Any interested person may attend and participate. Persons with disabilities needing assistance to participate should call the City Clerk's Office at (906) 632-5715 a week in advance.

SAULT STE. MARIE CITY COMMISSION
BREEDER BUILDING
2345 MERIDIAN STREET
SAULT STE. MARIE, MICHIGAN 49783
(906) 635-5261

AGENDA

MONDAY, JANUARY 29, 2018

9:00 a.m. City Commission Special Meeting

Call to Order
Roll Call
Pledge of Allegiance

1. Operational Reports and Presentations from City Department Heads

2. Public Comments

3. Adjournment

Oliver Turner – City Manager
225 E. Portage Ave.
Sault Ste. Marie, MI 49783
Email: oturner@saultcity.com
Phone: 906-632-5705

City of Sault Ste. Marie, Michigan

JANUARY 22, 2018

As Commissioners are aware, a special meeting has been scheduled to occur on Monday, January 29, 2018. The meeting is expected to begin at 9:00 a.m. and last through the afternoon. It will be held at the Sault Ste. Marie Economic Development Corporation Building (Breeder Building) located at 2345 Meridian Street. Lunch will be provided.

During this meeting, City Commissioners will receive detailed reports and presentations from Department Heads. These presentations, in general, will focus on a variety of topics, as appropriate for each Department. Subject matters that may be addressed by individual Department Heads include:

- Departmental Operations
- Departmental Structure
- Departmental Staffing
- Departmental Budgets
- And Information Regarding Boards and Committees Under Each Department

The format of each presentation, as well as the level of information provided by each Department Head, may vary based upon scheduled time, subject area, and any follow-up discussion held by the City Commission. Each Department Head has submitted a summary fact sheet regarding various aspects of their Departments (or component units in the case of the DDA and EDC).

It is my hope that the various presentations will provide an overview of the day-to-day operations of the City government and further highlight common opportunities, challenges, and limitations. Due to the complexity of local government in general, City Administration recognizes that the City Commission may desire follow-up presentations on specific matters.

The information provided during this special meeting may also prove beneficial for use during the City Commission's upcoming annual goal setting exercise and budget development process. Specifically, the special meeting has been structured to include the following presentations:

9:00 AM – 10:00 AM	Finance Dept. – Finance Director/Treasurer Collins
10:00 AM – 10:30 AM	Fire Dept. – Fire Chief LaBonte
10:30 AM – 11:00 AM	Police Dept. – Police Chief Riley
11:00 AM – 11:45 AM	Engineering Dept. – Engineer Basista
11:45 AM – 12:15 PM	Lunch
12:15 PM – 1:00 PM	Dept. of Public Works/Streets – DPW Director Moreau
1:00 PM – 1:45 PM	Dept. of Parks and Recreation – Parks and Recreation Director Wyers
1:45 PM – 2:10 PM	Clerk's Office/DCM Duties – Deputy City Manager Troyer

2:10 PM – 2:30 PM	Information Technology Dept. – IT Director Raffaele
2:30 PM – 2:50 PM	Assessing Department – Assessor Fuller
2:50 PM – 3:20 PM	Community Development (CD) Department – CD Director Freeman
3:20 PM – 3:50 PM	Downtown Development Authority – DDA Director Knepper
3:50 PM – 4:20 PM	Economic Development Corporation/Airport – EDC Director Holt
4:20 PM – 4:40 PM	City Manager's Office – City Manager Turner
4:40 PM – 5:00 PM	Recap/Final Discussion

City Administration appreciates the members of the City Commission taking the time out of their busy schedules to attend this meeting. We look forward to future opportunities and implementing the visions and policies adopted by the City Commission.

Respectfully Submitted,

Oliver Turner
City Manager

2018 - 2019 Goal Setting
Departmental Fact Sheet

DATE: 1/22/2018

A. **Department Name:** Finance

B. **Department Head Name:** Kristin Collins, Finance Director/Treasurer

C. **Employees (Currently Budgeted):**

- Full-Time: 6
  - Kristin Collins, Finance Director/Treasurer
  - David Pawley, Deputy Treasurer/Staff Accountant
  - Susan Anderson, Accounting Assistant
  - Nancy Fuerstnau, Payroll Coordinator
  - Trisha Dalgard, Utility Billing Coordinator
  - Amber Pietrangelo, Cashier
- Part-Time: 0
- Seasonal: 0
- Current Vacancies (full-time positions): 0

D. **Total Budget (All Accounts and Funds):** $491,600

A. **Primary Services Delivered:**

1. Payroll for 117 full time employees, and 100+ part time/seasonal workers, as well as compliance with reporting requirements of State and Federal agencies
2. Accounts Payable, maintain 3000 vendors and issue over 2,800 checks per fiscal year
3. Miscellaneous Billing (over 900 customers billed just over $1 million last fiscal year)
4. Utility billing & customer Service (4,945 active customers, annual revenue - $7.5 million)
5. Cash receipting (over 49,000 receipts annually)
6. Tax collection and distribution (7,300 parcels, tax receipts of $14.2 million)
7. Special Assessments, billing and collections (47 special assessment districts)
8. Financial reporting, internal and external, and provide support for annual audit
9. Administration of Police & Fire Pension, routine reporting for MERS, and maintenance of PEHP retiree healthcare plans and 457 Plan contributions
10. Budget preparation and ongoing monitoring and maintenance
11. Other financial reporting, for certain grants and internal reports and external information as requested

B. **Any Planned Changes or Commitments:**

- Training, Cross Training and Networking Opportunities: We continue to watch for other training opportunities of quality and relevance to our work. One such class would be an intermediate to advanced level course of Microsoft Excel, which would be helpful in order to maximize efficiency within the Department. We have continued our cross training efforts to provide for internal coverage during leave times as they occur. Our plan going forward is to firmly plant the knowledge by periodically trade off with tasks for key departmental roles. David is enhancing his knowledge base by working toward a Master's Degree.

- Assessment of staff time allocation: This is planned to identify and eliminate duplication of effort, make the best use of technology and cut outdated or nonessential tasks. This has been done informally in the past, but I would like to develop a more formal process with input from all staff within the department and revisit the task periodically.

- Capital Budgeting: Recent implementation of multi-year budgeting has been a success for operational budgets however another layer of complexity was inadvertently added to our capital budgeting process. In response to that, this next budget year will show only one year of capital budget requests. Although significant improvements have been made in recent years, it is my goal to work with project managers to streamline our efforts to better plan and track our capital projects. I believe one significant step would be to fully incorporate the 6 year capital plan into the capital budgeting process. With each year that passes, we are now reviewing all active projects alongside new initiatives, but I would like more emphasis on evaluation and prioritization, and then request a budget for only those which can be reasonably accomplished or at least initiated within the next one to two years.

- Police and Fire Pension Board: The pension board has requested submissions from investment advisory services and may opt to make a change in this area. The board begins interviews with prospective candidates in January and I expect will make a determination in the first quarter of 2018. The Board has determined that performance of all service providers will be reviewed on a routine basis going forward.

C. **Technology Needs:**

- Document Management: The Finance Department continues to improve its electronically based storage with the use of scanned image filing. This past year, the department has been reviewing and deleting scanned images that have not been filed and are unnecessary to maintain. The scanned images that are saved for future reference are stored in departmental directories but have the capability of being transferred into the document management system where the public ones can be made available to other staff members and other departments, and have the added quality of being searchable. The emphasis will be on records going forward and creating efficiencies where available.

D. **Other Department Needs:**

A shade or other means of directing traffic toward the open window in Treasurer's Office when one window is "closed". This may help direct customers when staff is not there, but can be more important when one person is occupied with a longer phone call or scheduled work station training.

E. **List any Other Potential City Goals:**

All goals are covered above.

Bonds & Notes Payable
Changes in Long Term Debt
Fiscal 2017-18, updated for CTVRS

