

# MANISTEE CITY COUNCIL

## WORK SESSION AGENDA

**Tuesday, February 13, 2018 - 7:00 p.m. - Council Chambers, City Hall**

**I. Call to Order.**

**II. Work Session Items.**

- a.) PUBLIC COMMENTS ON WORK SESSION RELATED ITEMS.
- b.) MUNICIPAL EMPLOYEES' RETIREMENT SYSTEM (MERS) PRESENTATION. – Finance Director Ed Bradford and MERS Regional Manager Tony Radjenovich. .
- c.) PRESENTATION OF QUARTERLY STRATEGIC PLAN UPDATE. – City Manager Thad Taylor.
- d.) OTHER.

**III. Adjourn.**

**Quarterly Update – January 2018**  
**City of Manistee City Council Strategic Plan Implementation 2017-18**

	Timeframe / Status	Champion
<b>Goal - Economic Development and Jobs</b>		
<i>Strategy - 1.1 Manistee County Economic Development</i>		
1.1.1 County-Wide Strategic Plan: <ul style="list-style-type: none"> <li>➤ Using existing master plans, strategies, DDA plans and other pertinent plans, the AES will develop an initial County-Wide Economic Development Strategy, much as we have participated in developing for recreation. This plan will include an identification of:               <ul style="list-style-type: none"> <li>• Significant assets that can be leveraged for development, including vacant buildings.</li> <li>• Development gaps that must be filled to support development (infrastructure, housing, etc.) along with an identification of how those gaps can be filled if known.</li> <li>• Zones within the county that are prime for industrial, commercial, agricultural and other uses.</li> <li>• An identification of economic development priorities by type throughout the County.</li> <li>• Incentives that are available to support attainment of economic development priorities.</li> <li>• An action plan for addressing gaps and achieving priorities.</li> </ul> </li> <li>➤ AES will develop and broadly distribute a one-stop process for businesses of any size to address issues or opportunities beginning with a single point of contact. This will include the network of agencies, programs and services available to provide site selection assistance, capital financing, regulatory program support, employee recruiting and training and others.</li> </ul>	Ongoing  To Council 9/19/17 Ongoing To Council 9/19/17 Ongoing Ongoing  Ongoing	AES / Thad
<i>Strategy - 1.2 Industrial Park</i>		
1.2.1 SET <ul style="list-style-type: none"> <li>➤ Present the SET Economic Development Strategy which will underscore the three emerging growth opportunities that have the greatest competitive and comparative economic potential: Agribusinesses, Energy, and Advanced Materials.</li> <li>➤ Present to Council, for their decision, to participate in SET:PRIME (Powering Rural Investment by Mapping Energy) as the second community to look towards creating jobs within the Energy Industrial Sector.</li> <li>➤ Provide the City with data sheets so that staff (Planning/Zoning) has an understanding of the economic potential of the targeted industrial sectors.</li> <li>➤ <i>Waiting for documentation from AES.</i></li> </ul>	Ongoing  To Council 9/19/17	Denise / AES
