hearings 1

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POSTPONED ITEMS: 1

- D-1 Establishment of an Industrial Development District (IDD) – IACNA, International Automotive Components Group, North America, 750-800 Chicago 1
- D-2 Granting of an Industrial Facilities Exemption Certificate (IFEC) to IACNA, International Automotive Components Group, North America, 750-800 Chicago 2
- D-3 Proposed Resolution for No Reason Absentee Voting 3

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- F-1b Address of “F” Items Removed for Discussion by City Council and/or the Public 6
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- F-5 Request for Approval of Purchase Agreement, John R Road Improvements, Long Lake Road to Square Lake Road – Project No. 02.203.5 – Parcel #14 – Sidwell #88-20-11-226-003 – Nashat and Wafaa Gatie 7

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- Monday, May 12, 2008 Regular City Council 9
- Monday, May 19, 2008 Regular City Council 9
- Monday, June 2, 2008 Regular City Council 9
- Monday, June 16, 2008 Regular City Council 9

CALL TO ORDER:**INVOCATION & PLEDGE OF ALLEGIANCE:** Pastor Paul Monson – St. Augustine
Ev. Lutheran Church**ROLL CALL**

- (a) Mayor Louise E. Schilling
Robin Beltramini
Cristina Broomfield
David Eisenbacher
Wade Fleming
Mayor Pro Tem Martin Howrylak
Mary Kerwin
- (b) Excuse Absent Council Members

CERTIFICATES OF RECOGNITION:

A-1 Presentations:

- a) On behalf of the City of Troy Employee's *Casual for a Cause* Program, Carol Anderson, Parks & Recreation Director will present a check in the amount of \$403.67 to Patricia Rosen, Executive Director of CARE House of Oakland County
- b) Library Needs Assessment Study – Presentation by Jim Mumby, Principal Architect for Fanning/Howey Associates and George Lawson, of George Lawson Consulting
- c) Development Approval/Permit Process Report – Presentation by Paul Zucker, Zucker Systems

CARRYOVER ITEMS:

B-1 No Carryover Items**PUBLIC HEARINGS:**

C-1 No Public Hearings**POSTPONED ITEMS:**

D-1 Establishment of an Industrial Development District (IDD) – IACNA, International Automotive Components Group, North America, 750-800 ChicagoPending Resolution

Moved by Fleming

Seconded by Kerwin

RESOLVED, That Troy City Council hereby **ESTABLISHES** an Industrial Development District (IDD) for IACNA, for property known as 750–800 Chicago, Troy, MI. 48083, Parcels # 88-20-35-276-003 and 88-20-35-276-004, in accordance with City Council Policy Resolution #2006-06-238; and

BE IT FURTHER RESOLVED, That Troy City Council hereby **DIRECTS** the City Clerk to forward a copy of this resolution to the State Tax Commission, Treasury Building, P.O. Box 30471, Lansing, MI 48909-7971.

Proposed Resolution to Amend by Substitution

Suggested Resolution

Resolution #2008-02-

Moved by

Seconded by

RESOLVED, That Troy City Council hereby **AMENDS BY SUBSTITUTION** the resolution to establish an Industrial Development District (IDD) for IACNA, International Automotive Components Group, North America by **STRIKING** it in its entirety and **INSERTING**, “RESOLVED, That Troy City Council hereby **POSTPONES INDEFINITELY** the Establishment of an Industrial Development District (IDD) – IACNA, International Automotive Components Group, North America, 750-800 Chicago”.

Yes:

No:

Proposed Resolution as Amended by Substitution

Suggested Resolution

Resolution #2008-02-

Moved by Fleming

Seconded by Kerwin

RESOLVED, That Troy City Council hereby **POSTPONES INDEFINITELY** the Establishment of an Industrial Development District (IDD) – IACNA, International Automotive Components Group, North America, 750-800 Chicago.

Yes:

No:

D-2 Granting of an Industrial Facilities Exemption Certificate (IFEC) to IACNA, International Automotive Components Group, North America, 750-800 Chicago

Suggested Resolution

Resolution #2008-02-

Moved by

Seconded by

RESOLVED, That Troy City Council hereby **POSTPONES INDEFINITELY** the Granting of an Industrial Facilities Exemption Certificate (IFEC) to IACNA, International Automotive Components Group, North America, 750-800 Chicago.

Yes:

No:

D-3 Proposed Resolution for No Reason Absentee Voting

Pending Resolution

Moved by Beltramini

Seconded by Kerwin

WHEREAS, The City Council of the City of Troy believes that every opportunity should be provided to encourage voter participation;

WHEREAS, The City of Troy vigilantly advocates for the fundamental rights of voters;

WHEREAS, Michigan Law in some cases forces its residents to chose between going to work or losing their Constitutional right to vote;

WHEREAS, The City of Troy is the home of a major hospital that employs several Troy registered voters who are required to work during the hours the polls are open for voting and are therefore disenfranchised from voting as there is no provision under law for them to vote an Absentee Ballot;

WHEREAS, There are several other occupations that routinely require employees to work during the hours that the polls are open, these occupations can include police and fire personnel and other shift workers that work 12 hour days rendering them unavailable during the time the polls are open;

WHEREAS, The City of Troy has many voters whose polling locations are located some distance from their homes and traveling to their precinct on Election Day could be a hardship;

WHEREAS, The statutory reasons for acquiring an Absentee Ballot do not take into account voters without transportation and their inability to travel from their homes to their precincts;

WHEREAS, The unfortunate option available for voters in these circumstances is to commit a misdemeanor crime by fraudulently applying for an Absentee Ballot as a means to execute one of their fundamental rights as a United States citizen;

WHEREAS, Election Law has several safeguards against voter fraud including the comparison of the registered voter's signature on Absentee Voter Ballot Applications against their signature on the registration record on file in the Clerk's Office; and

WHEREAS, Voters should have equal and unobstructed access to all possible voting opportunities.

NOW, THEREFORE, BE IT RESOLVED, That the Troy City Council hereby **SUPPORTS** No Reason Absent Voting and encourages our representatives to do the same; and

BE IT FURTHER RESOLVED, That the City of Troy hereby **PETITIONS** the State of Michigan Legislature to adopt legislation providing for no reason absent voting, which is designed to promote voter participation, increase voter turn-out and assure that the fundamental rights of all voters are not diminished due to unwarranted restrictions in Election Law; and

BE IT FURTHER RESOLVED, That HB 4048 or HB 4134 accomplish the objectives as set forth above and therefore the Troy City Council **ENCOURAGES** our legislators to actively support the passage of this proposed legislation on behalf of the voters; and

BE IT FINALLY RESOLVED, That the City Clerk is hereby **DIRECTED** to forward a copy of this resolution to Governor Jennifer Granholm, Secretary of State Terri Lynn Land, Senator John Pappageorge, State Representative Marty Knollenberg, Michigan Municipal League, Michigan Association of Municipal Clerks ListSERV and all surrounding communities.

Yes:

No:

PUBLIC COMMENT: Limited to Items Not on the Agenda

Public comment limited to items not on the Agenda in accordance with the Rules of Procedure of the City Council, Article 16 - Members of the Public and Visitors.

REGULAR BUSINESS:

Persons interested in addressing the City Council on items, which appear on the printed Agenda, will be allowed to do so at the time the item is discussed upon recognition by the Chair in accordance with the Rules of Procedure of the City Council, Article 16, during the Public Comment section under item 10“E” of the agenda. Other than asking questions for the purposes of gaining insight or clarification, Council shall not interrupt or debate with members of the public during their comments. Once discussion is brought back to the Council table, persons from the audience will be permitted to speak only by invitation by Council, through the Chair. Council requests that if you do have a question or concern, to bring it to the attention of the appropriate department(s) whenever possible. If you feel that the matter has not been resolved satisfactorily, you are encouraged to bring it to the attention of the City Manager, and if still not resolved satisfactorily, to the Mayor and Council.

NOTE: Any item selected by the public for comment from the Regular Business Agenda shall be moved forward before other items on the regular business portion of the agenda have been heard. Public comment on Regular Agenda Items will be permitted under Agenda Item 10 “E”.

E-1 Appointments to Boards and Committees: a) Mayoral Appointments: Planning Commission b) City Council Appointments: Cable Advisory Committee

The appointment of new members to all of the listed board and committee vacancies will require only one motion and vote by City Council. Council members submit recommendations for appointment. When the number of submitted names exceeds the number of positions to be filled, a separate motion and roll call vote will be required (current process of appointing). Any board or commission with remaining vacancies will automatically be carried over to the next Regular City Council Meeting Agenda.

The following boards and committees have expiring terms and/or vacancies. Bold black lines indicate the number of appointments required:

(a) Mayoral Appointments

Suggested Resolution
Resolution #2008-02-
Moved by
Seconded by

RESOLVED, That the Mayor of the City of Troy hereby **APPOINTS** the following person(s) to serve on the Boards and Committees as indicated:

Planning Commission

Appointed by Mayor (9-Regular) – 3-Year Terms

	Unexpired Term 12/31/08
	Term Expires 12/31/10

Yes:
No:

(b) City Council Appointments

Suggested Resolution
Resolution #2008-02-
Moved by
Seconded by

RESOLVED, That Troy City Council hereby **APPOINTS** the following person(s) to serve on the Boards and Committees as indicated:

Cable Advisory Committee

Appointed by Council (7-Regular) – 3 Year Terms

	Term Expires 02/28/11
--	-----------------------

Yes:

No:

CONSENT AGENDA:

The Consent Agenda includes items of a routine nature and will be approved with one motion. That motion will approve the recommended action for each item on the Consent Agenda. Any Council Member may ask a question regarding an item as well as speak in opposition to the recommended action by removing an item from the Consent Agenda and have it considered as a separate item. Any item so removed from the Consent Agenda shall be considered after other items on the consent portion of the agenda have been heard. Public comment on Consent Agenda Items will be permitted under Agenda Item 12 "F".

F-1a Approval of "E" Items NOT Removed for Discussion

Suggested Resolution

Resolution #2008-02-

Moved by

Seconded by

RESOLVED, That all items as presented on the Consent Agenda are hereby **APPROVED** as presented with the exception of Item(s) _____, which **SHALL BE CONSIDERED** after Consent Agenda (F) items, as printed.

Yes:

No:

F-1b Address of "F" Items Removed for Discussion by City Council and/or the Public

F-2 Approval of City Council Minutes

Suggested Resolution

Resolution #2008-02-

RESOLVED, That the Minutes of the 7:30 PM Regular City Council Meeting of January 28, 2008 be **APPROVED** as submitted.

F-3 Proposed City of Troy Proclamation(s): None Submitted

F-4 Standard Purchasing Resolutions: None Submitted

F-5 Request for Approval of Purchase Agreement, John R Road Improvements, Long Lake Road to Square Lake Road – Project No. 02.203.5 – Parcel #14 – Sidwell #88-20-11-226-003 – Nashat and Wafaa Gatie

Suggested Resolution

Resolution #2008-02-

RESOLVED, That Troy City Council hereby **APPROVES** the agreement to purchase realty for public purposes between Nashat and Wafaa Gatie, owners of property having Sidwell #88-20-11-226-003, and the City of Troy, for the acquisition of right-of-way for John R Road Improvements, Square Lake Road to South Boulevard in the amount of \$27,600.00, plus closing costs; and

BE IT FURTHER RESOLVED, That Troy City Council hereby **AUTHORIZES** the Real Estate and Development Department to expend the necessary closing costs to complete this purchase according to the agreement; and

BE IT FINALLY RESOLVED, That Troy City Council hereby **DIRECTS** the City Clerk to record the Warranty Deed with the Oakland County Register of Deeds, a copy of which shall be **ATTACHED** to the original Minutes of this meeting.

MEMORANDUMS AND FUTURE COUNCIL AGENDA ITEMS:

G-1 Announcement of Public Hearings:

- a)** IACNA, International Automotive Components Group, North America, 750-800 Chicago – Request for Industrial Development District (IDD) and the Issuance of an Industrial Facilities Exemption Certificate (IFEC) – February 18, 2008

G-2 Green Memorandums: None Submitted

COUNCIL REFERRALS: Items Advanced to the City Manager by Individual City Council Members for Placement on the Agenda

-
- H-1 No Council Referrals Advanced**

COUNCIL COMMENTS:

-
- I-1 No Council Comments Advanced**

REPORTS:

J-1 Minutes – Boards and Committees:

- a) Traffic Committee/Final – October 17, 2007
 - b) Historic Commission/Final – October 23, 2007
 - c) Traffic Committee/Final – November 28, 2007
 - d) Liquor Advisory Committee/Final – December 10, 2007
 - e) Planning Commission/Final – January 8, 2008
 - f) Board of Zoning Appeals/Draft – January 15, 2008
-

J-2 Department Reports: None Submitted

J-3 Letters of Appreciation: None Submitted

J-4 Proposed Proclamations/Resolutions from Other Organizations: None Submitted

J-5 Calendar

J-6 Communication from Planning Director Mark Miller Regarding Master Plan Workshop

J-7 Correspondence from Senator Carl Levin Congratulating Troy on Receiving Tree City, USA Recognition by the USDA Forest Service and the National Arbor Day Foundation

STUDY ITEMS:

K-1 No Study Items Submitted

PUBLIC COMMENT: Address of “K” Items

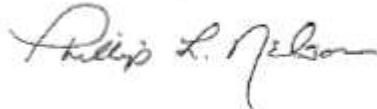
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CLOSED SESSION:

L-1 Closed Session: No Closed Session Requested

ADJOURNMENT

Respectfully submitted,



Phillip L. Nelson, City Manager

FUTURE CITY COUNCIL PUBLIC HEARINGS:

Monday, February 18, 2008

1. Michigan NextEnergy Exemptions
2. IACNA, International Automotive Components Group, North America, 750-800 Chicago – Request for Industrial Development District (IDD)
3. IACNA, International Automotive Components Group, North America, 750-800 Chicago – Issuance of an Industrial Facilities Exemption Certificate (IFEC)

SCHEDULED CITY COUNCIL MEETINGS:

Wednesday, February 13, 2008 (Liquor Violation Hearing) Regular City Council
Monday, February 18, 2008 Regular City Council
Wednesday, February 20, 2008 (Liquor Violation Hearing) Regular City Council
Monday, March 3, 2008 Regular City Council
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Monday, April 21, 2008 Regular City Council
Monday, May 12, 2008 Regular City Council
Monday, May 19, 2008 Regular City Council
Monday, June 2, 2008 Regular City Council
Monday, June 16, 2008 Regular City Council

Subject: FW: Casual for a Cause Check Presentation

From: Julie Hamilton
Sent: Monday, January 14, 2008 12:08 PM
To: Laura D Campbell
Cc: Barbara A Pallotta; Cynthia A Stewart; Carol K Anderson; Barbara J Myhal
Subject: Casual for a Cause Check Presentation

Laura,

Please add CARE House of Oakland County to the presentations for the February 4th council meeting. This is for December's donations.

Carol,

The check for \$403.67 will be forwarded to you today. Patricia Rosen the Executive Director for the organization will be here to accept the check. If you need anything further from me please let me know.

Julie



CITY COUNCIL REPORT

Date: January 31, 2008

TO: Phillip L. Nelson, City Manager

FROM: John M. Lamerato, Assistant City Manager/Finance
Cathleen A. Russ, Library Director

SUBJECT: Library Needs Assessment Study

Background:

- On March 19, 2007, City Council approved Resolution #2007-03-101(F8), directing staff to obtain requests for qualifications from appropriate consultants to perform a scope of study for a space-needs analysis on the Troy Public Library.
- On May 10, 2007, the Library Advisory Board unanimously approved Resolution LB-2007-05-05 to hire a consultant to further study the various options regarding the library expansion.
- City officials and the Library Advisory Board determined that a study should be done to assess the existing facility, as well as determine current and future space needs.
- Funds were allocated in the FY 2007-2008 budget to pay for this study.
- On October 1, 2007, City Council approved Resolution # 2007-10-284-E-4d, awarding the contract to conduct the Needs Assessment study to Fanning/Howey Associates, Inc.
- The study began on October 4, 2007, and was completed on January 31, 2008.

Financial Considerations:

- There are no financial considerations at this time. Depending on City Council's decision, a plan will be put into place.

Legal Considerations:

- There are no legal considerations associated with this item.

Policy Considerations:

- The outcome of the study addresses the following goals:
- Goal I: Enhance the livability and safety of the community
- Goal V: Maintain relevance of public infrastructure to meet changing public needs

January 31, 2008

To: Phillip L. Nelson, City Manager
Re: Library Needs Assessment Study

Options:

- City management recommends that the results of the Needs Assessment Study be presented to City Council, so that Council may review the information and ask questions of the consultants who performed the study, and agree to the next course of action.



— **TROY PUBLIC LIBRARY** +
Space Needs Assessment
and Facility Study

January 2008

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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

The Space Needs Assessment and Facility Study for the City of Troy Library was started on November 3, 2007, and was completed on schedule on January 31, 2008. The team was led by the library design firm of Fanning/Howey Associates Inc., in association with George Lawson Library Planning, Grissim Metz Andriese for landscape architecture, and EAM Associates for mechanical and electrical engineering. The depth and breadth of the team's experience provided local, national, and international perspectives into the complex challenges associated with future-proofing a library. Extensive experience allowed the team to comprehend resident expectations, embrace its diversity, then benchmark it to comparable communities nationally. The outcomes of the study are consistent with embracing cultural diversity, enhancing cultural arts, enriching a knowledge-based community, and reinforcing the strong commitment to family.

There are five overarching themes that resonated throughout discussions. We believe that these themes best characterize the relationship between the library and the community.

- The library is an important gathering place for the community, a place where residents come together for learning and enriching diversions, as well as social interaction and the sharing of ideas.
- The library will continue and strengthen its strong commitment to customer service.
- The library will be positioned to keep pace with the most current developments in its role as the community's access point to technology applications and instruction.

- The Troy Public Library exists in a context of regional library service.
- Staffing and operational cost consciousness is imperative in configuring the facility. Additionally needed is identification of effective ways to enhance productivity.

COMMUNITY INPUT

The planning process started with a series of public meetings held over the course of five days. Approximately 60 individuals, representing all age groups, spoke with members of the planning team. On average, these interviews lasted forty-five minutes, and allowed participants to give their thoughts on the future of the library.

Throughout the interviews, the team heard a very consistent message: whatever is done should be done right and with fiscal responsibility. The issue of the extent that nonresidents use the library is another recurring theme.

The following are additional critical public issues:

- The library should remain a part of the Civic Center Complex
- There is a shortage of parking that needs to be addressed
- The existing building is overcrowded
- A drive-up book return needs to be provided
- Facilities that will support the cultural arts need to be provided
- There is a lack of quiet study and computer spaces
- The Friends Book Shop is in a poor location
- A more relevant youth environment needs to be incorporated
- A funding mechanism must be established

EXECUTIVE SUMMARY

THE NEEDS ASSESSMENT

The needs assessment quantified library space by confirming the needs of the community, library staff, community organizations, and city representatives. Criteria for sizing the project was established by benchmarking comparable communities nationally for each of the sizing criteria outlined.

THE SIZING PROCESS

- **Planning for the Future** - A planning horizon of 2030 was established for use in the planning process. The City's Planning Department provided a 2030 municipal population projection of 85,000 reflecting modest growth from the 2000 Census figure of 80,959.
- The projected building size was developed using two different methods:
 1. An initial, preliminary estimate was developed using a methodology created by the Wisconsin State Library. This broad-stroke process identified a need for as much as 123,670 square feet.
 2. The second process used a sharper pencil – more detailed information, significant staff and community input, and a more rigorous fine-tuning process. This programming process identified a need for 116,190 square feet – the size used to make the recommendations found in this document.

SIZING CRITERIA

- **Collection** - Troy's current per capita holdings rate is 3.16 items, well below the target 4.15 items per capita or the 82.5 percentile of holdings for comparable libraries. This would increase the current collection from 255,928 items to 352,750 items, the target collection size used in our planning.
- **Public Technology Stations** - Using a common estimating rubric that suggests allowing one computer for every 10 to 20 daily customers, we see that Troy will need between 124 and 248 public computer workstations. This study recommends planning space for 75% of that range - 217 public computers.
- **Seating** - Customer use patterns at the Troy Public Library reflect a community that prefers to come to the library to stay and accomplish real work. There is also a strong need for collaborative study spaces that will also increase the need for seating. This pattern, and a sliding scale from the Wisconsin process, supports planning for a minimum of 400 seats.
- **Program and Meeting Spaces** - The library has an active schedule of library sponsored programs. There were 667 children's programs in Fiscal Year 2006/2007 with 19,348 participants. For the same period, there were 492 programs for adults and young adults with 11,400 participants. To provide for existing and future community participation in library programs, six program venues are needed.

- **Staff Work Space** - Work space is a productivity issue, not a luxury. Staff work space includes both public service areas, such as the check-out desk, and workroom space where staff completes its on-going responsibilities, including cataloging materials, physically processing the items for the shelf, and processing interlibrary loans. Work space is currently badly undersized. The proposal creates more efficient work space and more successful public service desks.

CRITICAL DISCOVERIES ABOUT TROY'S PUBLIC LIBRARY

- **The Collection is Stressed** – Troy's turnover rate, or the average number of circulations per item, was 5.51 for FY2005/2006. Most public libraries have a turnover rate of between 2.5 and 3.0. A turnover rate of 3.5 is extremely strong and a rate of 5.51 is actually on the far side of the curve.
- **People Stay and Study** - Residents use the Adult Services portion of the library very much like the "learning-commons" model most academic libraries are trying very hard to develop. Secondary and even primary students come and stay to work individually and collaboratively, significantly beyond what is seen in most other public libraries.
- **An Inquiring Public** - The percent of Troy Public Library's collections out on loan at any given time is extremely strong. By example, only 85% of the adult nonfiction collection was on the shelf when recently measured in a "snapshot" data analysis.

Most public libraries like Troy have 95 to 97 percent of their adult nonfiction collection on the shelf at any given time. This high in-use rate holds for all of Troy's collections.

- **This is Troy's Library** - In FY 2006/2007 nonresident borrowers accounted for 7.52% (98,262 items) of the library's total loans (1,306,766 items). This is a relatively low rate of nonresident use for a metropolitan area. In other metropolitan areas, such as Milwaukee or Chicago, nonresident borrower usage often runs between 15% and 25%, two to three times Troy's rate. Troy Public Library primarily serves Troy residents.

FACILITY ASSESSMENT

The site and building were evaluated by landscape and building architects, structural, mechanical and electrical engineers, and technology and library planning specialists. Team members reviewed existing drawings, interviewed staff, and conducted on-site observations. In general, the building is in good condition, well maintained and has had recent mechanical and toilet room upgrades. There are portions of building infrastructure that are at capacity, exterior components which will require preventive maintenance and building codes, and ADA concerns that will need to be addressed.

EXECUTIVE SUMMARY

SITE

The placement of the facility within the Civic Center Complex is desirable, but there is the lack of an appropriate visual identity. The existing landscape hides the building, and an understated entrance identity allows the library to be lost in the context of the Civic Center Complex. The parking lot is confusing and lacks proper pedestrian circulation. The drop-off area has long walking distances and does not have sufficient quantity of parking spaces. There is also a need for a drive-up book return due to the high circulation rate of materials, but this would be extremely difficult to provide with the existing conditions.

BUILDING

The library has been well maintained over the years and has had recent upgrades to mechanical systems and public restrooms. Building codes and ADA compliance issues have evolved since the last library expansion, and will need to be addressed in any significant renovation. There currently are some code violations that will need to be addressed in the near future.

The original library building has a few significant limitations for incorporation in an expanded facility. The original building does not have a fire protection system or humidification, and the exterior walls are an energy liability. When humidification is added to this portion of the building, the dew point will migrate to the center of the wall. The result will be accelerated deterioration of the wall, creating the potential for mold growth within the wall.

The building has been well-used and is showing its age. The acoustical performance of youth and adult areas are poor and detract from the functionality of the spaces. The library as a whole is overcrowded and the staff spaces are substandard and inefficient.

The building electrical infrastructure is at maximum capacity. The structural integrity of the building is sound and was not designed to accommodate vertical expansion. The mechanical systems appear to be adequate, but do not provide complete building humidification. All existing building systems have little or no potential for adaptation in the proposed expansion and renovation options. The majority of interior finishes and walls have little potential for reuse due to location and cost effectiveness.

LIBRARY PLANNING

The public service areas of the building are acoustically and environmentally poor. Neither the youth area nor adult area provide a supportive environment for learning, socialization, or casual reading. The configuration of these spaces generates excessive amounts of unsupervised spaces and additional staffed service points.

The cultural arts and programming appear to be an essential component of the community. The youth program rooms are inadequate in size and lack appropriate amenities. The community room's size, location, and support amenities do not appear to meet community need.

The Friends of the Library Gift Shop and Book Shop are vital to the library. The gift shop has adequate exposure to the public while the Book Shop area does not. Both areas lack adequate space and suitable environments to reach their full potential. The physical limitations of both areas contribute to increased use of volunteer time. Gallery space is available and well positioned, but lacking in quantity and a supportive environment.

The library building's poor configuration increases staffing costs because it restricts the effective processing of materials, increases service points, and complicates providing library programs. The location of the circulation desk creates confusion upon entering and the lobby in general presents an inappropriate first impression. Staff areas are inadequate in size, lack adaptability, inhibit efficiency, and are substandard work environments. There is a real concern for staff safety due to the lack of proper separation between the public and staff work areas.

Future adaptation of the existing building will require complete reorganization due to incremental increases in departmental sizes and the inherent building inefficiency.

OPTIONS

Four options were evaluated, but only three warranted additional development. The fourth option, which retained all of the existing building, was dismissed due to building and site constraints. The three options included are all comparable in quantitative aspects of program and parking, but each varies in the quality of the library created and the cost. All parking is anticipated to be provided without the use of parking structures.

- **Option A.** This option includes removing the least adaptable portion of the existing building and renovating and expanding the remaining building. It would require relocation of library services and preparation of temporary facilities. The Opinion of Probable Cost was based on leasing 25,000 square feet, 15,000 square feet less than existing, which would require a reduction in library services for approximately two years.
- **Option B.** This option includes utilizing the most adaptable portion of the existing library and renovating and expanding the existing building. It is the most efficient and cost-effective way to adapt portions of the library. This approach allows the building to remain operational throughout construction. The site design maximizes green space and improves distribution of parking within the Civic Center Complex.
- **Option C.** This is a replacement building that would be located on property currently owned by the city. It is intended as a three-story structure and will require less total square feet of building to meet the program. There appears to be two potential locations within the Civic Center Complex.

EXECUTIVE SUMMARY

COST AND SCHEDULE

The Opinions of Probable Costs are based on voter approval in November 2008, programming and design starting February 2009, bidding during the first quarter of 2010, and completion in the first quarter of 2012. The schedule allows for additional community input and would be classified as conservative in duration.

The Opinions of Probable Costs are based on a quality level that will result in a simple, elegant, energy-efficient, and future-proof building design. It will allow for the incorporation of sustainable design practices. The dollars allocated are adequate, but will require fiscal discipline by all participants throughout the process.

OPINIONS OF PROBABLE COSTS

Option A - \$37,438,351

Option B - \$37,196,747

Option C - \$36,838,262

OPERATIONAL IMPACT

The assessment of the impact of an expanded library building on operational costs is not intended to be a part of this study, but will need to be addressed. There are some general observations that the team has that will start to establish a reference point for discussion:

- Doubling the size of the building will not increase energy consumption by twice the current levels. Energy conservation practices and a more efficient building envelope will reduce the cost per square foot energy consumption.
- Circulation of materials is at a very high level, and we anticipate 20% increase in circulation. The investment in RFID technology and basic material handling will handle this increase without additional staff. The cost per item for material handling will be reduced.
- The building configuration has created inefficient staff areas and additional service points. It would be reasonable to expect only a modest increase in staff and a reduction in the cost per square foot for staffing.
- Improved Friends of the Library spaces should allow for increased marketing exposure and opportunities for sustained or increased revenues.

SUMMATION

The City of Troy has two options that are distinctively superior: Option B and Option C. Both retain the library in the context of a Civic Center Complex, efficiently use resources, meet programmatic needs, and result in a future-proof library building. Which is the most appropriate solution depends on parameters external to this report and revolve around the central issue of the replacement library. If a replacement library was the solution, is there a viable use for the existing library? If there is a replacement library, will the impact on green space and athletic fields be acceptable? Based on our discussions, whether the existing library remains intact, is altered, or is removed entirely, does not appear to be an issue.

In closing, we believe that the City of Troy has two approaches to solving their library needs. Both will be highly successful and will contribute greatly to overall master plan. We believe the community is ready to be engaged in a dialogue about the future of their library. Your community loves its library!

This report would not have been possible without the efforts and support of the following individuals, groups, and corporations:

Troy Public Library Director	Fanning/Howey Associates, Inc.
City Administration	George Lawson Library Planning
Friends of the Library	EAM Engineers, Inc.
Library Advisory Board	Grissim Metz Andriese Associates
Library Staff	
Community Members	

FOCUS GROUP SUMMARY

FOCUS GROUP SUMMARY

PROCESS

Focus Group meetings were held at the library on October 2nd, 3rd, 4th and November 13th and 14th, 2007. Meetings convened various times throughout the day starting with library opening and ending at library closing. The October sessions were conducted by George Lawson, library planning consultant and James Mumby, library architect. November meetings were managed by Mr. Mumby. The library director did not participate in meetings for any extended period time in an effort to encourage participants freedom to express their opinions.

Concern about possible limited public participation in the October sessions led to scheduling a second set of meetings in November. **The consultants were available five days for a total of 25 hours.** Public announcements were also made in the library on a regular basis throughout each day sessions were held, encouraging user participation. Approximately 55 persons from middle school to seniors talked with the consultants for an average of 45 minutes per person. Size of groups ranged from one to seven with the average being three.

The overall approach proved to be unique and effective. Typically a design team conducts one or two public meetings where attendance averages between 25 to 50 persons, but only a small percentage of attendees speak. These larger groups can produce less effective input. **The strength of the Troy approach was a more personal environment** where ideas could be explored in more detail. It provided the team with more opportunity to better understand the community.

Surprisingly, most individuals who participated wanted to know when and where the new library was being built. Once the design team explained the process and how public input would be utilized, information flowed. The teams believe that once the report is complete and direction established, there will be even more public participation. Email addresses of the design team and director were made available to participants. All were encouraged to email additional information either to the team, the director, or leave written material at the circulation desk. Focus group participant comments were documented in meeting minutes.

The following are the highlights of the focus group meetings and represent items expressed by a number of different individuals and/or seemed particularly relevant.

COMMUNITY IDENTITY

Throughout, participants were asked to express their opinions about the personality, identity, or character of the community. Participants described the community as multicultural, highly educated, with above average income levels. **The cultural arts are important, as is commitment to learning,** and the community values education. Several individuals referenced student performances and quality of education found in the Troy Public Schools. Many attributed the high quality of the school system, reinforcing the City of Troy as a family-oriented community.

Several individuals indicated that Troy was a "city without a heart," because there is no clearly defined downtown; which is why many felt the ***library should stay in proximity to other central city services.*** A few individuals reinforced the master plan concept of Troy continuing its evolution as a knowledge-based community. Many felt the library has a role to play in this evolution.

THE MOST FREQUENTLY HEARD RESPONSES:

Troy is a...

- ***culturally diverse community***
- ***community that values education, learning, and knowledge***
- ***city without a heart or downtown***

SITE ISSUES

There is a shortage of parking, particularly on Sundays.

This concern was expressed by nearly every participant.

The second most frequent comment was a ***request for a drive-up window to return materials.*** A number of people felt parking was too remote from the front door and walking distances too great. Many found the parking lot configuration confusing and the drop-off area poor. Several senior library users and young parents noted getting from the car to the front door was difficult and unsafe. Individuals with physical limitations recommended that access through parking areas and into the building be free from obstructions and properly illuminated.

Strong sentiment was expressed in keeping the library associated with the Civic Center Complex. If the existing library location proves impractical, many were comfortable relocating to the site adjacent to the Community Center. A few did not like the idea of placing the library on the play fields unless the fields were replaced.

There was general appreciation for the landscaping and garden areas. Several individuals suggested benches be placed more frequently along sidewalks leading to the entrance.

THE MOST FREQUENTLY IDENTIFIED ITEMS WERE:

- ***Shortage of parking***
- ***Lack of drive-up book return***
- ***Association of Library with the Civic Center***

GENERAL BUILDING ISSUES

The vast majority of people interviewed love the library. At times it was difficult for them to talk about issues they would like to see changed. People want the "homey" character of the library retained, but also wanted the library enlarged. A number of people acknowledged the building was a bit dated. They would like to see more windows and natural light inside the library. The consistent message was - "whatever is done, do it right, but do not be extravagant." Many felt the community desired and would support a library suitable for the 21st century. There did not seem to be an overriding commitment to saving the existing building.

FOCUS GROUP SUMMARY

Investment in sustainable design elements that made sense was encouraged. It was suggested that analysis be done to validate the return on investment for sustainable design features.

There was an overriding consensus that the **building was too crowded** and a lack of quiet study rooms and study spaces is a problem. In general, the library was considered noisy with too much congestion and confusion near the circulation desk and entrance. There was also consistent comment about the **number of non-residents utilizing the library**, and concern this will become more pronounced after improvements.

THE MOST FREQUENTLY IDENTIFIED ITEMS WERE:

- **Overcrowding of library and lack of adequate quiet study spaces**
- **Need for a project that is done right but not too extravagantly**
- **Environmentally conscious building design**

COST CONCERNS

There were consistent concerns about the cost of the project and how it would be financed. A few individuals suggested providing naming rights for a major donor, and some even offered names. Participants suggested the community might support a project that was logical, responsible, and not too grandiose. The issue on non-resident use and Troy citizens carrying the financial burden was recurring. This concern encompassed not just funding construction, but also costs for staff, processing materials, and maintenance of the physical plant.

Two individuals suggested validation via research whether library improvements have a positive financial return on investment for a community. Another suggestion encouraged dialogue between local higher education institutions and the library, to explore for the benefits for both entities.

THE MOST FREQUENTLY IDENTIFIED ITEMS WERE:

- **The cost of nonresident usage**
- **A logical and cost-effective solution**
- **Financial implications for Troy residents**

YOUTH AREA

Most interviewed believe **youth services are essential** to the community. Children are considered the building blocks of the future community, which illustrates the value this community places on family. Many expressed concern that the **existing youth area lacked appropriate personality** and should provide a more engaging environment. The current area was considered excessively noisy. There was a desire for an area that can be closed to contain noise and more space provided for group study rooms and tutoring.

There is support for the new special collections areas and many would like to see it enlarged. Middle school-age children interviewed wanted a group projects area as well as a more focused study environment. They would like to have an area designed and furnished to meet their expectations.

Some parents of young children suggested space be provided for them to gather, have a conversation, and still monitor their children. Improved story time space was also mentioned for consideration in future plans.

THE MOST FREQUENTLY IDENTIFIED ITEMS WERE:

- *Value the community places on youth services*
- *Need for more personality in the youth area*
- *Provision of quiet space and study rooms*

ADULT AREA

Requests by the adult readers seemed to focus more on the collections and computers than building related issues. Users want greater depth and breadth provided in the collections, and desire more public computers. The absence of study rooms and quiet study space needs to be addressed. The existing magazine area, which lacks comfortable seating, is considered confusing, but the number of magazine titles offered seems adequate. There is dislike for how back issues of magazines are placed and stored. There is concern expressed about availability of public computers, how usage is monitored, and amount of nonresidents use.

There is conflicting commentary on the adequacy of the collections. Some individuals felt the subject matter and quantity of materials were adequate. Others believed the collections were being weeded too aggressively and valuable materials discarded. Users do not like the long wait periods due to demand associated with popular

materials. This appears to reflect the intensity of the strong reading habits of community. If there was a book that everyone was reading, no one wanted to be left out!

THE MOST FREQUENTLY IDENTIFIED ITEMS WERE:

There was a...

- *lack of quiet study space*
- *shortage of public computers*
- *shortage of study rooms*

PROGRAMMING SPACES

The community expressed strong support for the cultural arts and provision of facilities to enhance this library service. They would like larger and more diverse meeting rooms. There was frequent discussion about providing a stepped-floor presentation/performance space. The space should properly accommodate small musical groups, a featured lecture, video presentation, or a distinguished speaker. Meeting rooms should also support business community needs and might be a source of library revenue. It was clear that new spaces should not duplicate rooms currently found in the Community Center.

Up-to-date technology is an issue. It is important these rooms be furnished with "21st century" technology. It is also considered important to provide proper support space for these facilities and make them accessible to the community independent of library hours.

FOCUS GROUP SUMMARY

THE MOST FREQUENTLY IDENTIFIED ITEMS WERE TO:

- *Provide additional spaces to support the cultural arts*
- *Provide diversity in the types of meeting spaces*
- *Equip with 21st century technology*

FRIENDS OF THE LIBRARY

There is strong support for both the Friends Gift Shop and Book Shop. However, all felt that the book store in the basement is a problem and should be located on the main floor near the entrance. There is a consistent message that both the Friends Gift Shop and Book Shop areas are too small and could use qualitative improvements. There is significant support for the benefits the Friends of the Library bring to community and desire for the Friends of the Library Gift Shop and Book Shop to have properly designed spaces.

THE MOST FREQUENTLY IDENTIFIED ITEMS WERE:

- *Poorly located book sales areas*
- *Additional space need for Friends of the Library Gift Shop and Book Shop*
- *Location of both areas on main floor near the entrance*

CAFÉ

The café is considered a *valuable part of the library*. There are consistent concerns about the quality of service and price structure. One suggestion offered is to provide additional space for vending to give people an alternative. Another idea is to create more of a coffee shop/bookstore feel. Consideration should be given to provide space that could attract a specialized vendor.

NEEDS ASSESSMENT

NEEDS ASSESSMENT

INTRODUCTION

It is a real pleasure to help plan for the future of the Troy Public Library. The library is absolutely abuzz with use and clearly is a vital part of the community. The library reflects Troy's cultural diversity, but it is also diverse in its customer's age, interests, and use patterns. The library does a wonderful job in serving many different types of customers: young children and their parents; seniors pursuing independent interests; primary, secondary, and nontraditional students; and business people accessing a critical resource.

In researching this study some of the observations and data were both surprising and exciting:

- Troy's turnover rate, or the average number of circulations per item, was 5.51 for FY2005/2006. Most public libraries have a turnover rate of between 2.5 and 3.0. **A turnover rate of 3.5 is extremely strong, and a rate of 5.51 is actually past good** and on the down side of the curve to suggest that customers are often unable to find the materials they need.
- Residents use the Adult Services portion of the library very much **like the "learning commons" model most academic libraries** are trying very hard to develop. Secondary and even primary students come and stay to work individually and collaboratively, significantly beyond what is seen in most other public libraries.

- The percent of Troy Public Library's **collections out on loan at any given time is extremely strong**. By example, only 85% of the adult nonfiction collection was on the shelf when recently measured in a "snapshot" data analysis. Most public libraries like Troy have 95 to 97 per cent of their adult nonfiction collection on the shelf at any given time. This high in-use rate holds for all of Troy's collections.
- **In FY 2006/2007 nonresident borrowers accounted for 7.52%** (98,262 items) of the library's total loans (1,306,766 items). This is a relatively low rate of nonresident use for a metropolitan area. In other metropolitan areas, such as Milwaukee or Chicago, nonresident borrower usage often runs between 15% and 25%, two to three times Troy's rate. Troy Public Library primarily serves Troy residents.
- The library has a **very active schedule of sponsored programs** with 19,348 children's program participants and 11,502 participants in adult and young adult programs last Fiscal Year.

Listening to community residents, library staff, Friends of the Library, Library Board, and city staff, many excellent ideas were shared. Some of the key, overarching concepts identified include:

- The library is an important gathering place for the community, a place where residents come together for learning and enriching diversions, as well as social interaction and the sharing of ideas.

- The library will continue and strengthen its strong commitment to customer service.
- The library will be positioned to keep pace with the most current developments in its role as the community's access point to technology applications and instruction.
- The Troy Public Library exists in a context of regional library service.
- Staffing and operational cost consciousness is imperative in configuring the facility. Additionally needed is identification of effective ways to enhance productivity.

The Space Needs Assessment and Facility Study takes these and other findings into consideration on how large the Troy Public Library should be to serve Troy residents through the year 2030.

The space needs assessment develops rationales for the projected service population, collection holdings, public technology stations, program / meeting room spaces, and staff work stations. It uses these rationales to broadly estimate the space requirements for those overarching library system categories. The space needs assessment process suggests 123,670 gross square feet will be needed to serve Troy's library service needs through the year 2030.

The second portion of the study, the building program outline, considers the space requirements in a more detailed fashion, estimating the space needed for each functional area of the library. Functional areas reflect how we traditionally think about library space: the children's department, adult services department, media

services, and the business center. The building program process references the space needs assessments' rationales, but also applies on-the-ground observations in describing Troy's library space requirements. The building program outline, using a sharper pencil than the space needs assessment, prescribes a need for **116,190 gross square feet through the year 2030.**

SPACE NEEDS ASSESSMENT

The space needs process provides a preliminary estimate of a community's library space requirements for a 20 to 25 year planning horizon. ***This space needs assessment will use a 2030 planning horizon.*** The space needs assessment provides rationales for sizing the library's collections, seating, and public technology stations. Space requirements are developed using population projections, tested service standards, and nationally accepted space calculation formulas.

The methodology is based on a space needs assessment process developed, revised, and published by the Wisconsin Division for Library Services. It is slightly modified as applied by the consultant. The Wisconsin process focuses on seven types of space utilization commonly found in public libraries:

- ***Collection Space***
- ***User Seating***
- ***Work Space***
- ***Program or Meeting Space***
- ***Public Computing Space***
- ***Special Use Space***
- ***Structure/Support Space***

NEEDS ASSESSMENT

SERVICE POPULATION

The service population the Troy Public Library can expect to serve in 2030 is one important element in developing an accurate space needs assessment. The service population includes both the projected municipal population and the projected number of other borrowers who also use the Troy Public Library.

TROY MUNICIPAL POPULATION

The City of Troy has experienced regular growth over recent decades. A 2003 study prepared by the Southeast Michigan Council of Governments (SEMCOG) suggests Troy will experience a stabilization and, ultimately, a slight decline in municipal population. **City of Troy Planning Department data suggests that a more appropriate 2030 population projection is 85,000** based on more recent data regarding the number of households than the data used by SEMCOG. This study will use 85,000 as the projected municipal population.

TOTAL SERVICE POPULATION

The service population of the Troy Public Library is more inclusive than the municipal population. The library also provides service to nonresident borrowers from the metropolitan and residents of other Michigan communities.

An estimate for the number of nonresident borrowers to be served in 2030 can be based on the percentage of total circulation to those borrowers. In FY 2006/2007 **nonresident borrowers accounted for 7.52% (98,262 items)** of the library's total loans (1,306,766 items). Given the 2030 planning population of 85,000, this level of

nonresident loans would result in a total service population of 91,912, including 6,912 nonresident borrowers who use the Troy Public Library as their primary library. **This is a relatively low rate of nonresident use** for a metropolitan area. In other metropolitan areas, such as Milwaukee or Chicago, nonresident borrower usage often runs between 15% and 25%, two to three times Troy's rate. Troy Public Library primarily serves Troy residents.

COLLECTION SIZE

Troy's current collection per capita holdings rate is 3.16 items, well below the target range of 3.66 to 4.64 items per capita. The **target range is the 75th and 90th percentile range of comparable libraries** reporting to the national Public Library Data Service (PLDS), libraries with a single building and serving communities with populations of between 75,000 to 85,000.

To provide a collection at the midpoint of the target range, Troy needs to plan for a holdings rate of 4.15 items per capita. This would increase the current collection from 255,928 items to 352,750 items for the 2030 projected municipal population of 85,000.

Another key indicator of the need for a larger collection is Troy's turnover rate or the average number of circulations per item. **Troy Public Library had a 5.51 turnover rate** for FY2005/2006. Most public libraries have a turnover rate of between 2.5 and 3.0. A turnover rate of 3.5 is extremely strong and a rate of 5.51 is actually past good and on the down side of the curve to suggest that customers are often unable to find the materials they need.

MUNICIPAL POPULATION - HISTORIC AND PROJECTED

History - Census Bureau		Estimates - Census Bureau	
Year	Population	Year	Population
1980	67,102	2001	81,034
1990	72,884	2002	81,028
2000	80,959	2003	81,116
		2004	81,313
		2005	81,140
		2006	81,118

Projections - SEMCOG 2030 Regional Development Forecast (2003)	
Year	Population
2030	77,046

Projections - Planning Department, City of Troy

Year	Population
2030	85,000

PERCENTAGE OF CIRCULATION

<i>Circulation</i>	<i>FY 2005</i>	<i>Percentage</i>
Municipal Circulation	1,208,504	92.48%
Nonresident Circulation	98,262	7.52%
Total Circulation	1,306,766	100.0%

TOTAL SERVICE POPULATION

<i>Service Population</i>	<i>FY 2030</i>	<i>Percentage</i>
Municipal population	85,000	92.48%
Nonresident population	6,912	7.52%
Total Service Population	91,912	100.0%

NEEDS ASSESSMENT

Planning for a library's periodical holdings has been more volatile nationally in the recent years and communities very much chart their own course in determining appropriate holdings. There has been a strong push-pull between increased subscription rates, a trend towards niche publishing, and uncertainty regarding the effect of digital publishing. Troy Public Library currently receives 537 titles including professional journals. ***This study will plan for that level to remain unchanged.*** Retention of hard copy back issues has reduced significantly in most libraries. The needs assessment will allow for an average of 1 year plus the current year.

PUBLIC COMPUTING

The digital format has become the preferred form for many customers seeking specific pieces of information, accessing digital information sources, and for preparing information to be shared with others. On-line databases, Web access, and sophisticated on-line catalogs are all important components of today's library service program.

Public libraries are the technology access point for many in the community. Even with the falling cost of technology, the public library will continue to be the one source for data applications for many residents. For those with their own equipment and access to technology, the public library will continue to be the provider of electronic services not easily or cost-effectively accessed by individuals.

A recognized method for estimating the number of computer stations and public access catalog stations (PACS) that are needed is to provide one station for every 10 to 20 persons who enter the library daily. In Fiscal Year 2006/2007 an average of 227 customers entered the library hourly or a ***daily average of 2,487 customers*** (Monday - Thursday).

Currently the library has 80 public computers, 73 general purpose computer stations, and seven public access catalog stations. That is often not enough to meet demand. Allowing one computer for every 10 to 20 customers entering the building daily suggests a need through the year 2030 to provide between 124 and 248 public computer workstations. This study will recommend ***planning space for 75% of that range, 217 public computers.*** A common space allocation of per computer station is 40 square feet.

It should be understood that using the current daily door count in projecting for the future is inherently conservative. Library use typically increases permanently between 20% and 50% when libraries build a new building or renovate and expand their existing building. Troy Public Library's use is already so high the permanent increase Troy can expect is likely at the lower end of that range but Troy can still expect about a 20% permanent increase in usage.

TROY PUBLIC LIBRARY COLLECTION HOLDINGS, CURRENT AND PROJECTED

Collections	Actual Holdings	Estimated Holdings *
Adult Collections		
Nonfiction, International	83,721	111,780
Biography, Fiction, Genre, International, Large Print, Rental	41,371	58,564
Reference	7,032	5,905
Business Reference	1,552	1,795
Teen	6,759	8,872
Media	35,841	56,805
Subtotal	176,276	243,721
Youth Collections		
Print	69,386	87,975
Media	10,266	21,054
Subtotal	79,652	109,029
Grand Total	255,928	352,750
	3.16 per capita	4.15 per capita
Periodicals		
Adult	452 Titles	452 Titles
Youth	55 Titles	55 Titles
Professional Collection	30 Titles	30 Titles
Total	537 Titles	537 Titles
	6.63 per 1,000 residents	6.32 per 1,000 residents

* Note: projections of individual collection sizes are based on existing and projected use patterns.

NEEDS ASSESSMENT

PROGRAM SPACES

Public libraries commonly provide spaces to support the library's programming for children, adults, and other needs of the community. The library currently has four program or meeting venues: one large meeting room that seats about 100, one conference room that seats about ten, a children's storytelling room and a children's craft room, each seating about 30.

The library has an active schedule of library sponsored programs.

There were 667 children's programs in Fiscal Year 2006/2007 with 19,348 participants. For the same period there were 492 programs for adults and young adults with 11,400 participants. Community groups also make heavy use of the existing meeting and conference room. Six program venues are needed to provide for existing and future community participation in library programs.

- A large program room to seat 200 with sloped floor and fixed seats.
- A general purpose program room to seat 100.
- A 25-seat seminar room.
- A conference room to seat 12 at a conference table with six side chairs.
- Two children's rooms, a program and a craft room, to seat 30 and 50, respectively.

GENERAL USER SEATING

General user seating refers to study and casual seats for library patrons. It does not include seating in meeting rooms, seating for computers or other technology stations, and seats at reference index tables. Projected general user seating calculations are based on a sliding scale of seats per thousand population. A rough estimate of seating can be developed using a scale developed by the state of Wisconsin following studies of actual public libraries and their use by patrons.

Using this Wisconsin scale and the projected service population of 91,912 persons suggests that 2.37 seats be allocated for every 1,000 residents or 218 seats.

WISCONSIN SCALE

<u>Population</u>	<u>Seats per 1,000 Population</u>
1,000	22.50
2,500	14.25
5,000	10.00
10,000	7.00
25,000	4.50
50,000	3.00
100,000	2.25
250,000	1.50
500,000	1.00

2030 MINIMUM SPACE NEEDS CALCULATIONS

Space Use Category	Space Requirement
COLLECTION SPACE 352,750 book and media items x .10 = 35,275 sf 537 current periodicals x 1.3 = 698 sf 537 back issue periodicals x 1 year average x .66 = 354 sf	36,327 sf
GENERAL USER SEATING 400 seats x 30 sf/seat	12,000 sf
PUBLIC COMPUTER STATIONS 217 computers x 40 sf/station	8,680 sf
STAFF WORK SPACE 78 workstations x 125 sf	9,750 sf
PROGRAM SPACE <i>Pre-Assembly / Gallery Area: 940 sf</i> <i>Large Program Room: 3,000 sf total</i> 200 seats x 12 sf = 2,400 sf and raised presentation area 600 <i>General Purpose Program Room: 1,500 sf total</i> 100 seats x 12 sf = 1,200sf and presenter space and amenities 300 <i>Seminar Room: 620 sf total</i> 25 seats x 20 = 500 sf and presenter space = 120 sf <i>Conference Room: 360 sf total</i> 18 seats x 20 = 360 sf <i>Common Spaces: 600 sf</i> kitchen, table/chair storage, coat storage <i>Children's Program Areas / Storytelling: 380 sf</i> 30 participants x 10 sf = 300 sf and presenter = 80 sf <i>Crafts: 720 sf</i> 50 participants x 12 sf = 600 sf and presenter, counter, sinks = 120 sf <i>Common Spaces: 400 sf</i> Storage for crafts, props, tables, chairs	8,520 sf
SPECIAL USE SPACE 15% of subtotal of above (75,277)	11,292 sf
<i>Net Subtotal</i>	86,569 sf
STRUCTURE/SUPPORT SPACE At 30% of gross space requirement	37,101 sf
Total Gross Space Requirement	123,670 sf

NEEDS ASSESSMENT

The library currently has 290 general user seats, which is considered inadequate in both the adult and children's portions of the library. Customer use patterns at the Troy Public Library reflect a community that prefers to come to the library to stay and accomplish real work. There is also a strong need for collaborative study spaces that also pushes the need for seating. This pattern supports a more generous seating allocation. ***Planning should allow for a minimum of 400 seats.***

Library seating is typically offered in a wide variety of formats such as study chairs, task chairs, stools, and lounge chairs to reflect the different types of library users and their seating preferences. Each of those seating types has a different space requirement. In the needs assessment, an average space requirement of 30 square feet per seat is used.

STAFF WORK SPACES

Staff work space is critical to an effective and efficient public library. Work space is a productivity issue, not a luxury. Staff work space includes both public service areas such as the checkout desk and workroom space where staff completes its on-going responsibilities such as cataloging materials, physically processing the items for the shelf, and processing interlibrary loans. The number of workstations is not in a one-to-one relationship to the number of staff. The number of workstations represents how many places where work takes place, not the number of staff. For example, while there may be only one person using a wood shop, there are many workstations: table saw, workbench, lathe, and drill press, each with a specific, dedicated purpose.

Location	Existing Workstations	Projected Workstations
Circulation Desk and Workroom	11	13
Young People's Desk and Workroom	13	13
Adult Services Desk and Workroom	15	17
Technology Services Desk and Workroom	7	11
Technical Services Workrooms	12	14
Outreach Services	1	2
Administration, Business Office and Programming	9	10
Total	66	78

SPECIAL USE SPACE

Special use space is an umbrella term that encompasses a variety of public and staff spaces not covered by the preceding broad categories. Examples of ***special use space include cafés, Friends shops, copiers, displays, and storage space.*** The specific space requirements for these uses should be detailed in the building program document. For the purpose of the space needs assessment, special use space may be expressed as 15% of the preceding spatial needs.

STRUCTURE AND SUPPORT SPACE

Structure and support space includes areas of the building that are of common utility and do not serve a specific library purpose. Structure and support space is sometimes referred to as architectural or unassigned space. Examples of structure and support space include the entry and foyer, restrooms, general

aisle space throughout the building, stairs, elevators, mechanical systems, chases, digital systems distribution closets, and even walls and partitions.

An all new, single-story library typically requires between 25% and 30% of the gross building area for structure and support space. To provide for a multi-story solution or an addition/renovation of the existing building the space needs assessment will need to allocate 30% of the gross building size for structure and support space uses.

BUILDING PROGRAM OUTLINE

The building program is a more detailed approach to describe the space needed for library services and operations than the space needs assessment. While the space needs assessment estimates space requirements by broad category of library space use, the building program examines each functional space of the library to describe the required space. The space needs assessment asks how much space is needed for all the shelving in the library and the building program analyzes the space requirements for all of the individual departments and areas within the library.

The estimated space requirements of the building program outlines the overall space needs for each area of the library. The preparation of schematic plans including furnishing layouts will refine the specific requirements of each area for the building. It is likely that the library will revise its program requirements during the course of schematic design based on additional information, budget considerations, and/or new understandings resulting from the graphical representation of spaces.

The building program outline reflects extensive conversations with library customers, the Library Director, Library staff, and city management. Additional planning will be required, however, following project funding to completely detail the programmatic requirements of each functional area.

PARKING

The existing library has 224 parking spaces immediately adjacent to the building.

A common planning convention for library parking is to allow three customer parking spaces for every 1,000 square feet of building. Excluding meeting or program space, the proposed Troy Public Library of about 116,190 gross square feet would suggest 348 customer spaces. Staff would require 60 spaces. The proposed library also has a significant component of meeting spaces with a combined seating capacity of 415 seats. Allowing one space for every three seats, the rate used for places of assembly such as churches, results in a need for another 135 spaces. ***Combined, these requirements would suggest a total of 543 spaces.***

NEEDS ASSESSMENT

What follows are **observations** and **recommendations** for improving customer service and increasing operational efficiencies.

ENTRY AREA

- Reconfigure the pedestrian flow to eliminate the cross-traffic and congestion found in the existing building.
- Declutter the entry and lobby experience, providing space and fixtures for displays, storage of mobility aids, brochures, and community information.
- Provide a driver's-side, drive-up return.
- Material return slots that go into the building must deposit materials into a fire-rated room.

Space Use	Net Square Feet	Notes
Lobby	1,200	
Public Restrooms	800	
Exterior Book Return - Walk-up	80	May be conveyed to automated check-in / sort location.
Exterior Book Return - Drive-up	80	May be conveyed to automated check-in / sort location.
Total	2,160	

PROGRAM ROOMS AND GALLERY

- Additional program venues will help meet requests for library program space which now exceeds demand.
- Different types of program spaces, auditorium, general purpose, conference room, and seminar, will each help provide the right space for the right use.
- The pre-assembly space will take the program rooms traffic flow out of the lobby as well as provide a quality venue for the library's popular community art gallery program.

Space Use	Net Square Feet	Notes
Pre-Assembly Space / Art Gallery	940	Space for persons to gather prior to and during breaks in the programs. This space also provides gallery functions for the display of temporary artistic displays.
Large Program Room	3,000	200 fixed seats, raised presentation area
General Purpose Program Room	1,500	100 seats, comfortable environment for book groups
Seminar Room	620	25 seats at seminar tables with presenter space
Conference Room	360	12 seat table and 6 guest seats
Shared Features	600	Media closets, table/chair storage, coat storage, refreshment prep/service area
Total	7,020	

What follows are **observations** and **recommendations** for improving customer service and increasing operational efficiencies.

CAFÉ

- An updating of finishes and furnishings will create a more contemporary and welcoming environment.

Space Use	Net Square Feet	Notes
Prep Area/Counter/Sales/Storage/Support	500	
Customer Seating	1,000	40 customer seats
Total	1,500	

FRIENDS GIFT SHOP

- A dedicated shop space will increase volunteer productivity.
- Effective display and marketing fixtures will help increase the return on the Friends' investment.
- A shop space will reduce the congestion immediately in front of the circulation stations.

Space Use	Net Square Feet	Notes
Counter and merchandise display	400	A room with retail ambiance and glass walls for display in a visible, accessible location.
Storage / Support	300	Support space for shop that permits productivity and security.
Total	700	

FRIENDS BOOK SHOP

- A more accessible and visible location is needed for this high demand feature.
- A more secure, less isolated location will reassure the volunteers.

Space Use	Net Square Feet	Notes
Merchandise Display and Sales Counter	1,300	This is an increase of about 45% in sales space.
Workroom and Storage / Support	600	A location and space for collecting donations is included elsewhere in the Circulation Desk Area section.
Total	1,900	

NEEDS ASSESSMENT

What follows are **observations** and **recommendations** for improving customer service and increasing operational efficiencies.

CIRCULATION AREA

- Concurrent with the building project the library should implement a Radio Frequency Identification system to support efficient materials handling.
- Implementation of an automated check-in system with a 3 to 6 bin sort capability will increase productivity and speed the return of materials for customer availability.
- Implementation of direct customer access to reserves and self-check check-out stations will speed customer transactions for those who find these methods helpful.
- Creation of a dedicated home for customer donations to the Friends book sale will improve the library ambiance and assist donors in their efforts.
- Items checked-in and awaiting reshelving will be located in a public space so that customers may select directly from these highly sought-after materials.
- An interactive building directory will be provided to help customer wayfinding.
- An appropriately sized and equipped staff workroom will support effective and efficient work.

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Space Use	Net Square Feet	Notes
Directory	80	
Interior Book Return	60	Deposits into check-in / reshelving workroom
Desk and Customer Queue	1,050	3 express-check stations and 4 staffed stations
Book Sale Donation Alcove	140	8 sections of industrial shelves, open floor space, and wagon
Customer Service Center	310	Copier, side table, bulletin board, brochure racks, mobility aid storage (Amigo, walker, wheelchair)
Self-Serve Reserves	192	16 shelving sections
Recently Returned	115	15 carts
Staff Workroom	595	three workstations, telephone station, dept. head office, 1 work table, counter / sink, lost & found cabinet, 2 supply cabinets, 2 shelving sections for snags
Check-in /Reshelving Workroom	600	Allowance for automated check-in / sort or 3 check-in stations, space for delivery bins
Total	3,142	

What follows are *observations* and *recommendations* for improving customer service and increasing operational efficiencies.

NEW BOOKS / DISPLAY

- Improved marketing display and acquisitions focus for new and topical materials will respond to customer’s high interest in the latest fiction, nonfiction, and areas of current interest.
- Strong adjacencies with media and teen collections will help build a popular materials center concept.

Space Use	Net Square Feet	Notes
New Books	288	Low density display shelving affects space required. Plan for 24 single-face sections of shelving
Topical Display	140	Allowance
Seating	60	Browser benches
Catalog Stations	80	2 stations
Total	568	

MEDIA CENTER

- Expanded capacity and display fixtures will support use of these high demand collections.
- Adjacencies with new book and teen collections will help build a popular materials center.

Space Use	Net Square Feet	Notes
Media Collections	3,860	56,805 items
Seating	60	Browser benches
Catalog Stations	80	2 stations
Total	4,000	

NEEDS ASSESSMENT

What follows are **observations** and **recommendations** for improving customer service and increasing operational efficiencies.

YA/TEEN SERVICES

- Adding computer stations, magazines, and a more defined space will leverage the success of the teen area.
- Let the location and architectural treatment of this space provide a measure of separation from adult library users while maintaining integration and visibility.
- Provide power at study tables for customer laptops and other technologies.
- Select furnishings and interior treatments to reflect the customers' preferences.
- Increase collection shelving capacities.

Space Use	Net Square Feet	Notes
Public Service Desk	80	1 place station
Seating	1,030	30 study seats and 8 casual seats
Collections	715	8,872 items
Public Computer / Catalog Stations	640	16 stations
Other	120	Allowance for feature element
Total	2,585	

TECHNOLOGY CENTER AND LIBRARY TECHNOLOGY STAFF WORKROOM

- Increase the number of public computing stations to respond to customer demand and changes in information sources.
- Provide a public digital training lab to meet resident needs and allow use of that space for general computing to ensure higher utilization of those resources.
- Create individual computer rooms for activities that require the use of sound and customer interaction.

Space Use	Net Square Feet	Notes
Public Service Desk	600	
General Public Computing	5,400	
Language and Small Group Computing Rooms	200	
Computer Instruction Lab	840	
Staff Workroom	720	
Server Room	180	
Total	7,940	

What follows are *observations* and *recommendations* for improving customer service and increasing operational efficiencies.

BUSINESS CENTER

- Increase collection shelving capacities.
- Enhance the use of the successful business center by including computer stations to access online business resources.
- Relocate general interest periodicals to the general adult collections area to reflect the center's targeted focus.
- Provide power at study tables for customer laptops and other technologies.
- Strong adjacencies with media and teen collections will help build a popular materials center concept.

Space Use	Net Square Feet	Notes
Seating	510	12 study seats and 6 casual seats
Collections	227	1,710 items and 30 journals
Public Computer/Catalog Stations	160	4 stations
Support Furnishings	280	2 index tables
Total	1,177	

OUTREACH SERVICES

- Create more effective work space to support current and projected community service activities.
- Service for a growing senior population.

Space Use	Net Square Feet	Notes
Staff Workroom	320	2 staff stations, work table, shelving/cabinets/printer, and 6 book carts
Total	320	

NEEDS ASSESSMENT

What follows are **observations** and **recommendations** for improving customer service and increasing operational efficiencies.

ADULT SERVICES

- Use an increased proportion of two-place study tables for higher seating utilization.
- Create collaborative study spaces to support team projects and study groups.
- Break-up the seating areas into less congested groupings to provide customers a greater sense of personal space.
- Increase collection shelving capacities.
- Provide higher visibility for the International Collection and other special collections.
- Develop the periodical collection as a destination within the adult library with a special aesthetic.
- Look to "Learning Commons" model from academic libraries to support Troy's secondary and independent learners.
- Provide power at study tables for customer laptops and other technologies.
- Provide an appropriately sized and equipped staff workroom that is organized to support effective and efficient work.

Space Use	Net Square Feet	Notes
Reference Desk	450	3 staff stations
Book Collections	14,740	176,249 items
Periodicals	886	404 titles and 1 year plus current year + newspapers
Special Feature	160	Public art, fireplace, or other attraction
Catalog Stations	240	6 stations
Microforms	200	2 reader printers and microform cabinets
Support Furnishings	160	copiers, atlas stands, and dictionary stands
General Seating	5,250	126 study seats and 60 casual seats
Study Rooms	1,360	6 two-place rooms and 8 eight-place rooms
Staff Workroom	1,550	15 staff workstations, dept. head office, 2 work tables, 2 four-drawer files, 6 sections shelving, 3 cabinets, printer, 6 cart corral, 2 files, and 3 sections for book discussion groups
Total	24,996	

What follows are **observations** and **recommendations** for improving customer service and increasing operational efficiencies.

YOUTH SERVICES

- Fashion engaging, unique service environments for young children, early elementary students, and tweens reflecting their specialized interests and preferences.
- Provide additional seating in each area to support the children’s learning activities.
- Provide collaborative study rooms for team projects and study groups.
- Provide power at study tables for customer laptops and other technologies.
- Increase collection shelving capacities.
- Create appropriate locations for special collections such as the special needs collection.
- Create more responsive storytelling and craft spaces.
- Provide express-check stations for enhanced customer convenience.
- Integrate customer service functions to develop a more effective public service desk.
- Provide additional computer stations in response to high demand for these resources.
- Provide an appropriately sized and equipped staff workroom that is organized to support effective and efficient work.

Space Use	Net Square Feet	Notes
Service Desk	450	3 staff stations (includes circulation)
Express Check	80	2 express check stations
Catalog Stations	200	5 catalog stations
Technology Support Station	80	1 staff station
Public Computer Stations	1,280	26 general purpose computers and 6 game computers
New Books and Topical Displays	205	12 single-face shelving sections and display fixtures
Book Collections	6,404	87,975 items
Periodical Collections	110	55 titles
Media Collections	1,262	21,054 items
Seating	3,080	28 casual seats and 84 study seats
Study Rooms	480	3 six-place study rooms
Emergent Literacy / Playscape Area	300	Puppet theater, castle, house, and manipulative learning toys
Special Features	120	Allowance for public art or other attraction
Storytelling Room	380	30 seats with space for the presenter and wireless computer lab capabilities
Craft Room	720	50 seats for participants
Store Room	400	Supplies to support both the storytelling and craft rooms
Staff Workroom	870	Dept Head office, 8 staff stations, work table, and shelving/cabinets/printer
Children’s Restrooms/Nursing Area	180	2 single occupant and nursing room
Total	16,601	

NEEDS ASSESSMENT

What follows are **observations** and **recommendations** for improving customer service and increasing operational efficiencies.

CITY OF TROY IT SERVICES

- Continue to provide the space and needed for these important activities.

Space Use	Net Square Feet	Notes
Computer Instruction Lab	840	16 participant stations, instructor station, and storage cabinet
Staff Workroom	120	1 staff station, work table, and shelving/cabinets
Total	960	

TECHNICAL SERVICES

- Provide the space, furnishings, and infrastructure needed for this critical support activity.
- Configure the space to allow effective workflow in processing all new acquisitions and materials requiring repair or re-cataloging.
- Maintain and improve the adjacency and workflow between Technical Services and the Receiving Area described in the Back-of-House section.

Space Use	Net Square Feet	Notes
Cataloging workroom / office	730	5 staff workstations, 1 intern workstation, 1 dept. head office, cart corral for 20 carts, 2 four-drawer files, and 1 LAN printer
Processing workroom	690	5 staff workstations, 1 mending station, and 1 media workstation, 1 receiving workstation, cart corral for 15 carts, and 1 LAN printer, 2 free-standing supply cabinets.
Total	1,420	

What follows are **observations** and **recommendations** for improving customer service and increasing operational efficiencies.

ADMINISTRATION, BUSINESS OFFICE, AND PROGRAMMING

- Maintain accessibility for customers.
- Create an efficient copy / supply / mail center to serve all staff.
- Provide work spaces to reflect reconfigured staff and responsibilities.

Space Use	Net Square Feet	Notes
Offices and workstations	840	Director's office, Administrative Assistant and outer office Special Services Coordinator, Business Manager and assistant's office, and Programming workstations (2)
Staff / Board Conference Room	280	8 place table with common amenities
Media Production / Mail / File Room	340	Staff copiers, laminator, paper cutter, and layout table, 6 four-drawer files, mail station and staff mail boxes,
Office Supply Room	130	8 sections industrial shelving and 2 cabinets
Total	1,590	

BACK-OF-HOUSE

- Create adjacencies between these services and functions to maximize effective operations.
- Provide security entry at the receiving room for deliveries and staff and at all staff workrooms.

Space Use	Net Square Feet	Notes
Data Distribution Closets	240	3 closets @ 80 square feet each
Staff Room and Coat/Locker Area	1,065	24 table seats, 10 comfortable chairs, 2 microwaves, 2 refrigerators, 3 vending machines, and ample storage allowance
Staff Restrooms	400	
Receiving	185	Exterior: Raised dock platform, dumpster and recycling bins, designated smoking area, Interior: Receiving room with two and four-wheel carts and space to accept large deliveries
Supply / Storage	750	Building supplies, equipment and furnishings parts, cleaning supplies, and seasonal decorations
Janitor's Closet	120	4 closets
Total	2,760	

NEEDS ASSESSMENT

SPACE REQUIREMENT SUMMARY

Functional Area	Net Square Feet	Unassigned Space	Gross Square Feet
Entry Area	2,160	308	2,468
Program Rooms / Art Gallery	7,020	1,002	8,022
Circulation Area	3,142	448	3,590
Café	1,500	214	1,714
Friends Gift Shop	700	100	800
Friends Book Shop	1,900	271	2,171
New Books / Display	568	81	649
Media Center	4,000	571	4,571
YA / Teen Services	2,585	369	2,954
Business Center	1,177	168	1,345
Technology Center	7,940	1,134	9,074
Adult Services	24,996	3,570	28,566
Youth Services	16,601	2,371	18,972
Outreach Services	320	45	365
City of Troy IT Services	960	137	1,097
Technical Services	1,420	203	1,623
Administration / Business / Programming	1,590	227	1,817
Back-of-House	2,760	394	3,154
Subtotal	81,339	11,613	92,952
Mechanical, electrical, and plumbing systems and chases; walls; general circulation(20% of Total Gross)	0	23,238	23,238
Total	81,339	34,851	116,190

Total unassigned space = 30% of gross

Unassigned space per functional area = 12.5 % of functional area gross

COLLECTION PROJECTION SUMMARY

Collection	Actual Holdings October, 2007	Projected Holdings Program Outline	% INCREASE	% of Collection to Shelve	% of Collection To Shelve
Adult Collections					
Nonfiction, International	83,721	111,780	+ 33.5	85.81	95,918
Biography, Fiction, Genre, International, Large Print, Rental	41,371	58,564	+ 41.5	81.24	45,577
Reference	7,032	5,905	- 16.0	100.00	5,905
Business Reference	1,552	1,795	+ 15.6	100.00	1,795
Teen	6,759	8,872	+ 31.3	80.32	7,126
Media	35,841	56,805	+ 58.5	67.94	38,593
Subtotal	176,276	243,721	+ 38.3		194,914
Youth Collections					
Book	69,386	87,975	+ 26.8	72.79	64,037
Media	10,266	21,054	+ 105.1	59.91	12,613
Subtotal	79,652	109,029	+ 36.9		76,650
Grand Total	255,928	352,750	+ 37.8		271,564
Periodicals					
Adult	452 Titles	452 Titles		100	452 Titles
Youth	55 Titles	55 Titles		100	55 Titles
Professional Collection	30 Titles	30 Titles		100	30 Titles

NEEDS ASSESSMENT

SPATIAL RELATIONSHIP SUMMARY

The following core relationships are provided as a guide to their schematic location.