Bonds & Notes Payable	Amount of Issue	Interest Rate (range)	Date of Issue	Date of Maturity	Source of Repayment (1)	City Ref#	Lender Ref (if appl)	Balance 6/30/2017	Additions	Deletions	Balance 11/1/2017
General Long-Term Debt:											
2006 Install Purch Contract, Aune Osborn Restroom	$ 677,617	4.60%	8/3/2006	8/3/2021	General Fund/Camping fees	936	2329700	259,676	-	25,685	233,992
2008 Michigan Transportation Fund, Street Impr	$ 695,000	3.25% to 4.45%	9/9/2008	4/1/2023	Major Street 12%, Local Street 88%	940	SAULTMTF2008	405,000	-	-	405,000
2012 LTGO Local Development Bonds, Smartzone Breeder Bldg	$ 900,000	2.25%-4.20%	4/3/2012	4/1/2024	Local Dev't Financing Authority, tax capture	946	SAULTLDFA12	740,000	-	-	740,000
2016 LTGO Refunding Bonds City Hall Water Str	$ 3,700,000	2.00% - 3.00%	1/26/2016	10/1/2029	Genderal Fund 74%, Major St 9%, TIFA 2 17%	945	SAULTSM2016	3,500,000	-	205,000	3,295,000
General Long-Term Debt:								**4,904,676**	**-**	**230,685**	**4,673,992**
								0			-
Enterprise Funds-Water & Sewer											
1997 W Portage CSO Bond	$ 820,000	4.00% to 5.30%	9/1/1997	10/1/2017	Sewer & Water Fund	904	SAUGEN97B	65,000	-	65,000	-
1997 SRF, W Portage CSO	$ 634,208	2.25%	9/30/1997	10/012018	Sewer & Water Fund	905	5129-06	70,000	-	35,000	35,000
1998 DWRF, CSO B	$ 4,155,000	2.50%	9/29/1998	4/1/2020	Sewer & Water Fund	906	7010-01	760,000	-	-	760,000
1998 SRF, CSO B	$ 3,820,000	2.25%	9/29/1998	4/1/2020	Sewer & Water Fund	908	5129-02	690,000	-	-	690,000
2001 DWRF, Little Italy	$ 1,790,607	2.50%	9/28/2001	4/1/2023	Sewer & Water Fund	909	7010-02	625,607	-	-	625,607
2002 SRF, CSO D	$ 3,385,000	2.50%	9/26/2002	4/1/2024	Sewer & Water Fund	913	5129-04	1,375,000	-	-	1,375,000
2003 DWRF, CSO D	$ 3,135,000	2.50%	3/27/2003	4/1/2024	Sewer & Water Fund	914	7010-03	1,275,000	-	-	1,275,000
2005 Dillon Washington Way Bond	$ 790,000	3.85% to 4.625%	11/9/2005	10/1/2019	Sewer & Water Fund	924	SAULTGO05B	435,000	-	40,000	395,000
2013 County Refunding Bonds, CSO C	$ 7,040,000	2.0% to 4.5%	12/23/2013	10/1/2029	Sewer & Water Fund	942	CHIPPEWWS13	6,050,000	-	340,000	5,710,000
2010 SRF A/B, CSO C *$7,955,000 approved amount, reduced by principal forgiveness.*	$ 5,189,000	2.50%	1/22/2010	10/1/2031	Sewer & Water Fund	943	5129-09AB	4,077,707	-	205,000	3,872,707
2011 Chippewa County Refunding Bonds	$ 4,790,000	2.00% to 3.625%	7/12/2011	9/1/2022	Sewer & Water Fund	947	chippeware11	2,405,000	-	685,000	1,720,000
2012 CSO D Refunding, LTGO RB (ref 2002)	$ 2,730,000	2.0% to 4.0%	4/25/2012	10/1/2023	Sewer & Water Fund	948	SAULTRE2012	1,950,000	-	215,000	1,735,000
2015 CSO C-3 SRF - CWRF Bonds	$ 7,325,000	2.50%	9/17/2014	10/1/2036	Sewer & Water Fund	950	5129-10	6,626,549	-	285,000	6,341,549
2015 CSO C-3 DWRF Bonds	$ 5,120,000	2.50%	9/17/2014	10/1/2036	Sewer & Water Fund	951	7010-06	4,532,022	-	200,000	4,332,022
2015 CSO C-3 Capital Improvement Bonds	$ 2,285,000	2.0% to 3.25%	4/29/2015	4/1/2035	Sewer & Water Fund	952	SAULT15	*2,100,000*	-	-	2,100,000
Sewer & Water Fund Total								**33,036,885**	**-**	**2,070,000**	**30,966,885**
Enterprise Funds-Parking Structure											
2015 DDA Refunding Bonds, Parking Deck	$ 4,700,000	2.00% to 3.00%	4/29/2015	11/1/2026	Parking Deck, TIFA 1 & TIFA 2, Sewer & Water Fund, War Memorial Hospital	577	SAULT15DD	4,115,000	-	325,000	3,790,000
Parking Structure Fund Total								**4,115,000**	**-**	**325,000**	**3,790,000**
Total Business Type Funds Long Term Debt								**37,151,885**	**-**	**2,395,000**	**34,756,885**
GRAND TOTAL, BUS TYPE & GENERAL GOVT								**42,056,561**	**-**	**2,625,685**	**39,430,877**

Contact Information: For more information on our unit's finances, contact Kristin Collins, Finance Director/Treasurer at (906) 632-5726.

Explanation of acronyms: LTGO = Limited Tax General Obligation, RB = Revenue Bonds, the source of bond repayments is revenue, SRF = Sewer Revolving Fund, State of Michigan low interest bonds, DWRF = Drinking Water Revolving Fund, State of Michigan low interest bonds, MTF = Michigan Transportation Authority, State of Michigan low interest bonds, CSO = Combined Sewer Overflow, a long-term project mandated by the DEQ, BAB= Build America Bonds with 35% federal subsidy on interest

(1) In the event that the source of payment fund is unable to sustain debt service, logical and related source fund will be utilized at the discretion of the Commission, and the ultimate source of payment for all obligations is the General Fund.

General Fund - Fund Balance Ratio
as of 12/7/2017

	6/30/2013 Audited Financial Statements	6/30/2014 Audited Financial Statements	6/30/2015 Audited Financial Statements	6/30/2016 Audited Financial Statements	6/30/2017 Audited Financial Statements	6/30/2018 Commission Approved Budget *	6/30/2018 Revised Budget * @10-31-17	6/30/2019 Preliminarily Approved Budget *
Calculation of Unreserved Fund Balance Ratio: (15-20% required)								
1 Non-spendable Fund Balance	$ -	$ -	$ 72,539	$ -	$ -	$ -	$ -	$ -
2 Committed Fund Balance	1,296,998	1,757,817	1,803,993	1,969,212	1,615,218	1,948,300	2,011,100	1,979,100
3 Assigned Fund Balance	-	-	-	-	-	-	-	-
4 Unassigned Fund Balance	847,553	640,751	724,355	580,196	1,278,288	950,200	826,600	857,700
5 Total, or Unrestricted Fund Balance	$ 2,144,551	$ 2,398,568	$ 2,600,887	$ 2,549,407	$ 2,893,506	$ 2,898,500	$ 2,837,700	$ 2,836,800
6 Total Expenditures (incl op & net trsf)	$ 11,672,501	$ 11,582,161	$ 11,006,851	$ 11,236,806	$ 11,545,500	$ 11,536,200	$ 11,597,100	$ 11,622,700
7 Less: Non-recurring Transfers Out	(109,732)	(552,600)	(245,500)	(198,500)	(232,200)	(12,500)	(262,200)	(57,500)
8 Net Expenditures	$ 11,562,769	$ 11,029,561	$ 10,761,351	$ 11,038,306	$ 11,313,300	$ 11,523,700	$ 11,334,900	$ 11,565,200
9 Fund Balance Ratio (#5/#8)	**18.55%**	**21.75%**	**24.17%**	**23.10%**	**25.58%**	**25.15%**	**25.04%**	**24.53%**
Calculation of Unassigned Fund Balance Plus Compensated Absences Ratio: (8% required)								
1 Unassigned Fund Balance	$ 847,553	$ 640,751	$ 724,355	$ 580,196	$ 1,278,288	$ 950,200	$ 826,600	$ 857,700
2 Compensated Absences	515,707	489,486	532,213	530,784	594,953	532,200	595,000	595,000
3 Total, or Unrestricted Fund Balance	$ 1,363,260	$ 1,130,237	$ 1,256,568	$ 1,110,980	$ 1,873,241	$ 1,482,400	$ 1,421,600	$ 1,452,700
4 Total Expenditures	$ 11,672,501	$ 11,582,161	$ 11,006,851	$ 11,236,806	$ 11,545,500	$ 11,536,200	$ 11,597,100	$ 11,622,700
5 Less: Non-recurring Transfers Out	(109,732)	(552,600)	(245,500)	(198,500)	(232,200)	(12,500)	(262,200)	(32,500)
6 Net Expenditures	$ 11,562,769	$ 11,029,561	$ 10,761,351	$ 11,038,306	$ 11,313,300	$ 11,523,700	$ 11,334,900	$ 11,590,200
7 Fund Balance Ratio (#3/#6)	**11.79%**	**10.25%**	**11.68%**	**10.06%**	**16.56%**	**12.86%**	**12.54%**	**12.53%**

** includes updated PFYE fund balance as beginning*

City of Sault Ste. Marie

Finance Department

Primary Services Delivered

- Payroll
- Accounts Payable
- Miscellaneous Billing
- Utility Billing & Customer Service
- Cash Receipting
- Tax Collection and Distribution
- Financial Reporting
- Pension Administration
- Budget

Six Full Time Employees

- **Kristin Collins**, Finance Director/Treasurer
- **David Pawley**, Deputy Treas/Staff Accountant
- **Susan Anderson**, Accounting Assistant
- **Nancy Fuerstnau**, Payroll Coordinator
- **Trisha Dalgard**, Utility Billing Coordinator
- **Amber Pietrangelo**, Cashier

Transparency: not just a commitment its ***a requirement***

- Payroll - Federal & State income taxes, unemployment, garnishments, 457 deposits
- Annual audited financials – State Dept Treasury, Federal Audit Clearinghouse, SEC-Lenders/Bondholders

More About What We Do…

Tax Collections

- Report to other taxing units during collections
- At the close of the season, settle with Chippewa County Treasurer
- file with State Treasury and MEDC for tax capture districts, PILOT's & IFT's

Pension - Police &Fire

- Police and Fire Pension, self administered. Five member board meets monthly.
- Annual actuarial valuations, data provided to actuaries
- Review performance with Investment Advisor quarterly
- Annual Reporting to City, auditors, participants, State, Federal, MAPERS (prof org)

- ***Coordinate Budget Process*** with Departments, City Manager and Commission. Including segments: capital, personnel, user fees/revenue, and operational expenses
- ***Maintain and monitor*** routine reviews and reports to Commission as of Sept 30, Dec 31, and close the fiscal year in June.

Financial Monitoring & Reporting

- Distribute Monthly Financials/Expense Reports
- Adjust and correct charges as needed
- Fiscal year-end adjustments
- Coordinate Audit Process involving audit team, Finance staff and other dept
- Done and filed by Dec 31st

The City has ***$39.4 million*** in long term debt.

Issuances have paid for long term assets with an ***average useful life of 30+ years.***

Debt is one way to ***equitably distribute the cost to users*** now and into the future.