1.2.2 Manufacturing Strategy <ul style="list-style-type: none"> <li>➤ Present the Manufacturing Plan with a focus on the recommendations about the port.</li> <li>➤ Develop a port marketing strategy based on Manufacturing Plan recommendations.</li> </ul>	Ongoing	Denise / AES
1.2.3 Enter/Exit Survey for Permit Applications: <ul style="list-style-type: none"> <li>➤ Component of RRC certification was that customer service surveys for site plan review be developed. These surveys are given to applicants for commercial properties.</li> </ul>	Completed	Denise / Thad
<i>1.2.4 “Packaging” the Industrial Park</i>		
<ul style="list-style-type: none"> <li>➤ Identify all vacant parcels in both industrial parks.</li> <li>➤ Develop a standardized form to catalog specific traits of each vacant parcel, i.e. utilities available, size, location, parcel number, etc.</li> <li>➤ Populate the standardized form for each vacant parcel.</li> <li>➤ Develop a packet that has the standardized form, map of parcel, contact information for interested parties.</li> <li>➤ Make the packet available on the City’s and AES’s website and give information to MEDC for their marketing use. <i>On City’s website.</i></li> <li>➤ Compiled data, prepared maps and individual parcel information pages for both Lake Michigan and Renaissance Park properties. City webpage under Developers Resource Guide provides a brief narrative for the Lake Michigan Industrial Park and site map has been updated. Renaissance Park information is also listed on the City webpage.</li> <li>➤ Need to review Lot 6 of Lake Michigan Industrial Park (recycling center) to determine if the entire parcel is needed for future expansion of the recycling center. The property could be split to create a new parcel for sale.</li> <li>➤ Determine what additional information is needed for marketing the industrial parks. What information should be updated on the City’s webpage. Need to determine if a realtor/broker should be marketing the site on behalf of the City. Determine if this requires City Council input / approval.</li> <li>➤ Aggressively work to respond to MEDC New Site Search notifications by utilizing the Industrial Parks directory.</li> <li>➤ Provide the City with critical information to include in the Industrial park pro forma produced by the Planning/Zoning Department. Critical information needed includes capacity specifications on: infrastructure, utilities, water, broadband as well as quality of life information.</li> <li>➤ Prepared a Marketing Packet for Renaissance Park and adjoining industrial properties. Have the marketing information for the two industrial properties in the industrial park in the city completed. Gave copies to Tamara at AES in June, reached out on 9/20/17 and asked for response following week. Drafted RFP to contract with a realtor/broker to sell the properties.</li> </ul>	Completed Completed Completed <i>Ongoing</i> Completed	Denise / AES / Thad

