

CITY OF TECUMSEH
CITY COUNCIL STUDY SESSION
TECUMSEH CITY HALL
COUNCIL CHAMBERS
MONDAY, FEBRUARY 5, 2018
6:30 P.M.

AGENDA

1. Call to order
2. Roll call
3. Approval of Agenda
4. Study Session Topics:
 - A. **Strategic Plan Update**
Presentation by Bill Richards and Students,
Eastern Michigan University
5. Council Comments
6. Public Comment Re: Items on the Agenda
7. Adjournment

The City of Tecumseh provides for reasonable accommodations for its programs, services and meetings under Title VI of its Non-Discrimination Policy and Limited English Proficiency Policy, with an advance notice to Dan Swallow at 517 424 6555.

DRAFT

CITY OF TECUMSEH

2018 City Council Goals Statement

Prepared by Eastern Michigan University
PLSC 625 Local Government Management, Fall 2017
Instructed and Facilitated by Bill Richards

2018 CITY COUNCIL GOALS STATEMENT

GOAL 1 Develop a plan to maintain proactive government

Objective A Continue fostering positive relations among members of city council

Action step 1A.1 Conduct more council study sessions

Action step 1A.2 Council may consider “Norms of effective council action” for adoption

Action step 1A.3 Council may consider attending annual/periodic training/retreat

Objective B Re-assess city services

Action step 1B.1 Perform audit/compile current city services

Action step 1B.2 Survey residents to determine if current service mix needs adjusting

Objective C Develop Succession Plan for administration

Action step 1C.1 Prepare for retirement/resignation of senior-level administrative staff

Action step 1C.2 Prioritize training opportunities for identifiable future administrative vacancies

Action step 1C.3 Identify candidates for training and internal promotion

Objective D Develop employee recognition program

Action step 1D.1 Years of service recognition lapel pin program

Action step 1D.2 Achievement certificate programs

Action step 1D.3 Consider distributing recognition/certificates in public forum

Action step 1D.4 Consider other incentive/retention programs

2018 City Council Goals Statement, continued

GOAL 2 Develop a downtown sustainability plan

Objective A Consider additional downtown amenities

- Action step 2A.1 Welcome Center/Kiosk
- Action step 2A.2 Public Bathrooms

Objective B Consider additional downtown “destinations”

- Action step 2B.1 Recruit more restaurants, emphasizing diversity and cultural specialty
- Action step 2B.2 Tower clock, historic sculpture, pavilion/outdoor gathering place

Objective C Commercial “succession planning”

- Action step 2C.1 Develop a speakers series (commercial “transitions,” etc.)
- Action step 2C.2 Devise commercial “mentoring” program for new businesses

Objective D Increase intergovernmental relations to develop regionally beneficial regulations regarding commercial and industrial buildings

- Action step 2D.1 Obtain “Certified Local Government” status
- Action step 2D.2 Pursue interlocal agreements to protect local economy

Objective E Employ “Piggybacking” (RCW 39.34.040)

- Action step 2E.1 Utilize interlocal agreements

2018 City Council Goals Statement, continued

GOAL 3 Establish a Buildings and Grounds maintenance plan

Objective A Prepare an audit on type, age, and maintenance condition of equipment, etc.

Action step 3A.1 Schedule repairs/replacements when necessary

Objective B Prepare an audit on age, condition, etc., of city buildings and grounds

Action step 3B.1 Schedule repairs/replacements

Objective C Develop short term maintenance budgets

Action step 3C.1 Buildings and Grounds budgets

Action step 3C.2 Equipment budgets

Objective D Determine staff levels/needs

Action step 3D.1 Adjust to meet current needs

Objective E Explore intergovernmental government cost sharing

Action step 3E.1 Develop specific approaches for local, state and federal governments

Objective F Develop multi-year maintenance schedules and budgets

Action step 3F.1 Consider two-year budget and maintenance schedules

Action step 3F.2 Consider five-year budget forecast

2018 City Council Goals Statement, continued

GOAL 4 Develop education campaign for drug awareness & prevention

Objective A Develop a community coalition to devise and implement campaign

Action step 4A.1 Partner with community based organizations (MADD, SADD, schools, churches, etc.)