Bonds & Notes Payable				
Changes in Long Term Debt				
Fiscal 2017-18, updated for CTVRS 11/2017	**Amount of Issue**	**Date of Issue**	**Date of Maturity**	**Balance 11/1/2017**
General Long-Term Debt:				
2006 Install Purch Contract, Aune Osborn Restroom	$ 677,617	8/3/2006	8/3/2021	$ 233,992
2008 Michigan Transportation Fund, Street Impr	695,000	9/9/2008	4/1/2023	405,000
2012 LTGO Local Development Bonds	900,000	4/3/2012	4/1/2024	740,000
2016 LTGO Refunding Bonds City Hall Water Str	3,700,000	1/26/2016	10/1/2029	3,295,000
Enterprise Funds-Water & Sewer				
1997 W Portage CSO Bond	820,000	9/1/1997	10/1/2017	0
1997 SRF, W Portage CSO	634,208	9/30/1997	10/012018	35,000
1998 DWRF, CSO B	4,155,000	9/29/1998	4/1/2020	760,000
1998 SRF, CSO B	3,820,000	9/29/1998	4/1/2020	690,000
2001 DWRF, Little Italy	1,790,607	9/28/2001	4/1/2023	625,607
2002 SRF, CSO D	3,385,000	9/26/2002	4/1/2024	1,375,000
2003 DWRF, CSO D	3,135,000	3/27/2003	4/1/2024	1,275,000
2005 Dillon Washington Way Bond	790,000	11/9/2005	10/1/2019	395,000
2013 County Refunding Bonds, CSO C	7,040,000	12/23/2013	10/1/2029	5,710,000
2010 SRF A/B, CSO C	5,189,000	1/22/2010	10/1/2031	3,872,707
2011 Chippewa County Refunding Bonds	4,790,000	7/12/2011	9/1/2022	1,720,000
2012 CSO D Refunding, LTGO RB (ref 2002)	2,730,000	4/25/2012	10/1/2023	1,735,000
2015 CSO C-3 SRF - CWRF Bonds	7,325,000	9/17/2014	10/1/2036	6,341,549
2015 CSO C-3 DWRF Bonds	5,120,000	9/17/2014	10/1/2036	4,332,022
2015 CSO C-3 Capital Improvement Bonds	2,285,000	4/29/2015	4/1/2035	2,100,000
2015 DDA Refunding Bonds, Parking Deck	4,700,000	4/29/2015	11/1/2026	3,790,000
GRAND TOTAL, BUS TYPE & GENERAL GOVT	**$ 63,681,432**			**$ 39,430,877**

Fund Balance

Like equity in a privately held company.

Fund balance is a good measure of how we're doing.

General Fund had $2.9 million at the end of fiscal 2017.

General Fund - Fund Balance Ratio							
as of	12/7/2017	6/30/2015 Audited Financial Statements	6/30/2016 Audited Financial Statements	6/30/2017 Audited Financial Statements	6/30/2018 Commission Approved Budget *	6/30/2018 Revised Budget * @10-31-17	6/30/2019 Preliminarily Approved Budget *
Calculation of Unreserved Fund Balance Ratio: (15-20% required)							
1	Non-spendable Fund Balance	$ 72,539	$ -	$ -	$ -	$ -	$ -
2	Committed Fund Balance	1,803,993	1,969,212	1,615,218	1,948,300	2,011,100	1,979,100
3	Assigned Fund Balance	-	-	-	-	-	-
4	Unassigned Fund Balance	724,355	580,196	1,278,288	950,200	826,600	857,700
5	Total, or Unrestricted Fund Balance	$ 2,600,887	$ 2,549,407	$ 2,893,506	$ 2,898,500	$ 2,837,700	$ 2,836,800
6	Total Expenditures (incl op & net trsf)	$ 11,006,851	$ 11,236,806	$ 11,545,500	$ 11,536,200	$ 11,597,100	$ 11,622,700
7	Less: Non-recurring Transfers Out	(245,500)	(198,500)	(232,200)	(12,500)	(262,200)	(57,500)
8	Net Expenditures	$ 10,761,351	$ 11,038,306	$ 11,313,300	$ 11,523,700	$ 11,334,900	$ 11,565,200
9	**Fund Balance Ratio (#5/#8)**	**24.17%**	**23.10%**	**25.58%**	**25.15%**	**25.04%**	**24.53%**
Calculation of Unassigned Fund Balance Plus Compensated Absences Ratio: (8% required)							
1	Unassigned Fund Balance	$ 724,355	$ 580,196	$ 1,278,288	$ 950,200	$ 826,600	$ 857,700
2	Compensated Absences	532,213	530,784	594,953	532,200	595,000	595,000
3	Total, or Unrestricted Fund Balance	$ 1,256,568	$ 1,110,980	$ 1,873,241	$ 1,482,400	$ 1,421,600	$ 1,452,700
4	Total Expenditures	$ 11,006,851	$ 11,236,806	$ 11,545,500	$ 11,536,200	$ 11,597,100	$ 11,622,700
5	Less: Non-recurring Transfers Out	(245,500)	(198,500)	(232,200)	(12,500)	(262,200)	(32,500)
6	Net Expenditures	$ 10,761,351	$ 11,038,306	$ 11,313,300	$ 11,523,700	$ 11,334,900	$ 11,590,200
7	**Fund Balance Ratio (#3/#6)**	**11.68%**	**10.06%**	**16.56%**	**12.86%**	**12.54%**	**12.53%**

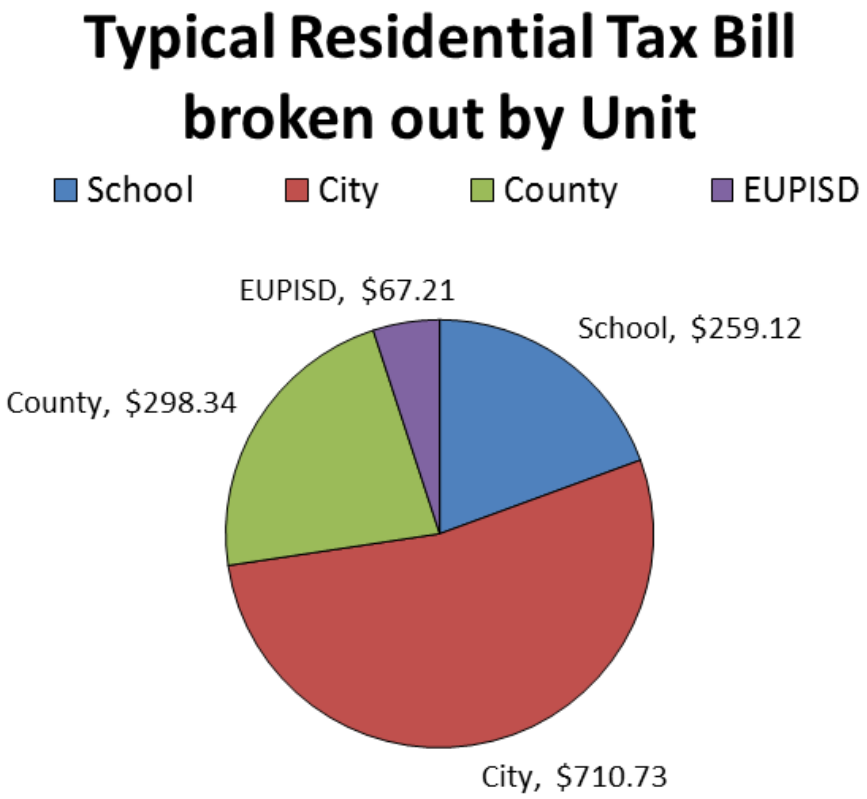
Commonly Asked Questions and Answers…

Taxpayers Ask…

My property tax bill is ***way too high***, and my neighbors agree!

Where *is all of this money going?*

School	$	259.12	19%
City	$	710.73	53%
County	$	298.34	22%
EUPISD	$	67.21	5%
Total	**$**	**1,335.40**	**100%**



Average Residential Tax Bill

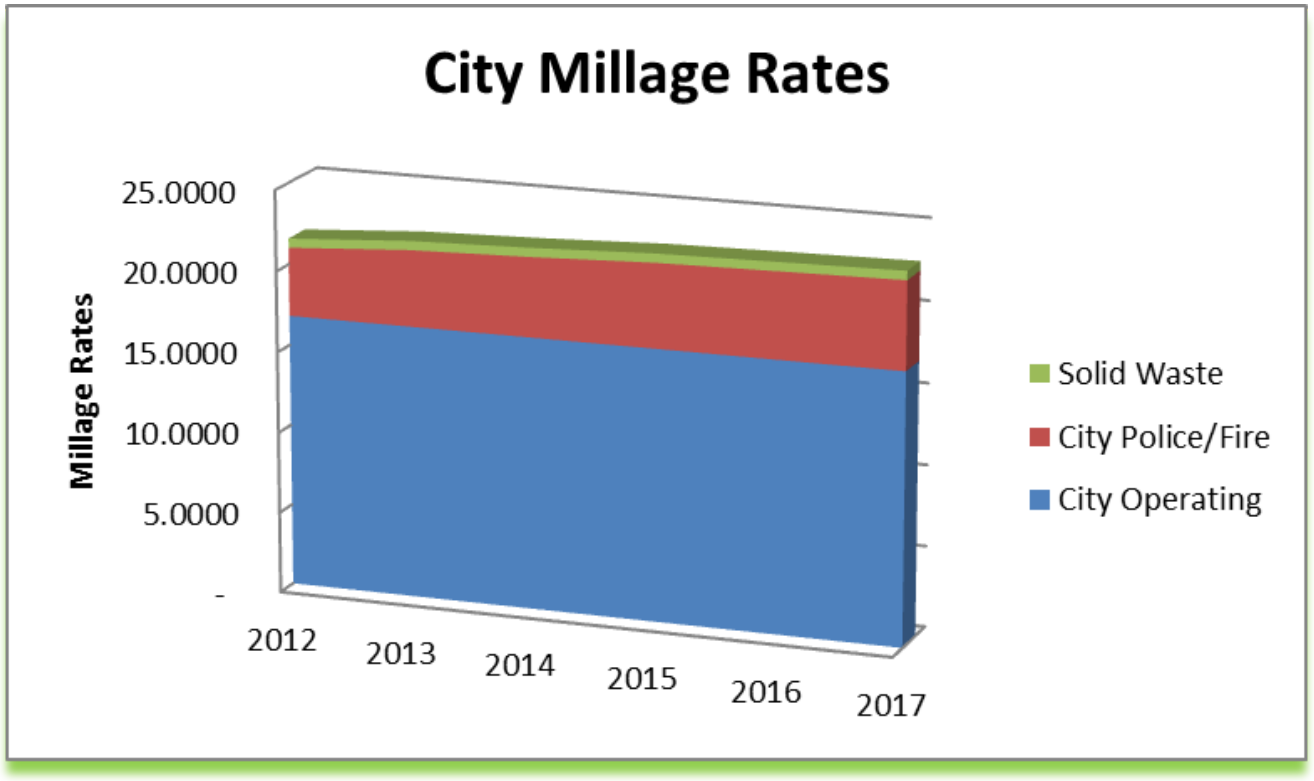
- Average taxable value for a residential home is **$31,200** *=> true value of $62,400*
- Annual taxes for typical residence with principal residence exemption (PRE) = $1,335.40
- **53%** of each PRE bill is revenue to the City and the rest goes to other taxing units.