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➤ <i>RFPs for broker services for Renaissance Park and adjacent properties mailed to realtors, ad in newspaper, and posted on website 1/16/18.</i>		
<b>1.2.5 Survey Existing Industrial Park Occupants</b>		
<ul style="list-style-type: none"> <li>➤ Compiled mailing list, drafted survey and cover letter prepared. Pending, provided information to AES to review.</li> <li>➤ Compiled mailing list, drafted survey, and cover letter prepared. Gave copies to Tamara at AES in June, reached out 9/20/17 asked for a response following week.</li> <li>➤ <i>Mailed out surveys 1/18/18.</i></li> </ul>	<i>Completed</i>	Denise / AES
<b>1.2.6 New Industrial Park Occupants</b>		
<ul style="list-style-type: none"> <li>➤ Identify appropriate uses for each parcel based on zoning allowances.</li> <li>➤ Research businesses/industries that are consistent with appropriate uses.</li> <li>➤ Send packet developed for strategy 1.2.4 to targeted businesses/industries.</li> <li>➤ Follow-up contacts with targeted businesses/industries.</li> <li>➤ Staff has spoken with three separate parties about Lots 11 &amp; 12 in the Lake Michigan Industrial Park this past year. Two expressed interest but decided not to proceed. One party stated the minimum 4,000 sq. ft. building requirement as a reason not to move forward with their project. Review Zoning requirements with Planning Commission to determine if the building size requirement should be reduced.</li> <li>➤ Work with partners (City Planning/Zoning) to populate ZoomProspector and Opp sites.</li> <li>➤ Work with partners to understand the target emerging growth opportunities within the region.</li> <li>➤ Begin a discussion about economic gardening: an entrepreneur orientated, growing the economy from within, strategy that targets state 2 (businesses with 10 or more employees) companies by helping them with strategic issues and providing them with customized help and data.</li> <li>➤ On 9/12/17 spoke with a developer who is looking at a marijuana cultivation grow facility that may be interested in the industrial park properties. Drafted RFP for a broker/realtor to market the sites.</li> <li>➤ <i>Last two lots in City industrial park have sold / RFPs for real estate broker mailed for industrial properties in Manistee Township.</i></li> </ul>	<i>Sold 12/29/2017</i>	Denise / Thad / AES
<i>Strategy - 1.3 Transportation of Goods</i>		
<b>1.3.1 Port Strategy</b>		
➤		AES
<b>1.3.2 Rail Relocation</b>		
<ul style="list-style-type: none"> <li>➤ Review Manistee Area Rail Relocation Feasibility Study from April, 2008.</li> <li>➤ Attend meetings with the railroad(s) and other interested parties as facilitated by the Alliance for Economic Success.</li> <li>➤ Coordinate City resources as appropriate.</li> </ul>	Ongoing Completed One meeting held Ongoing	Thad / AES
<b>1.3.3 Rail Infrastructure</b>		
<ul style="list-style-type: none"> <li>➤ AES has initiated discussion with the rail line about the location, status and options for rail infrastructure. Marquette Rail is collaborating with owner CSX to further these discussions.</li> </ul>	Completed	AES
<i>Strategy - 1.4 Linking Training and Jobs</i>		
➤		
<i>Strategy - 1.5 Downtown Revitalization</i>		
<b>1.5.1 Support of Plans/Ideas</b>		
<ul style="list-style-type: none"> <li>➤ Review the Downtown Development Authority (DDA) 2017-2020 Strategic Plan.</li> <li>➤ Identify specific focus areas and strategies of the Strategic Plan that the City can provide assistance and/or partner with the DDA.</li> <li>➤ Assign City staff and/or City boards and commissions to provide the necessary assistance.</li> </ul>	Ongoing – <i>all topics</i>	DDA / Thad / AES
<b>1.5.2 Support Collaboration</b>		
<ul style="list-style-type: none"> <li>➤ Continue regularly scheduled meetings with the DDA Executive and Economic Development Director.</li> <li>➤ Continue to provide support to the DDA Executive and Economic Development Director in efforts associated with economic development efforts in the DDA District.</li> <li>➤ Continue to include the DDA Executive and Economic Development Director in economic development efforts within the City, outside of the DDA District, that may have an impact on the DDA District.</li> </ul>	Meeting as needed  Ongoing  Ongoing	DDA / Thad
<b>1.5.3 Support the TIF Renewal</b>		
<ul style="list-style-type: none"> <li>➤ Review the City and DDA strategic plans to determine common goals.</li> <li>➤ Use the common goals to structure a draft TIF renewal strategy.</li> </ul>	Ongoing Initial staff meeting 9/28/17	DDA / Thad