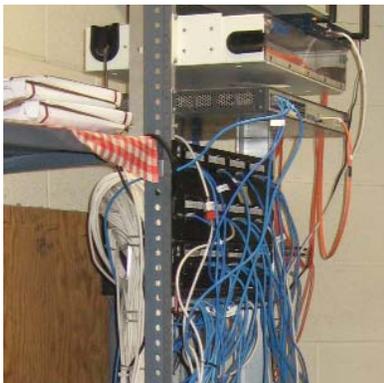
Building Area	Primary Relationship	Secondary Relationship
Entry Area	Program Rooms / Art Gallery Circulation Area	Café Friends Gift Shop
Program Rooms / Art Gallery	Entry Area	Café
Circulation Area	Entry Area	Youth Services New Books / Display Media Center
Café	Entry Area Program Rooms / Art Gallery	
Friends Gift Shop	Entry Area Program Rooms / Art Gallery	
Friends Book Shop		
New Books / Display	Circulation Area	
Media Center	Circulation Area	New Books / Display YA / Teen Services
YA / Teen Services	Circulation Area Technology Center	Media Center
Business Center	Adult Services	Technology Center
Technology Center	YA / Teen Services	Media Center
Adult Services	Business Center	YA / Teen Services
Youth Services	Circulation Area	Program Rooms / Art Gallery
Outreach Services	Back-of-House	Adult Services
City of Troy IT Services		
Technical Services	Back-of-House	Circulation Area
Administration / Accounting	Circulation Area	Back-of-House
Back-of-House	Technical Services Outreach Services	

SEATING AND PUBLIC TECHNOLOGY SUMMARY

Functional Area	CUSTOMER SEATING			PUBLIC TECHNOLOGY STATIONS (INCLUDES CATALOG STATIONS)		
	Existing	Space Needs	Building Program	Existing	Space Needs	Building Program
New Books				0		2
Media				0		2
Teen	21		30	5		16
Tech Center	0		0	52		146
Business Center	28		18	0		6
Adult	162		262	4		6
Children's	76		112	19		37
Total	290	400	422	80	217	215
Other						
City IT Lab	0		0	16		16

TECHNOLOGY NEEDS ASSESSMENT

TECHNOLOGY NEEDS ASSESSMENT



CABLING INFRASTRUCTURE FOR VOICE, VIDEO, AND DATA

The cabling infrastructure will include all of the necessary cabling for the voice, video, and data network.

The **voice system** shall consist of 85 Category

6A, plenum rated, 4 pair, unshielded twisted pair (UTP) horizontal cable from the Telecommunications Room to each Administrative or Public area within the building. Additional multi-pair (25, 50, or 100 pair) Category 3 copper cable shall be installed from the Main Cross Connect/Equipment Room to each of the three Telecommunication Rooms.

The **data system** shall consist of 325 Category 6A, plenum rated, 4 pair, unshielded twisted pair horizontal (UTP) from the Telecommunication Room to each Administrative or Public area within the building. An additional 12 strand fiber optic backbone cable shall be installed from the Main Cross Connect/Equipment Room to each of the Telecommunication Rooms. Ethernet connections will be provided to accommodate the mechanical system. This will allow monitoring of building systems via the network.

The **video network** shall consist of 87 RG-6 plenum-rated coaxial cable installed from the Telecommunications Room to each Administrative or Patron area within the building. Additional coaxial backbone cable, RG-11 or 1/2" hardline plenum rated coaxial cable, shall be installed from the Main Cross Connect/Equipment Room to each Telecommunication Room.

The computer spaces will have data drops at each computer floor box. Administration areas will have two data and one phone at each outlet location, wireless access devices though out the building, and coaxial connections to each of the video displays or LCD locations. The computer learning lab will have a minimum of 24 data drops located in the area. Video projectors with audio systems will be included within labs, meeting rooms, conference rooms, and the community rooms.

VIDEO DISTRIBUTION SYSTEM/AUDIO SYSTEM

The **Video Distribution System** includes all of the LCD, VCR/DVD, and video distribution head-end equipment with 10 cable channels, video projectors and sound reinforcement systems, bi-directional video amplifiers, and modulators. Additional items like video cameras, document cameras, remote video conferencing equipment, and mobile televisions on carts will also be included. Common spaces will have LCD units with local input. The screens will also act as an information bulletin board. Group study rooms will have local video inputs. The large meeting room supporting 250 seats, small meeting room supporting 50 seats, the two conference

rooms, and the two children's program rooms will have fixed video projectors with full audio systems in the spaces. The system will be controlled with a hard-wired control system in the space so remotes do not have to be used. Due to code requirement, assisted hearing must be provided in the large meeting room to accommodate the ADA requirements in a space holding more than 100 occupants.

DIGITAL TELEPHONE SYSTEM

The *Telephone System* will be an extension of the (city's) phone system. VOIP phones, receptionist console, and the voicemail system will be centralized at the (city's) location. Phones will be installed in all administration offices, staff rooms, and conferences rooms. Standard 10-button, digital display speakerphones will be provided for most administrative offices. The circulation desk and other service points will have 20-button phones installed. The reception area will have 20-button, digital display speakerphones with direct station select console. The plan will be to install a remote phone cabinet to support the library phones. This will allow the phone to continue to work if the connection between the city and the library is broken.

BUILDING ACCESS/SECURITY SYSTEM

The building will have a *security system* installed. Several doors will have access controls to allow staff to enter with the use of a card or other device. The Technology rooms will be locked with limited access. The security system will allow both the intercom and site to be monitored simultaneously in an emergency.

COMPUTER NETWORK ELECTRONICS

The *Computer Network Electronics* will include the network electronic switches in each Telecommunication Room and the Main Cross Connect/Equipment room. Each Telecommunication Room will have 24 powered switches and 48 port 10/100/1000 Ethernet switches installed. Every 96 ports shall have a Gigabit Ethernet connection to the Main Cross Connect/Equipment room. The Main Cross Connect/Equipment room will have an Ethernet core switch installed. The core switch will be either a chassis or stackable. The building will have 100 percent of the data connections active to allow the most flexibility in the building. The building will offer a filtering system, which will control public filtering based on age, as needed.

COMPUTERS & PRINTERS

Each full-time staff member will have a computer with a 17-inch flat screen monitor. In addition, there will be 165 public computers for public use. The computer lab/learning lab will have 24 connections, although the building program will only have 16-18 computers. There will be a high end copier/printer located in the work room that can be shared for high volume printing. The public areas will have network printers that will allow public printing. A print recover system will be installed to allow the library to recover the printing cost from patrons. There will be several local laser printers for staff members in each work space. In the Work Rooms there will be a large format plotter as well as a color/black and white printer.

TECHNOLOGY NEEDS ASSESSMENT

WIRELESS CONNECTIONS

The building will have *wireless connections* both inside the building as well as outside the building for Public/Staff use. The staff will also have wireless connections to all the staff resources. The staff must log into the wireless access points for authentication in order to get their necessary resources.

FILE SERVERS/BACKUP

The *file servers* will be updated throughout the building. The project timeline is to assure the new servers are brought on line as needed. In addition, this will allow the equipment to be the most current when needed. The project will not only include the cost of the staff servers, but the ILS server. As networks are used more and more, it is essential to have a backup solution as part of the plan. This will also be included in the technology plan.

RFID SYSTEM/SELF CHECK

The plan is to roll out a *RFID system* for the library to be done as part of the bond project. The manufacturer has not yet been determined. Before the final decision is made, an evaluation of the different manufacturers must be made.

BUILDING PAGING – WHITE/PINK NOISE

The building will have a general overhead *paging system*. The system will have different zones within the building. As part of the design, the building will have a white/pink noise system. This system masks the ambient noise in the building.

BOOK SECURITY SYSTEM AND GATES

The main entrances will have a *materials security system* installed to help deter collection theft. This system will be determined at the same time the RFID system is investigated.

BOOK HANDLING SYSTEM

Based on the number of collections handled in the library, the plan would be to include a *book sorting system* to handle the general sorting. This is only a placeholder for cost. The system will need to be investigated to determine which manufacturer has the best fit. At this time, based on the number of volumes being processed, the system should be at a minimum a six bin sorting system.

STAFF TRAINING

Due to all the new technology, phones, and equipment planned for the building, it is essential that training be a key component and a part of the plan. *Training* will be provided to all staff members for the use of the new equipment, as well as how to maintain the systems. To ensure the staff is familiar with the system, the training will be recorded. This will allow the staff members to refer to the training as needed at any time for convenience or further reference. The training will be based on all levels of expertise starting from the end user training or general training, working its way up to the local support staff supporting the network. The goal is to ensure all staff members have adequate training and will use the equipment and technology as tools to provide the best patron service for the library.

FACILITY ASSESSMENT – FUNCTIONAL ISSUES

FACILITY ASSESSMENT – FUNCTIONAL ISSUES

LIBRARY PLANNING ISSUES

The purpose of this section is to identify areas of the existing library that support or inhibit the ability to deliver library services in an efficient and cost-effective manner. It has been our experience that building configurations can evolve into the “ways things are always done” approach and not necessarily reflect best practices. The Troy Library has not been immune to this condition. Review of the library has identified the following issues that impact the library experience.



BUILDING ENTRY

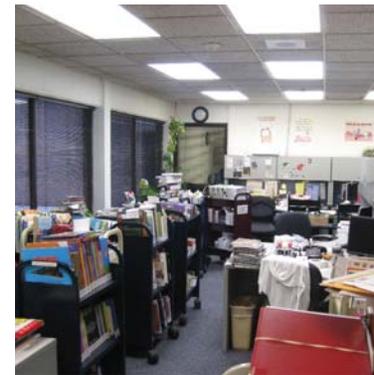
Of first concern is the location of the circulation desk. Although clearly visible upon entry, it is in the wrong place. The preferred placement is on the right side of the lobby when exiting, out of the line of traffic. Such an arrangement will eliminate

the current exiting issues. The existing situation is problematic because people using the youth area, friends book sale, café, or rest rooms must pass through the line instead of by-passing. This is particularly dysfunctional after a large community event. Access to the adult collection and Administrative Office are not affected by the current configuration.

Access to the café is a concern. The café does not have a separate entrance that can be operated independently; this compromises the library. Opening the building to the public before scheduled library opening hours creates an undue burden on library operations.

The Friends Gift Shop is in a different situation. It actually benefits from the placement of the queuing line. People standing in line are positioned directly adjacent to display cases, which encourages spontaneous purchases.

The lobby in general presents a poor first impression. It is cluttered with overflow book carts from the circulation workroom and boxes of used books for the Friends Book Shop. The storage for the Friends Book Shop is not only unsightly, but also a fire and safety issue. It is ill-advised to store flammable materials in the means of fire egress, particularly in vestibules.



GENERAL STAFF AREA ISSUES

The library's mission is to deliver quality library service and properly designed staff work spaces are essential to that purpose.

Poorly organized, unpleasant, and inefficient staff work environments

absorb financial resources that should benefit the public. **The staff work areas in the Troy Library are substandard.** It is remarkable that such high volume use and quality programming can be provided with these facilities.

The following observations highlight deficiencies common to all staff work areas in the library. Staff areas are undersized and have physical environments that inhibit flexible plan layouts and efficient work flow. Individual staff work stations are too small, particularly in the circulation and technical services area which process massive amounts of materials. Due to space constraints, materials are moved multiple times, which increases the cost per item to handle. There is a lack of cart storage, counter space, general storage, and volunteer work areas.

Security is highly compromised in the majority of staff areas because there is no distinct separation from the public. Because the elevator to access the Friends Book Shop area is located within staff areas, the public is allowed to enter, which compromises staff's safety. Compounding the issue is the lack of visibility between staff areas and closed offices. It is possible for an intruder to access staff areas undetected.

In almost all instances the size of the **individual workstations are inadequate for the task.** Many staff members have advanced degrees and high level skills, but are required to work in closet-size spaces incompatible to their work requirements. There are also issues with acoustical performance and privacy. Some tasks in the library are very detail oriented and require "quiet, study-like" spaces.

Privacy between offices protects human resources needs and patron confidentiality.



CIRCULATION SERVICES

The circulation work room is located directly behind the circulation desk. The work room is poorly situated because the circulation desk is located in the center of the building and remote from materials return and technical service. Good library planning incorporates

the materials return function directly into the circulation work room to minimize material handling. The **current situation creates additional work**, requiring them to move material through the lobby from the remote location.

The circulation work room has good proximity to the circulation desk, but the configuration of the space is inefficient. Two conditions, the triangular shape and three entrances and exits, are the cause. The multiple entrances generate excess internal circulation and the room shape restricts efficient space use. Two entrances which have direct public access do not clearly define public from staff spaces, which can compromise staff security. The present location of this work area also precludes exterior windows and accessibility to natural light.

FACILITY ASSESSMENT – FUNCTIONAL ISSUES



FRIENDS' FACILITY

The *Friends Gift Shop and Book Shop* plays a vital role in bringing the cultural arts to the community. The store and book sales generate a significant amount of revenue that supports library programs, but both are located in woefully inadequate spaces.

The store has adequate visibility, but the book sales area does not.

Each day the Friends Store has to be set up and taken down, consuming valuable volunteer time. The store needs high visibility and convenient opening and closing operations. The book store's location in the basement is a material handling nightmare. Materials are collected in the lobby, sorted and delivered via elevator to the basement, the epitome of inefficiency. The book sale area lacks storage and proper display space. It is not a comfortable retail environment. This area also represents a safety issue to the volunteers due to its lack of visibility and remoteness.

MATERIAL RETURNS

After-hours material return slots empty material into the conference room off the lobby. This location is remote from the circulation work room and requires staff to move materials through



the lobby. There are also fire safety and security concerns that need to be addressed. Book return slots should be located in a fire-rated area to protect the building against vandalism. The existing situation poses a health and safety concern and is inefficient for material handling.

CAFÉ

The café provides a valuable service to library users as a refreshment station, social gathering center, and supplemental study space.

The café is in an excellent location at the midpoint of the building and is easily accessible from the lobby. It was observed that due to its location, the café does function as surge space before and after programs. The lack of direct exterior access, allowing separate hours of operation from that of the library, is a difficult problem.



CULTURAL DISPLAY SPACE

The configuration of the building does have one positive effect. The multiple floor levels and entrances have increased the amount for floor area dedicated to circulation, creating ample amount of wall space for art displays. The *displays are nicely positioned, very*

accessible for viewing, and are points of interest for the community. In an expanded facility, additional display cases and lighting enhancements should be provided.



RECEIVING

The original site and building was designed to receive shipments via step van and semi trucks. The current receiving dock is in **need of repair** and due to changes in recycling practices, does not accommodate the library's current needs.

Receiving facilities within the library are inadequate. It is common practice for materials to be staged in the vestibule and corridor system, creating safety concerns. There is inadequate space to receive and hold materials in a secure environment prior to process. This is particularly acute for computer equipment. Inter-library loan delivery, a well used service, lacks proper staging, receiving, and a processing area.



YOUTH SERVICES

Youth Services is critical to developing and inspiring the community's youth, but the current area presents many challenges towards supporting this goal. The quality of the existing youth environment is lacking in aesthetics and

acoustical performance. **The youth area, well used over the years, is outdated by today's standards.** The space lacks a culturally-relevant environment that is age appropriate and fulfills recreational and study needs for different age groups.



Interior architectural design features present several limitations that will need to be addressed. The acoustical performance of the space is poor, creating a loud and disruptive study environment. The long narrow configuration of the space limits flexibility and results in areas that cannot

be supervised easily. On the east side of the area, remnants of the original building entrance causes planning inefficiency and child security issues. The vestibule takes up valuable floor area, generates additional internal circulation, and provides easy access for persons with criminal intentions.

Programming and story-time spaces are highly utilized and showing the effects of usage. The operable wall that separates the two rooms is essentially nonfunctional. Clerestory windows, which provide natural light, are not equipped with room darkening devices. The configuration of the rooms, their size, and lack of storage make this facility inadequate to meet future needs.

FACILITY ASSESSMENT – FUNCTIONAL ISSUES

Youth Services staff areas suffer the issues identified earlier in this section; lack of space, lack of proper workstations, inefficient work environment, acoustical issues, and an overall challenging aesthetic atmosphere.



TECHNICAL SERVICES

The Technical Services location near receiving is desirable, but it has a poor relationship to the circulation workroom. Each area has different functions, but an adjacency allows for shared amenities which improve operational

efficiencies. Technical Services currently has adequate natural light and an appropriately quiet environment. However, the irregular configuration of the room and inadequacy in size make this an inefficient work area. In addition to undersized workstations and shortage of workspace, basic amenities such as counter space for material handling and repair, and a sink are missing.

This is one of two areas in the building that is the most vulnerable security-wise due to the lack of clear separation from the public. It would be quite easy for someone to access this area unnoticed and compromise staff security.

ADMINISTRATION AREA

The administration area consists of the director's office, administrative assistant, and other office spaces. It is in a good location. It has convenient access from the lobby and an appropriate level of accessibility to the public. Placement of some office space on the exterior wall provides natural light into these spaces, but precludes it reaching the interior work area.

The administration area is the executive component of a library and should project a more corporate image. The existing administrative area lacks an appropriate image, waiting area, reception area, supporting work space, and confidential filing space. As a result, the office space appears cluttered, over-crowded, and inconsistent with the image of a major municipal library. Additionally, the Friends materials stored in the lobby create a poor first impression and backdrop from within the office.

ADULT SERVICES AREA

The staff area for the adult area is undersized and overcrowded. The irregular shape of the room makes efficient space planning and workflow difficult. Location on an exterior wall does provide an adequate amount of natural light.



ADULT SERVICES AND COMPUTER LAB

The magazines are located in the far corner of the adult collections. The space allocated for this collection is inadequate in size and does not provide the proper variety of seats typically provided in current library designs. The space does have a character that is consistent with casual reading and study.

There are three separate service desks located within approximately 60' of each other. This is an unusually high number of service points for a collection of this size and results in an unnecessary increase in operational costs.

The arrangement of shelving and seating in the adult area results in a large number of spaces that cannot be properly supervised. Seating areas located around the perimeter of the building provide excellent views to the outdoors but become hidden from view.

The tall shelving located around the perimeter of the building in the lower ceiling areas is nonconforming to current fire codes. Current fire codes require a minimum of 18" from the top of shelving to the ceiling in locations where a fire suppression system is required. The current condition has a clearance of 13" to 14", which will need to be corrected in an expansion.

The business collection has excellent visibility and adequate space dedicated to this function. The overall impression of adult collection is one of being overcrowded and disorganized. The quantity of materials has forced the library into compressing shelving and seating areas into configurations that are too tight and lack an appropriate feel and character.



FACILITY ASSESSMENT – BUILDING COMPONENTS



FACILITY ASSESSMENT – BUILDING COMPONENTS

The current Troy Public Library building was constructed in 1969 – 1970 and is located on the municipal city campus. An addition to the library in 1983 more than doubled the size of the library. Smaller renovations within the library added office space as needed. These additions comprised the original plan and have created operational problems within the library. The library is approximately 48,400 square feet on two levels.

The general appearance of the building indicates it has been well maintained with some exceptions as noted later in this report. The building has been updated in some locations. The toilet rooms, for example, have been renovated. Other areas that have not undergone renovation have a “dated” and “tired” appearance.

SITE

The identity of the library is weak from a visibility and building recognition standpoint. The identity problem is mostly derived from the library’s location within the Civic Center Campus, low building profile, and landscaping.

Pedestrian circulation is connected to the Civic Center Campus primarily from the west. Pedestrian access to the library is limited from Civic Center Drive due to grade change. There is limited area at the main entrance for pedestrian use. Space is used primarily for circulation with minimal seating opportunities.

The ‘Peace Garden’ is adjacent to the library building; however, access is so limited from the building that it does not feel like part of the library. No outdoor pedestrian spaces are immediately accessible from library building for patron use.



Site vehicular circulation access is from interior campus roads only. There is no clear route to the building entrance (or book return); access is through the parking lot drive aisles. ***The existing site configuration precludes providing a drive-up book return.***



The parking lot configuration limits the number of parking spaces located within close proximity to the building entrance because the site narrows near the entrance, creating a “wedge shape” or restricted layout. ‘Overflow’ parking south of the library is not clearly identifiable and is a long walking distance from the building entrance. ***The parking lot location and layout detracts from clear identification of the building entrance.*** The parking lot design and configuration creates excessive pedestrian and vehicular conflicts.



Primarily, the landscape consists of lawn areas with many species of trees ranging from small to mature. The trees and lawn create a 'park-like' setting for the library and overall civic campus. **Views to the building are limited by the placement** of several trees, as well as grade change

from Civic Center Drive to the parking lot. Due to the parking and service area configurations, green space is minimal adjacent to the building where people enter and exit the building. The service area and receiving dock is not properly screened and creates a poor image.

Site furnishings such as benches, trash receptacles, and bike racks are worn and antiqued. Outdoor seating is limited to a few scattered benches.

Site lighting is provided by a design based on the city center overall approach. This approach provides excellent illumination of the roadway, but inadequate light levels for the library parking lot and walkway system. All light fixtures are in need of upgrading to improve performance and appearance.



The exterior receiving area is in generally poor condition due to vehicle damage to vertical surfaces over the years of use. This damage has allowed water infiltration into the masonry finishes, with freeze and thaw cycles causing deterioration to the walls. The exterior mechanical yard has a loose

stone base and there does not appear to be adequate yard drains to remove ground water. This could be creating some of the problems in the receiving area and contributing to the water infiltration problem in the lower level exterior stairwell. Additional comments are included later in the report.

STRUCTURAL

The main floor is constructed using spread footing and concrete slab on grade. The drawings indicate the concrete slab has perimeter insulation installed at both the original building and additions. There is an approximate 1,300-square-foot basement area that uses hollow core precast plank with concrete topping for the first floor construction.

FACILITY ASSESSMENT – BUILDING COMPONENTS

The roof structure is steel joist and metal deck framing on masonry bearing walls. All of these structural elements appear to be in good condition and no problems were reported. Precast decorative panel supported by steel angle frames are used to screen the rooftop mechanical units. The angle frames, though rusting, are in good condition, but will require preventative maintenance. The existing building foundations and structural steel is not designed for vertical expansion.

BUILDING ENVELOPE

The original building is constructed using non-insulated masonry cavity walls and non-insulated precast concrete. The addition uses an insulated cavity wall construction and interior insulated pre-cast concrete wall construction.

The non-insulated cavity wall will be problematic in a renovated project. The humidity levels required in a library will create mildew in the interior of the wall.

Two other areas of concern were noted in the masonry construction. There is moderate to severe corrosion to the steel lintels supporting the face brick over the windows in the original building. This is likely the result of water infiltration at the roof base flashing into the cavity wall along the perimeter walls, and the lack of flashing installed above the lintels.



The second concern is at the projecting masonry wall of the original building. These projections are constructed with face brick caps where the joint has allowed water to infiltrate to the interior. This has resulted in efflorescence (leaching of natural salts contained

in the face bricks) to appear on the interior of the building.

Although the efflorescence is an appearance issue, the continued infiltration of water will result in eventual deterioration of the wall. The masonry projections used for the addition utilized a concrete cap to lessen the number of joints and possibility of water infiltration.

There is a serious problem with water entering the building at the lower level from the exterior stairwell. The library has to use pallets to elevate material stored in the adjacent storage room to prevent water damage. This area is also used as an areaway for air intake for the mechanical system.

This areaway is approximately four feet by ten feet and drained by a single floor drain. Because of the areaway being used for both



the mechanical system and as an exit way, solutions to correct the problem are very limited. Both the manner in which this area is drained, and the amount of water that is allowed to enter the area, is contributing to the problem.

Joint sealant appears to be in reasonably good condition with less than five percent indicating adhesion or deterioration problems. The masonry mortar joints are showing some cracking, indicating the need of some masonry restoration. Minimal cracked bricks were noted.

The windows in the original building are generally single glazed in aluminum frame, except where upgrades or remodeling occurred. The windows in the addition are insulated double panes in aluminum framing. The windows use an adjustable horizontal blind to control sunlight. A number of perimeter sloped skylights are used on both the original building and the addition. The original building uses a butt glass installation and the addition uses an aluminum framed system. Caulking of the butt joint glass system has recently been repaired. There are eight large domed skylights used in the adult service area of the addition. The owner did not report any leaks or problems with these skylights.

Automatic entrance doors exist at the main library entrance. The doors appear to be operating properly and repel if an obstruction is encountered. The entrance “feels” somewhat awkward due to the alignment of the wall and the door at a forty-five degree angle. The door opening does not allow patrons to enter and exit at the same time. A manual single door opening is adjacent to the automatic doors.

The roof, base flashing, and metal flashing were reported to have been replaced four years ago. The replacement roof is a coal tar roof system.

Horizontal finned aluminum louvers are used for the ventilation system and located in the exterior stairwell to the lower level. The louvers appear in good shape; however, they are located close to the bottom of the areaway floor and contribute to the water infiltration problem to the lower level.

INTERIOR

The interior stairs to the lower level are constructed such that would not conform to current design standards. The handrails do not meet existing code, as they do not extend beyond the last riser. A ramp that meets code is located adjacent to the stairs leading to the adult service area.

INTERIOR FINISHES

Adult Services

The majority of the ceiling consists of two-by-four lay-in acoustic tiles. The tile and grid are in good condition; however, they are dirty from age, especially adjacent to air diffusers. The central area of the adult service ceiling is acoustical plaster and is in generally good condition. However, due to the comments of acoustical concerns, it is assumed that the ceiling has been painted with material that has degraded the performance. Walls are face brick and drywall and in generally good condition. There are locations where minor effervescence is apparent. The floors are carpeted and showing wear conditions in traffic areas, particularly at adult services. The space lacks “freshness” and does not create an interesting environment.

FACILITY ASSESSMENT – BUILDING COMPONENTS

Youth Area

The majority of the ceiling area is acoustical plaster and again, based on comment of acoustical concerns, it is assumed the ceiling has been painted with material that has degraded the performance. Walls are face brick and drywall and in average condition with the effervescence discussed elsewhere in this report more prevalent. The floor utilizes the same carpet as the adult services area, except there are “rugs” used to create the youth “sensation.” The adjacent Craft and Story rooms are lay-in ceilings. The movable partition that separates the two program rooms is in poor operating condition and will require replacement. The space lacks “freshness” and does not create a stimulating environment.

Staff and Office Areas

Ceilings are lay-in acoustical tile and generally in good condition. Walls are drywall and in generally good condition. Floors use the same carpet as the adult services and youth area.

Toilet Rooms

As indicated earlier in this report, the toilet room finishes have been completely refurbished to “freshen” the appearance.

CODE ISSUES

Codes used in assessing this building are based on the 2003 Michigan Building Code incorporating 2003 IBC and ANSI A117.1 1998 for accessibility. Both of the codes are expected to be revised in spring of 2008. Changes to the codes may affect other items in the library that we are not aware of until codes are published. The library building would fall under the “grandfather” provision - “Existing Conditions.” We have based our comments as if the building were to be updated to meet current code requirements.

Current construction classification is IIB. This construction classification is a type using noncombustible materials and is appropriate for expansion.

Libraries fall into Use Group A-3. Current code requires that buildings of Use Group A-3 with an occupancy load of over 300 be fully sprinklered. The original building does not have a fire protection system, but the later addition is fully sprinklered. The separation between sprinklered and nonsprinklered areas should be separated with a fire-rated wall and door. One area of the building has a wall that meets the required separation. The door is equipped with a label stating it was built to fire rated requirements, but that because of size, it does not have the required fire label. **Any renovation or expansion of library would require the entire building to be sprinklered.**

The adult services area **does not have proper space between the tall shelving and the ceiling** around the perimeter of the building based on current fire codes.

The emergency exit stair from the basement exits into the mechanical equipment area near receiving. There is no emergency exit from this area. This is a code violation.

Not all storage rooms have rated walls or doors as required by code. Areas in nonsprinklered areas would be of primary concern.

None of the toilet rooms within the Library meet current accessibility requirements. The public toilet rooms adjacent to the main circulation desk appear to have sufficient space within to alter them to current requirements. However, renovation would require

the loss of one fixture in both the men's and women's rooms. The staff toilet rooms lack sufficient space to be remodeled to meet accessibility requirements. Toilet rooms at the youth area may have sufficient space to remodel and make accessible, but this would require changes to the entrances. They lack the required clearances at the latch side of the doors. The loss of one fixture in both rooms would also be necessary. A plumbing fixture count was not reviewed.

The library has an adequate number of sinks, urinals, and water closets based on current code requirements. Any expansion of the library would require additional toilet rooms.

Drinking fountains protrude into the walking spaces more than the allowed 4 inches.

Many doors within the library lack the required clearances on either the push or pull side of the doors. In some instances, it is possible to relocate furniture to provide the necessary clearances. In the youth area, doors to the Craft Room and program room would require cutting back shelving units on the latch side of the door to provide the required clearances. Other doors within the library would require re-working entrances and changing walls to provide required maneuvering clearances at swinging doors.

The rear vestibule at the staff area does not have the required distance between doors.

The clear maneuvering areas at doors for exiting do not meet current codes for accessibility. This is primarily in the staff areas where offices and corridors have been added.

The glass adjacent to the doors requires safety glass within 18 inches of the floor, and where walking surfaces are within 36 inches horizontally of the plan of the glazing. While safety glass is provided in the doors, it does not appear to be in the glass adjacent to the doors.

The ***elevator does not meet current accessibility*** requirements because of its size.

The ramp to Adult Services is carpeted and the carpet does not meet the required slip resistance for ramps.

Books and other combustible materials are stored in exit access corridors, which is a code violation.

Guardrails are required where stairs are located 30 inches or more above the floor below. The existing stairs have required handrails, but not guardrails. This is a code violation.

Audible and visual fire alarms are now required by code. Both appear to be lacking in the library.

The book return is in the lobby. Code requires that the book return should be enclosed in a one hour fire-rated room.

MECHANICAL

HVAC in the original building is provided by a multi-zone air handler installed in the lower level. The air handler uses hot water coils for heating and chilled water coils for cooling. Hot water is provided by a natural gas-fired boiler installed in the lower level, and chilled water is provided by an air-cooled chiller installed outside.

FACILITY ASSESSMENT – BUILDING COMPONENTS

Humidification was not provided for this system. The air handler, boiler, chiller, and most of the piping was replaced in 2005.

HVAC for the addition is provided by rooftop units with DX cooling and natural gas heating. Steam humidifiers were provided with these systems. All of the **original rooftop units have been replaced over the last six years and are in good condition.**

Several small cooling units have been installed to provide additional cooling in specific areas. Both ducted furnaces with remote condensers and unducted units with remote condensers have been used.

Toilet rooms include automatic flush valves, sensor-operated faucets, and wall-hung water closets. The Toilet Rooms have been completely remodeled, including new fixtures, over the last year.

The addition is fully fire-suppressed using wet sprinklers. The original building is not sprinklered.

The mechanical systems appear to be well maintained and have been upgraded as older equipment wore out. The systems are maintaining acceptable levels of comfort in the library; however, they are not designed for expansion and would need to be supplemented to service additional space.

ELECTRICAL

The main electrical service for the original building is in the lower level of the building on the southeast side. This **equipment is 30+ years old and has limited capacity for renovation or expansion.**

The electrical service equipment for the addition is also on the lower level of the building, north of the original equipment. It is located on an outside wall, but the room is not suitable for additional equipment. It backfeeds the original library's electrical service.

The general power throughout both footprints is distributed to specific lighting and power panels. Lighting is controlled by operating the local breakers in these panels, not by conventional wall switches or motion sensors.

The **fire alarm system has been utilized to its maximum capacity** and is not suitable for an upgrade to provide audio and visual alarms as required by today's standards. The existing building has audio (horns) only. It was also noted that the beam detectors in the stack area are not operating.

The facility has been updated with T8 electronic ballast for linear fluorescent and compact fluorescent lighting, replacing all incandescent lamps. The older section has foot candle readings in the 30 fc range while the newer section has 50 fc at the desks and 20-30 fc at the skylight areas. These **values are within the acceptable range for library usage.**

The library is on a primary electrical service rate, which is controlled and monitored thru a "Building Management System" (BMS). The utility bill is prorated monthly.

The site needs upgraded lighting. The parking lot has common parking with the other facilities, and patrons that park farther away from the building need additional lighting.

TECHNOLOGY

Existing technology closets are located within a storage room/electrical closet. There are several concerns with this arrangement: the equipment is not protected in the space; the data racks are not grounded properly; power is not dedicated in the closets; and the space is shared with power panels which may be causing EMI across the data system. The space is not cooled, therefore, heat builds up in the room. ***This reduces the lifetime of the equipment.*** The file server is located within an office cubicle, sitting on the floor. This causes dust and debris to be pulled into the system. The system is not in a secure location. The building needs to have a main server room which will allow the servers, network, phone system, and video systems to be in a controlled environment. When new computers are being installed, the IT staff does not have a location for staging the systems before they are installed.

There are several code concerns relating to the existing technology cabling. The existing voice and data cabling penetration are not fire-stopped, which violates code requirements for fire-rated wall construction. The existing cabling is not supported above the ceilings. Cable must be supported every five feet in accordance with the national electrical code. The above ceilings have existing old cabling. According to the national electrical code, all unused cables must be removed from the ceiling spaces unless it is tagged at both ends and identified for future use. Old cabling is considered to be a fuel source in the above ceiling space and must be removed. The existing phone system is a city-wide system which is in good condition. The library may want to add a remote node to assure if the connection or system has a failure between the library and the city, it will provide the library with a working system.

Computer lab locations are configured via wireless. It would be our recommendation to ***hardwire the labs to provide the most bandwidth possible.*** The building does have wireless, but it is totally open. It would be our recommendation to secure the wireless network.

Printing is done at the reference desk and circulation desk. Currently, the patron must go to the desk to pay for the print job, and then the staff will provide the sent print job. It would be our recommendation to look at a print management system, which is self supported to recover printing costs.

Updating of equipment should be considered. The meeting rooms have older video/audio equipment. It is an option to upgrade to allow more functions and better quality of sound. The network switches are out-of-date and do not provide the capabilities of creating different V-Lans. Computers/printers are in need of an upgrade within the timing of the project. It was requested by the staff to have the capability to be mobile and support the patrons. The mobile request was for phones, computers, or tablets to help support the patrons in the stacks area.

OPTIONS

OPTIONS

INTRODUCTION

Design options range from minimal disruption of the existing library to creating a replacement library. The option that precluded demolition of any portion of the library appeared unrealistic for three significant reasons:

- Expansion of the building to the east would require relocation of the existing boulevard.
- The east half of the library is inefficient and reuse would exaggerate this condition throughout the whole project. The results would be a long-term increase in operational costs.
- Utilization of the existing east half of the library would increase the gross building area needed for meeting the library space needs.

Essential consideration in the expansion and renovation to an existing library is ***maintaining quality library service, the community's well being, and library staff's health and safety.***

Projects involving multiple construction phases and numerous staff relocations create undue hardship on everyone. The team's strong recommendation based on experience was to develop options predicated on ***optimizing the community's well being and library staff's health and safety.***

The goal of quality of library design and building infrastructure are consistent for all three options. If concerns about library performance or building infrastructure did develop, it will be noted. All three options require that at least 60,000 square feet of the library be located in new library space that is three floors in height. This amount does vary with Option A, providing the least new floor area and Option C the most.

OPTION A

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Option A



OPTION A

Option A attempts to retain as much of the existing building as is

reasonable. The portion of the building to be removed is everything east of the corridor that leads to the youth room. This area contains: meeting room, café, Friends Store, staff work areas, shipping and receiving, rest rooms, and basement. The premise behind this approach is to make the existing youth area more functional by expanding eastward, thus creating a larger, more correctly portioned library space. The current adult collection area would be renovated and new library space would be constructed to the east. This new space would be approximately 60,000 square feet distributed between three floors.

Unfortunately, the portion of the library that requires demolition contains the essential library services and building infrastructure.

Therefore, relocating the library to a temporary location for the duration of construction is recommended.

From a library planning design and operational perspective, this approach retains the most significant ***negative aspect of the existing building-three different floor elevations.*** This single element would create planning and architectural design issues that would telegraph throughout all aspects of the new library. The exact nature and cost implications will involve more detailed analysis.

In terms of site development, ***this is the least user-friendly of all three options*** because it requires all parking be consolidated north of the library. The consequence is that a significant amount of parking is located greater walking distances from the main entrance, which was a concern identified during the focus groups. A portion

of existing parking south of the library, near City Hall, would be removed, displacing valuable parking.

Another significant disadvantage of this option is relocation to temporary space; requiring additional cost for leasing space, lease space improvements, and two moves of the library. The amount of temporary space leased would be dependent on availability and the cost for improvements would vary by location. Due to weight, tall library shelving typically cannot be located on standard office space above ground floor level.

Advantages of Option A include:

- Retaining the majority of the existing building
- Removing residents and staff from construction zones
- Relocation for efficient execution of construction
- Maintaining library as back drop for Peace Garden
- Ease of locating affordable lease space in current economy

Disadvantages of Option A include:

- Moving the library twice
- Facing challenges posed regarding multiple floor elevations
- Planning and operational shortcoming due to existing conditions
- Reducing parking spaces near city hall
- Moving larger quantity parking farther from entrance
- Affording leasing space
- Affording improvements for lease space
- Spending time locating lease space
- Losing a potential two years of some library services
- Removing library from City Center for two years
- Retaining portion of existing building that requires exterior corrections

OPTION B

68



Option B



.....

OPTION B

The premise of **Option B is to salvage only the best part of the building** most suited for addressing library needs and expand the existing facilities. The existing adult services area is quality library space that can be effectively reutilized, most likely as a youth library due to size, scale, and location. By retaining this section of the **building the limitations associated with three different floor elevations are eliminated.**

This approach allows the library to remain in place and retain full operations. First, the new construction would be executed in the current parking lot, with the main entrance closed. New parking would be constructed and the west library entrance would remain open. There would be some expenditures for temporary sidewalks, temporary construction separations, and temporary fire exits in selected locations.

In Option B, the library moves north into the existing parking lot, creating additional parking south of the building, near City Hall. This building configuration provides entrances on the south, west, and east building facades without compromising library security. This approach enables relocation and consolidation of parking which benefits all elements of the Civic Center Complex. Though the parking lot expands parking to 430 cars, **no parking space will be farther away from an entrance than in the current configuration.** Once the youth library is removed, the Peace Garden will need some consideration.

One of the primary benefits of this option is the existing library can remain in place with no loss in library services. There is only one move for the majority of library functions, but two moves for the youth library. It does require demolishing 50% of the existing building, but enhances Civic Center Complex parking distribution.

Advantages of Option B include:

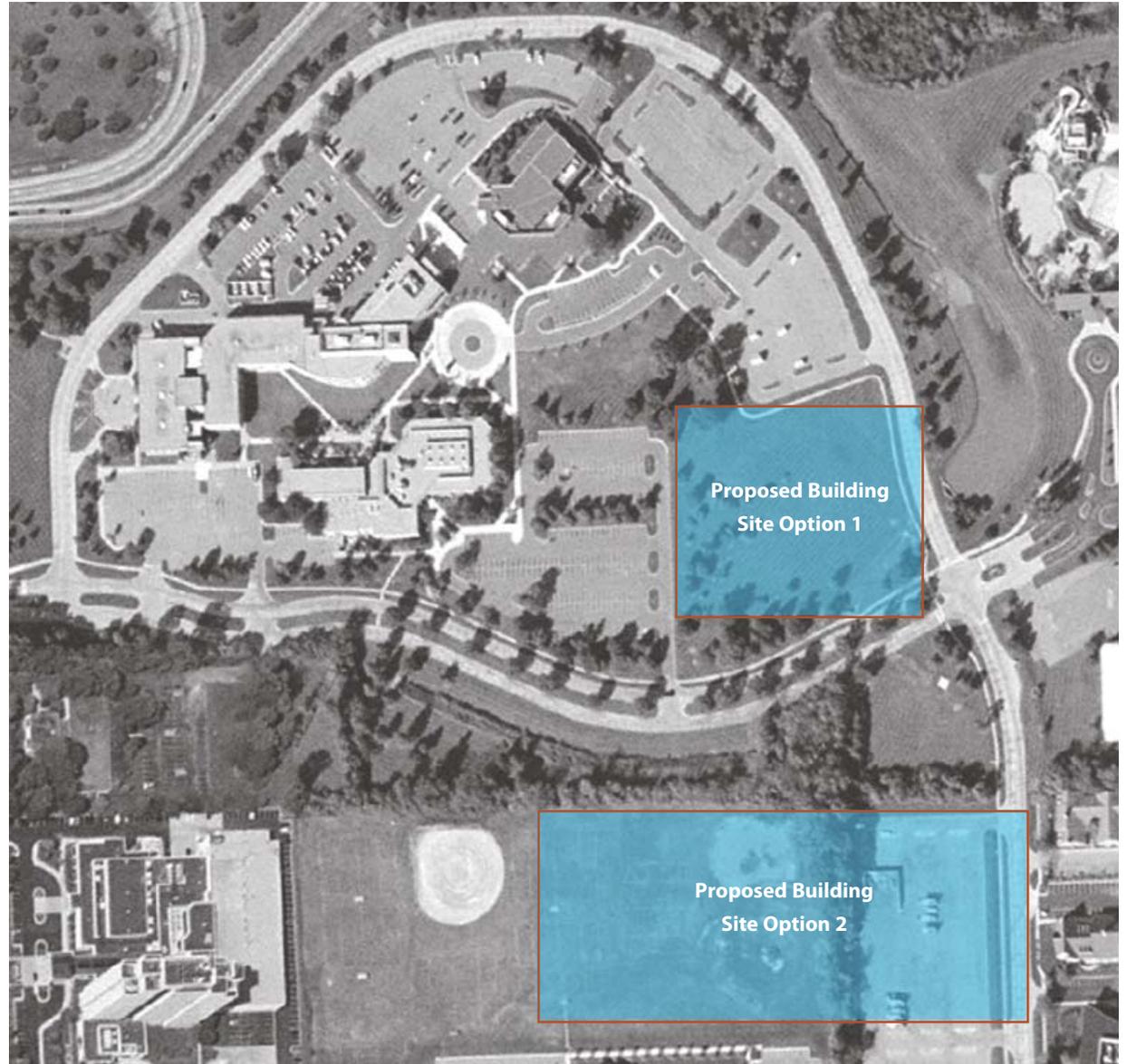
- Operating existing library without interruption
- Distributing parking effectively
- Leasing space is not necessary
- Improving temporary lease space is not necessary
- Retaining best part of existing library
- Effectively integrating existing library into the expansion
- Relocating majority of library space in a single move
- Limiting unforeseen existing conditions by utilizing most adaptable portion of existing building
- Eliminating portion of building requiring exterior wall corrections

Disadvantages of Option B include:

- Demolishing 50% of the building
- Budgeting for some phasing and temporary construction costs
- Facing design restrictions due to existing conditions
- Increasing walking distances for library users during construction

OPTION C

70



OPTION C

Option C proposes a replacement library located on city property between the Civic Center Complex and the Community Center. The relocation of playfields, which was a concern raised in the focus group, would need to be addressed and is not a part of this study. Placement of the new library would require that it retains its own identity, and not detract from the Community Center.

A replacement library, since not impacted by existing conditions, will be more efficient to plan, **requiring less square feet of building** to accomplish same library program. Experience shows a reduction of 3% to 5% in square feet of building. For the purposes of the study, a 4% reduction in space was used, or approximately 5,000 fewer square feet. The construction contingency can be reduced by 1% without having to utilize portions of the existing building.

In Option C, the existing library remains in operation, services continue as usual, and library users avoid the construction site. There would be only one library move. There would be no temporary lease improvements, no lease costs and no phasing costs. There is a higher percentage of new construction, which is more costly than renovation.

A consequence of this approach is that the **existing library will be vacated**. If there are unmet space needs within city facilities, this could be an asset. Retaining the existing building will increase operational costs for the city and relocation of playfields will require land and capital improvements.

Advantages of Option C include:

- Limiting library users and staff's exposure to construction site
- Precluding temporary facilities and phasing costs
- Requiring less square feet of building
- Providing best opportunities for library planning and design
- Providing best opportunity for effective site design
- Reducing parking impact within the Civi Center Complex
- Providing greatest opportunity for new identity
- Retaining the existing library for other purposes

Disadvantages of Option C include:

- Requiring additional property and cost for playfield relocation
- Dissipating use for existing building
- Maintaining existing building costs
- Facilitating adaptive reuse of existing building at additional cost

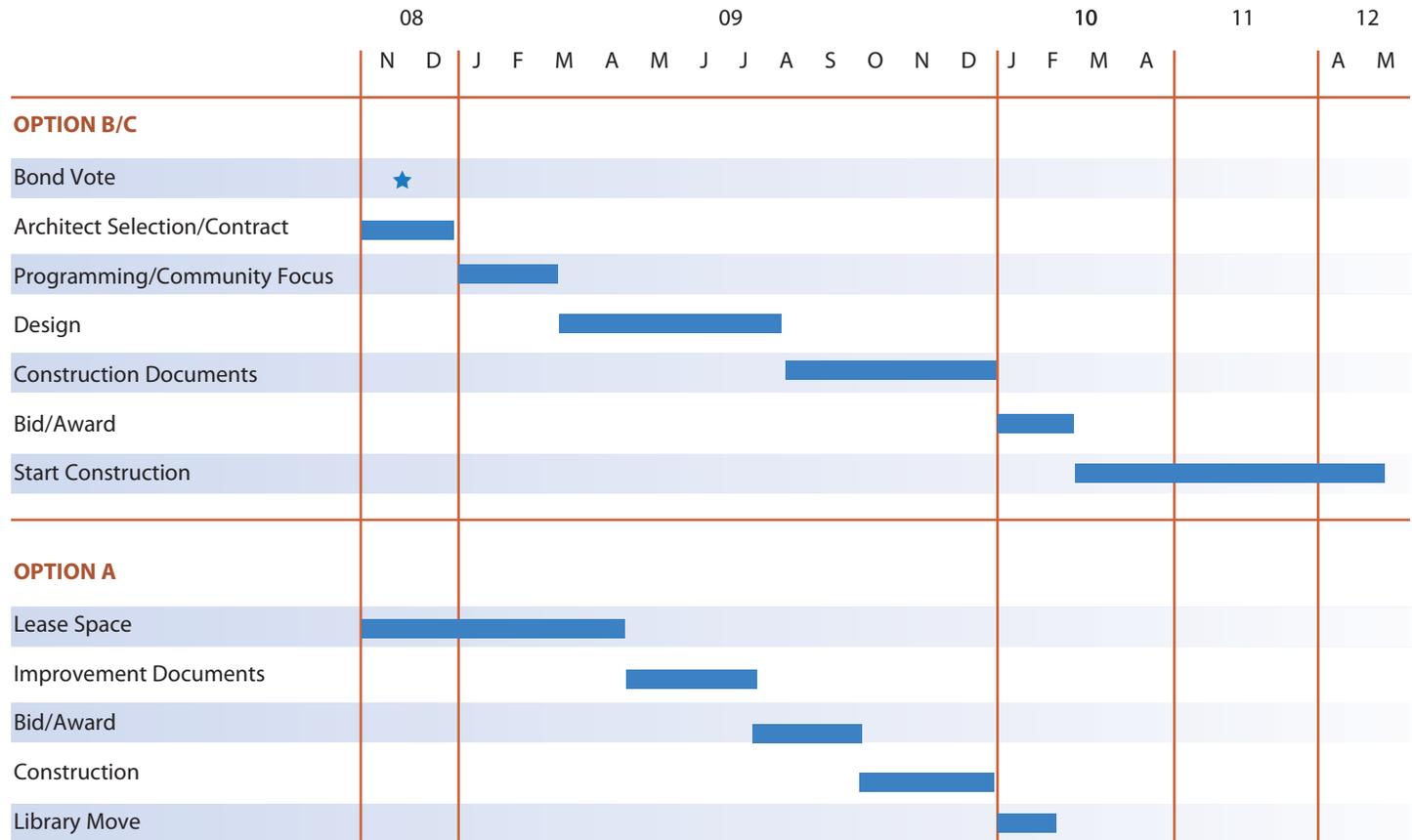
SCHEDULE

SCHEDULE

The schedule outlined is conservative and should establish the longest duration that could be expected. Key determinates are: a successful bond vote in November of 2008; architect's selection to be completed by January 2009; construction bids by January 2010; and construction start by spring 2010. It has been our experience that a bid process starting in January offers the most competitive climate and allows preferred construction start sequence. The schedule reflects a traditional design and construction process. The construction delivery method of either general contractor or construction manager does not effect the construction duration.

In discussions with focus groups, library staff, and city representatives, ***it is apparent that the community wants a voice. Therefore, we suggest an extended programming period to accommodate additional community input.*** The Troy Library has the potential to be one of the most significant library projects ever done in Michigan. Therefore, take the time to do it right! That is in line with what the community wants. The suggested schedule provides for extending the design and construction documentation period, but the additional time will not increase design and engineering fees.

The construction period of twenty-four months is conservative and does apply to all three options. There will likely be slight variations between options and a more detailed schedule should be developed after November 2008. The longest schedule will likely be Option B and the shortest Option C.



OPINIONS OF PROBABLE COSTS

OPINIONS OF PROBABLE COSTS

Opinions of Probable Costs are based on set quality and quantity factors which require definition. The quantity of building is net program area increased by a grossing factor. The grossing factor accounts for stairs, circulation, mechanical, electrical, structure, toilet rooms, walls, etc. In Option A and B, the net program area was increased by 30% due to inefficiency of expansion and renovation. In Option C, the replacement building, the program area was increased by 26% due to efficiency of new construction.

Projects costs are based on a November 2008 bond passage, with start of construction in the second quarter of 2009. Schedule is based on 36 months from start of planning to substantial completion. Schedule delays will result in cost adjustments due to inflation.

A consistent message heard in meetings with the community focus groups, City personnel, Friends of the Library, Library Advisory Board, and Library staff is **do it right, but use some restraint**. The budget numbers provided represent this sentiment, **illustrating a quality project that will require financial discipline** by those involved.

The site costs provide for 430 cars of new parking with site area set aside for future parking. The intent is to provide parking that satisfies the majority of library situations without overbuilding and to utilize existing parking when possible. The landscape budget includes plaza developments at entries, planted parking lot islands, and landscape integration into the Civic Center site design. Lawn areas and planting beds will contain irrigation. A detailed courtyard execution between city hall, library, and police would be left for future projects.

The building design will **allow disciplined incorporation of green technologies and practices**. A best practices approach that embraces good resource management and energy practices has been accounted for. The building design is **budgeted to be creative, simple, elegant, and constructed of durable materials**. There are adequate dollars to accentuate specialty areas with increased ceiling height, quality materials, and additional natural light. In staff areas, behind-the-scene spaces, and collection areas, the budget expects more modest architecture. The budget should support durable materials with lower maintenance and good life cycle costs, but yet be attractive.

Investment in **infrastructure that allows future adaptability and reduces energy consumption** is important. Budget numbers provide for mechanical and electrical systems that conform to both sustainable and library design best practices. Electrical and technology systems are budgeted so every public seat has an appropriate work environment. Building infrastructure will be designed in a manner that reconfiguration of spaces should be easily accommodated. The **technology budget provides for hard-wired and wireless environments, and meeting rooms, which will be equipped to enable more sophisticated presentations**.

There are two significant costs that will be required to complete the project, but should not be included in the bond amount; these are computers and collection costs. It was clear from community focus groups and city staff that computers and items that have a short life expectancy should not be bonded for twenty years. The cost of the opening day collection, RFID tagging of the collection, and computers are not included in the bond costs.

OPTION A: RENOVATION AND EXPANSION

Site Work	
New Work	\$2,150,000
Demolition	
Site and Building	\$250,000
Renovation of Existing Library	
31,600 sq. ft. @ \$130 / sq. ft.	\$3,792,000
New Construction	
84,590 sq. ft. @ \$200/ sq. ft.	\$16,960,000
Technology Infrastructure	
116,190 sq. ft. @ \$18/ sq. ft.	\$2,095,200
Construction Contingency	
8% of construction	\$2,019,776
Furniture and Furnishings	
116,190 sq. ft. @ \$23/ sq. ft.	\$2,677,200
Subtotal	\$29,944,176
Architectural/Engineering/CM Fees	
@ 10%	\$2,994,418
Bond Issue Expenses	
@ 1.8%	\$538,995
Testing/Reproduction/Permits	
@ 1.5%	\$449,163
Moving	
Allowance	\$80,000
Temporary Facility Improvements	
25,000 sq. ft. @ \$25/sq. ft.	\$625,000
Phasing	
No phasing needed	\$0
Subtotal	\$34,631,751
Lease Expenses	
25,000 sq. ft. @ \$20/sq. ft. for 2 years	\$1,000,000
Opening Day Collection	
30,000 items @ \$35 per item	\$1,050,000
Technology Hardware	
116,190 sq. ft @ \$6.50 / sq. ft.	\$756,600
Total Project Cost	\$37,438,351

OPTION B: RENOVATION AND EXPANSION

Site Work	
New Work	\$2,150,000
Demolition	
Site and Building	\$300,000
Renovation of Existing Library	
19,000 square feet @ \$130/ sq. ft.	\$2,280,000
New Construction	
97,190 square feet @ \$200/ sq. ft.	\$19,480,000
Technology Infrastructure	
116,190 sq. ft. @ \$17.50 / sq. ft.	\$2,037,000
Construction Contingency	
8% of construction	\$2,099,760
Furniture and Furnishings	
116,190 sq. ft. @ \$23/ sq. ft.	\$2,677,200
Subtotal	\$31,023,960
Architectural/Engineering/CM Fees	
@ 10%	\$3,102,396
Bond Issue Expenses	
@ 1.8%	\$558,431
Testing/Reproduction/Permits	
@ 1.5%	\$465,359
Moving	
Allowance	\$40,000
Temporary Facility Improvements	
No temporary facility improvements needed	\$0
Phasing	
Allowance	\$200,000
Subtotal	\$35,390,147
Lease Expenses	
No lease expenses	\$0
Opening Day Collection	
30,000 items @ \$35 per item	\$1,050,000
Technology Hardware	
116,190 sq. ft @ \$6.50/ sq. ft.	\$756,600
Total Project Cost	\$37,196,747

OPTION C: RENOVATION AND EXPANSION

Site Work	
New Work	\$2,150,000
Demolition	
Site and Building	\$0
Renovation of Existing Library	
No renovations needed	\$0
New Construction	
111,750 square feet @ \$200/ sq. ft.	\$22,350,000
Technology Infrastructure	
111, 750 square feet @ \$17.50/ sq. ft.	\$1,955,625
Construction Contingency	
7% of construction	\$1,851,894
Furniture and Furnishings	
111,750 sq. ft. @ \$23/ sq. ft.	\$2,570,250
Subtotal	\$30,877,769
Architectural/Engineering/CM Fees	
@ 10%	\$3,087,777
Bond Issue Expenses	
@ 1.8%	\$555,800
Testing/Reproduction/Permits	
@ 1.5%	\$463,167
Moving	
Allowance	\$40,000
Temporary Facility Improvements	
No temporary facility improvements needed	\$0
Phasing	
No phasing needed	\$0
Subtotal	\$35,024,512
Lease Expenses	
No lease expenses	\$0
Opening Day Collection	
30,000 items @ \$35 per item	\$1,050,000
Technology Hardware	
111,750 sq. ft @ 6.50/ sq. ft.	\$763,750
Total Project Cost	\$36,838,262

TERMINOLOGY

Site Development Cost: Includes parking lots, walkways, landscaping, site lighting, storm water management, utilities, outdoor reading areas, and entry plazas. Amount of new work is consistent between all options.

Site and Building Demolition: Removal of parking lots, walkways, landscaping, and abandoning utilities. Building demolition is selective and varies between Option A and B.

Renovation: Quality level is consistent between schemes. This includes retaining the building superstructure, replacement of building infrastructure, and new interiors.

New Construction: New library space inclusive of all finishes and building systems.

Technology Infrastructure: Cabling, meeting room technology, phone system, public address system, fire alarm system; library security system, and self-check.

Furniture and Furnishings: New furniture for entire library and youth features. Existing shelving to be used in staff areas.

Construction Contingencies: Money allocated for unforeseen site, building, and construction conditions. Options A & B are at 8%, Option C is at 7%.

Phasing Cost: Option B only. Includes costs for temporary fire exits, walks, building separations, and phased parking lot construction.

Architecture/Engineering/Construction Management Fees: Includes fees from programming through certificate of occupancy and percentage of site, building, technology, furniture, and contingency costs.

Permits/Reproduction/Testing: Includes building permit, tap fees, printing of bid documents, and third-party testing by owner consultants.

Relocation Cost: Cost of moving collections, library resources, and staff.

Temporary Facility Improvements: Cost of upgrading existing space for temporary library.

Lease Expense: Based on leasing a space for 24 months.

Bond Issue Expense: Legal fees and expenses for selling bonds.

Opening Day Collection: New materials needed to supplement existing collections (not included in bond amount).

Technology Equipment: Computers, software, RFID tagging of collections (not included in bond amount).



CITY COUNCIL REPORT

DATE: January 29, 2008

TO: Phillip L. Nelson, City Manager

FROM: Brian P. Murphy, Assistant City Manager/Economic Development Services
Mark F. Miller, Planning Director

SUBJECT: Development Approval/Permit Process Report – Presentation by Paul Zucker, Zucker Systems

Background:

- Paul Zucker, President, Zucker Systems will make a presentation to City Council at the February 4, 2008 meeting.
- The City entered into a contract with Zucker Systems of San Diego, California. This study was initiated by the City to conduct a comprehensive evaluation of the City's development approval and permit processes such as, but not limited to, rezoning, special use approvals, building permits, plan check, development approval, inspections and enforcement processes established by the departments.
- Zucker Systems found that overall, the development related departments in Troy are operating well. Comments from the customers via focus groups and mail surveys are some of the best Zucker Systems have seen in their studies. Additionally, staff scored high on the employee surveys indicating generally positive attitudes. The City of Troy prides itself in being a premier city in Michigan and wishes to remain in that category.
- Zucker Systems report includes 102 recommendations for improving Troy's development approval and permit process. Three key areas or groupings are identified that are recommended as the highest priorities: Technology; Timelines; and Budget and Fees.

Financial Considerations:

- This is a presentation of a study; there are no financial considerations at this time.

Legal Considerations:

- This is a presentation of a study; there are no legal considerations at this time.

Policy Considerations:

- This is a presentation of a study and no action is requested; however, if the study or parts of the study are implemented it will promote: Goal I - Enhance the livability and safety of the community; Goal II - Minimize the cost and increase the efficiency and effectiveness of City Government; Goal III - Retain and attract investment while encouraging redevelopment; and Goal IV - Effectively and professionally communicate internally and externally.

Options:

- City Council could request City Management to start implementing the findings of the Zucker Systems Study.

Attachment: Zucker Systems Study

Prepared by: MFM

G:\Development Approval Consultant\Document\City Council memo 02 04 08.doc

Development Approval/Permit Process

Troy, Michigan

By

Zucker Systems
Paul Zucker, President
Katie Wilson, Senior Associate
Scott Troyer, Senior Associate
Mac Birch, Kendig Keast Collaborative



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January 2008

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I. EXECUTIVE SUMMARY

BACKGROUND

This study was initiated by the City to conduct a comprehensive evaluation of the City's development approval and permit processes such as, but not limited to, rezonings, special use approvals, site plan approvals, building permits, plan check, development approval, inspections and enforcement processes established by the departments.

OVERVIEW POSITIVE FINDINGS

Overall, the development related departments in Troy are operating well. Comments from the customers via focus groups and mail surveys are some of the best we have seen in our studies. Additionally, staff scored high on the employee surveys indicating generally positive attitudes. The City of Troy prides itself in being a premier city in the State of Michigan and wishes to remain in that category.

KEY PRIORITY AREAS FOR IMPROVEMENT

This report includes 102 recommendations for improving Troy's development approval and permit processes. While all the recommendations are important, we believe there are three key areas or groupings that need the highest priority as follows:

1. TECHNOLOGY

Findings

Troy's current information systems infrastructure can be categorized as being substantially up to date, and in some cases "leading edge." However, in relation to the development approval and permit processes, the City lags behind more progressive communities. These functions are rapidly changing around the country with automated permit processing and monitoring systems, electronic plan filing over the Internet, and electronic document-management systems which can finally lead to the so called "paperless" office. Troy can use an aggressive approach to technology as part of its overall economic development and business strategy.

Recommendations

We have made numerous technology recommendations throughout this report. Key areas for early implementation include:

- The Information Technology Department and the development related departments should form a technology partnership to move ahead, Recommendation 7.
- The City's Equalizer system is a workable system and has many more features than currently being used. Its use should be expanded in the Building and Engineering Departments and added to the Planning Department, Recommendation 8, 11 and 37.
- The departments should use Equalizers document attachment capabilities, Recommendation 16.

Once these improvements are in place the City should begin to prepare for electronic plan submittal.

2. TIMELINES

Findings

Troy's timelines for planning activities are well within national standards and work well. Timelines for Building and Engineering activities, although within many national standards, in some cases are longer than we recommend. Timelines that are longer than necessary add to the cost of development and in some cases can even reduce quality. Timelines are not only a concern to developers, but also local businesses and homeowners get frustrated when they wish to move ahead with their projects.

Recommendations

In order to address timeline issues we suggest:

- Using contract staff when necessary if staff cannot meet agreed upon timelines, Recommendation 45 and 54.
- Set specific turnaround times for various activities and attempt to meet them 95% of the time, Recommendation 64, 65, 78, 79, 86, 87, and 90.

3. BUDGETS AND FEES

Findings

The City has an excellent reputation for prudent and conservative budget policies. As such, recommendations in this report that will require additional funds may be looked on in a negative light. However, any poor performance in development related activities creates a high penalty in the development community. The penalty is so high

that virtually all developers are more than willing to pay extra fees for shorter timelines and more certainty in the process. We have proven this and documented it in our studies in 27 states.

Recommendation

We recommend that the City provide the necessary funds to implement the recommendations of this report. The most costly of the recommendations will be for the technology improvements. While we would not object to added expenditures from the General Fund, a more reasonable approach would be to fund the improvements through increased fees. Specific recommendations include:

- Consider fee increases as necessary to meet suggested performance standards and technology improvement, Recommendation 2.

II. INTRODUCTION AND SUMMARY

A. BACKGROUND AND PURPOSE

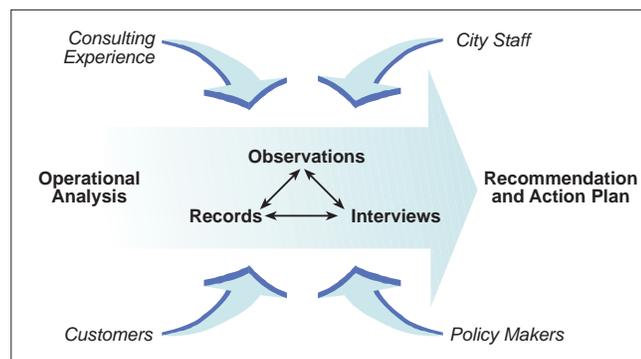
This study was initiated by the City to conduct a comprehensive evaluation of the City's development approval and permit processes such as, but not limited to, rezonings, special use approvals, site plan approvals, building permits, plan check, development approval, inspections and enforcement processes established by the departments.

The RFP for the study was issued April 3rd 2007. Interviews were held June 4th 2007. Zucker Systems was selected for the contract with a contract dated June 18th 2007. Zucker Systems staff spent time in Troy August 14th, 15th and 16th and September 18th and 19th.

METHODOLOGY

Zucker Systems used a proprietary well-tested, integrated methodology for this study, as shown in Figure 1. We brought our extensive experience to the study, worked closely with City staff, and solicited input and observations from customers and policy makers. The methodology is built on interrelating records, observations, and interviews. Each is necessary for valid studies. National research has shown that each one of these three—if relied upon exclusively—can be subject to substantial error. For example, record systems are often found to be as high as 50% in error, or the wrong things are measured. We used observations and interviews to verify records. Records and interviews were used to verify observations. Records and observations were used to verify interviews. Each group of people, shown in Figure 1, was an important part of the process.

Figure 1
Methodology Overview



Specific activities conducted for this study included the following:

Customer Input

- Three customer focus groups of 20 people.
- A mail survey to 738 applicants for development approvals or permits.
- A mail survey was sent to 219 homeowner builders.
- Meeting with Chairman of the Planning Commission.
- Telephone Interview with Chairman of the Board of Zoning Appeals.
- Meeting with Chairman of the Building Code Board of Appeals.
- Meeting with Chairman of Brownfield Redevelopment Authority.

Policy Maker Input

- Individual interviews with the Mayor and six City Council members.

Staff Input

- Meeting with City Manager.
- Group meetings with 38 managers and staff who also completed a short anonymous questionnaire.
- A long employee questionnaire completed by 14 staff.
- Individual interviews with people listed in Appendix A.
- Various meetings with staff to discuss issues and processes.

Meetings, Observations and Research

- Review of the planning and permitting systems.
- Review of forms, handouts, policies, files, and ordinances.
- Observation of staff at work.
- Observation of the public counters and reception areas.
- Tour of City offices.
- Observed one Planning Commission meeting.
- Observed one Downtown Development Authority meeting.
- Review of draft report by various staff and City officials.

FINDINGS AND RECOMMENDATIONS

This assessment found many exemplary features within the various City functions, as well as a number of areas where improvement is possible.

Areas of Strength

Overall, the development related departments in Troy are operating well. Comments from the customers via focus groups and mail surveys are some of the best we have seen in our studies. Additionally, staff scored high on the employee surveys indicating generally positive attitudes. The City of Troy prides itself in being a premier city in the state of Michigan and wishes to remain in that category.

Opportunities for Improvement

Problem areas and opportunities for improvement are described throughout this report. What we consider to be seven key areas, or themes, are discussed in the Executive Summary, the first chapter in this report.

Table 1 summarizes the 102 recommendations and opportunities for improvement made throughout this study. To assist the reader, each summarized recommendation is cross-referenced to the page on which the supporting text appears. Although all of these recommendations are important, each was given a priority number in order to help the City with implementation. There are 19 priority number one recommendations, 57 priority number two recommendations and 26 priority number three recommendations. We assume that existing staff will implement many of the recommendations and the cost, except for new staffing, generally should be absorbed through greater efficiency.

To further help the City and departments in implementation, we have also coded all the recommendations. “Phase One Actions” are recommendations, which we believe should be completed in the first nine months. “Phase Two Actions” we believe should be completed within 18 months.

There are 77 Phase One Action recommendations. Some of these are given priority 1, 2 or 3. However, that does not mean that only the priority 1 recommendations should be addressed. There are 25 Phase Two Action recommendations. The departments should develop a detailed implementation plan with time targets for these recommendations.

For each recommendation, we also indicate a responsible party for implementation.

While the above priorities and action schedules should help the City with its implementation plan, it’s essential to initially focus on the seven key priorities discussed in the Executive Summary.