What are the ***City*** millages and how is the tax bill calculated?

- Millage rate is the rate at which property taxes are levied on property. A mill is 1/1000 of a dollar.
- Property taxes are computed by multiplying the taxable value of the property by the number of mills levied.
- The City operating millage is restricted and cannot be raised, but the others are tied to a specific expenditure.

City Millages Over Past 6 Years

City Millages	2012	2013	2014	2015	2016	2017
City Operating	16.8139	16.8139	16.8139	16.8139	16.8139	16.8139
City Police/Fire	4.2167	4.7055	4.9152	5.2115	5.3323	5.4502
Solid Waste	0.5632	0.5632	0.5632	0.5632	0.5632	0.5632
Total City	21.5938	22.0826	22.2923	22.5886	22.7094	22.8273

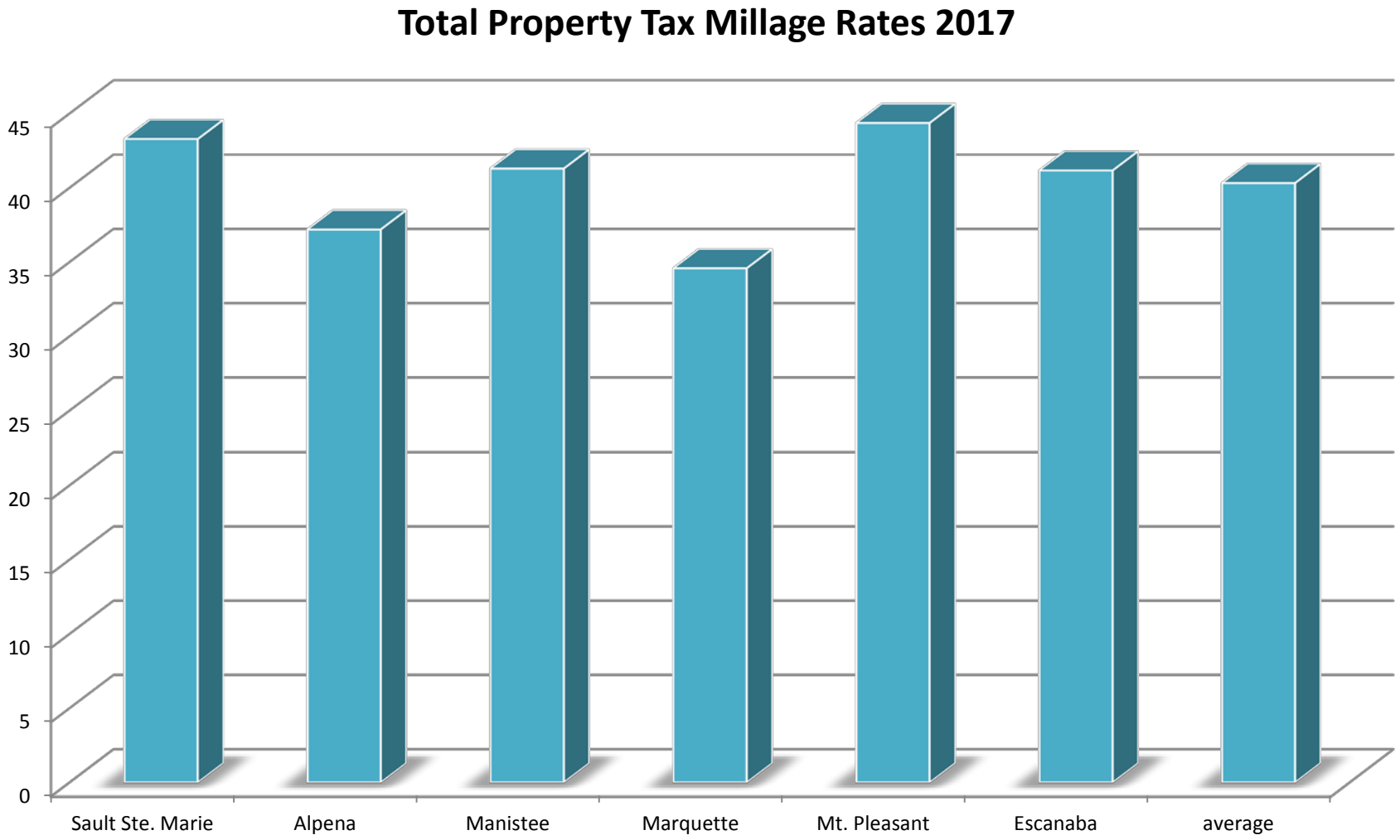


How are these millage rates, and increases, affecting the average homeowner?

	2012	2013	2014	2015	2016	2017
City portion of Tax Bill	$ 673.73	$ 688.98	$ 695.52	$ 704.76	$ 708.53	$ 712.21
Change in Residential Tax, $		$ 15.25	$ 6.54	$ 9.24	$ 3.77	$ 3.68
Change in Residential Tax, %		2.26%	0.95%	1.33%	0.53%	0.52%

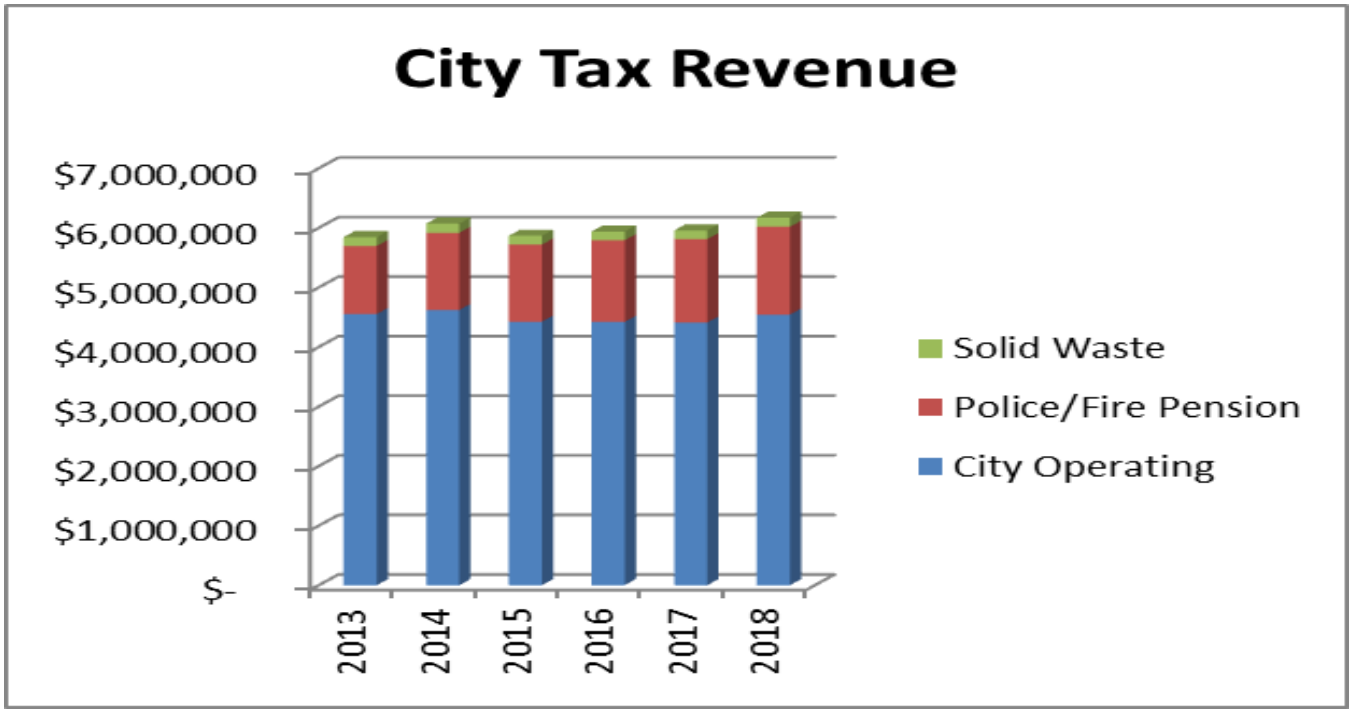
How does this rate of increase compare to the Consumers Price Index?						
The average increase is 1.12%, as compared to the CPI increase over this same span of 1.02%						
Consumer Price Index	*1.60%*	*0.90%*	*0.70%*	*-0.40%*	*1.80%*	*2.10%*

How does the City of Sault Ste. Marie compare to other cities in Michigan of similar size?