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goal.		
<i>Strategy - 2.5 Energy Efficiencies</i>		
2.5.1 Opportunity Evaluation <ul style="list-style-type: none"> <li>➤ The City continually looks for opportunities to save energy. We have been switching existing lighting to LED as opportunities arise (for example, Council Chamber lights were replaced with LED and we are exploring LED options for the Ramsdell Theatre). As utility incentives present themselves, they are looked at to see if they are a good fit for the City.</li> <li>➤ <i>Options to replace fluorescent lights at City Hall with LED are being explored.</i></li> </ul>	Ongoing	Ed / Mark
2.5.2 Energy Efficiency Plan Evaluation <ul style="list-style-type: none"> <li>➤ City staff will review the previous report(s) and compile a list of what has or has not been completed. Much has been accomplished.</li> <li>➤ <i>Reports have been gathered and will be reviewed to see what has been accomplished.</i></li> </ul>	<i>Est Comp 5/2018</i>	Ed / Mark
<i>Strategy - 2.6 Streets</i>		
2.6.1 Funding <ul style="list-style-type: none"> <li>➤ Currently use Act 51 funds and Small Urban.</li> <li>➤ Leverage new developments/projects for grant applications.</li> <li>➤ Council has prioritized Capital Improvement funds and money from the general fund.</li> <li>➤ <i>Local street mill and fill projects to be bid in February with spring construction.</i></li> <li>➤ Awarded \$375,000 Small Urban Funds to reconstruct Twelfth Street from Maple to US-31 in 2019. <i>Design efforts will begin in the next month.</i></li> <li>➤ Our five-year Transportation Improvement Plan (TIP) <i>which is updated annually</i> identifies funding for streets from a variety of sources including the State, general fund, capital improvement fund and grants. <i>The Street Asset Management Plan is also due for its five-year update.</i> The increased Act 51 funding from the State resulting from tax changes the legislature enacted has <i>and will help</i> street funding significantly. However, there still exists a funding gap that must be closed to make meaningful progress on our overall network. The street ad-hoc committee recommended exploring a Headlee override millage to help fix streets once the TIP had been in place for a few years and progress was shown. The TIP was discussed at the August 8, 2017 Council work session and the consensus was to “bring back dollars needed to address street problems and options for an expanded street improvement plan for Council.”</li> </ul>	Ongoing  Costs & Options <i>4/2018</i>  Headlee TBD <i>Council Budget Discussion</i>	Ed / Jeff / Spicer
2.6.2 Evaluation <ul style="list-style-type: none"> <li>➤ Street network is evaluated annually utilizing a PASER analysis. Network is then updated from collected data.</li> <li>➤ TIP updated annually on a rolling 5 year projection. Candidates are visually inspected, core sample taken to evaluate base conditions.</li> <li>➤ Budgeted Local Street mill and fill projects are scheduled for spring of 2018.</li> </ul>	Ongoing	Jeff / Spicer
2.6.3 Maintenance/Repair/Upgrade <ul style="list-style-type: none"> <li>➤ Streets are swept through the summer.</li> <li>➤ Catch basins are cleaned on a three-year revolving basis. MDOT contracted DPW to clean catch basins along US-31 this year. <i>Investigating tracking/scheduling software as part of the SAW grant to increase efficiency.</i></li> <li>➤ Winter maintenance includes plowing and salting. Sand applications have been reduced to hard pack areas when temps drop below 10° Fahrenheit. <i>Salt usage has been decreased by +30% with new equipment, improved techniques, and pre-wetting with brine made in house. That translates into \$25,000-\$30,000 savings annually which then gets used for paving projects.</i></li> <li>➤ Annual crack sealing program began in September with rented equipment and labor from DPW. <i>Staff were trained and completed the work timely and efficiently. Material on hand should be sufficient to complete candidates in 2018.</i></li> <li>➤ Asset management plan recommends light maintenance before rehab or reconstruction. TIP includes a blended approach to spread work out around town and capitalize on funding opportunities.</li> </ul>	Ongoing	Jeff / Spicer
<i>Strategy - 2.7 Safety at Public Facilities</i>		
2.7.1 Protocols <ul style="list-style-type: none"> <li>➤ Evaluate current safety protocols.</li> <li>➤ Utilize resources and technology effectively and carefully to ensure ongoing safety – identify short and long term goals to effectively meet the needs of the community and City employees. Established several new cameras outside of City Hall that are recorded to assist the community with the “Safe Exchange Zone.” It will also serve as an extra level of security for the building. <i>Established Red Med Box medication disposal program in Police lobby. Allows for policy outlined controls on disposal of unwanted medication.</i></li> <li>➤ Develop proactive measures and re-evaluate annually to include site assessment. <i>Hosting CRASE: Citizens Response to Active Shooter events for City employees in the spring.</i></li> <li>➤ Establish methodology and supportive training for City employees. Researching defensive training for paramedics. <i>Completed PPCT training with the Fire</i></li> </ul>	Ongoing  Completed Summer 2017 <i>1/2018</i>  <i>1/2018</i>	Tim

