

CITY OF PLYMOUTH
TEAMBUILDING & GOAL SETTING
SATURDAY, FEBRUARY 17, 2018, 8:00am

Plymouth Cultural Center
525 Farmer Street
Plymouth, Michigan 48170

PRESENT: Mayor Oliver Wolcott, Mayor Pro-tem Colleen Pobur, Commissioners Suzie Deal, Ed Krol, Nick Moroz and Mike Wright.

ABSENT: Commissioner Daniel Dalton, excused
Also present was City Manager Paul Sincock and various Department Heads/Staff and resident Michael Vaz.

CITIZEN COMMENTS: None.

City Manager Sincock and Mayor Wolcott explained that this was a teambuilding and goal setting session and introduced the facilitator, Dr. Lew Bender. This session was scheduled to review the past year's goals and discuss the goals of the City for the coming year.

Dr. Lew Bender proceeded to facilitate the program and provided an summary of how the day was going to proceed and the topics of discussion. Attached is Dr. Bender's overview and the result of the discussions after a full day of interactions and breakout sessions. Dr. Bender suggested everyone do follow up sessions and update and revise the Strategic Plan status (shown below).

City of Plymouth Strategic Plan 2017 - 2022

Overview

On Saturday, February 17, 2018 the City of Plymouth Board, Mayor, City Council, City Manager and Department Heads met to discuss review and update the 2022 Strategic Plan. The discussion began with a review of the Goal Areas, tasks completed in 2017 – 2018, and continued with identifying tasks to be completed in 2018-2019. It was noted that the Commission did not spend as much time on Goals as last year. This is quite normal. Unless there is a significant change in Goals and Objectives the focus remains on Tasks to be completed in the coming year. The following reflects the main points of the deliberations and decisions.

Goal Area One Quality of Life

One-Year Tasks Completed in 2017 - 2018

- Website – to be completed by the end of the second quarter (June)
- Plymouthmi.gov
- Smart Phone interface
- Consistent data
- Kellogg Park Fountain
 - Design almost complete (98%)
 - Demo April – May
 - Keep park operations for summer
 - Goal is to be complete by first snow 2018
- Event monitoring and surveying – partially done
 - Future projects
 - May need to do professional survey
 - Parking survey
 - 1,000s employees work downtown
 - 980 parking spaces in DDA

- Recreation Partnerships – ongoing
 - Joint master plan with Plymouth Township
 - PARC – need to define relationship (FB status: it's complicated)
- Cleanliness of construction sites - ongoing
 - Pre-construction meetings
 - Monthly site visits
 - Dumpster/sidewalk permits

One-Year Tasks to be Completed in 2018 - 2019

- Continue pursuing partnership opportunities in recreation
- Continue event monitoring – professional survey
- Enhanced Walkability downtown/connectivity
- Continue monitoring construction sites
- Pedestrian crossings
- Continue Kellogg Park fountain project
- Continue website – open data development
- Downtown lighting (LED) and properly lit streets, parking lots and alleys
- Considering quality of life when developing eastern entrance to the City (walking, crossings, etc.)

Goal Area Two Balanced Budgets

One-Year Tasks Completed – 2017 - 2018

- Administration fee
- Consistent cost cutting
 - Byron Street
 - Health Care cost – Midicate – 5% retirees plan
 - MERS extra payment
 - Curtailed cap outlay expense
- Review fee structure
 - Community development
 - Water/sewer/recycling
 - Cemetery maintenance
 - Building cleaning services (City Hall)
- Revenue issues
 - MML/MTA in Lansing – active
 - - ☺ -
- Other revenue sources
 - State shared revenues
 - Court
 - Constant pressure
- Partnerships
 - HVA garage
 - Northville Public Works (partnerships)
- Legacy Costs
 - OPEB resolved/Plymouth Township Fire
 - Retirement – close to resolved
 - Supplemental funding

One-Year Tasks to be Completed – 2018- 2019

- Continue with legacy costs (reducing)
 - Township Fire approximately 40 people before the split
 - Retired/current City employees
 - New hires: Solution
 - 30% of general fund revenue dedicated to retiree costs

➤ **Paul – staff – other tasks?**

Goal Area Three Economic Vitality

One-Year Tasks Completed in 2017 - 2018

- (Paul and staff complete this)