How have millage increases brought in a lot more revenue?

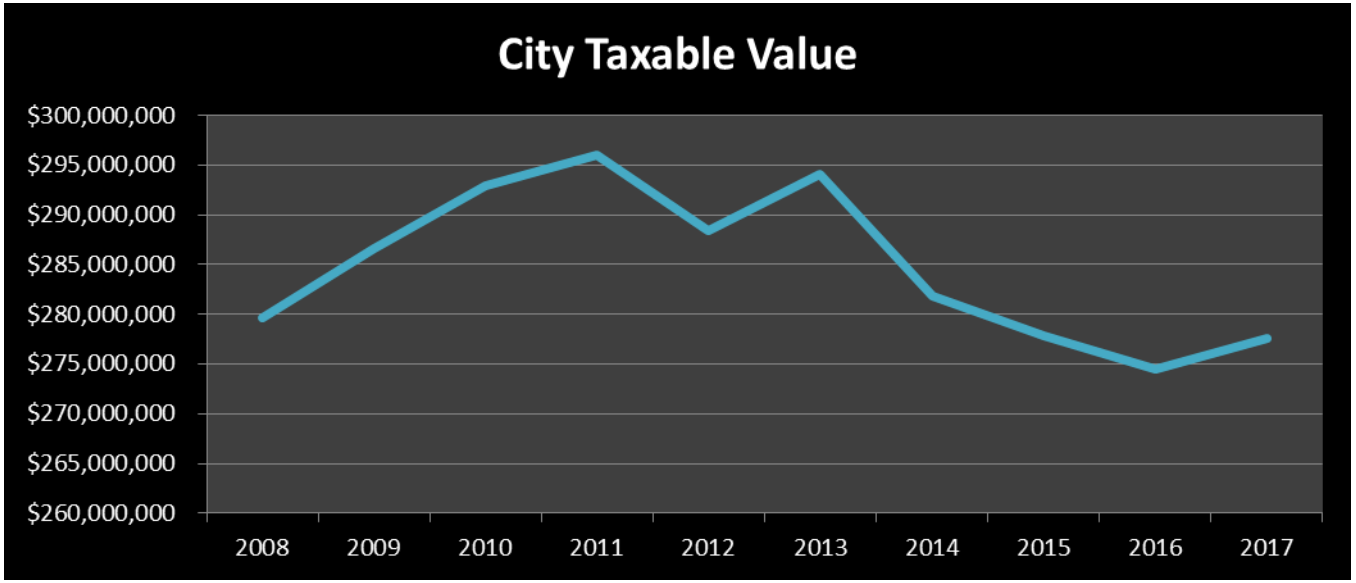
	2013	2014	2015	2016	2017
Total City Tax Revenue	$5,844,248	$6,071,693	$5,867,076	$5,938,926	$ 5,958,205
Change in Revenue, $		$ 227,446	$ (204,618)	$ 71,850	$ 19,279
Change in Revenue, %		3.89%	-3.37%	1.22%	0.32%



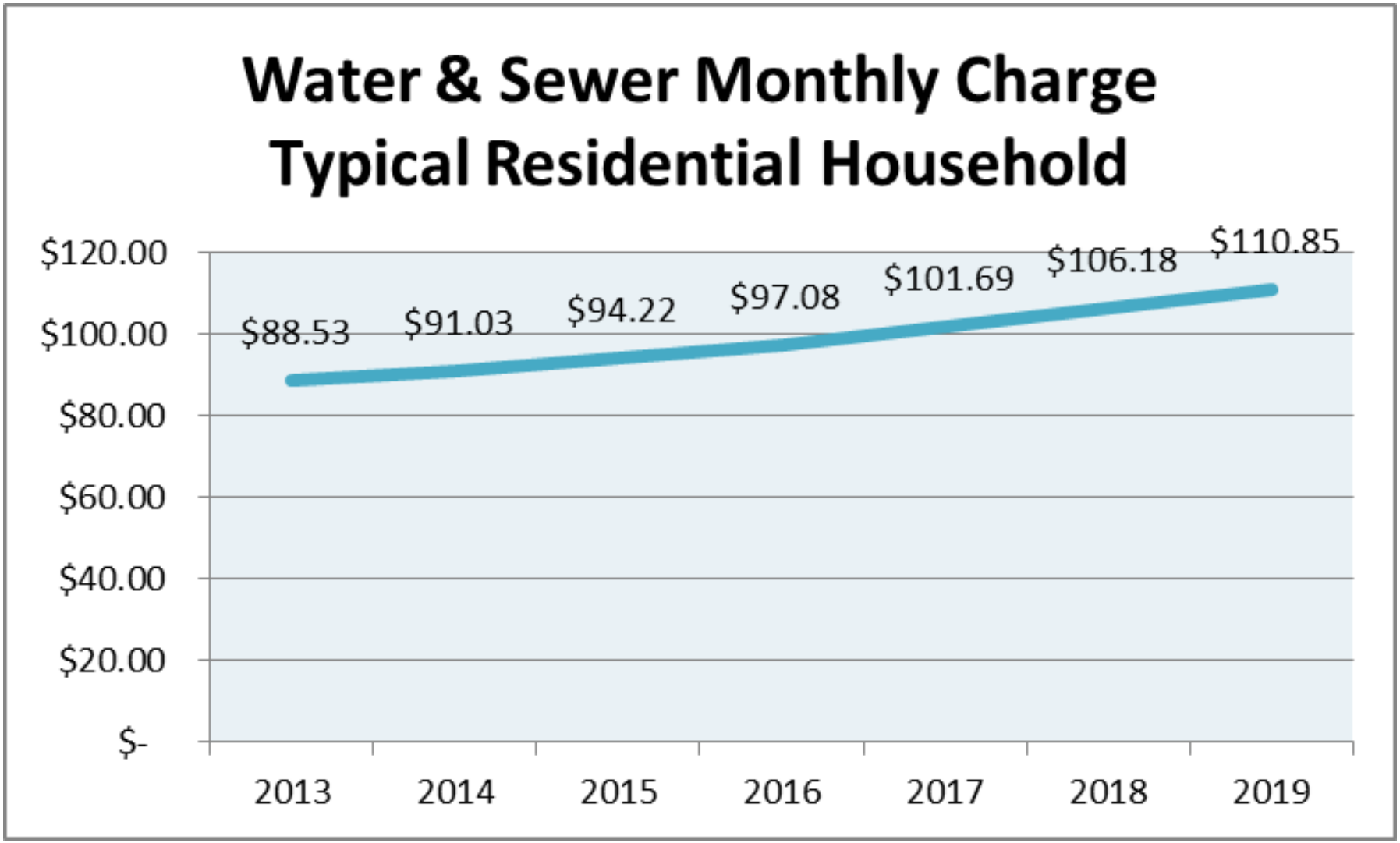
2015 – revenue decreased 3.37% but millage increased almost 1% for a typical residence.

Cause = reduction in total taxable value of 4.18%

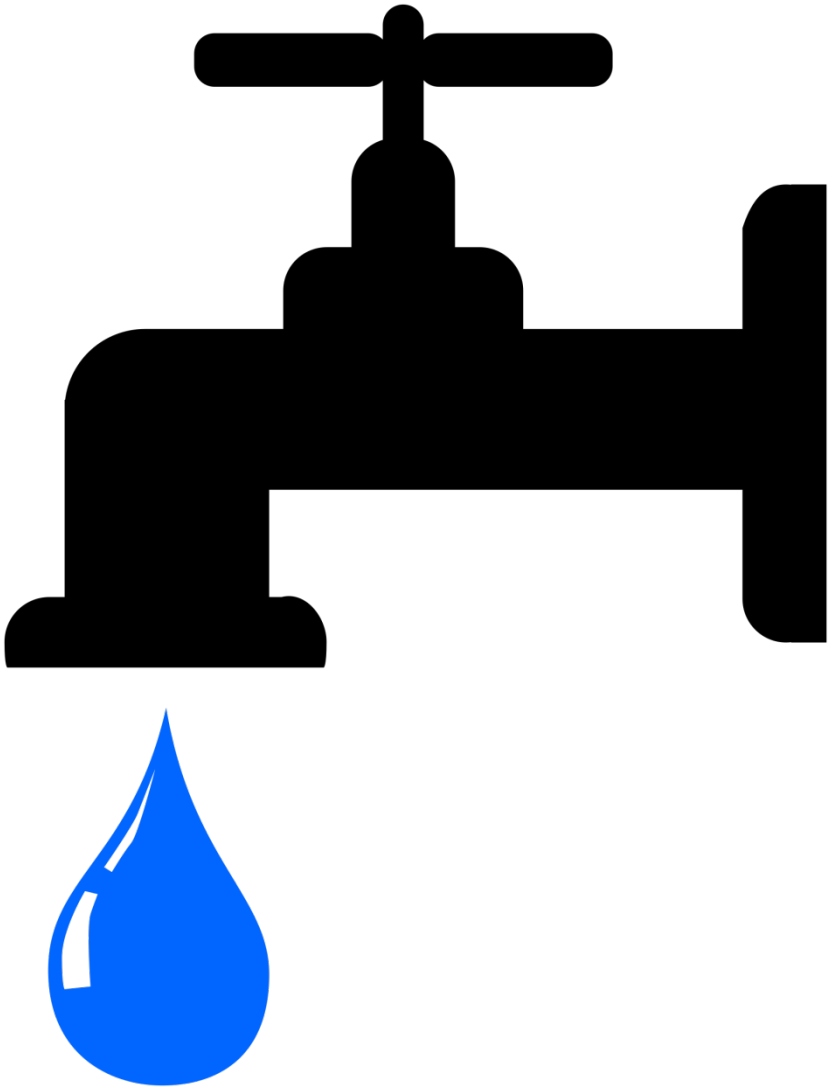
Taxable value is reduced through assessing adjustments, tax appeals & State-wide exemptions for personal property and disabled veterans



Water Rates – why so high??