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<i>Department January 2018:</i>		
2.7.2 Policies/Procedures <ul style="list-style-type: none"> <li>➤ Evaluation of current City and departmental safety policies. Partnering with all departments to create service delivery policies that are reflective of the City’s mission and values while providing efficient and effective services. Updated and implemented several policies within the Police Department and Fire Department to better protect and serve the citizens. These include Police Use of Force and Fire Department vehicular emergency response.</li> </ul>	Winter 2017-18	Tim
2.7.3 Leading Practices <ul style="list-style-type: none"> <li>➤ Assess techniques and leading practice in safety measures for public safety facilities.</li> <li>➤ Promote ongoing efforts for proactive and reactive activities that will assist in preventing, educating, enforcing and reducing loss from criminal activity and job injuries. Developed a county-wide Law Advisory group established to meet monthly to discuss methods, trends and training that will assist the City, their facilities and the County as a whole.</li> <li>➤ Update the City’s emergency preparedness plan to include a comprehensive strategy that focuses on risk reduction.</li> </ul>	Ongoing  Winter 2017-18	Tim
<b>Goal - City Beaches, Parks and Recreation Areas</b>		
<i>Strategy - 3.1 Cleanliness and Universal Accessibility</i>		
3.1.2 Parks Maintenance Management Plan <ul style="list-style-type: none"> <li>➤ Public restrooms are cleaned Monday-Friday. Concessionaires, fish cleaning are responsible. Overtime used on weekends between Memorial Day and Labor Day.</li> <li>➤ Parks mowed as necessary. Collected leaves in the fall. Repairs made as soon as possible, as detected, or reported by public.</li> <li>➤ Adopt-a-Park has assisted in trash pickup, small projects.</li> <li>➤ Parks Department identifies an upgrade and completes each year with staff and utilizing budgeted funds.</li> </ul>	Ongoing	Jeff
3.1.3 Enforcement/Safety <ul style="list-style-type: none"> <li>➤ Video surveillance has been a useful tool.</li> <li>➤ Vandalism reported to Police and complaints are created. Repairs submitted to insurance.</li> <li>➤ Maintain signage and foot patrols to ensure compliance and enforcement with laws and ordinances governing City beaches and provide necessary safety devices on both Lake Michigan beaches which may include the use of cameras. <ul style="list-style-type: none"> <li>➤ Proactive patrols to continue with documentation of time spent and enforcement activities if warranted. Unmarked patrols to assist with enforcement as time permits. Foot patrols continue on the Riverwalk, First Street and Fifth Avenue beach pavilion areas. <i>Utilized Police Department Polaris for visible patrols on City beaches. Underage drinking grant sponsored proactive U/C patrol on City beaches for underage drinking violations.</i></li> </ul> </li> <li>➤ Parks Commission to develop safety plan for City beaches.</li> </ul>	Ongoing	Jeff / Tim / Parks Comm
<i>Strategy - 3.2 Boating Facilities</i>		
3.2.1 Boat Launches <ul style="list-style-type: none"> <li>➤ Arthur Street was rehabbed and in very good condition. Pay tube has added some revenue. Erosion repairs completed in August.</li> <li>➤ First Street docks are in good condition, ramp surface will need to be repaired 5-10 years. <i>A section of these dock ramps is being rehabilitated this winter by the parks staff.</i></li> <li>➤ Ninth Street received two grants for a major overhaul. City match not available. DPW rehabbed in-house. No launch fees charged.</li> <li>➤ The parking lot at First Street Beach requires resurfacing and a new curb cut along the west side.</li> </ul>	Ongoing	Jeff / Tim
3.2.2 Explore the Shores <ul style="list-style-type: none"> <li>➤ Very successful in the past in receiving grants for upgrades.</li> <li>➤ If match money identified, could look at capital upgrades along the Riverwalk.</li> <li>➤ Staff will continue to work with the Explore the Shores county-wide initiative.</li> <li>➤ Forwarded list of sites to Tim Ervin on 6/5/17 that included installation of a stage at First Street Beach (Rock &amp; Blues fundraiser), Fifth Avenue parking lots, and Consumers Property by WWTP.</li> </ul>	Ongoing	Denise / Jeff
3.2.3 Fee Based Boating Program <ul style="list-style-type: none"> <li>➤ The boat launch raised its rates a few years ago and a pay tube was installed at Arthur Street boat launch. The State of Michigan controls the fees that can be charged for slips at the Marina. The key to stability at the Marina is to drive more boater traffic through marketing. Harbormaster Tim Kozal is exploring raising the rates at the Marina one level higher on the State-approved rate schedule. <i>In October Harbor Commission endorsed moving 2018 slip rates to Level D.</i></li> <li>➤ Evaluate our fee based boating program in order to understand how to make them more effective.</li> </ul>	<b>Completed</b>	Ed / Jeff / Tim