**Table 1
Table of Recommendations**

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions
1.	Agree on an implementation plan	City Manager and department directors	12	1	X	
ISSUES RELATED TO MULTIPLE DEPARTMENTS						
2.	Increase fees as needed to meet performance standards	City Council	13	1	X	
3.	Accept credit cards for development fees	Finance Department	14	2	X	
4.	Develop additional handouts	Building, Engineering and Planning Departments	14	2	X	
5.	Consider additional co-location of facilities	City Manager	15	3		X
6.	Improve wayfinding in City Hall	City Manager	16	3	X	
TECHNOLOGY						
7.	IT and Development Departments to form technology partnership	IT and all Development Departments	19	1	X	
8.	Expand use of Equalizer features	IT and all Development Departments	21	1	X	
9.	Use Equalizer for tracking Engineering permits	IT and Engineering Department	21	2	X	
10.	Provide Equalizer training in Engineering Department	IT	21	2	X	
11.	Install Equalizer for the Planning Department	IT and Planning Department	22	1	X	
12.	Configure Equalizer for electronic review and comment	IT and all Development Departments	22	2		X
13.	System administrators in departments to participate in Equalizer user group functions	IT and all Development Departments	23	2	X	
14.	Assign Equalizer backup support staff	All Development Departments	23	2	X	
15.	Provide Equalizer training	IT and all Development Departments	23	2	X	
16.	Use Equalizer's document attachment capabilities	IT and all Development Departments	24	1	X	
17.	Give priority to implementing document management for Building and Planning documents	IT and Building and Planning Departments	24	2	X	
18.	Add clerical staff for entering documents	Building Department	24	2	X	
19.	Require electronic documents whenever possible	All Development Departments	24	2		X
20.	Implement interface re-Equalizer and enterprise software	IT	25	3		X
21.	Migrate to electronic plan submittal	All Development Departments	26	2		X
22.	Purchase larger monitors for viewing plans	City Council	26	2		X
23.	Start accepting electronic plans	All Development Departments	26	2		X
24.	Determine best plan storage system	IT and all Development Departments	29	2		X
25.	Archival system to be Web enabled	IT and all Development Departments	29	3		X
26.	Archive plans immediately after permit issuance	IT and all Development Departments	29	3		X

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions
27.	Discontinue the use of Microstation for GIS	Planning Department	30	2	X	
28.	Provide GIS training for planners	IT	30	2	X	
BUILDING INSPECTION DEPARTMENT						
Permit, Inspection and Revenue Activity						
29.	Track sub-trade permits	Building Department	35	3	X	
30.	Change construction inspection activity tracking	Building Department	35	3	X	
Organizational Issues						
31.	Establish customer feedback groups	Building Department	38	3		X
32.	Establish fees based on costs	Building Department	39	2	X	
33.	Implement fees based on behavior	Building Department	39	3	X	
34.	Emphasize staff input	Building Department Director	40	2	X	
35.	Establish quality control system	Building Department	40	3		X
36.	Hold staff meetings	Building Department Director	41	3	X	
Plan Submittal, Permit Issuance and Inspection Requests						
37.	Deploy Equalizer automated plan review module	Building Department and IT	42	1	X	
38.	Use integrated permit issuance process	Building Department	43	3	X	
39.	Issue permits over the Internet	Building Department and IT	43	3		X
40.	Use automated inspection request system	Building Department and IT	44	2	X	
41.	Use field computers for inspectors	Building Department and IT	45	2	X	
42.	Provide inspection results to customers	Building Department and IT	45	3		X
43.	Incorporate transaction dates in data tracking system	Building Department and IT	52	2	X	
44.	Develop expedited processing system	Building Department	55	3	X	
45.	Use contractors as necessary to meet performance standards	Building Department	56	1		
46.	Use full time position for plan review process	Building Department	56	2	X	
47.	Track review disciplines by product types	Building Department and IT	58	2	X	
48.	Adopt performance plan review targets	Building Department	59	1	X	
Construction Inspections						
49.	Buy field computers for inspectors	Building Department and IT	60	1	X	
50.	Provide staff computer training	IT	60	2	X	
51.	Plan transition to automate inspection process	Building Department and IT	60	2		X
52.	Adopt inspection count system	Building Department	60	3	X	
53.	Prioritize sub-trade plan review to meet performance standards	Building Department	61	1	X	
54.	Use contractors to meet inspection performance goals	Building Department	61	2	X	

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions
55.	Program re-inspection fees into automated system	Building Department and IT	61	2	X	
Code Enforcement						
56.	Change Civil Infraction process	Building Department	62	2		X
57.	Create code enforcement data system	Building Department	63	2		X
58.	Citizen education meetings in selected neighborhoods	Building Department	63	3		X
Fire Prevention						
59.	Change job specifications	Fire Department	67	3		X
60.	Integrate fire needs in automation system	Fire Department and IT	67	2		X
ENGINEERING DEPARTMENT						
61.	Use electronic permit tracking system	Engineering Department and IT	73	2	X	
62.	Provide weekly management reports to monitor inspection status	Engineering Department	73	2	X	
Process Issues						
63.	Complete Preliminary Site Plan reviews in five days	Engineering Department	73	1	X	
64.	Turnaround times for Final Plans of 30, 15 and 7 days	Engineering Department	74	1	X	
65.	Meet timelines 95% of the time	Engineering Department	74	1	X	
66.	Route plans for review within two days	Engineering Department	74	1	X	
67.	Route plans to Deputy in Director's absence	Engineering Department	74	2	X	
68.	Electronic permit tracking for Final C of O	Engineering Department	76	2		X
Organizational Issues						
69.	Explore sharing stormwater responsibilities with Public Works	Engineering Department and Public Works	82	2		X
70.	Include Final Site Plan turnaround times in consultant contracts	Engineering Department	83	2	X	
PLANNING DEPARTMENT						
Process Issues						
71.	Planning Commission to have two Regular and one Special Meeting	Planning Commission	90	3	X	
72.	Uniform color and format for public hearing notices	Planning Department	91	3	X	
73.	Expand authority of Planning Director re Preliminary Site Plans	Planning Commission	95	3		X
74.	Provide Final Site Plan Approval checklist in three working days	Planning Department	97	2	X	
75.	Provide for meeting after Preliminary Site Plan Approval	Planning Department	97	2	X	
76.	Electronic tracking system for application monitoring	Planning Department and all development departments	98	2	X	
77.	Weekly reports from monitoring system	Planning Department	98	2	X	
78.	Set turnaround times for all applications at 30, 15 and 7 days	Planning Department	98	1	X	

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions
79.	Meet turnaround times 95% of the time	Planning Department	99	1	X	
80.	Expand mail notice time from 15 days to 25 days	Planning Department	101	3	X	
81.	Schedule City Council hearings at next available meeting	City Council	101	3	X	
82.	Provide Final Plan Approval checklist in three working days	Planning Department	101	2	X	
83.	Final Plan Approval petitioner to have option of meeting with the reviewers	Planning Department	105	2	X	
84.	Electronic tracking system for Final Plans	Planning Department and IT	105	2	X	
85.	Weekly management reports for Final Plans	Planning Department	105	2	X	
86.	Review times for Final Plans of 30, 15 and 7 days	Planning Department	105	1	X	
87.	Meet review times for Final Plans 95% of the time	Planning Department	105	1	X	
88.	Schedule City Council for Final Plans at next available regular meeting	City Council	105	2	X	
89.	Monitor PUD applications	Planning Department	110	2	X	
90.	Set review times for Final Development Plans at 30, 15 and 7 days	Planning Department	110	1		
91.	PUD consultant included at Pre-application meeting	Planning Department	110	2	X	
92.	Respond to Zoning Verification Requests in five days	Planning Department	111	2	X	
93.	Complete Site Compliance Inspections in five days	Planning Department	112	2	X	
ORGANIZATIONAL ISSUES						
94.	Variance request applications managed by Planning Department	Planning Department and Building Inspection Department	114	2	X	
95.	Process variance requests prior to Final Site Plan Approval	Planning Department	114	2	X	
96.	Expand Planning Department data on website	Planning Department	116	3	X	
97.	Include three years of Planning Commission meeting agendas on website	Planning Department	116	3		Xg
98.	Separate current Planning Commission agendas from the archived agendas on the website	Planning Department	117	3		X
99.	Include public hearing notices for Planning Commission agenda on website	Planning Department	117	2	X	
100.	Post Planning Commission Action Agenda on website immediately following the meeting	Planning Department	117	2	X	
EMPLOYEE PERCEPTIONS						
101.	Review questionnaires for improvement ideas	Directors of all Development Departments	122	2	X	
CUSTOMER PERCEPTIONS						
102.	Review customer questionnaires for improvement ideas	Building, Engineering and Planning staffs	129	2	X	

Before the City begins implementing this study, we suggest that it take the following action.

1. Recommendation: The City Manager and the Directors of the relevant Departments should review the study and agree on an implementation plan, which should include:

- **An agreed-upon timetable and work program**
- **Costs estimates and method of funding**
- **Confirmation by the Mayor and the City Council**

The various departments already have many important tasks they are undertaking and may find the 102 recommendations overwhelming. However, as improvements take place and staff becomes empowered to change, the City may be surprised at how fast implementation can occur.

III. ISSUES RELATED TO MULTIPLE DEPARTMENTS

A. FINANCIAL ISSUES

Resources and Fees

Because of the high cost of delay, most developers and businesses are more than willing to pay extra fees for short timelines and good service. We confirmed this in our various developer interviews and focus groups. This has been our national experience as well.

In Michigan, the State Construction Code Act requires that fees for building construction and renovation be used only for construction code costs, including an allocation of estimated overhead costs. In Troy, the fees have been less than the costs. For 2005-2006 the Construction Code Expenses were \$2,161,325 and the revenue was \$1,583,486 resulting in a shortfall of \$577,839. The expenses included an external overhead allocation of 8%. In our experience, this is likely understated as we often see external overhead charges of 20% or more. The Finance Department estimates the shortfall since July 1, 2001 totals \$2,723,251.

We did not examine the expenditure revenues for Engineering, Fire, Parks, or Planning, but it appears that any fees for these functions are also substantially less than expenditures.

It appears that Troy has had a generally sound and conservative approach to City finances which leads to a careful crafting of departmental budgets. However, for the development related functions, to the extent that lack of resources results in diminished services, it can be viewed as penny wise and pound foolish. A better approach is to determine appropriate performance standards, determine the resources needed to meet the standards and then, if necessary, increase fees to cover the increased costs.

In Troy's case, the budgets for the development related functions are reasonably good, but there is need for a few additional positions, as well as technology needs. We suggest the City consider fee increases to cover these needs. Technology needs could be pro-rated over a standard three year period. The City might even consider sharing the fee increase with the General Fund. For example, 25% of the increase might go to reducing the General Fund gap with 75% going to meet the performance standards.

2. Recommendation: The City should consider fee increases as necessary to meet suggested performance standards for the development functions.

Credit Cards

The City accepts credit cards for Parks and Recreation and taxes, but not for any of the development fees. Accepting credit cards for these fees has become common in many communities and is essential if the City is to move to accepting some applications or issuing some permits over the Internet.

- 3. *Recommendation: The City should accept credit cards for various development related fees.***

B. HANDOUTS

Handouts can be an excellent part of providing good customer service. Troy needs a good handout describing the overall development process as well as a variety of technical handouts. While some functions have a few technical handouts they are not well displayed. For example:

- Building has two handout racks at the front counter. The one to the left of the counter tends to be messy with handouts missing or flopping over the rack. The rack to the right is hard to see and use. The wall to the left of the counter would be an excellent location for an attractive handout rack that could include handouts for both Building and Planning. It might even be useful to include some handouts for the other development functions.
- Planning has no handouts displayed at the counter.
- Engineering has no handouts displayed at the counter.

- 4. *Recommendation: The development related functions should develop additional public handouts and have them displayed at all the public counters, as well as included on the web site.***

C. ONE-STOP-PERMITTING

The national trend for development activities is to co-locate all development related functions in on location, preferably side-by-side on one floor. Some of these functions are then combined, or at least their processes are integrated. The relevant functions for Troy include Building, Engineering, Economic Development, Fire, Parks, and Planning. All of these except for Parks are located in City Hall which at least partially accomplishes the goal. Additionally, the low volume of permit activity in Troy allows the functions to operate reasonably well without full co-location. We were not under contract to review City Hall and did not talk to various departments. A few changes could be considered as follows:

- Switching Planning and the Treasurer appears to be an easy move. This would place Planning and Building side-by-side, which is accomplished in many communities.
- Moving Engineering and Real Estate Development to the second floor appears difficult due to the size of the Engineering Department.
- The Fire Department is a smaller function and could be a candidate for a First Floor Second floor switch.

5. *Recommendation: As opportunities present themselves, the City should work toward co-locating as many development related functions as feasible.*

D. WAYFINDING

City staff spend a considerable amount of time advising citizens that they are in the wrong City building or where the function they need is located in City Hall. Buildings that are laid out with continuous corridors like Troy’s City Hall can be confusing. As consultants new to the City we experienced the same problem.

Although addressing this problem was not part of our contract, we have developed many permit centers and with our architectural background suggest that solving this problem can be very straight forward. The following is not a detailed design, but suggestions that the City may find useful.

- The problem starts when leaving Big Beaver Road to the Civic Center driveway. A Civic Center sign on Big Beaver Road is located before the driveway to the hotel which causes many people to turn into the hotel drive instead of the Civic Center. This sign could be readily located on the other side of the hotel driveway.
- There is an overall sign for the layout of various civic functions located on the Civic Center driveway, however many visitors miss this when entering the area. Better signage at the entrance to City Hall could help to direct people who need to go to another building.
- The directional signs located by the stairways inside the building entrances showing the location of various City Hall offices could be improved. At one location on the first floor the Engineering Department has been excluded and a temporary pasted on sign saying “Taxes” has been included. All functions are not listed alphabetically. Other signs could be improved and others added. Suggestions include:
 - ✓ All entrances and stairwells on both the first and second floors should list all functions on both floors. For example, if you are on the second floor and the

office you are looking for is on the first floor, the first floor offices should be listed.

- ✓ It could be useful to use a different color for first floor and second floor functions.
- ✓ Functions to the right and left hand hallways should not be inter-mixed, i.e. all functions to the right should be listed first and then the functions to the left.
- ✓ All functions should be listed alphabetically.
- ✓ While some offices have small projecting signs that can be seen when looking down the hallway, many do not. These should be used for all functions and be slightly larger. Some communities use a colorful banner for this purpose.
- ✓ There are some instances when the visitor looks down the hallway they see a blank wall at the end. Many of these could be ideal locations to announce a nearby function.

6. *Recommendation: The City should consider improving wayfinding at City Hall.*

IV. TECHNOLOGY

A. INTRODUCTION

This section addresses the Planning Department's and Building Inspection Department's use of information technology to support day-to-day and strategic decision-making. Because of expressed concerns at the onset of this study, particular emphases have been given to:

- The Building Inspection Department's use of the BS&A Software "Equalizer" permitting software system.
- The need for the Planning Department to make more substantial use of automation tools, particularly the permitting software.

E. OVERVIEW

Development review departments cannot escape the rapid globalization process that has allowed products to be produced all over the world. Technology has removed the barrier of space and time by allowing instantaneous connectivity. Plans are no longer being produced by just local designer and plans no longer need to be reviewed solely by in-house staff. The electronic age allows plans to be submitted instantly from any place in the world and can be reviewed by multiple reviewers located anywhere simultaneously making edits to a single set of documents. Technology has removed the restrictive barriers of the past and has enabled new processing systems that are much more efficient. Development review services must realize that time is money, and by utilizing automation the time needed to travel to the City Hall to submit plans can be eliminated. The ability to communicate with multiple designers located in their own offices simultaneously is possible eliminating the need to provide large meeting rooms to accommodate multiple designers and reviewers. The amount of energy that can be saved through utilizing automation can also reduce the amount of fossil fuels needed to bring people face to face. In order for Troy to truly become a City of the future it should fully deploy the state of the art automation systems throughout the development review departments. The IT department needs to stay abreast of the changing developments in automation and deploy them as they are made available. The cost of deploying automation compared to adding additional staffing or continuing to consume unnecessary energy resources is low. Automation allows greater productivity from staff and provides scalability. It allows multiple resources to work on projects simultaneously and facilitates effective communication without being physically present. Automation rarely becomes disabled which means 24/7 reliability is provided at a fixed cost that is considerably less than adding staff.

How can this modern processing method be utilized in the Troy? A first step is to deploy an automated plan tracking module where all aspects of processing systems take advantage of the latest technologies and processing methodologies. Secondly, projects should be tracked by classifications that group projects by common designation of complexity and functional reviews needed and time required to complete reviews. Third is allowing electronic submittal of plans and providing review staff with the proper hardware and software to review plans online. IT staff should be assigned to identify the advancements being produced in technology and deploy them on an ongoing basis, rather than waiting to staff to ask for help.

F. GENERAL INFORMATION SYSTEMS ENVIRONMENT

Description

The City of Troy's current information systems infrastructure can be categorized as being substantially up-to-date, and in some cases "leading edge". It is maintained by the Information Technology (IT) Department, which reports to the Finance Department and serves all the information systems needs of all City departments.

The Department operates a fiber optic and T1 TCP/IP network for all Department offices in City Hall, Public Works, one Police Station, six Fire Stations, and major cultural/recreational facilities. It operates 20 servers for LAN file management, email distribution, and various network-hosted applications. Network bandwidth and server capacity is deemed by staff to be sufficient for current needs, and the staff continuously monitors data flow volumes to enhance capacity as needed. Since all information requirements of the City of Troy are accommodated on the IT Department's backbone network, data security is given a high level of priority.

The IT Department collaborates with all City departments for selection, procurement, and maintenance of software and hardware. The Department also conducts systems analysis consulting and applications development, as required by the various departments it serves. The centerpiece of Troy's information system applications is the J.D. Edwards enterprise-wide financial management, which operates on an IBM AS/400 minicomputer. Although JDE is developing a modern, Windows-based system to replace its legacy predecessor, the City has begun a selection process for replacement that includes several other vendors.

The IT Department is responsible for 560 desktop or laptop computers, which are typically installed with Windows XP Professional and the Microsoft Office suite.

Observations and Issues

The relationship between the Information Technology Department and the Planning and Building Inspection Departments is excellent. Nevertheless, the use of IT services

actually used by the two client departments lags behind other City departments, most notably the Police and Fire Departments.

The implementation of several key system enhancements and web-based permitting recommendations, contained later in this section, will require extensive collaboration between the departments and will depend on a solid, creative relationship.

7. *Recommendation: The Information Technology, Building Inspection, Engineering Department, and Planning Department should be more proactive in forming a collaborative working relationship to successfully integrate information technology into their practices.*

G. PERMITTING SOFTWARE

The IT Department hosts BS&A Software's "Equalizer" software for permitting, inspections, and other property-based automation needs. BS&A modules that are in use include:

- Assessing/Equalization
- Building Department Automation (permitting, inspections, and contractor registration)
- Code Enforcement
- Tax Assessment and Collection
- Delinquent Personal Property
- Special Assessment
- Cemetery Management

Equalizer was installed in and commissioned in 1999, replacing an earlier non-Windows permitting system called Cornerstone. At the time of implementation, some but not all of the earlier Cornerstone data was converted for use by Equalizer.

Because BS&A's local government management systems have been highly tailored to accommodate some rather unique Michigan State Legislative provisions for local government operations, BS&A typically markets its software only to In-State cities, counties, and townships. The few exceptional out-of-state users typically procure and implement only the Building Department modules, as these are less reliant on Michigan-specific accounting procedures.

The current version BS&A's software product line was first developed in the early 1990s to be compatible with Microsoft Windows 3.1. Subsequent upgrades have been

made to work with later Windows 95/98/XP versions, but the original architecture, coding environment, and database management approaches have shown their age. Because of this, BS&A has embarked on a total rewrite of its software, migrating into the Microsoft .NET (“dot-net”) coding environment and the Microsoft SQL Server database and providing stronger Internet-based features. BS&A has given priority to converting its financial modules with releases expected by Spring 2008, with releases of upgraded permitting and inspection software later that year. A representative from BS&A indicated that the future module updates will be treated (and priced) as version updates and not as an entirely new software purchase. It is likely that the software update costs will be accommodated by the City’s existing annual maintenance contract with BS&A.

Observations and Issues

Until recently, only Troy’s Building Inspection Department was using the BS&A Equalizer software. It has been used for building permit intake, tracking, and reporting along with inspection reporting. Also, the Code Enforcement module is used by code enforcement staff within the Building Inspection Department. Within the past six months, Equalizer was deployed in the Engineering Department to accommodate the soil erosion and sedimentation approval and inspection processes that are integral to the building permitting and inspection processes.

The Planning Department does not use any permitting software. Planning staff members rely on spreadsheets and manual procedures to track zoning and development approvals.

Building Inspection

As discussed in substantial detail later in this report, little use of Equalizer has been made in the building inspections process. These activities still rely on manual systems with the computerized system relegated to perform little more than as a backup to the paper-based system that has served the Department for many years.

Permitting software vendors, including BS&A, have taken huge steps in recent years to beef up their products for automation support of the inspections process. Enhancements in automatic or semi-automatic inspection scheduling, the support of in-field notebook and tablet (*i.e.*, touchpad) computers, automated web-based or telephone voice recognition of contractor inspection requests, and a number of other inspector productivity tools have become available in recent years. BS&A’s current plans to update the Equalizer software have given a high priority to providing new modules for tablet computers used in the field.

As will be pointed out in later sections of this report, many features of the current Equalizer permitting and inspection system are not being used by staff, and staff has

exhibited no intent to apply them. Indeed, it appears that staff is not even aware of the availability of many of the system's capabilities.

- 8. *Recommendation:* Expand the use of features that are already available in Equalizer such as inspection scheduling and the attachment of documents, photos, and other resources.**

Engineering Department

Within the past eight months, Equalizer has been deployed in the Engineering Department to accommodate the soil erosion and sedimentation approval and inspection processes that are integral to building permitting. These permits are being administered by the City in accordance with the Federal Soil Erosion and Sedimentation Control Act (NRP Public Act 451-Part 91) under the strict guidelines of the State of Michigan. Because of strict State oversight and auditing requirements, the permitting and inspection record keeping processes for soil erosion and sedimentation must be maintained independently from the Building Inspection Department—and in paper format.

There have been reported difficulties in getting Equalizer to function satisfactorily for the Engineering Department staff. Difficulties have arisen with awkward workflow management and sequencing in creating new permits, execution of effective data queries, and the inability to print out a series of inspection reports, i.e., they must be printed one-by-one. Thus far, IT has been unsuccessful in resolving these difficulties.

- 9. *Recommendation:* Resolve the technical and workflow difficulties for using Equalizer for issuing and tracking soil erosion and sedimentation permits within the Engineering Department. Implementing this recommendation may require outside assistance from BS&A.**

- 10. *Recommendation:* Provide formal training to Engineering Department staff in the use of Equalizer.**

Planning Department

The Planning Department does not use any permitting software. Instead, Planning staff members rely on spreadsheets and manual procedures to track the following zoning and development approvals:

- Site plan reviews

- Master Plan amendments
- Zoning Special Use permits
- Zoning verification letters
- Rezonings and zoning text amendments
- Zoning text amendments
- Site Condominiums (used in place of subdivisions)
- Street vacation requests and approvals

The Planning Department staff has strongly expressed the desire to begin using Equalizer and needs to know what to do next.

11. *Recommendation:* Install and configure Equalizer for use by the Planning staff. Provide appropriate training that will enable the Planners to use Equalizer to input and track all planning and land use permitting functions.

Planning application materials are copied and circulated to other departments by hand, postal mail, and other informal means to various review agencies involved in the review and approval process. Equalizer has the capability to configure workflows for approval processes and circulate application information and attached documents to other agencies on the City network. Future releases of Equalizer will include Internet-based modules that will allow the inclusion of external agencies in the review and approval process. Doing this ensures consistency and full documentation of the planning review processes.

12. *Recommendation:* Once Equalizer has been deployed for use by the Planning Department, configure Equalizer on the desktops of appropriate reviewing agencies to enable their staff to perform electronic review, comment, and approval of pending applications. Provide appropriate training and follow up to ensure appropriate usage.

Permitting Software Support

Responses to questionnaires and information obtained in interviews expressed no overall dissatisfaction in network reliability, system performance, and IT staff response to computer support requests. In general, IT is highly regarded. Within the Building Inspection Department, responsibility for day-to-day Equalizer administration has been assigned to the clerical staff person who is mainly responsible for data input.

While these user administration functions appear to be performed adequately and Equalizer is highly reliable, there has been little inclination to use the system's enhanced features or to promote its broader utilization. Many building departments in the U.S. encourage their permitting system administrators to act as champions in leading and supporting their peers in using all available software features. BS&A hosts annual software user group events and informational sessions, but it appears that no one from Troy takes advantage of these programs.

13. Recommendation: Require, or at least strongly encourage, the system administrators from all departments to participate in Equalizer user group functions and to attend available BS&A training courses.

Additionally, it appears that there is no established backup assignment to any system administrators during times of illness or vacation. Currently, this may be a minor issue since Equalizer is extremely stable, few others actually use it, and many of the more complicated features have not been deployed. This issue will become more important with the implementation of BS&A's pending new release and expansion into all departments.

14. Recommendation: As the number of Equalizer users increases and more features are placed in use; assign a backup technical support staff member within the user departments to assist with general automation issues, departmental usage, and resolution of any system issues.

Permitting Software Training

It appears that there has been little if any formal training or refresher instruction in the use of Equalizer since it was first installed. Informal training and assistance are provided by the system administrator in the Building and Inspection Department, but the lack of external resources has reinforced the *status quo* in Equalizer's use. The lack of formalized training is mitigated by low staff turnover and the Department's limited use, but this will change with deployment of the updated version of Equalizer.

15. Recommendation: Provide formalized Equalizer user training and brush up classes, possibly using BS&A staff assistance.

Attachment of Documents

Equalizer provides the capability of attaching Word, PDF, and other documents to a specific application or permit record. The attachment of application submittal

documents, staff review information, drawings, photos, and other types of electronic information enables anyone using the system to view an application, permit, or inspection record. This substantially enhances the overall value of the permitting system and reduces the need to store paper documents

Use of this capability was begun at the time of Equalizer's implementation, but in recent years the process of scanning the permit related documents has lagged. The use of this feature has now become sporadic, as users attach documents to permit records only in situations of convenience such as when an applicant provides an electronic file or with digital photos that can be easily transferred and attached.

In the meantime, Troy has purchased and begun deploying a standalone document scanning and management system called LibertyNET, with phased implementation planned for all City departments. The Building Inspection and Planning Departments are not included as high-priority users of LibertyNet. A demonstration by the Equalizer system administrator showed that the integration of LibertyNET and Equalizer can be made to be near seamless. The City has the technical capability but needs to put in place stronger measures to get all building records scanned and into the system.

16. *Recommendation:* Utilizing the LibertyNet system, resume routine use of Equalizer's document attachment capabilities for retaining submittal materials, staff reports, drawings, photos, and other materials with the interest of reducing paper requirements and making detailed support materials accessible to all system users.

17. *Recommendation:* Elevate the Building Permitting and Planning Departments' priorities in implementing the LibertyNET document management system.

18. *Recommendation:* Hire an additional clerical staff person with the responsibility of scanning and entering the documents related to all application files.

19. *Recommendation:* Require applicants to provide electronic versions of all drawings and related documents whenever possible.

The Future of BS&A Equalizer

Permitting software capabilities have evolved considerably since PC based systems have become practical. There are now many competing vendors offering advanced capabilities and integrated features. The City of Troy is now embarking on a selection process to replace its aging AS/4000 based enterprise (accounting, financial management, personnel, etc.) system. Most if not all of the vendors under consideration include development permitting modules as a part of their array of offerings. Also, the Information Technology Department and Public Works Department has recently acquired the Hansen Software property management modules for utility billing, asset management, and customer service. Hansen also provides a well-respected permitting system.

In the meantime, as already mentioned BS&A Software (which also provides a fully integrated series of enterprise management modules) is retooling its entire product line and intends to remain competitive in the Michigan market. BS&A's Equalizer permitting modules, even in their present form, appear to be serving Troy's needs satisfactorily and should be even more effective as more of their existing features are put in use by the Building Inspection, Planning, and Engineering departments. Also, a BS&A representative indicated that they can provide reasonably priced interface programs that will enable Equalizer to seamlessly communicate with general ledger and other accounting programs, thereby facilitating the permit fee collections process.

For these reasons, it appears that Troy should continue using the BS&A Equalizer package, should establish closer ties with the vendor (such as participating in user group activities and attending available training courses), and should embrace the enhancements that should become available in 2008.

20. *Recommendation: Continue using Equalizer and implement appropriate interface programs that will allow it to function seamlessly with the City's future replacement of its J.D. Edwards enterprise software.*

H. ELECTRONIC PLAN SUBMITTAL

An emerging use of the Internet is electronic plan submittal and distribution, thus allowing migration to more of a paperless office. The Equalizer software system allows electronic documents to be attached to plan review folders thus facilitating this functionality. Most plans are being produced by electronic CAD programs by designers that may be anywhere in the world. These electronic plans can be exported to file formats (DWG or DWF) that can be viewed by inexpensive viewer software that have redlining capability. There is free viewer software available for download, Design Review being one that is available from usa.autodesk.com. This software works quite well in reviewing electronic plans, having imbedded features such as

square foot checks and travel distances, plus allowing online redlining. Deploying this functionality will allow plans to be submitted instantly from any place in the world and allows multiple reviewers located anywhere to make edits to a common plan set without having to move large rolls of paper around. Through the acceptance of electronic plan submittals and the use of redlining review software, processing efficiency can be gained. To make this transition Troy needs to provide review staff with the proper hardware and software to review plans online and to start accepting electronic plan submittals. Any PC that has been purchased in the last few years will perform adequately, but larger monitors to view plans proficiently will be needed. Some jurisdictions are utilizing dual monitors, two 19" and 21" or a single 30" monitor or larger. This type of processing is not just limited to electronic plan submittals as paper plans can be scanned and economically converted into electronic images such as Tiff or PDF formats once received. Receiving plans electronically is the better option however, because of low internal labor needed and that DWG and DWF formats are easier to view with the viewer software that is available.

21. Recommendation: Troy should consider beginning the process of migrating toward electronic plan submittal and review.

22. Recommendation: Purchase larger monitors for viewing plans online.

23. Recommendation: Start accepting and encouraging designers to submit plans as DWG or DWF file formats or other acceptable file formats.

I. ARCHIVAL SYSTEMS

Retention of documents in paper format is no longer cost effective because conversion to electronic storage has become more economical in the long term. Troy's current partially deployed automation system has the capability of attaching electronic documents to either plan review or permit files. These documents can be paper documents that have been scanned and converted to an electronic format or e-files that have been submitted directly. Even with an asserted effort to encourage electronic submittal of documents, a certain percentage will still be submitted and reviewed on paper. There is also a large number of existing documents that are in paper that should be converted to electronic images. Transitioning to an electronic submittal process will only take care of new plans that are submitted electronically and therefore a document imaging technology will still be needed.

The advantages of converting to electronic files are quite extensive. Having files stored electronically allows them to be assessed rapidly. It greatly reduces the amount of space allocated to document storage. It provides the ability to protect files through

low cost redundant back-ups, thus providing greater security from being damaged or lost. It eliminates misfiling of documents so files are no longer misplaced or permanently lost. It allows rapid access to documents from any PC and allows multiple users to view documents simultaneously. It allows documents to be made available for direct access to the public through City provided kiosks or over the Internet. User log on identification can limit access to certain documents by making them view only on kiosks that have no printer capabilities.

Most documentation created or possessed by Building, Engineering and Planning Departments is considered public information and different types of information have different retention requirements. Every municipality will have slightly different interpretations of the legal requirements stipulated by code, law or local ordinances or policies and therefore need to develop their own document retention policies in consultation with their legal advisors.

Development services departments possess an enormous volume of data and the management of this data is key to cost containment. The newest term that deals with this subject is Information Lifecycle Management, (ILM). This term describes the management of data from its creation through deletion based on established retention schedules. Current law is careful to not stipulate any specific required storage medium. The predominate forms of archival being used today are paper, microfilm, microfiche, or electronic. The key to determining what storage medium is appropriate is based on the following factors.

- Volume of data to be retained and hence storage capacity needed.
- Is concurrent access to data needed or desired?
- What speed to access the data is needed?
- How long is the retention period for the data being retained?
- Ease of generating redundant archival to protect documents in case of a disaster.
- Is automatic deletion of records desirable at the end of the retention period?
- Ease of migrating documents to newer technological formats.
- Long term costs (cost benefit analysis) of the different options available.

A cost benefit analysis is not easy to accomplish because many of the benefits obtained through utilization of modern technology are externally obtained by customers, which is difficult to measure or assign a cost benefit. The basic elements to consider when performing a cost benefit analysis are the following:

- Does system provide redundant backup of documents and associated cost of providing redundancy?

- How much space is allocated to plan and permit file storage and what is the cost of the space?
- How many staff positions are allocated to retrieving plans and permit files and what is the cost?
- How much staff time is wasted waiting for plans or permit files to be made accessible?
- What types of delays are incurred by customers waiting for plans or permit files to be made available?
- What are the estimated costs incurred by the construction industry in resolving construction problems that are related to delayed access to plans and permit files?
- How many plans or permit files are not available immediately, temporarily misplaced or lost?
- Are the plans and permit documents that are legally required to be maintained deteriorating?

Jurisdictions having completed a cost benefit analysis are increasingly instituting electronic archival systems because of the small storage space required, rapid document availability, the elimination of lost or misplaced documents, the ease of document management, the ability to provide redundant protection of information, the ease of customer access to documents, and the ability to review documents over the internet.

The predominate electronic storage method being used is based on WORM (write once, read many) technology. WORM storage is a data storage technology that allows information to be written to storage media a single time, preventing the user from accidentally or intentionally altering or erasing the data. Developed in the late 1970s and widely used since the early 1980s, optical storage technologies were the first to implement mainstream WORM storage. Offering fast access and long-term storage capabilities, optical WORM storage has historically been used for archiving data that requires a long retention period. Three technologies have emerged in this area that provide document archival compliance, Disk-based WORM, ultra dense optical (UDO) and WORM tape. The following Table 2 is a comparison presented in a white paper published by HP that is useful in determining what direction is best.

**Table 2
Electronic Storage Comparisons**

Valuation Concerns	Disk	UDO	Tape
Data capacity	Multi-terabytes	Terabytes	Multi-terabytes
Concurrent access provided	Yes	Yes	No
Access method	Random	Random	Sequential
Speed of retrieval	Highest	Seconds	Minutes
Retention period	Longest	50 years	30 years
Automatic migration of data	Yes	No	No
Automatic deletion	Yes	No	No
Cost/GB	Medium	Medium	Low
Environment control Req'd	No	No	Yes

Once a cost benefit analysis is completed we believe the conclusion supports the utilization of disk-based storage for documents that are actively being processed or have a limited retention life and UDO storage for long term plan storage and redundant backup. If documents are created electronically, disk based storage allows rapid viewing and if augmented with proper viewing software allows electronic redlining capability. Either storage medium allows rapid access to documents that can be viewed by multiple users simultaneously with web browsers and therefore allows documents to be stored in electronic format immediately and allows access over the internet.

24. Recommendation: Troy should conduct a cost benefit analysis to determine which storage medium is best to meet the particular storage needs of the development related departments.

25. Recommendation: Make sure archival system selected is capable of being Web enabled.

26. Recommendation: If an electronic archival system is established, archive plans immediately after permit issuance.

J. GEOGRAPHIC INFORMATION SYSTEMS

The primary responsibility for Geographical Information System (GIS) application development and data maintenance is with a small group of staff within the IT Department. This staff performs a comprehensive array of GIS-based mapping services for all departments within the City. Work is performed mainly with the ESRI suite of GIS products including ArcInfo, ArcMap, ArcIMS and SDE. It appears that staff is highly proficient and service-oriented. The GIS administrator is very active in Statewide user activities and is a frequent technical speaker at various events.

Overall, the Troy's GIS resources, capabilities, and organization should be highly commended.

Oakland County maintains and provides land parcel GIS data and digital aerial photo coverage. Troy is fortunate to have direct interconnection with County GIS servers, and receives current parcel data at no cost. While the County is striving to enhance its level of GIS support and development services for constituent municipalities, the Troy staff has not required these services due to its own high levels of competency.

Observations and Issues

ESRI products have become the general standard for GIS practices in Planning Departments throughout the world. Troy's small GIS staff has demonstrated its capability to support the needs of all City departments in their various uses and needs for GIS. Nevertheless, some of the Planners are continuing to use the Microstation CADD program for mapping instead of Arcview or ArcMap. This is mainly due to personal preference on the part of the individuals involved. This practice is inherently inefficient, raises cost issues, and perpetuates a compatibility issue that could face the Department for many years to come.

27. *Recommendation:* Discontinue the use of Microstation and require the use of ArcMap or other appropriate ESRI products for all GIS activities.

28. *Recommendation:* Ensure that adequate GIS training and support are provided to the Planning Department staff.

V. BUILDING AND INSPECTION DEPARTMENT

A. PROFILE

Authority

The Building and Inspection Department reports directly to the Assistant City Manager/Economic Development Services and is under the direction of the Director of Building and Zoning. The Building and Inspection Department enforces the following Codes, as amended by the State of Michigan:

- 2003 International Building Code (IBC)
- 2003 International Residential Code (IRC)
- 2003 Michigan Plumbing Code
- 2003 International Mechanical Code (IMC)
- 2002 International Electrical Code (IEC)
- Michigan Uniform Energy Code
- 2003 International Fire Code (IFC)
- 2006 International Existing Building Code (IEBC)

Basic Functions

The Building and Inspection Department performs the following basic functions:

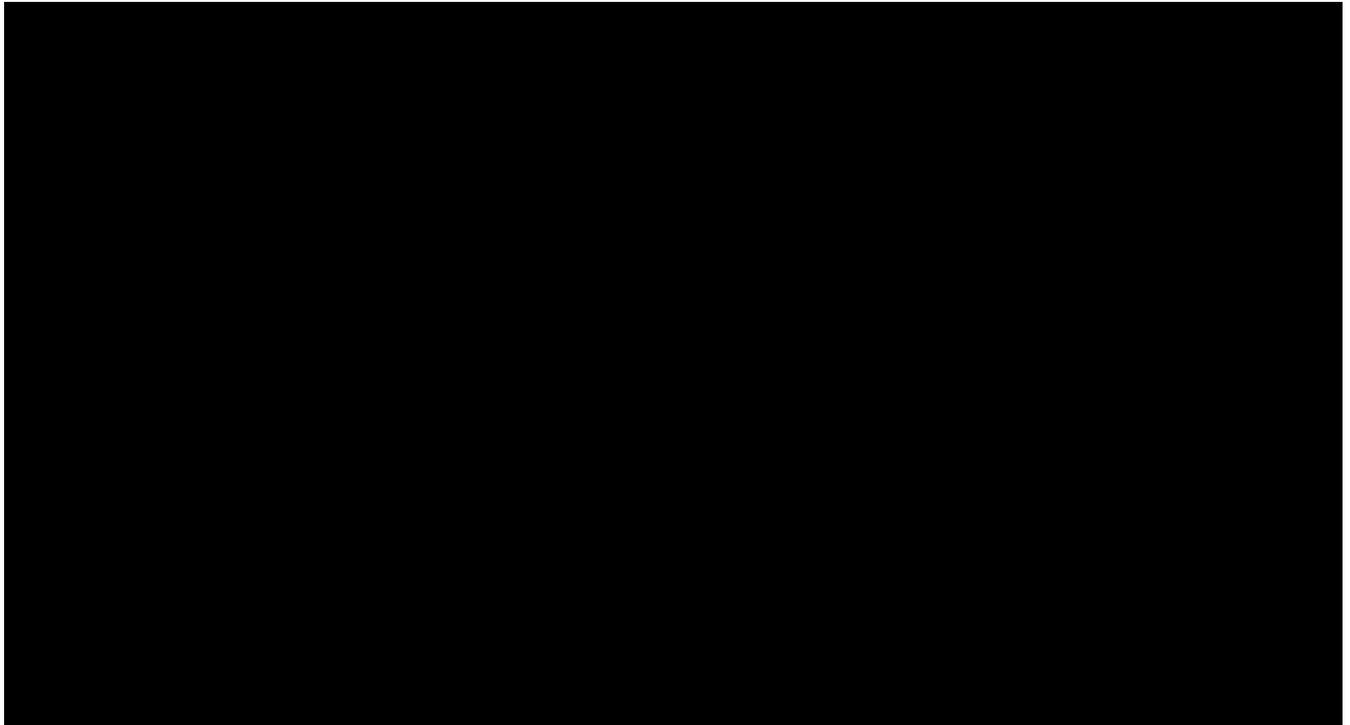
- Functions as a coordinator between themselves, Fire, Engineering, Planning, Public Works, and Parks and Recreation by performing all plan review intake and permits issuance for construction permits.
- Conducts plan check for building, plumbing, mechanical, electrical permits.
- Conducts inspections using specialty inspectors for all construction.
- Maintains building permit files.
- Issues Certificates of Occupancy.
- Acts as a clearing house for zoning compliance.
- Administer City licensing of contractors.
- Provides technical support for the Board of Zoning Appeals.
- Provides technical support for the Building Board of Appeals.

- Eliminates blight in the City by providing Code Enforcement to control property maintenance (inoperable cars, trash, abandoned structures, weeds, and signs of all types).
- Performs multiple housing inspections for three of more rental unit complexes.

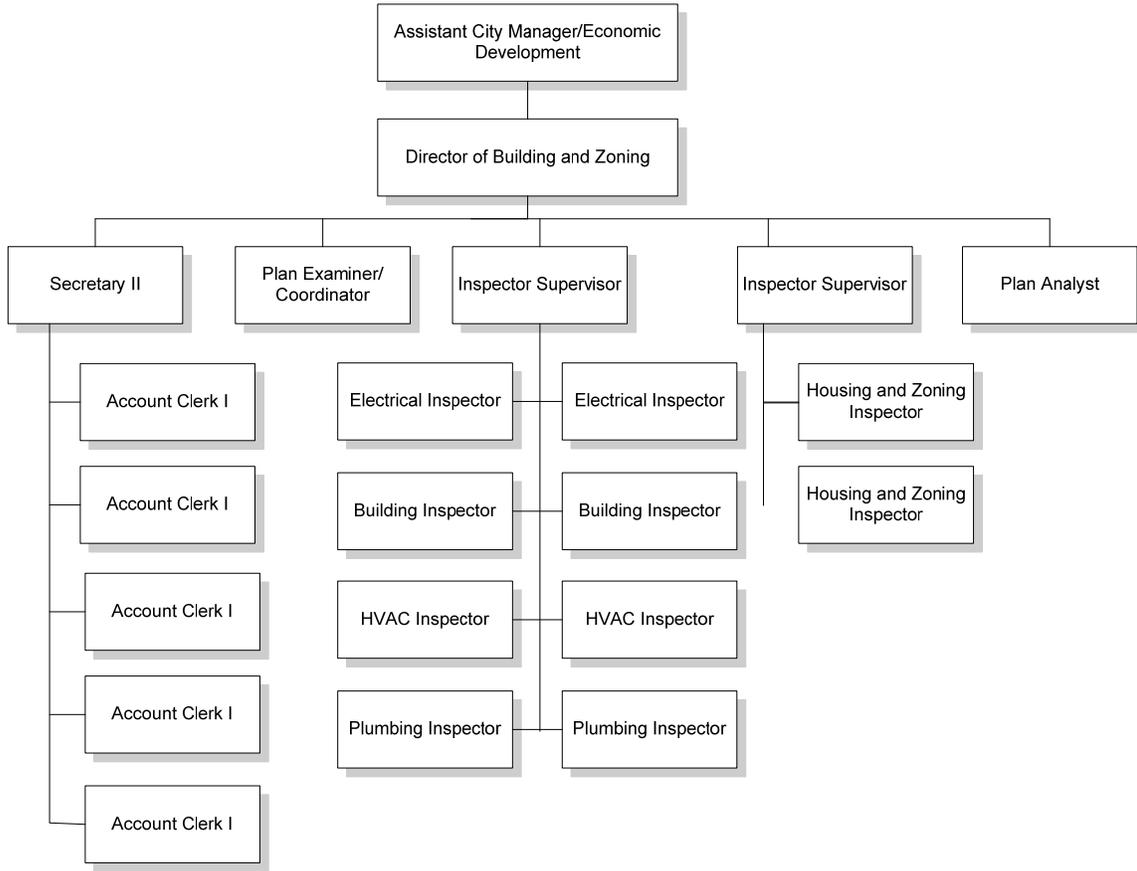
Organization

Under the direction of the Director of Building and Zoning there are 21 full-time positions and two part-time positions. Table 3 shows actual current staff positions and classifications and Figure 2 shows the organizational structure.

Table 3
Building Inspection Department Staff



**Figure 2
Building Inspection Department Organization**



Positive Findings

- Staff is generally friendly and helpful.
- Staff will expedite the plan review or permit issuance process of a project if special needs are associated with a project.
- The Department provides next day inspection response approximately 99% of the time.

B. PERMIT, INSPECTION AND REVENUE ACTIVITY

Permit Issuance and Inspection Activity

Table 4 lists the last five years and the first six months of 2007 activity levels relative to the issuance of building permits only. The Department does not tack sub-trade permit issuance, or total inspections performed, (Building, Plumbing, Mechanical, Electrical, code enforcement and Housing).

Table 4
Building Permits Issued and Total Inspection Performed

	2002	2003	2004	2005	2006	2007 1 st 6 Months
Total Inspections	35,141	38,459	40,622	37,902	40,375	
Building Permit Issued	1,832	1,984	2,127	2,136	1,682	848
Percent Change	-	8.30%	7.20%	0.40%	-21.30%	

Figure 3 graphically illustrates the trends that have occurred in building permit issuance over the last five years.

Figure 3
Building Permits Issued

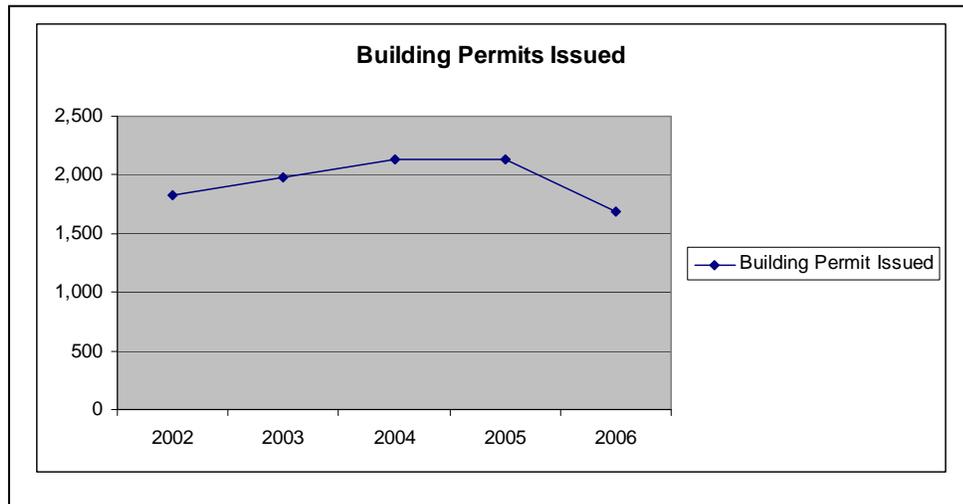


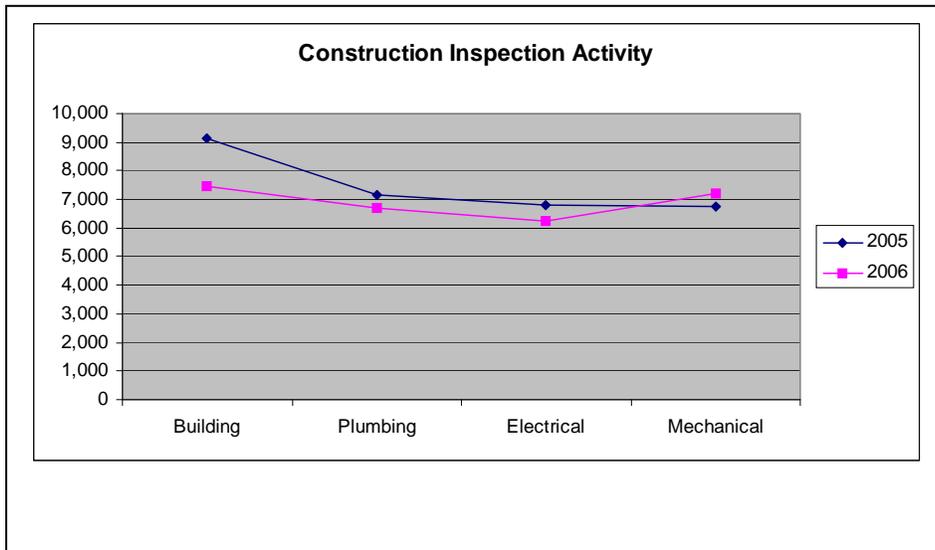
Table 5 lists construction inspection activity over the last two years. It should be noted that the primary reason construction inspection activity has remained relatively flat is because the inspections performed data does not accurately represent requested activity volumes. The Troy Building Inspection Section generates their own inspection workload by performing unscheduled follow-up inspections on expired non-final permits where no inspections have been requested. An asserted emphasis is given to these follow-up inspections in order to maintain a constant productive workload. But as a result of this practice, the count of inspections being performed does not accurately represent workload demand and therefore does not match the trends associated with the decline in building permits issued or valuation declines.

**Table 5
Construction Inspection Preformed**

	2005	2006
Building	9,142	7,458
Plumbing	7,158	6,697
Electrical	6,812	6,252
Mechanical	6,753	7,219
Total	31,870	29,632

Figure 4 graphically illustrates the data presented in Table 3.

**Figure 4
Construction Inspection Activity by Trade**



29. Recommendation: To accurately assess total permit issuance activity, issuance of sub-trade permits should be tracked in addition to building permits issued.

30. Recommendation: Construction inspection activity tracking should differentiate between scheduled inspection, which accurately reflects workload demand, and self-generated inspections.

Building Permit Valuation History

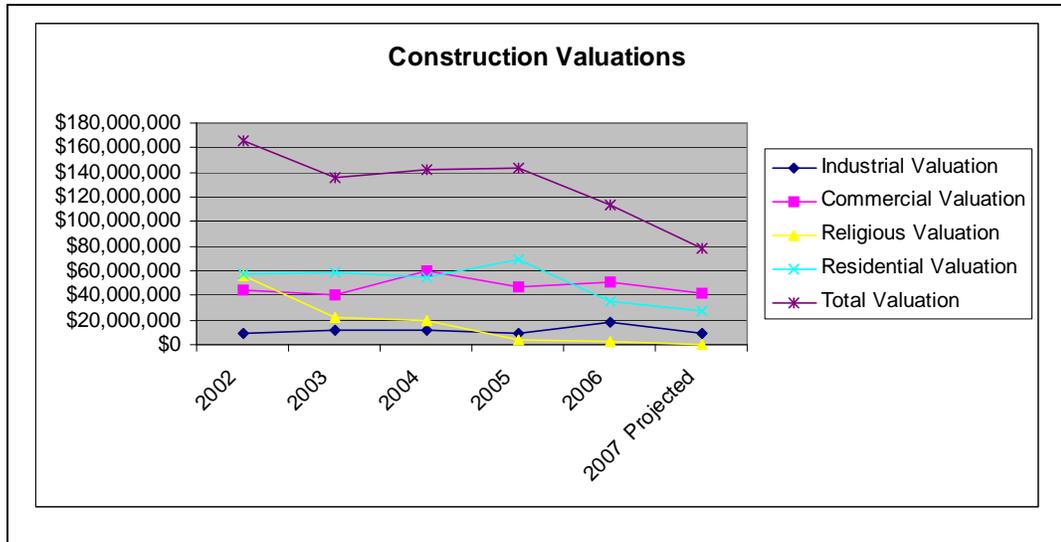
Table 6 lists valuation trends by major sector over the last five years and a projected valuation for 2007 by doubling the first six months of activity.

Table 6
Building Permit Valuations by Major Sector

Construction Valuations	2002	2003	2004	2005	2006	2007 Projected
Industrial Valuation	\$8,801,030	\$12,031,025	\$11,989,241	\$8,792,326	\$18,400,555	\$9,548,158
Commercial Valuation	\$43,775,511	\$40,849,341	\$60,468,296	\$46,950,440	\$50,277,656	\$42,019,018
Religious Valuation	\$55,906,383	\$21,564,783	\$19,361,075	\$4,120,275	\$3,156,400	\$192,000
Residential Valuation	\$56,771,607	\$59,262,523	\$54,986,132	\$69,030,245	\$35,403,172	\$26,905,012
Total Valuation	\$165,394,532	\$135,885,515	\$142,120,452	\$143,697,546	\$113,501,893	\$78,664,188
Percentage Change		-17.80%	4.60%	1.10%	-21.00%	-30.70%

Figure 5 graphically illustrates the trends that have occurred in building permit valuations over the last five years plus a 2007 projected valuation based on doubling of the first six months of activity.

Figure 5
Construction Valuations of Building Permits



Revenue Verses Budget History

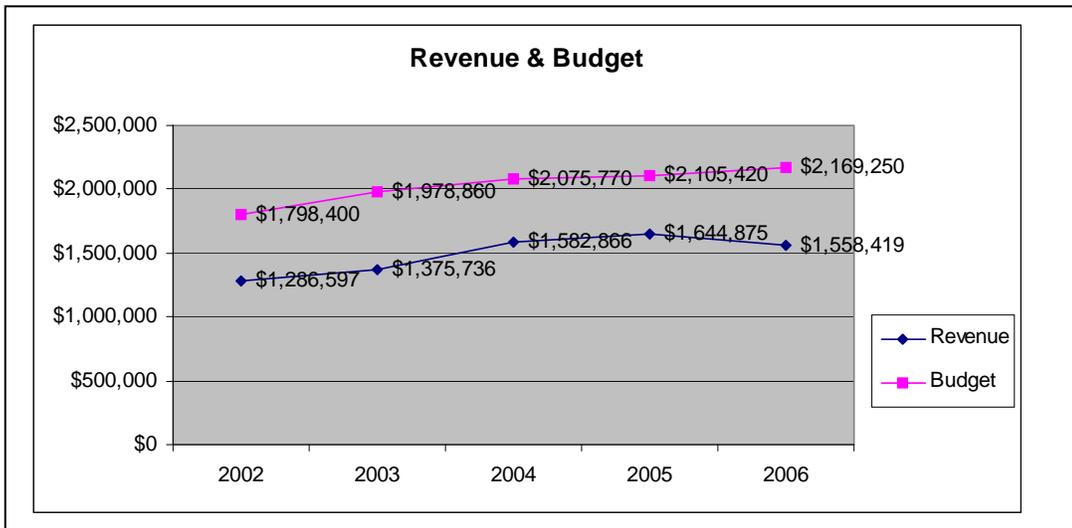
Table 7 lists revenue flow compared to budgeted costs over the last five years.

Table 7
Revenue Verses Budget

	2002	2003	2004	2005	2006	2007
Revenue	\$1,286,597	\$1,375,736	\$1,544,550	\$1,532,967	\$1,538,486	1,399,077
Budget	\$1,798,400	\$1,978,860	\$2,090,285	\$2,104,959	\$2,161,325	2,224,124
Cost Recovery	-\$511,803.00	-\$603,124.00	-\$545,735.00	-\$571,992.00	-\$577,839.00	-\$825,047.00

Figure 6 graphically illustrates the relationship between revenue being generated from permit activity and expenditures associated with actual budgetary costs. For the last six years the building department's cost have exceeded revenue by approximately \$600,000 a year.

Figure 6
Revenue Cost Comparison



C. ORGANIZATIONAL ISSUES

Certification of Staff

One of the best tools to ensure that Building Division staff have learned and maintained their knowledge skills is to require inspectors and plan reviewers to become certified in the areas relative to their assigned duties, where maintenance of certification requires ongoing education. The State of Michigan has accomplished this through their licensing requirements for plan review and inspection staff.

Customer Input and Feedback

The Building and Inspection Department has not established customer feedback groups to partner with, such as the chamber of commerce and different construction organizations. These groups provide an excellent forum to obtain customer input before establishing policies, procedures or targeted processing timelines. The Department should consider establishing customer focus groups to meet with on a regular basis. These groups are extremely valuable if partnered to identify needed changes before problems arise and to design an implementation strategy that works for both parties. These groups are very useful in establishing a proper fee structure that provides sufficient revenue to maintain proper staffing levels, equipment and deployment of automation. These groups are typically made up of members that truly understand that a quality service costs more and they are desirous of quality over lower costs.

31. Recommendation: Establish one or more customer feedback groups to provide guidance in establishing processing procedures and time lines to facilitate the construction process. The Chamber of Commerce, construction organizations and a committee with a cross-section of the community are acceptable focus groups.

Fees

It is important to realize that development/permit fees are a very small part of the total construction cost. Delays in construction schedules or time invested to obtain permits are the most costly. When establishing budgets or proper fee assessments, the total cost of obtaining service must be assessed by looking at costs incurred by customers not just the internal cost of delivering service. For example, when assessing the value of deploying electronic permit issuance and tracking systems, the greatest percentage of savings is the result of the customers not having to wait to obtain requested information and thus receiving more rapid service. Automation can actually increase the costs of initial data processing but will save time for subsequent users of the data by rapidly speeding up data retrieval and enhancing communication. Therefore focusing solely on the cost of initial internal staff processing time compared to cost of automation will provide an inadequate assessment of cost savings. The time saving of all subsequent users of the data must be accounted for. The time spent by customers to obtain information or permits must also be accounted for. The time invested by applicants to obtain City approvals is ultimately passed along to the end consumer, hence low service fees that provide slower service do not equate to lower incurred costs to the end customer. Delays in getting plans approved, permits issued or inspections performed will have the greatest cost impacts. Requiring staff to carry workloads that are excessive will result in a lower quality service which can also have detrimental effects on customers by not discovery problems in a timely manner or

allowing substandard construction to occur. Inadequate staffing levels or delays in acquisition of staff or other needed resources due to a lack of revenue flow or expenditure of revenue is counter productive. Proper staffing levels and highly trained staff must be maintained to ensure rapid response to the construction industries timetables. Taking full advantage of automation will greatly enhance customer service capacity by providing accurate information quickly thus allowing decisions to be made promptly. In Troy, we believe the reason adequate staffing has not been maintained consistently and that automation has not been deployed fully is because of inadequate revenue. If this is true, fees should be raised to maintain deployment of the state of the art automation systems and to maintain adequate staffing levels to ensure consistent quality service levels. Fees assessed should be based on the actual cost to deliver a quality service.

32. Recommendation: Reassess fees assessment relative to workload and establish fees based on actual costs.

A minority of non-cooperative customers (individuals that do not willing comply with regulations) can have an adverse effect on the majority of complying customers by consuming disproportionate amounts of time. The fee structure deployed should reward cooperative customers that consume less staff resources and assess higher fees for non-compliant customers that consume excessive amounts of time. A system that deploys monetary rewards and penalties for desired behavior is one of the best ways to train customers to exhibit desired cooperative behavior. Assessing re-inspection fees for non-compliance with previous corrections requested or assessing additional plan review fees for not making requested corrections are methods that can modify behavior if deployed with consistency. Troy has the capacity of doing both and should program the assessment of these fees into their automation system.

33. Recommendation: Implement a fee methodology that encourages desired behavior and discourages egregious behavior.

Investing in Staff

The two most important elements in providing quality service are establishing goals and standards of what constitutes acceptable service levels, and having staff that are energized and empowered to meet the established goals. In order to empower and energize staff, an organization must invest in them by providing them with adequate resources and treating them with trust and respect. They should be included in the critical decision making processes so that they have ownership of the program and support the high quality service levels that they helped define. Statements made by numerous staff in Troy is that the first time they hear about a new policy or direction is when a customer refers to it. Many made statements that management never asks

for staff input and is not supportive in providing adequate resources. These impressions generate demoralized attitudes that have detrimental effects on customer service.

It is clear that current management is desirous of being more progressive in making changes in the organization. It is highly recommended that more focus be given to obtaining staff input and making sure they are included in the process improvement effort. The successful implementation of a well thought out plan ultimately lies in the hands of the working staff. Success is a direct result of how much they embrace the goals and how energized and empowered they are.

What energizes staff is having enlightened leadership within an organization that can articulate a vision and empowering individuals to fulfill the vision. There must be a unified voice from upper management delineating the vision. This necessitates that upper management across departmental lines work through their differences to create a unified message before any discussion occurs with other staff. Once this is accomplished the agreed upon vision needs to be shared with supervision and allow them to provide feedback. The supervisor's constructive feedback needs to be incorporated into the vision. The supervisory staff should then disseminate the message to the line staff for discussion and feedback with the results communicated back up the line. It is important to utilize the chain of command structure when initiating discussion regarding changes and to allow each level of staff in the organization to have a voice in the process.

34. Recommendation: Emphasize staff input for the improvement efforts.

Quality Control Assessments

To measure quality a number of approaches may be utilized. A percentage of completed plan reviews or inspections should be reviewed by a supervisor. This should be a sampling of projects rather than part of the normal review process. To empower staff it is important to trust them and allow them a fare amount of autonomy, but total free reign is not appropriate. Utilizing customer surveys that target measurements of quality are also useful. Having standing staff meetings where staff can share observed problems is also very valuable. These meetings should be scheduled on a regular basis and at a frequency determined by the number of issues needed to be discussed.

35. Recommendation: Establish a quality control system for each section that does not impede employee empowerment.

Staff Meetings

Staff indicated that staff meetings are almost never held, which has resulted in inconsistent application in code enforcement and lack of awareness of current regulations. At a minimum, we suggest that staff meetings be held every two to three weeks. Part of the meetings should be an up-date on processes, discussing the Department's mission, and various training.

36. Recommendation: The Building Inspection Department should hold staff meetings every two to three weeks.

D. PLAN SUBMITTAL, PERMIT ISSUANCE AND INSPECTION REQUESTS

Counter Operation

The counter operations are staffed by a supervising Secretary II position and five Account Clerk positions. The supervisor oversees the counter operation as well as oversight of travel expenses, and staffing allocations (attendance, vacations, and sick leave). The counter staff do all plan intakes, administer licensing, issue permits, process inspection requests, post inspection results into Equalizer (the electronic inspection tracking system), and serve as the initial point of contact for general phone calls.

The Building Inspections Department is the central point of submittal for all Building Permit project reviews required. They act as the coordinators for review activities between themselves, Structural, Fire, Engineering, Planning, Public Works, and Parks and Recreation. Building issues permits for several departments, (Fire, Engineering, Water, Parks and Recreation). The counter staff is the initial and last point of contact for each of these functions.

Plan Submittal Process

At time of application for commercial projects, applicants are required to submit five copies of site engineering drawings, four copies of building plans, and two copies of specifications. An assigned counter staff position does the intake and logs the plans into an Excel tracking log. They then route plans to the other review departments as needed, as well as all internal review staff.

For residential projects four plots plans and two building plans sets are required and a grading plan must be on file for the property or one must be submitted. An assigned

counter staff position does the intake and logs the plans into an Excel tracking log. Then they route plans to the residential reviewer or Engineering if necessary.

The current routing and transmittal process being used in Troy is paper driven. This method of transmittal and communication is rather outdated given the automation technologies that exist and could be utilized. Troy could deploy an electronic plan review tracking module that will identify which reviews are needed and route review tasks to the other departments electronically. The electronic system should allow review staff to log their comments and review status and track time of submittals, i.e. processing times and actual review times. All fees associated with reviews or clearances should be generated through this module and collected at one central location. If properly deployed, the current “Final Site Plan Approval Checklist/Authorization Summary” form would be replaced by automated tracking.

37. Recommendation: Deploy the automated plan review module provided by Equalizer and incorporate the above mentioned features.

An emerging use of the Internet that should to be deployed in conjunction with a plan review tracking module is electronic plan submittal and distribution, thus allowing migration to more of a paperless office. The Equalizer software system allows electronic documents to be attached to plan review folders thus facilitating this functionality. This is discussed in greater detail along with recommendations in Chapter IV.

Permit Issuance

Michigan state law requires that permit holders must be licensed in the trade for which the permit is being issued with the exception that a homeowner, if doing their own work or functioning as the building contractor, can obtain a building permit. The City of Troy also licenses contractors allowing them to conduct business within the City. The permit counter staff administers this licensing function. Because of the State licensing requirement, currently all projects are issued separate permits for each trade and sometimes multiple trade permits are issued.

The current practice necessitates the issuance of numerous permits on every project and results in many individual transactions. It also necessitates numerous contractors for every project to drive to City Hall to obtain permits. This practice, even though rooted in State law, is highly inefficient and alternatives to streamline this process need to be explored.

One approach could be to have a single agent for the project provide all the contractor information. Each legally responsible contractor would be the designated permit holder but permit issuance would be consolidated into a single transaction. Another

improvement that would help facilitate single permit issuance is to automate the permit issuance process and administer permit issuance over the Internet. Many jurisdictions that have similar legal constraints have accomplished this. There are many ways to approach permit issuance over the Internet and still maintain security, user identification and even obtain electronic signatures, if needed. Federal law has addressed this issue and removed the legal obstacles that existed prior through the passage of the Electronic Signatures in Global and National Commerce Act passed by Congress on June 30, 2000. What some jurisdictions have done is establish user logon ID's that are administered based on the legal limitations associated with their municipality. Evolving to electronic permit issuance provides enormous efficiency internally and to customers because they no longer need to physically come to City Hall. All permits, whether associated with plan reviews or issued without plan reviews such as many sub-trade only permits, can be issued over the Internet. If the E-permitting system is designed properly, all sub-trade only permits could be self administered by pre-registered contractors using a secure log-on identification system.

38. Recommendation: Change the permit issuance methodology to a more integrated permit issuance process.

39. Recommendation: Automate permit issuance so that permits can be administered over the Internet.

Inspection Request, Distribution and Tracking

Currently, all inspection requests are phoned in and recorded on voicemail. Recorded inspection requests are extracted and manually recorded on individual inspection request forms and a separate summary log. Clerical staff do this at 2:30 PM and then again at 6:30 AM each day. The inspections are segregated initially by an east west distribution by trade and then balanced by number by shifting inspection requests from the east/west assigned inspectors. The individual inspection request forms are completed by the inspectors after completion of inspection and returned to the office staff at the end of the day. The inspection results are then entered by clerical staff into the appropriate corresponding permit file in the Equalizer database.

Troy's current system is mostly a manual system and labor intensive. Alternatively, there are two automated utilities being used by many communities: Interactive Voice Response (IVR) and/or an Internet access through a web portal. Both means of access should directly interact with the permit database. The most common deployments utilize the permit number assigned by the automated system to access the permit file, which returns a confirmation to the user that they have accessed the correct file. Most systems deploy a utility that allows the caller to be identified by either speaking their name and phone number or entering this information using their phone pad or

keyboard. Some municipalities assign user ID numbers to customer data files, allowing their names and phone numbers to be automatically populated once entered. All data being entered or populated through an IVR system should have confirmation features designed in. Most systems allow the user to select from a predetermined list of inspections, thus providing control of inspection being requested. The system needs to be enabled with the ability to select date of inspection and, if appropriate, specify desired time of inspection. Inspections are stored in the database associated with the designated permit file and typically in a temporary file that corresponds with the date the inspection is scheduled to be performed.

Geographic location data can be populated (east or west or even street map location data), thus allowing the first cut of inspection distribution to be automated. A supervisory over-ride utility that allows distributions to be manually changed should be built into the system to facilitate fine tuning. Jurisdictions that have fully automated, i.e. deployed electronic access and posting capabilities to inspection staff, skip the task of printing out the inspection notices and typically distribute work loads to inspectors electronically. In fully automated jurisdictions, inspectors have no need for inspection slips because they have full access to all information directly.

40. Recommendation: Troy should consider use of an automated inspection request system.

Posting of Inspections

Some jurisdictions that have not deployed automation to the field inspectors have automated the posting process by utilizing optical character recognition (OCR) technology. This technology allows inspection results that are recorded on paper to be scanned and posted back to the permit file automatically. This deployment is generally utilized where field staff are not responsive to automation. It provides an advantage in posting data because it ensures that inspection results are posted to the correct file and the actual written comments can be captured, as well. If this option is utilized it is best to incorporate a bar code into the inspection form, an inspection ID number that identifies the specific inspection being requested, and the associated address and permit file.

The best options that provided the greatest accuracy and overall efficiency is to deploy rugged wireless laptops or PDA's to the inspectors providing them with direct access to the data files they need and allowing them to post their inspection results immediately. By doing so, every customer and inspector has immediate access to the up to date status of the project. Decisions that need to be based on other activities are known as soon as they are posted and knowledgeable decisions can be made accordingly. Sometimes inspectors fail to make the correct calls or do not proceed

with an inspection because they are not sure of the current status. Having ready access to current information improves efficiency for both the City and the customer.

41. Recommendation: Troy should use field computers for the inspectors.

Providing Customer with Inspection Results

In fully automated jurisdictions, inspection results are communicated back to the customer by either IVR, web access or field printed notices from printers usually installed in the vehicles. Once the posting process has been fully automated all three options are easily accomplished. What this provides the customer is instant access to inspection results so that they can plan their next activity correctly and in real time.

Some jurisdictions are concerned with providing the general public access to inspection results, particularly correction notices, and therefore have taken precautions in how this information can be accessed. One method is to assign identification numbers to all customers and require them to enter this ID to access information. By doing so, access to information can be limited to individuals that are already associated with the permit file.

42. Recommendation: Troy should include providing inspection results to its customers as part of the automation system.

E. PLAN REVIEW

Organizational Structure

The plan review section is staffed by one full time Plans Examiner/Coordinator, one Plan Analyst, and six sub-trade Inspectors on an as need basis. The Plans Examiner/Coordinator does all commercial/industrial building plan reviews and provides plan review coordination between the other departments and the applicant. The Plan Analyst reviews all residential projects and helps backfill staffing shortages in inspections or in Code Enforcement. There is one Account Clerk I position that is assigned to this section to help facilitate the assembly of correction comments, and getting completed plan reviews ready for permit issuance, (stamping plans approved, generating fees, tracking completion of other departmental reviews, etc.). The Building and Inspection Department does not have internal structural expertise; therefore this review service is contracted out. The plumbing, electrical and mechanical reviews are assigned to the sub-trade inspectors by site location, (east or west).

Plan Review Activity

The Building and Inspection Department has been tracking commercial building plan reviews since 2002 by utilizing a tracking Excel log, has been tracking residential building reviews for a little over a month utilizing another Excel tracking log, and does not track sub-trade reviews at all. Appendix E has the commercial plan review submittals as entered by staff over the last five years with 2007 data being year to date submittals as of August 13, 2007. The original data was consolidated into major project categories that were more suitable for analysis and similar to the data categories being tracked at permit issuance. Table 8 lists this reformatted commercial data and Table 9 lists residential projects that were permitted in 2006.

Table 8
Commercial Plan Review Data Listed by Major Categories

Project Type	2003	2004	2005	2006	2007 Projected
Add Alts	3	1	1		
Additions	22	10	8	8	5
Alterations	302	330	361	342	194
NC Partial	2			1	
New Construction	23	16	23	31	28
Site Alteration	9	8	6	13	3
Small Alterations	47	47	36	47	34
Grand Total	408	412	435	442	264
Percentage Change		1.00%	5.60%	1.60%	-4.40%

Table 9
2006 Residential Plan Review Data Listed by Major Categories

Category	Number
Single Family	
New	87
Add Alt	342
Garage/Acc	71
Pool Spa	53
Wall/Fence	1
Repair	22
Fire Repair	16
Temp Sales Trailer	1
Wreck	31
Fnd/Slab/Rat wall	1
Subtotal	625
Town House/Condo	
New	60
Add Alt	51
Wall/Fence	1
Temp Sales Trailer	1
Subtotal	113
Multiple	
Add Alt	2
Garage/Acc	5
Repair	3
Subtotal	10

Analysis of Plan Review Workload & Staffing

Table 8 data indicates that the projected total number of projects being submitted this year is in decline. The total number of projects being submitted does not accurately indicate actual workload however, because some projects have longer review times associated with them. Therefore the project review categorizes were assigned average review times listed in Table 10 and total review times were calculated. Based on this more refined analysis we believe commercial plan review workload has actually increased, even though number of projects being submitted has declined.

Table 10 calculates the number of commercial plan reviews hours needed, based on average assessed plan review times associated with each major category multiplied by the number of projects submitted per review category annually.