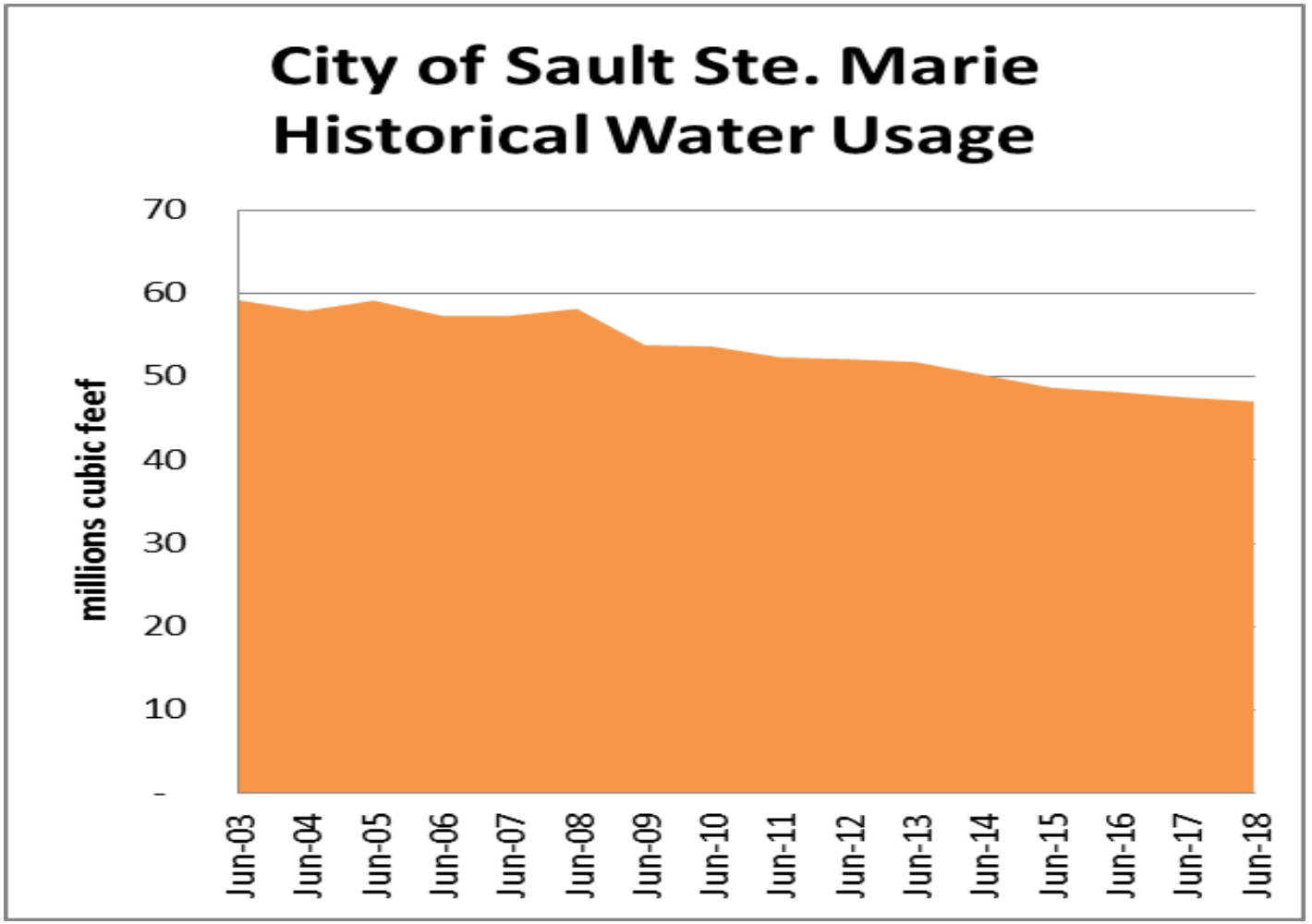
Water Customers Ask…



Water rates have increased 3.82% per year over six years…

- The Sewer and Water Fund operates like a non-profit entity, separate from the General Fund and its tax revenue. ***Revenue must keep up with expenses.***
- Operating expenses have increased 2% per year and will reach **$5 million** this year.
- This year also carries the highest debt service load the City has seen to date at **$4.4 million**.
- BUT this is *not the only driver* of rate increases…

Water revenue is primarily based on variable usage, and that is declining. Consumption since 2003 has gone down 1.3% per year.



What are we doing to prevent future rate increases?

- The goal is to keep rate increases **as low as possible** by adjusting them ***annually*** to avoid dramatic hikes down the road.
- We are also keeping a close eye on usage to better ***anticipate quantity reductions*** and set rates accordingly.
- Unfortunately, reduced usage appears to be a **permanent pattern** which will require rate increases.

Water Consumption Monitoring

Water Consumption Monthly/Annual Totals - Fiscal Year
Measured in Cubic Feet (cf)

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
JULY	4,963,900	4,509,300	4,505,390	4,627,066	4,754,083	4,728,584	4,264,796
AUGUST	4,557,100	4,845,400	4,636,928	3,996,784	4,519,527	4,437,712	4,338,115
SEPTEMBER	4,669,100	4,967,042	4,751,529	4,516,570	4,483,266	4,183,279	4,408,888
OCTOBER	4,578,800	4,675,596	4,017,143	4,550,273	4,245,531	4,273,846	4,060,589
NOVEMBER	4,170,700	4,468,215	4,184,279	4,282,916	3,874,725	3,608,414	3,876,970
DECEMBER	4,096,800	3,625,140	3,600,958	3,814,534	3,707,089	3,886,027	3,657,339
JANUARY	4,341,900	4,517,262	4,602,456	4,349,426	3,895,500	3,856,199	
FEBRUARY	4,596,000	4,112,437	4,467,883	4,124,502	4,002,184	3,838,470	
MARCH	3,490,600	3,825,277	3,438,440	3,076,084	4,048,768	3,928,292	
APRIL	4,028,600	3,946,639	4,323,322	4,384,816	3,421,872	3,746,183	
MAY	3,980,100	3,850,318	3,728,954	3,266,616	3,382,126	3,179,220	
JUNE	4,667,801	4,445,801	4,006,909	3,718,582	3,846,601	3,593,770	
TOTAL	52,141,401	51,788,427	50,264,191	48,708,169	48,181,272	47,259,996	24,606,697

Consumption estimate used for the 2017-18 Budget, established with the use of total consumption	*47,044,895*
less outside city double rates	*-486,491*
final estimate of consumption used for rate setting 2017	***46,558,403***

to estimate where we will be at year-end this year…							
as of Dec 31	*27,036,400*	*27,090,693*	*25,696,227*	*25,788,143*	*25,584,221*	*25,117,862*	*24,606,697*
% of year-end	*51.85%*	*52.31%*	*51.12%*	*52.94%*	*53.10%*	*53.15%*	***52.71%***
estimate 6/30						**based on avg %**	***46,681,000***
						based on most recent %	46,298,224
						based on highest %	44,789,274
						based on lowest %	48,280,508
						cubic foot reduction from budget to estimate based on average	46,681,028

Good News,
Everyone!

For households, reducing consumption will *offset* some of the *rate increases*. And using *less water* results in a positive impact on our **environment**.

Are there any ***other*** questions?

2018 - 2019 Goal Setting

Departmental Fact Sheet

A. **Department Name: City of Sault Ste. Marie Fire Department**

B. **Department Head Name: Scott LaBonte – Fire Chief**

C. **Employees (Currently Budgeted):**

- Full-Time: 19
- Part-Time: 1
- Seasonal: 0
- Current Vacancies (full-time positions): 0

D. **Total Budget (All Accounts and Funds):** $ FIRE - $1,557,500.00 / AMB $1,238,800.00

E. **Primary Services Delivered:**

Fire	Ambulance
- Fire Prevention	- Full Advanced Life Support (ALS/Paramedic) Care
- Extinguishment	- Agreements with Soo and Bruce Twps. for Ambulance Svc
- Fire Inspections	- Intercept Service for all of Chippewa Co.
- Code Enforcement	- Shared transfer agreement with WMH & KEMS
- Fire Ext. Education	- CPR/AED, Narcan, & First Aid Education

F. **Any Planned Changes or Commitments:**

Fee Schedule / cost recovery additions for:

- Commercial Haz-Mat Incidents - to fully comply with City's Haz-Mat Cost Recovery ordinance and state law.
- Motor vehicle accidents where a vehicle requires a tow or fluids on roadway.

G. **Technology Needs:**

Update Dept. 2-way communications (radios) and increase communications ability at War Memorial Hospital.

H. **Other Department Needs:**

Repair the exterior brick façade where possible and refurbish the color back to its original hue. Repair the fire engine bay floor to stop moisture damage and further degradation by covering with a new non-slip, low or no maintenance finish which may match the original time period in color.

I. **List any Other Potential City Goals:**

To work with City Engineering and Water Departments to develop a plan to replace threaded couplings with Storz style couplings on fire hydrants. The current practice of connecting a fire apparatus to a hydrant includes adding one of three possible couplings in order to make the connection. If new hydrants were spec'd with Storz connections and selected hydrants were fitted with such couplings no extra connections would be needed, effectively cutting down the amount of time needed to make the connection.