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<ul style="list-style-type: none"> <li>➤ Proactive patrol ensuring the use of the fee based system. Enforcement administered as necessary. Since inception over 20 tickets issued for failure to purchase parking pass.</li> <li>➤ Market through technology the fee based system – Facebook.</li> <li>➤ <i>Gas and diesel pricing is evaluated no less than weekly to ensure we are optimizing our pricing.</i></li> </ul>		
<b>Strategy - 3.3 Park Facilities and Amenities</b>		
<b>3.3.1 Budgeted Prioritization</b> <ul style="list-style-type: none"> <li>➤ Currently this is completed in-house with suggestions from the Parks Commission.</li> </ul>	Completed	Jeff
<b>3.3.2 Tennis Courts</b> <ul style="list-style-type: none"> <li>➤ Sands Park courts require reconstruction. We have sought out USTA grants. Match money is an issue. MAPS responsible for 50% of maintenance and capital costs. Held initial meeting Sands Park Control Board. Will submit for grants in the future. <i>Preliminary discussions include exploring a joint application when the new recreation grant program is announced by the Manistee Community Foundation.</i></li> <li>➤ First Street courts in fair condition. DPW completed sand removal and regraded last spring.</li> <li>➤ Fifth Avenue courts are concrete and seldom used. Sand migration is an ongoing concern. <i>Striping has been started to allow use for Pickleball.</i></li> </ul>	Ongoing	Jeff
<b>3.3.3 Beach Parking Lots</b> <ul style="list-style-type: none"> <li>➤ First Street parking lots at the softball fields and Lions Pavilion were rebuilt approximately 20 years ago and are in good shape. Additional parking additions are recommended.</li> <li>➤ The First Street pier parking lot is in poor condition and requires measures to reduce sand migration <i>and control storm water flows.</i></li> <li>➤ Fifth Avenue upper lot is in poor condition (west side) and is under sized. A concept plan has been drafted to reduce sand migration and increase parking spaces by 30%. Berm removed last spring by DPW.</li> </ul>	<i>Ongoing-waiting for funding</i>	Jeff
<b>3.3.4 Food Service</b> <ul style="list-style-type: none"> <li>➤ First Street concessions have been run very well the past two seasons. Entered into a three-year contract to continue.</li> <li>➤ New three-year contract with North Country Concessions for Fifth Avenue Beach. Began operations in early July. Slow season, vendor plans to add equipment and expand menu. <i>Assisting to facilitate possible partnering with North Channel Brewery.</i></li> </ul>	Ongoing	Jeff
<b>Strategy - 3.4 City Recreation Plan</b>		
<b>3.4.1 City Parks Commission</b> <ul style="list-style-type: none"> <li>➤ Parks Commission had two members move outside of the City and hasn't had a quorum in three months. Ordinance amendment to address membership is in process. Ordinance amendment approved, two new members appointed, one pending.</li> <li>➤ When meetings resume, they will be working to update the Parks brochure, prioritize capital projects for future grant applications, research beach safety items, and discuss private events within the parks.</li> </ul>	Ongoing	Jeff
<b>3.4.2 Review and Update</b> <ul style="list-style-type: none"> <li>➤ The plan is reviewed on a five-year basis to meet MDNR requirements for grants. Plan was last updated in 2016.</li> <li>➤ Will assist the Parks Commission with any proposed changes/amendments to the Parks and Recreation Plan.</li> </ul>	Ongoing	Jeff / Denise
<b>Strategy - 3.5 Leveraging Beach Facilities for Events</b>		
<b>3.5.1 Event Ideas</b> <ul style="list-style-type: none"> <li>➤ Establish a working group comprised of City staff, parks Commission members, Chamber of Commerce staff/volunteers and DDA staff/members.</li> <li>➤ Group to meet and brainstorm ideas for events and/or activities that lend themselves to the City's beaches.</li> <li>➤ Identify feasible events/activities and an organization(s)/business(s) that is capable of organizing each specific event/activity.</li> <li>➤ Prioritize the events/activities and target 1-2 for implementation.</li> <li>➤ Identify a specific location for the targeted event/activity and select a timeframe that does not conflict with any other scheduled use of the area.</li> <li>➤ Support the event with appropriate advertising and staffing if/as necessary.</li> <li>➤ Working group to meet after the initial event(s) to constructively review the event to determine strengths/weaknesses for the specific event and lessons learned for future events.</li> <li>➤ At the conclusion of the constructive review determine if the specific event should continue.</li> <li>➤ At the conclusion of the constructive review determine if the concept of using the beaches for events should continue.</li> <li>➤ Increased interest in holding weddings, etc. at our facilities. Last summer we assisted in a wedding held at First Street Beach. It did not utilize City services and was well received. We also assisted the Catamaran Racing Association on their weekend event. DPW services were minimal and positive comments were received from the group. We will look for additional opportunities to bring people to the community.</li> </ul>	<i>Ongoing</i>	Thad/Chamber/ DDA/Jeff