One-Year Tasks to be Completed in 2018 – 2019

- Redevelopment ready community (MEDC)
- Adopt a finalized master plan
- Saxtons/parking issue
- Keep neighborhoods growing
 - Neighborhood revitalization
 - Create lifelong community (for all ages)
 - Managing and supporting new developments
- Parking
- Training of boards and commission
- Liaison with boards – sit with staff
- Ordinances that are not enforceable
- Where's the money?
- Mayor and Chairs meetings
- PC supported and taught by CC
- Creating and fostering relationships with developers and business owners

Goal Area Four Service Infrastructure

- Continue to develop the succession plan
- Parking – 1 year/5 year/10 year
 - Define needs (parking committee)
 - 9 to 5 accessibility/weekends/festivals
 - Infrastructure improvements
- Implement web design
- Enhance digital footprint across all departments
- Reach recommendation on joint dispatch – all four jurisdictions
- Implement infrastructure asset management plan

Next Steps

In order to achieve the goals the Manager, Mayor, Council Members and Department Heads will engage in the following steps:

1. The Manager and Department Heads review this draft and develop a proposed final draft that emphasizes “do-ability.” In addition, the Manager and staff should identify the who, what and when for moving forward.
2. Propose a final Draft of 2018-19 Tasks to the Commission for review, possible revision and final adoption.
 - On a monthly basis, the Commission should discuss/update some element of the strategic plan with the Council.
 - At the 6-7 month juncture the total team (Manager, Mayor, Council Members and Department Heads) will hold a dedicated meeting focusing on the status of the strategic plan
 - Strategic planning total status
 - Update – adjustments that must be made at the mid-point
3. Month 12/13 – The team will meet to:
 - Update and revise the strategic plan
 - Identify 2019-20 One-year tasks.

Submitted by:

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March 6, 2018

Plymouth City Commission End of Year 2017 Goal Update

MAJOR GOAL AREAS WITH KEY OBJECTIVES AND ONE YEAR TASKS				AS OF:
				2/14/2018
GOAL I with Key Objectives	QUALITY OF LIFE <i>Neighborhoods Supported, Parks/Recreation Collaboration, Communication (Multi-Platform), Cleanliness, Events-Continue to Host Leaders: Deal/Wolcott</i>			
ONE YEAR TASKS:	ASSIGNED TO	STATUS		
o Consistent data access/content across departments/residents	Tom, Greta	Tom has group starting work on some web site development.		
o Increase cleanliness of construction sites with inter-department collaboration	John/Al/Adam	Several on-going Neighbor disputes using a lot of staff time including non-building issues		
o Create partnerships to increase recreation infrastructure, including PARC	Steve	Steve met with TWP Board to get their input. Still taking on line comments. PARC wants tax money, but no public accountability		
o Friendly email domain address	Tom	Applied for www.plymouthmi.gov domain. Will slowly be making changes to new address		
o Smartphone interface/phone app/email/suggestion box/easy to interact with city	Tom/Sam/Greta	This will be a part of new web site.		
o Kellogg Park Fountain - design, bids, etc.	Oliver/Mike W	Meeting with Wilcox Foundation to approve bid specs this week		
OTHER ROUTINE TASKS RELATED TO THIS GOAL:				
Library Property Issue with Parking Lot	PJS	Lib. Director wants to have PJS meet w/her Building Committee over 25% issue		
PARC Project	Various	Plans for Recreation Authority are now out. Also, demanding site into Historic District		
Tree Ordinance Issue	Various	This Ordinance needs a total re-write		
Art in the Park	Various	DMS ordered some new detour signs also working on new Class 3 Barricades		
DDA Strategic Planning	Tony/Sam	Only 6 members of the DDA Board came to the Strategic Planning Program in Feb.		
Annual Liquor Review	PJS/AL/LLRC/City Comm	Liquor Ordinance changes on City Comm. Agenda on 2/19/18		
Sport Uniform Bids	Steve	COMPLETED - Authorized by City Comm on 03/06/17		
Neighborhood Playground Inspections	Chris	COMPLETED - Inspections are completed and repairs are nearly completed		
Adoption of updated Fire Code	Fire Dept	COMPLETED - 2nd Reading completed on 11/6/17. Publication next.		
Plymouth Turning 150 years old	Mike Wright/Suzi Deal	COMPLETE - Museum party 7/26. Movie & Ice cream were a big success.		
o Event monitoring/surveys	Tony/Sam	COMPLETED - Tony & Sam provided a report to the DDA Board. Parking not a big issue		
Ice Festival	Various	COMPLETED - No significant issues		
Fall Festival	Various	COMPLETED - Great weather and great event		
GOAL II with Key Objectives	FINANCIAL STABILITY <i>Balanced Budgets, Revenue Issues, Partnerships, Legacy Costs, Contract Out for Services, HVA-Mechanics, Marketing What Leaders: Valenti/Wright</i>			
ONE YEAR TASKS:	ASSIGNED TO	STATUS		
o Support MML efforts to coordinate State initiatives related to revenue sharing	Colleen	State Treasury still trying to figure out total impact of recent law adoption.		
o Nurture existing and caution on new initiatives (when building new budget)	Paul/Mark	Working with TWP on Senior Transportation Issue. Had meeting with Bob Waite on issue		
o Long term budget with focus on our core position	Mark/Joel/Mike	Anticipate no available funding for significant Capital purchases, Possible Future COW Mtg. on topic		
o Tax structures - Headlee, Roads millage, etc.	City Comm			
o Reach agreement with Ply Twp on Fire Legacy costs	Dan/Colleen/Dan	TWP wants 1.6 mil. Lawyers are discussing.		
OTHER ROUTINE TASKS RELATED TO THIS GOAL:				
Joint Municipal Services with Northville City	PJS/Chris	Chris Porman gave "Consultant's Report" to Northville City Mgr. & Copy to Ply. City Comm.		
PASER Rating of all City Streets	Chris	The report is complete and being reviewed by staff - possible future COW		
Moving Township DPW to City Facility	City Comm	COMPLETED - No further action taken by TWP Architect went to DMS took some photos		
GOAL III with Key Objectives	ECONOMIC VITALITY <i>Vibrant Downtown-Active-Brand, Community Development, Business-Friendly/Mix, Master Plan Leader: Pobur</i>			
ONE YEAR TASKS:	ASSIGNED TO	STATUS		
o Pursue redevelopment ready status (MEDC)	Greta	MOU has been adopted by City Comm. And submitted to State		
o Award Saxton's development contract	Tony/Sam/DDA/City Comm	Developer reportedly has mtg with Stan Dixon for Wilcox Site next week.....		
o Adopt finalized master plan	John/PC/City Comm	PC still working on this project. Originally expected in July 17. Hopefully 1Q 18		
o Determine feasibility of paid parking	Tony/Sam	Parking Committee to focus creating a vision for future parking		
o Activate EDC for research, guidelines and advocacy	Colleen/John	Chamber released video on economic development at recent breakfast event		
o Manage & support new developments	John	Fuyao seems to be trying to figure out what they will ultimately do with the facility.		