Table 10
Commercial Calculated Plan Reviews Time Required
Based on Count of Major Projects Reviews Shown In Table 8

Project Type	Review Time Assessed	2003	2004	2005	2006	2007
Add Alts	5	15	5	5	0	0
Additions	4	88	40	32	32	20
Alterations	1.5	453	495	542	513	291
NC Partial	4	8	0	0	4	0
New Construction	16	368	256	368	496	448
Site Alteration	1	9	8	6	13	3
Small Alterations	1.5	71	71	54	71	51
Grand Total Hours Assessed		1,012	875	1,007	1,129	813
Percentage Change In Hours Assessed			-13.50%	15.10%	12.10%	15.30%

Note: 2007 percentage change is a projection based on current submittals as of 8/13/2007

For Residential projects the same assessment was done, listed in Table 11, but only for 2006 permit activity because the plan review tracking log was only recently established. The data being analyzed was extracted for permit issuance data, and hence should be relatively accurate with the exception of a few projects that may have had permits issued without being reviewed or reviewed projects that never obtained a permit.

**Table 11
2006 Residential Plan Reviews**

Single Family	Review Time	No.	Review Hours
New	4	87	348
Add Alt	1.5	342	513
Garage/Acc	0.75	71	53
Pool Spa	0.75	53	40
Wall/Fence	0.75	1	1
Repair	0.75	22	17
Fire Repair	1	16	16
Temp Sales Trailer	0.75	1	1
Wreck	0.75	31	23
Fnd/Slab/Rat wall	0.75	1	1
Subtotal		625	
Town House/Condo			
New	4	60	240
Add Alt	1.5	51	77
Wall/Fence	0.75	1	1
Temp Sales Trailer	0.75	1	1
Subtotal		113	
Multiple			
Add Alt	1.5	2	3
Garage/Acc	0.75	5	4
Repair	0.75	3	2
Subtotal		10	
Total Review Hours Assessed			1,339

Tables 12 and 13 below calculate productive available hours as follows. Available average leave hours are subtracted from total annual paid hours to calculate available work hours, equally Net Time on Job. A daily productive percentage is calculated based on an assessment of how many hours on average are believed to be allocated to actual plan review. The .625 associated with commercial plan review assumes three hours per day will be allocated to helping customers at the counter, on the phone, email, answering staff questions, coordinating with other departments, etc. The .75 associated with residential plan review is higher because plan review coordination with other departments is not necessary and therefore a higher productive percentage should be possible. These productive percentages were used to adjust available productive plan review hours accordingly.

Table 12
Commercial Available Productive Hours

Category	Hours
Annual Paid Hours	2080
Holidays	64
Personal	30
Vacation	120
Sick	40
Net Time on Job	1826
Daily Production Hours	5
Daily Productive %	0.625
Annual Productive Hours	1,141

Table 13
Residential Available Productive Hours

Category	Hours
Annual Paid Hours	2080
Holidays	64
Personal	30
Vacation	120
Sick	40
Net Time on Job	1826
Daily Production Hours	6
Daily Productive %	0.75
Annual Productive Hours	1,370

When the available productive hours are compared to the assessed workload hours, the plan review staffing currently assigned appears to be balanced with the current workload of plans being submitted.

Current Plan Review Performance Targets

The current plan review turn around targets for commercial projects is three to four weeks for the first review and one week to 10 days for the second review cycle. Sub-trade plan reviews are done on multifamily residential projects and all commercial industrial projects with a turn around target of three days. For residential addition projects the building review processing targets are five to seven days for 10 days for new residential construction, and same day for second reviews.

Assessment of Actual Plan Review Performance

The Building and Inspection Department has been utilizing a tracking Excel log since 2002 for commercial building reviews, for residential building reviews for a little over a month, and does not track sub-trade reviews at all. Analyzing the data extracted from the commercial tracking Excel spreadsheet, the shelf time (days between date of submittal and start of review) and processing review days (date from start of review until permit issuance) were calculated. The results of this assessment are listed in Table 13.

What this commercial data reveals is that the average shelf times are actually quite good, but the maximum project delays from date of submittal until start of review are excessive. The average and maximum days attributed to the review cycle (days between start of review and permit issuance) are both considered to be excessive. These review cycle days are relatively non-definitive however, because Troy does not track the time a project is in the possession of the applicant as compared to being in the City's possession, which is a critical element that should be tracked. The City also does not track the sub-trade review process or other departmental processing timelines. Therefore, it is not possible to determine where the delays are actually occurring. It is possible to have extremely poor completion times without being attributed to City delays, but without measurements in place to track the actual review handoffs occurring; it is not possible to determine where the major delays are. Troy needs to track the following timelines for every review being performed.

- Date of submittal
- Date review completed and applicant notified
- Date of each resubmitted plans
- Date of each recheck completed and applicant notified
- Date of permit issuance

43. Recommendation: Incorporate the above transaction dates in the data tracking system.

Based on interviews with sub-trade inspectors, we were told that it is not uncommon for projects to not be reviewed for three to four weeks. These delays are occurring when inspection activities are high, and can also be attributed to giving priority to doing inspections rather than plan reviews. An emphasis is placed on performing at least 14 inspections a day, which is maintained by performing inspections on expired permits. Because there is no customer waiting for service to be performed regarding inspection on expired permits, we believe lower priority should be given to this function than plan review.

For residential projects, since the Building Department did not start tracking activities through a tracking log until July of this year there is insufficient data to provide an empirical assessment. But based on review of the one month of data and staff interviews, it appears the residential review process is being completed within acceptable review timelines.

**Table 14
Review Commercial Time Assessment**

Review Type	Average Shelf Time	Max Shelf Time	Average Review Days	Max Review Days
Additions	6	13	27	62
Alterations	4	75	28	271
New Construction	5	44	38	125
Site Alterations	6	49	26	54
Small Alterations	6	51	34	133

Recommended Plan Review Procedural Reassessments

Based on the above analysis of comparing workload demand to available manpower it appears there is sufficient staffing to produce the incoming workload in a timely manner, but only if constant staffing levels are maintained. The backlogs in processing appear to be the result of having staff vacancies because of illnesses, where workload backed up. Once a backlog of workload has been generated it is difficult to eliminate the backlog without committing additional resource that are equal to the manpower shortages that created the backlog to begin with. If constant

staffing levels can be maintained, there should be no reason for excessive plan review delays to be occurring with existing staff. Therefore, to ensure a more consistent and timely review process four areas of improvement should be considered:

1. Internal processing changes to allow implementation of an expedited review process.
2. Utilization of outside staffing resources and adding additional staff to perform more of the non-technical tasks. This should produce a higher productive percentage to exist amongst review staff.
3. Change what data is tracked.
4. Utilizing automation more effectively.

Each of these is discussed below.

Recommended Expedited Plan Review Processing Alternative

Local regulations and policies need to be routinely evaluated in terms of return on investment to assess if the processes are accomplishing sufficient value to warrant the delays and incurred cost. To facilitate rapid processing, procedures should have as few steps as possible and where multiple reviews are necessary they should be conducted simultaneously. If at all possible, redundant review processes should be eliminated and processes that overlap should be consolidated into a single review process by cross-training staff. If a task can be accomplished in a single event rather than multiple events an organization should consolidate the multiple steps into one process.

The most efficient review processes eliminate the warehousing operation entirely by scheduling reviews and performing the intake, completeness review, actual review and resolution of issues in a single meeting while the applicant is present. Eliminating warehousing will eliminate numerous intermediate processing steps, the need to intake, file, locate, re-file, relocate, and return plans to the applicant. The elimination of these steps greatly improves efficiency. Doing the review with the applicant present speeds up the process by facilitating orientation to design, helps to locate information on plans quickly, and improves the plan reviewer's focus, thus shortening the actual time spent reviewing. It also simplifies communications – no more phone tag or emails going back and forth. It also facilitates the resolution of problems immediately. A well-managed express plan review operation run by appointments is far more efficient, provides greater productivity, and much better customer satisfaction.

If multiple review disciplines are needed to complete review they should be scheduled to provide concurrent reviews at the same time if at all possible, but at a minimum should be performed the same day. Once review service functions have been identified, practical processing times needed by staff to complete a review are scheduled. Review services where the longest single review time needed is less than

two hours can be processed through a coordinated express plan review process, facilitated by an appointment system.

For example a plan review may entail the following:

- An intake process (creation of application folder) – 10 minutes.
- A zoning and life safety building review – 60 minutes.
- A structural review - 30 minutes.
- A plumbing review – 20 minutes.
- A mechanical review – 40 minutes.
- An electrical review – 20 minutes.
- A fire review – 30 minutes.
- Permit issuance – 15 minutes.

To facilitate this express plan review process an appointment would be scheduled with the applicant/designer(s). This appointment could be in person or a virtual meeting with the applicant via a video phone. At the appointed time the reviewer and designer would participate in the review. If corrections are minor in nature and can be corrected by the designer immediately a corrected set of plans could be created during the meeting. If the interface is in person the corrections could be initialed redlined. If the interface is a virtual one, the original plans could be corrected and sent electronically. At the end of the review process the applicant will either have permit approval or a detailed list of corrections. If all reviews were conducted simultaneously and approved, the design team would receive the 225 minutes of processing and review in a little over an hour and leave with a permit in hand. This ideal processing scenario would not be possible in Troy without utilizing contract plan review services for sub-trade plan review. Because assigned sub-trade plan review staff are performing dual roles, their appointments could probably not be coordinated with other reviews. They still could be scheduled the same day as the building reviews, and grouped together one after the other at appointed times. To maximize efficiency for both the applicant and staff and allow some latitude for review completion, the interface should be conducted virtually, with appointments scheduled with some flexibility and initiated when prior reviews have been completed.

This processing method has been deployed by a number of jurisdictions in the San Francisco Bay Area, mostly utilizing in-person interfaces. Virtual interfaces have been utilized by the city of San Jose in conjunction with electronic submittal, as well. With current available technology there is no reason an expedited review process could not be conducted in a virtual environment using electronic plan transmission and video conferencing, without requiring the designers to physically come to City Hall.

The expedited review process works exceptionally well for reviews that can be completed in an hour or two, but does not need to be limited to only simple reviews. Even more complex and lengthy review processes can be accomplished through this method; the difference is that the applicant will not get the results of review until the next day or the day after. The difference of this processing method is to utilize a scheduling system rather than a warehousing system, and to start the review immediately. Based on review times of different product types gathered from interviews with staff, the vast majority of projects reviewed by Troy could be processed through this method.

44. Recommendation: Change the processing design to incorporate an integrated expedited processing system described above.

Recommendation Regarding Maintaining Constant Staffing

Troy has experienced staffing shortages from time to time because of injuries or illnesses incurred by staff. A constant level of service is not possible without sufficient staffing. To ensure a constant level of staffing Troy should assemble a list of contractual staffing resources that can be utilized on an as need basis. In the State of Michigan, individuals that perform plan review or inspections need to be registered and licensed individuals, which does create a challenge in assembling a list of staffing resources, but nevertheless is doable. If a joint effort were launched with other jurisdictions to assemble a list of available qualified staffing resource that could be collectively used on a part-time basis, we believe such a list could be assembled. Additional available staff could be individuals already employed by other jurisdictions, or could be individuals that meet the minimum hiring qualifications that could be collectively paid by multiple jurisdictions to maintain the continuing educational units required to maintain current State licensing and registration. Additional staffing resources should be sought to cover other technical functions performed by the development review services.

An additional option that needs to be looked at is to add a full-time intermediate staffing position that would perform all of the non-technical aspects related to the review process. Currently, the Building Inspection Department has such a position but because of clerical shortages in general, this position is not allowed to function full time in plan review support. Either another clerical staff position should be added to allow this position to be allocated full time to plan review or part-time staffing should be brought in on an as-need basis to allow this to happen. The concept of having a reserve list of qualified staff that can be called on should be utilized for clerical staffing as well. The City should maintain a standing eligibility list of full-time and part-time qualified clerical staff that can be called in as needed to help when prolonged absenteeism occurs or when increased workloads occur.

45. Recommendation: Assemble a contractual budget and a list of outside staffing resources that can be used to augment staffing shortages and utilizes these resources to maintain service levels.

46. Recommendation: Dedicate a full-time staff position to the plan review process to help facilitate non technical processing functions and schedule appointments for an expedited plan review process.

Recommended Change on Plan Review Data Tracking

To design a highly efficient integrated expedited review process as described above, projects must be identified in terms of review complexity. Review complexity is based on how many different types of reviews will be required and how long in general each review process will take. Once project complexity parameters have been defined, processing lines can be designed to process the product types through a scheduled processing system without warehousing or handoffs. The processing design parameters require staffing needs to be matched to activity volumes based on project complexity.

In order to move the organization toward this highly efficient processing model it is important to identify product types with meaningful discernment so that review efforts can be quantified to establish proper staffing levels and to facilitate proper scheduling of project reviews. Currently, the only plan review tracking being done by the Building and Inspection Department is through an Excel spreadsheet where free form project descriptions are being entered and only building reviews are being tracked. In order to progress to a more efficient method of processing all review disciplines need to be tracked and projects categories need to be predefined and selected from pick lists to ensure consistency. The following are suggestions of what might be appropriate project categories to be tracking and in many cases are designation the City is already using.

- Track reviews by discipline of review:
 - ✓ Building Architectural
 - ✓ Building Structural
 - ✓ Plumbing
 - ✓ Mechanical
 - ✓ Electrical
 - ✓ Fire

- ✓ Engineering
- ✓ Water
- ✓ Landscape
- ✓ Planning
- Track the reviews required within each discipline by use category.
- Within each discipline track by major project category that provides significant differentiation, such as:
 - ✓ Residential Single Family
 - ✓ Residential Multifamily
 - ✓ Residential Multifamily High Rise
 - ✓ Commercial Industrial 1& 2 Story
 - ✓ Commercial Industrial Mid-rise 3/6 Story
 - ✓ Commercial Industrial High Rise
- Within each major project category track by scope of work:
 - ✓ New construction projects
 - Foundation Only
 - Shell Only
 - Garage Only
 - Finish Interior
 - Complete Building
 - ✓ Existing remodels/alterations
 - Alterations
 - Additions
 - Minor alterations
 - Minor additions
 - Repairs
 - ✓ Site Work
 - ✓ Demolition

47. Recommendation: Deploy the plan review module of Equalizer and track the elements listed above.

Recommendation for Plan Review Automation

As recommended earlier in this report, Troy should deploy the plan tracking module available from Equalizer and fully automate the plan review process. The submittal processes, transaction dates, actual review processing times, current status of each review, and all review comments should be contained in the automated system. If plans are submitted electronically or scanned into electronic files they should be attached to the plan review file and transmitted electronically to each reviewer. Once review comments have been completed by each reviewer, word merge functionality should be deployed that automatically assembles every reviewers comments into a consolidated correction notice that can be emailed to the applicant. If automation is fully deployed it will result in greater efficiency in productivity and higher customer satisfaction.

Plan Review Performance Standards

Because business today has national and international exposure, it is important that established performance standards to complete plan review and inspections be in line with the established standards expected by industry. It has been our observation that the industry desires plan review completion targets of same day service for simple projects and no more than 10 to 15 day review targets for more complex projects in order to maintain competitive and predictable costs.

Even if the processing system delineated in the expedited processing alternative is deployed, the larger more complex projects will still need to be accomplished through an intake processing method. If outside contractual plan review services are utilized for these more complex projects, the processing timelines for review completion still need to be established. We believe the following are acceptable performance targets and are not too different from what Troy has already established. The establishment of targets needs to be more than goals; however, they need to be more of assurances where customer can count on them being met. This means timelines need to be monitored very closely, priorities in staff labor allocations need to be monitored, and outside resources should be solicited before timelines are exceeded.

**Table 15
Recommended Plan Review Performance Targets**

	1st Cycle	2nd Cycle	3rd Cycle
New Commercial Construction	15 Days	10 days	5 days
Major Commercial alterations	10 days	5 Days	Same Day
New Multifamily Construction	10 days	5 Days	Same Day
All other reviews (2 hours or less)	Same Day	Same Day	Same Day

48. Recommendation: Adopt the above plan review performance standards and monitor workload to ensure time lines are met.

F. CONSTRUCTION INSPECTIONS

Organizational Structure

The construction inspection section is staffed by one Supervisor, two Building Inspectors, two Plumbing Inspectors, two Mechanical Inspectors, and two Electrical Inspectors. The Building and Inspection Department has created two inspection zones by splitting the City in half, with half the inspection staff assigned to the west side and half to the east side. The sub-trade inspectors do both inspections and plan reviews for the projects that are located in their assigned inspection area. Inspector hours are 8:00a.m. to 4:30p.m. with a 30 minute lunch break. Inspectors come to the office in the morning and remain in the office until 9:00a.m. During the morning office hour they determine their inspection routes, familiarize themselves with the inspection history of jobs, pull inspection records, wait on customers that request their help at the counter, and answer phone calls related to time of inspection, inspection problems or plan review issues. Inspections are performed between 9:00a.m. and approximately 3:30p.m. but can extend to almost 4:30p.m. if workload is heavy that day. Between 3:30p.m. and 4:30p.m. inspectors return to the office and re-file inspection records or do plan review. The ability to provide next day inspection is around 99% which is very admirable and every attempt to maintain this standard should be made.

Automation Improvements Recommended

The Construction Inspectors currently have access to two computers for eight inspectors. Every inspector interviewed indicated this lack of computer access was creating efficiency problems in being able to access permit information. Because of not being able to get access to permit information, some inspectors will use other staff computers from 8:00a.m. to 9:00a.m. which impairs the fellow worker's ability to be productive during this time

The inspection staff should be provided with individual computers that are assigned to them. It is recommended that this PC be a rugged laptop that has wireless capability, thus allowing remote access to the permit database. If inspectors are lacking in computer skills, none interviewed indicated this to be the case, they should be trained to become proficient. The field operation should start migrating toward full automation deployment as described in the section entitled “Permit Application, Plan Submittal, Permit Issuance and Inspection Requests.

49. Recommendation: Provide inspection staff with computers suitable for field deployment.

50. Recommendation: Provide training to staff that lack computer proficiency.

51. Recommendation: Start planning the transition process to fully automate the inspection process as described within this report.

Inspection Counting

A differentiation should be made between requested inspections and fill-in inspections, so that an accurate count of solicited workload can be monitored and measured. The national standard for inspection tracking is one inspection counted per trade inspected per individual building or if a project consists of multiple units such as condominium, apartments or suites in a commercial strip center, one inspection per unit. Fill-in inspection should be counted as spot inspections and not counted as part of the standard workload.

52. Recommendation: Adopt the inspection count system as outlined above.

Recommended Better Plan Review Allocation

Priority is given to performing inspections, therefore if workload is heavy sub-trade plan reviews may wait weeks before being performed. Two inspectors stated that so much priority is placed on maintenance of an inspection count, around 14 inspections per day, that non-solicited inspections are expected to be performed on non-finaled projects. This emphasis on inspections over plan review has generated considerable backlogs in plan review processing

Allocation of time to perform plan reviews should be given priority over fill-in inspections. Workload should be monitored relative to how many plan reviews are waiting to be reviewed and if a backlog is being generated overtime should be utilized

to maintain established performance standards or outside resources should be solicited to perform the work. If an expedited plan review process is established as recommended, time must be allocated and scheduled for this function. If in-house staffing resources are not adequate to staff an expedited review process, outside contractual staffing should be utilized.

53. Recommendation: Monitor sub-trade plan review workloads, and prioritize to meet review performance standards.

54. Recommendation: Establish added contractual staffing resources to augment internal inspection staffing shortages in order to maintain performance goals.

Recommended Utilization of Re-inspection Fees

In most jurisdictions that have fee structure that allow unlimited amounts of service to be rendered based on a set permit fee, a certain number of customers are abusive of the services being offered. Customers will request inspections without having completed the work or may call for many partial inspections, or may not make all the corrections previously requested or may not provide access, plans or documents to complete an inspection. These inefficiencies affect the overall performance capacity of service delivery, but are generally created by a minority of customers. What Troy has done to deal with this issue is require a re-inspection fee to be paid by abusive customers. This method can be perceived as punitive if not utilized consistently by all staff. The best application of this method is to program a fee in the automated system based on inspection results. If this methodology is deployed better consistency is obtained.

55. Recommendation: The application of re-inspection fees should be programmed into the automated system.

G. CODE ENFORCEMENT

Organizational Structure

The Code Enforcement Housing Inspection section is staffed by one supervisor, two fulltime Housing & Zoning Inspectors for Code Enforcement and two part-time Housing & Zoning Inspectors for Housing Inspections. The Housing and Zoning section oversees the installation of signs, perform all plan review, permit issuance and inspections. They also enforce zoning, noise, junk vehicles and litter regulations. This

section also provides housing inspections on rental property that have three or more individual dwelling units.

Code Enforcement Workflow

The Code Enforcement section predominantly receives their workload from complaints. Most of the complaints are related to weeds and overgrown landscaping, abandoned cars, or excess litter on a site. Complaints are generally responded to in one to two days. The typical process is a drive by to verify if the complaint is valid. A written notice is mailed to the owner requesting them to abate the violation. It was estimated by staff that 85% to 90% of the time abatement occurs as a result of the first letter being sent. If the violation is not abated, a final notice is sent that stipulates the owner will be taken to court if abatement is not accomplished within a designated timeline; 14 days for autos, seven days for grass and litter. If abatement still does not occur a civil infraction is issued which requires a court appearance before a judge. It is estimated by staff that 95% of the complaints are abated before the actual court date. For the violations that are not abated before the court date, they generally never do get abated. The reason given by staff for this is that even though a \$500 fine can be assessed and can be repeatedly assessed, there is actually no repercussion for non-compliance or failure to pay the fine. Civil infractions are not enforced by the Police and therefore no mechanism exists to obtain enforcement. To go before a judge requires a City Attorney approval. To obtain a court date usually takes between five to six weeks. The time allocated by staff to attend court appearances could be three to four hours per week.

Because of the high compliance rate prior to the actual court appearance, the lack of teeth associated with a court ruling and the time consumed to get to court, staff is desirous of moving away from the Civil Infraction process. They would like the Civil Infraction process to be changed into a Responsibility Finding process. This would allow cases to be heard by a magistrate appointed by a judge. This process would reduce the delay in obtaining a hearing to two weeks and would require less staff time to bring a case to hearing because attorneys are not required in this process. We believe the arguments presented by staff are reasonable and based on sound judgment and should be actively considered.

56. Recommendation: Consider changing the Civil Infraction process to a Responsibility Finding process as desired by staff.

Process Change

The supervisor of the section is desirous of changing the approach in delivering the first warning notice. Currently, as stated above, a drive-by to confirm a violation exists occurs and then a warning letter is mailed to the owner. He would like to

change the initial noticing to a personal contact, i.e. face-to-face contact with the owner. Changing to this method of enforcement would be more personal and would undoubtedly provide citizens that are being asked to abate a nuisance with a more positive view of the City. It would also require more staff to maintain a timely response to complaints because of the added time needed to make contact and discuss the nuisance. It was estimated by staff that there is about a 40% repeat of violations however, and perhaps a more personal approach would diminish the rate of repeat offenses.

The first step in making a determination if a procedural change is warranted should be to start analyzing data. Currently, all of the complaints are entered into Equalizer and therefore reports should be generated for how many complaints are being generated, what types of violations, and location. Determine empirically the percentages of complaints that are being resolved after the initial notice, how many after the second notice, how many before going to court and how many are repeat offenses. If the actual percentages are close to what staff believe based on gut assessments, launch a pilot program in an area where repeat offenders are high and see if the percentages of repeat offenses decline. If they do decline, then City management needs to determine if they want to allocate enough resources to make this approach the norm.

57. *Recommendation:* Create the necessary reports that will provide the statistical data necessary to assess the validity of changing direction.

Another approach that might be considered for areas where the greatest concentration of violations is occurring is to conduct citizen educational meetings to promote more neighborhood interaction. When a workload is complaint driven, the objective obviously is to eliminate the complaints. One method of doing so is to encourage citizens to independently resolve issues among themselves without getting the City staff involved. Educating citizens about the regulations and enforcement process and the incurred costs associated might encourage them to act on their own.

58. *Recommendation:* Citizen education meetings should be held in neighborhoods receiving the most complaints.

Housing Inspections

The housing inspection program was enacted pursuant to the Housing Law of Michigan. The law stipulates that multifamily dwellings or rooming houses which contain apartments or units which are offered for rent for more than six months a year are required to register within the City. In addition to being registered each dwelling must have a Certificate of Compliance. The initial Certificate of Compliance is accomplished by granting a certificate of occupancy upon completion of original

construction. Follow up inspection are stipulated by the Michigan Housing Law to occur every two years unless no violations were observed during the last inspection and then the term can be extended to three years. Inspections can be conducted based on the three listed criteria below, which are left to the judgment of each jurisdiction;

1. An area basis, where all premises within a geographical area are inspected.
2. On a complaint basis.
3. On a recurrent violation basis.

In the past, due to a lack of staffing available to conduct housing inspections on a routine basis, the Building and Inspection Department was only responding to complaints. Since adding the two part time positions the Department has now started performing proactive inspections on an area basis. The current age range of Certificates of Compliance is estimated to be between six to 10 years old, excluding units that have recently been inspected. With the staff being added recently it appears the time period between inspections should be able to be lowered to close to a two year frequency for units where violations were observed and three years for units where no problems were found.

**Table 16
Housing Inspection Time Estimate**

Units	Time to Inspect per Unit	Total Inspection Time Needed
6234	25	2597.5
Buildings		
891	30	445
Total		3043
Yearly Hours needed if done every 2 years		1521
Staffing Needed based on available time listed in table below		2.2

**Table 17
Housing Inspector Productive Assessment**

Annual Paid Hours	1040
Holidays	32
Personal	15
Vacation	60
Sick	20
Net Time on Job	913
Daily Production Hrs	3
Daily Productive %	0.75
Annual Productive Hours	685

H. APPEAL BOARDS

The Building Inspection Department administers applications for the Board of Zoning Appeals. A Building Permit application is required to be filed and a denial determination made prior to being allowed to file for a zoning appeal. Building also administers the Building Code of Appeals Board. This board meets once a month and hears and rules on variance appeals. Most variance appeals are related to signs, fences and basement ceiling heights when basement storage spaces with low ceiling heights are being converted to habitable spaces.

I. FIRE PREVENTION

Organizational Structure

This section is supervised by an Assistant Fire Chief, has seven fire inspectors assigned and one clerical position. This section is responsible for all fire life safety plan reviews and inspections that include architectural life safety concerns, (site access and exiting), life safety system permits (automatic fire suppression systems, and alarms), Hazmat material storage and use, and the issuance of major events permits. The Fire Prevention section also conducts annual inspections for restaurants and assembly occupancies.

Authority

The Fire Prevention section is a division within the Fire Department that reports directly to the City Manager's office. The Fire Department has the following Codes, as amended by the State of Michigan:

- 2003 International Building Code (IBC)
- 2003 International Fire Code (IFC)

Departmental Processing Interaction

This section works closely with the Planning Department during the preliminary review process providing guidance on fire related issues and during the final site plan approval process which requires their sign off prior to approval being granted by planning. They also work closely with the Building and Inspection Department during construction plan review and inspections. All plans are submitted to Building and a set is routed to the Fire Prevention section for their review. All construction related plan reviews are jointly reviewed by both Building and Fire. This includes architectural reviews which are looked at by both the Building Plans Examiner/Coordinator and Fire, sprinkler plans that are jointly reviewed by a Mechanical Inspector and Fire, and alarm plans that are reviewed by an Electrical Inspector and Fire. All fire construction permits are issued through building once Fire has granted plan review approval. All fire construction inspections are received in Building where Fire will manually extract the Fire inspections from the daily inspection log that was created by Building. In the inspection process, as in the plan review process, both Fire and Building staff will inspect the same installations (architectural life safety issues, sprinklers and alarms) but from slightly different perspectives. For example, alarm installations are reviewed by Electrical Inspectors for proper electrical installation and Fire will review functionality, (placement and audibility). The reason for this overlap in plan review and inspections has been attributed to State law. State law requires a licensed Mechanical Inspector to review sprinkler systems, a licensed Electrical Inspector to review alarm systems and both systems are required to be reviewed by a Fire Inspector. Fire must complete and approve their inspection process prior to building granting a certificate of occupancy or a final inspection.

As stipulated in the Expedited Process Alternative section, we believe redundant processing should be eliminated if at all possible. In other municipalities we have reviewed, system permit installations are plan reviewed and inspected exclusively by the Fire Department. The elimination of this redundant processing appears to be more difficult in the State of Michigan because of the State laws, but is not impossible. One approach is for Fire to hire staff in the future when vacancies occur that meet the State requirements, thus allowing these review processes to be consolidated under a single control.

- 59. Recommendation:** Consider changing job specification to promote the hiring of personnel in Fire Prevention that meet the State licensing requirement for Electrical and Mechanical Inspectors.

Automation

The Fire Prevention section has successfully deployed automation within their section. Every inspector has a City supplied computer and a cell phone. Fire utilizes a “Fire Records Management System's Occupancies Module” (FRMOM) for tracking non-construction related inspection activities, as well as utilizing Equalizer to track construction inspection activities. The FRMOM system is a County-Wide emergency response system utilized by all Fire Departments in Michigan and therefore can not be replaced by a permit tracking system. Fire does have some unique data needs that reside within the FRMOM system that need to be fully integrated with the Equalizer system thus necessitating an interface to be developed where data can be shared between these two systems. Fire is ready and eagerly willing to start using the plan review module in Equalizer once deployed by Building. The automation improvements stipulated for Building are also applicable for Fire and complete integration of all development review departments within Equalizer needs to be accomplished.

- 60. Recommendation:** Integrate Fire needs stipulated above in any future deployment of automation.

VI. ENGINEERING DEPARTMENT

A. POSITIVE FINDINGS

- The Engineering Focus Group spoke very favorably about their experiences working with the Engineering Department.
- After a six year audit of the City's implementation of the State and Federal stormwater management regulations, the Engineering Department received valuable certification for its programs and efforts.
- The City Engineer has empowered his staff in making decisions and working with applicants to resolve engineering related issues.
- Engineering design review responsibilities are shared among the staff engineers, allowing them opportunities to work on other projects.
- Checklists are utilized to assist both customers with submittal requirements and staff with technical reviews.
- The Engineering Development Standards are available and identifiable on the website.

B. PROFILE

Authority

The Engineering Department operates under the following authority:

- Troy City Charter
- Troy City Code
- Environmental Protection Agency Stormwater Regulations as implemented by the State Department of Environmental Quality

Organization

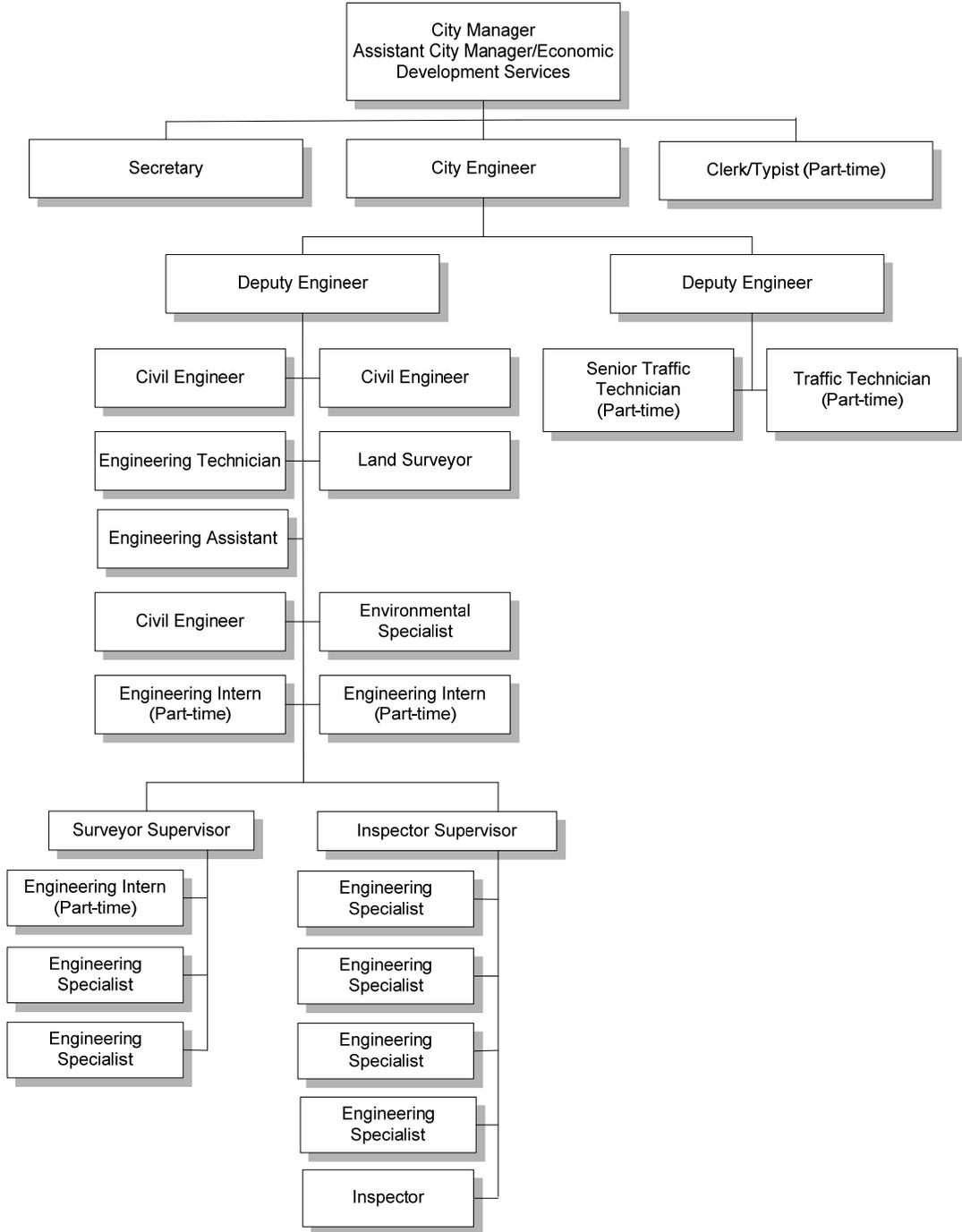
The table below indicates specific positions and responsibilities for the Engineering Department:

Table 18
Staff Functions – Engineering Department

Position	No. of Positions	Responsibilities
City Engineer	1	Manages the functions of the Engineering Department. Reports to Assistant City Manager for Economic Development Services.
Deputy City Engineer	2	One manages the capital project and plan review engineering functions and one is the City's Traffic Engineer and conducts all plan reviews for traffic impacts. Both are involved in the design of City initiated Capital Improvement Projects. Both report to the City Engineer.
Civil Engineer	3 (1 vacant)	Conduct preliminary and final site plan reviews and design/manage Capital Improvement Projects. Report to Deputy City Engineer.
Engineering Technician	1	Plan intake and routing. Processes bonds and deposits. Preliminary reviews for completeness. Reports to Deputy City Engineer.
Engineering Intern	3 (part time)	One conducts minor plan review and Capital Improvement Project support functions, one supports the Environmental Specialist with stormwater related reviews, and one assists with survey functions. One reports to Civil Engineers, one reports to Environmental Specialist, and one reports to Surveyor Supervisor.
Inspector Supervisor	1	Management oversight of construction inspection activities. Supervises and monitors schedules of Construction Inspectors. Reports to Deputy City Engineer.
Inspector	1	Oversees scheduling and completion of inspections of streets, traffic improvements, sidewalks. Reports to Inspector Supervisor.
Engineering Specialist	6	Three complete of inspections of streets, traffic improvements, sidewalks. One issues encroachment/right-of-way permits and inspects utility work in public rights-of-way. Two assist with public rights-of-way surveys. Four report to Inspector Supervisor, two report to Surveyor Supervisor.
GIS Analyst	1	Builds and maintains public facilities portions of GIS system. Assists with special projects as needed. Position budgeted in Engineering Department but reports to GIS Administrator
Engineering Assistant	1	Collects data for GIS system, builds links on GIS system for facility attributes. Reports to Deputy City Engineer.
Environmental Specialist	1	Oversees projects to improve watersheds and stormwater drainage system. Conducts plan review for evaluation of stormwater drainage system. Monitors Federal, State, and County information regarding changes in stormwater drainage regulations. Liaisons with other stormwater agencies. Reports to Deputy City Engineer.
Land Surveyor	1	Oversees surveys for design and construction of public improvements. Reports to Deputy City Engineer.
Surveyor Supervisor	1	Oversees surveying functions and projects. Reports to Land Surveyor.
Senior Traffic Technician	1 (part time)	Assist Deputy City Engineer/Traffic Engineer with plan review. Reports to Deputy City Engineer/Traffic Engineer.
Traffic Technician	1 (part time)	Assist Deputy City Engineer/Traffic Engineer with plan review functions. Reports to Deputy City Engineer/Traffic Engineer.
Secretary	1	Administrative support, plan intake, processing and routing. Reports to City Engineer.
Clerk Typist	1 (part time)	Administrative support, plan intake and routing. Reports to City Engineer.

The figure below illustrates the organization of the Engineering Department.

Figure 7
Engineering Department Organization



Activity

The Engineering Department's development related responsibilities are as follows:

- Reviews development related public improvement plans for compliance with City standards and specifications.
- Reviews development related site grading, drainage, and soil erosion control plans for compliance with City, County, and State requirements.
- Maintains City development standards, construction specifications, and standard construction details, including standards for new development.
- Investigates construction-related concerns from the public regarding construction and development projects.
- Issues permits and performs inspections for soil erosion control, culvert and right-of-way permits.
- Inspects public improvements for compliance with development standards, construction specifications and soil erosion control requirements.
- Liaisons with utility companies for private utility construction in City rights-of-way.
- Reviews plans of new developments for compliance with traffic standards.
- Conducts site plan/traffic control plan reviews.

The Engineering Department conducts plan reviews for all preliminary and final plan submittals.

The table below identifies the average number of plan reviews conducted by the Engineering Department annually.

Table 19
Engineering Department Preliminary and Final Site Plan Reviews

Application Type	Average Number of Applications Processed Annually
Preliminary Site Plan and Site Condominium Preliminary Plan	26
Final Site Plan and Site Condominium Final Plan	26

The Engineering Department also conducts construction inspections for public improvements constructed as a part of development projects, including streets, traffic, streetlights, sewers, storm drain facilities, and sidewalks. Unfortunately, there is no efficient way to calculate the actual number of inspections completed annually because the Engineering Department does not monitor this activity electronically or in any manner that could lend the information to being readily retrievable.

- 61. *Recommendation:* An electronic permit tracking system should be implemented for the monitoring of both plan reviews and inspections. The system should include information as to all inspections related to a construction permit.**

- 62. *Recommendation:* Weekly management reports should be generated from the system and reviewed by the City Engineer or one of the Deputy City Engineers to monitor inspection status and/or completion.**

C. PROCESS ISSUES

Engineering Site Plan Reviews

The Engineering Department conducts technical reviews for Preliminary and Final Site Plan submittals (including Site Condominium Site Plans). According to the information provided, Engineering Department staff completes Preliminary Site Plan reviews within five working days of their receipt. The site plans are reviewed by a Civil Engineer (for public improvements), the Environmental Specialist (for storm drainage related issues), and the Traffic Engineer. At this stage, because the plans are so general in nature, each of these specialty functions can complete their reviews in no more than two hours.

- 63. *Recommendation:* Preliminary Site Plan reviews (including Site Condominium Site Plan Preliminary Plan reviews) and should be completed within five working days and written comments provided to the Planning Department staff within that timeframe.**

Final Plan Reviews (including Site Condominium Final Site Plan reviews), which are much more technically involved and complicated, are anecdotally currently taking anywhere from two to eight weeks, depending upon the complexity and size of the project. Again, due to the absence of any formal tracking system, the actual time can not be accurately evaluated. Regardless, we feel that eight weeks, which equates to 40 working days, is entirely too long of a turnaround time.

64. Recommendation: Review turnaround times for Final Plans should be established at 30 calendar days for first reviews, 15 calendar days for second reviews, and 7 calendar days for third reviews.

65. Recommendation: The above timelines should be successfully met 95% of the time.

These proposed review times reflect that the first review should take the most time because it is comprehensive in nature. Subsequent reviews should be more focused on specific issues and therefore less time is needed and not all reviewing parties need to be involved. These timeframes should be actively monitored for each project.

During our first visit to Troy, we identified a problem with the routing of plans that are submitted for review that we believe has since been rectified. Previously, plans were routed directly to the City Engineer who would review the submittal and subsequently route the plans to Engineering staff for review. This initial routing would typically be completed in two working days, except for the occasional instance in which the City Engineer was not available or was out of the office for an extended period of time (more than three days). When this issue was raised with the City Engineer he immediately took action to establish a procedure for plan routing in his absence. It is our understanding that under the direction of the City Engineer, plans submitted to the Engineering Department for review during his absence will automatically be routed to either of the Deputy City Engineers who will route them for technical review within two working days.

66. Recommendation: Plans submitted to the Engineering Department should be routed immediately to the City Engineer who should distribute them for technical review within two working days of their receipt.

67. Recommendation: In the Director's absence, plans should be routed to one of the Deputy City Engineers who in turn shall distribute the plans for technical review within two working days of their receipt.

The Engineering Focus Group raised an issue with a lack of consistency in assigned reviewers for individual projects requiring multiple reviews. The City Engineer agreed that in the past because of staffing issues there were instances where it was impractical or not feasible to keep one engineer assigned to each project requiring plan review. However, these staffing issues have been resolved and it is the policy of the Engineering Department that whenever possible the same Civil Engineer will be assigned to conduct all reviewers related to an individual project.

Drainage/Soil Erosion Issues

The participants in the Engineering Focus Group were very pleased with the performance and responsiveness of the Engineering Department staff. However, the issue of soil erosion control measure enforcement was raised as an area of concern. According to the participants, and as confirmed by staff, the City has been aggressively enforcing compliance with the approved storm water runoff controls included as specific project requirements. This aggressive enforcement has been seen by the development community as inflexible, overly demanding, and generally uncompromising in nature. Apparently, the aggressive and rigid management of the required stormwater run off control measures was directly attributable to an ongoing six year audit of the City's stormwater pollution prevention practices by the State Department of Environmental Quality. This audit was successfully concluded in September 2007 and resulted in the City of Troy receiving "certification" by DEQ, thus allowing the City to continue to manage its own stormwater pollution prevention program rather than ceding authority for this program to the County. State law precludes DEQ from performing another audit for a minimum of five years. According to the Engineering Department, with the certification that has been granted, staff will have the authority and license to work with developers to ensure compliance with City, State, and County stormwater pollution prevention requirements, rather than the immediate issuance of citations with the threat of work shutdown.

Bonds and Deposits

The Engineering Department requires the submittal of bonds and/or cash deposits as security for completion of work to the development standards established by the City in the public rights-of-way. These securities are to be released upon the successful completion of the work as indicated by the Engineering Specialist (inspector) following an inspection of the work. Ultimately, all securities and deposits should be released at such time as the Certificate of Occupancy (C of O) is issued for the project. Staff will release a proportionate amount of the security as work is completed in phases.

In order to accommodate the development community, the City allows the issuance of Temporary C of O's so long as there are no life safety concerns. This allows the developer to occupy the structure while final work is being completed on the site or in the public rights-of-way. The City Code specifies that Temporary C of O's shall expire after six months. Unfortunately, there has been no enforcement of the six month expiration. This has led to lax enforcement of successful completion of all of the project requirements necessary for the final C of O to be issued. As many as fourteen signatures are required for sign off of the final C of O (including the Planning, Engineering, Parks and Recreation, Public Works, Real Estate and Development, and Building Departments) which can be overwhelming and onerous to

the developer who is already occupying and using the structure. Bond securities expire and the 10% cash deposit that is now required for public improvements does not seem to motivate developers, either. As a result, the City has occupied buildings for which final C of O's have not been issued and have technically expired Temporary C of O's. Further, the City has unclaimed cash deposits equaling over a million dollars.

We encourage and recommend that the City implement an electronic tracking system that will allow for efficient management of projects from beginning (the submittal of a land use entitlement application) to end (receipt of a Final Certificate of Occupancy). With the implementation of an electronic tracking system, final inspections will be an integral part of file, and project completion and tracking, along with the management of Temporary and Final C of O's, will be much more efficient.

68. Recommendation: An electronic permit tracking system should be implemented for the monitoring of development progress and to ensure that public improvements are completed as required for Final C of O issuance and release of all bonds and deposits.

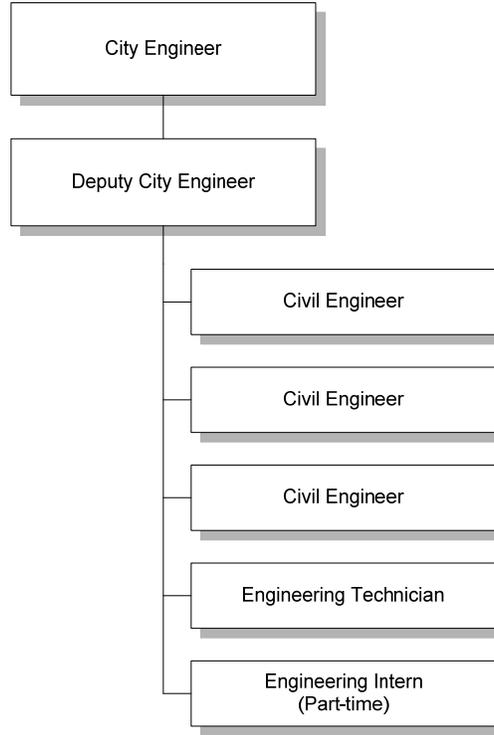
D. ORGANIZATIONAL ISSUES

Staffing Analysis

Engineering Plan Review

The Engineering Department's primary function related to development processing is plan review. The figure below illustrates the current structure of the engineering plan review staffing.

**Figure 8
Engineering Plan Review Staffing Organization**



The table below illustrates the average Civil Engineer staff time required for plan reviews:

**Table 20
Engineering Department Average Review Time**

Type of Review	First Review Processing Time (Hours)	Second Review Processing Time (Hours)	Third Review Processing Time (Hours)
Preliminary Site Plan Reviews (including Site Condominium Preliminary Plans)	2	1	N/A
Final Site Plan Reviews (including Site Condominium Final Plans)	16	8	4

The hours required based upon the approximate number of hours it takes a Civil Engineer to complete a plan review is outlined on the table below:

**Table 21
Engineering Plan Review Required Hours Analysis**

Application Type	Average Number of Applications Processed Annually	First Review	Second Review	Third Review	Total Number of Hours Required Annually
Preliminary Site Plan and Site Condominium Preliminary Plan	26	3	1.5	N/A	117
Final Site Plan and Site Condominium Final Plan	26	20	10	5	910
				Total Hours Required	1027

In order to complete the staffing analysis, we used the annual productive hours of 1421 available hours for each full time Civil Engineer position. According to the information we were provided, there are two Civil Engineers are currently assigned to plan review and a third vacant position to be filled. Each spends as much as 50% of their time on Capital Projects.

**Table 22
Engineering Department Available Hours for Plan Reviews**

Engineering Staff	Total No. Available Hours	Capital Projects (50% for Civil Engineers)	Other Job Related Assignments (general inquiries, Special Projects, etc., 20%)	Time Remaining for Plan Reviews
Civil Engineers (3)	4263	(2132)	(853)	1278

The total Preliminary and Final Site Plan engineering review demand is 1027 hours annually. The total available hours as illustrated above is 1278. We were not able to accurately calculate the amount of time that the Engineering Department dedicates to PUD plan review, but suffice it to say that there is some time required of the engineers for this responsibility, as well.

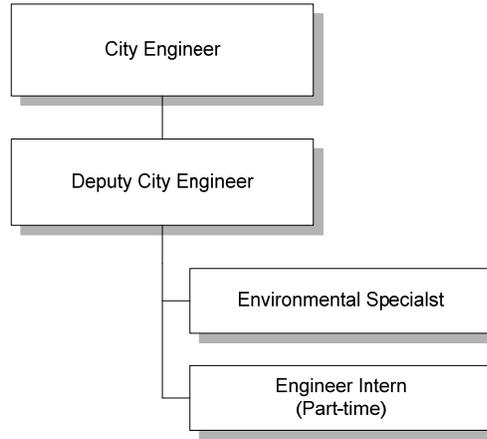
We recognize that workload demand can fluctuate quite a bit for the Civil Engineers depending upon construction cycles and planned capital improvement project schedules. It is our understanding that the City maintains contractual relationships with consultant engineering firms qualified to supplement staffing in times of increased demand. We support this arrangement and encourage the City to continue this practice in order to support our recommended turnaround times and 95% achievement rate.

Given that the above calculation does not illustrate that the Civil Engineers are operating at capacity strictly accounting for the site plan reviews, combined with the use of consultants on retainer to assist when workload demands necessitate their assistance, the Engineering Department appears to be adequately staffed for this function.

Environmental Specialist Plan Review

The Environmental Specialist is involved in the plan review process, as well. The Environmental Specialist reviews site plans for wetlands and floodplains impact, stormwater discharge, and stormwater related landscape reviews. The figure below illustrates the staffing within the Engineering Department for environmental programs.

**Figure 9
Environmental Section Staffing Organization**



The table below outlines the time required for these plan reviews.

**Table 23
Environmental Specialist - Average Review Time**

Type of Review	Processing Time (Hours)
Preliminary Site Plan Reviews (including Site Condominium Preliminary Plans)	2
Final Site Plan Reviews (including Site Condominium Final Plans)	6

The hours required based upon the approximate number of hours it takes the Environmental Specialist to complete a plan review is outlined on the table below:

**Table 24
Environmental Specialist – Plan Review Hours Analysis**

Application Type	Average Number of Applications Processed Annually	Hours Required for Plan Review	Total Number of Hours Required Annually
Preliminary Site Plan and Site Condominium Preliminary Plan	26	2	52
Final Site Plan and Site Condominium Final Plan	26	6	156
			208

**Table 25
Environmental Specialist - Available Hours for Plan Reviews**

Staff	Total No. Available Hours	Capital Projects (15%)	Stormwater Permitting/Soil Erosion Programs (55%)	Stormwater/ Drainage Complaint Investigation (15%)	Time Remaining for Plan Reviews
Environmental Specialist	1421	(213)	(782)	(213)	213

This analysis illustrates that the Environmental Specialist is basically operating at capacity. We were informed that at one time the workload related to compliance with stormwater regulations was a shared responsibility with a staff member in the Public Works Department. The position in the Public Works Department has since been eliminated and the Environmental Specialist has by default accepted 100% responsibility for monitoring of the regulations and requirements and maintaining relationships with the appropriate regulatory agencies. Given the day-to-day

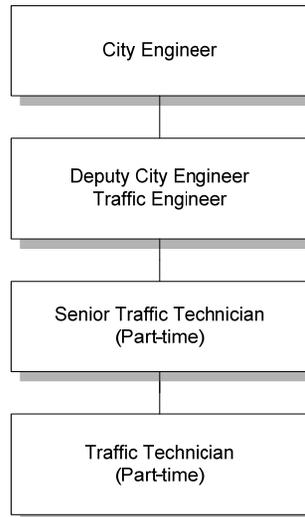
operational requirements and the fact that the Environmental Specialist is basically functioning at capacity, we would recommend that the City investigate opportunities with the Public Works Department to relieve some of the non-plan review and non-project related responsibilities of the Environmental Specialist, such as serving as liaison to other stormwater agencies and attending offsite meetings.

69. Recommendation: Explore opportunities with the Public Works Department to share some of the non-project and non-plan review stormwater program responsibilities.

Traffic Engineering Review

The Traffic Engineering section of the Engineering Department is responsible for reviewing new developments for compliance with the City’s traffic standards and performs site plan/traffic control plan reviews. The figure below illustrates the organizational structure of the Traffic Engineering staff.

Figure 10
Traffic Engineering Organizational Structure



In addition to the activities outlined in the above paragraph, the Traffic Engineering staff is responsible for the following activities:

- Analyzing roads for defects and deficiencies
- Maintaining records of traffic crashes, signals, and signage
- Conducting and maintaining traffic volume counts
- Responding to requests for new traffic signals and signs

- Acting as liaison with the Road Commission for Oakland County on traffic signal complains
- Investigating traffic vision obstructions
- Identifying traffic safety concerns and developing projects
- Preparing applications for State and Federal funding

The Traffic Engineering section maintains contractual relationships with qualified consulting firms for assistance with site plan reviews and analysis of traffic impact studies. Not every site plan or development proposal is required to complete a traffic impact study. No information was available as to the actual number of site/development plans that had traffic impact studies completed as a requirement.

According to the Deputy City Engineer/Traffic Engineer, Preliminary Site Plan reviews are completed in less than one week from the date of their receipt. This timeline successfully supports the recommendation contained in this report that comments be returned to the Planning Department within five working days.

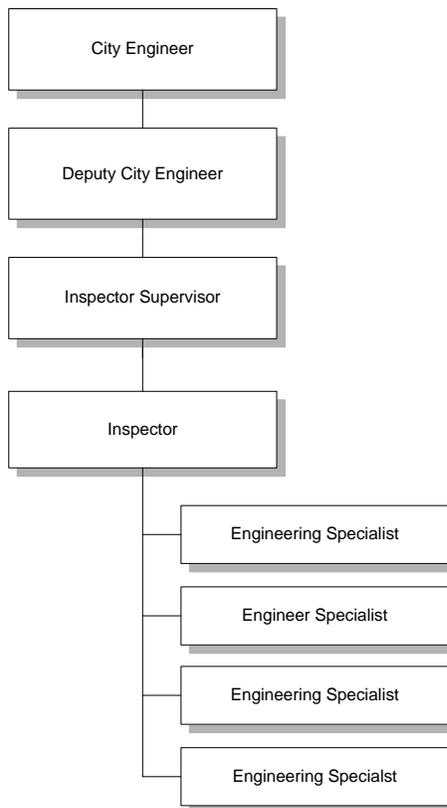
Final Site Plan reviews that require traffic studies can take anywhere from 3 hours to 16 hours per review. There is no data available as to the turnaround time for these reviews. The recommended turnaround times for final site plan reviews should be built into the contractual relationships with the consulting firms assisting with these reviews.

70. *Recommendation:* The recommended Final Site Plan turnaround times should be included in the consultant contracts scope of services.

Public Improvement Inspections

The inspection staff conducts inspections of public improvements that are constructed as a requirement for a private development projects. This responsibility is in addition to the inspection of City road, water and sewer projects. The figure below illustrates the staffing structure of the Inspections section.

Figure 11
Inspection Staffing Organization



There are four Engineering Specialists (inspectors); three who conduct inspections and one who is responsible solely for the issuance and inspection for utility right-of-way permits. The Engineering Department retains one to four inspectors under contract to supplement the staffing in times of increased workload. There was no data available as to the number of inspections conducted by the in-house staff and/or the outside contracted inspectors. However, we were informed that inspections are conducted within one work day of the receipt of the request. This practice should be continued.

VII. PLANNING DEPARTMENT

A. POSITIVE FINDINGS

- The Director of the Department is very interested in incorporating the use of technology to improve efficiency in the processing of applications.
- Planning applications are processed within the timeframes specified within the Zoning Ordinance.
- The staff sees the Director as supportive in that he not only allows but encourages flexibility in helping applicants, property owners, and other customers.
- The Department is seen as helpful and accessible by the customers who participated in the focus groups.
- The Planning Department successfully integrates the future (often called “Advanced”) planning functions with the day-to-day application processing (often called “Current”) planning functions without any division of responsibilities among its existing staff.
- The various application packets are well prepared and provide clear direction with the use of checklists to applicants as to what documents must be provided at the time of submittal. The application packets include copies of the pertinent code sections.

B. PROFILE

Organization

The Planning Department is responsible for the administration and implementation of the Future Land Use Plan and the Zoning Ordinance. The Department serves as the staff support to the City Council and Planning Commission and assists these bodies with the decision making process regarding land use policies and development proposals.

The Department processes applications for new development and redevelopment within the City, such as Site Plan reviews, Special Use requests, Planned Unit Development (PUD) proposals, Subdivision and Site Condominium proposals, and Rezoning requests. The Department reviews development plans to insure compliance with City Ordinances and assists citizens and developers in better understanding the land use policies and regulations of the City.

Specifically, in addition to the development and implementation of the Future Land Use Plan and the Zoning Ordinance, the Planning Department is responsible for the following:

- Site Plan Reviews
- Special Use Requests
- Subdivision Reviews
- Site Condominium Reviews
- Rezoning Requests
- Planned Unit Developments
- Zoning Ordinance Text Amendments
- Street Vacation Requests
- Zoning Verification Letters
- Site Plan Compliance Inspections
- Planned Unit Development (PUD) Plans

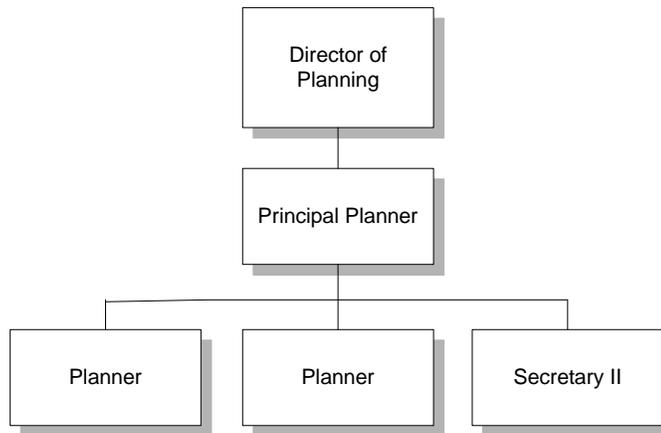
Table 26 indicates specific positions and responsibilities for the Planning Department:

**Table 26
Planning Department Positions and Responsibilities**

Position	No. of Positions	Responsibilities
Planning Director	1	Provides daily management of the Planning Department. Reports to the Assistant City Manager, Economic Development Services
Principal Planner	1	Prepares and presents reports for Planning Commission and City Council consideration. Monitors application processing. Reports to the Planning Director
Planner	2	Processes land use applications. Answer inquiries via telephone and at the public counter. Prepare public notices for mailing and signs for posting on properties. Coordinates as necessary with other departments for review of applications. Prepare Zoning Verification Letters. Develops exhibits for Planning Commission and City Council reports. Reports to the Planning Director.
Secretary II	1	Answers questions from the public and assists with the intake of applications. Research and support functions for the processing of applications. Reports to the Planning Director.

Figure 12 below illustrates the overall structure of the Planning Department.

**Figure 12
Organization**



Authority

The Planning Department operates under authority of the following:

- State of Michigan Zoning Enabling Act
- Troy City Charter
- Troy City Code
- Troy Futures Plan

Activity

The majority of applications processed by the Planning Department are associated with Site Plan Reviews. Table 27 below illustrates the number of all application types processed annually over the past four complete Fiscal Years.

**Table 27
Planning Department Activity**

Application Type	2003-2004	2004-2005	2005-2006	2006-2007 (Projected – Actual Not Available)	% Change 2003-2004 to 2006-2007
Site Plan Review	30	19	25	30	–
Special Use	9	6	17	20	–
Subdivision	5	5	0	5	–
Site Condo	8	9	10	10	–
Rezoning Request	12	16	21	25	–
Planned Unit Development	0	2	2	5	–
Zoning Text Amendments	5	10	19	15	–
Street Vacation	5	1	2	5	–
Zoning Verification	44	26	36	40	–
Site Plan Compliance	N/A	9	13	15	–
TOTAL	118	103	145	170	
% Change	-	-12.7%	+40.8%	+17.2%	+44.1%

The overall activity level of the Planning Department increased by 17.2% between FY 2005-2006 and 2006-2007. Further, over a four year timeframe, the number of applications processed by this Department has increased approximately 44.1%. The activity thus far in the current Fiscal Year is in line to reach similar numbers as Fiscal Year 2006-2007.

C. PROCESS ISSUES

Processing Time

Zucker Systems looked closely at opportunities to reduce the time that it takes for applications to be processed as this is always one of the biggest concerns communicated by the development community. This analysis included scrutiny of the policies governing the process, staffing levels, and internal procedures. We did not identify any significant evidence of project delays that could be attributed to failure to meet the identified timelines for an application to be processed. In fact, all information we reviewed demonstrated that the Planning Department is meeting the required timelines as outlined in the Zoning Ordinance. Further, we did not identify any policy, process, or staffing enhancements that would improve the timeliness of application processing. It should be noted that although there are recommendations within this report for establishing performance measures (internal procedures) to ensure that the mandated timelines are met, this should not be seen as an indication that they are presently not being achieved. Managed appropriately, these regulatory processing times are expedient and fair for the applicant.

Sometimes, it is our experience that when complaints are received as to processing timelines they may be exaggerated or communicated by disgruntled applicants who were unsuccessful at obtaining the approvals they desired or by inexperienced applicants who are unfamiliar with the requirements of the processes and who can easily feel overwhelmed by the complicated maze of regulations. Overall, our recommendations do not include “quick fixes” that will dramatically shorten the time it takes for an application to be routed through the approval process.

Planning Commission

Presently, the City of Troy Planning Department serves as staff support to the City Planning Commission. The Planning Commission has the powers and duties vested in it by the laws of the State of Michigan and the Zoning Ordinance contained in the Code of the City of Troy. The Planning Commission shall consider and make its recommendations to the City Council on any matters referred to it by the City Council relating to such duties including:

- The making and adopting of a master plan for the physical development of the municipality.
- Recommendations related to the adoption of a zoning ordinance for the control of the height, area, bulk, location and use of buildings and premises, and all changes and amendments thereto.

- The recommendation of approval to City Council of all preliminary plats subdividing land, site condominium plans, planned unit developments, some special use approval applications and any amendments or alterations thereof.
- The recommendation to City Council on ordinance text amendments, street and alley vacations or extensions, and historic district designations.
- Acting as the approval authority on site plans and most special use approval applications.

The Planning Commission meets three times monthly: one Regular Meeting and two Study Sessions. Special Meetings can also be scheduled at the request of the Chairman or by a majority of the Commission. The business which the Planning Commission may perform at a Special Meeting may be the same business that the Planning Commission performs at a Regular Meeting. Items requiring a public hearing can only be heard at the scheduled Regular Meeting or at a Special Meeting. Pursuant to the By Laws adopted by the Planning Commission, The Chairperson may call Study Session Meetings, in addition to the two that are routinely scheduled. At Study Session Meetings, the Planning Commission shall not vote on any of the following matters: (1) any matter requiring a public hearing, (2) matters which must be finally approved by the Planning Commission such as Site Plan review, Future Land Use Plan Amendments, Special Use Requests, and (3) matters where the Planning Commission is acting in an advisory capacity, such as, Rezoning Requests, Ordinance Text Amendments, Subdivision Plats, Street and Alley Vacations or Extensions, Historic District Designations, Planned Unit Development Proposals and/or Site Condominiums. It may vote on housekeeping matters such as setting public hearing dates and approval of minutes.

The majority of the regulations governing the process for land use applications specify that applications must be submitted no less than 30 days prior to the date of the Regular Meeting of the Planning Commission. Further, the Zoning Ordinance specifies that for those applications requiring public notification, which is most, the notices shall be sent no less than 15 days prior to the scheduled public hearing date. Because of the labor involved in preparing reports for the Planning Commission and sending out the notices, it is recommended that the City consider modifying the Planning Commission's scheduled meetings to include two Regular Meetings per month and one Study Session. This would eliminate the possible crunch that could occur if several applications are all submitted around the 30-day deadline for processing.

71. Recommendation: Modify the schedule of meetings for the Planning Commission to include two Regular Meetings and one Special Meeting.

Public Notices

The Planning Department works with the City Clerk's Office and the GIS Department to prepare the Public Notices that are mailed pursuant to the provisions of the Zoning Ordinances. The notices are printed on random colored card stock (yellow, pink, or red) and are the size of a postcard. There is no identifiable uniformity to the notices that would be readily recognizable as a public notice. It is recommended that the City establish a standard color and format for the notices that get mailed so that they are easily recognized by those that receive them as an official notice.

72. Recommendation: Establish a uniform color and format for the public hearing notices that are sent out pursuant to the City Zoning Ordinance.

Future Land Use Plan

The Future Land Use Plan is a long range planning document that includes goals, objectives, and policies for growth and development in the City of Troy. The identified goals, objectives and policies are stated in the text and illustrated in maps that are included as a part of the Plan. The current City of Troy Future Land Use Plan was adopted in January 2002. Under Michigan State law, the Plan must be reviewed every five years after its adoption. A review was conducted in 2006 after which time the Planning Commission and City Council concluded that the existing Future Land Use Plan was in need of a comprehensive update and as such preparation of the new City of Troy Master Plan was initiated. Presently, it is anticipated that the first draft of the Master Plan document will be available for Planning Commission review at the end of 2007.

Big Beaver Corridor Study

The Troy City Council, Troy Downtown Development Authority (TDDA), and the Troy Planning Commission have all approved the initiation of the Big Beaver Corridor Study. The intent of this effort is to catalogue, analyze, and define issues that will begin a process of planning and directing development opportunities along the Big Beaver corridor for years to come.

The Troy City Council and the TDDA looked at ways to retain Troy's position as a regional economic force. As a result, the TDDA commissioned the Big Beaver Corridor analysis. The intent of the study is to evolve the boulevard and adjacent land uses to "World Class" status.

Key concepts of the Big Beaver Corridor Study include:

- Gateways, Districts and Transitions
- Trees and Landscape as Ceilings and Walls

- Walking Becomes Entertainment
- Energetic Dynamic of Mixed Uses with a Focus on Residential
- The Automobile and Parking are No Longer #1.
- Civic Art as the “Wise Sage” of the Boulevard

The first priority of the Planning Commission is to expedite the development of the Overlay District of Big Beaver Road with the Zoning Ordinance changes as a new control mechanism to allow for the implementation of the study. This mechanism (Overlay District) will act as an interim measure until the new Master Plan and the new Zoning Ordinance have been developed and approved, which will take approximately two years.

Zoning Ordinance

The Zoning Ordinance contains the regulations regarding the use of land. The regulations are based on the goals and policies contained in the Future Land Use Plan. The community is divided into various zoning districts and the regulations that govern the use of the land and the placement and size of buildings are identified within the Zoning Ordinance. The Ordinance is continuously reviewed and amended to respond to emerging development issues and changing requirements.

Site Plan Reviews

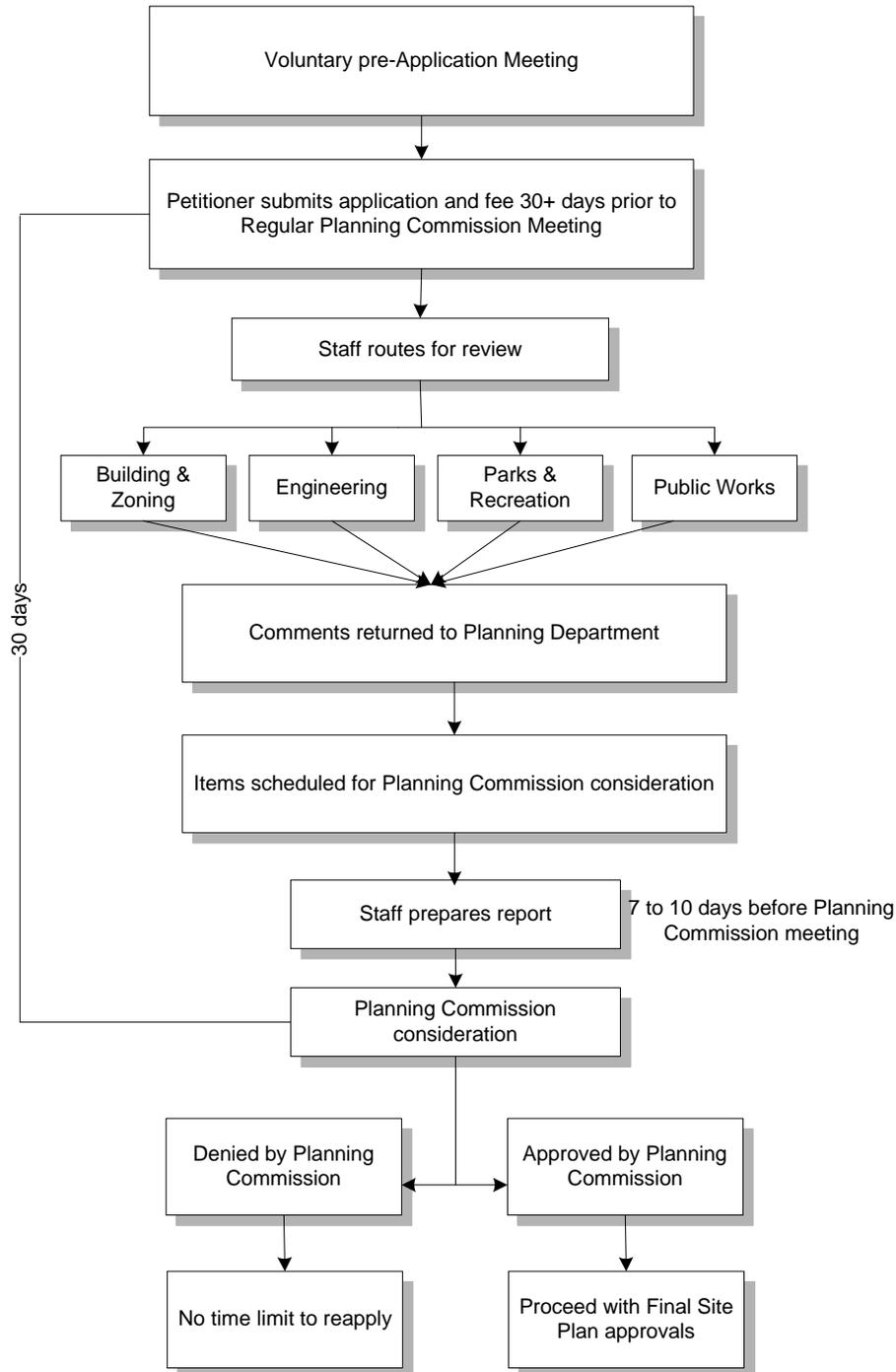
Site Plan Reviews are separated into two phases: Preliminary and Final. The development of any new use, the construction of any new structures, any change of an existing use of land or structure, and all other building or development activities require prior site plan approval. Specifically, site plan review is required for any of the following activities:

- Erection, moving, relocation, conversion, or structural alteration to a building or structure to create additional usable floor space other than a one or two family dwelling.
- Any development other than an individual one-family residential unit in the residential zones.
- Any change in use that could affect compliance with the standards set forth in the Zoning Ordinance.
- Expansion or paving of off-street parking and/or a change in circulation or access for other than a one or two family dwelling.
- Development or construction of any accessory uses or structures at least 1,000 square feet in area or greater, except for uses or structures that are accessory to a one or two family dwelling.