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<ul style="list-style-type: none"> <li>➤ Need a system to reserve and make public aware of status.</li> <li>➤ <i>A Committee has been exploring the construction of a permanent stage/concert venue at First Street Beach. Conceptual plans, cost estimates and potential funding sources will be presented within the next two months.</i></li> </ul>		
<b>Goal - Financial Stability and Continuous Improvement</b>		
<i>Strategy - 4.1 Financial Stability</i>		
<p>4.1.1 Forecasting</p> <ul style="list-style-type: none"> <li>➤ The annual budget incorporates three-year financial projections. The annual capital improvement plan looks out six years for required or desired capital improvement projects. Forecasting methodology and presentation continues to evolve. The new financial management system will give us some additional reporting capabilities that may be useful in this process and will allow Department Heads real-time access to their financial data.</li> </ul>	Ongoing In Place <i>Completed</i>	Ed
<p>4.1.2 Oil and Gas Revenue</p> <ul style="list-style-type: none"> <li>➤ The Oil and Gas Board meets quarterly and reviews the portfolio with the investment advisor. Performance has been satisfactory. Additional benchmarking has been added. The CFO receives all transaction notices and communicates with the investment advisor as needed.</li> <li>➤ <i>Oil and gas production has resumed after a period of shutdown and royalties are being generated.</i></li> </ul>	Ongoing In place	Ed
<p>4.1.3 Budget Structure</p> <ul style="list-style-type: none"> <li>➤ City Manager and CFO to review existing budget format and structure to identify any areas that could improve.</li> <li>➤ If areas are identified research how other communities structure their budgets in those particular areas.</li> <li>➤ Incorporate changes as appropriate.</li> <li>➤ The budget structure was altered significantly two years ago. Administration is constantly evaluating the document to enhance it and improve readability and understandability. The new financial management software will add additional automation to the budget process and will impact the preparation and appearance of the budget.</li> </ul>	Ongoing	Ed / Thad
<i>Strategy – 4.2 Service Efficacy</i>		
<p>4.2.1 Benefits</p> <ul style="list-style-type: none"> <li>➤ City Manager and CFO to review City’s existing benefit package.</li> <li>➤ Provide each Department Director details on their department’s specific benefit package and task them with researching benefit packages of departments in comparable municipalities.</li> <li>➤ Department Directors to develop a document detailing how the City’s benefit package compares/contrasts with comparable municipalities.</li> <li>➤ Department Directors will provide a recommendation on whether or not the benefits package is competitive.</li> <li>➤ City Manager and CFO will review the information and recommendations of the Department Directors and evaluate. Met with CFO &amp; PSD to discuss upcoming police &amp; fire contract negotiations. Developing list of comparable communities &amp; will obtain their labor agreements to review benefit packages.</li> <li>➤ Concurrent with the research of the Department Directors the City Manager and CFO will perform an internal review of the benefits based solely on sustainability.</li> <li>➤ Based on the information provided relative to compatibility and sustainability, the City Manager and CFO will make recommendations for change.</li> <li>➤ Recommended changes will be instituted consistent with current labor agreements and opportunities.</li> <li>➤ The City routinely communicates with peers regarding benefit structure and levels. This is also reviewed as union contracts come up for negotiation. The city also internally evaluates it benefit structure and recommends changes as needed to respond to fiscal challenges. The City is also updating its Employee Policies and Procedures Manual which may result in some benefit changes once adopted.</li> <li>➤ <i>RFP issued for Insurance Broker and Employee Benefit Consultant for our health, dental, vision and wellness programs.</i></li> <li>➤ <i>A presentation on our pension will be made at the February work session.</i></li> </ul>	Ongoing  <i>Ongoing as part of police and fire negotiations</i>  Personnel Manual <i>6/2018</i>  <i>3/2018</i> <i>2/2018</i>	Thad / Ed
<b>Goal - Intergovernmental Relationships</b>		
<i>Strategy - 5.1 Collaboration</i>		
<p>5.1.1 Intergovernmental Relationships</p> <ul style="list-style-type: none"> <li>➤ Develop a list of appropriate counties and cities for collaborative efforts.</li> <li>➤ Reach out to the identified counties and municipalities to determine if they are interested in participating in a meeting to discuss possible collaborative efforts.</li> <li>➤ If there is interest, schedule a meeting or meetings.</li> </ul>	Ongoing	Thad
<p>5.1.2 Service Sharing</p> <ul style="list-style-type: none"> <li>➤ Identify areas in which the City might share services with other units of government.</li> <li>➤ Develop a priority list of service sharing opportunities.</li> </ul>	Ongoing	Thad