J. **Boards and Committees under the jurisdiction of your department**

After the passage of the updated Fire Prevention Ordinance, there will be the formation of the 3-person Fire Code Board of Appeals which is required by the International Fire Code. This board will meet initially in order to become familiar with other board members and to elect a board chair however the board will only meet again to hear appeal cases or at the request of the board chair for re-election of a chairperson if the need arises or other special business requires discussion.

A "Significant Other/Family Auxiliary" has been formed in a unofficial capacity in an effort to preserve the family background of being a firefighter. This auxiliary will also serve as a programming board for all charity events and other functions which the personnel of the Fire Department feel are important.

K. **Strengths/Challenges**

Challenges

- The fire station is quickly deteriorating and even more quickly becoming too small for our department's needs. Restoration to the current building must be conducted to save what is in place before further damage takes place and additional building space of at least 4 truck bays to the west should be added to the current structure in correct balance with its current time period architecture. The purchase of a new aerial apparatus will require additional space than is currently available, and advances in post fire decontamination will necessitate additional area for cleaning gear and showing facilities prior to entering living or working spaces.

Strengths

- The fire department is comprised of a very diverse thinking group of professionals. We have personnel from multiple backgrounds including the military, scholastic, and the internally trained. Having personnel from so many sources gives multiple perspectives and options when training and in emergency situations.
- When the need arises there are 18 teammates eager to make great sacrifices for the residents of this city.

L. **Staffing/resource limitations (historic reductions as applicable)**

Staffing at the Fire Department has been on a downward slope with population and the numbers of fires of the years. Fortunately the numbers of fires has been falling mainly due to fire prevention education and products being made more fire resistant.

Two statistics that are slowly climbing are the number of ambulance calls run annually, and the number of inter-facility transfers between War Memorial Hospitals and other hospitals such as McLaren, Munson, Duke Life Point, Mott Children's Hospital, University of Michigan, and Detroit Receiving.

Seeing such increases poses unique challenges to a staff of personnel. Burnout rates among EMS professionals are within the top percentiles of all professions with revolving doors or those who disclose a poor working environment.

At this time, each shift consists of six personnel. Every nine days each of the six personnel does their part to take a transfer shift. This practice has been done for many years and has been burning our Paramedics out for years.

Adding just one staff member to each shift would allow for a greater expansion of a shift member to be off and slow down on burn out but changing the way the rotation is done altogether.

M. **Capital Projects/Needs/Expenditures**

The fire station is quickly deteriorating and even more quickly becoming too small for our department's needs. Restoration to the current building must be conducted to save what is in place before further damage takes place and additional building space of at least 4 truck bays to the west should be added to the current structure in correct balance with its current time period architecture. The purchase of a new aerial apparatus will require additional space than is currently available, and advances in post fire decontamination will necessitate additional area for cleaning gear and showing facilities prior to entering living or working spaces.
The need for building expansion is not currently something that is in the CIP however there are plans to add the restoration a restoration plan immediately for next fiscal year.

The Fire Department has added the need for a new aerial apparatus in the CIP for the last several years. At a cost of $1.5M a new 100' apparatus will serve the City more efficiently, completely, and safely. The City's current aerial apparatus is a 1992, making it 25 years old with a 75' ladder. This apparatus has failed its ladder inspection twice in the last 6 years at a cost of $6,000 per failure. The ladder itself is not as safe as a "bucket" style apparatus and will not reach many structures in the city. An upgrade to a new apparatus is needed in the very near future.

N. **Integration with other Departments**

As an emergency response agency it only serves to reason that the Fire Department works with other emergency response departments however the Fire Department has ties with a multitude of other City departments.

- The Police Department is obvious, the fire and ambulance personnel see Patrol Officers, Sergeants, and other Police personnel on just about every emergency scene. Aside from emergencies, our agencies also train together. Active shooter training, CPR, and other training opportunities come along often and we take advantage of them when we can.
- The Water Department is always there when needed to not only assist with turning off the water to a burned out structure but also assist us during the day and evening hours with hydrant coupling and hydrant pump out after a fire or after training evolutions in the winter months.
- The Building Department is most often used by fire administration for code enforcement, inspections, and occupancy permitting. The Fire department has recently realized updated strengths in finding floorplans through the Building Department which may help in expediting extinguishment of structure fires.
- The Department of Public Works is another which the Fire Department has contact with. Often Fire Captains will request barricades for streets to be closed at fire scenes, a sand truck at accident scenes, or heavy equipment at Haz-Mat scenes to assist in the mitigation of spills of non-toxic materials.

HSLM

Sault Ste. Marie Fire Department

Scott LaBonte – Fire Chief

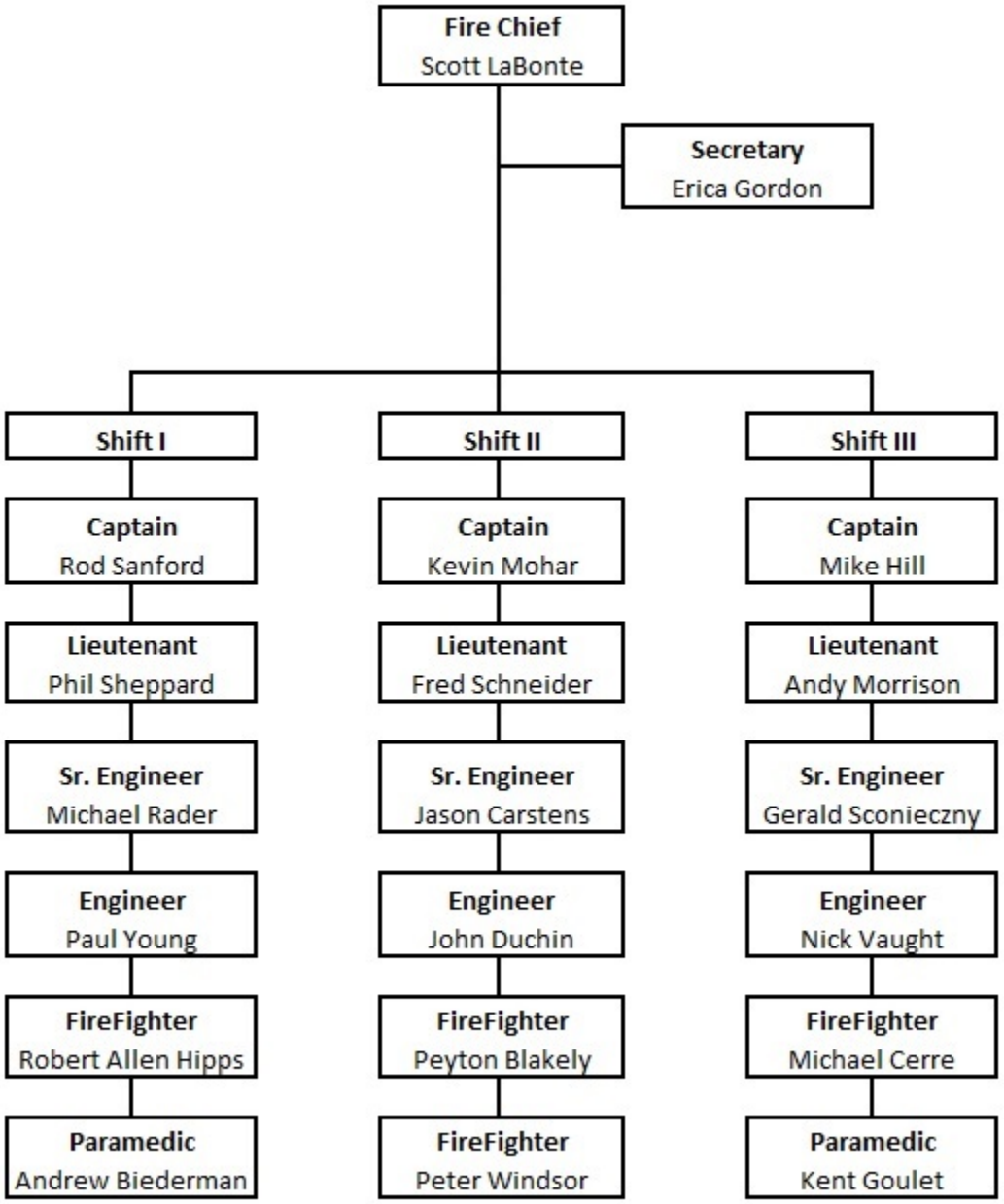
Currently Budgeted Employees

Full Time – 19 (Includes the Chief)

Part Time – 1 (Shared Clerical Staff)

Seasonal – 0

Current Vacancies – 0


Fire Chief
Scott LaBonte
Secretary
Erica Gordon
Shift I
Captain
Rod Sanford
Lieutenant
Phil Sheppard
Sr. Engineer
Michael Rader
Engineer
Paul Young
FireFighter
Robert Allen Hipps
Paramedic
Andrew Biederman
Shift II
Captain
Kevin Mohar
Lieutenant
Fred Schneider
Sr. Engineer
Jason Carstens
Engineer
John Duchin
FireFighter
Peyton Blakely
FireFighter
Peter Windsor
Shift III
Captain
Mike Hill
Lieutenant
Andy Morrison
Sr. Engineer
Gerald Sconieczny
Engineer
Nick Vaught
FireFighter
Michael Cerre
Paramedic
Kent Goulet

Fire Department Work Schedule

All Staff (excluding Chief & Clerical) work a regular 56 hour week

Unless a Holiday is worked, all 56 regularly worked hours are at base pay

Three shifts rotate around a schedule which operates in multiples of 3's

Each shift works a day, off a day, works a day, off a day, works a third day, then off four days unless on transfer duty.