- Any use or development for which submission of a site plan is required per the Zoning Ordinance, including all Special Use Approval applications.
- A substantial revision to a development that has previously received Preliminary or Final Site Plan Approval, as determined by the Planning Director and the Building and Zoning Director.
- Changes to pedestrian access or site and building interconnectivity.

Preliminary Site Plan Review: The Preliminary Site Plan Review process is outlined in the workflow chart below. Petitioners must submit their application to the Planning Department at least 30 days prior to the date of the next Regular Meeting of the Planning Commission. There is no mandatory pre-application meeting although staff encourages applicants to schedule a time to meet with staff from the various reviewing departments at a no-fee meeting that the Planning Department coordinates. According to the information we were provided, this valuable opportunity is rarely formally accepted, although many applicants will informally meet with Planning Department staff at the public counter to discuss a proposal prior to submittal of the application.

**Figure 13
Preliminary Site Plan Review Workflow**



Once the application is submitted along with the established fee, Planning staff begins their technical review and circulates the application materials to the following reviewing departments as appropriate:

- Building and Zoning

- Engineering
- Parks and Recreation (Landscaping Plans review)
- Public Works

There is no established turnaround time for each of the departments to return their written explanation of relevant issues identified in the review of the Preliminary Site Plan. Because the review is very general at this stage of the Site Plan approval process, the reviewing departments are successfully responding within one to two weeks. As there is only one Regular Meeting of the Planning Commission each month, it is not unusual for there to be two or more Site Plan applications submitted at the same time. Earlier, a recommendation was made to consider scheduling two Regular Planning Commission meetings per month.

Once the list of relevant issues has been compiled, the Planning staff will communicate with the applicant regarding any additional information or modifications that may be necessary for the item to proceed on schedule for placement on the next Planning Commission meeting agenda. Depending upon the magnitude of the needed information and/or modifications, the item can be scheduled for Planning Commission consideration without their completion. The Planning Commission can take action to grant approval of a Preliminary Site Plan with noted requirements for modifications, additional information, or executed documents and/or agreements.

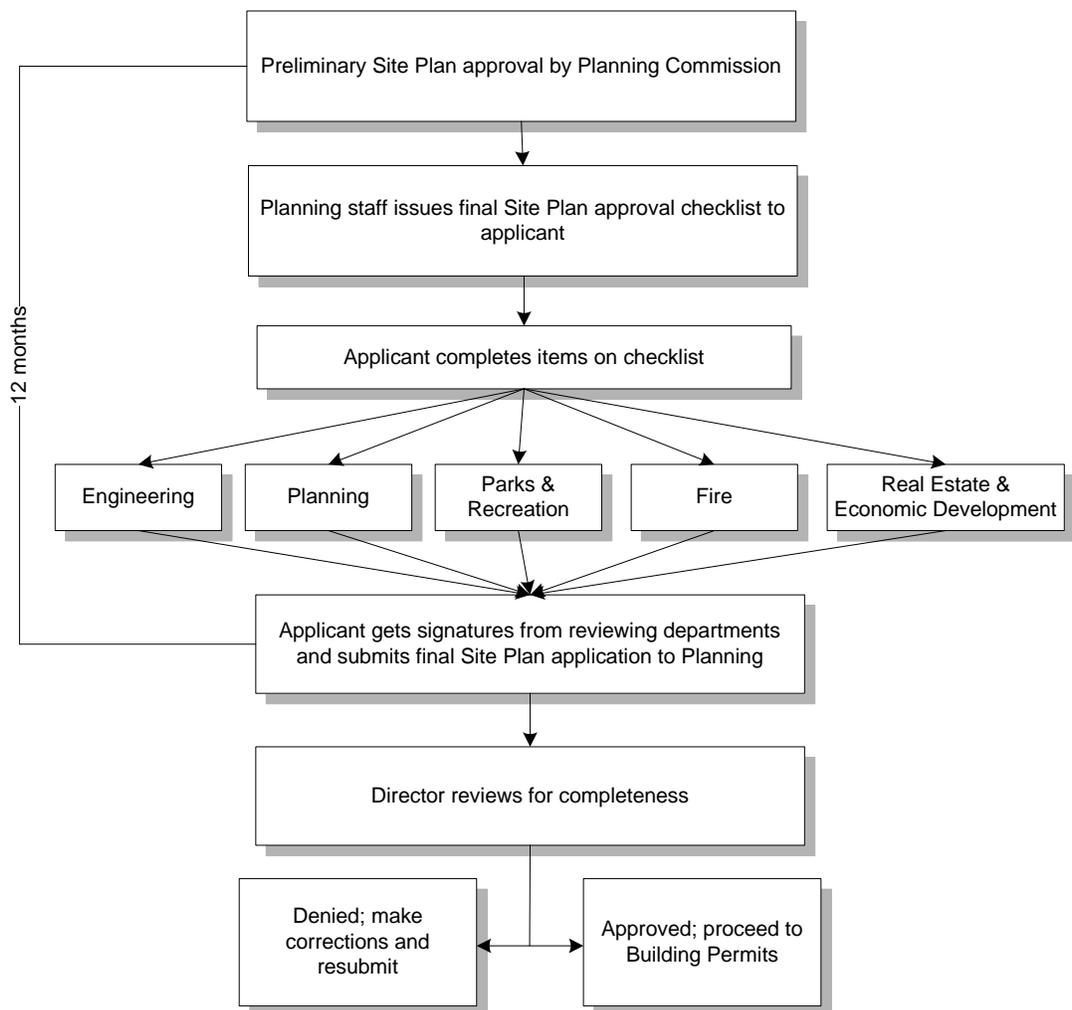
The existing regulations allow the Director to waive the Preliminary Site Plan Review by the Planning Commission if it is determined that a project does not affect compliance with the standards contained in the Zoning Ordinance. We recommend expanding that authority to allow the waiver by the Director under certain circumstances where the site plan substantially conforms with the standards contained in the Zoning Ordinance, with some license for slight deviations that have negligible impacts (such as changes to pedestrian access or building interconnectivity). This could eliminate the need for Planning Commission reviews in some cases and promote the efficient processing of applications.

73. Recommendation: Expand the existing authority of the Planning Director to waive Preliminary Site Plan Review by the Planning Commission to allow for some deviations from development standards contained in the Zoning Ordinance.

Preliminary Site Plan Approvals are effective for a period of one year. Within that one year period, the petitioner shall submit a complete application for Final Site Plan Approval to the Planning Department.

Final Site Plan Approval – The Final Site Plan Approval process is administratively managed by the Planning Department, with no additional review by the Planning Commission unless it is determined by the Planning Director that conditions have changed since the Preliminary Site Plan Approval was first granted, under which circumstance the petitioner must resubmit the application for Preliminary Site Plan Approval. The Final Site Plan Approval process begins immediately following the Planning Commission’s approval of the Preliminary Site Plan. The figure below outlines the Final Site Plan Approval process:

Figure 14
Final Site Plan Approval Workflow



Planning staff provides the petitioner with a detailed written checklist-type document that outlines all of the modifications and approvals that must be obtained in order to receive Final Site Plan Approval. It is regarding this process that we received the most

criticisms from the participants in the Engineering Focus Group. We likewise identified several weaknesses in the process.

With the Final Site Plan Approval process beginning immediately following the Preliminary Site Plan Approval, it is important that the petitioner receive the Final Site Plan Approval checklist in a timely manner. While we acknowledge that staff is indeed providing the document within a few days of the Planning Commission's action, we strongly recommend that a timeline be established as policy. In this case, we would recommend that the checklist be provided within three working days following the Planning Commission meeting at which Preliminary Site Plan Approval was granted.

74. Recommendation: A policy should be adopted that requires staff to provide the Final Site Plan Approval checklist to the petitioner within three working days of the Planning Commission's action to approve the Preliminary Site Plan.

Once the Final Site Plan Approval checklist is provided, the petitioner is basically on his/her own to complete all of the required modifications, provide all the necessary information and evidence of easements, certifications, etc., and to obtain the necessary approvals from the Engineering, Parks and Recreation, Fire, and Building and Zoning Departments. This can be very complicated and confusing, particularly as it relates to the Engineering Department. The Final Site Plan Approval review by Engineering is very technical and detailed and involves multiple disciplines within the Engineering Department, including, but not necessarily limited to, water distribution, sanitary sewers, storm drainage, and traffic engineering. While much of the review can occur concurrently, the petitioner, particularly the inexperienced petitioner, can easily be confused as to what they should do first. To facilitate the process for the petitioner, at the time that the checklist is provided to them they should have the opportunity to request a meeting with all appropriate departments represented to review the requirements contained therein. This may improve consistency in expectations of all involved parties, including the petitioner and the reviewers.

75. Recommendation: At the time the Final Site Plan Approval checklist is provided to the petitioner, the petitioner should have the opportunity to request a meeting with the reviewers from each department. The Planning Department should coordinate and facilitate this meeting.

Because Troy is not utilizing an electronic permit tracking system in the Planning Department, the Planning staff has created their own somewhat archaic methods for monitoring the status and progress of an approved Preliminary Site Plan. This involves notes in or on files, a basic Excel spreadsheet, and staff with strong

institutional memories. Preliminary Site Plan Approval expires at the end of a year if progress towards a Final Site Plan Approval has not been made, and thus staff should at a minimum monitor the efforts of the petitioner.

The lack of an internal system for tracking the progress of a petitioner was a repeated complaint heard primarily from the participants in the focus groups; however staff from various Departments also expressed the desire to have a comprehensive monitoring method. We strongly recommend the implementation of an electronic tracking system shared and accessible by each of the reviewing Departments. This system should include information as to application submittal and resubmittal, review progress by discipline, review status, and pending deadlines/expiration. Further, we recommend that the Planning Department be responsible for the overall tracking of reviews by each Department. This system should be employed for all application types and not limited to Final Site Plan Approvals.

76. Recommendation: An electronic permit tracking system should be implemented for the monitoring of application progress. The system should be utilized and accessible by all appropriate departments but monitored by the Planning Department.

77. Recommendation: Weekly management reports should be generated from the system and reviewed by Planning staff to monitor review progress/status.

Presently, per the information we were provided by both staff and the participants in the applicant focus groups, it appears that all involved departments are completing their reviews in a timely manner. However, there are no established turnaround times for reviews of site plans or other applications. The establishment of review timeframes provides staff with an excellent management tool for monitoring application progress and to identify specific obstacles or problems that may be causing delays. Perhaps more importantly, however, it gives the petitioner a clear understanding of the process timeline and allows them to establish reasonable expectations. For all application types, we recommend 30 days for first reviews, 15 days for second reviews, and seven days for third reviews, if necessary. The implementation of an electronic tracking system allows for efficient monitoring of these timelines, which should be achieved 95% of the time.

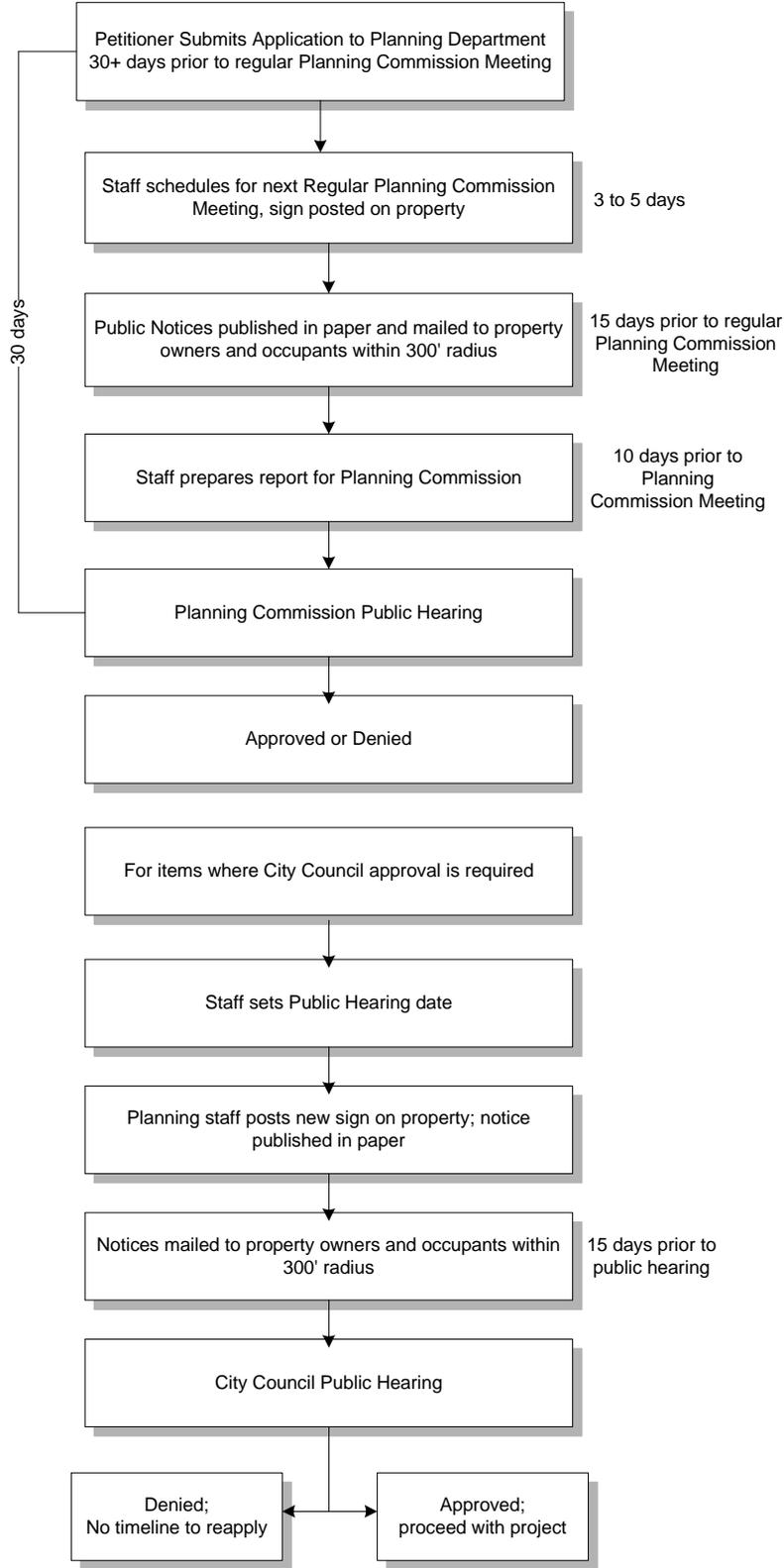
78. Recommendation: Review turnaround times should be established for all application types. We recommend 30 days for first reviews, 15 days for second reviews, and seven days for third reviews.

79. Recommendation: The above timelines should be successfully met 95% of the time.

Special Use Requests

Special Use Request applications must be submitted 30+ days prior to the Regular Meeting of the Planning Commission. The Planning Commission approves most Special Use Requests. A few Special Use Requests are granted by the City Council. Pursuant to State law, a public hearing is required at the Planning Commission or City Council. The process for a Special Use Request is outlined below:

**Figure 15
Special Use Request Workflow**



Once the complete application is submitted, Planning staff coordinates with the Public Works Department to have a sign posted on the property as a part of the public hearing notification requirements.

No less than 15 days prior to the scheduled hearing a notice must be sent to the owners of real property within 300 feet of the boundary for the property for which approval has been requested, including properties outside the City's jurisdictional limits. We would recommend expanding that notification period by ten days, thus requiring a 25 day notice. Fifteen days may be too short to give interested parties time to review and react to the proposal. Notice must also be sent to all occupants of structures within 300 feet, again regardless of the jurisdictional boundaries.

80. *Recommendation:* Expand the current 15-day notification period for mailed notices to 25 days.

The application is heard at the Regular Planning Commission meeting where a recommendation is made as to approval or denial. Upon the Planning Commission's action, the item is forwarded to the City Manager's Office for scheduling at a City Council meeting. The item must be considered by the City Council at a noticed public hearing. No timeline is established as to when the City Council must hear the item although it is our understanding that typically the public hearing is scheduled within 30 to 45 days. Although there is no statutory requirement, the City Council public hearing date is set at a prior meeting. This is likely done in an effort to maximize public notification of the upcoming hearing. Given that there is a sign posted on the property and mailed notices must be sent prior to the City Council public hearing, the formal setting of the public hearing by the City Council as an agenda item is unnecessary.

81. *Recommendation:* Items should be scheduled for public hearing at the next available Regular City Council Meeting.

Subdivision Applications

The subdivision process is mandated by the State of Michigan Subdivision Control Act, Act 288, Public Acts of 1967 (as amended). In response to the onerous requirements that are time consuming for applicants and the City, Troy has created an alternative Site Condominium process that accomplishes similar outcomes as a subdivision without as burdensome a process. Thus, the number of applications for subdivisions has decreased over time and staff does not anticipate future applications to have an impact on their workload.

Site Condominium Site Plan Reviews

Site Condominium Site Plan Reviews have increased in popularity by landowners and developers as an alternative to the subdivision process. Referred to as “Unplatted One-Family Residential Developments” these projects require Preliminary Plans that must contain all the same information as a Preliminary Site Plan. The Preliminary Plan must be submitted to the Planning Commission for review and recommendation to the City Council. The Planning Commission’s review must be conducted during a public hearing, as must the City Council’s review and approval. Final Plans must also be approved by the City Council following a public hearing. The figure below illustrates the Site Condominium Site Plan Review Process:

Figure 17
Site Condominium Site Preliminary Plan Review Process

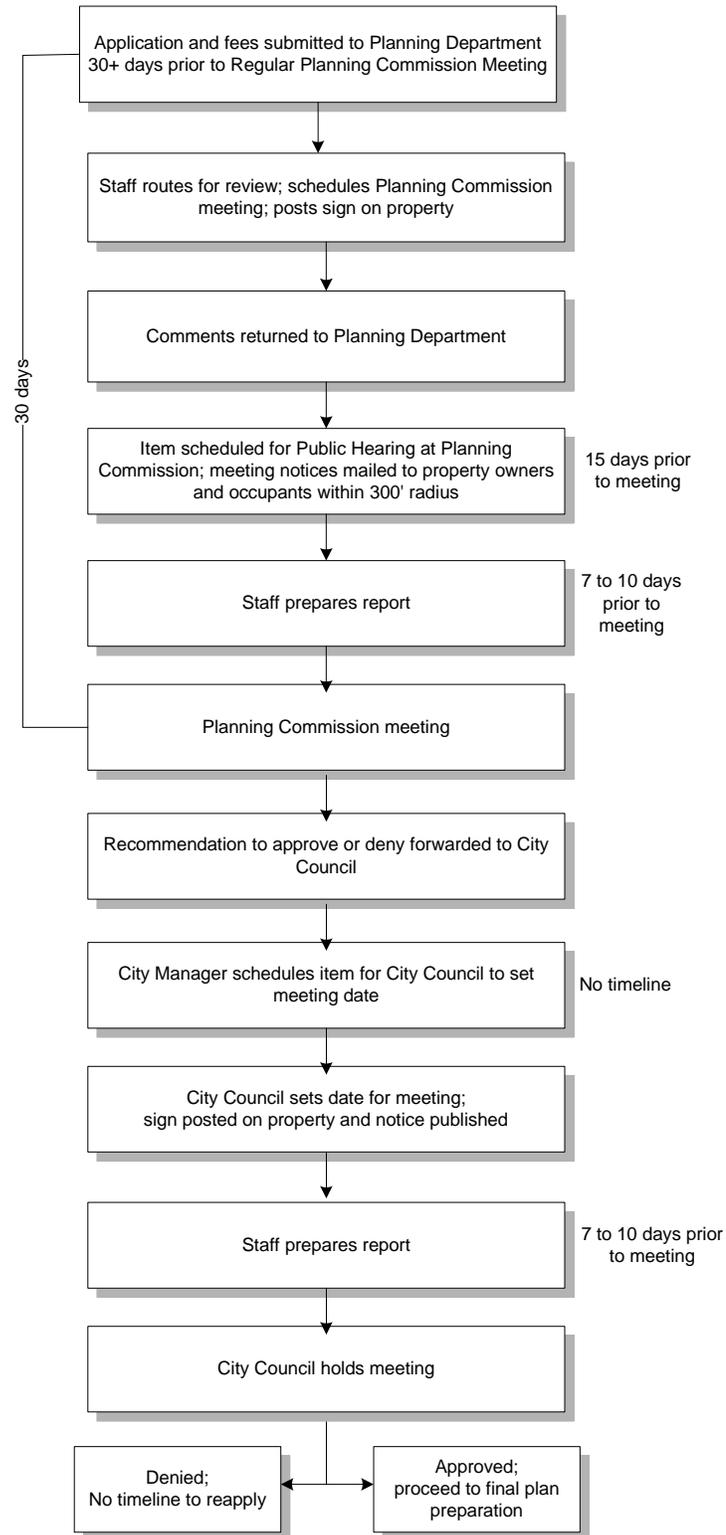
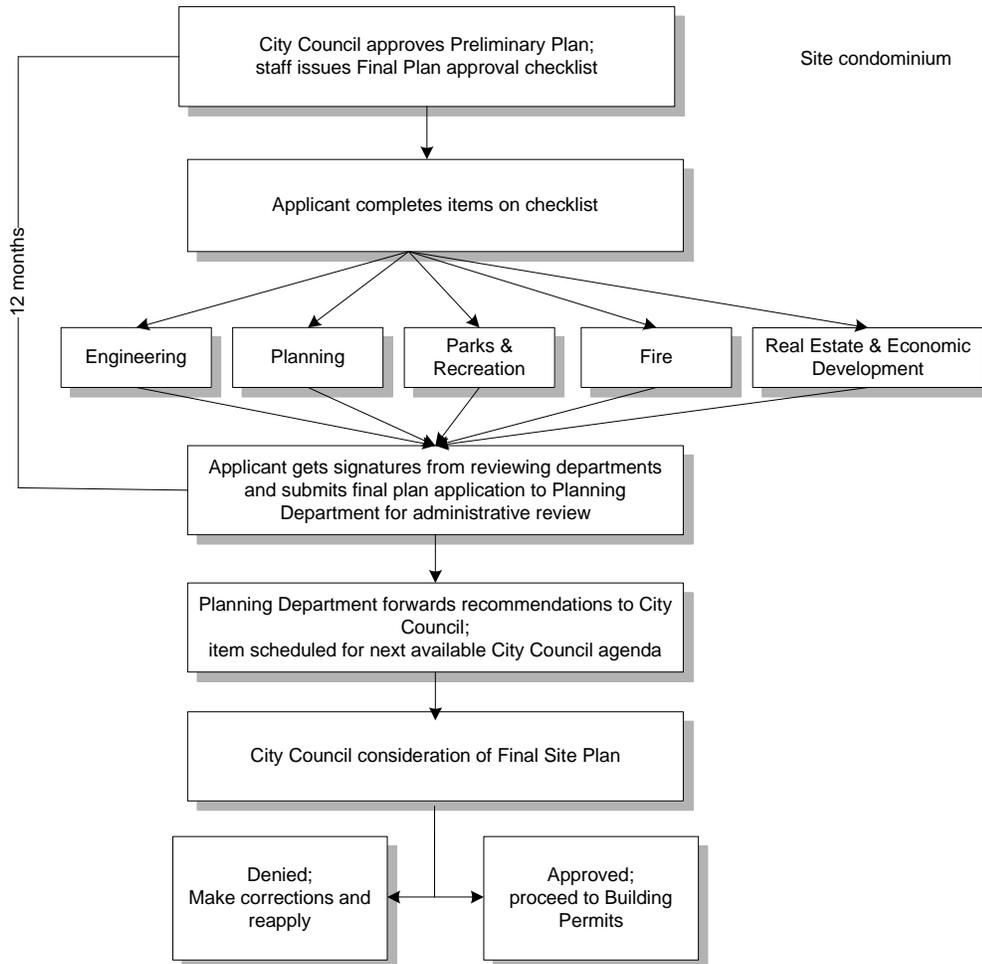


Figure 18
Site Condominium Final Plan Approval Process



The staff review of Site Condominium Site Plan applications, including Preliminary Plan and Final Plan reviews, basically mirrors that for Preliminary and Final Site Plan Reviews, except that a public hearing is required for the Preliminary Plan approval and the Planning Commission makes an advisory recommendation to the City Council. The City Council has the authority for Final Site Plan Approval. Our recommendations likewise mirror those outlined earlier.

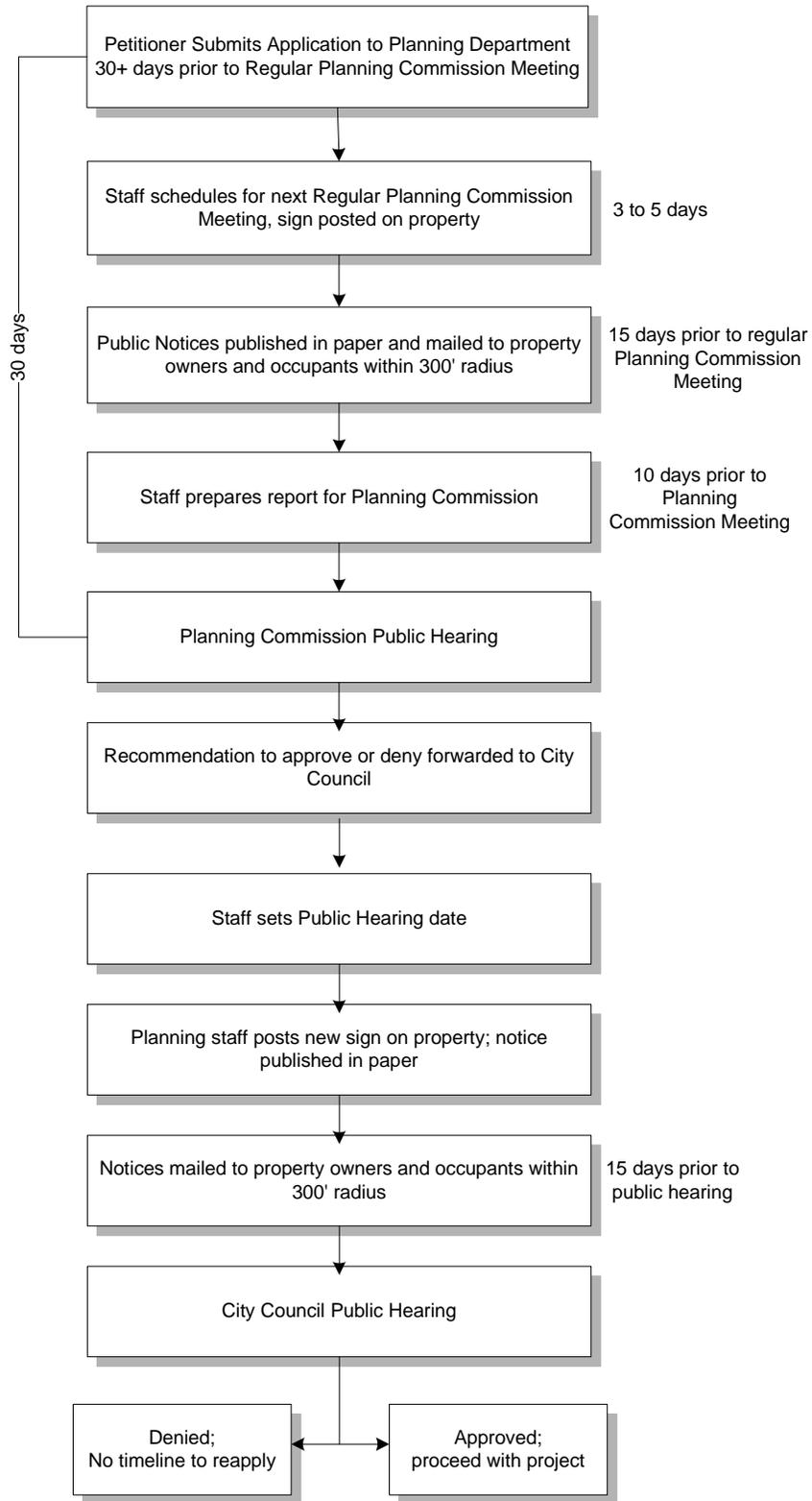
82. Recommendation: A policy should be adopted that requires staff to provide the Final Plan Approval checklist to the petitioner within three working days of the City Council’s action to approve the Preliminary Plan.

- 83.** *Recommendation:* At the time the Final Plan Approval checklist is provided to the petitioner, the petitioner should have the option of requesting a meeting with the reviewers from each department. The Planning Department should coordinate and facilitate this meeting.
- 84.** *Recommendation:* An electronic permit tracking system should be implemented for the monitoring of application progress. The system should be utilized and accessible by all appropriate departments but monitored by the Planning Department.
- 85.** *Recommendation:* Weekly management reports should be generated from the system and reviewed by Planning staff to monitor review progress/status.
- 86.** *Recommendation:* Review turnaround times for Final Plans should be established for all application types. We recommend 30 days for first reviews, 15 days for second reviews, and seven days for third reviews.
- 87.** *Recommendation:* The above timelines should be successfully met 95% of the time.
- 88.** *Recommendation:* Items should be scheduled for public hearing at the next available Regular Meeting of the City Council.

Rezoning Requests

A Rezoning Request follows the same procedures as a Special Use Request. The following figure illustrates the process:

**Figure 19
Rezoning Request Workflow Process**



The recommendation outlined under the section discussing the Special Use Request process applies to the Rezoning Request process, as well.

Planned Unit Developments (PUD's)

The City recently revised its Planned Unit Development requirements in an effort to improve the process. It was determined that Troy's previous PUD process was cumbersome and did not provide the design flexibility needed for sophisticated, multi-phased mixed-use projects. Additionally, a significant amount of detailed site plan and engineering information was required upfront, during the land planning stage. This increased project risk as significant cost would have to be incurred prior to receiving preliminary approval.

The revised ordinance was adopted in an effort to address the identified weaknesses in the previous ordinance. It is difficult to analyze the success of the revisions as no project has completed the process at the time this report was prepared. Previously, the Planning Commission would make a recommendation to City Council following a public hearing during the preliminary approval phase and would not have an opportunity to review the project prior to final approval. The revised ordinance allows the Planning Commission to make a recommendation to City Council twice, once at the preliminary approval phase early in the process, and a second time at an additional public hearing held during final site plan approval.

Prior to the revisions to the ordinance, the City Council saw PUD's twice; early in the process at the public hearing and then for approval of the Final PUD Plan. The new ordinance allows the City Council to see the project as much as three times.

The amount of information required for submittal is the same as it was previously; the new ordinance merely rearranged the order in which it is reviewed. The proposed three-stage process might actually result in more detailed information than currently required.

Summary of the Approval Process:

Step One: Conceptual Development Plan Approval. The procedure for review and approval of a PUD is a three-step process. The first step is the application for and approval of a Concept Development Plan, which requires a legislative enactment amending the zoning district map so as to reclassify the property as a Planned Unit Development. A proposed Development Agreement shall be included and incorporated with the Concept Development Plan, to be agreed upon and approved coincident with the Plan. The Concept Development Plan and Development Agreement must be approved by the City Council following the recommendation of the Planning Commission. Such action, if and when approved, confers upon the applicant approval of the Concept Development Plan and rezones the property to PUD

in accordance with the terms and conditions of the Concept Development Plan approval.

Prior to the submission of an application for approval of a Planned Unit Development, the applicant shall meet informally with the Planning Department of the City, together with such staff and outside consultants as deemed appropriate by the City. This is a mandatory pre-application meeting with staff.

Following the pre-application meeting, a Concept Development Plan conforming to the application provisions can be submitted. A proposed Development Agreement must be incorporated with the Concept Development Plan submittal and will be reviewed and approved coincident with the Plan. Applications are submitted to the Planning Director, who presents them to the Planning Commission for consideration at a Regular or Special Meeting. The Concept Development Plan constitutes an application to amend the zoning district map, which is required. Before making a recommendation to the City Council, the Planning Commission must hold a Public Hearing on the proposal. Prior to the Planning Commission scheduling a Public Hearing, the applicant is required to arrange for one or more informal meetings with representatives of the adjoining neighborhoods, soliciting their comments and providing these comments to the Planning Commission.

The Planning Commission will make a recommendation to the City Council with regard to the Concept Development Plan. A Public Hearing will then be scheduled before the City Council, at which time the City Council will consider the proposal along with the recommendations of the Planning Commission, the City staff, and comments of all interested parties. The City Council will take action to approve, approve with conditions, or disapprove the Concept Development Plan.

If the City Council approves the Concept Development Plan and the Development Agreement, the zoning map shall be amended to designate the property as a Planned Unit Development. Such action, if and when approved, shall confer Concept Development Plan approval for five (5) years (referred to as CDP Period). The five year CDP Period commences upon the effective date of adoption of the ordinance that rezones the parcel to PUD by City Council.

During the CDP Period, the applicant shall be permitted to submit at least one (or more, at the option of the applicant, if the project is proposed in phases) Preliminary Development Plan application(s), seeking Preliminary Development Plan approval which begins Step Two as described below. Upon the submittal of the first Preliminary Development Plan for one or more phases of the PUD project, the five (5) year expiration period shall no longer apply to the CDP and the CDP shall remain in full force and effect for the development of the entire PUD project, including without limitation, the development of all future phases of the entire PUD Property.

Step Two: Preliminary Development Plan Approval.

The second step of the review and approval process is the application for and approval of a Preliminary Development Plan (preliminary site plan) for the entire project, or for any one or more phases of the project. City Council shall have the final authority to approve and grant Preliminary Development Plan approvals, following a recommendation by the Planning Commission.

Following receipt of an application for Preliminary Development Plan approval for either the entire PUD development, or for any one or more phases thereof, the Planning Commission will conduct a public hearing to determine that the Preliminary Development Plan continues to meet and conform to the criteria for, the intent of, and the objectives contained in the approved Concept Development Plan. In the event that the Planning Commission determines that the Preliminary Development Plan does not continue to meet or conform to the criteria for, the intent of and/or the objectives contained in the approved Concept Development Plan, The Planning Commission must make this determination a part of their recommendation to the City Council. If at their subsequent Public Hearing the City Council determines that the Preliminary Development Plan does not conform to the Concept Development Plan, the applicant must either revise the Preliminary Development Plan to so conform or seek an amendment to the Concept Development Plan.

The Planning Commission shall proceed with their review of a Preliminary Development Plan in the manner outlined for Site Plan Review. However, for PUD Preliminary Development Plans, the Planning Commission shall provide a recommendation to City Council who has the authority to approve or deny the Preliminary Development Plan following a Public Hearing.

C. Step Three: Final Development Plan Approval. The third step of the review and approval process is the review and approval of a Final Development Plan (the equivalent of a Final Site Plan) for the entire project or for any one or more phases of the project and the issuance of building permits. Final Development Plans for Planned Unit Developments shall be submitted to the Planning Department for administrative review, and the Planning Department, with the recommendation of other appropriate City Departments, has final authority for approval of the Final Development Plans. Construction shall commence in accordance with the Final Development Plan within two (2) years from the date of approval. The applicant may apply to the Planning Commission for a one (1) year extension.

It is our understanding that representatives from the development community participated in the creation of the new ordinance and the general consensus is that it is an improvement over the previous process. It allows the applicant more flexibility by not requiring detailed plans upfront, which were required previously. We strongly support this modification. By granting the Planning Commission two opportunities to review the project, once early on and once later in the project's development, and likewise for the City Council, less information is necessary upfront which was quite

costly and frustrating to applicants. Since the new procedures were only recently adopted and no applicant has experienced the process in its entirety, we will reserve judgment and limit our recommendation to development of a tracking system to manage the staff review process and Planning Commission/City Council Public Hearing schedules. We would also recommend that the City establish similar review turnaround times for the Final Development Plan as recommended earlier for Final Site Plan reviews.

89. Recommendation: Once an electronic tracking system is implemented as recommended earlier in this report, PUD applications, along with all application types, should be monitored. This monitoring should include the Final Development Plan reviews by the various departments, as well as a tracking of the Public Hearing schedules and the issuance of construction permits. Access to the tracking system should be available to all appropriate departments.

90. Recommendation: Review turnaround times should be implemented for Final Development Plan reviews. These review times should mirror those recommended for Final Site Plan Reviews (30 days for first review, 15 days for second review, and 7 days for any necessary third and subsequent reviews).

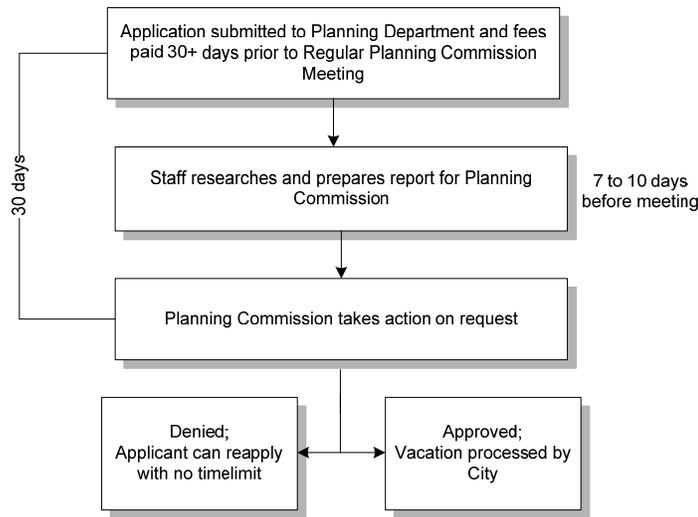
Because of the complicated and sometimes political nature of a PUD application, a consultant is retained for processing of these applications. The consultant should be involved from the very beginning, including the pre-application meeting. Involvement by staff in the review process is limited to general oversight, report preparation, sign posting, and noticing. The use of a qualified professional consultant to manage this complicated process is highly supported by Zucker Systems.

91. Recommendation: Continue processing of PUD applications with the assistance of an outside professional consultant, who should be involved from the beginning of the project at the Pre-Application meeting.

Street Vacation Applications

The Street Vacation Application includes rights-of-way and easement vacations. These items require discretionary approval by the Planning Commission at their Regular Meeting. The process is simple and does not require a Public Hearing or notification. The figure below illustrates the workflow for Street Vacation Applications.

**Figure 21
Street Vacation Applications Workflow Process**



Zoning Verification Requests

Zoning Verification Letters are issued upon receipt of a written request from a property owner regarding the existing allowable zoning and land use on a specific property. According to staff during our interviews, the number of Zoning Verification Requests increased dramatically approximately four years ago. The actual number of requests was not tracked until fiscal year 2003-2004. That year there were 44 requests. The following year that number decreased by almost 50% to 26, but jumped to 36 requests in 2005-2006 and the approximate number of requests received in 2006-2007 was 40.

When a written request is received, a Planner will research the property, which at times can be time consuming, although most requests don't require more than an hour or two to research. The Planner assigned to processing the written response has indicated that she typically responds to the requests within five working days, which is a reasonable turnaround time. While we are prone to recommend turnaround times that are on the short side, we also recognize the need to allow staff some degree of flexibility given workloads and the time that may be required for a more complicated property research.

92. Recommendation: Turnaround times for responding to Zoning Verification Requests should be five working days.

Site Plan Compliance Inspections

This function of the Planning Department is to facilitate the issuance of a Final Certificate of Occupancy (C of O) for a project. When requested, a Planner will conduct a site visit to determine if all of the Planning related conditions have been met in order for the project to receive sign off and for all deposits and bonds to be released. If it is determined during the inspection that there are conditions on the project that have not been satisfied, the Planner will issue a written explanation for the developer as to what must be corrected in order for the Planning Department to sign off on the project. A re-inspection will be scheduled and the Planner will only inspect those items that had not been identified as being deficient.

According to the information provided by staff and supported by the participants in the Engineering focus groups, the Planning Department is successfully completing the Site Plan Compliance Inspections within fourteen days of the request being received. Typically, two inspections are required. We would recommend that Site Compliance Inspections be completed within five working days of the request being submitted.

93. Recommendation: Site Compliance Inspections should be completed within five days of the submittal of the inspection request.

The following discussion is pertinent for each of the Departments involved in the site plan development process and the C of O sign off function. With the implementation of an electronic tracking system, the Final Site Plan Compliance Inspection will be an integral part of file and project management. The City Code specifies that Temporary C of O's are to expire after six months. Presently, there is no tracking of Temporary C of O's and many are now years old with no C of O issued for various reasons. The City accepts performance bonds as well as cash deposits for security on projects. The lack of proper management of Temporary and Final C of O's has led to literally an excess of a million dollars in unclaimed or unreturned cash deposits and expired performance bonds that can no longer be relied on for completion of improvements. Further, Site Compliance Inspections conducted after a year or more after the project has been occupied and utilized is unlikely to garner a fair and accurate inspection and project ownership has potentially changed hands. The resulting confusion is likely to lead to frustration for everyone involved and in the end, the City is at risk. Thus, we again encourage and recommend the City to implement an electronic tracking system that will allow for efficient management of the project from beginning (the submittal of a land use entitlement application) to end (receipt of a Certificate of Occupancy).

D. ORGANIZATIONAL ISSUES

Board of Zoning Appeals

The process for granting a variance from the requirements of the Zoning Ordinance presently falls under the authority of the Director of Building and Zoning. Under the laws of the State of Michigan, variances must be granted by the Board of Zoning Appeals (BZA), whose authorities cannot be transferred to the Planning Commission.

The Board of Zoning Appeals meets once a month and is supported by staff from the Building and Zoning Department. An average of five items are on the BZA agenda each meeting and according to staff 95% of these items are requests for variances related to development standards. The remaining items are related to requests to deviate from building or engineering standards.

As currently written in the Zoning Ordinance, in order to request a variance from development standards, an applicant has to apply for a building permit and have it denied by the Director of Building and Zoning. The applicant can then appeal the denial to the BZA and request a variance.

For projects requiring a site plan, this process seems out of order. A Building Permit cannot be issued until a Final Site Plan has been approved. There was no consensus in our interviews with staff from the Building and Zoning Department, the Planning Department, and the City Attorney's Office as to the proper order of a variance request. There appears to be no established process for the order of events.

Because of the potential for a variance request to cause modifications to a site plan that could be considered substantial, we believe that following order of events is appropriate:

1. Preliminary Site Plan Approval by Planning Commission (and/or City Council as appropriate).
2. Requests for any variances considered and approved by the BZA.
3. Determination by the Planning Director as to impacts of approved variances on Preliminary Site Plan.
4. If it is determined that the variance as conditioned by the BZA substantially alters the approved Preliminary Site Plan, then the Planning Director shall refer the revised Preliminary Site Plan to the Planning Commission for consideration..
5. If it is determined that the variance does not substantially alter the approved Preliminary Site Plan, the petitioner may proceed with an application for Final Site Plan Approval.

To facilitate this process, we recommend eliminating the requirement that a Building Permit be applied for and subsequently denied as the initiation of a variance request. Instead, we recommend that there be an application process for

variance requests that is managed by the Planning Department. The Planning Department would be responsible for researching, preparing, and presenting the report to the BZA, but the noticing requirements would continue to be handled by the Director of Building and Zoning, who serves as the Secretary to the BZA.

94. Recommendation: Revise the Zoning Ordinance to eliminate the need for a Building Permit application and denial as the initiation of a variance request. Instead, a Variance Request application and process should be created and managed by the Planning Department.

95. Recommendation: Variance requests should be processed after Preliminary Site Plan Approval has been granted and prior to Final Site Plan Approval.

Staffing Analysis

The Planning Department is responsible for processing applications and/or requests for Preliminary and Final Site Plans, Planned Unit Developments, Special Use Requests, Site Condominium Plans, Rezoning, Zoning Verification Letters, and Site Plan Compliance Inspections.

The table below outlines the amount of staff time involved in the processing of these applications and/or requests. It should be noted that the processing of Preliminary and Final Site Plans and Site Condominium Plans is significantly the same and thus, the amount of staff time involved is consistent for these application types.

**Table 28
Planning Department – Hours Required for Processing**

Application Type	Average Number of Applications Processed Annually	Hours Required for Processing	Total Number of Hours Required Annually
Preliminary Site Plan and Site Condominium Preliminary Plan	26	6	156
Final Site Plan and Site Condominium Final Plan	26	4	104
Special Use Requests	13	4	52
Rezoning Requests	19	4	76
Planned Unit Developments	2	2	4
Zoning Ordinance Text Amendments	10	6	60
Street Vacation Requests	3	1	3
Zoning Verification Letters	37	2	74
Site Plan Compliance Inspections	24 (12 first inspections +12 second inspections)	4	96
Total Hours Required			625

The table below illustrates the calculation of actual number of hours for non application processing functions within the Planning Department.

**Table 29
Planning Department Non-Application Related Responsibilities**

Planning Staff	Total Number of Available Hours*	Counter Responsibilities (30%)	Administrative and Support Assignments (30% for Principal Planner; 45% for Planners)	Special Projects (20%)
1 Principal Planner	1421	N/A	(426)	(284)
2 Planners	2842	(853)	(1279)	(568)

* Calculation of Available Hours is as follows: 260 week days x 8 hours, less 80 vacation hours, 96 sick leave hours, 80 holiday hours, 24 personal business hours, 24 personal holiday hours and 20% (366 hours) of acceptable unaccountable time.

Based upon the number of applications, the estimated hours required for processing, and the other responsibilities of staff, the following table illustrates the overall staffing analysis for the Planning Department.

Table 30
Planning Department Staffing Analysis

Task	Principal Planner Hours	Planner Hours
Application Processing	425	200
Special Projects	284	568
Counter	n/a	853
Admin/Support Functions	426	1279
Subtotal	1135	2900
Less Available Hours	(1421)	(2842)
Available Hours Remaining	286	(58)

The remaining 228 hours available (286 hours - 58 hours) would accommodate the creation of an additional Variance Request procedure as outlined above without creating a burden on the existing staff, as illustrated below:

Approximate Number of Variance Applications Anticipated Annually = 66
(Based upon information provided by Building and Zoning Department)

Estimated Number of Hours to Process Variance Applications = 3 hours

Total Estimated Hours Needed for Proposed Variance Procedure = 198 hours

Planning Department Website

Overall, the Planning Department website provides valuable information and it is easy to navigate. The following recommendations are suggested for improving the website:

96. Recommendation: Include pictures, email links, and direct line phone numbers for all Department staff. The existing contact information for the Director should include his phone number.

While there is a link to the Planning Commission meeting agendas and minutes, the archived data for meeting agendas only goes back to January 2007, while the meeting minutes are available for meetings dating back to 2000. The current meeting agenda should be posted separately on the website and it should not be combined with the archived agendas until after the meeting has occurred.

97. Recommendation: Include meeting agendas on website for past meetings dating back at least 3 years.

- 98.** *Recommendation:* Current Planning Commission Agendas should be posted on the website separately from the archived meeting agendas.
- 99.** *Recommendation:* A section should be added under the Resources information to include the official public hearing notices for the upcoming agenda.
- 100.** *Recommendation:* Immediately following the Planning Commission meeting, an Action Agenda should be prepared that documents the Commission's actions on the items on the agenda. This document should be posted on the website.

VIII. EMPLOYEE PERCEPTIONS

Two confidential questionnaires were completed by many of the employees in the relevant departments.

A short, closed-ended questionnaire (shown in Appendix B) was completed at staff meetings by thirty eight employees and collected by the consultants. The raw scores and tallies from this survey are also shown in Appendix B. The short questionnaire also asked employees to list pet peeves and give suggestions for improvements. These comments were used as part of our analysis for this report and are shown in Appendix B.

A longer, eight-page questionnaire (shown in Appendix C) was completed by 14 employees and mailed or emailed to the consultants in San Diego to assure confidentiality. Information obtained from these questionnaires was essential to our analysis. The number of questionnaires returned is shown in Table 31. In most of our studies, only half of the employees that complete the short questionnaire take the time to complete the long questionnaire.

Table 31
Number of Employees Responding to Questionnaires

Function	Number of Short Questionnaires	Average Response to Short Questionnaire Entire City	Average Response to Short Questionnaire Department	Number of Questions With Average under 3.0 for Department	Number of Long Questionnaires
Attorney	3	3.44	4.28	0	2
Building	19	3.37	3.63	2	5
Engineering	7	3.25	3.55	5	3
Management	5	3.73	n/a	2*	1
Other	1	4.22	n/a	5	0
Planning	3	3.35	3.5	3	3
Total	38				14

* For entire City

The short, closed-ended questionnaire consisted of a series of statements to be rated by the respondents. Responses were tallied and averaged and the raw scores are displayed in Appendix B. The statements were designed to elicit the mood and feelings of each employee about overall division or department excellence. For each of the 18 statements, the employee was asked to respond as follows:

- | | |
|-----------------------|--------------------|
| 1 – Strongly Disagree | 4 – Somewhat Agree |
| 2 – Somewhat Disagree | 5 – Strongly Agree |
| 3 – Neutral | 6 – Not Applicable |

Generally, the higher the rating (i.e., 4's and 5's) the better the employee perceives the subject area and the more excellent the division or department.

We have conducted this survey in many building, engineering and planning departments and divisions. Generally, a score below 3.0 is an indication of issues that need to be addressed. We like to see average scores in the high 3's and 4's. We believe that the scores give a reasonably accurate assessment of the employee's view of their division or department. The Troy average scores for this questionnaire are some of the best we have seen in our studies, indicating general satisfaction of the City and the Department. As is often the case, employees answered more positively for their department than for the City as a whole.

Responses by department are included below.

Attorney's Office

The average score of 4.28 was the highest of all the functions. No employee answered any question below 3.0. These are some of the best scores we have seen.

Building Department

The Building Department had an average score of 3.37 in relation to the entire City and 3.63 as related to the Department. For the Department, scores below 3.0 included:

- Question 8, *I have enough time to do my work as it needs to be done*, had an average score of 2.79. Nine of the 19 employees answered this question with a 1 or 2. This could indicate that the Department should look at work distribution. Comments on this issue will be included elsewhere in this report.
- Question 17, *The applications we receive from the counter are complete and ready for processing*, had an average score of 2.5. Ten of the 16 employees who answered this question scored 1 or 2 on this question. This indicates an area that needs attention.

Engineering Department

The Engineering Department had an average score of 3.25 in relation to the entire City and 3.55 as related to the Department. For the Department, scores below 3.0 included:

- Question 7, *We have an efficient records management and documentation system in our organization*, had an average score of 2.71. four of the seven employees answered 1 or 2 on this question.
- Question 8, *I have enough time to do my work as it needs to be done*, had an average score of 2.71. Four of the seven employees answered this question

with a 1 or 2. This could indicate that the Department should look at work distribution. Comments on this issue will be included elsewhere in this report.

- Question 9, *I am kept abreast of changes that affect me*, had an average score of 2.71. Four of the seven employees answered this question with a 2. This is an area that requires attention by supervisors in the Department.
- Question 12, *Permit processes in the City are neither unnecessarily complex nor burdensome on the applicant*, had an average score of 2.57. Four of the seven employees answered this question with a 2. This is important feedback, given the City's goals for the permit process.
- Question 17, *The applications we receive from the counter are complete and ready for processing*, had an average score of 2.57. Five of the seven employees scored 2 on this question. This indicates an area that needs attention.

Management

The managers from the Building, Engineering, Fire, Parks, and Planning responded to the questionnaire as a group. The managers' responses to the City as a whole are relevant for this survey. The Managers had an average score of 3.73 in relation to the entire City. Questions scores below 3.0 included:

- Question 12, *Permit processes in the City are neither unnecessarily complex nor burdensome on the applicant*, had an average score of 2.40. Three of the five managers answered this question with a 2. Since managers are in a position to impact the kind of processes the City has, these answers would indicate that the management group needs to be more aggressive in changing the process.
- Question 17, *The applications we receive from the counter are complete and ready for processing*, had an average score of 2.50. Two of the four employees who answered this question scored 2 on this question. This probably matches the low scores received on this question for both the Building and Engineering Departments.

Planning Department

The Planning Department had an average score of 3.35 in relation to the entire City and 3.50 as related to the Department. For the Department, scores below 3.0 included:

- Question 4, *We have a strong emphasis on training in this organization*, had an average score of 2.67. However, this was answered low by only one of the three employees.

- Question 10, *I am aware of standard turnaround times in our organization for plans and permits as communicated by my supervisor*, had an average score of 2.67. However, this was answered low by only one of the three employees.
- Question 12, *Permit processes in the City are neither unnecessarily complex nor burdensome on the applicant*, had an average score of 2.67. However, this was answered low by only one of the three employees.

101. Recommendation: The managers of the permit related departments should review the employee questionnaires for possible improvement ideas. It may be appropriate to review the questionnaire responses as part of a staff meeting.

IX. CUSTOMER PERCEPTIONS

In today's environment, governmental performance is measured by customer satisfaction. In order to determine Troy's performance, we used several techniques consisting of interviews with the Mayor and City Council members, two customer focus groups, and a mail surveys to applicants.

This Chapter includes customer comments for improving the City's development approval/permit process. The intent of this customer input was to elicit views and opinions on positive and negative aspects of activities and to seek ideas for change that will improve and enhance process. However, as would be expected, the focus was on perceived problems.

In considering the results, the reader must bear in mind that, unlike documents and statistics, the views expressed by individuals are subjective and may reflect personal biases. Nonetheless, these views are at least as important as objective material because it is these people, with their feelings and prejudices that work with or are often affected by City activities. A second important consideration is that in analyzing the material, it may not be as important to determine whether a particular response is "correct" as it is to simply accept a response or try to determine why customers feel the way they do. Tom Peters, the noted management consultant, has said that in relation to customer service, "Perception is everything." In other words, perception is reality to the person holding the perception.

It should be noted that the purpose of this chapter is to report on the customer input so that the reader of the report can view the comments as customer perceptions without our editing. These comments are not the conclusions of the consultants. Using our methodology as described in Figure 1 and Section B of Chapter II, the customer comments are taken as one form of input to be merged by input of others and our own judgment. Our specific response is in the form of the various recommendations included in this report.

A. MAYOR AND CITY COUNCIL

We met the Mayor and six City Council members in individual confidential meetings in order to gain a perspective on the City and policy direction for the City. There was not unanimous opinion on all topics but a few points of interest follow.

Overview

Troy has been a stable community that has risen to the top, sort of the cream. The City has had good Planning and Code Enforcement from the beginning. However, things are changing. Fifteen years ago businesses wanted to come to Troy, now they must be

encouraged – attracting them needs to be dramatic. The City needs to be more competitive. Issues of concern include:

- There are conflicts between residents and the commercial sector.
- The City needs to be user friendly. There is too much red tape, too many loopholes, and the permit process takes too long.
- The City needs to be responsive to change but also respectful of the past and the present.
- Problems need to be addressed before they come to the Council.
- The concern is not just to do it faster but to do it right.

Building and Fire

Permits tend to take too long. There are too many different inspectors. It would be nice if they could be cross-trained.

Business Plan

The City Manager's Business Plan is a useful document. It has not been formally adopted by the Council.

Code Enforcement

There is a need to avoid blight through better Code Enforcement. There may be a shortage of inspectors.

Ordinances

There have been problems with the ordinances. Contract Zoning allows the needed flexibility to work with people. However, some don't like the flexibility of the PUDs.

Redevelopment

The City is almost built out so redevelopment is accepted as inevitable.

Staff Attitudes

There is a need for good staff attitudes. How customers are treated is not as persuasive as some would like. Building is good at the top, Engineering is not always good and Planning is generally good.

Staff need to be more responsive to one-time users of the process. If they don't ask the right question, they don't get the answers they need.

Technology

Good technology for staff is supported.

B. FOCUS GROUPS

Three groups, totaling twenty people who had been applicants in the City's development and permitting process, met on August 14th, 15th or September 18th for two hours at the Community Center. The meetings were held in confidence and no City staff members were present. The groups included architects, developers, and engineers. Focus group comments are included below. Topics are arranged in alphabetical order.

Positive Overview

We have completed over 200 applicant focus groups around the Country and the Troy focus groups were the most positive we have seen. Comments included:

- Staff is very accessible
- City is pro-active in approving development
- Plan check is typically completed first time and City is willing to catch things in the field
- Troy is our favorite city to work in

Building Department

The Department is friendly and is ready to help you, particularly at the upper levels. The cooperation between Building and Fire is excellent. Possible improvement areas include:

- Too rigid on Building Code interpretations – a hard line.
- If applicant doesn't ask the right question, staff may not always draw them out.
- One inspector won't give out email address, others will.
- It can be difficult getting inspector's time.
- There is a concern about third party reviews and would prefer in-house reviews.
- More technical information would be helpful on site plans and PUDs. Not bad, but could be better.
- Staff is accessible but sometimes the secretaries seem to have their mind on something else.

- One of the specialties includes a problem employee and this should be addressed.
- Most get reviews in two to three weeks which is acceptable, but one person says has been averaging four to six weeks.
- Plan check is not as thorough as in some cities.
- The plan may be ready to issue but it can't be found.
- There are problems with mechanical and some problems with plumbing.

Big Beaver Corridor Plans

Many were not familiar with the plans being prepared for the Big Beaver Corridor. Some suggested that they were told that the Traffic Engineer does not agree with the plans.

Board of Zoning Appeals

This function would be better handled by the Planning Department. It should not be necessary to submit plans and be turned down before going to the Board of Zoning Appeals.

Engineering Department

For the most part engineers apply common sense to your project. Also, they will sit down with you and help with problems. The following concerns were expressed in relation to the Engineering Department:

- You are given a list of corrections but after correcting you are given another list.
- The Department is either over staffed or over-specialized.
- There are too many different people required to inspect a site.
- There is a problem getting the engineers to wrap up the project and get the bond released.
- It would be useful to have separate bonds for soils, utilities, etc.
- There is no internal tracking system for monitoring Final Plan review progress.
- The erosion control requirements seem unreasonable.
- When you get your Final Plan review checklist, sometimes it is hard to know where to start and staff doesn't seem to know, either.

Fire Department

The Fire Marshall is accessible and concurrent work by Fire and Building is good.

Ordinances

Having the ordinances online is great. However, the ordinances are not clear on many things and need to be revised.

Parks and Recreation Department

The Parks and Recreation staff are easily accessible. A better approach to trees would be helpful. The response is often, we have enough of these so do something else.

Planned Unit Developments (PUDs)

The PUDs are handled by the consultant and at least one person would prefer to have them handled in house. There is confusion about the submittal requirements for PUDs. The new PUD process is better than the old one.

Planning Commission

The Planning Commission needs more education regarding what is allowed. As an example they start talking about green water with no discussion up front. The problems are not with the staff but with the Planning Commission and Council.

Planning Department

The Planners are accessible and schedules are relatively quick. They have helped coordinate some meeting with residents. At times, the Department could be more aggressive in keeping the Planning Commission on track.

Site Plan Review

Suggestions include:

- Don't require any Final Site Plans to go to the Council
- Some Site Plan approvals should be by staff
- More variation to standards should be allowed
- Accept smaller site plans electronically
- Instead of splitting up the plans, submit full sets so all reviewers have the same plans

Technology

Although electronic plan submittal may work for some, it should not be required for all.

Tenant Improvement

It is taking four to six weeks for approval which is too long.

CUSTOMER SURVEYS

A mail survey was used in this study to obtain applicant customer input. The survey was sent to 738 applicants for development approvals or permits. One hundred surveys were returned for a return rate of 13.6%.

The same mail survey was sent to 219 owner applicants with 29 being returned for a return rate of 13.2%.

These rates were below our normal return rate of 15 to 25 % but still sufficient for analysis.

The overall response to the surveys is shown in Figures __ and __. Question 12 through 25 were designed so that checking a “Strongly Agree” or “Agree” category is a sign of a satisfied customer. A “Disagree” or “Strongly Disagree” is a sign of a dissatisfied customer. The percentages shown in the margins to the right indicate the percent of respondents who disagreed or strongly disagreed with the question statement. The “Not Applicable” category was excluded from this calculation.

Normally, when negative responses of “Disagree” or “Strongly Disagree” exceed 15%, the responses indicate an area of possible concern. Less than 15% normally indicates this category of question is satisfying the customers. Percentages higher than 15% but below 30% are areas that should be examined for possible customer service concerns. Negative percentages of 30% or higher indicate areas needing early attention since roughly one third or more of the customers have concerns about service.

Some believe that only customers who have problems will return a survey of this type. While it is likely that customers with problems may be more likely to return the surveys, our experience with this and dozens of similar surveys indicate that they still produce valid information. For example, we’ve worked in other communities where the negative responses seldom exceeded 15%.

It should also be noted that a survey of this type is not a scientific, statistically controlled sample. Nevertheless, when high numbers of respondents express concerns, they are indications of problems that need to be addressed.

The questionnaires also asked applicants to indicate suggestions and areas for improvement. 72 of the respondents provided suggestions which we used as part of our analysis. These comments are shown in Appendix D.

102. Recommendation: Building, Engineering and Planning staff should review the customer questionnaires and determine areas where they can be responsive to customer concerns.

The survey responses from applicants are shown in Figure 22. Two questions had negative comments of 30% negative or higher. Plan check turnaround times in Building were not considered acceptable by 33% of respondents in Question 9. Also, 30% indicated it was longer than other communities, Question 11.

A number of questions had negative responses above 15% but lower than 30%. These are areas that require attention of the departments.

Positive responses of 85% or higher were received for a number of questions including responsive staff (Question 5), courteous staff (Question 14), reasonable conditions of approval (Question 15), accessible staff in Engineering and Planning, (Question 16), good handouts (Question 17) , few errors in the field inspection process (Question 18) and useful information on the website (Question 19).

Positive comments were also received in relation to the Planning Commission, Board of Zoning Appeals and City Council (Questions 20 to 26). However, 30.5% of the applicants felt the input from these bodies in the hearing process was not useful (Question 26).

**Figure 22
Customer Survey Responses From Applicants**

Development Approval/Permit Process Troy Customer Survey - 100								
1. Please check off the types of development actions you have applied for through the city during the past 12 months.								
<input type="checkbox"/> 87	Building Permit	<input type="checkbox"/> 4	PUD					
<input type="checkbox"/> 3	Conditional Rezoning	<input type="checkbox"/> 13	Rezoning					
<input type="checkbox"/> 35	Engineering Approval	<input type="checkbox"/> 5	Subdivision					
<input type="checkbox"/> 11	Fire Permit	<input type="checkbox"/> 20	Variance/Wall Waiver/Board of Zoning Appeals					
<input type="checkbox"/> 16	Grading Permit	<input type="checkbox"/> 3	Zoning Compliance Letter					
<input type="checkbox"/> 5	Land Division	<input type="checkbox"/> 14	Other (list) _____					
2. Please indicate what the permit or approval was for.								
<input type="checkbox"/> 11	New single family	<input type="checkbox"/> 29	New commercial or industrial building					
<input type="checkbox"/> 15	Remodel or addition to single family	<input type="checkbox"/> 45	Remodel or tenant improvement to commercial or industrial building					
<input type="checkbox"/> 2	Duplex	<input type="checkbox"/> 22	Sign					
<input type="checkbox"/> 6	New multifamily dwelling/condo/PUD	<input type="checkbox"/> 10	Subcontractor work (plumbing, fence, landscaping, electrical, mechanical)					
<input type="checkbox"/> 1	Remodel or addition to multifamily dwelling/condo/PUD							
<input type="checkbox"/> 14	Other (list) _____							
3. Please indicate how often you work with the city's development review and plan checking process.								
<input type="checkbox"/> 20	One time user of the development review and plan checking process							
<input type="checkbox"/> 77	Frequent user of the development review and plan checking process							
QUESTION	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE	% DISAGREE	
4. I understand the City's Development Review and Plan Check processes. They are straightforward and not unnecessarily cumbersome or complex in the functions of:								
Building	19	55	4	12	6	2	19%	
Engineering	13	35	10	10	3	13	18%	
Planning	12	38	7	8	9	12	23%	
5. When making an application, I have generally found the City staff to be responsive and helpful in the functions of:								
Building	35	48	2	4	7	1	11%	
Engineering	20	38	5	9	1	13	14%	
Planning	20	44	5	4	4	11	10%	
6. Staff provides prompt feedback on incomplete submittals in the functions of:								
Building	20	43	6	15	9	4	26%	
Engineering	15	32	10	14	1	12	21%	
Planning	15	37	10	9	4	12	17%	

Note: See questions on back also

Figure 22 Continued

Development Approval/Permit Process
Troy Customer Survey

QUESTION	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE	% DISAGREE
7. In general, the staff has dealt with me in a positive manner, anticipating obstacles early on, redirecting projects to avoid unnecessary delays and providing options where they were available in the functions of:							
Building	27	49	4	9	7	1	17%
Engineering	14	35	16	10	2	8	16%
Planning	18	34	11	7	6	8	17%
8. Development plan checking is complete and accurate. Additional problems did <u>not</u> surface later that should have been caught in the initial review in the functions of:							
Building	18	47	9	11	7	5	20%
Engineering	14	32	12	11	5	12	22%
Planning	11	35	13	10	4	13	19%
9. Plan checking turnaround time is acceptable. I did not have to wait an excessive amount of time to get plans back or find out about problems that needed to be corrected in the functions of:							
Building	21	33	9	14	17	2	33%
Engineering	9	32	14	13	5	11	25%
Planning	8	40	11	7	7	11	19%
10. Codes and policies are applied to staff in a fair and practical manner in the functions of:							
Building	18	56	4	10	8	1	19%
Engineering	11	45	10	6	1	12	10%
Planning	10	47	10	5	3	11	11%
11. The turnaround time for review and approval or disapproval of my application was not any longer with Troy than other cities where I have filed applications.							
Building	23	32	9	12	16	2	30%
Engineering	13	31	14	8	5	10	18%
Planning	13	32	11	7	8	10	21%
12. If project processing is delayed, the delay is typically justifiable. Projects are not delayed over minor issues in the functions of:							
Building	15	37	16	12	9	6	24%
Engineering	12	31	16	10	2	13	17%
Planning	11	34	14	7	5	13	17%
13. Troy is just as fair and practical in its application of regulations as other neighboring cities in the functions of:							
Building	22	49	11	8	6	2	15%
Engineering	15	40	12	6	1	11	9%
Planning	15	42	10	5	3	10	11%

Figure 22 Continued

Development Approval/Permit Process
Troy Customer Survey

QUESTION	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE	
14. Staff was courteous from the functions of:							
Building	34	49	6	4	3	0	7%
Engineering	19	41	8	3	1	11	6%
Planning	25	41	4	5	1	9	8%
15. The conditions of approval or plan check corrections applied to my project were reasonable and justified from the function of:							
Building	19	54	7	6	5	2	12%
Engineering	9	44	11	4	2	11	9%
Planning	9	47	10	3	5	9	11%
16. The staff of the city were easily accessible when I needed assistance in resolving problems in the functions of:							
Building	25	41	8	13	8	1	22%
Engineering	17	39	11	4	1	11	7%
Planning	20	38	10	5	2	10	9%
17. I found the handouts supplied by the city to be useful and informative in explaining the requirements I must meet for the departments of:							
Building	15	39	26	1	4	8	6%
Engineering	9	31	26	0	1	14	1%
Planning	10	33	24	3	1	11	6%
18. Inspectors rarely found errors in the field during construction that should have been caught during the plan checking process from the departments of:							
Building	17	41	24	6	4	3	11%
Engineering	10	28	23	6	1	13	10%
Planning	17	41	24	6	4	3	11%
19. The City's website provides comprehensive and useful information in the functions of:							
Building	14	31	37	3	1	9	5%
Engineering	11	25	27	3	0	16	5%
Planning	12	26	30	2	0	17	3%
20. The Planning Commission treated me fairly.	13	32	19	5	2	22	10%
21. The Planning Commission members were courteous during the hearing.	12	33	20	5	0	25	7%
22. The Board of Zoning Appeals treated me fairly.	11	25	24	0	2	29	3%
23. The Board of Zoning Appeal members were courteous during the hearing.	11	26	25	0	1	30	2%
24. The City Council treated me fairly.	13	23	24	3	0	30	5%

Figure 22 Continued

Development Approval/Permit Process
Troy Customer Survey

QUESTION	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE	% DISAGREED
25. The City Council members were courteous during the hearing.	10	24	25	1	1	32	3%
26. I found the input from the Planning Commission, Board of Zoning Appeals, and City Council useful in the hearing process. <input type="checkbox"/> 41 Yes <input type="checkbox"/> 18 No							
27. Was your application ultimately approved? <input type="checkbox"/> 70 Yes <input type="checkbox"/> 1 No							
28. Six departments or divisions are most involved in development review and plan checking in The City of Troy. They are Building, Engineering, Fire, Parks and Recreation, Planning, and Real Estate and Economic Development. If you experienced coordination problems <u>between</u> any two departments or divisions, please list them below. Coordination problems between _____ and _____ Coordination problems between _____ and _____ Coordination problems between _____ and _____							
29. Please add any comments or suggestions you may have that will improve our process or customer service. Please give us at least one idea. _____							

The survey responses from owner-applicants are shown in Figure 23. Most of the responses here were positive. Exceptions were problems with the Engineering reviews with 27% negative for Question 4, 33% negative for Question 7, 19% negative Question 10, and 18% negative for Question 18.

Planning also received some negatives with 23 % Question 7, 21% for Question 4, 17% Question 10, and 17% Question 15.