OTHER ROUTINE TASKS RELATED TO THIS GOAL:				
Starkweather School Property Development	John	Progress very slow. Developer wants to amend PUD Agreement to allow sale of lots		
E & E Mfg. Addition and additional press	John	Got Variance from ZBA and their project is moving along quickly. Press Delivered		
444 Plymouth Road	John	Developer withdrew from Plann Comm Agenda in Dec. Plan is too much for site		
O'Reilly's Auto Parts - Old Cornwall Pool on AA Rd	John	Moving slowly, but moving		
Bathery Property	Various	Developer meeting with owner related to changes in purchase agreement		
Christian Science Church Property	John/Planning/City Comm	Not much happening on this site. Church issue seems to be an on-going issue		
Possible re-development of 240 N. Main	John	On Planning Comm agenda for March. Paid under new fee schedule		
Flagstar Bank	John	On Planning Comm agenda for Tonight. Paid under new fee schedule		
Box Bar Building Re-Do	John	Went to Historical Commission on Monday. Positive reception back in March		
110 W. Ann Arbor Road	John	Mtg. held w/County & Email sent to Dir. DPS related to County land grab of right of way		
Box Bar Liquor License Transfer	AL	COMPLETED - LLRC & City Comm. action at 10/02/17 Mtg.		
Starkweather Station 333 Plymouth Road	John	COMPLETED - Doing punch list items at this point.		
o Educate/define appointed boards about roles, responsibilities and boundaries	Bob	COMPLETED - Marzano completed training w/groups. Program is posted on City Web Site		
Taco Bell Rebuild - Mill & Main	John	COMPLETED - Store is open for business		
GOAL IV with Key Objectives	SERVICE INFRASTRUCTURE <i>Staffing, Public Safety Flexibility: Police & Fire, Website Design and Data Management, Continuous Infrastructure Improvement Leader: Dalton</i>			
ONE YEAR TASKS:	ASSIGNED TO	STATUS		
o RFP web design	Tom/Greta/Sam	Tom has new web site in the works anticipate 2Q of 2018. May be slight delay - Medical		
o Analysis of current Public Safety delivery model as well as dispatch/lock up	Al	PJS & Al looking at options to address this issue - This will be a 2018 Project		
OTHER ROUTINE TASKS RELATED TO THIS GOAL:				
Dispatch Issues	AL	New Fire Dept pagers are Operational TODAY		
Sanitary Sewer Capacity Contract	Chris/PJS/Bob/City Comm	Reviewing draft agreement from WTUA. Mtg w/Shawn Keough to day		
Newsletter & Messaging to the public	PJS	Starting work on March Newsletter. Have received several positive comments on format		
Peddler Ordinance	MO	MO & Dept Heads reviewing aspects of Ordinance.		
Sidewalk Program in Area D	Chris	Waiting on Contractor - work to be completed next spring		
Infrastructure Improvements in Area D S.E. Section of City	Chris	Final Paving Completed. Restoration to be completed in the spring.		
Review of Strategic Plan with Dr. Lew Bender 02/17/18	ALL	City Comm. & Senior Staff will gather for Strategic Planning on Feb. 17th 8:00 a.m. at PCC		
2018 Infrastructure Plan	Chris	Looking at completing project on Ross Street east of Main Street.		
East Central Parking Lot Planning & Estimating	Chris	Need to get some preliminary numbers for East Central Lot. Poor Condition now		
o Identify possible departures	Tom/Chris	COMPLETED - Comm if the Whole discussed this topic in depth on 04/03/17 & 8/7/17		
o Data asset management plan/SAW grant	Chris/Adam	COMPLETED - Received payment for Reimbursement #3. Working on Implementation		
Janitorial Bids	Tom/MO/Committee	COMPLETED - New vendor started 10/2 - Switching to nights at some point.		
New Hire - Replacement for Mark C	PJS/Tom	COMPLETED - John Scanlon started on 10/09/17		
New Hire - Replacement for MO's Position in Mgrs Office	PJS/Tom/MO	COMPLETED - Sue Campbell's 1st day was on 9/27/17		
New Hire - Replacement for Billy at Recreation	Steve Anderson	COMPLETED - Steve has hired 2 P.T. People. 1 - Programming, 1 - Office		
City HVAC Vendor for City Hall, DMS	Tom	COMPLETED - Approved 9/5 Tom working on start date with new vendor.		
Lawn Mowing Bids	Chris/Adam	COMPLETED - Bids are out and action on 3/20/17 City Comm. Mtg.		
Update of Non-Union Rules & City Policies	Tom/MO	COMPLETED - new manuals sent to employees as adopted by City Comm.		
Contract Talks w/DMS Union	PJS/Chris/Al/Tom	COMPLETED - Contract Adopted by City Commission on 6/5/17		
Contract Talks w/Police Officers Union	PJS/Chris/Al/Tom	COMPLETED - Approved by City Comm. 08/07/17		
Inserts for Winter Tax Bills	Staff	COMPLETED - new inserts for winter tax bills for our social media, snow removal, etc.		
Fire Inspections	Steve Ott	COMPLETED - Additional Fire Inspector assigned to Plymouth Station.		
Convert City Cell phones to new carrier - Cost Savings	Tom	COMPLETED - Conversion took place. Anticipated savings of several hundred a month		
Contract Talks w/Police COMMAND officers	PJS/Chris/Al/Tom	COMPLETED - Had 3 sessions with Command Group. Approved 08/07/17		

ADJOURNMENT:

Hearing no further discussions, the Goal Setting/Teambuilding Session was adjourned at 3:30 p.m.