Action step 4A.2 Arrange and conduct informational meetings

Action step 4A.3 Produce a variety of printed material (brochures, posters, handouts, etc.)

Objective B Consider commitment to assign a police officer as “Community Drug Liaison Officer”

Action step 4B.1 Arrange funding for police officer to Lenawee drug enforcement unit/community drug liaison officer

Action step 4B.2 Partner with schools (school liaison officer)

Action step 4B.3 Seek funding (grants, donations, specific fundraising such as “Go Fund Me” account)

Objective C Investigate “best practices” in order to focus on lower cost/higher outcome programs and projects

Objective D Devise informational meetings with commercial sponsors and/or donations

GOAL 5 City Council to consider appointing “Blue Ribbon” committee to strategize future of Tecumseh Business and Technology Center

Objective A Committee authorized to study TBTC and make recommendation(s) to Council

Objective B Committee to consider “all options” for consideration of discussion and recommendations

Action step 5B.1 Consider revising permitted uses

Action step 5B.2 Maximum effort to obtain development

Action step 5B.3 Sell property and reinvest in other high priority projects [major Park-centric attraction(s), downtown amenities, drug enforcement activities]

Action step 5B.4 Develop other options/recommendations

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CITY OF TECUMSEH

Strategic Planning and Goal Setting, November 2017

Final Thoughts

First, additional objectives and action plans should be considered.

City Council may want to assign the responsibility of revising/developing the action plans associated with specific goals/objectives to the city manager and administration.

Second, before final adoption, the draft Goal Statement should be circulated for review and feedback among the City Council.

Further, we encourage its circulation among key city administrative officials. Importantly, this review lets everybody know what the City Council is thinking before a final decision is made. Ultimately, the city administration will likely be involved in implementing most of the action plans.

Third, the City Council and administration should identify a mechanism for reporting activities, accomplishments and problems on a periodic basis.

For each objective, the City Council should establish performance benchmarks, and routinely ask how much progress is being made.

This will allow the City Council and city administration to identify problem areas as they arise over the course of the upcoming months, and make adjustments in terms of what is being done to accomplish the goals that City Council will have adopted.

This may mean nothing more than setting aside a certain portion of the City Council meeting agendas to assess actions regarding the Goals Statement on a regular basis.

However, it is *very important* that the City Council follow through on their oversight responsibilities.

Fourth, let us address a couple of other issues related to the product of our strategic planning and goal-setting sessions (SP&GS). As emphasized during the SP&GS sessions, the process of thinking together -- identifying strengths and weaknesses, opportunities and threats/challenges, and developing specific goals, objectives, and action plans -- is at least equally important to the Goal Statement document itself.

A primary purpose of strategic planning and goal-setting is to aid in development of a *strategic thinking environment*, and provide a common framework for addressing future decisions.

Please be aware, there is limited value in “word-smithing” the goals, objectives and action plans. Further, it’s not unusual for there to be some overlap among the strategic issues that were identified.

Let the statements stand for what they are; agreement among the members of City Council on desired directions and actions.

Fifth, we also think that it is desirable for City Council to consider adopting the 2018 Goals Statement following the additional discussion suggested above and once final changes to the draft are made.

This approach assists in communicating to the community that the City Council is continuing strategic planning and goal-setting as an important element of their decision-making processes.

Adopting the Goal Statement also communicates to the city manager, administration and staff about important expectations and performance.

In effect, the Goal Statement tells the community what the City Council thinks is important, and what is expected in terms of follow-through.

Finally, let there be no mistake; this represents the next phase of the City’s continuing Strategic Planning and Goal Setting processes, not the finish.

The action strategies must be adopted, developed and implemented; the time, energy and resources of City Council members, city manager and staff; volunteers serving the City; and relevant community-based organizations will be required if goals are to be accomplished.

If our time together is going to be “worth it,” Tecumseh’s civic leaders will have to make the Goal Statement happen; by working *together*.

Best wishes, and congratulations, for engaging this important effort on behalf of the City of Tecumseh.