Figure 23
Customer Survey Responses From Owner Applicants

Development Approval/Permit Process Troy Customer Survey - H - 29								
1. Please check off the types of development actions you have applied for through the city during the past 12 months.								
<input checked="" type="checkbox"/> 28	Building Permit	<input type="checkbox"/> 0	PUD					
<input type="checkbox"/> 1	Conditional Rezoning	<input type="checkbox"/> 0	Rezoning					
<input type="checkbox"/> 2	Engineering Approval	<input type="checkbox"/> 0	Subdivision					
<input type="checkbox"/> 0	Fire Permit	<input type="checkbox"/> 0	Variance/Wall Waiver/Board of Zoning Appeals					
<input type="checkbox"/> 3	Grading Permit	<input type="checkbox"/> 0	Zoning Compliance Letter					
<input type="checkbox"/> 0	Land Division	<input type="checkbox"/> 11	Other (list) _____					
2. Please indicate what the permit or approval was for.								
<input type="checkbox"/> 1	New single family	<input type="checkbox"/> 0	New commercial or industrial building					
<input type="checkbox"/> 14	Remodel or addition to single family	<input type="checkbox"/> 0	Remodel or tenant improvement to commercial or industrial building					
<input type="checkbox"/> 0	Duplex	<input type="checkbox"/> 0	Sign					
<input type="checkbox"/> 0	New multifamily dwelling/condo/PUD	<input type="checkbox"/> 3	Subcontractor work (plumbing, fence, landscaping, electrical, mechanical)					
<input type="checkbox"/> 0	Remodel or addition to multifamily dwelling/condo/PUD							
<input type="checkbox"/> 11	Other (list) _____							
3. Please indicate how often you work with the city's development review and plan checking process.								
<input type="checkbox"/> 24	One time user of the development review and plan checking process							
<input type="checkbox"/> 4	Frequent user of the development review and plan checking process							
QUESTION	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE	% DISAGREED	
4. I understand the City's Development Review and Plan Check processes. They are straightforward and not unnecessarily cumbersome or complex in the functions of:								
Building	8	15	1	2	2	0	14%	
Engineering	3	7	1	3	1	3	27%	
Planning	2	7	2	1	2	4	21%	
5. When making an application, I have generally found the City staff to be responsive and helpful in the functions of:								
Building	13	12	0	1	1	0	7%	
Engineering	6	6	1	2	0	3	13%	
Planning	5	7	1	0	0	4	0%	
6. Staff provides prompt feedback on incomplete submittals in the functions of:								
Building	12	9	2	1	1	1	8%	
Engineering	5	7	2	1	0	3	7%	
Planning	4	6	3	0	0	4	0%	

Note: See questions on back also

Figure 23 Continued

Development Approval/Permit Process
Troy Customer Survey - H

QUESTION	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE	% DISAGREE
7. In general, the staff has dealt with me in a positive manner, anticipating obstacles early on, redirecting projects to avoid unnecessary delays and providing options where they were available in the functions of:							
Building	9	12	1	3	2	0	19%
Engineering	4	5	1	4	1	3	33%
Planning	4	4	2	2	1	4	23%
8. Development plan checking is complete and accurate. Additional problems did not surface later that should have been caught in the initial review in the functions of:							
Building	6	14	2	1	1	3	8%
Engineering	4	7	2	1	0	3	7%
Planning	4	5	3	1	0	4	8%
9. Plan checking turnaround time is acceptable. I did not have to wait an excessive amount of time to get plans back or find out about problems that needed to be corrected in the functions of:							
Building	10	12	3	0	1	1	4%
Engineering	6	6	4	0	0	3	0%
Planning	5	5	2	0	0	5	0%
10. Codes and policies are applied to staff in a fair and practical manner in the functions of:							
Building	10	12	1	2	2	0	15%
Engineering	4	7	2	2	1	3	19%
Planning	4	6	0	2	0	5	17%
11. The turnaround time for review and approval or disapproval of my application was not any longer with Troy than other cities where I have filed applications.							
Building	10	7	5	1	1	4	8%
Engineering	4	3	5	1	0	5	8%
Planning	4	3	5	0	0	6	0%
12. If project processing is delayed, the delay is typically justifiable. Projects are not delayed over minor issues in the functions of:							
Building	5	8	7	0	1	7	5%
Engineering	3	4	6	0	0	5	0%
Planning	3	4	5	0	0	6	0%
13. Troy is just as fair and practical in its application of regulations as other neighboring cities in the functions of:							
Building	9	9	2	1	2	5	13%
Engineering	4	4	3	1	1	5	15%
Planning	4	4	3	1	0	6	8%

Figure 23 Continued

Development Approval/Permit Process
Troy Customer Survey - H

QUESTION	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE	
14. Staff was courteous from the functions of:							
Building	13	11	0	2	1	0	11%
Engineering	4	9	2	1	0	3	6%
Planning	4	8	1	0	0	5	0%
15. The conditions of approval or plan check corrections applied to my project were reasonable and justified from the function of:							
Building	10	13	1	2	1	0	11%
Engineering	4	5	3	2	0	3	14%
Planning	4	4	2	2	0	5	17%
16. The staff of the city were easily accessible when I needed assistance in resolving problems in the functions of:							
Building	12	11	1	2	1	1	11%
Engineering	4	7	2	2	0	3	13%
Planning	4	6	2	1	0	5	8%
17. I found the handouts supplied by the city to be useful and informative in explaining the requirements I must meet for the departments of:							
Building	9	9	5	1	1	3	8%
Engineering	3	5	4	1	0	5	8%
Planning	3	3	4	1	0	7	9%
18. Inspectors rarely found errors in the field during construction that should have been caught during the plan checking process from the departments of:							
Building	11	7	2	2	1	4	13%
Engineering	4	3	2	2	0	6	18%
Planning	11	7	2	2	1	4	13%
19. The City's website provides comprehensive and useful information in the functions of:							
Building	8	4	6	1	2	5	14%
Engineering	4	2	6	1	1	4	14%
Planning	4	2	6	1	0	5	8%
20. The Planning Commission treated me fairly.	4	4	6	0	0	14	0%
21. The Planning Commission members were courteous during the hearing.	4	0	5	0	0	18	0%
22. The Board of Zoning Appeals treated me fairly.	3	2	5	0	0	17	0%
23. The Board of Zoning Appeal members were courteous during the hearing.	3	0	5	0	0	19	0%
24. The City Council treated me fairly.	2	0	5	0	0	20	0%

Appendix A

Persons Interviewed

Administration

Phil Nelson, City Manager

John Lamerato, Assistant City Manager/Finance & Administration

Brian Murphy, Assistant City Manager/Economic Development Services

Building Code Board of Appeals

Ted Dziurman, Chairperson

Board of Zoning Appeals

Mark Maxwell, Chairman

Brownfield Redevelopment Authority

Bruce Wilberding, Chairman

Building Department

Mark Stimac, Director

Paul Evans, Inspector Supervisor

Mark Riley, Inspector Supervisor

Gary Bowers, Building Inspector

Rick Pawlowski, Electrical Inspector

Jerry Johnson, Plumbing Inspector

Dennis Koenders, HVAC Inspector

Kandy Griffeth Housing and Zoning Inspector

Mark Anderson, Housing and Zoning Inspector

Rick Kessler, Plan Examiner Coordinator

Mitch Grusnick, Plan Analyst

Pam Pasternak, Secretary

City Attorney

Lori Grigg Bluhm, City Attorney

Chris Forsyth, Asst. Attorney

Susan Lancaster, Assistant City Attorney

Allan Motzny, Asst. Attorney

Community Affairs

Cindy Stewart, Director

Customer Solutions

Beth Tashnick, City Manager's Office

Economic Development

Pam Valentik, Real Estate and Economic Development

Engineering Department

Steve Vandette, City Engineer
John Abraham, Deputy City Engineer/Traffic Engineer
Bill Houtari, Deputy City Engineer
Jennifer Lawson, Environmental Specialist
Scott Finlay, Civil Engineer
Antonio Cicchetti, Civil Engineer
Joe Lietaert, Engineering Inspector

Fire Department

Dave Roberts, Assistant Fire Chief (Fire Prevention)

Mayor and City Council

Louise E. Schilling, Mayor
Robin E. Beltramini, Council
Christina Broomfield, Council
Wade Fleming Council
Martin Howrylak, Council
David A. Lambert
Jeanne M. Stine, Council

Other

Dick Carlisle, Planning Consultant

Parks and Recreation

Ron Hynde

Planning Commission

Bob Schultz, Chairman

Planning Department

Mark Miller, Planning Director
R. Brent Savidant, Principal Planner
Paula Preston-Bratto, Planner
Dick Carlisle, Planning Consultant
Kathy Czarnecki, Secretary
Ron Figlan, Planner

Appendix B

Employee Short Questionnaire

Attorney City

	Emp #1	Emp #2	Emp #3	Ave
#1	3	4	4	3.67
#2	2	4	3	3.00
#3	4	2	5	3.67
#4	4	2	4	3.33
#5	3	4	3	3.33
#6	4	5	4	4.33
#7	4	5	4	4.33
#8	3	3	N/A	3.00
#9	3	3	N/A	3.00
#10	3	3	N/A	3.00
#11	3	3	N/A	3.00
#12	4	4	2	3.33
#13	4	5	3	4.00
#14	3	3	4	3.33
#15	5	2	2	3.00
#16	5	5	4	4.67
#17	3	2	N/A	2.50
#18	3	4	N/A	3.50
Ave	3.50	3.50	3.50	3.44

Attorney Department

	Emp #1	Emp #2	Emp #3	Ave
#1	4	5	4	4.33
#2	5	5	5	5.00
#3	4	5	5	4.67
#4	5	5	5	5.00
#5	4	5	5	4.67
#6	5	5	5	5.00
#7	4	5	4	4.33
#8	5	2	5	4.00
#9	4	4	5	4.33
#10	5	4	N/A	4.50
#11	5	5	N/A	5.00
#12	4	3	N/A	3.50
#13	4	3	N/A	3.50
#14	4	3	N/A	3.50
#15	5	3	N/A	4.00
#16	5	3	N/A	4.00
#17	3	3	N/A	3.00
#18	5	5	4	4.67
Ave	4.44	4.06	4.70	4.28

Question #19

Please list any “pet peeves” or concerns about your job, division, department as related to development processing activities.

1. Outsiders are not given easy directions to interpret code or complete file forms.
2. Micro-management

Question #20

Please provide at least one suggestion or recommendation for improvement related to your job as related to development processing activities.

1. When dealing with a zoning and/or planning issue, it would be beneficial if there was a method to access the planning or building department file by electronic means.
2. Since I am in the legal department, I have to depend on the files of other departments in court cases. For me, keeping other departments files up to date and easy to locate would help.
3. “Less is more” – less micro-management, less injection of legal in development process.

Building Inspection City

	#1	#2	#3	#4	#5	#6	#7	#8	#9	#10	#11	#12	#13	#14	#15	#16	#17	#18	Ave
Emp #1	3	3	5	5	4	4	4	4	3	N/A	N/A	3	3	4	4	N/A	N/A	3	3.71
Emp #2	3	4	3	3	5	3	3	3	3	3	3	3	3	3	3	3	3	3	3.17
Emp #3	5	5	5	4	4	4	3	3	4	2	4	2	2	2	4	5	2	2	3.44
Emp #4	3	4	5	4	5	5	5	2	2	5	3	5	5	5	4	5	3	4	4.11
Emp #5	N/A	2	N/A	N/A	N/A	N/A	2.00												
Emp #6	5	4	5	5	5	5	4	3	4	4	N/A	5	5	5	4	5	4	5	4.53
Emp #7	4	4	3	3	3	4	3	3	3	3	3	3	3	3	3	3	3	3	3.17
Emp #8	1	2	3	2	3	2	N/A	2.17											
Emp #9	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3.00
Emp #10	2	1	5	3	4	4	4	1	2	5	N/A	N/A	3	4	5	5	N/A	4	3.47
Emp #11	4	4	4	3	3	3	2	4	4	N/A	N/A	N/A	N/A	N/A	4	5	N/A	N/A	3.64
Emp #12	5	5	4	5	4	5	3	4	4	5	3	4	N/A	5	5	5	N/A	5	4.44
Emp #13	2	2	1	1	3	4	4	1	1	3	3	4	4	5	5	5	1	2	2.83
Emp #14	2	3	3	3	4	2	N/A	4	2	N/A	N/A	3	3	3	N/A	5	N/A	N/A	3.08
Emp #15	2	2	4	4	2	3	2	N/A	4	N/A	2	2.78							
Emp #16	3	2	3	3	3	4	4	3	3	1	3	3	3	3	3	2	3	3	2.89
Emp #17	4	4	4	3	3	4	3	3	3	4	3	3	2	3	5	5	2	3	3.39
Emp #18	1	1	4	1	5	4	4	2	2	5	5	1	5	2	5	5	2	1	3.06
Emp #19	2	3	4	3	4	5	2	N/A	2	N/A	2	2	4	2	5	5	N/A	4	3.27
Ave	3.00	3.11	3.78	3.22	3.72	3.78	3.31	2.87	2.88	3.58	3.18	3.14	3.43	3.38	4.13	4.40	2.60	3.13	3.37

Building Inspection Department

	#1	#2	#3	#4	#5	#6	#7	#8	#9	#10	#11	#12	#13	#14	#15	#16	#17	#18	Ave
Emp #1	4	4	5	5	4	5	4	4	4	N/A	N/A	4	4	4	5	4	2	4	4.13
Emp #2	4	2	3	5	5	3	2	2	4	4	4	2	3	3	5	5	2	2	3.33
Emp #3	4	2	3	4	2	4	2	1	2	2	4	2	2	2	4	5	2	2	2.72
Emp #4	3	4	5	4	5	5	5	2	2	5	3	5	5	5	3	5	3	4	4.06
Emp #5	5	4	4	4	4	4	N/A	2	4	4	4	4	4	N/A	5	5	2	4	3.94
Emp #6	5	4	5	5	5	5	4	3	4	4	N/A	5	5	5	4	5	4	5	4.53
Emp #7	5	5	5	5	5	5	4	5	5	4	3	4	4	4	5	5	4	5	4.56
Emp #8	4	5	4	4	5	4	5	2	5	5	5	5	2	2	4	5	2	4	4.00
Emp #9	3	4	5	5	3	5	4	4	4	2	2	4	3	3	4	5	1	5	3.67
Emp #10	2	1	5	3	4	4	4	1	2	5	N/A	N/A	3	4	5	5	N/A	4	3.47
Emp #11	3	3	4	1	3	3	1	4	4	N/A	N/A	N/A	N/A	N/A	4	5	N/A	N/A	3.18
Emp #12	5	5	4	4	4	5	3	4	5	5	3	4	4	5	5	5	N/A	5	4.41
Emp #13	1	1	1	1	3	4	4	1	1	3	3	4	4	5	5	5	1	2	2.72
Emp #14	4	5	3	2	4	4	4	3	2	4	5	5	4	5	2	5	3	4	3.78
Emp #15	4	2	3	5	4	4	2	4	4	2	3	3	5	3	5	5	4	3	3.61
Emp #16	3	4	5	3	3	3	4	4	3	1	3	4	4	3	4	4	4	4	3.50
Emp #17	4	4	5	5	4	5	2	4	2	4	2	2	2	2	5	5	2	2	3.39
Emp #18	1	1	4	1	5	4	4	1	2	5	5	1	5	2	5	5	2	1	3.00
Emp #19	2	4	5	2	4	5	2	2	2	4	4	2	4	2	5	5	2	2	3.22
Ave	3.47	3.37	4.11	3.58	4.00	4.26	3.33	2.79	3.21	3.71	3.53	3.53	3.72	3.47	4.42	4.89	2.50	3.44	3.63

Question #19

Please list any “pet peeves” or concerns about your job, division, department as related to development processing activities.

1. Plan review department tries to run inspection department sometimes. Certificate of occupancies are not cleared in a timely manor due to staff shortage of clerks. It is very hard to get and clear outstanding permits due to homeowners not being home. Violation notices are not sent out right away sometimes due to staff shortages.
2. Lines of communication not always complete. Seems to be a lot of extra loud talking, etc, among co-workers that is distracting – could be more productive, without so many distractions.
3. Plan review process must be reorganized to be more efficient and timely.
4. The department is always short on clerical staff which causes delays in every process conducted by the department. Heavy work loads reduce time spent with applicants – creates poor service, creates stress on the employee.
5. I think there should be a weekly staff meeting to let all employees know the latest developments within the city.
6. Lack of computers for inspectors.
7. Not enough communication. Not enough training for inspectors on computers.
8. Need own computer.
9. Employees are the last to know when any changes are going to occur, so when a citizen asks a question we don't know the answer. Lack of communication.
10. Lack of computer training. Timely evaluations.
11. A great place to work as part of the team in working toward a place for people to live and conduct business.
12. Employees are not kept abreast of changes that occur. Employees are not consulted about things that would improve work experience. City manager never comes out of his office; some employees do not even know what he looks like. Building Department is five to seven years behind in returning C of O's. Building Department has had one staff member on sick leave since October 2006 and not replaced.
13. Incomplete applications use valuable review time. Inquiries either in person or phone are often sent to Building Department by other city departments who should have been staffed to handle themselves.
14. Lack of access to computer and time to access files. No personal e-mail or access to Internet.
15. Equalizer software not good at identifying where resources are allocated or needed regarding code enforcement. Code Enforcement process appears to be more based on supporting a legal court case rather than achieving compliance. Code officers appear to have been under-trained and micro-managed in the past and this is evident in day to day operations. Code officers appear to be “under-empowered.”

16. Part time help when others are on vacation or medical leave. Need more computer site time. Backing of office supervision in making field decisions.
17. Too much “handwriting” going on – why not let the computer do the work? Much duplication of efforts – related to above – not utilizing the computer. Phone system would like an easier, quicker way to go into voicemail. Inspectors are pulled between phones and getting to the counter during their time in the office, creating stress. Scheduling times in advance with inspectors is impossible, which is problematic.

Question #20

Please provide at least one suggestion or recommendation for improvement related to your job as related to development processing activities.

1. Provide a plan review software tracking system in place. Not allow commercial contractors to pull any permits until they cleared outstanding permits or at least letters of commitment from contractors. Residential plan review we do make sure or clear outstanding permits of contractors.
2. Email new procedures so that we can have a record of them and if someone is not at their desk when the new procedure is revealed.
3. Provide computers for each inspector.
4. Department meeting (round table discussions) to discuss topic of concern improvements.
5. Training in the use of electronic equipment.
6. Field computers.
7. Provide regular staff meetings, Provide computers for inspectors.
8. More computers are needed. Computer available to customers at the counter.
9. Need own computer.
10. More communication between managers, supervisors and employees.
11. When building permits are submitted to department, the clerks should check to see that all information is obtained, so that further time is not needed to obtain this information.
12. More electronic records. Numerous other duties limit time spent on review.
13. Laptop for each inspector.
14. Equalizer is clumsy – replace it with something more intuitive. Train code officers on better PR skills/sales skills/handling objections – it is not clear to me they understand how visible they are to the community.
15. List of part time inspectors that can be called in to help. At least have one computer for two people instead of one computer for four people. The inspector is considered to be wrong before all the facts are known – obtain facts first.
16. Give each inspector his/her own laptop. Provide tablet PC with wifi and system software compatible with other departments. This could take advantage of the new Oakland County wifi system for cheap real time information.

Engineering City

	Emp #1	Emp #2	Emp #3	Emp #4	Emp #5	Emp #6	Emp #7	Ave
#1	4	4	4	1	4	4	4	3.57
#2	3	2	2	2	4	3	4	2.86
#3	3	2	2	1	4	4	5	3.00
#4	4	4	3	1	5	3	3	3.29
#5	3	3	4	2	4	3	4	3.29
#6	4	4	4	3	4	4	4	3.86
#7	2	4	3	1	1	3	4	2.57
#8	3	N/A	3	1	4	3	4	3.00
#9	3	4	1	4	4	2	2	2.86
#10	4	N/A	2	5	2	N/A	4	3.40
#11	3	N/A	4	4	3	N/A	5	3.80
#12	4	3	3	2	3	2	2	2.71
#13	4	N/A	3	1	3	5	4	3.33
#14	2	N/A	3	3	3	4	2	2.83
#15	5	5	5	3	2	2	5	3.86
#16	5	5	5	2	5	5	5	4.57
#17	4	N/A	3	2	2	3	4	3.00
#18	4	N/A	1	3	3	3	2	2.67
Ave	3.56	3.64	3.06	2.28	3.33	3.31	3.72	3.25

Engineering Department

	Emp #1	Emp #2	Emp #3	Emp #4	Emp #5	Emp #6	Emp #7	Ave
#1	5	4	5	2	4	4	4	4.00
#2	4	5	4	4	5	3	2	3.86
#3	4	3	4	1	4	4	5	3.57
#4	4	3	3	1	5	3	2	3.00
#5	3	4	5	3	4	3	4	3.71
#6	4	5	5	4	4	5	4	4.43
#7	2	4	4	1	2	4	2	2.71
#8	2	2	2	1	4	4	4	2.71
#9	3	2	2	4	4	2	2	2.71
#10	4	5	3	5	3	N/A	5	4.17
#11	2	5	5	4	4	N/A	5	4.17
#12	4	3	2	2	3	2	2	2.57
#13	4	4	5	1	3	5	4	3.71
#14	4	5	5	3	4	4	2	3.86
#15	5	5	5	4	2	2	5	4.00
#16	5	5	5	5	5	5	5	5.00
#17	4	2	2	2	2	2	4	2.57
#18	4	2	1	3	4	4	4	3.14
Ave	3.72	3.78	3.72	2.78	3.67	3.50	3.61	3.55

Question #19

Please list any “pet peeves” or concerns about your job, division, department as related to development processing activities.

1. Improving staff relations within the departments (attitudes in working with each other from the office to the field). More team effort.
2. Some decisions are made for political or pressure reasons rather than normal establishing processes.
3. In my position, I only spend 30% of time on “permitting.” I have many many other job duties that may take precedence. However, I am often pulled by several different departments into opposite directions, depending on the other department needs. The variety of activities and responsibilities lends itself to be interesting, yet I never have enough time to do projects, reviews, reports, etc. to my best ability and still keep others happy.
4. Working with a developer to fully complete a site and for final approval to be issued by all departments. A final CO may be issued by Building Department without Engineering Department final approval of the public utilities. Letter of credits that expire without site completion. Lack of a “hammer” to complete a private development. Increasing cash deposits/fees has been looked at in the past as a negative even though it is helpful to complete a site.
5. Review fees should be paid before reviews are started. A lot of staff time is spent on projects that do not go anywhere. Building Department needs to think outside the box, i.e., approved materials highway construction not in their “code” cannot be used in a parking lot. This “code” should only apply to the building not the entire site.
6. Communication is lacking in keeping all staff up to date on current projects, changes and suggestions. More accountability in completion of reviews. Too many things are found out through the “grapevine.”

Question #20

Please provide at least one suggestion or recommendation for improvement related to your job as related to development processing activities.

1. Improving our “finals” process, from right of way permits to project finals.
2. Improved communications regarding policy/procedure changes within the department.
3. I think the permits on equalizer could be more streamlined and easier to access than they are.
4. Making sure that other departments, as well as co-workers in your own department, understand that permit review is not all that I do. Staff training on attitude and how they need to treat out “customers.” I often end up dealing with

people who were treated rudely at the counter, so the customer already has a chip on their shoulder when they get to me. Staff training about entitlement. There are staff who feel that they are above doing certain jobs, or have enough seniority that they don't have to do a job.

5. Some type of one-stop, tell all process to guide “new” developers through the process. Some communities provide potential customers with a guide or manual to take them through the development process from start to finish. With marginal properties primarily remaining, we get a lot of “arm chair” developers who do not realize what is involved in going from a raw piece of property to a finished site.
6. A flow chart for developers of our process, i.e., commercial through Building, Residential through Engineering. Inspections on a commercial site should be handled by one department with full time inspection.
7. The city should hold itself to the same standard as we expect and require from developers on city projects. More city-wide accountability. Many complaints come from developers with examples of city projects meeting certain criteria and not being penalized. Provide clear concise requirements on grey area issues such as as-built plan requirements. Enforce Engineering Department development standard requirements and getting the electronic files for as-builts that we require. Increase the fines and bond monies to ensure that we get the information that we require on projects.

Management City

	Emp #1	Emp #2	Emp #3	Emp #4	Emp #5	Ave
#1	4	4	4	2	4	3.60
#2	5	4	4	4	4	4.20
#3	3	4	5	4	4	4.00
#4	2	4	4	4	2	3.20
#5	4	4	5	4	5	4.40
#6	4	5	5	2	4	4.00
#7	4	3	4	3	4	3.60
#8	4	4	4	3	4	3.80
#9	N/A	4	4	5	5	4.50
#10	N/A	N/A	3	3	4	3.33
#11	4	N/A	3	3	3	3.25
#12	2	3	3	2	2	2.40
#13	4	4	4	3	2	3.40
#14	3	3	4	3	4	3.40
#15	5	5	3	5	5	4.60
#16	5	5	4	5	5	4.80
#17	N/A	2	3	3	2	2.50
#18	5	4	3	5	4	4.20
Ave	3.87	3.88	3.83	3.50	3.72	3.73

Question #19

Please list any “pet peeves” or concerns about your job, division, department as related to development processing activities.

8. Final site acceptance takes too long. Is not a high priority with most departments and is very frustrating to the owners/developers. Many cash deposits are left unclaimed by developers rather than fixing the problems and getting the deposit back.
9. Turnaround times, interruptions, and lack of response.
10. Fire safety/fire protection related concerns that are identified in the preliminary plan review are sometimes overlooked/omitted at time or final planning Commission approval, i.e., PUD approval, making such concerns not achievable.
11. Although the city pays well and has good benefits, city council and city manager’s office does not provide a “quality” work space. Need clerical staff. Need to improve staff: retirement, right job, new staff positions.
12. There are times when there is little awareness of impact between the reviews by each approving agency/division. Others are affected and this sometimes lags in the others finding this information.

Question #20

Please provide at least one suggestion or recommendation for improvement related to your job as related to development processing activities.

1. More frequent meetings with those departments and staff involved with the process to discuss the development issues important with that site, example: traffic, environmental, roads, access, etc.
2. Online permits and more online information.
3. Closer coordination/communication between Fire and Planning.
4. Provide mandatory training for staff. Also the funding to provide training. New city hall.
5. Improvement/changes to tree ordinance for tree preservation. This would result in less subjectivity to review.

Other City

	Emp #1	Ave
#1	4	4.00
#2	3	3.00
#3	4	4.00
#4	4	4.00
#5	2	2.00
#6	4	4.00
#7	1	1.00
#8	4	4.00
#9	3	3.00
#10	2	2.00
#11	2	2.00
#12	3	3.00
#13	3	3.00
#14	3	3.00
#15	5	5.00
#16	5	5.00
#17	2	2.00
#18	4	4.00
Ave	3.22	3.22

Question #19

Please list any “pet peeves” or concerns about your job, division, department as related to development processing activities.

1. Each department files a set of plans and associate paper in their department. Under that department’s ID#. Difficult to walk into another department and request information from a specific file or for a specific project. Often start project in

Planning and then it goes to Building. Often duplicate work when dealing with the two departments.

Question #20

Please provide at least one suggestion or recommendation for improvement related to your job as related to development processing activities.

1. One ID# for each project. ID if this is preliminary or final applications. One central controller overall departments. City staff should be able to go online and see where each project is in the approval process.

Planning City

	Emp #1	Emp #2	Emp #3	Ave
#1	2	4	4	3.33
#2	2	4	4	3.33
#3	2	4	4	3.33
#4	2	4	4	3.33
#5	2	4	3	3.00
#6	4	4	5	4.33
#7	4	3	2	3.00
#8	2	3	3	2.67
#9	2	3	4	3.00
#10	3	3	2	2.67
#11	2	4	3	3.00
#12	3	3	2	2.67
#13	2	4	4	3.33
#14	3	4	3	3.33
#15	3	5	4	4.00
#16	5	5	5	5.00
#17	2	4	3	3.00
#18	4	4	4	4.00
Ave	2.72	3.83	3.50	3.35

Planning Department

	Emp #1	Emp #2	Emp #3	Ave
#1	2	4	5	3.67
#2	2	4	5	3.67
#3	2	4	5	3.67
#4	1	3	4	2.67
#5	2	4	4	3.33
#6	3	5	5	4.33
#7	4	3	2	3.00
#8	2	3	4	3.00
#9	2	3	4	3.00
#10	3	3	2	2.67
#11	2	4	4	3.33
#12	3	3	2	2.67
#13	2	4	4	3.33
#14	3	4	5	4.00
#15	3	5	4	4.00
#16	5	5	5	5.00
#17	2	4	4	3.33
#18	4	4	5	4.33
Ave	2.61	3.83	4.06	3.50

Question #19

Please list any “pet peeves” or concerns about your job, division, department as related to development processing activities.

1. Consistency, direction of ideas.
2. Inconsistencies in project identification, i.e., individual department numbering or identification of projects that are related.
3. Responsibility for sign approvals should be tied to site plan approval. Presently, signage is not required on a site plane and not reviewed by Planning. There is a disconnect, same for BZA. Significant time and money spent on preparing paper copies of agenda packets. Plus, in age of global warming, too much paperwork. Need to consider going paperless, including e-agendas. Wayfinding in city hall is terrible. There is a continuous line of people at the counter who have to ask directions. It needs to be easier to find where you want to go.

Question #20

Please provide at least one suggestion or recommendation for improvement related to your job as related to development processing activities.

1. Consistency, support for your decisions, ability to discuss, staff meetings regarding Plan Commission meetings, city council and department goals.
2. Create project timelines – process by which you can check status of project.
3. Need to establish efficient, effective tracking system for all projects, so a project can be tracked from the time an application is submitted, until construction, through enforcement.

Appendix C

Employee Long Questionnaire

City of Troy

Development Approval/Permit Process

EMPLOYEE QUESTIONNAIRE

Employee Name _____ Job Title _____

Department _____

The following questionnaire is an important and essential part of the study being conducted by Zucker Systems for the City of Troy. The study is aimed at improving effectiveness and efficiency for the City's Development Approval/Permit Process. Your ideas and thoughts are essential to the process. This questionnaire will supplement other work being undertaken by the consultants.

Please complete this questionnaire and return it in a sealed envelope to Zucker Systems, 1545 Hotel Circle South, Suite 300, San Diego, CA 92108-3415 no later than a week from today. Take your time in answering the questions and be as complete as possible. You are encouraged to include attachments or examples. If you wish you may email your response to paul@zuckersystems.com. You can also complete the questionnaire on-line at www.zuckersystems.com.

Your comments may be merged with others and included in our report; however, the consultants will not identify individuals in relation to specific comments. Your responses and comments will be held in confidence.

Thank you for your help.

Paul C. Zucker, President, Zucker Systems

-
1. What do you see as the major **strengths** of the City's development approval/permit process, the things you do well?

 2. What do you see as the major **weaknesses** of the City's development approval/permit process and what can be done to eliminate these weaknesses?

3. What important policies, services or programs are no longer pursued or have never been pursued that you feel should be added?
4. Do you feel any of the City's ordinances, policies, plans, or procedures should be changed? If so, list them and explain why.
5. Are there any programs, activities or jobs you would eliminate or reduce and why?
6. How would you describe the goals or mission of your function?
7. What would help you perform your specific duties more effectively and efficiently?
8. What problems, if any, do you experience with your records or files and what should be done to eliminate these problems? (Please be specific.)
9. Are there any problems in providing good service to applicants? If so, please list them and give recommendations to solve these problems.
10. Do you feel that the processing of applications and permits should be shortened, sped up or simplified? If so, what do you suggest?

11. What suggestions do you have for improving communication in the Departments of the City?

12. Do you have any difficulty in carrying out your functions due to problems with other departments? If so, please explain and provide suggestions on how to correct these problems.

13. Have you received sufficient training for your responsibilities? If not, please comment and indicate areas you would like more training.

14. What functions are you currently handling manually that you believe could or should be automated? (Please be specific.)

15. What functions that are currently computer-automated need improvement? List your suggested improvements.

16. What problems, if any, do you have with the telephone system and what would you suggest to correct the problems?

17. What problems, if any, do you have with the email system and what do you suggest to correct these problems?

18. Do you have all the equipment you need to properly do your job? If not, please list what you need.

19. Please provide comments concerning good or bad aspects of the City's organizational structure for development approval/permit process. Provide any suggestions for improvement or changes.
20. Do you use consultants or should consultants be used for any of the development approval/permit process or any of the related functions?
21. If you use consultants for any of the development approval/permit process what problems, if any, do you experience with these consultants and what would you recommend to correct this problem?
22. What changes, if any, would you recommend in relation to the City's various Commissions or Boards?
23. If you are short of time to do your work, what changes would you recommend to correct this problem?
24. Please list the major tasks or work activity you undertake and provide a rough estimated percentage of your time for each task. The percentages should total 100%. If appropriate, relate your time to specific types of development approval/permit process activities.

<u>Task</u>	<u>Percent</u>
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
	100%

25. What additional handouts to the public or changes to existing handouts to the public would be helpful?

26. What changes, if any, would you recommend for the City's web page or e-government applications?

27. What changes, if any, would you recommend in relation to the City's GIS program?

28. What changes, if any, would you recommend in relation to the City's computer permitting systems or accounting systems?

29. What changes, if any, would you recommend in relation to the inspection programs?

30. When a client has a complaint are you aware of the process for handling the complaint?

Yes

No

31. List any other topics you would like the consultants to consider, or other suggestions you have for your Department or the City. Take your time and be as expansive as possible.

Note: We will interview many, but possibly not all, staff. If you would like a confidential interview we will try to do so. Let us know by phone, email or in person. Also, feel free to call us at 1.800.870.6306 or email to paul@zuckersystems.com to discuss any concerns or provide recommendations. When calling, ask for Paul.

Appendix D

Customer Survey Comments

City of Troy
Development Approval/Permit Process
Customer Comments From Contractor Applicants

If you experienced coordination problems between any two departments, please list them below.

- 7. Engineering and Building
- 5. Building and Fire
- 3. Planning and Building
- 3. Planning and Engineering
- 2. Engineering and Parks and Recreation
- 2. Parks & Rec and Planning
- 1. P.C and Council
- 1. P.C. and ZBA
- 1. Building and Recreation

Please add any comments or suggestions you may have that will improve our process or customer service. Please give us at least one idea.

All Functions

- 1. There is a problem to promptly call responsible party as not to delay permits.
- 2. Troy has made a lot of improvement over the last several years in helping to expedite projects. We could still improve more. The market is very competitive and will remain so. The faster we can accommodate tenants the better to keep Troy occupied.
- 3. There appears to be a communication problem at times between the various departments. At times everyone needs to get on the same page and listen to the concerns of the applicant and the various departments. In some communities the applicant gets a pre-application conference where a representative from each department and the applicant meet to talk though the issues prior to submittal. Another way that is sometimes successful is having an ombudsman to help walk a project through the various city departments. Communication and working together as a team is key. Especially in this uncertain economic climate.
- 4. There was no hierarchy that reviewed comments from varying departments to eliminate redundant and/or conflicting comments. As an example, our project

received reviews from Engineering, Building, and Traffic, each with a different opinion on a single design element. Not until I sat representatives from each department down in a single room, was this able to be worked out. This was the more severe case, but lesser examples of this type of miscommunication were experienced between departments on this project. I believe that someone collecting reviews, reading over them and then sending them out in one letter would help prevent redundant and conflicting review comments.

5. In the site plan review or the site condo review process, I would like to have at least one minute with all department reviews to discuss questions and comments or a list of reviewers and phone numbers given to me when the planning department returns drawings and comments.
6. Keep direct review process with inside department and not with outside consultants.
7. Treat the applicant as a customer and not as an enemy. Be reasonable in your requests. Be cost conscious, even big companies have no money tree. Comment from the city “be happy not to deal with novi.”
8. Preliminary engineering meetings with engineering department, planning department, and building department, design eng., owner/developer. Meetings can be informal after site plan is approved, this can be optional.

Bonds

1. Refunding of bonds could be more timely. More office time for inspectors as they are sometimes hard to reach during the morning or afternoon.
2. How do you get your bid bonds back. We have waited over a year and still have not got our money back.
3. Could you please return our construction bonds. As of this time bond refunds are not simply late. They are not forthcoming at all. The bonds are simply being kept by the city.
4. Returning of bond fees after final inspection very very slow pulling teeth 6-8 months wrong.
5. Refund of bonds is very backed up with Building Department. Need to improve the return of Contractor’s money. We can not get an answer to when one will be refunded. We passed our final inspection almost a year ago.

Building Inspection Department – Plan Check

1. Turnover of reviewed and approved drawing is not always done in a timely fashion. Some permits are one week and some up to eight weeks with all information that is required attached.

2. Walking around the checklist is very time consuming and most departments haven't reviewed the plans thoroughly; it seems they try to find problems and aren't satisfied. Inspectors are very harsh and make us undo unreasonable things. Working with the Planning Department is very helpful when starting a project and Troy's website is very useful with forms and applications. Pulling building permits is longer to do in Troy than most cities (except Orion).
3. Less paper work for small hvac changes like friction loss data sheet to extend 2 ducts on a 8x10 add. The data sheet cost more than the hvac changed to move the ducts not in my budget.
4. Eliminate the "walk through" process to secure final site plan approval. It is confusing and very time consuming. Plan review for the Building permit is very slow and it takes months. Either add another plan review or contract out the work.
5. The paper checklist needs to be placed with an online electronic checklist.
6. When permit is turned in, if the first review uncovers missing information, please contact us to get the full information to them.
7. Rather than call the organization when a permit is ready or additional information is needed would it be possible to use email? The transfer of information may be proved.
8. Building department. Communication up front on issues is needed Return phone calls. Permit process should be 2 to 3 weeks not 4 to 6 weeks. Should allow framing but no wall closure while permit is in process.
9. Six months for a permit is way beyond reasonable.
10. Simple plan review should be accomplished in 1 week or less. Tenant remodel should be able to be approved some day. Some simple (1 page) plans have taken a month or more to complete. This is unacceptable!
11. Try to improve on turn around time on signs (if possible).
12. Faster feedback on applications if something is wrong. It would be helpful for business.
13. You should not need a soil erosion permit for an addition to an existing house no other city makes you get one.
14. Better plan review process; 1. Faster turn around 2. Better review so more problems aren't found later.
15. They are absolutely terrible!
16. Demands on small renovations are fair and equitable. We've been through process twice now. It was easier to do a complete build-out from the dirt up than it was to buy a building and remodel. Building department cost us thousands of \$ that were unnecessary and put us months behind schedule. Idea: consider the economy and

little people- it can't always be about how much money can the city collect for extras.

17. Time frame for pulling a building permit is longer than any city I deal with except Novi.
18. The review should have maximum time. I had a small project sit for four months to review the code specify reasonable time. Staff should call back when you leave a message on the phone.

Building Inspection

1. Quickest approval for permits I have ever had for any city. Building inspectors were not easy to work with as far as inspection times and would not give approximate time of inspection like many cities do. Permits and project were done over a year ago and don't really remember details of permit process. There was something about a soil permit that was a problem but don't remember the details.
2. More practicality and common sense on inspections. The world is not black and white. I feel a little common sense goes a long way. More acceptable inspections. Must return all calls received before phones are shut off. More common sense and courteous.
3. Fire and Building inspection need to be similar and timely. All building inspectors need to be on same page with plan review.
4. Correct attitude in Building department that all developers and contractors are out to hide things and violate codes unless they're shown who the boss is. Have field inspectors actually inspect important health/safety/items and forget about cosmetic issues. Inspectors arriving on site should start inspections with a positive attitude instead of "we're going to stop your job."
5. Inspector did not show on day of inspection for rerod. Office got him out next day as we were already shooting the gunite shell. He came out with big time attitude when it was his fault he didn't show up the previous day.
6. The building officials were very difficult to get a hold of by phone, the secretaries were not all helpful with this. Building inspectors don't carry city issued cell phones? Why, they are out in the field all day without any way to communicate with their scheduled appointments? What about safety for your inspectors wouldn't that be a good thing for them to have.
7. Quicker plan review turnaround. Return phone calls
8. Complete review as not to miss any items that may come up on second review

Enforcement

1. I recommend that the city department work with neighboring cities to develop policies and procedures that are the same. Stop being an island. Permit application forms vary greatly from city to city, but they shouldn't. The subjects that require

permits vary greatly from city to city, but they shouldn't. Prices for permits vary greatly from city to city, but they shouldn't. The city of Troy should enforce its permit polices more diligently with high fines and penalties when contractors are caught without permits. Too many fly by night contractors (with no license) are allowed to work without permits. The lack of enforcement is contributing to the bad reputation that the home improvement industry suffers from. What good are rules if no-one follows them, and on-one enforces them?

Engineering Department

1. For decks, no other city we have encountered requires soil erosion study/permit for a few post holes. They seem to have a qty of dirt disturbed in mind before soil erosion is a factor. A few post holes typically disturb a small amount of soil and are usually covered with visqdeen and stone within a few days of digging. The soil erosion permit for post holes seems to be unnecessary work for the engineering department and unnecessary cost for the contractor/homeowner.
2. The review time for drawing approval should not take 90-120 days for approval.
3. Engineering turnaround was very long compared to others. Regulations are not followed by the City, if own and operated by city, but are enforced to private develop.
4. The time frame for approving building permits is extraordinarily long. By the time you get feedback, weeks and weeks have passed and trying to get feedback is an egregious process. If you have to make any changes it is like starting the whole process over again. Clients can not wait that long for an approval.
5. I would suggest that the engineering department more closely models itself off of Canton Township. While dealing with large and or multi phase departments, use Canton's formant for inspections and approvals. The engineering department inspects and approves sanitary, sewer, water, storm sewer, retention areas and paving. As the infrastructure is installed. A re inspection is done as buildings are completed and sod and landscape is finished. As a condition to obtain a certificate of occupancy for the building. The last unit in a multiple unit building would not be issued a certificate of occupancy unless all engineering inspectors are done for the building and all items are complete for the building – or a letter of credit passes for incomplete items (if ? prohibits completion). The final inspections would encompass the sanitary, storm, water, grades, and roads to the limit of the building envelope as depicted on the prior plan submitted with the building application. There is no other inspection when the entire development is complete, as approvals were obtained continuously through the build of the site.

Fire Prevention

1. I visited each department prior to purchasing my building to ask if there were any issues I should be aware of. All said no. Then, after I purchased the building, the fire department came in and said I had to “sprinkler” the building. This has now

cost me an additional \$150,000.00. If I had known this prior to my purchase, I would have not purchased the property.

2. Fire department code enforcement is out of hand and too expensive to comply with. Steel buildings with sprinklers built after 1980 are a very low risk building. But it seems that's where the 'muscle' is applied.

Planning Commission

1. Planning commission needs to be "better informed" or "educated" before making decisions on projects.

Planning Department

1. We received preliminary site plan approval after 2 ½ years and 8 meetings – (public)-. ½ acre site – no variances to ordinance and to code. The legal department and planning director changed our P.C. approved plan extorted owner into "director's plan". Made owner understand that if he didn't do this change he would "never" be allowed on a council agenda which is required for final approval and permits. Demand that public officials stick by the laws and rules adopted including city attorneys
2. The person we spoke with in the Planning Department even gave suggestions on how to submit and what the board was specifically for – this was very useful in preparing our letter and documentation. Thank you
3. Use the same criteria standards when approving similar residential sites. Make sure the planning commission members are qualified to revise such plans. Make sure they understand what's at stake before they motion for a vote.
4. I was involved in the first project after the implementation of the new pud process, so expectedly, there have been hiccups. One suggestion would have been an update from planning – we thought that we were ready to go to council, only to find out they had been waiting for one item.

Positive Comments

1. The processes at Troy Building Department are much better and more efficient than other facilities. The city does a great job working with us to satisfy our customers' needs and schedules. Great job.
2. Mitch has been a great help with all my plans and has helped me with other related code questions over the years. Thanks for the great service.
3. I am pleased with service at the city of Troy.
4. I wish all cities ran as smooth as Troy.
5. I really believe the City is doing a great job. Maybe they could get a pad for the wooden bench in the waiting area.

6. I have always found the building department at Troy to be fair and helpful in the process of obtaining sign permits for my company.
7. We would prefer dealing with City of Troy then most other municipalities.
8. I guess I would if I could. I have nothing to add. I can't say enough good things about the department.

City of Troy
Development Approval/Permit Process
Customer Comments By Homeowner Applicants

Please add any comments or suggestions you may have that will improve our process or customer service. Please give us at least one idea.

1. Overall good job.
2. I will never seek another permit in Troy. I will do the work without a permit!
3. I had an interesting and perplexing problem about the survey of my property. The surveyor's measuring device whatever it was didn't measure my property correctly. Somewhere I have a quit claims deed maybe its five feet under than it is registered in the register of deeds. I didn't need the 5 feet to get my permit but its still mine and has been for 57 years.
4. The only person who was difficult to deal with was _____. He was rude in rejecting a request.
5. Sometimes it seems the inspectors have different guidelines than the city gives you at the start of the project. Every thing that was done according to the plans and instructions given in your handouts had to be done again (with more costs to homeowners) because they did not meet the "inspectors" guidelines. I had to pay electrical contractors twice because everything they did according to your city guideline was done incorrectly according to your inspectors. Would save a lot of time and money if the same guidelines were set for both. Makes me never want to do and improvements to my house in Troy, way to difficult and expensive.
6. Very disappointed in the inspection/approval process. Reduced inspections with little useful feedback and limited access to the inspectors caused delay and stress.
7. The whole process for all the permits I pulled generally fell apart at the inspector level. In one instance construction was stopped at 2 separate times because the inspector did not believe the approved plan. Prior to an electrical inspection I was greeted with "so you think you are an electrician." My one idea is teach the inspectors manners! I have a job that is difficult at times and if I spoke to my customers like I was spoken to they would no longer be customers. I do not have that choice with the city!
8. Mitch G. and Mark S. were excellent to work with. Mitch took the time with me while I was trying to build a garage for the first time. They were fair, responsive and thorough. I really can't thank Mitch enough for all the help. Great guy.

9. Resolve any open building permits before the sale of any property to a new owner.
10. My process went pretty smoothly!
11. Dealing with the city building department was enjoyable. They are very helpful and forward on getting the job completed and were open to provide guidance to our questions. The project was completed successfully on time.
12. Some written specific instructions to be available to guide the process for doing any renovations.

Appendix E

Building Inspection Department Data

**Table 32
Plan Review Data**

Type	2003	2004	2005	2006	2007
Add Alt	3	1	1		
Addition	19	9	7	8	5
Alter	276	315	346	332	185
Antenna	7	1	1	2	6
Awning	2	11	2	11	5
Batch Oven	1				
Bathrooms	1				
Build Out					1
Bulletin #2		1			
BZA-M.S.	1				
Canopy		1	1	2	
Cell Antenna			10		
Cell Tower	5	3		2	
Closet	1				
Clubhouse		1			
Completion	5	6	4	3	1
Concrete Pad					2
Construct	2	2	6	9	6
Cooler	1				
Corridor	1				
Crane	2				
Deck					1

Demo	5	5	8	3	8
Denial	1				
Doors	1			2	
Dumpster Encl	1	2	2		
Exit Road		1			
Expand	2				
Façade				1	
Fence			2	2	1
Fiber Tower				1	
Fire Doors	1				
Fire Repairs					1
For Denial			1		
Found & Shell		1	1		
Foundation	2			1	
Fuel Tank		1			
Furniture Plan		1			
Garage		1			
Generator	3	4	2	2	1
Hiring Trailer			1		
Int. Renov	1				
Interior buildout			1		
Kiosk			2	1	1
Kitchen Add		1			
Mag Locks				1	

Mausoleum	1				
Monopole	1		1	1	
New Bldg	17	6	1		8
New Canopy		1			
New Construct	2	7	10	20	12
New Offices				1	
New/Fdn/S	1				
Outside Storage				1	
Pad			1		
Paint Booth	1				
Parillion	1				
Parking			1		
Parking lot	5	2	4	8	1
Parking Var	1				
Patio		1	1		
Placement	1				
Platform		1			
Poured Wall				1	
Pre-Fab Shelter		1			
Press Pit		1			
Proposed New					1
Ramp					1
Renovation	2	2			
Repair	1	2		6	1

Retail Center				1	
Roof				1	
Sales Trailer			1		
Screen wall	1				
Shed	1	2			
Shell				1	1
Shelter		1			
Sidewalk				1	
Site Improv	2	4		3	2
Smoke Shelter				1	
Smoking Shed					1
Spray Booth	1	3		1	
SSDE'S				1	
Steel Mezz		1			
Steel Support					1
Storage	1	1	1	1	
Tanks				1	
Temp Trailer	1				1
Temp Walkway					1
Tenant Alt.	3	7			
Tenant Comp	15		10	7	7
Tent	1		1		
Testing	1				
Tower	1				1

Truss Work	1				
Wall				1	
White Box	1		5		
Windows				1	
Wrecking		1			1
Grand Total	408	412	435	442	264



**CITY COUNCIL
AGENDA
February 4, 2008
Back-Up Documentation
Council Chambers
City Hall - 500 West Big Beaver
Troy, Michigan 48084
(248) 524-3317**

CARRYOVER ITEMS:

B-1 No Carryover Items

**There is no back-up documentation on this
Agenda item at the time of publication.**



**CITY COUNCIL
AGENDA
February 4, 2008
Back-Up Documentation
Council Chambers
City Hall - 500 West Big Beaver
Troy, Michigan 48084
(248) 524-3317**

PUBLIC HEARINGS:

C-1 No Public Hearings

**There is no back-up documentation on this
Agenda item at the time of publication.**



CITY COUNCIL ACTION REPORT

February 4, 2008

TO: Phillip L. Nelson, City Manager

FROM: John M. Lamerato, Assistant City Manager-Finance/Administration
Nino Licari, City Assessor

SUBJECT: Agenda item – Postponed Item – IDD & IFEC International Automotive Components Group, North America, 750-800 Chicago

Background:

- On January 28, 2008, City Council postponed action on two (2) Public Hearings. The first was to establish and Industrial Development District (IDD), and the second was for an Industrial Facilities Exemption Certificate (IFEC) for International Automotive Components Group, North America (IACNA).

The postponement occurred because the applicant was not at the hearings to represent the company's interests.

The company was not present because the notification was faulty. This is entirely my fault, and I apologize to both the company, and the City Council.

This faulty notification requires that the process start again, and that the previous action be canceled.

A new set of Public hearings will be announced this evening, for February 18, 2008.

Financial Considerations:

- There are no financial considerations at this time.

Legal Considerations:

- The new Public Hearings will satisfy the legal requirements for this item.

Policy Considerations:

- There are no policy considerations at this time.

Options:

- Council may cancel the previous action, take no action, or act upon the postponement that is on the table.

NL/nl H:\IFT\IACNA\Cancellation02.04.08.doc



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NL/nl H:\IFT\IACNA\Cancellation02.04.08.doc



CITY COUNCIL REPORT

Date January 24, 2008

TO: Phillip L. Nelson, City Manager

FROM: Tonni L. Bartholomew, City Clerk

SUBJECT: **Proposed City of Troy No Reason Absent Voter Resolution**

Background:

- Pursuant to the request of Council Member Robin Beltramini at the January 7, 2008 City Council Regular meeting, the City Clerk's Office has prepared the attached resolution for possible consideration by City Council.

Financial Considerations:

- There are no known financial considerations.

Legal Considerations:

- There are no known policy considerations.

Policy Considerations:

- There are no known policy considerations.

Options:

- Adopt the proposed resolution to encourage the State Legislature to encourage voter participation through alternate voting methods or receive the proposed resolution without action.

**CITY OF TROY
OAKLAND COUNTY, MICHIGAN**

**RESOLUTION
No Reason Absentee Voting**

WHEREAS, The City Council of the City of Troy believes that every opportunity should be provided to encourage voter participation;

WHEREAS, The City of Troy vigilantly advocates for the fundamental rights of voters;

WHEREAS, Michigan Law in some cases forces its residents to chose between going to work or losing their Constitutional right to vote;

WHEREAS, The City of Troy is the home of a major hospital that employs several Troy registered voters who are required to work during the hours the polls are open for voting and are therefore disenfranchised from voting as there is no provision under law for them to vote an Absentee Ballot;

WHEREAS, There are several other occupations that routinely require employees to work during the hours that the polls are open, these occupations can include police and fire personnel and other shift workers that work 12 hour days rendering them unavailable during the time the polls are open;

WHEREAS, The City of Troy has many voters whose polling locations are located some distance from their homes and traveling to their precinct on Election Day could be a hardship;

WHEREAS, The statutory reasons for acquiring an Absentee Ballot do not take into account voters without transportation and their inability to travel from their homes to their precincts;

WHEREAS, The unfortunate option available for voters in these circumstances is to commit a misdemeanor crime by fraudulently applying for an Absentee Ballot as a means to execute one of their fundamental rights as a United States citizen;

WHEREAS, Election Law has several safeguards against voter fraud including the comparison of the registered voter's signature on Absentee Voter Ballot Applications against their signature on the registration record on file in the Clerk's Office; and

WHEREAS, Voters should have equal and unobstructed access to all possible voting opportunities.

NOW, THEREFORE, BE IT RESOLVED, That the Troy City Council hereby **SUPPORTS** No Reason Absent Voting and encourages our representatives to do the same; and

BE IT FURTHER RESOLVED, That the City of Troy hereby **PETITIONS** the State of Michigan Legislature to adopt legislation providing for no reason absent voting, which is designed to promote voter participation, increase voter turn-out and assure that the

fundamental rights of all voters are not diminished due to unwarranted restrictions in Election Law; and

BE IT FURTHER RESOLVED, That HB 4048 or HB 4134 accomplish the objectives as set forth above and therefore the Troy City Council encourages our legislators to actively support the passage of this proposed legislation on behalf of the voters; and

BE IT FINALLY RESOLVED, That the City Clerk is hereby **DIRECTED** to forward a copy of this resolution to Governor Jennifer Granholm, Secretary of State Terri Lynn Land, Senator John Pappageorge, State Representative Marty Knollenberg and all surrounding communities.

HOUSE BILL No. 4048

January 22, 2007, Introduced by Reps. Griffin, Coulouris, Corriveau, Young, Byrum, Simpson, LeBlanc, Brown, Valentine, Hammel, Hammon, McDowell, Condino, Hood, Ebli, Meadows, Dean, Robert Jones and Lahti and referred to the Committee on Ethics and Elections.

A bill to amend 1954 PA 116, entitled "Michigan election law," by amending sections 758, 759, and 759b (MCL 168.758, 168.759, and 168.759b), section 758 as amended by 1996 PA 207 and section 759 as amended by 1995 PA 261.

THE PEOPLE OF THE STATE OF MICHIGAN ENACT:

- 1 Sec. 758. ~~(1) For the purposes of~~ **AS USED IN** this act,
2 "absent voter" means a qualified and registered elector who meets
3 ~~1 or more of the following requirements:~~
4 ~~—— (a) On account of physical disability, cannot without~~
5 another's assistance attend **VOTES WITHOUT ATTENDING** the polls on
6 the day of an election.
7 ~~—— (b) On account of the tenets of his or her religion, cannot~~

1 ~~attend the polls on the day of election.~~

2 ~~—— (c) Cannot attend the polls on the day of an election in the~~
3 ~~precinct in which he or she resides because of being an election~~
4 ~~precinct inspector in another precinct.~~

5 ~~—— (d) Is 60 years of age or older.~~

6 ~~—— (e) Is absent or expects to be absent from the township or~~
7 ~~city in which he or she resides during the entire period the~~
8 ~~polls are open for voting on the day of an election.~~

9 ~~—— (f) Cannot attend the polls on election day because of being~~
10 ~~confined in jail awaiting arraignment or trial.~~

11 ~~—— (2) Subsection (1) does not apply to **ABSENT VOTER DOES NOT**~~
12 ~~**INCLUDE** a person who has moved outside of this state, regardless~~
13 ~~of length of his or her residence outside of this state, and who~~
14 ~~no longer maintains an actual residence in this state. The~~
15 ~~storage of personal effects or household goods, the ownership of~~
16 ~~property that is rented or leased to others, or occasional brief~~
17 ~~visits to a former domicile in this state while residing outside~~
18 ~~of this state for most of the year ~~does~~ **DO** not constitute a~~
19 ~~residence for voting purposes in this state, except for each of~~
20 ~~the following:~~

21 (a) A person described in section 1 of article II of the
22 state constitution of 1963 and statutes enacted under that
23 section.

24 (b) A person described in section 759a.

25 Sec. 759. (1) At any time during the 75 days before a
26 primary **ELECTION** or special primary **ELECTION**, but not later than
27 2 p.m. of the Saturday immediately before the primary **ELECTION** or

1 special primary **ELECTION**, an elector who ~~qualifies~~ **WANTS** to vote
2 as an absent voter ~~, as defined in section 758,~~ may apply for an
3 absent voter ballot. The elector shall apply in person or by mail
4 with the clerk of the township, city, or village in which the
5 elector is registered. An application received before a primary
6 **ELECTION** or special primary **ELECTION** may be for either that
7 primary **ELECTION** only, or for that primary **ELECTION** and the
8 election that follows.

9 (2) Except as otherwise provided in subsection (1), at any
10 time during the 75 days before an election, but not later than 2
11 p.m. of the Saturday before the election, an elector who
12 ~~qualifies~~ **WANTS** to vote as an absent voter ~~, as defined in~~
13 ~~section 758,~~ may apply for an absent voter ballot. The elector
14 shall apply in person or by mail with the clerk of the township,
15 city, or village in which the voter is registered.

16 (3) An application for an absent voter ballot under this
17 section may be made in any of the following ways:

18 (a) By a written request signed by the ~~voter~~ ~~stating the~~
19 ~~statutory grounds for making the application~~ **ELECTOR**.

20 (b) On an absent voter ballot application form provided for
21 that purpose by the clerk of the city, township, or village.

22 (c) On a federal postcard application.

23 (4) An applicant for an absent voter ballot shall sign the
24 application. A clerk or assistant clerk shall not deliver an
25 absent voter ballot to an applicant who does not sign the
26 application. A person ~~other than~~ **SHALL NOT BE IN POSSESSION OF A**
27 **SIGNED ABSENT VOTER BALLOT APPLICATION EXCEPT FOR** the applicant;

1 a member of the applicant's immediate family; a person residing
 2 in the applicant's household; a person whose job normally
 3 includes the handling of mail, but only during the course of his
 4 or her employment; a registered elector requested by the
 5 applicant **TO RETURN THE APPLICATION**; or a clerk, assistant of the
 6 clerk, or other authorized election official. ~~shall not be in~~
 7 ~~possession of a signed absent voter ballot application.~~ A
 8 registered elector who is requested by the applicant to return
 9 his or her absent voter ballot application shall sign the
 10 certificate on the absent voter ballot application.

11 (5) The clerk of the city, township, or village shall have
 12 absent voter ballot application forms available in the **CLERK'S**
 13 ~~office of the clerk~~ at all times and shall furnish an absent
 14 voter ballot application form to anyone upon a verbal or written
 15 request. The absent voter ballot application shall be in
 16 substantially the following form:

17 "Application for absent voter ballot for:
 18 [] The primary **ELECTION** or special primary election to be
 19 held on, 19... [DATE].

20 [] The election to be held on, 19...

21 (Check applicable election or elections)

22 I,, a qualified and
 23 registered elector of the precinct of the township
 24 of or village of or of the
 25 ward of the city of, in the
 26 county of and state of
 27 Michigan, apply for an official ballot, or ballots, to be voted

1 by me at the election or elections as requested in this
2 application.

3 ~~— The statutory grounds on which I base my request are:~~

4 ~~— [] I expect to be absent from the community in which I am~~
5 ~~registered for the entire time the polls are open on election~~
6 ~~day.~~

7 ~~— [] I am physically unable to attend the polls without the~~
8 ~~assistance of another.~~

9 ~~— [] I cannot attend the polls because of the tenets of my~~
10 ~~religion.~~

11 ~~— [] I have been appointed an election precinct inspector in~~
12 ~~a precinct other than the precinct where I reside.~~

13 ~~— [] I am 60 years of age or older.~~

14 ~~— [] I cannot attend the polls because I am confined to jail~~
15 ~~awaiting arraignment or trial.~~

16 ~~— (Check applicable reason)~~

17 Send absent voter ballot to me at:

18
19 (Street No. or R.R.)

20
21 (Post Office) (State) (ZIP CODE)

22 My registered address
23 (Street No. or R.R.)

24
25 (Post Office) (State) (ZIP CODE)

26 Date.....

27 I ~~declare~~**CERTIFY** that the statements in this absent voter
28 ballot application are true.

29
30 (Signature)

1

WARNING

2 A person making a false statement in this absent voter
3 ballot application is guilty of a misdemeanor. It is a violation
4 of Michigan election law for a person other than those listed in
5 the instructions to return, offer to return, agree to return, or
6 solicit to return your absent voter ballot application to the
7 clerk. An assistant authorized by the clerk who receives absent
8 voter ballot applications at a location other than the **CLERK'S**
9 office ~~of the clerk~~ must have credentials signed by the clerk.
10 Ask to see his or her credentials before entrusting your
11 application with a person claiming to have the clerk's
12 authorization to return your application.

13

Certificate of Authorized Registered

14

Elector Returning Absent Voter

15

Ballot Application

16 I certify that my name is , my address
17 is , and my date of birth is ;
18 that I am delivering the absent voter ballot application of
19 at his or her request; that I did not
20 solicit or request to return the application; that I have not
21 made any markings on the application; that I have not altered the
22 application in any way; that I have not influenced the applicant;
23 and that I am aware that a false statement in this certificate is
24 a violation of Michigan election law.

1 _____
2 (Date) (Signature) "

3 (6) The following instructions for an applicant for an
4 absent voter ballot shall be included with each application
5 furnished an applicant:

6 INSTRUCTIONS FOR APPLICANTS FOR ABSENT VOTER BALLOTS

7 Step 1. After completely filling out the application, sign
8 and date the application in the place designated. Your signature
9 must appear on the application or you will not receive an absent
10 voter ballot.

11 Step 2. Deliver the application by 1 of the following
12 methods:

13 (a) Place the application in an envelope addressed to the
14 appropriate clerk and place the necessary postage upon the return
15 envelope and deposit it in the United States mail or with another
16 public postal service, express mail service, parcel post service,
17 or common carrier.

18 (b) Deliver the application personally to the office of the
19 clerk, to the clerk, or to an authorized assistant of the clerk.

20 (c) In either (a) or (b), a member of the immediate family
21 of the voter including a father-in-law, mother-in-law, brother-
22 in-law, sister-in-law, son-in-law, daughter-in-law, grandparent,
23 or grandchild or a person residing in the voter's household may
24 mail or deliver the application to the clerk for the applicant.

25 (d) ~~In the event~~ IF an applicant cannot return the

1 application in any of the above methods, the applicant may select
2 any registered elector to return the application. The person
3 returning the application must sign and return the certificate at
4 the bottom of the application.

5 (7) A person who prints and distributes absent voter ballot
6 applications shall print on the application the warning,
7 certificate of authorized registered elector returning absent
8 voter ballot application, and instructions required by this
9 section.

10 (8) A person who makes a false statement in an absent voter
11 ballot application is guilty of a misdemeanor. A person who
12 forges a signature on an absent voter ballot application is
13 guilty of a felony. A person who is not authorized in this act
14 and who both distributes absent voter ballot applications to
15 absent voters and returns those absent voter ballot applications
16 to a clerk or assistant of the clerk is guilty of a misdemeanor.

17 Sec. 759b. (1) ~~Any~~A registered elector may apply for **AN**
18 absent voter ballots ~~BALLOT~~ at any time ~~prior to~~**BEFORE** 4 p.m. on
19 election day if ~~he shall have become physically disabled or shall~~
20 ~~be absent from the city or township because of sickness or death~~
21 ~~in the family which~~**AN EVENT** has occurred at a time which has
22 **THAT** made it impossible to apply for **AN** absent voter ballots
23 **BALLOT** by the statutory deadline. The application shall be called
24 an emergency absent voter **BALLOT** application.

25 (2) Emergency absent voter **BALLOT** applications may be made
26 by letter or on a form **PRESCRIBED BY THE SECRETARY OF STATE AND**
27 provided by the clerk. The application shall set forth that the

1 voter is qualified to vote in the election, ~~stating the~~
2 ~~statutory reason for applying for an emergency absent voter~~
3 ~~ballot and that the reason for applying after the statutory~~
4 ~~deadline~~ **AN EVENT** occurred at such a time to make it impossible
5 to file an application for **AN** absent voter ballots ~~BALLOT~~ by the
6 statutory deadline.

7 (3) ~~Any~~ **A** person intentionally making a false statement in
8 ~~such~~ **AN EMERGENCY ABSENT VOTER BALLOT** application is guilty of a
9 felony. ~~Any~~ **A** person aiding or abetting ~~any~~ **ANOTHER** person to
10 make a false statement ~~on such~~ **IN AN EMERGENCY ABSENT VOTER**
11 **BALLOT** application is guilty of a felony.

12 (4) Upon receipt by the clerk of a valid application for an
13 emergency absent voter ballot, the clerk may deliver the ballots
14 **ABSENT VOTER BALLOT** to the applicant in person, through a deputy
15 or an election assistant, or ~~he may deliver them at his OR HER~~
16 office to a person named by the applicant in the **EMERGENCY ABSENT**
17 **VOTER BALLOT** application. The **ABSENT** voter may return the ballots
18 **ABSENT VOTER BALLOT** to the clerk ~~in the sealed envelope provided~~
19 ~~therefor~~ in any manner. ~~he sees fit. To~~ **HOWEVER, TO** be valid,
20 ~~ballots must be returned~~ **THE ABSENT VOTER SHALL RETURN THE ABSENT**
21 **VOTER BALLOT** to the clerk **IN THE SEALED ENVELOPE PROVIDED FOR**
22 **THAT REASON AND** in time to be delivered to the polls ~~prior to~~
23 **BEFORE 8 p.m.** on election day.

HOUSE BILL No. 4134

January 25, 2007, Introduced by Reps. Bieda, Wojno, Miller, Clack, Donigan, Meisner, Kathleen Law, Wenke, Valentine, Tobocman, Ebli, Lemmons, Meadows, Corriveau, Melton, Condino, Byrum, Lahti, McDowell, Lindberg, Spade, Byrnes, Polidori, Clemente, Gillard, Bennett, Brown, Leland, Young, Bauer, Espinoza, Accavitti, Vagnozzi, Simpson, Hammon, Hammel, Warren, Alma Smith, Sheltroun, Robert Jones, Farrah, Mayes, Angerer, Sak, Gaffney, Nofs, Steil, Rick Jones, Stakoe, Hildenbrand, Caul, Jackson, Hune, Marleau, Calley, Moolenaar, Hood, Hopgood, LaJoy, LeBlanc, Johnson, Ball, Dean and Gonzales and referred to the Committee on Ethics and Elections.

A bill to amend 1954 PA 116, entitled "Michigan election law," by amending sections 758, 759, and 759b (MCL 168.758, 168.759, and 168.759b), section 758 as amended by 1996 PA 207 and section 759 as amended by 1995 PA 261.

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5 ~~another's assistance attend~~ **VOTES WITHOUT ATTENDING** the polls on
6 the day of an election.
7 ~~— (b) On account of the tenets of his or her religion, cannot~~

1 ~~attend the polls on the day of election.~~

2 ~~—— (c) Cannot attend the polls on the day of an election in the~~
 3 ~~precinct in which he or she resides because of being an election~~
 4 ~~precinct inspector in another precinct.~~

5 ~~—— (d) Is 60 years of age or older.~~

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 7 ~~city in which he or she resides during the entire period the~~
 8 ~~polls are open for voting on the day of an election.~~

9 ~~—— (f) Cannot attend the polls on election day because of being~~
 10 ~~confined in jail awaiting arraignment or trial.~~

11 ~~—— (2) Subsection (1) does not apply to~~ **ABSENT VOTER DOES NOT**
 12 **INCLUDE** a person who has moved outside of this state, regardless
 13 of length of his or her residence outside of this state, and who
 14 no longer maintains an actual residence in this state. The
 15 storage of personal effects or household goods, the ownership of
 16 property that is rented or leased to others, or occasional brief
 17 visits to a former domicile in this state while residing outside
 18 of this state for most of the year ~~does~~ **DO** not constitute a
 19 residence for voting purposes in this state, except for each of
 20 the following:

21 (a) A person described in section 1 of article II of the
 22 state constitution of 1963 and statutes enacted under that
 23 section.

24 (b) A person described in section 759a.

25 Sec. 759. (1) At any time during the 75 days before a
 26 primary **ELECTION** or special primary **ELECTION**, but not later than
 27 2 p.m. of the Saturday immediately before the primary **ELECTION** or

1 special primary **ELECTION**, an elector who ~~qualifies~~ **WANTS** to vote
2 as an absent voter ~~, as defined in section 758,~~ may apply for an
3 absent voter ballot. The elector shall apply in person or by mail
4 with the clerk of the township, city, or village in which the
5 elector is registered. An application received before a primary
6 **ELECTION** or special primary **ELECTION** may be for either that
7 primary **ELECTION** only, or for that primary **ELECTION** and the
8 election that follows.

9 (2) Except as otherwise provided in subsection (1), at any
10 time during the 75 days before an election, but not later than 2
11 p.m. of the Saturday before the election, an elector who
12 ~~qualifies~~ **WANTS** to vote as an absent voter ~~, as defined in~~
13 ~~section 758,~~ may apply for an absent voter ballot. The elector
14 shall apply in person or by mail with the clerk of the township,
15 city, or village in which the voter is registered.

16 (3) An application for an absent voter ballot under this
17 section may be made in any of the following ways:

18 (a) By a written request signed by the ~~voter stating the~~
19 ~~statutory grounds for making the application~~ **ELECTOR**.

20 (b) On an absent voter ballot application form provided for
21 that purpose by the clerk of the city, township, or village.

22 (c) On a federal postcard application.

23 (4) An applicant for an absent voter ballot shall sign the
24 application. A clerk or assistant clerk shall not deliver an
25 absent voter ballot to an applicant who does not sign the
26 application. A person ~~other than~~ **SHALL NOT BE IN POSSESSION OF A**
27 **SIGNED ABSENT VOTER BALLOT APPLICATION EXCEPT FOR** the applicant;

1 a member of the applicant's immediate family; a person residing
 2 in the applicant's household; a person whose job normally
 3 includes the handling of mail, but only during the course of his
 4 or her employment; a registered elector requested by the
 5 applicant **TO RETURN THE APPLICATION**; or a clerk, assistant of the
 6 clerk, or other authorized election official. ~~shall not be in~~
 7 ~~possession of a signed absent voter ballot application.~~ A
 8 registered elector who is requested by the applicant to return
 9 his or her absent voter ballot application shall sign the
 10 certificate on the absent voter ballot application.