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<ul style="list-style-type: none"> <li>➤ Determine which specific unit of government represents an appropriate service sharing opportunity.</li> <li>➤ Present the information to Council to determine if there is interest in moving forward.</li> <li>➤ If Council expresses interest, contact the appropriate units of government to determine if they are interested in meeting to discuss service sharing opportunities.</li> <li>➤ Conduct meetings as appropriate to explore opportunity(s). Meeting with Manistee Township and Filer Township representatives to discuss strengthening and expanding current collaborative efforts.</li> <li>➤ If there is agreement that service sharing is an opportunity and appropriate, move forward toward implementation.</li> <li>➤ <i>Met with Filer Township and Manistee Township officials and fire department members to discuss possibilities for increased collaboration.</i></li> </ul>		
<p>5.1.3 County Wide Discussions</p> <ul style="list-style-type: none"> <li>➤ Work with AES to determine format, agenda, audience and appropriate venue for discussion.</li> <li>➤ AES will convene meetings involving the City and neighboring townships and facilitate those meetings toward building a common agenda that reflects opportunities for economy of scale and service sharing.</li> </ul>	9/2017	AES / Thad
<p>5.1.4 Reaching Out</p> <ul style="list-style-type: none"> <li>➤</li> </ul>	Ongoing	City Council
<b>Goal - Housing, Homelessness and Senior Citizens</b>		
<i>Strategy - 6.1 Housing</i>		
<p>6.1.1 Manistee Housing Commission</p> <ul style="list-style-type: none"> <li>➤</li> </ul>	Ongoing	AES
<p>6.1.2 Housing Strategy</p> <ul style="list-style-type: none"> <li>➤ AES will seek funding (approximately \$6,000) to enable completion of a housing assessment of the type that is customarily done for developers and financial institutions to quantify the type of housing that can be reliably developed to support workforce and other needs. Based on our work in other counties and the region, the analysis provided through this kind of work is needed to provide the evidence investors/developers need to justify allocation of their resources.</li> </ul>	<i>Ongoing</i>	AES
<p>6.1.3 Homelessness</p> <ul style="list-style-type: none"> <li>➤ Research ongoing efforts in the County to address homelessness.</li> <li>➤ Reach out to involved organizations to determine how the City can assist.</li> <li>➤ Provide assistance where/as appropriate.</li> </ul>	Ongoing	Thad
<p>6.1.4 Century Terrace</p> <ul style="list-style-type: none"> <li>➤ Meet with the City of Manistee Housing Commission Executive Director to discuss establishing a working group of City staff, Housing Commission management and residents of Century Terrace to discuss any ongoing issues the City might be able to address. Met with Housing Commission Executive Director and it was agreed to expand working group to include a resident from each of their housing groups. Waiting for Executive Director to identify the individuals and then a meeting will be scheduled.</li> <li>➤ Meet with the working group and develop a prioritized list of issues appropriate for City involvement.</li> <li>➤ Assign City staff to each issue and task them with developing an action plan.</li> <li>➤ Once action plans are developed meet with the working group to discuss and/or refine the action plans.</li> <li>➤ Once there is consensus on the action plans, implement the plans.</li> </ul>	<i>Completed</i>	Thad / Dept Director
<i>Strategy - 6.2 Blight</i>		
<p>6.2.1 Ordinance Enforcement</p> <ul style="list-style-type: none"> <li>➤ Work cooperatively with the City Police, Blight Officer, City Attorney and other code enforcement departments to proactively identify and address blighted properties with the intent on bringing each property into compliance with ordinance and neighborhood standards. <ul style="list-style-type: none"> <li>• Develop a reporting system that is informative and effective. Blight now a team approach with administrative oversight. Data now imputed in spreadsheet for team policing approach.</li> <li>• Maintain living spreadsheets to accurately document initial contact, follow-up, action plan and possible enforcement. New methodology and oversight implemented for quick access and reporting.</li> <li>• Communicate with City Attorney's Office regularly on reoccurring blight situations. Aforementioned proactive enforcement has allowed for remediation prior to judicial citation. <i>Continuing enforcement of violations of abandoned and junk auto ordinance.</i></li> <li>• Budget for seasonal part-time ordinance enforcement priorities.</li> </ul> </li> </ul>	<p>Ongoing</p> <p>Completed Summer 2017</p> <p>Ongoing 3/2018</p>	Tim / City Attorney