11 (5) The clerk of the city, township, or village shall have
 12 absent voter ballot application forms available in the **CLERK'S**
 13 ~~office of the clerk~~ at all times and shall furnish an absent
 14 voter ballot application form to anyone upon a verbal or written
 15 request. The absent voter ballot application shall be in
 16 substantially the following form:

17 "Application for absent voter ballot for:
 18 [] The primary **ELECTION** or special primary election to be
 19 held on, 19... [DATE].
 20 [] The election to be held on, 19...
 21 _____ [DATE].

22 (Check applicable election or elections)

23 I,, a qualified and
 24 registered elector of the precinct of the township
 25 of or village of or of the
 26 ward of the city of, in the
 27 county of and state of

1 Michigan, apply for an official ballot, or ballots, to be voted
2 by me at the election or elections as requested in this
3 application.

4 ~~_____ The statutory grounds on which I base my request are:~~

5 ~~_____ [] I expect to be absent from the community in which I am~~
6 ~~registered for the entire time the polls are open on election~~
7 ~~day.~~

8 ~~_____ [] I am physically unable to attend the polls without the~~
9 ~~assistance of another.~~

10 ~~_____ [] I cannot attend the polls because of the tenets of my~~
11 ~~religion.~~

12 ~~_____ [] I have been appointed an election precinct inspector in~~
13 ~~a precinct other than the precinct where I reside.~~

14 ~~_____ [] I am 60 years of age or older.~~

15 ~~_____ [] I cannot attend the polls because I am confined to jail~~
16 ~~awaiting arraignment or trial.~~

17 ~~_____ (Check applicable reason)~~

18 Send absent voter ballot to me at:

19
20 (Street No. or R.R.)

21
22 (Post Office) (State) (ZIP CODE)

23 My registered address
24 (Street No. or R.R.)

25
26 (Post Office) (State) (ZIP CODE)

27 Date.....

28 I declare ~~CERTIFY~~ that the statements in this absent voter
29 ballot application are true.

1
2

.....
(Signature)

3

WARNING

4

A person making a false statement in this absent voter ballot application is guilty of a misdemeanor. It is a violation of Michigan election law for a person other than those listed in the instructions to return, offer to return, agree to return, or solicit to return your absent voter ballot application to the clerk. An assistant authorized by the clerk who receives absent voter ballot applications at a location other than the **CLERK'S** office ~~of the clerk~~ must have credentials signed by the clerk. Ask to see his or her credentials before entrusting your application with a person claiming to have the clerk's authorization to return your application.

15

Certificate of Authorized Registered

16

Elector Returning Absent Voter

17

Ballot Application

18

I certify that my name is , my address is , and my date of birth is ; that I am delivering the absent voter ballot application of at his or her request; that I did not solicit or request to return the application; that I have not made any markings on the application; that I have not altered the application in any way; that I have not influenced the applicant; and that I am aware that a false statement in this certificate is

1 a violation of Michigan election law.

2 _____
3 (Date) (Signature) "

4 (6) The following instructions for an applicant for an
5 absent voter ballot shall be included with each application
6 furnished an applicant:

7 INSTRUCTIONS FOR APPLICANTS FOR ABSENT VOTER BALLOTS

8 Step 1. After completely filling out the application, sign
9 and date the application in the place designated. Your signature
10 must appear on the application or you will not receive an absent
11 voter ballot.

12 Step 2. Deliver the application by 1 of the following
13 methods:

14 (a) Place the application in an envelope addressed to the
15 appropriate clerk and place the necessary postage upon the return
16 envelope and deposit it in the United States mail or with another
17 public postal service, express mail service, parcel post service,
18 or common carrier.

19 (b) Deliver the application personally to the **CLERK'S**
20 office, ~~of the clerk,~~ to the clerk, or to an authorized assistant
21 of the clerk.

22 (c) In either (a) or (b), a member of the immediate family
23 of the voter including a father-in-law, mother-in-law, brother-
24 in-law, sister-in-law, son-in-law, daughter-in-law, grandparent,
25 or grandchild or a person residing in the voter's household may

1 mail or deliver the application to the clerk for the applicant.

2 (d) ~~In the event~~ IF an applicant cannot return the
3 application in any of the above methods, the applicant may select
4 any registered elector to return the application. The person
5 returning the application must sign and return the certificate at
6 the bottom of the application.

7 (7) A person who prints and distributes absent voter ballot
8 applications shall print on the application the warning,
9 certificate of authorized registered elector returning absent
10 voter ballot application, and instructions required by this
11 section.

12 (8) A person who makes a false statement in an absent voter
13 ballot application is guilty of a misdemeanor. A person who
14 forges a signature on an absent voter ballot application is
15 guilty of a felony. A person who is not authorized in this act
16 and who both distributes absent voter ballot applications to
17 absent voters and returns those absent voter ballot applications
18 to a clerk or assistant of the clerk is guilty of a misdemeanor.

19 Sec. 759b. (1) ~~Any~~A registered elector may apply for AN
20 absent voter ballots ~~BALLOT~~ at any time ~~prior to~~ BEFORE 4 p.m. on
21 election day if he ~~shall have become physically disabled or shall~~
22 ~~be absent from the city or township because of sickness or death~~
23 ~~in the family which~~ AN EVENT has occurred at a time which has
24 THAT made it impossible to apply for AN absent voter ballots
25 BALLOT by the statutory deadline. The application shall be called
26 an emergency absent voter BALLOT application.

27 (2) Emergency absent voter BALLOT applications may be made

1 by letter or on a form **PRESCRIBED BY THE SECRETARY OF STATE AND**
2 provided by the clerk. The application shall set forth that the
3 voter is qualified to vote in the election, ~~stating the~~
4 ~~statutory reason for applying for an emergency absent voter~~
5 ~~ballot and that the reason for applying after the statutory~~
6 ~~deadline~~ **AN EVENT** occurred at such a time to make it impossible
7 to file an application for **AN** absent voter ballots ~~BALLOT~~ by the
8 statutory deadline. **THE SECRETARY OF STATE SHALL PRESCRIBE A**
9 **STANDARD EMERGENCY ABSENT VOTER BALLOT APPLICATION FORM,**
10 **INCLUDING THE SIZE OF THE FORM AND THE COLOR OF PAPER UPON WHICH**
11 **A FORM IS PRINTED.**

12 (3) ~~Any~~ **A** person intentionally making a false statement in
13 ~~such~~ **AN EMERGENCY ABSENT VOTER BALLOT** application is guilty of a
14 felony. ~~Any~~ **A** person aiding or abetting ~~any~~ **ANOTHER** person to
15 make a false statement ~~on such~~ **IN AN EMERGENCY ABSENT VOTER**
16 **BALLOT** application is guilty of a felony.

17 (4) Upon receipt by the clerk of a valid application for an
18 emergency absent voter ballot, the clerk may deliver the ballots
19 **ABSENT VOTER BALLOT** to the applicant in person, through a deputy
20 or an election assistant, or ~~he may deliver them~~ at his **OR HER**
21 office to a person named by the applicant in the **EMERGENCY ABSENT**
22 **VOTER BALLOT** application. The **ABSENT** voter may return the ballots
23 **ABSENT VOTER BALLOT** to the clerk ~~in the sealed envelope provided~~
24 ~~therefor~~ in any manner. ~~he sees fit. To~~ **HOWEVER, TO** be valid,
25 ~~ballots must be returned~~ **THE ABSENT VOTER SHALL RETURN THE ABSENT**
26 **VOTER BALLOT** to the clerk **IN THE SEALED ENVELOPE PROVIDED FOR**
27 **THAT REASON AND** in time to be delivered to the polls ~~prior to~~

1 BEFORE 8 p.m. on election day.



**CITY COUNCIL
AGENDA
February 4, 2008
Back-Up Documentation
Council Chambers
City Hall - 500 West Big Beaver
Troy, Michigan 48084
(248) 524-3317**

APPOINTMENTS TO BOARDS AND COMMITTEES:

- E-1** Appointments to Boards and Committees: a) Mayoral Appointments: Planning Commission b) City Council Appointments: Cable Advisory Committee

**There is no back-up documentation on this
Agenda item at the time of publication.**

A Regular Meeting of the Troy City Council was held Monday, January 28, 2008, at City Hall, 500 W. Big Beaver Road. Mayor Schilling called the Meeting to order at 7:30 PM.

Reverend Charlotte Sommers – Northminister Presbyterian Church gave the Invocation and the Pledge of Allegiance to the Flag was given.

ROLL CALL

Mayor Louise E. Schilling
 Robin Beltramini
 Cristina Broomfield
 David Eisenbacher
 Wade Fleming
 Mayor Pro Tem Martin Howrylak
 Mary Kerwin

CERTIFICATES OF RECOGNITION:

A-1 No Presentations

CARRYOVER ITEMS:

B-1 No Carryover Items

PUBLIC HEARINGS:

C-1 Rezoning Application – East Side of John R, North of Big Beaver, Section 24 – From P-1 and R-1E to B-1 (File Number: Z-677 B)

The Mayor opened the Public Hearing for public comment.
 The Mayor closed the Public Hearing after receiving comment from the public.

Resolution #2008-01-012
 Moved by Kerwin
 Seconded by Beltramini

WHEREAS, The City is in receipt of a rezoning request, from P-1 and R-1E to B-1, File Number Z-677 B, as demonstrated by the Ordinance to amend Chapter 39 of the Code of the City of Troy;

WHEREAS, The application is consistent with the Future Land Use Plan, and is compatible with surrounding zoning districts and land uses; and

WHEREAS, The rezoning is recommended for approval by the Planning Commission;

THEREFORE, BE IT RESOLVED, That Troy City Council hereby **APPROVES** the proposed rezoning from P-1 and R-1E to B-1; and

BE IT FINALLY RESOLVED, That Troy City Council hereby **AMENDS** the Zoning District Map.

Yes: All-7

C-2 Establishment of an Industrial Development District (IDD) – IACNA, International Automotive Components Group, North America, 750-800 Chicago

The Mayor opened the Public Hearing for public comment.

The Mayor closed the Public Hearing after receiving no comment from the public.

Resolution

Moved by Fleming

Seconded by Kerwin

RESOLVED, That Troy City Council hereby **ESTABLISHES** an Industrial Development District (IDD) for IACNA, for property known as 750–800 Chicago, Troy, MI. 48083, Parcels # 88-20-35-276-003 and 88-20-35-276-004, in accordance with City Council Policy Resolution #2006-06-238; and

BE IT FURTHER RESOLVED, That Troy City Council hereby **DIRECTS** the City Clerk to forward a copy of this resolution to the State Tax Commission, Treasury Building, P.O. Box 30471, Lansing, MI 48909-7971.

Vote on Resolution to Postpone

Resolution #2008-01-013

Moved by Beltramini

Seconded by Broomfield

RESOLVED, That the Troy City Council hereby **POSTPONES** agenda item *C-2 Establishment of an Industrial Development District (IDD)–IACNA, International Automotive Components Group, North America, 750-800 Chicago* until the Regular City Council meeting scheduled for Monday, February 4, 2008

Yes: All-7

C-3 Granting of an Industrial Facilities Exemption Certificate (IFEC) to IACNA, International Automotive Components Group, North America, 750-800 Chicago

The Mayor opened the Public Hearing for public comment.

The Mayor closed the Public Hearing after receiving no comment from the public.

Vote on Resolution to Postpone

Resolution #2008-01-014

Moved by Beltramini

Seconded by Howrylak

RESOLVED, That the Troy City Council hereby **POSTPONES** agenda item *C-3 Granting of an Industrial Facilities Exemption Certificate (IFEC) to IACNA, International Automotive Components Group, North America, 750-800 Chicago* until the Regular City Council meeting scheduled for Monday, February 4, 2008

Yes: All-7

POSTPONED ITEMS:

D-1 No Postponed Items

PUBLIC COMMENT: Limited to Items Not on the Agenda

E-8 Preliminary Site Condominium Review – Brycewood Site Condominium, 9 Units/Lots Proposed, East Side of Evanswood Road, North of Square Lake Road, Section 1 – R-1D

Vote on Resolution to Postpone

Resolution #2008-01-015
 Moved by Beltramini
 Seconded by Eisenbacher

RESOLVED, That Troy City Council hereby **POSTPONES** agenda item *E-8 Preliminary Site Condominium Review Brycewood Site Condominium, 9 Units/Lots Proposed, East Side of Evanswood Road, North of Square Lake Road, Section 1 – R-1D* until the City Attorney can do her due diligence regarding the platting and the necessity for all of the roads, and until Mrs. Gerber or somebody can meet with the City's Engineering Staff to decide definitively whether we are better positioned for a retention or a detention pond, and verify that there is an easement for the hook-up for the stormwater connection on the southeast corner before approving the preliminary site condominium.

Yes: All-7

REGULAR BUSINESS:

E-1 Appointments to Boards and Committees: a) Mayoral Appointments: No Appointments Made b) City Council Appointments: Board of Zoning Appeals; and Traffic Committee

(a) Mayoral Appointments - No Appointments Made

(b) City Council Appointments

Resolution #2008-01-016
 Moved by Howrylak
 Seconded by Beltramini

RESOLVED, That Troy City Council hereby **APPOINTS** the following person(s) to serve on the Boards and Committees as indicated:

Board of Zoning Appeals

Appointed by Council (7-Regular) – 3 Year Terms

Wayne Wright Planning Commission Rep Term Expires 01/31/09

Thomas Strat Planning Commission Alternate Rep Term Expires 01/31/09

Traffic Committee

Appointed by Council (7-Regular) – 3 Year Term

Jan L. Hubbell Term Expires 01/31/11

Yes: All-7

E-2 Rescind Bid Award/Re-Award Contract – Rough Mow Various Municipal Sites

Resolution #2008-01-017

Moved by Howrylak

Seconded by Broomfield

WHEREAS, On December 18, 2006, a contract to furnish three-year requirements for rough mowing of various municipal sites and abandoned properties with an option to renew for two additional years was awarded to the low total bidder, Great Lakes Landscaping of Warren, MI (Resolution # 2006-12-379-E4a); and

WHEREAS, Great Lakes Landscaping has requested termination of the contract as they found it to be economically unfeasible to continue;

THEREFORE, BE IT RESOLVED, That Troy City Council hereby **RESCINDS** with prejudice the contract to furnish all labor, tools, equipment and transportation for rough mowing of various municipal sites and abandoned properties from Great Lakes Landscaping, and hereby **RE-AWARDS** to the next lowest acceptable bidder, Steele’s Services of Auburn Hills, at unit prices contained in the bid tabulation opened November 21, 2006, a copy of which shall be **ATTACHED** to the original Minutes of this meeting, with the contract expiring December 31, 2009.

Yes: All-7

E-3 2008 Poverty Exemption Guidelines

Resolution #2008-01-018

Moved by Eisenbacher

Seconded by Fleming

RESOLVED, That pursuant to MCL 211.7u, Troy City Council hereby **APPROVES** the proposed “Poverty Exemption Guidelines” for 2008, as presented by the City Assessor in a memorandum dated December 18, 2007, a copy of which shall be **ATTACHED** to the original Minutes of this meeting.

Yes: All-7

E-4 Approval of MDOT Loan Agreement – Contract No. 07-7734, Stephenson Highway, 14 Mile to I-75 – Project No. 02.201.5

Resolution #2008-01-019

Moved by Kerwin

Seconded by Beltramini

RESOLVED, That Troy City Council hereby **APPROVES** the MDOT Loan Agreement, Contract No. 07-7734, between the City of Troy and the Michigan Department of Transportation for the purpose of assisting the City in financing the reconstruction of Stephenson Highway, from 14 Mile to I-75 with the use of a short-term loan from MDOT, Project No. 02.201.5 and **AUTHORIZES** the Mayor and City Clerk to execute the documents, a copy of which shall be **ATTACHED** to the original Minutes of this meeting.

Yes: All-7

E-5 Approval of MDOT Advance Construction Contract – Contract No. 07-5734, Stephenson Highway, 14 Mile to I-75 – Project No. 02.201.5

Resolution #2008-01-020

Moved by Kerwin

Seconded by Broomfield

RESOLVED, That Troy City Council hereby **APPROVES** MDOT Advance Construction Contract No. 07-5734 between the City of Troy and the Michigan Department of Transportation for the reconstruction of Stephenson Highway, from 14 Mile to I-75, Project No. 02.201.5 and **AUTHORIZES** the Mayor and City Clerk to execute the documents, a copy of which shall be **ATTACHED** to the original Minutes of this meeting.

Yes: All-7

E-6 Traffic Committee Recommendations – January 16, 2008

Resolution #2008-01-021

Moved by Howrylak

Seconded by Broomfield

(a) **Installation of DO NOT BLOCK INTERSECTION Sign with Flags on Northbound Rochester Road, South of Bishop**

RESOLVED, That Traffic Control Order No.08-01-MR be **ISSUED** for the installation of a DO NOT BLOCK INTERSECTION sign with flags on it on northbound Rochester Road, south of Bishop.

Yes: All-7

E-7 Milano Development v. City of Troy et. al.

Resolution #2008-01-022
Moved by Kerwin
Seconded by Eisenbacher

RESOLVED, That Troy City Council hereby **APPROVES** the Consent Judgment in the matter of *Milano Development Company, Inc. v City of Troy, et. al.*, (Oakland County Circuit Court Case No. 06-079401-CZ), a copy of which shall be **ATTACHED** to the original Minutes of this meeting; and

BE IT FURTHER RESOLVED, That Troy City Council hereby **AUTHORIZES** the Assistant City Attorney to sign the Consent Judgment for entry with the Court.

Yes: All-7

The meeting **RECESSED** at 8:47 PM.

The meeting **RECONVENED** at 8:57 PM.

CONSENT AGENDA:

F-1a Approval of "E" Items NOT Removed for Discussion

Resolution #2008-01-023
Moved by Beltramini
Seconded by Eisenbacher

RESOLVED, That all items as presented on the Consent Agenda are hereby **APPROVED** as presented with the exception of Item F-13, which **SHALL BE CONSIDERED** after Consent Agenda (F) items, as printed.

Yes: All-7

F-2 Approval of City Council Minutes

Resolution #2008-01-023-F-2

RESOLVED, That the Minutes of the 7:30 PM Regular City Council Meeting of January 7, 2008 be **APPROVED** as submitted.

F-3 Proposed City of Troy Proclamation(s): None Submitted

F-4 Standard Purchasing Resolutions

a) **Standard Purchasing Resolution 4: Oakland County CLEMIS Cooperative Purchasing Contract – Mobile Data Computers (MDC's) Increase in CLEMIS MDC Participation Fees**

Resolution #2008-01-023-F-4a

RESOLVED, That Troy City Council hereby **APPROVES** a contract to purchase Motorola MW810 mobile workstations including WLAN antennae from Motorola through the Oakland County Cooperative Purchasing Agreement at an estimated cost of \$5,300.00 each, with any other options and accessories discounted at 20% off list prices; and

BE IT FURTHER RESOLVED, That Troy City Council hereby **APPROVES** annual usage fees to Oakland County Court and Law Enforcement Management Information System (CLEMIS) for an estimated quantity of fifty (50) Mobile Data Computers (MDC's) at an estimated cost of \$63,150.00 per year.

b) **Standard Purchasing Resolution 1: Award to Low Bidder – Community Center Carpet**

Resolution #2008-01-023-F-4b

RESOLVED, That Troy City Council hereby **AWARDS** a contract to complete the Troy Community Center carpeting project to the low bidder, Conventional Carpet, Inc. of Sterling Heights, MI, for an estimated total cost of \$20,811.00, at prices contained in the bid tabulation opened January 7, 2008, a copy of which shall be **ATTACHED** to the original Minutes of this meeting; and

BE IT FURTHER RESOLVED, That the award is **CONTINGENT** upon contractor submission of properly executed bid and contract documents, including insurance certificates and all other specified requirements.

c) **Standard Purchasing Resolution 4: MITN Purchasing Cooperative – Gasoline and Diesel Fuel**

Resolution #2008-01-023-F-4c

RESOLVED, That Troy City Council hereby **APPROVES** two-year cooperative contracts to purchase gasoline and diesel fuel in truck transport and tank wagon deliveries with an option to renew for two (2) additional years from the low bidders meeting specifications - Mansfield Oil Company of Gainesville, GA and RKA Petroleum Companies of Romulus, MI, through the City of Sterling Heights bid process and extended to the MITN Purchasing Cooperative at factors and prices contained in the bid tabulation opened December 11, 2007, a copy of which shall be **ATTACHED** to the original Minutes of this meeting with a contract expiration of January 31, 2010.

d) **Standard Purchasing Resolution 1: Award to Low Bidder – Contract 07-9 – Section 4 Weir Control Structure Project Re-Bid**

Resolution #2008-01-023-F-4d

RESOLVED, That Troy City Council hereby **AWARDS** Contract No. 07-9, Section 4 weir control structure, to DeAngelis Landscape, Inc., 22425 Van Horn Road, Woodhaven, MI 48183 at an estimated total cost of \$393,725.00; and

BE IT FURTHER RESOLVED, That the award is **CONTINGENT** upon submission of proper contract and bid documents, including bonds, insurance certificates and all specified requirements, and if additional work is required, Troy City Council hereby **AUTHORIZES** such additional work in an amount not to exceed 25% of the total project cost.

e) **Standard Purchasing Resolution 4: Award – Oakland County Cooperative Purchasing Agreement – Fleet Vehicles**

Resolution #2008-01-023-F-4e

RESOLVED, That Troy City Council hereby **APPROVES** contracts to purchase fourteen (14) 2008 vehicles for the Police and Public Works departments from Buff Whelan Chevrolet of Sterling Heights, MI, and three (3) vehicles for the Police Department from Red Holman Pontiac GMC of Westland, MI through Oakland County Cooperative Purchasing Agreements at an estimated total cost of \$251,700.00 and \$63,855.00 respectively.

f) **Standard Purchasing Resolution 10 – Travel Authorization and Approval to Expend Funds for Council Members' Travel Expenses – National League of Cities (NLC) 2008 Annual Congressional City Conference**

Resolution #2008-023-F-4f

RESOLVED, That Council Members are **AUTHORIZED** to attend the NLC 2008 Annual Congressional City Conference on March 8 – 12, 2008 in Washington, DC, in accordance with accounting procedures of the City of Troy.

g) **Standard Purchasing Resolution 10 – Travel Authorization and Approval to Expend Funds for Council Members' Travel Expenses – Michigan Municipal League Capital Conference**

Resolution #2008-023-F-4g

RESOLVED, That Council Members are **AUTHORIZED** to attend the Michigan Municipal League Capital Conference on April 1-2, 2008 in Lansing, Michigan, in accordance with accounting procedures of the City of Troy.

F-5 Acceptance of Three Permanent Easements for Water Main, Sanitary Sewer and Emergency Ingress/Egress – SAAAM-Troy, LLC, Section 26, Sidwell #88-20-26-200-069

Resolution #2008-01-023-F-5

RESOLVED, That Troy City Council hereby **ACCEPTS** the three permanent easements for water main, sanitary sewer and emergency ingress/egress from property owner SAAAM-Troy, LLC, having Sidwell #88-20-26-200-069; and

BE IT FURTHER RESOLVED, That Troy City Council hereby **DIRECTS** the City Clerk to record the permanent easements with the Oakland County Register of Deeds, a copy of which shall be **ATTACHED** to the original Minutes of this meeting.

F-6 Acceptance of a Permanent Easement for Sidewalk, Public Utilities and Drainage – Rochester Professional Building, LLC, Section 3, Sidwell #88-20-03-226-104

Resolution #2008-01-023-F-6

RESOLVED, That Troy City Council hereby **ACCEPTS** the permanent easement for sidewalk, public utilities and drainage from property owner Rochester Professional Building, LLC, having Sidwell #88-20-03-226-104; and

BE IT FURTHER RESOLVED, That Troy City Council hereby **DIRECTS** the City Clerk to record the permanent easement with the Oakland County Register of Deeds, a copy of which shall be **ATTACHED** to the original Minutes of this meeting.

F-7 Approval of Purchase Agreement – John R Road Improvements, Square Lake Road to South Boulevard – Project No. 02.204.5 – Parcel #47 – Sidwell #88-20-02-228-037 – John and Nancy Lozenkovski/Milos and Vesa Miloshevski

Resolution #2008-01-023-F-7

RESOLVED, That Troy City Council hereby **APPROVES** the Agreement to Purchase Realty for Public Purposes between John and Nancy Lozenkovski and Milos and Vesa Miloshevski, owners of property having Sidwell #88-20-02-228-037, and the City of Troy, for the acquisition of right-of-way for John R Road Improvements, Square Lake Road to South Boulevard in the amount of \$172,000.00, plus closing costs; and

BE IT FURTHER RESOLVED, That Troy City Council hereby **AUTHORIZES** the Real Estate and Development Department to expend the necessary closing costs to complete this purchase according to the agreement; and

BE IT FINALLY RESOLVED, That Troy City Council hereby **DIRECTS** the City Clerk to record the Warranty Deed with the Oakland County Register of Deeds, a copy of which shall be **ATTACHED** to the original Minutes of this meeting.

F-8 Contract Extension – Standard and Compound Water Meters

Resolution #2008-01-023-F-8

WHEREAS, On April 12, 2004, Troy City Council approved a two-year contract to provide standard and compound water meters with an option to renew for two additional years to the low bidder, S.L.C. Meter Service, Inc. of Davisburg, MI (Resolution #2004-04-190-E10);

WHEREAS, The option to renew was exercised and approved by Troy City Council on December 19, 2005 (Resolution #2005-12-546-E4e); and

WHEREAS, S.L.C. Meter Service, Inc. has agreed to extend a one-year contract under the same prices, terms and conditions as the original contract with the exception of an increase in the trade-in allowance for 2” meters and compound meters;

THEREFORE, BE IT RESOLVED, That Troy City Council hereby **EXTENDS** the current contract to purchase standard and compound water meters from S.L.C. Meter Service, Inc. of Davisburg, MI, at unit prices as detailed on Appendix A, a copy of which shall be **ATTACHED** to the original Minutes of this meeting, with the contract expiring December 31, 2008.

F-9 Acceptance of a Permanent Easement for Water Main – The Elizabeth G. Ford Revocable Living Trust and Barbara J. Sackner, Sidwell #88-20-20-476-047

Resolution #2008-01-023-F-9

RESOLVED, That Troy City Council hereby **ACCEPTS** the permanent easement for water main from The Elizabeth G. Ford Revocable Living Trust and Barbara J. Sackner, owners of the property having Sidwell #88-20-20-476-047; and

BE IT FURTHER RESOLVED, That Troy City Council hereby **DIRECTS** the City Clerk to record the permanent easement with the Oakland County Register of Deeds, a copy of which shall be **ATTACHED** to the original Minutes of this meeting.

F-10 Approval of Purchase Agreement for John R Road Improvements, Square Lake Road to South Boulevard – Project No. 02.204.5 – Parcel #67 – Sidwell #88-20-01-151-048 – Mark and Elizabeth Abro

Resolution #2008-01-023-F-10

RESOLVED, That Troy City Council hereby **APPROVES** the agreement to purchase realty for public purposes between Mark and Elizabeth Abro, owners of property having Sidwell #88-20-01-151-048, and the City of Troy, for the acquisition of right-of-way for John R Road Improvements, Square Lake Road to South Boulevard in the amount of \$11,700.00, plus closing costs; and

BE IT FURTHER RESOLVED, That Troy City Council hereby **AUTHORIZES** the Real Estate and Development Department to expend the necessary closing costs to complete this purchase according to the agreement; and

BE IT FINALLY RESOLVED, That Troy City Council hereby **DIRECTS** the City Clerk to record the Warranty Deed with the Oakland County Register of Deeds, a copy of which shall be **ATTACHED** to the original Minutes of this meeting.

F-11 Approval of Request from Congregation Shir Tikvah to Temporarily Waive Parking Restrictions – East Side of Northfield Parkway

Resolution #2008-01-023-F-11

RESOLVED, That Troy City Council hereby **WAIVES** the no parking restrictions on the east side of Northfield Parkway from the parking lot entrance to Congregation Shir Tikvah to the entrance to Boulan Park, on Saturday, February 9, 2008, 6:00 PM – 12:00 midnight, and Friday, April 11, 2008, 7:00 PM – 11:00 PM.

F-12 Approval of Permit Fireworks at Mon Jin Lau

Resolution #2008-01-023-F-12

RESOLVED, That Troy City Council hereby **WAIVES** City Ordinances Chapter 98, 98.05.16 Fireworks and Chapter 93, 3301.1.3 Fireworks for the purpose of celebrating Chinese New Year at the Mon Jin Lau restaurant, located at 1515 East Maple Road, on Wednesday, February 6, 2008; and

BE IT FURTHER RESOLVED, That Troy City Council hereby **DIRECTS** the Fire Prevention Division personnel to inspect the fireworks to be used and the site to assure compliance with applicable standards for fireworks display.

F-14 Approval of Recognition as a Nonprofit Organization Status from Cathy Killian, President – Troy Foundation for Educational Excellence

Resolution #2008-01-023-F-14

RESOLVED, That Troy City Council hereby **APPROVES** the request from Troy Foundation for Educational Excellence, asking that they be recognized as a nonprofit organization operating in the community for the purpose of obtaining a charitable gaming license.

F-1b Address of “F” Items Removed for Discussion by City Council and/or the Public

F-13 Approval of Transfer of Class C License – Cameron Mitchell Restaurants, LLC

(a) New License

Resolution #2008-01-024a
Moved by Kerwin
Seconded by Eisenbacher

RESOLVED, That Troy City Council **CONSIDERS** for **APPROVAL** the request from Cameron Mitchell Restaurants, Inc., to transfer ownership of 2007 Class C licensed business from Hooters of Troy, in escrow located at 1686 John R, Troy, MI 48083, Oakland County; and

BE IT FURTHER RESOLVED, That it is the consensus of this legislative body that the application **BE RECOMMENDED** for issuance.

Yes: All-7

(b) Agreement

Resolution #2008-01-024b

Moved by Kerwin

Seconded by Eisenbacher

WHEREAS, The City Council of the City of Troy deems it necessary to enter agreements with applicants for liquor licenses for the purpose of providing civil remedies to the City of Troy in the event licensees fail to adhere to Troy Codes and Ordinances;

THEREFORE, BE IT RESOLVED, That Troy City Council hereby **APPROVES** an agreement with Cameron Mitchell Restaurants, Inc., to transfer ownership of 2007 Class C licensed business from Hooters of Troy, in escrow located at 1686 John R, Troy, MI 48083, and **AUTHORIZES** the Mayor and City Clerk to execute the document, a copy of which shall be **ATTACHED** to the original Minutes of this meeting.

Yes: All-7

MEMORANDUMS AND FUTURE COUNCIL AGENDA ITEMS:

G-1 Announcement of Public Hearings:

- a) Michigan NextEnergy Exemptions – February 18, 2008
Noted and Filed

G-2 Green Memorandums: None Submitted

COUNCIL REFERRALS: Items Advanced to the City Manager by Individual City Council Members for Placement on the Agenda

H-1 No Council Referrals Advanced

COUNCIL COMMENTS:

Council Member Fleming commended Brian Murphy and his staff in regard to the recent publication identifying key information showcasing the City of Troy to help attract new business.

Council Member Eisenbacher would like to see several items that are currently brought before Council such as temporary parking and fire works display requests, be approved administratively to expedite the process.

Council Member Beltramini commended City Staff's cooperative participation with the Troy School District for the Martin Luther King Celebration of Freedom program and congratulated staff for the success of the annual Kaleidoscope program on Sunday.

Vote on Resolution to Suspend Rules of Procedure for the City Council, Rule #6 – Order of Business, Article 15 I.

Resolution #2008-01-025

Moved by Beltramini

Seconded by Howrylak

RESOLVED, That Troy City Council hereby **SUSPENDS** Rules of Procedure for the City Council, Rule #6 Order of Business, Article 16-J REPORTS and **AUTHORIZE** City Council to move forward, discuss and take action on agenda item, J-12 *Communication from City Clerk Tonni Bartholomew Regarding Proposed Resolution for No Reason Absentee Voting.*

Yes: All-7

J-12 Approval of Resolution No Reason Absentee Voting

Resolution

Moved by Beltramini

Seconded by Kerwin

WHEREAS, The City Council of the City of Troy believes that every opportunity should be provided to encourage voter participation;

WHEREAS, The City of Troy vigilantly advocates for the fundamental rights of voters;

WHEREAS, Michigan Law in some cases forces its residents to chose between going to work or losing their Constitutional right to vote;

WHEREAS, The City of Troy is the home of a major hospital that employs several Troy registered voters who are required to work during the hours the polls are open for voting and are therefore disenfranchised from voting as there is no provision under law for them to vote an Absentee Ballot;

WHEREAS, There are several other occupations that routinely require employees to work during the hours that the polls are open, these occupations can include police and fire personnel and other shift workers that work 12 hour days rendering them unavailable during the time the polls are open;

WHEREAS, The City of Troy has many voters whose polling locations are located some distance from their homes and traveling to their precinct on Election Day could be a hardship;

WHEREAS, The statutory reasons for acquiring an Absentee Ballot do not take into account voters without transportation and their inability to travel from their homes to their precincts;

WHEREAS, The unfortunate option available for voters in these circumstances is to commit a misdemeanor crime by fraudulently applying for an Absentee Ballot as a means to execute one of their fundamental rights as a United States citizen;

WHEREAS, Election Law has several safeguards against voter fraud including the comparison of the registered voter's signature on Absentee Voter Ballot Applications against their signature on the registration record on file in the Clerk's Office; and

WHEREAS, Voters should have equal and unobstructed access to all possible voting opportunities.

NOW, THEREFORE, BE IT RESOLVED, That the Troy City Council hereby **SUPPORTS** No Reason Absent Voting and encourages our representatives to do the same; and

BE IT FURTHER RESOLVED, That the City of Troy hereby **PETITIONS** the State of Michigan Legislature to adopt legislation providing for no reason absent voting, which is designed to promote voter participation, increase voter turn-out and assure that the fundamental rights of all voters are not diminished due to unwarranted restrictions in Election Law; and

BE IT FURTHER RESOLVED, That HB 4048 or HB 4134 accomplish the objectives as set forth above and therefore the Troy City Council **ENCOURAGES** our legislators to actively support the passage of this proposed legislation on behalf of the voters; and

BE IT FINALLY RESOLVED, That the City Clerk is hereby **DIRECTED** to forward a copy of this resolution to Governor Jennifer Granholm, Secretary of State Terri Lynn Land, Senator John Pappageorge, State Representative Marty Knollenberg, Michigan Municipal League, Michigan Association of Municipal Clerks ListSERV and all surrounding communities.

Vote on Resolution to Postpone

Resolution #2008-01-026

Moved by Howrylak

Seconded by Fleming

RESOLVED, That Troy City Council hereby **POSTPONES** *J-12 Approval of Resolution No Reason Absentee Voting* until the Regular City Council meeting scheduled for Monday, February 4, 2008.

Yes: All-7

REPORTS:

J-1 Minutes – Boards and Committees:

- a) Historic District Commission/Final – September 18, 2007
- b) Historic District Commission/Final – October 16, 2007
- c) Cable Advisory Committee/Final – October 18, 2007
- d) Parks and Recreation Advisory Board/Final – November 1, 2007
- e) Ethnic Issues Advisory Board/Final – November 13, 2007
- f) Board of Zoning Appeals/Final – November 20, 2007
- g) Historic District Commission/Final – November 20, 2007
- h) Planning Commission/Draft – December 11, 2007
- i) Planning Commission/Final – December 11, 2007
- j) Employees' Retirement System Board of Trustees/Final – December 12, 2007
- k) Retiree Health Care Benefits Plan & Trust/Final – December 12, 2007
- l) Library Advisory Board Minutes/Final – December 13, 2007
- m) Historic District Commission/Final – December 18, 2007
- n) Downtown Development Authority/Final – December 19, 2007
- o) Building Code Board of Appeals/Draft – January 2, 2008
- p) Ethnic Issues Advisory Board/Draft – January 8, 2008
- q) Planning Commission/Draft – January 8, 2008
- r) Liquor Advisory Committee/Draft – January 14, 2008
- s) Cable Advisory Committee/Draft – January 16, 2008

Noted and Filed

J-2 Department Reports:

- a) Building Department – Permits Issued During the Month of December, 2007
- b) Building Department – Permits Issued July through December, 2007
- c) Building Department – Permits Issued During the Year 2007
- d) Purchasing Department – Final Reporting BidNet On-Line Auction and Mid-Thumb Auctioneering Services – December, 2007
- e) City of Troy Quarterly Financial Report – December 31, 2007

Noted and Filed

J-3 Letters of Appreciation:

- a) Letter of Thanks to Troy Police Department from John Yoho, Arvin Meritor, in Appreciation of the Service Received from Officer Stacey and PSA Stark
- b) Letter of Thanks to Chief Craft from Sgt. David Smith, Sterling Heights Police Department, Regarding the Assistance with Arrest of Robbery Suspect Received from Lt. Houghton and Officers Livingston, Haddad, Kelly and Brandimore
- c) Letter of Thanks to Chief Craft from Macomb County Sheriff Mark Hackel Regarding the Assistance Received with an Arrest
- d) Letter to Sam Lamerato from Senator John Pappageorge Commending the City of Troy Fleet Maintenance Department on being named the Second Best Fleet in North America
- e) Letter of Thanks to Director of Building & Zoning Mark Stimac from Joy Powell, General Manager of Oakland Mall, Commending the Efforts of Gary Bowers and Mitch Grusnick

Noted and Filed

J-4 Proposed Proclamations/Resolutions from Other Organizations:

- a) City of Madison Heights – Resolution Requesting Preservation of Existing Channel Locations for Public, Government and Educational Access Channels
Noted and Filed

J-5 Calendar

Noted and Filed

J-6 Troy Youth Assistance Board Meeting Draft Minutes – November 15, 2007

Noted and Filed

J-7 Communication from Director of Parks and Recreation Carol Anderson Regarding Michigan Turfgrass Environmental Stewardship Program – Sanctuary Lake Golf Course

Noted and Filed

J-8 Communication from Planning Director Mark Miller Regarding Election of Planning Commission Officers and Appointment of Board of Zoning Appeals Representatives - 2008

Noted and Filed

J-9 Communication from City Engineer Steve Vandette Regarding Request for Federal Aid Funding – FY 2012 – Next Phase Projects

Noted and Filed

J-10 Communication from the State of Michigan Public Service Commission Regarding Notice of Hearing for the Customers of Consumers Energy Company – Case No. U-15454

Noted and Filed

J-11 Actuarial Valuation – Other Postemployment Benefits (OPEB)

Noted and Filed

J-12 Communication from City Clerk Tonni Bartholomew Regarding Proposed Resolution for No Reason Absentee Voting – Moved forward under Council Comments

STUDY ITEMS:

K-1 No Study Items Submitted

PUBLIC COMMENT: Address of "K" Items

CLOSED SESSION:

L-1 Closed Session: No Closed Session Requested

The meeting **ADJOURNED** at 9:21 PM.

Louise E. Schilling, Mayor

Tonni L. Bartholomew, MMC
City Clerk



**CITY COUNCIL
AGENDA
February 4, 2008
Back-Up Documentation
Council Chambers
City Hall - 500 West Big Beaver
Troy, Michigan 48084
(248) 524-3317**

PROPOSED CITY OF TROY PROCLAMATIONS:

F-3 No Proposed City of Troy Proclamations

**There is no back-up documentation on this
Agenda item at the time of publication.**



**CITY COUNCIL
AGENDA
February 4, 2008
Back-Up Documentation
Council Chambers
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Troy, Michigan 48084
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STANDARD PURCHASING RESOLUTIONS:

F-4 No Standard Purchasing Resolutions

**There is no back-up documentation on this
Agenda item at the time of publication.**



CITY COUNCIL ACTION REPORT

January 22, 2008

TO: Phillip L. Nelson, City Manager

FROM: Brian P. Murphy, Assistant City Manager/Economic Development Services
Steven J. Vandette, City Engineer
Patricia A. Petitto, Real Estate Consultant, Greenstar & Associates, LLC

SUBJECT: Request for Approval of Purchase Agreement, John R Road Improvements, Long Lake Road to Square Lake Road – Project No. 02.203.5 – Parcel #14 – Sidwell #88-20-11-226-003 – Nashat and Wafaa Gatie

Background:

- In connection with the proposed improvements to John R Road, from Long Lake Road to Square Lake Road, the Real Estate & Development Department received a Purchase Agreement from Nashat and Wafaa Gatie. This parcel is located on the west side of John R Road, between Abbotsford and Square Lake Road in the northeast $\frac{1}{4}$ of Section 11.

Financial Considerations:

- An appraisal was prepared by Andrew Reed, State Certified Appraiser and reviewed by Kimberly Harper, Deputy Assessor and State Licensed Appraiser, and Larysa Figol, Limited Real Estate Appraiser. Staff believes that \$27,600, plus closing costs for the acquisition of the property described in the purchase agreement is a justifiable amount for this acquisition.
- Eighty percent of these costs will be reimbursed from Federal funds. Funds for the City of Troy's share are included in the 2007-08 Major Road fund, account number 401479.7989.022035.

Legal Considerations:

- The format and content of the purchase agreement is consistent with documents previously accepted by City Council.

Policy Considerations:

- The purpose of this project is to relieve congestion, improve safety and improve the flow of traffic. (Goals I and V)

Options:

- City Management recommends that City Council approve the attached Purchase Agreement from Nashat and Wafaa Gatie so that the City can proceed with the acquisition of this right-of-way.

PAP\G\MEMOS TO MAYOR & CC\Gatie Purchase Agreement

CITY OF TROY
AGREEMENT TO PURCHASE REALTY
FOR PUBLIC PURPOSES

The CITY OF TROY (the "Buyer"), agrees to purchase from Nashat & Wafaa Gatie, husband and wife (the "Sellers"), the following described premises (the "Property"):

SEE ATTACHED EXHIBIT "A"

for a public project within the City of Troy and to pay the sum of Twenty-Seven Thousand, Six Hundred and no/100 Dollars (\$27,600) under the following terms and conditions:

1. Seller shall assist Buyer in obtaining all releases necessary to remove all encumbrances from the property so as to vest a marketable title in Buyer.
2. Seller shall pay all taxes, prorated to the date of closing, including all special assessments, now due or which may become a lien on the property prior to the conveyance.
3. Seller shall deliver the Warranty Deed upon payment of the purchase money by check drawn upon the account of the City of Troy.
4. Buyer shall, at its own expense, provide title insurance information, and the Seller shall disclose any encumbrances against the property.
5. This Agreement is binding upon the parties and closing shall occur within ninety (90) days of the date that all liens have been released and encumbrances have been extinguished to the satisfaction of the Buyer, unless extended by agreement of the parties in writing. It is further understood and agreed that this period of time is for the preparation and authorization of purchase money.
6. Buyer shall notify the Seller immediately of any deficiencies encumbering marketable title, and Seller shall then proceed to remove the deficiencies. If the Seller fails to remove the deficiencies in marketable title to Buyer's approval, the Buyer shall have the option of proceeding under the terms of this Agreement to take title in a deficient condition or to render the Agreement null and void, and any deposit tendered to the Seller shall be returned immediately to the Buyer upon demand.
7. The City of Troy's sum paid for the property being acquired represents the property being free of all environmental contamination. Although the City of Troy will not withhold or place in escrow any portion of this sum, the City reserves its rights to bring Federal and/or State and/or local cost recovery actions against the present owners and any other potentially responsible parties, arising out of a release of hazardous substances at the property.
8. Seller acknowledges that this offer to purchase is subject to final approval by Troy City Council.
9. Seller grants to Buyer temporary possession and use of the property commencing on this date and continuing to the date of closing in order that the Buyer may proceed with the public project.
10. Additional conditions, if any:

SELLER HEREBY ACKNOWLEDGES THAT NO PROMISES WERE MADE EXCEPT AS CONTAINED IN THIS AGREEMENT.

IN WITNESS WHEREOF, the undersigned hereunto affixed their signatures this 22ND day of JANUARY, 2008.

In presence of:

James Holland
Kimberly Valente

CITY OF TROY (BUYER)

Patricia A. Petitto

SELLER:

Shant Getie
Wafaa Catic

Exhibit "A"

Section 11, John R Widening Project
Parcel: 88-20-11-226-003
PARCEL #14

PARENT PARCEL #14 DESCRIPTION:

T2N, R11E, SEC 11, CITY OF TROY, OAKLAND COUNTY, MICHIGAN, DESCRIBED AS PART OF THE NORTHEAST 1/4 BEGINNING AT A POINT DISTANT SOUTH 1009.16 FT FROM NORTHEAST SECTION CORNER, THENCE SOUTH 150 FT, THENCE N 89°41'38" W 1327.90 FT, THENCE N 00°14'15" W 150 FT, THENCE S 89°41'38" E 1328.53 FT TO BEGINNING, THE EAST 33 FEET OF WHICH IS CURRENTLY BEING USED FOR ROADWAY PURPOSES. CONTAINING 4.57 ACRES.

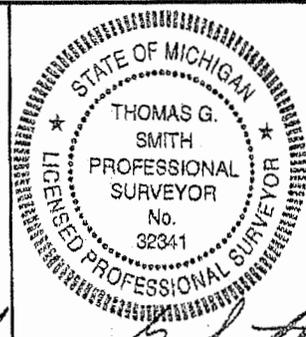
PARCEL #88-20-11-226-003

REMAINDER PARCEL DESCRIPTION:

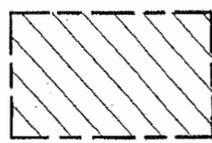
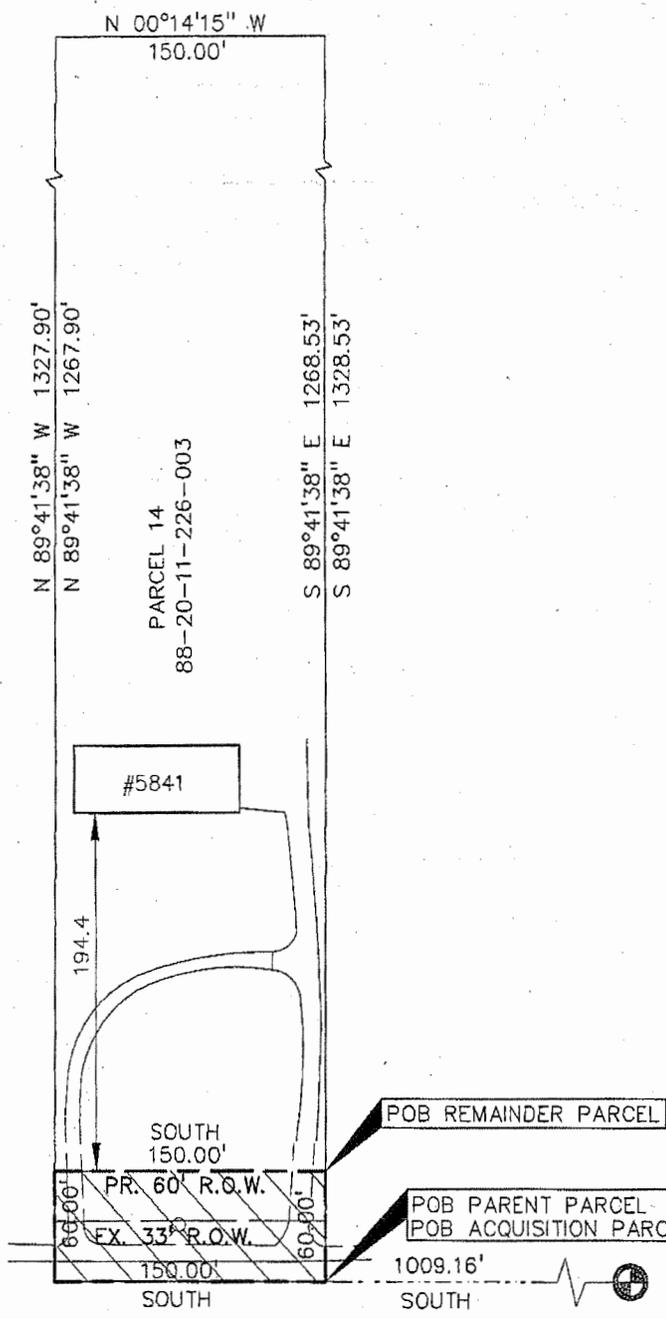
T2N, R11E, SEC 11, CITY OF TROY, OAKLAND COUNTY, MICHIGAN, DESCRIBED AS PART OF THE NORTHEAST 1/4 BEGINNING AT A POINT DISTANT SOUTH 1009.16 AND N 89°41'38" W 60.00 FT FROM NORTHEAST SECTION CORNER, THENCE SOUTH 150 FT, THENCE N 89°41'38" W 1267.90 FT, THENCE N 00°14'15" W 150 FT, THENCE S 89°41'38" E 1268.53 FT TO BEGINNING. CONTAINING 4.36 ACRES.

PROPOSED RIGHT OF WAY ACQUISITION:

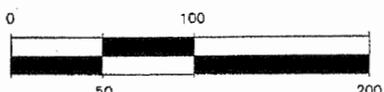
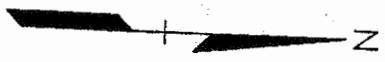
T2N, R11E, SEC 11, CITY OF TROY, OAKLAND COUNTY, MICHIGAN, DESCRIBED AS PART OF THE NORTHEAST 1/4 BEGINNING AT A POINT DISTANT SOUTH 1009.16 FT FROM NORTHEAST CORNER OF SECTION 11, THENCE SOUTH 150 FT, THENCE N 89°41'38" W 60.00 FT, THENCE NORTH 150.00 FT, THENCE S 89°41'38" E 60.00 FT TO THE POINT OF BEGINNING BEING A PART OF PARCEL 88-20-11-226-003 ALSO KNOWN AS R.O.W. PARCEL #14, THE EAST 33 FEET OF WHICH IS CURRENTLY BEING USED FOR ROADWAY PURPOSES. CONTAINING 9,000 SQUARE FEET; 0.21 ACRES (GROSS) OR 4,050 SQUARE FEET; 0.09 ACRES (NET).



Thomas G. Smith



Right-of-Way Acquisition
 Gross Area=9,000 sf; 0.21 AC
 Net Area= 4,050 sf; 0.09 AC



GRAPHIC SCALE
 1" = 100'

PARCEL 14

ORCHARD, HILTZ & McCLIMENT, INC.
 34000 Plymouth Road
 Livonia, MI, 48150 (734)522-6711



500 W. Big Beaver Rd.
 Troy, Michigan 48084
 (248) 524-3594
 www.ci.troy.mi.us

5841 John R
 Right-of-Way
 Acquisition Sketch

SCALE: 1" = 100'	DRAWN BY: JRV	CHECK BY: GWC	FILE P14-SEC11 ROW
	1-27-06	2-17-06	

CONTRACT No.	SHEET No.	JOB No.
	1 of 2	2002-234

3-06	1
DATE	REV.

Document Prepared by
 Professional Engineering
 Associates, Inc.

NE CORNER
 SECTION. 11
 T2N-R11E

JOHN R ROAD
 (120' WIDE)





CITY COUNCIL ACTION REPORT

February 4, 2008

TO: Phillip L. Nelson, City Manager

FROM: John M. Lamerato, Assistant City Manager-Finance/Administration
Nino Licari, City Assessor

SUBJECT: Announcement of Public Hearing for IACNA, 750-800 Chicago

Background:

- IACNA, International Automotive Components Group, North America, has requested the establishment of an Industrial Development District (IDD), and the issuance of an Industrial Facilities Exemption Certificate (IFEC) for their move to buildings at 750 and 800 Chicago, in Section 35.

Initial Public Hearings scheduled for January 28, 2008 were improperly noticed, and new hearings must be scheduled.

Financial Considerations:

- The financial considerations cannot be determined at this time.

Legal Considerations:

- The legal considerations cannot be determined at this time.

Policy Considerations:

- Policy considerations will occur at the Public Hearings.

Options:

- The public hearings will be on February 18, 2008 to conform to State law.

CITY OF TROY
PUBLIC HEARING

A Public Hearing will be held by and before the City Council of the City of Troy at City Hall, 500 W. Big Beaver, Troy, Michigan on Monday, February 18, 2008 at 7:30 P.M. to consider the request from IACNA., for the establishment of an Industrial Development District (IDD) at the following location:

88-20-35-276-003 800 Chicago Rd, Troy, MI. 48083
T2N, R11E, Section 35

And

88-20-35-276-004 750 Chicago Rd, Troy, MI. 48083
T2N, R11E, Section 35

You may express your comments regarding this matter by writing to this office, or by attending the Public Hearing.

Tonni Bartholomew, MMC
City Clerk

NOTICE: *People with disabilities needing accommodations for effective participation in this meeting should contact the City Clerk by e-mail at clerk@ci.troy.mi.us or by calling (248) 524-3317 at least two working days in advance of the meeting. An attempt will be made to make reasonable accommodations.*

CITY OF TROY
PUBLIC HEARING

A Public Hearing will be held by and before the City Council of the City of Troy at City Hall, 500 W. Big Beaver, Troy, Michigan on Monday, February 18, 2008 at 7:30 P.M. to consider the request from IACNA for the granting of an Industrial Facilities Exemption Certificate (IFEC) for a period not to exceed 5 years, beginning December 31, 2008, for personal property located at:

88-20-35-276-003 800 Chicago Rd, Troy, MI. 48083
T2N, R11E, Section 35

And

88-20-35-276-004 750 Chicago Rd, Troy, MI. 48083
T2N, R11E, Section 35

You may express your comments regarding this matter by writing to this office, or by attending the Public Hearing.

Tonni Bartholomew, MMC
City Clerk

NOTICE: *People with disabilities needing accommodations for effective participation in this meeting should contact the City Clerk by e-mail at clerk@ci.troy.mi.us or by calling (248) 524-3317 at least two working days in advance of the meeting. An attempt will be made to make reasonable accommodations.*

**WARREN CONSOLIDATED
SCHOOLS
31300 ANITA
WARREN MI 48093-1697**

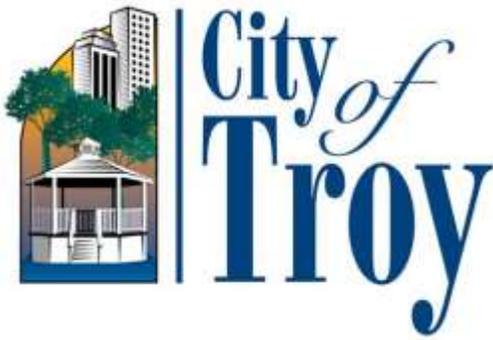
**OAKLAND COMMUNITY COLLEGE
CLARENCE E BRANTLEY
2480 OPDYKE
BLOOMFIELD HILLS MI 48304-2266**

**MACOMB INTERMEDIATE SCHOOLS
44001 GARFIELD
CLINTON TWSHP MI 48038-1100**

**OAKLAND COUNTY PTA
PATRICK DOHANY
1200 N TELEGRAPH Dept 479
PONTIAC MI 48341-0479**

**OAKLAND COUNTY EQUALIZATION
DAVID HIEBER
250 ELIZABETH LAKE RD 1000 W
PONTIAC MI 48341**

**INTERNATIONAL AUTOMOTIVE
COMPONENTS GROUP
750 CHICAGO
TROY MI 48083**



**CITY COUNCIL
AGENDA
February 4, 2008
Back-Up Documentation
Council Chambers
City Hall - 500 West Big Beaver
Troy, Michigan 48084
(248) 524-3317**

MEMORANDUMS:

G-2 No Memorandums

**There is no back-up documentation on this
Agenda item at the time of publication.**



**CITY COUNCIL
AGENDA
February 4, 2008
Back-Up Documentation
Council Chambers
City Hall - 500 West Big Beaver
Troy, Michigan 48084
(248) 524-3317**

COUNCIL REFERRALS:

H-1 No Council Referrals

**There is no back-up documentation on this
Agenda item at the time of publication.**



**CITY COUNCIL
AGENDA
February 4, 2008
Back-Up Documentation
Council Chambers
City Hall - 500 West Big Beaver
Troy, Michigan 48084
(248) 524-3317**

COUNCIL COMMENTS:

I-1 No Council Comments

**There is no back-up documentation on this
Agenda item at the time of publication.**

TRAFFIC COMMITTEE MINUTES **OCTOBER 17, 2007****FINAL**

A regular meeting of the Troy Traffic Committee was held Wednesday, October 17, 2007 in the City Council Boardroom at Troy City Hall. Pete Ziegenfelder called the meeting to order at 7:30 p.m.

1. Roll Call

PRESENT: Sara Binkowski
 Ted Halsey
 Jan Hubbell
 Gordon Schepke
 Pete Ziegenfelder

ABSENT: John Diefenbaker
 Richard Kilmer
 Ted Hwang, Student Rep.

Also present: Indra Saini, 4337 Bender Court
 Inder Saini, 4337 Bender Court
 Jayant Patel, 6668 Woodcrest
 Donna Green, 6950 Killarny Lane
 Greta & Bob Nixon, 6905 Limerick Lane
 Pat Guibord, 6323 Walker
 RamaRao Cherukuri, 6850 Adams Road

and John Abraham, Traffic Engineer
 Lt. Scott McWilliams, Police Department
 Lt. David Livingston, Police Department
 Lt. Robert Matlick, Fire Department

RESOLUTION #2007-10-61

To excuse Mr. Diefenbaker and Mr. Kilmer.

YES: All-5
NO: None
ABSENT: 2 (Diefenbaker, Kilmer)
MOTION CARRIED

2. Minutes – September 19, 2007**RESOLUTION ##2007-10-62**

Moved by Hubbell
Seconded by Schepke

To approve the September 19, 2007 minutes as printed.

YES: All-5
NO: None
ABSENT: 2 (Diefenbaker, Kilmer)

PUBLIC HEARINGS

Mr. Ziegenfelder reminded the Committee and the petitioner that sidewalks are one of the most important items buyers look for when buying a new home.

3. Request for Sidewalk Waiver – 6850 Adams Road

Rama Rao Cherukuri, on behalf of Bharatiya Temple, requests a waiver for the sidewalk at 6850 Adams Road. The request includes the South Boulevard side of the property as well as the Adams Road side. The sidewalk ordinance requires that sidewalk be installed in conjunction with the construction with the development of this parcel due to a recent lot split, combined and replatted. The Public Works Department strongly recommends denial of this waiver request. Petitioner has signed an "Agreement for Irrevocable Petition for Sidewalks."

Petitioner states that the neighborhood is already developed with no sidewalks existing on Adams Road, and a sidewalk would lead nowhere and connect to nothing.

However, the City of Troy recently installed sidewalks on South Boulevard from Beach Road up to 6850 Adams. The sidewalk under consideration at 6850 will provide continuity to this sidewalk. The Department of Public Works and the Engineering Department recommend denial of this waiver request. The petitioner requests a waiver on South Boulevard because a sidewalk would destroy an old building on the corner of Adams and South.

Greta Nixon, 6905 Limerick, said the temple is a good neighbor, but she loves the new sidewalk on the south side of South Boulevard. She wants to see it continue to Adams so she can cross to the north side and keep walking.

Donna Green is against the waiver. She has a teenage daughter who walks everywhere and she would be safer on the sidewalk.

Rama Rao said as long as the old house is on the corner and there wouldn't be a sidewalk in front of that property, there's no reason to install one along the temple property. The temple building project is now in Phase I, and the temple would be willing to install the sidewalk on South Boulevard when the project is completed.

Ms. Green replied that it would still get one closer to the intersection and would help prevent jaywalking.

Mr. Schepke asked if the sidewalk could be offset in front of the house; Mr. Halsey asked if the City currently owns enough right-of-way on South Boulevard, and the traffic engineer said it does not, but heard from the owner's representative that the property will be donated to the City as a historical building. Mr. Halsey feels sidewalks are a must on main roads, but to install one on Adams would be difficult and expensive.

Daniel Popplestone, 6612 Woodcrest, emailed the Traffic Engineer that he and his wife do not want waivers granted anywhere in the City. They would like to be able to walk anywhere in the City via a sidewalk. They also notice increasing use of sidewalks by residents for walking, running and bike riding.

Mike Moss, 2808 Donegal, left a message for the Traffic Engineer saying that he is strongly opposed to a sidewalk waiver at this location.

Christine Moss, 2808 Donegal, emailed the Traffic Engineer asking that the waiver be denied, particularly on the South Boulevard side of the property.

RESOLUTION #2007-10-63

Moved by Hubbell

Seconded by Schepke

WHEREAS, the Traffic Committee has determined, after a public hearing, that Petitioner failed to establish the standards justifying the granting of a waiver on South Boulevard,

NOW THEREFORE, BE IT RESOLVED that the Traffic Committee denies a waiver of the sidewalk requirement for the South Boulevard (north) side of the property at 6850 Adams, which is owned by Bharatiya Temple.

YES: All-5
NO: None
ABSENT: 2 (Diefenbaker, Kilmer)
MOTION CARRIED

RESOLUTION #2007-10-64

Moved by Hubbell

Seconded by Schepke

WHEREAS, City of Troy Ordinances, Chapter 34, Section 8(D) allows the Traffic Committee to grant temporary waivers of the City of Troy Design Standards for Sidewalks upon a demonstration of necessity; and

WHEREAS, Bharatiya Temple has requested a temporary waiver of the requirement to construct sidewalk on the property, and

WHEREAS, the Traffic Committee has determined the following:

- a. A variance will not impair the public health, safety or general welfare of the inhabitants of the City and will not unreasonably diminish or impair established property values within the surrounding area, and
- b. A strict application of the requirements to construct a sidewalk would result in practical difficulties to, or undue hardship upon, the owners, and
- c. The construction of a new sidewalk would lead nowhere and connect to no other walk, and thus will not serve the purpose of a pedestrian travel-way.

NOW THEREFORE, BE IT RESOLVED that the Traffic Committee grants a two-year waiver of the sidewalk requirement for the Adams side of the property at 6850 Adams Road, which is owned by Bharatiya Temple.

YES: All-5
 NO: None
 ABSENT: 2 (Diefenbaker, Kilmer)
 MOTION CARRIED

REGULAR BUSINESS

4. Install YIELD sign on north end of Sandshores at Walker

Pat Guibord, 6323 Walker Drive, requests a YIELD sign on the north end of Sandshores at Walker. This is a T-intersection. She states that drivers travel around the corners too fast. She mentioned that there are three school bus stops near this intersection. There is a YIELD sign at the south end of Sandshores.

Walker runs off Square Lake road and dead ends at Emerald Lakes. Walker intersects Sandshores at two locations. The southern intersection is controlled by a YIELD sign on Sand Shores at Walker. The north intersection is an uncontrolled T-intersection. Traffic crash studies show that there have been no reported crashes at the intersection that can be corrected by a YIELD sign in the past 3 years. Traffic volumes study shows that Walker carries around 650 vehicles in a day while Sandshores carries around 250 vehicles in a day. No major sight obstructions exist at the location.

Mrs. Guibord also requests DEER CROSSING signs on Square Lake near Troy Union School since she has seen a buck in that area. These signs are installed only after a study of traffic crashes in the City involving deer, to avoid installing signs on almost all streets. Traffic crash records show that there has been no pattern of traffic crashes involving deer on Square Lake in this section of roadway. Too many signs will erode the credibility of signs. The traffic engineer will research the concern.

Ms. Guibord presented a letter (attached) from the homeowners' association supporting the request for a YIELD sign.

RESOLUTION #2007-10-65

Moved by Halsey
 Seconded by Hubbell

Recommend installing a YIELD sign on north end of Sandshores at Walker.

YES: All-5
 NO: None
 ABSENT: 2 (Diefenbaker, Kilmer)
 MOTION CARRIED

5. **Install YIELD sign at Woodcrest and Hilltop**

Elaine Neckrock, 6633 Woodcrest, requests a YIELD sign on Woodcrest at Hilltop. She lives on the corner and has witnessed several near crashes due to the traffic southbound on Woodcrest not yielding to the Hilltop traffic. Ms. Neckrock was unable to attend the meeting but she sent a letter (attached) supporting her request.

Jayant Patel, 6668 Woodcrest, said that since the new part of their subdivision has been completed, traffic volumes and speeding have increased. Woodcrest is a long stretch of road and it's easy to gather speed. He thinks a STOP sign would be better than a YIELD.

The Traffic Engineer received an email (attached) from Daniel Popplestone stating that he does not see a need for any traffic control signs at this location.

Pete Ziegenfelder mentioned that he is in favor of traffic control devices at every intersection.

Mr. Schepke and Mr. Halsey stated that they have never seen a subdivision with so few STOP and YIELD signs. The Traffic Engineer mentioned that traffic control devices do not automatically go in unless they are warranted. All traffic control devices have to be approved by City Council and have an official Traffic Control Order for the Police Department to enforce the signs. Also, even with few traffic control devices in the subdivision, there are no noticeable safety concerns such as a high incidence of traffic crashes.

Lt. McWilliams said the police officers like to see traffic control devices at intersections; in the event of a collision, it's easier to determine fault.

Traffic crash studies show that there have been no reported crashes at the intersection in the past 5 years. Traffic volumes study shows that Woodcrest carries around 460 vehicles per day while Hilltop carries 550 vehicles in a day. No major sight obstructions exist at the location.

RESOLUTION #2007-10-66

Moved by Schepke

Seconded by Hubbell

Recommend installing a YIELD sign on Woodcrest at Hilltop.

YES: All-5

NO: None

ABSENT: 2 (Diefenbaker, Kilmer)

MOTION CARRIED

6. **Visitors' Time**

No one else wished to address the committee.

7. Other Business

At the September 19, 2007 meeting, Kris Parker's request for sidewalk waivers at 5940-5942 Niles and 5960-5962 Niles was denied. He was not able to attend that meeting to address the committee, and has requested reconsideration of his request. Since there are two duplex units involving four addresses, the committee wants to see the sidewalks installed, and chooses not to reconsider the issue.

There was discussion about changing the next meeting to November 28th instead of the 21st, which Thanksgiving eve.

RESOLUTION #2007-10-67

Moved by Halsey
Seconded by Hubbell

To change the date of the next meeting to November 28th instead of the 21st, if there are items to consider in November.

YES: All-5
NO: None
ABSENT: 2 (Diefenbaker, Kilmer)
MOTION CARRIED

RESOLUTION #2007-10-68

Moved by Halsey
Seconded by Hubbell

To cancel the December meeting.

YES: All-5
NO: None
ABSENT: 2 (Diefenbaker, Kilmer)
MOTION CARRIED

8. Adjourn

The meeting adjourned at 8:32 p.m.


Pete Ziegenfelder, Chair


Laurel Nottage, Recording Secretary

TROY HISTORIC COMMISSION MINUTES – FINAL**OCTOBER 23, 2007**

The regular meeting of the Troy Historic Commission was held Tuesday, October 23, 2007 at the Troy Museum & Historic Village. Rosemary Kornacki called the meeting to order at 7:35 P.M.

ROLL CALL **PRESENT:** Rosemary Kornacki
 Vera Milz
 Terry Navratil
 Brian Wattles
 Kevin Lindsey
 Roger Kaniarz
 Janice Chen, Student Rep
 Loraine Campbell, Museum Manager

ABSENT: Remedios Solarte

Resolution #HDC-2007-010-001
Moved by Wattles
Seconded by Navratil

RESOLVED, That the absence of Solarte be excused

Yes: 6 —Kornacki, Milz, Navratil, Lindsey, Kaniarz and Wattles
 No: 0

MOTION CARRIED

Resolution #HDC-2007-010-002
Moved by Wattles
Seconded by Navratil

RESOLVED, That the minutes of September 25, 2007 be approved

Yes: 6 —Kornacki, Milz, Navratil, Lindsey, Kaniarz and Wattles
 No: 0

MOTION CARRIED

Old Business

A. Capital Projects

Electrical Repairs

Following discussions with Steve Pallotta, Loraine gathered another set of prices to repair the damaged underground conduit between the church and parsonage. Troy Electric will complete this repair, and the change from 3-phase to 1-phase wiring in the church for \$2,600.

Wagon Shop

Robin Adair is completing repairs to the deteriorated wood. Mr. Adair found much more rotted wood than anyone anticipated. He is using additional old wood that was stored by the museum for repair projects like this.

B. Programs

See Attendance Reports.

There was good weather an excellent attendance for the Fall Farm Festival. Copy for winter Troy Today was submitted.

C. Attendance

See attached reports.

D. Grants

The Kresge foundation notified the museum that they were in receipt of the Detroit Program application. Grant recipients will be notified in November.

E. Collections

See attached report.

New Business

A. Expansion Update

The Historic District Study Committee did not meet in October because of a lack of quorum. They are scheduled to review the Preliminary Report to amend the boundaries of the Museum Historic District at their next meeting scheduled November 6.

Loraine will complete and submit the rezoning application before the end of the year.

Eleven proposals were received on October 6 in response to the RFQ/RFP for architectural services. Three proposals were eliminated by the Risk Management Department because the insurance, as submitted, did not meet required specifications. Loraine then read the remaining eight proposals and called three references for each firm. Each reference was asked fifteen questions developed by the Purchasing Department, the Heritage Campaign co-chairs and Loraine. One firm was eliminated following the reference check. Julie Hamilton then briefed the rest of the committee (listed below) and distributed copies of the proposals of six remaining firms. Each committee member will read and score each proposal. The committee will interview a minimum of three applicants in early November.

- Loraine Campbell, Museum Manager
- Mark Stimac, Dir. Building and Zoning Department
- Ward Randol, Co-Chair THC
- John Lavender, Co-Chair THC

- Terry Navratil, Historical Commission

B. Troy Historical Society Liaison Report

The Heritage campaign continues to receive small donations including those raised by a brownie troop at Barnard Elementary and gifts in honor of Viola and Lawrence Smith's 50th anniversary.

C. Reports and Communications

a. Staff

None

b. Visitor

None

c. Commission Members

None

The Troy Historic Commission Meeting was adjourned at 9:30p.m. The next regular meeting will be held Tuesday, January 22, 2008 at the Troy Museum & Historic Village.

Rosemary Kornacki
Chairperson

Loraine Campbell
Recording Secretary

A regular meeting of the Troy Traffic Committee was held Wednesday, November 28, 2007 in the City Council Boardroom at Troy City Hall. Pete Ziegenfelder called the meeting to order at 7:30 p.m.

1. **Roll Call**

PRESENT: Sara Binkowski
John Diefenbaker
Ted Halsey
Jan Hubbell
Pete Ziegenfelder

ABSENT: Richard Kilmer
Gordon Schepke

Also present: Bill Smith, 825 Kirts
Julie Daniels, 2043 Lancer
Robert MacFarlane, 6895 High Oaks
Suzanne Briolat, 4715 Tipton
Tom Briolat, 4715 Tipton
Mark Dziatczak, Principal, Troy High School
and John Abraham, Traffic Engineer
Lt. Scott McWilliams, Police Department
Lt. David Livingston, Police Department
Lt. Robert Matlick, Fire Department
Lt. Eric Caloia, Fire Department

RESOLUTION #2007-11-69

Moved by Halsey

Seconded by Diefenbaker

To excuse Mr. Kilmer and Mr. Schepke.

YES: All-5

NO: None

ABSENT: 2 (Kilmer, Schepke)

MOTION CARRIED

2. **Minutes – October 17, 2007**

RESOLUTION ##2007-11-70

Moved by Binkowski

Seconded by Hubbell

To approve the October 17, 2007 minutes as printed.

YES: All-5

NO: None

ABSENT: 2 (Kilmer, Schepke)

MOTION CARRIED

REGULAR BUSINESS

3. Install Traffic Control Devices around Schroeder Elementary School

Julie Daniels requests traffic control devices to make the intersection of Jack and Lancer safer for students. She reports that parents are parking too close to the corner and the student crossing guards cannot see over these vehicles to properly give the 'ok' to cross students. Cars seem to accelerate up hill on Lancer Dr. toward the school and ultimately go too fast around this intersection. She reports that this has become very dangerous especially during gray, rainy days when both the drivers and crossing guards have difficulty seeing. She hopes to make the intersection of Jack and Lancer Dr. a bit safer for students crossing these streets with the following recommendations:

- 1) Add two 'No Parking, No Stopping, No Standing' signs on the east side of Jack street between 2187 Lancer and the corner of Jack and Lancer Dr.
- 2) Add two 'No Parking, No Stopping, No Standing' signs on the south side of Lancer Dr. between 2175 Lancer Dr. and the corner of Jack and Lancer Dr.

The intersection of Jack and Lancer was converted into an all-way STOP-controlled intersection earlier this year. Since the concerns are on school days during arrival and dismissal times, time limits could be considered on the requested signs.



- 3) If possible, she would like to see some paint on the pavement highlighting the above two recommendations (yellow curb etc.). It should be noted that the City does not paint curbs to indicate parking restrictions.
- 4) Paint 'STOP' on the pavement next to the stop signs at the corners of Jack and Lancer Dr. These STOP signs are fairly new and for whatever reason, many cars are not stopping or even yielding. This occurs both during school months and summer months when people are driving to the Beachwood swim club. This may be a good place for increased police enforcement. Laying down paint may help, but poses a maintenance concern, and also may not be visible in winter months due to snow.

Ms. Daniels was at the meeting and presented the item.

Mr. Halsey noted that parking is already prohibited on the north side of Lancer.

Bill Smith, Principal of Schroeder School, was at the meeting and confirmed the traffic concerns. He agreed that the parking restrictions could help alleviate some concerns. He said that the school population has grown by 80-90 kids in the last three years. There have been no accidents yet, but he feels the situation is dangerous for the children where parked cars obstruct vision

Dr. Abraham pointed out that residents at 2187 and 2175 Lancer would have no place to park on the street if signs were to be installed there. Since one side of Lancer is already marked "No Parking" (fire hydrant side), and the concern is during school arrival and dismissal times, it may be appropriate to consider parking restrictions during these times on school days only. The Traffic Engineer will work with the school principal to decide the timings for the restriction.

RESOLUTION #2007-11-71

Moved by Hubbell

Seconded by Diefenbaker

Recommend installing two signs indicating "NO PARKING/NO STOPPING/ NO STANDING 8:00 a.m. to 3:30 p.m. School Days Only" on the east side of Jack Street between the driveway of 2187 Lancer and the corner of Jack and Lancer Drive, and on Lancer between 2175 Lancer and Jack.

YES: All-5

NO: None

ABSENT: 2 (Kilmer, Schepke)

MOTION CARRIED

Lt. McWilliams asked Mr. Smith to notify the parents ahead of time to warn them that the Police Department will be stepping up enforcement to ensure compliance.

4. Install STOP signs on High Oaks at Scone

Mr. Bob McFarlane lives at the house in the southwest corner of this intersection and reports that he has had cars end up in his yard on two occasions. Both incidents occurred during dry weather, one during the day and one at night. He feels that motorists may not know who has the right-of-way at the intersection and this may be the cause of vehicles involved in near crashes. He requests STOP signs on High Oaks at Scone so that traffic has to stop at Scone, eliminating any confusion.

High Oaks is the entrance to the subdivision and runs south off of South Blvd. and ends in a cul-de-sac south of Scone. Scone runs east-west. Traffic volume studies show that westbound Scone carries around 430 vehicles in a day and eastbound Scone carries around 380 vehicles in a day. Northbound High Oaks at Scone was around 86 vehicles in a day (High Oaks ends in a cul-de-sac south of Scone) and southbound High Oaks was around 490 vehicles in a day (counted north of Scone). Two-way traffic volume was 810 per day on Scone and 576 per day on High Oaks.

Traffic crash studies show that there have been no reported crashes at this intersection since 2000. Field observations also indicate that there are no significant sight obstructions at the intersection. Warrants as per the Michigan Manual of Uniform Traffic Control Devices for a 4-way STOP controlled-intersection were not met for the intersection. Mr. McFarlane's request is for STOP signs on High Oaks at Scone to assign right of way at the intersection.



The traffic engineer received two emails (attached) indicating that they preferred STOP signs on Scone. If there is no traffic control on Scone, they feel speeds will increase.

The traffic engineer said that the higher-volume street usually has the right of way, which in this case, is High Oaks. Lt. Livingston offered to have the radar trailer in the area to deter speeding.

Mr. McFarlane mentioned that there is a bump in the road which causes northbound and southbound vehicles to bottom out at times. There is a “bump” sign.

RESOLUTION #2007-11-72

Moved by Hubbell

Seconded by Halsey

Recommend rescinding Traffic Control Order #86-15-SS to allow removal of YIELD signs on Scone at High Oaks, and issuing a new Traffic Control Order for installation of YIELD signs on High Oaks at Scone.

YES: All-5

NO: None

ABSENT: 2 (Kilmer, Schepke)

MOTION CARRIED

5. Review of Traffic Conditions near Troy High School

The Troy Police Department and the Troy School District requested the traffic engineer to review traffic at Troy High School for traffic concerns during arrival and dismissal times. Following is a summary of our observations:

Background: City staff and the Traffic Committee have discussed traffic conditions at Troy High on several occasions in the past. One of the suggestions from these discussions was the installation of a “parents only” drop off drive on Northfield Parkway, south of the main drive. The drop-off area was constructed and opened at the beginning of this school year. The drop-off ramp is one-way and provides for two lanes in the drop-off area and allows for right-only operations exiting the drop-off area onto southbound Northfield Parkway.

Observations of arrival and dismissal time traffic at the school indicate that there is high congestion in the area during these times. In the morning, motorists exiting the drop-off area proceed south and have to stop at the 4-way STOP sign at Durand/Wintergreen on Northfield Parkway. Delays at the intersection cause a backup from Durand to the drop-off area. This leads to backups from the drop-off area onto Northfield Parkway. The concerns seem to be concentrated for about 7-10 minutes just before the morning bell when parents are dropping off kids at the drop off area. Some of the concerns associated with this include:

- Parents dropping off kids on through lanes of Northfield Parkway, kids then walking between cars across Northfield Parkway to get to the school.
- Multiple lanes stopped and letting off kids at the drop-off area. However, the school employee on site helps maintain order in the drop off area by directing traffic.
- When northbound traffic headed to the drop off area waited to make left turns, there were many motorists (through traffic) who drove around these vehicles, going over the curb etc., presenting a hazard. Northfield Parkway is marked as two lanes (one northbound and one southbound) and such passing maneuvers are illegal.

The stopped cars may also be encouraging parents who are stopped behind the left turn vehicles to let their kids off on Northfield parkway.

In the afternoon the congestion was not as critical; parents were able to pick up their kids and leave. The STOP-controlled intersection causes the traffic to flow at speeds between 5-10 mph with average delays of around four minutes.

Some suggestions to improve safety in the area are:

- 1) Post NO PARKING/ STANDING/ STOPPING signs on Northfield parkway between Durand and Long Lake so that parents drop their kids off in the drop-off area rather than on Northfield Parkway.
- 2) Northfield Parkway is around 36 feet wide and so could be marked as 3 lanes; with one through lane in each direction and one two-way center left turn lane. This could be achieved with pavement markings and signs that indicate the beginning of the center left turn lane near the south driveway (exit) of the drop-off lane and end it north of the last driveway on the east side of Northfield parkway south of Long Lake, as shown in the drawing.

This would create an exclusive left turn lane for vehicles turning onto the drop off area and leave the through lane open for through traffic, and may also discourage parents from stopping by the curb to let their kids off on Northfield Parkway.

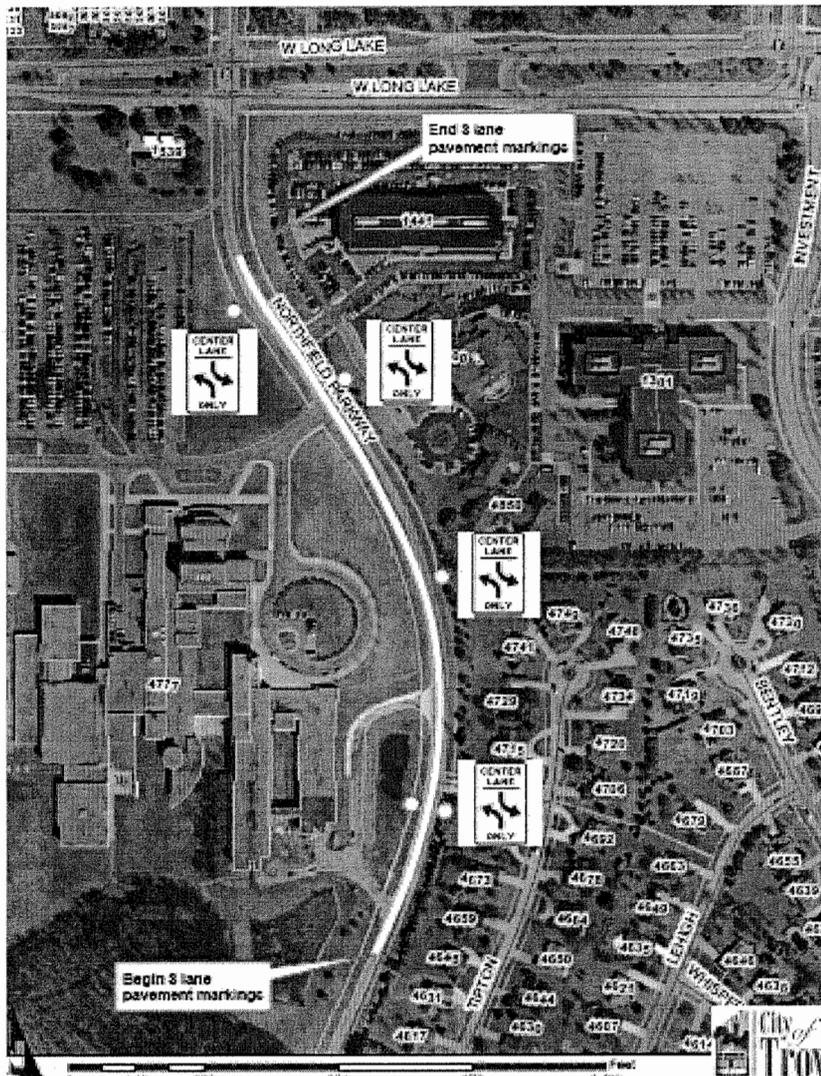
Mark Dziatczak said the traffic engineer and the police have been very responsive and helpful with the traffic issues at Troy High School. The most dangerous thing he sees is parents stopping in the traffic lane on northbound Northfield and letting out their passengers, who then have to cross traffic to get to school. For much of the year it is dark at school opening time, and it's very hazardous to try to cross through the busy traffic. He has tried to get parents to cooperate and end this practice, with little result. The main problem is that everyone arrives within the 5-10 minutes just before school starts.

Tom Briolet sees a potential for conflict between northbound and southbound traffic with a center turn lane. He suggested prohibiting left turns altogether, and making all drivers approach from Long Lake and discharging students on the west side of the road, closest to the school. He also thinks that the extra lane will bring traffic up to or on his front yard as drivers try to squeeze by.

Mr. Dziatczak said before the parking lot configuration changes a few years ago, drivers stopping in the southbound lane to drop off students would back traffic up onto Long Lake Road.

Lt. McWilliams said the improvements provide a good system, but it only takes one or two cars stopping on the roadway to mess up the traffic flow.

The committee wants to try posting the signs first, with the possibility of bringing the issue up again in the future, if necessary, for establishment of the new left turn lane.



RESOLUTION #2007-11-73

Moved by Binkowski
 Seconded by Hubbell

Recommend installing NO STOPPING/STANDING/PARKING signs along Northfield Parkway between Durand and Long Lake.

- YES: 4
 - NO: 1 (Diefenbaker)
 - ABSENT: 2 (Kilmer, Schepke)
- MOTION CARRIED

Mr. Diefenbaker voted “no” because he feels the pavement markings and new left-turn lane are also necessary immediately.

RESOLUTION #2007-11-74

Moved by Diefenbaker

Seconded by Binkowski

Recommend also installing pavement markings on Northfield Parkway as shown in the diagram, to facilitate two through lanes and one center two-way left turn lane in the vicinity of Troy High School.

YES: All-5

NO: None

ABSENT: 2 (Kilmer, Schepke)

MOTION CARRIED

6. Establish Fire Lanes at 1101 Rochester Road

Section 8.28, Chapter 106, Troy City Code, provides for the establishment of fire lanes on private property. The Fire Department recommends that the fire lanes shown on the attached sketch be provided to allow proper deployment of and travel by emergency vehicles (fire, police, medical).

Lt. Matlick pointed out that the business in question is actually located on Gable, with the address of 1101 Rochester Road.

RESOLUTION #2007-11-75

Moved by Diefenbaker

Seconded by Hubbell

Recommend that the fire lanes/tow away zones shown in the attached sketch be established at 1101 Rochester Road.

YES: All-5

NO: None

ABSENT: 2 (Kilmer, Schepke)

MOTION CARRIED

7. Visitors' Time

No one else wished to address the committee.

8. Other Business

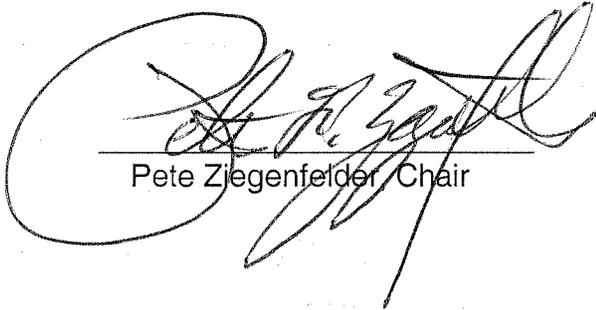
Tonight's meeting will be the last for Lt. McWilliams, as he is retiring after the first of the year. The committee thanked him for his valuable assistance in the past. Lt. David Livingston will be the new police liaison to the Traffic Committee.

Lt. McWilliams told the committee about the Police Department's "quick clearance" policy" to get vehicles out off the road after crashes and breakdowns, to help prevent traffic backups and congestion.

In October the committee voted to cancel the December meeting. The next meeting is scheduled for January 16, 2008.

9. Adjourn

The meeting adjourned at 8:45 p.m.



Pete Ziegenfelder, Chair



Laurel Nottage, Recording Secretary

A regular meeting of the Liquor Advisory Committee was held on Monday, December 10, 2007 in the Lower Level Conference Room of Troy City Hall, 500 West Big Beaver Road. Chairman Max K. Ehlert called the meeting to order at 7:00 p.m.

ROLL CALL:

PRESENT: Max K. Ehlert, Chairman
Henry W. Allemon
W. Stan Godlewski
Patrick C. Hall
David S. Ogg
Timothy P. Payne
Bohdan L. Ukrainec
Christopher Forsyth, Assistant City Attorney
Sergeant Robert Cantlon
Pat Gladysz

ABSENT: Clark Yuan, Student Representative

Resolution to Approve Minutes of November 12, 2007 Meeting

Resolution #LC2007-12-028

Moved by Allemon

Seconded by Payne

RESOLVED, that the Minutes of the November 12, 2007 meeting of the Liquor Advisory Committee be approved.

Yes: 7
No: 0
Absent: None

Agenda Items

1. Gordie Kosch, Sanctuary Lake food service provider, has formally requested the City permit the sale of alcohol on the Sanctuary Lake Golf Course. This request was placed on the City Council agenda on November 12, 2007. At the meeting, the City Council postponed action until December 17, 2007 so the Liquor Advisory Board can review the request for input and advice.

Present to answer questions from the Committee was Carol Anderson, Director of Parks & Recreation.

Mrs. Anderson informed the Committee that the current City Ordinance prohibits the sale of alcoholic beverages on our municipal golf courses, but consumption is allowed. A survey of the metropolitan Detroit municipal courses indicated that most establishments allow a beverage cart.

The contractor, Gordie Kosch, would like to provide a beverage cart at Sanctuary Lake Golf Course. His liquor license does not prohibit this activity.

Sergeant Cantlon advised the Committee that the Police Department's enforcement of the beverage cart would be the same as any other licensee. The Department would enforce the licensee's responsibilities and likely set up a decoy situation.

Resolution #LC2007-12-029

Moved by Hall

Seconded by Ukrainec

RESOLVED, that the Liquor Advisory Committee is recommending to City Council that Chapter 30 of the Troy City Code be amended to allow a beverage cart on municipal golf courses for the sale of beverages under 21% alcohol by volume.

Yes: 6
No: 1 - Allemon
Absent: None

The meeting adjourned at 7:42 p.m.

Max K. Ehlert, Chairman

Patricia A. Gladysz, Secretary II

The Regular Meeting of the Troy City Planning Commission was called to order by Chair Schultz at 7:31 p.m. on January 8, 2008, in the Council Chambers of the Troy City Hall.

1. ROLL CALL

Present:

Michael W. Hutson
Robert Schultz
Thomas Strat
John J. Tagle
Mark J. Vleck (arrived 7:38 p.m.)
Wayne Wright

Absent:

Lawrence Littman
Kathleen Troshynski

Also Present:

Mark F. Miller, Planning Director
R. Brent Savidant, Principal Planner
Christopher Forsyth, Assistant City Attorney
Kathy Czarnecki, Recording Secretary

Chair Schultz announced that Mr. Vleck is expected to arrive shortly, and the Resolution to excuse absent members would be acted upon later in the meeting.

2. APPROVAL OF AGENDA

Resolution # PC-2008-01-001

Moved by: Wright
Seconded by: Tagle

RESOLVED, To approve the Agenda as printed.

Yes: Hutson, Schultz, Strat, Tagle, Wright
Absent: Littman, Troshynski, Vleck (arrived 7:38 p.m.)

MOTION CARRIED

3. MINUTES

Resolution # PC-2008-01-002

Moved by: Wright
Seconded by: Strat

RESOLVED, To approve the minutes of the December 11, 2007 Regular meeting as printed.

Yes: Hutson, Schultz, Strat, Tagle, Wright
Absent: Littman, Troshynski, Vleck (arrived 7:38 p.m.)

MOTION CARRIED

4. PUBLIC COMMENTS – Items not on the Agenda

There was no one present who wished to speak.

SPECIAL USE REQUESTS

5. PUBLIC HEARING SPECIAL USE REQUEST (SU 355) – Proposed A & M Auto and Truck Repair (and Outdoor Storage of Vehicles), West side of Austin, North of Maple (2075 Austin), Section 26 – Zoned M-1 (Light Industrial) District

Mr. Hutson asked to be recused. He disclosed a business relationship with the petitioner.

Mr. Forsyth recommended to table the item until Mr. Vleck is present so there would be a sufficient number of members present for discussion and a vote.

Resolution # PC-2008-01-003

Moved by: Wright
Seconded by: Strat

RESOLVED, To table Agenda item #5 until Mark Vleck arrives.

Yes: Hutson, Schultz, Strat, Tagle, Wright
Absent: Littman, Troshynski, Vleck (arrived 7:38 p.m.)

MOTION CARRIED

[See page 4.]

6. PUBLIC HEARING – SPECIAL USE REQUEST (SU 126-B) – Proposed Home Field Sports (Indoor Commercial Recreation and Retail), North side of Maple, West of John R (1785 E. Maple), Section 26 – Zoned M-1 (Light Industrial) District

Mr. Strat said he has no financial interest in the item, but declared he knows the project architect on a social and personal basis.

Mr. Forsyth stated that would not constitute a true conflict of interest.

[Mr. Vleck arrived at 7:38 p.m.]

Mr. Savidant presented a summary of the Planning Department report on the proposed special use. Mr. Savidant specifically addressed the two letters provided by the petitioner as relates to parking spaces and dumpster screening. It is the recommendation of City Management to approve the application with the condition that a parking and cross access agreement shall be prepared prior to Final Site

Plan approval. Mr. Savidant said the Planning Commission has the authority to waive the dumpster screening requirement.

There was general discussion of the recommended condition to provide a cross access agreement.

Corey Silverstein, attorney, of 30150 Telegraph Road, Bingham Farms, was present to represent the petitioner.

The petitioner, Vince Bazarewski of Home Field Sports, LLC, 2887 Chippewa, Troy, was present.

Mr. Strat asked the petitioner to address the size and species of the trees that are proposed for the greenbelt, and if he would be willing to place an additional two trees on the greenbelt. Mr. Strat said he is delighted to see the structure utilized.

Mr. Silverstein said they want the site to be visually appealing to the residents. He indicated willingness to discuss with the landscape architect the possibility of adding additional trees and the additional cost factor to the petitioner.

Mr. Miller stated the Zoning Ordinance requires trees in a landscaped greenbelt to be at least 10 feet in height or a minimum of 2-inch caliber at the time of planting.

PUBLIC HEARING OPENED

Lee Ricelli of 6416 Southpointe Drive, Troy, was present. Mr. Ricelli spoke favorably of the proposed special use. His daughter plays softball with the petitioner's daughter, and they utilize indoor facilities in nearby communities to train teams. Mr. Ricelli respectfully asked that no further impositions are placed on the petitioner and that the project go forward in a timely manner.

Robert Allen of 4099 Morehead Drive, Troy, was present. Mr. Allen spoke favorably of the proposed special use. He addressed the excellent opportunity for the City to welcome a much-needed facility.

John Zemmer of 1680 Three Lakes, Troy, was present. Mr. Zemmer spoke favorably of the proposed special use. He said the facility would allow a place to practice and train softball teams year round.

PUBLIC HEARING CLOSED

Resolution # PC-2008-01-004

Moved by: Vleck
 Seconded by: Wright

RESOLVED, That the Planning Commission hereby approves a reduction in the total number of required parking spaces to fifty (50) when a total of one hundred thirty three (133) spaces are required on the site based on the off-street parking space requirements for indoor commercial recreation uses, as per Article XL. This reduction meets the standards of Article 40.20.12.

BE IT FINALLY RESOLVED, That Special Use Approval and Preliminary Site Plan Approval, pursuant to Section 28.30.09 of the Zoning Ordinance, as requested for the proposed indoor commercial recreation facility, located on the north side of Maple, west of John R, in Section 26, within the M-1 zoning district, is hereby granted, subject to the following conditions:

1. A shared parking and cross access agreement shall be prepared prior to Final Site Plan Approval.
2. The Planning Commission has determined that the dumpster is obscured from view from any abutting public street and therefore waives the dumpster screening requirement, as per Section 39.70.09.

Yes: All present (6)
 Absent: Littman, Troshynski

MOTION CARRIED

Mr. Miller clarified the reasoning for requiring a cross access agreement and not a cross access easement.

5. **PUBLIC HEARING SPECIAL USE REQUEST (SU 355)** – Proposed A & M Auto and Truck Repair (and Outdoor Storage of Vehicles), West side of Austin, North of Maple (2075 Austin), Section 26 – Zoned M-1 (Light Industrial) District

Mr. Hutson asked to be recused. He disclosed a business relationship with the petitioner.

[Mr. Hutson exited the meeting.]

Mr. Savidant presented a summary of the Planning Department report on the proposed special use, and reported it is the recommendation of City Management to approve the application with the conditions that 8 greenbelt trees are provided along I-75 and the dumpsters are screened per the requirements of the Zoning Ordinance.

The petitioner, Mario Valente of 999 Rochester Road, Troy, was present. Mr. Valente said they would like to use the facility for the repair and storage of

commercial and recreational vehicles as well as some auto repair. He indicated the facility would have standard operating hours from Monday through Saturday. Mr. Valente addressed the screening from I-75 as relates to the grade difference and the layout of service bays.

PUBLIC HEARING OPENED

No one was present to speak.

PUBLIC HEARING CLOSED

There was brief discussion on:

- Parallel parking spaces on the east side of Austin.
- Required screening of the dumpster visible from I-75.

Resolution # PC-2008-01-005

Moved by: Vleck

Seconded by: Strat

RESOLVED, That Special Use Approval and Preliminary Site Plan Approval, pursuant to Sections 28.30.07 and 28.30.04 of the Zoning Ordinance, as requested for the proposed Truck Repair and Outdoor Storage Facility, located on the west side of Austin, north of Maple, in Section 26, within the M-1 zoning district, is hereby granted, subject to the following conditions:

1. Provide eight (8) greenbelt trees along I-75, as required by Section 39.70.02.
2. Dumpster screening shall not be required, as per Section 39.70.09.

Yes: Schultz, Strat, Tagle, Vleck, Wright

Absent: Littman, Troshynski

MOTION CARRIED

[Mr. Hutson returned to meeting.]

SITE CONDOMINIUM SITE PLAN

7. **SITE CONDOMINIUM SITE PLAN REVIEW** – Bryceland Site Condominium, 9 units/lots proposed, East side of Evanswood, North of Square Lake, Section 1, Zoned R-1D (One Family Residential) District

Mr. Miller presented a summary of the Planning Department report on the proposed site condominium revised submittal, and summarized the differences between the two proposed alternative plans. Mr. Miller reported it is the recommendation of City Management to approve the preliminary site plan application version with a 60-foot wide right of way terminating at the southern property line to allow future

connectivity. He noted it is the preference of the petitioner to go forward with the cul-de-sac version.

Mr. Strat disclosed a business relationship with the civil engineer for this project, but indicated there is no financial interest in the project.

Mr. Forsyth stated that would not constitute a true conflict of interest.

Mr. Savidant announced that written communication and photographs received from Cathy Carolan of 6322 Evanswood, Troy, were distributed to Planning Commission members prior to the beginning of tonight's meeting.

Mr. Miller indicated that all property owners adjacent to the subject site were notified of the Public Hearing. Mr. Miller also noted that City Council has final authority to permit the private road.

Carol Thurber of Fazal Khan & Associates, 43279 Schoenherr Road, Sterling Heights, was present to represent the petitioner. Ms. Thurber said there was a meeting with residents and specifically the homeowner to the north to discuss the potential of moving the road to the south end of the property. Mr. Carolan, the homeowner to the north, agreed to run the road on the north side of the property because it offers him the opportunity to divide his parcel in the future. Ms. Thurber indicated that is why no alternate plan showing the road to the south was submitted, as requested. She noted the plan indicates their intent to apply for a sidewalk waiver. Ms. Thurber asked for a favorable recommendation on the layout with the cul-de-sac.

There was discussion on:

- Private road rights.
- Communication from Cathy Carolan, homeowner to the north.
- Dialogue/communication between developer and residents.
- Stormwater control / impact.
- Submittal plans showing alternate road layouts.

Ms. Thurber addressed in detail the proposed retention pond. She indicated that the site plans were provided to the developer with the understanding they would be given to the Carolan's.

Chair Schultz opened the floor for public comment.

Mike Carolan of 6322 Evanswood, Troy, was present. Mr. Carolan, the homeowner to the north of the proposed site condominium project, indicated he did not receive the plans from the developer, but visited City Hall to view the recent submittal. He brought attention to the photographs of existing standing water. Mr. Carolan addressed the potential to provide sewer leads, the utilization of the retention pond in the future, a change in the proposed landscaping, his desire to not have a sidewalk and the type of fencing.

Discussion followed on:

- Potential for sewer leads and receptiveness of developer to provide them.
- Retention pond and its accommodation of future water.
- Landscape revisions to replace arborvitae with junipers.
- Creativity and/or enhancement of the retention pond.

Chair Schultz closed the floor for public comment.

Resolution # PC-2008-01- [motion withdrawn]

Moved by: Vleck
Seconded by: Wright

RESOLVED, That the Planning Commission recommends to City Council, that the Preliminary Site Condominium Plan (Section 34.30.00 Unplatted One-Family Residential Development), as requested for Brycewood Site Condominium, including 9 units, including a 28-foot wide road located within a 60-foot wide public right-of-way, terminating into a stub at the southern property line, located on the east side of Evanswood, north of Square Lake Road, Section 1, within the R-1D zoning district, be granted.

FURTHERMORE, the following **design recommendations** are provided to City Management:

1. Sewer leads and retention access shall be given to potential developable lots to the north.
2. A sidewalk waiver be granted abutting the property to the north.
3. Negotiate with the property owner to the north for alternative screening with the possibility of including a screen fence.

Discussion on the motion on the floor.

Mr. Hutson said he is not in favor of the motion because (1) a cul-de-sac provides for a water feature and (2) a stub street would prohibit creativity for future development of the acreage to the south.

Mr. Vleck requested to revise the motion on the floor to recommend the cul-de-sac version.

Mr. Wright withdrew his second.

Mr. Vleck withdrew the resolution on the floor.

Resolution # PC-2008-01-006

Moved by: Vleck
 Seconded by: Hutson

RESOLVED, That the Planning Commission recommends to City Council, that the Preliminary Site Condominium Plan (Section 34.30.00 Unplatted One-Family Residential Development), as requested for Brycewood Site Condominium, including 9 units, including a 28-foot wide road within a 40-foot wide private street easement, terminating in a cul-de-sac, located on the east side of Evanswood, north of Square Lake Road, Section 1, within the R-1D zoning district, be granted.

FURTHERMORE, the following **design recommendations** are provided to City Management:

1. Sewer leads and retention access shall be given to potential developable lots to the north.
2. A sidewalk waiver be granted abutting the property to the north.
3. The petitioner shall negotiate with the property owner to the north for alternative screening with the possibility of including a screen fence.

Yes: Hutson, Schultz, Strat, Tagle, Vleck
 No: Wright
 Absent: Littman, Troshynski

MOTION CARRIED**OTHER BUSINESS**8. **AMENDMENT OF PLANNING COMMISSION BY-LAWS**

There was discussion on amending the Planning Commission By-laws to include election guidelines. Mr. Miller reviewed a format prepared by the City Clerk's office that is similar to election guidelines followed by the City Council. Of particular discussion was clarification on a "majority" vote.

Upon review of Zoning Ordinance Section 02.10.03, Voting Requirements of the Planning Commission, Mr. Forsyth advised members that election of officers would require a majority vote of the whole body [five votes].

It was further determined that any reference to Election of Officers shall include Board of Zoning Appeals (BZA) Representatives.

Resolution # PC-2008-01-007

Moved by: Wright

Seconded by: Strat

RESOLVED, That the Planning Commission hereby amends the Planning Commission By-laws by inserting Section 4, as amended, pertaining to the Election of Officers and BZA Representatives, to Article III – Election of Officers and BZA Representatives, as printed in the Planning Department memo dated January 4, 2008.

Yes: All present (6)

Absent: Littman, Troshynski

MOTION CARRIED9. **ELECTION OF OFFICERS**

Chair Schultz asked for nominations from the floor for positions of Chair, Vice Chair, BZA Representative and BZA Alternate.

Mr. Strat nominated Mr. Schultz for Chair.

Hearing no further nominations, Chair Schultz declared the nominations for the position of Chair closed.

Mr. Wright nominated Mr. Vleck for Vice Chair.

Hearing no further nominations, Chair Schultz declared the nominations for the position of Vice Chair closed.

Mr. Hutson nominated Mr. Wright for BZA Representative.

Hearing no further nominations, Chair Schultz declared the nominations for the position of BZA Representative closed.

Mr. Tagle nominated Mr. Hutson for BZA Alternate.

Mr. Hutson declined the position.

Mr. Wright nominated Mr. Strat for BZA Alternate.

Hearing no further nominations, Chair Schultz declared the nominations for the position of BZA Alternate closed.

Resolution # PC-2008-01-008

Moved by: Tagle
Seconded by: Hutson

RESOLVED, That Mr. Schultz and Mr. Vleck be nominated to serve as Chair and Vice Chair of the Planning Commission, respectively, for 2008, and

RESOLVED, that nominations be closed and that these officers be elected, as indicated, and

RESOLVED, That Mr. Wright and Mr. Strat be recommended to the City Council as the Planning Commission's Board of Zoning Appeals representative and alternate, respectively, for 2008, and

BE IT FINALLY RESOLVED, that nominations be closed and that these officers be recommended to serve, as indicated.

Yes: All present (6)
Absent: Littman, Troshynski

MOTION CARRIED10. **PUBLIC COMMENTS** – Items on Current Agenda

There was no one present who wished to speak.

11. **PLANNING COMMISSION COMMENTS**

The Chair and members expressed a sincere welcome to Mr. Forsyth.

Congratulations were extended to the newly elected officers.

Mr. Vleck thanked members for their confidence and trust in him to serve as Vice Chair.

Mr. Strat commended the Planning Department on the photographs and comprehensive reports provided for tonight's agenda items.

Mr. Wright thanked members for their renewed confidence in him to serve on the Board of Zoning Appeals.

Mr. Hutson commended the Planning Department for the photographs and detailed reports provided for tonight's agenda items.

Mr. Miller addressed (1) the use of photographs in lieu of elevations for the reuse of industrial buildings; (2) the January 22nd study meeting to discuss the draft Master Plan; (3) the target date of February 25 for the Master Plan public workshop; and (4) the January 16th Downtown Development Association (DDA) workshop at the Columbia Center to discuss strategy for Big Beaver Road Corridor funds.

There was general discussion on the public workshop for the Master Plan.

Mr. Strat questioned the status of screening parking from the road.

Mr. Miller said a Zoning Ordinance text amendment would be necessary.

Mr. Forsyth thanked everyone for the nice reception. He said he is looking forward to working with everyone, and that his predecessor, Sue Lancaster, left big shoes to fill.

Resolution # PC-2008-01-009

Moved by: Wright

Seconded by: Vleck

RESOLVED, That Members Littman and Troshynski are excused from attendance at this meeting for personal reasons.

Yes: All (6)

Absent: Littman, Troshynski

MOTION CARRIED

Chair Schultz said he hopes he was elected as Chair again because of the good job he has done and not because no one wanted the position. He addressed the wider aspect of uses going into existing buildings along the Maple Road corridor.

The Regular Meeting of the Planning Commission adjourned at 8:57 p.m.

Respectfully submitted,



Robert M. Schultz, Chair



Kathy L. Czarnecki, Recording Secretary

The Chairman, Mark Maxwell, called the meeting of the Board of Zoning Appeals to order at 7:30 P.M. on Tuesday, January 15, 2008 in Council Chambers of the Troy City Hall.

PRESENT: Michael W. Bartnik
Kenneth Courtney
Marcia Gies
Matthew Kovacs
Mark Maxwell
Wayne Wright

ALSO PRESENT: Mark Stimac, Director of Building & Zoning
Allan Motzny, Assistant City Attorney
Pamela Pasternak, Recording Secretary

ABSENT: Glenn Clark

Motion by Wright
Supported by Bartnik

MOVED, to excuse Mr. Clark from tonight’s meeting as he is out of the county.

Yeas: All – 6

MOTION TO EXCUSE MR CLARK CARRIED

ITEM #1 – APPROVAL OF MINUTES - MEETING OF NOVEMBER 20, 2007

Motion by Courtney
Supported by Gies

MOVED, to approve the minutes of the meeting of November 20, 2007 as written.

Yeas: All - 6

MOTION TO APPROVE MINUTES CARRIED

ITEM #2 – APPROVAL OF ITEM #3 AND ITEM #4

Motion by Courtney
Supported by Wright

MOVED, to approve Item #3 and Item #4 as in accordance with the suggested resolutions printed in the Agenda Explanation.

Yeas: All - 6

ITEM #2 – con't.

MOTION TO APPROVE RENEWAL REQUESTS CARRIED

ITEM #3 – RENEWAL REQUESTED. HARRY & SUNNIE KWON, 38921

DEQUINDRE, for relief to maintain a 6' high wood fence in lieu of a 6' high masonry screen wall required by Section 39.10.01 for a 35' long portion of the west property line where the property borders residential property.

Mr. Stimac explained that the petitioners are requesting renewal of a variance granted by this Board to maintain a 6' high wood fence in lieu of a 6' high masonry screen wall for a 35' long portion of the west property line where the property borders residential zoned property. This item last appeared before this Board at the meeting of January 2005 and was granted a three-year renewal. Conditions remain the same and we have no complaints or objections on file.

MOVED, to grant Harry & Sunnie Kwon, 38921 Dequindre, a three-year renewal of relief to maintain a 6' high wood fence in lieu of a 6' high masonry screen wall as required by Section 39.10.01 for a 35' long portion of the west property line where the property borders residential property.

- Conditions remain the same.
- There are no complaints or objections on file.

ITEM #4 – RENEWAL REQUESTED. FRANCO MANCINI, 6693 ROCHESTER ROAD (PROPOSED ADDRESS), for relief of the Ordinance to construct a new one-story office building adjacent to Residential Zoned property without a screen wall as required by Section 39.10.01.

Mr. Stimac explained that the petitioner is requesting relief of the Ordinance to construct a new one-story building adjacent to Residential Zoned property without a screen wall as required by Section 39.10.01. This item last appeared before this Board at the meeting of January 16, 2007 and was granted approval for one year. This building has not been constructed at this time therefore an approval for one additional year is suggested.

MOVED, to grant Franco Mancini, 6693 Rochester Road a one-year renewal of relief to construct a new one-story office building adjacent to Residential Zoned property without a screen wall as required by Section 39.10.01.

- One-year time frame will give the Board the opportunity to determine if a screen wall would be more effective.
- One-year time frame will give the Board the opportunity to see the final construction of the building.
- One-year time frame will give residents in the area the chance to determine if the natural vegetation will provide enough screening.

ITEM #5 – APPROVAL REQUESTED. JOHN SCISLOWICZ, 2002 ATLAS, for approval under Section 43.74.01 of the Troy Zoning Ordinance to store a commercial vehicle outside on residential property.

Mr. Stimac explained that the petitioner is seeking approval under Section 43.74.01 of the Troy Zoning Ordinance to store a commercial vehicle outside on residential property. The GMC “Top kick” truck described in the application does not meet the exceptions found in Section 40.66.00 of Chapter 39 of the Troy City Ordinance. A similar request was approved by City Council under the previous criteria for two years in 2005. That approval has now expired and the petitioner has submitted a new application to this board for approval.

Mr. Scislowicz was present and stated that he had tried to park his vehicle in other places however, he is on call 24 hours a day and he needs to have the truck at his disposal. Mr. Scislowicz stated that he has not had any problems or complaints from his neighbors. Mr. Scislowicz further stated that he has had a similar vehicle parked in this location for the last twenty-one years and has not had any problems.

Mr. Courtney asked what this vehicle was used for.

Mr. Scislowicz stated that he has a mobile truck repair business.

Mr. Courtney asked where the office for this business was located.

Mr. Scislowicz explained that the office is in his home. He gets calls and goes out on the road or to another place of business to work on the vehicles that require repair. At one time he also had two trailers that he used to haul his tools, but downsized this business in the 90’s and now only has the one vehicle. Mr. Scislowicz indicated that this vehicle is actually smaller than the last vehicle he had.

Mr. Bartnik asked how close this vehicle was parked to the lot line.

Mr. Scislowicz said that it is parked right next to the fence and his neighbor indicated that he did not have a problem with that.

Mr. Bartnik asked if the vehicle was taller than the fence and Mr. Scislowicz said that it was.

Mr. Maxwell asked what the dimensions of the vehicle were. The height of the shrub appears to be below the eve of the garage and the vehicle appears to be very wide.

Mr. Scislowicz stated that he was not sure but he thought it was approximately 7’.

Mr. Maxwell asked if it would fit into the garage.

Mr. Scislowicz stated that this vehicle will not fit into his garage.

ITEM #5 – con't.

Mr. Kovacs asked what type of vehicle this was.

Mr. Scislowicz said it was a 4500 series GMC and was perfect for his purposes.

Mr. Wright stated that one of the restrictions put on a home based business was that there could not be any outward appearance of a business operating out of a house. In his opinion, this truck indicates that a business is being run out of this house.

Mr. Maxwell asked for a clarification of this point.

Mr. Stimac stated that the definition of a home occupation indicates that there cannot be any outside storage or display of the materials that are part of the business, there can't be any signs on the property advertising a business and there cannot be any parking outside, other than what is typically found in the immediate adjacent neighborhoods. Nothing can be visible to the neighbors indicating that a business is being run out of the home. This does not preclude the parking of a commercial vehicle of the size permitted by the Ordinance. The only reason he is before this Board is because of the size and type of this vehicle.

Mr. Maxwell confirmed that this vehicle did not necessarily indicate that a business was being run out of this home.

Mr. Stimac said that as long as there was not an outdoor display, a commercial vehicle would be allowed as long as it complied with the exceptions regarding commercial vehicles in the Ordinance.

Mr. Courtney asked if Mr. Scislowicz had entertained the thought of raising the height of the garage.

Mr. Scislowicz said that he had but said that he believes he is already at the limit for accessory buildings allowed on his property and did not feel he would be able to raise the height of the garage due to power lines directly above the garage.

Mr. Maxwell said that this may be an option that Mr. Scislowicz may want to explore at a further date.

Mr. Maxwell opened the Public Hearing.

Mr. Gary Toivonen, 2015 Atlas was present and stated that he has been a resident of Troy for over forty years and Mr. Scislowicz has lived in this home for more than twenty years. Mr. Toivonen stated that Mr. and Mrs. Scislowicz are model neighbors and citizens of Troy. This house is the sign of a good neighbor as the property is kept up and this commercial vehicle is not bothersome at all. Mr. Toivonen stated that the only time he hears or sees this truck, is when Mr. Scislowicz is either going to or coming

ITEM #5 – con't.

from work. Mr. Toivonen strongly supports this request, as this is Mr. Scislowicz's only source of income, and a hardship would be created for Mr. Scislowicz if the vehicle needed to be stored at another location.

Mr. Kovacs asked Mr. Toivonen if he had ever seen this vehicle parked in front of the house or any other location.

Mr. Toivonen said that the vehicle is always parked in the driveway and unless you are looking for it as you drive by, it is very difficult to see.

Mr. Doug Snooks, 1990 Atlas, was present and stated that he lives on the other side of this home. Mr. Snooks stated that he supports this request and said that you won't see the truck unless you stop and look down the driveway.

Mr. Curtis Childs, 1931 Atlas, was present and stated that he supports this request.

No one else wished to be heard and the Public Hearing was closed.

There are two (2) written approvals on file. There are no written objections on file.

Mr. Maxwell pointed out that this was a temporary parking approval and if approved the maximum amount of time for approval was two years.

Mr. Bartnik stated that the vehicle is parked in a good location, but this area is zoned residential and is concerned because it is parked right along the property line. Further, Mr. Bartnik said that if this Board keeps granting renewals, eventually they become a permanent variance and are contrary to the Ordinance.

Mr. Courtney stated that he would like to see some exploration in enlarging the garage in order to accommodate this vehicle.

Mr. Kovacs stated that he has a Dodge Ram 1500 and this truck is not much larger than his. Recreational vehicles are allowed to park outside on residential property and in his opinion it is ludicrous that this truck would not be allowed to park here. As far as parking at the lot line, the driveway extends that far. Mr. Kovacs said that his concerns were that he was moving it forward and the neighbors have stated this is not the case. Mr. Kovacs said that in his opinion this vehicle was not much larger than a pick up truck.

Mr. Maxwell stated that the Board has to look at all the requirements and determine what is allowable. It is important that the petitioner provide evidence to this Board to support this request. The Board does not know if it is possible to enlarge the garage, but the Board would like to see some evidence from the petitioner that he cannot accomplish this. Mr. Maxwell said this in his opinion he can see approving this for no

ITEM #5 – con't.

more than one year, and have the petitioner come back to the Board and provide support for his request and show how he cannot comply with the criteria provided on the application.

Mr. Bartnik stated that in his opinion it was up to the petitioner to provide the necessary information the first time they come before the Board for an approval as opposed to coming in for a renewal.

Mr. Maxwell stated that was correct, however, people being people did not always understand what was required.

Mr. Courtney said that this petitioner is on call 24 hours a day and does believe that Item A does pertain to this request. Mr. Courtney also said that he would like to see the garage enlarged.

Mr. Maxwell said that he would like more information provided.

Motion by Courtney
Supported by Gies

MOVED, to approve the request of John Scislowicz, 2002 Atlas, under Section 43.74.01 of the Troy Zoning Ordinance to store a commercial vehicle outside on residential property for a period of one year.

- Allow the petitioner to bring evidence that a larger garage is not feasible.
- Allow the petitioner to show that he has explored other possibilities for storing this vehicle.

Mr. Bartnik asked how many votes were required to approve this request.

Mr. Stimac explained that a variance requires four (4) affirmative votes. An approval requires a majority of affirmative votes. If there were only five members present, only three (3) votes would be required to approve this request.

Mr. Bartnik asked what the requirement was regarding parking next to the lot line.

Mr. Stimac explained that recreational vehicles are required to park behind the front line of the house and parked no closer than 3' to the side or rear property line.

Vote on the motion to approve for one year.

Yeas: 4 – Kovacs, Maxwell, Courtney, Gies
Nays: 2 – Wright, Bartnik

ITEM #5 – con't.**MOTION TO GRANT APPROVAL FOR ONE YEAR CARRIED**

Mr. Courtney pointed out that if the garage is expanded, the petitioner would not be required to come back before this Board.

ITEM #6 – APPROVAL REQUESTED. KEVIN FERGUSON, 2127 ATLAS, for approval under Section 43.74.01 of the Troy Zoning Ordinance to store a commercial vehicle outside on residential property.

Mr. Stimac explained that the petitioner is seeking approval under Section 43.74.01 of the Troy Zoning Ordinance to store a commercial vehicle outside on residential property. The Chevrolet cube van described in the application does not meet the exceptions found in Section 40.66.00 of Chapter 39 of the Troy City Ordinance. A similar request was approved by City Council under the previous criteria for one year in July of 2006. That approval has now expired and the petitioner has submitted a new application to this board for approval.

Mr. Kevin Ferguson was present and stated that he has not received any complaints from his neighbors, except for one, and has had this vehicle for four (4) years. He is a window installer and he can guarantee that this vehicle would be broken into within three weeks of parking it outside at another location. Before he had moved here, he had parked his vehicle at a bar parking lot and it was broken into. Mr. Ferguson travels all over Michigan and Ohio.

Mr. Maxwell asked if Mr. Ferguson had attempted to find another location for this vehicle.

Mr. Ferguson said that the way the economy is now; he cannot afford to park the vehicle in another location. He needs the vehicle at his home and it is not feasible to park it elsewhere. Too much time would be involved getting to the jobs he is needed at if the truck was parked some where else. Mr. Ferguson also said that the vehicle would be broken into.

Mr. Maxwell said that he understands Mr. Ferguson is renting this home. Mr. Maxwell also said that the petitioner is required to present some information that he has contacted other locations to store this vehicle.

Mr. Ferguson said that one of the reasons he chose this home to live in was that he could park this vehicle at the back of the property and he is the longest tenant that has leased this property.

Mr. Bartnik asked if Mr. Ferguson had taken the photographs included in his presentation.

ITEM #6 – con't.

Mr. Ferguson stated that Mr. Phillips, Housing and Zoning Inspector, had taken this photo in 2007 and there is approximately 2' of clearance against the fence.

Mr. Bartnik stated that when he went by this location it appeared that the truck was right up to the fence post.

Mr. Ferguson said that it was at least 2' from the south property line. There is room to walk by the truck.

Mr. Bartnik said that after reading the minutes from the Council meeting, they indicate that City Council required a wooden fence across the driveway in front of this truck.

Mr. Ferguson said that he has a wooden fence post with one gate. He could not put up a second gate because the mirrors extend too far from the side of the truck. Mr. Ferguson also indicated that the appearance of the truck is worse with the gate across the front of it.

Mr. Maxwell asked what the dimension of the truck was.

Mr. Ferguson said that it was 11'4" high.

Mr. Courtney asked if this was a home business.

Mr. Ferguson said that he is a sub contractor for Sears and only does work for Sears. It is impossible to find somewhere to park a cube van. It is a big truck and won't fit at inside storage facilities. He has spoken to bar owners to park this vehicle on their property, but he can guarantee that the truck would be broken into.

Mr. Courtney asked if he had ever found anywhere to park this vehicle.

Mr. Ferguson said that he needs his truck at his disposal, and it just would not work for him to store this vehicle forty-five minutes from his home. Mr. Ferguson said that he believes "blue-collar" workers are being run out of Troy.

Mr. Maxwell stated that this was absolutely not true. A majority of people got together and decided that they do not want to live with commercial vehicles. This issue is not just about any petitioner with a commercial vehicle; it pertains to the area where people live. Sometimes these things impact other people in the neighborhood. It is up to this Board to make a decision that is fair to all citizens and not just one. Many years ago all kinds of businesses went through neighborhoods, but these commercial vehicles were not parked in residential areas. The Board has to look at everybody and determine what is fair for everyone. Mr. Maxwell said that the petitioner did not present any evidence that he was unable to find a storage facility that would accept this vehicle.

ITEM #6 – con't.

Mr. Maxwell also stated that this is a very large vehicle and it fills up the entire driveway. It is very large compared to the size of the home and the lot. Mr. Maxwell said that in his opinion a vehicle that is as large as this one, should be parked on a lot that is larger than the present property.

Mr. Courtney stated that he did not feel this vehicle needed to be on call twenty-four hours a day and did not see a hardship with it parked off-site. Mr. Courtney then asked how many employees Mr. Ferguson had.

Mr. Ferguson said that it is just himself and his partner. His partner usually goes directly to the job. Mr. Ferguson also said that he may have a helper if there is a large job, and he either will meet him on the job or at his home.

The Chairman opened the Public Hearing.

Mr. Steve Johnson, 2105 Castleton was present and stated that he lives behind the petitioner. Mr. Johnson said that he can see this vehicle from his back door. Mr. Ferguson is just making a living. Mr. Johnson approves this request. Mr. Johnson said that it is easy for someone to say “buy a bigger lot” but not everyone can afford to do that. Business is very bad and if he had a choice he would move out of Troy. Mr. Johnson stated that he plans to buy a cargo van next month and is curious as to whether or not he will be able to park it at his home. Mr. Johnson said that he has a truck with a ladder on the top and cannot fit into his garage. He will appeal any decision that would not allow him to park his vehicle on his property, 24 hours a day if he has to. Mr. Ferguson is a good neighbor and Mr. Johnson said that there are too many restrictions on the parking of commercial vehicles. We are in a one-state recession and some people cannot afford a huge home on a large lot.

Mr. Maxwell disagreed with Mr. Johnson’s statement and stated that it does not have anything to do with this request. The Board cannot make a fair decision without proper evidence from the petitioner indicating that there are no other alternatives available.

Mr. Johnson said that this goes on every year and asked if any type of solution had been found yet.

Mr. Maxwell said that it had not and it has put this Board in a very tough position. Mr. Maxwell said that they are trying to come up with a fair solution for everyone with the rules that they have to go by. Large commercial vehicles do have an impact on residential areas.

A discussion began regarding recreational vehicles and commercial vehicles. Mr. Maxwell stated that if the petitioners are not happy with the rules created, they need to

ITEM #6 – con't.

go before City Council and tell them. If this Board did not like something, they would have to do the same thing. Solutions are needed for commercial vehicles and the criteria provided are very confusing.

Mr. Johnson stated that people are having a hard time as it is, and these rules are making it harder for them. In his opinion certain people are targeted and he does not feel it is fair.

Mr. Maxwell said that he can assure Mr. Johnson that each petitioner gets a fair hearing and a decision is based on the information provided. Mr. Maxwell also said that the good of the community as a whole has to be taken into consideration.

Mr. Johnson also stated that it costs approximately \$300 per month to store a vehicle and the way business is, it is very difficult to come up that amount of money.

Mr. William Buban, 2126 Atlas, was present and stated that he lives directly across the street. This was supposed to be a temporary variance and the petitioner did not meet the requirements of Council in putting up a fence. Once again, this petitioner is seeking approval. This truck is too large for this area. There are five or six cars in the household and they cannot fit into the drive and therefore are parked in the street. Mr. Buban is against this request.

Mr. Curtis Childs, 1931 Atlas stated that he lives down the street and does not see a problem with this truck. Mr. Childs said that he never sees it parked on the street and even when he and his children go for a walk, this truck is difficult to see.

Mr. Buban, 2126 Atlas came back to the podium and stated that his neighbor had a difficult time selling his home and he believes it was in part due to this truck.

No one else wished to be heard and the Public Hearing was closed.

There are two (2) written approvals on file. There are four (4) written objections on file.

Motion by Bartnik
Supported by Wright

MOVED, to deny the request of Kevin Ferguson, 2127 Atlas, for approval under Section 43.74.01 of the Troy Zoning Ordinance to store a commercial vehicle outside on residential property.

- This approval would be contrary to public interest.
- Petitioner has not met the criteria of Item C.
- Petitioner has not submitted any evidence that he has met the criteria in either Item A or B.

ITEM #6 – con't.

- Approval would permit the establishment of a prohibited use in a residential area.

Mr. Kovacs stated that the criteria has been changed very recently and he believes that the Board is expecting too much of the petitioners. The petitioners have had these vehicles parked at their homes for years and now he thinks that the Board needs to give the petitioners some leeway on these commercial vehicle requests. Mr. Kovacs also stated that he feels the petitioner did comply with the criteria listed in Item C.

Mr. Maxwell said that this petitioner would not be able to build a larger garage as this is not his home. Mr. Maxwell also said that he does believe this vehicle is too large for this area, but is concerned because he believes the petitioner needs to have a time frame to look for other parking.

Mr. Wright stated that the petitioner has had more than a year to look for another location.

Mr. Maxwell said that he believes the petitioner needs to have some time to look into other arrangements.

Mr. Courtney said that he is highly opposed to this request, but would be willing to give him some time to look into alternative locations for this vehicle.

Mr. Maxwell said that he does believe this vehicle has a negative effect to surrounding property because it is extremely large.

Vote on motion to deny

Yeas: 2 – Wright, Bartnik

Nays: 4 – Maxwell, Courtney, Gies, Kovacs

MOTION TO DENY FAILS

Motion by Courtney
Supported by Gies

MOVED, to grant approval to Kevin Ferguson, 2127 Atlas, under Section 43.74.01 of the Troy Zoning Ordinance to store a commercial vehicle outside on residential property for a period of six (6) months.

- To permit Mr. Ferguson the opportunity to explore all criteria required in the application.
- Outdoor storage of this vehicle is the only solution for this request.

ITEM #6 – con't.

Mr. Wright said that he wished to amend the motion for the petitioner to comply with the requirements made by City Council to put a fence across the driveway.

Mr. Courtney said that Mr. Ferguson said he could only use one side, because the other gate would bang into the mirrors on the vehicle. Mr. Courtney did not believe it would apply since this approval was only for a period of six (6) months.

Motion to amend fails due to lack of support.

Vote on motion to approve for six months.

Yeas: 4 – Courtney, Gies, Kovacs, Maxwell

Nays: 2 – Wright, Bartnik

MOTION TO GRANT APPROVAL FOR SIX (6) MONTHS APPROVED

Mr. Maxwell explained to the petitioner that he does have the opportunity to present a case in the next six (6) months that would justify this Board granting approval for a longer period of time. Mr. Maxwell also stated that the criteria presented is very poorly written, and makes it very difficult for the Board to make a decision and encouraged Mr. Ferguson to appear before City Council and make his concerns known. Mr. Maxwell further stated that in his opinion this vehicle is too large for this location. Commercial vehicles do have an impact on residential areas and do have an impact on the quality of life in a residential area. Mr. Maxwell suggested that perhaps the solution would be to zone a section of the City to allow the parking of these trucks.

Mr. Ferguson stated that the main reason he leased this home was because he thought it would be ideal as a location for this vehicle. Mr. Ferguson also said that he would never park this truck in front of this home or at the front of his driveway.

ITEM #7 – VARIANCE REQUESTED. TONY V'S SUNROOMS, 2024 LAKESIDE, for relief of the Zoning Ordinance to construct a patio enclosure that will result in a 28.18' rear yard setback and a 24' front setback to the east property line along Southpointe Drive. Section 30.10.05 requires a 40' minimum rear yard setback and a 25' minimum front yard setback in R-1D Zoning Districts.

Mr. Stimac explained that the petitioner is seeking relief of the Ordinance to construct a rear patio enclosure. This property is located at the southwest corner of the intersection of Lakeside and Southpointe. Because of the orientation of the adjacent houses it is a double front corner lot and has front yard setbacks along both streets. Because of the orientation of this house the south property line is considered to be the rear property line. The site plan submitted indicates a proposed 28.18' rear yard setback and a 24' front setback to the east property line along Southpointe Drive.

ITEM #7 – con't.

Section 30.10.05 requires a 40' minimum rear yard setback and a 25' minimum front yard setback in R-1D Zoning Districts.

Mr. Terry Cocetto, of Tony V's Sunrooms was present and stated that the hardship with this property is the way the house is situated on the lot. This is a corner lot and the house was constructed to the maximum of where it could be placed on the lot. The sunroom cannot be moved farther west as there is a pedestrian door there, and the sunroom would be in the middle of the door, which is the only access to the sunroom.

Mr. Maxwell asked if the deck was going to remain.

Mr. Cocetto stated that the sunroom was going to be constructed on top of the deck.

Mr. Kovacs said that he did not have a problem with the setback on the side; however, was concerned about the large request for the reduction of the rear setback. The whole house was constructed to the 40' rear property line and Mr. Kovacs feels this variance request is just too large.

Mr. Stimac said that the house was between 12' or 15' from the west property line.

Mr. Cocetto said that in most communities the rear yard setback is considered to be the sight line. The house to the west has a number of trees at the rear and this sunroom would not be visible.

The Chairman opened the Public Hearing. No one wished to be heard and the Public Hearing was closed.

Mr. Cocetto asked if notices had been sent to the neighbors.

Mr. Stimac said that they had.

Mr. Courtney indicated that there was an approval letter from the Homeowners Association.

Mr. Stimac stated that at the time this sub was platted they did not use the lot averaging concept but did allow for an adjustment of lot sizes. The 10% reduction in size does not apply to corner lots. This lot is an unusual shape to maximize the measured width.

Mr. Courtney said that he did not think the lot configuration was a hardship.

Mr. Wright said that in his opinion, this petitioner was being penalized because there were two (2) front yards; however, it could also be looked at as two (2) rear yards.

ITEM #7 – con't.

Mr. Kovacs said that he would have a problem with this request as he feels this 28' rear yard setback is too large.

Motion by Kovacs.
Supported by Maxwell

MOVED, to deny the request of Tony V's Sunrooms, 2024 Lakeside, for relief of the Ordinance to construct a patio enclosure that will result in a 28.18' rear yard setback and a 24' front setback to the east property line along Southpointe Drive. Section 30.10.05 requires a 40' minimum rear yard setback and a 25' minimum front yard setback in R-1D Zoning Districts.

- Variance request is too large.
- 28' rear yard setback is excessive.

Yeas: Gies, Kovacs, Maxwell
Nays: Bartnik, Courtney, Wright

MOTION TO DENY FAILS

Motion by Courtney
Supported by Kovacs

MOVED, to postpone the request of Tony V's Sunrooms, 2024 Lakeside, for relief of the Ordinance to construct a patio enclosure that will result in a 28.18' rear yard setback and a 24' front setback to the east property line along Southpointe Drive. Section 30.10.05 requires a 40' minimum rear yard setback and a 25' minimum front yard setback in R-1D Zoning Districts until the meeting of February 19, 2008.

- To allow the petitioner the opportunity of a full board.

Yeas: All - 6

MOTION TO POSTPONE THIS REQUEST UNTIL FEBRUARY 19, 2008 CARRIED

Mr. Maxwell began a discussion regarding the commercial vehicle requests. Mr. Maxwell said that both City Council and the Planning Commission need to look at the criteria for these vehicles as he believes the rules are very vague and right now the criteria is meaningless.

Mr. Wright indicated that the Planning Commission is working on changing the Ordinance that will also include recreational vehicles.

Mr. Courtney stated that they are not allowed to be parked in his subdivision. Recreational vehicles are only allowed to come into the area to load and unload and are stored at another location.

Mr. Maxwell said that he believes it is difficult for people that have had these vehicles at home for a long time to meet the criteria as presented.

Mr. Bartnik said that he thought there were locations zoned light industrial in the City, where these vehicles could be stored.

Mr. Maxwell said that he had understood there was a list of storage facilities available that could be given to these petitioners.

Mr. Stimac said that there is information regarding storage for commercial vehicles. There are also a number of storage yards that don't outwardly advertise that they have storage available, and this information would not be available. Mr. Stimac said that the information regarding storage yards could certainly be made available. One additional storage yard was approved at the last meeting of the Planning Commission and Mr. Stimac believes another one is coming before the Planning Commission for approval.

Mr. Stimac went on to explain the criteria established for these commercial vehicles. Specifically they have to comply with Item A or Item B and Item C. For example, in looking at the cases tonight: the vehicle parked in Mr. Ferguson's driveway does not allow for any access to the garage or the driveway. All other activity has to take place in front of the residence or in the front of the drive. When it is parked at the back of the driveway it prohibits all other use of the garage. You need to look at what impact a commercial vehicle has on the property itself.

Mr. Bartnik asked what is required to store vehicles in the M-1 (Light Industrial Zoning District).

Mr. Stimac said that outdoor storage of commercial vehicles in the M-1 Zoning District requires Special Use Approval from the Planning Commission and there are a number of facilities that have been approved for special use approval in the City that do allow for outdoor storage.

Mr. Bartnik said that as business owners, the cost of storing a commercial vehicle is part of the cost of running the business. There are a number of commercial buildings available and perhaps these business owners could look into these as another solution.

Mr. Courtney said that the vehicles needed to be protected and it may not be feasible to park them outside. The solution may need for the petitioner to rent space on a lot that has 24-hour protection.

Mrs. Gies said that it would make sense for them to park them in gas stations, if the locations are approved, because someone is always there.

Mr. Courtney said that the first petitioner needed his vehicle day or night, but the larger vehicle would need to be stored on a larger lot.

Mr. Kovacs said that he can understand how these petitioners feel discriminated against, as much larger vehicles, such as recreational vehicles, can be parked at property owners' homes. Mr. Kovacs said that he feels recreational vehicles should be treated the same as commercial vehicles and criteria should be established monitoring these vehicles also.

Mr. Maxwell said that he thinks the commercial vehicles can be detrimental to the area around them.

Mr. Kovacs said that he does not feel these recreational vehicles should be allowed to park outside either.

Mr. Stimac said that the Planning Commission is having a difficult time drafting language for the commercial vehicles and he knows they are still working on them.

Mr. Bartnik stated that he would like the Board to look at the by-laws as he feels that changes are required. Mr. Bartnik said he was not sure if this was a job for the Board but would like to see the discrepancies he found corrected.

Mr. Stimac said that there is another Planning and Zoning consolidation law that is coming to the Senate and there may be more changes made to the Board of Zoning Appeals by-laws and Zoning regulations. Mr. Stimac suggested that Mr. Bartnik e-mail or sends his concerns to him and he would be happy to look at them and bring any changes to the Board.

The Board of Zoning Appeals meeting adjourned at 9:02 P.M.

Mark Maxwell, Chairman

Pamela Pasternak, Recording Secretary



**CITY COUNCIL
AGENDA
February 4, 2008
Back-Up Documentation
Council Chambers
City Hall - 500 West Big Beaver
Troy, Michigan 48084
(248) 524-3317**

DEPARTMENT REPORTS:

J-2 No Department Reports

**There is no back-up documentation on this
Agenda item at the time of publication.**



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AGENDA
February 4, 2008
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LETTERS OF APPRECIATION:

J-3 No Letters of Appreciation

**There is no back-up documentation on this
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**PROPOSED PROCLAMATIONS/RESOLUTIONS FROM
OTHER ORGANIZATIONS:**

J-4 No Proposed Proclamations/Resolutions from Other Organizations

**There is no back-up documentation on this
Agenda item at the time of publication.**

February 2008

February 2008						
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	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Jan 27 - Feb 2	Jan 27	28	29	30	31	Feb 1	2
Feb 3 - 9	3	4 7:30pm City Council Mt	5 7:00pm Ethnic Issues A 7:30pm Planning Comn 7:30pm Historic District	6 8:30am Building Code I 7:00pm Persons with D	7 1:00pm Advisory Comn	8	9
Feb 10 - 16	10	11 7:00pm Liquor Advisory	12 7:30pm Planning Comn	13 7:30am Civil Service Co 12:00pm Employee's Ret 7:30pm City Council Liq	14 7:30pm Library Advisor	15	16
Feb 17 - 23	17	18 7:30pm City Council Mt	19 7:30pm BZA (Chamber) 7:30pm Historic District	20 7:30am DDA Meeting; I 7:30pm City Council Liq 7:30pm Traffic Commit	21 7:00pm CANCELLED Pa	22	23
Feb 24 - Mar 1	24	25	26 7:30pm CANCELLED Plz	27 7:00pm Youth Council;	28	29	Mar 1



CITY COUNCIL REPORT

DATE: January 29, 2008

TO: Phillip L. Nelson, City Manager

FROM: Brian P. Murphy, Assistant City Manager/Economic Development Services
Mark F. Miller, Planning Director

SUBJECT: Master Plan Workshop

Background:

- A Master Plan open house is scheduled on Tuesday, February 26, 2008, 6:00 p.m. until 9:00 p.m., at The Management Education Center, Eli Broad Graduate School of Management, Michigan State University, 811 West Square Lake Road, Troy, Michigan 48098.
- The City of Troy Planning Commission is presently developing a draft Master Plan. The Master Plan is the official policy guide to be used by City officials to resolve existing and anticipated community development issues. Through the text and maps, the Master Plan illustrates the desires of the City with regard to future growth and development. The Master Plan promotes continuity in development policy as members of the Planning Commission and City Council change over the years.
- The draft Master Plan is available for review at the Planning Department, City Library and on the City's website, <http://www.troymi.gov/Planning/MasterPlanProcess/default.asp>.
- There are no financial or legal considerations at this time. In addition, no action is necessary.

Policy Considerations:

- Goals I, II, III, IV, V and VI.

Attachment

Prepared by: MFM & KLC

G:\Master Plan\Master Plan Workshop\City Council memo 02 04 08.doc

PLEASE JOIN US AT THE CITY OF TROY MASTER PLAN OPEN HOUSE

TUESDAY, FEBRUARY 26, 2008
DOORS OPEN FROM
6:00 P.M. UNTIL 9:00 P.M.
THE MANAGEMENT EDUCATION CENTER

ELI BROAD GRADUATE SCHOOL OF MANAGEMENT
MICHIGAN STATE UNIVERSITY
811 WEST SQUARE LAKE ROAD, TROY, MI 48098

The City of Troy Planning Commission is presently developing a draft Master Plan. The Master Plan is the official policy guide to be used by City officials to resolve existing and anticipated community development issues. Through the text and maps, the Master Plan illustrates the desires of the City with regard to future growth and development. Further, the Master Plan promotes continuity in development policy as members of the Planning Commission and City Council change over the years. The draft Master Plan is available for review at the Planning Department and City Library

This open house will be an informal opportunity for you to provide your feedback on the draft Troy Master Plan. Please consider stopping by between 6 p.m. and 9 p.m. on Tuesday, February 26 to browse a series of stations at which you can learn about and respond to a wide range of topics addressed by this critical document. We hope to see you there and thank you for your dedication to this community.

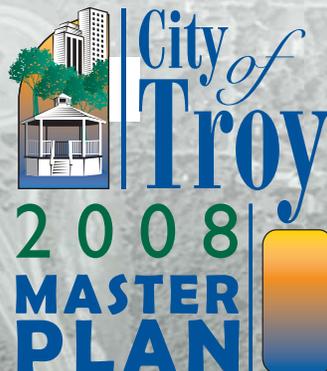
*No RSVP required, but please feel free to call the
City of Troy Planning Department with questions:*

Call: 248.524.3364

Or email: planning@troymi.gov

Please see the City's Master Plan website:

<http://www.troymi.gov/Planning/MasterPlanProcess/default.asp>



United States Senate

WASHINGTON, DC 20510-2202

January 24, 2008

Dear Mayor Schilling:

I am pleased to offer my congratulations to you and your community for receiving Tree City, USA Recognition by the USDA Forest Service and the National Arbor Day Foundation.

Your support of forestry programs, natural resource preservation, and local recreation has made your city an excellent choice for this designation. You can be proud of your efforts to improve the environment for your residents, and I commend your community's commitment.

Once again, congratulations on being honored and best wishes.

Sincerely



Carl Levin



**CITY COUNCIL
AGENDA
February 4, 2008
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Council Chambers
City Hall - 500 West Big Beaver
Troy, Michigan 48084
(248) 524-3317**

STUDY ITEMS:

K-1 No Study Items

**There is no back-up documentation on this
Agenda item at the time of publication.**



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CLOSED SESSION:

L-1 No Closed Session Requested

**There is no back-up documentation on this
Agenda item at the time of publication.**