Each shift begins it's day at 7:55am and ends at the same time on the following day.

FD Work Rotation
January 2018
24-Hour Rotating Shifts

Su	M	T	W	Th	F	S
		1		1		1
Shift 1 Transfer Shift	Shift 1 Transfer Shift	Shift 1 Transfer Shift		1		1
	1					1
	1		1	Shift 1 Transfer Shift	Shift 1 Transfer Shift	Shift 1 Transfer Shift

FD Work Rotation
January 2018
24-Hour Rotating Shifts

Su	M	T	W	Th	F	S
	2 Shift 3 Transfer Shift	1 Shift 3 Transfer Shift	2 Shift 3 Transfer Shift	1 Shift 2 Transfer Shift	3 Shift 2 Transfer Shift	1 Shift 2 Transfer Shift
3 Shift 1 Transfer Shift	2 Shift 1 Transfer Shift	3 Shift 1 Transfer Shift	2	1	2	1
3	1	3	2	3	2 Shift 3 Transfer Shift	1 Shift 3 Transfer Shift
2 Shift 3 Transfer Shift	1 Shift 2 Transfer Shift	3 Shift 2 Transfer Shift	1 Shift 2 Transfer Shift	3 Shift 1 Transfer Shift	2 Shift 1 Transfer Shift	3 Shift 1 Transfer Shift

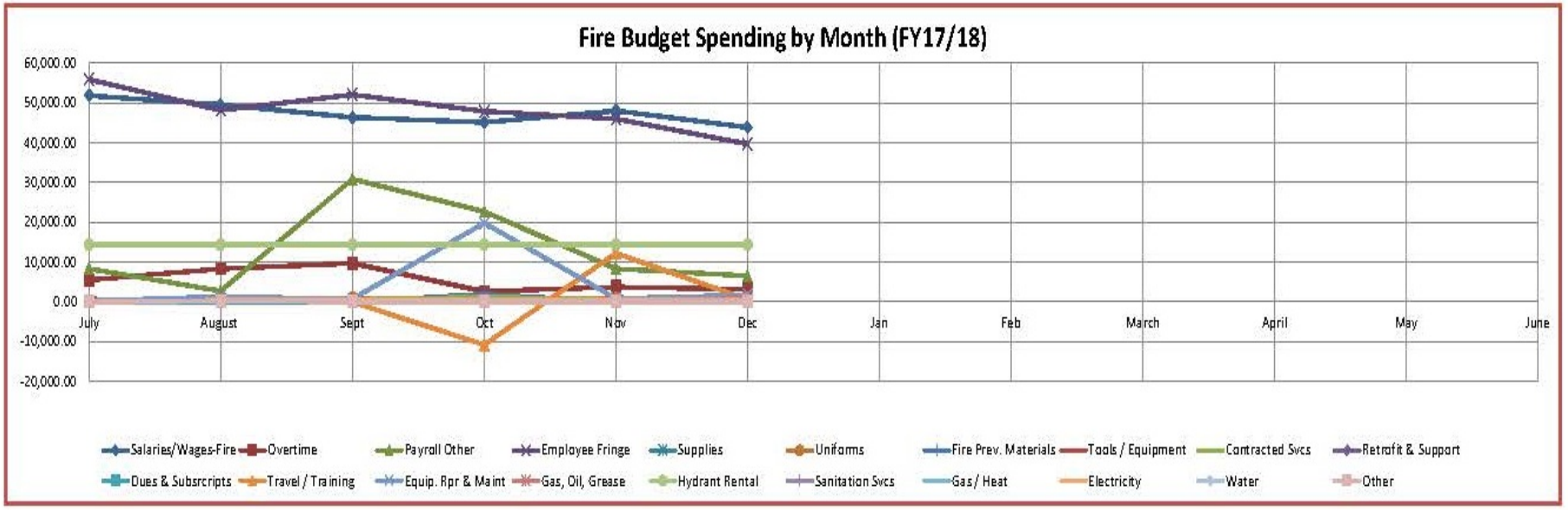
Annual Departmental Budgets

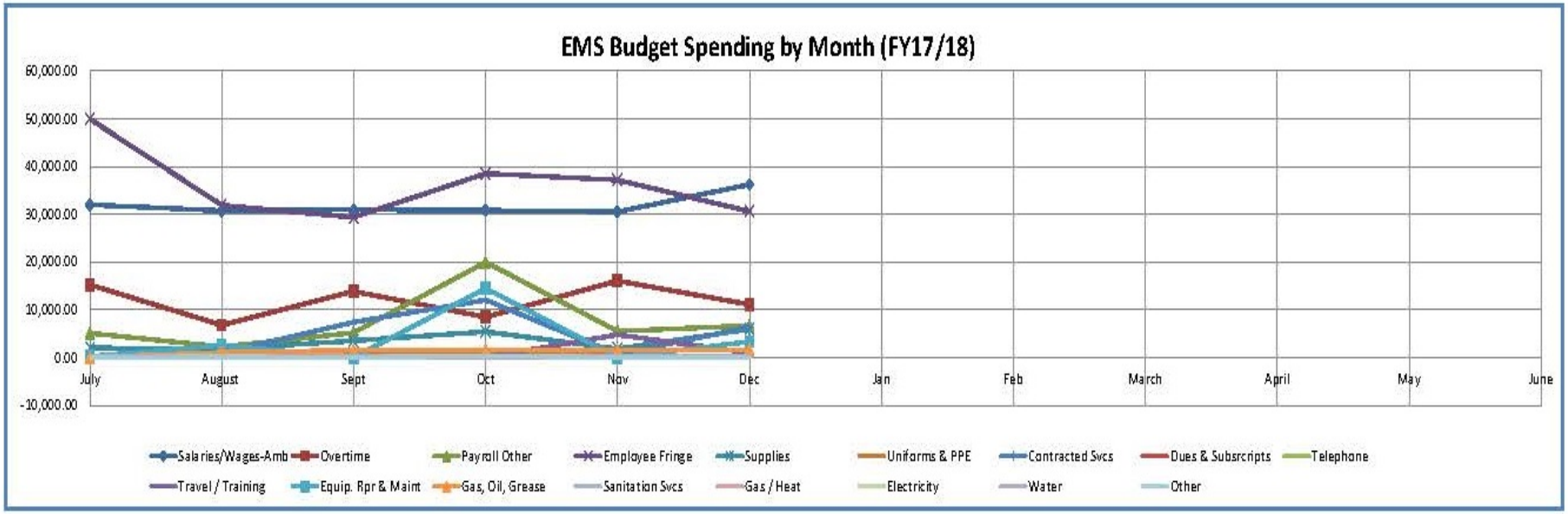
(All Accounts and Funds)

Fire - $1,557,500.00

AMBULANCE - $1,238,800.00

Department 5 Month Spending Snapshot





Services Delivered

FD Side:

- Fire Prevention & Fire Ext. Education
- Fire Extinguishment and Rescue
- Fire Inspections
- Fire Code Enforcement

Services Delivered cont.

Amb. Side:

Full ALS, PALS, BTLS, & CCP, (Paramedic) Care

CPR/AED, Narcan, & First Aid Education

ALS Intercept Service for all of Chippewa Co.

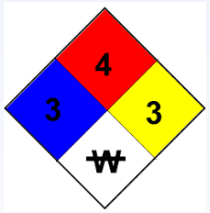
Intra-Facility ALS Transfer Services

Ambulance Service for Soo and Bruce Twp.'s

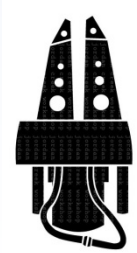
Safety Planning and EMS for I-500 Week

Planned Changes & Commitments

Fee Schedule Additions for Fire Department Responses To:



Commercial Haz-Mat Incidents



Motor Vehicle Accidents

Planned Changes & Commitments

Cont…

Commercial Haz-Mat Incidents

The City has had a cost recovery ordinance in place for Haz-Mat incidents since 2006 to (in part) recover fees from third parties to clean up incidents and pass on to land structure owners.

Being newly introduced for the 18'-19' fiscal year would be a Haz-Mat cost recovery fee for Fire Department operations at commercial sites which coincides with the 2006 ordinance to fill the open cost recovery gap.

Planned Changes & Commitments

Cont…

Motor Vehicle Accidents

Another cost recovery possibility for the next fiscal year involves billing the insurance of non-residents and non-city business owners who are drivers involved in auto accidents for services rendered by the Fire Department. Charges would only be incurred if:

- A. Their vehicle leaked fluids in the roadway
- B. Any vehicle involved in the accident was left undrivable

Technology Needs

Portable Radios

Other Department Needs

Restoration of our current Historic Structure

INDEX #s ARE FROM REPORT PAGE 6 - NOTED WORK ITEMS
INFO FOR FIRECHIEF
DEC 18, 2017
RGT
WI - 1.10/1.25/1.30
WI-2.10/2.15
CENTRAL FIRE STATION
DANGER
WATCH FOR FALLING ICE
09/21/2017
WI - 1.20
WI 4.10
WI - 3.10
WI 5.05/5.10/5.15

FIRE
STATION

FIRE
CHIEF
PARKING
ONLY

FALLING

Other Potential City Goals

Update Fire Hydrants

Boards and Commissions Under Jurisdiction of the Fire Department

Fire Code Board of Appeals (soon to be formed)

SSMFD Significant-Other/Family Auxiliary (Unofficial)

Strengths and Challenges

Largest Challenge

- Fitting current and future equipment in our current structure

Equipment Currently Housed at Fire Station

Alpha 154

Alpha 153

Alpha 159

Alpha 151

Engine 52

Engine 57

Engine 58

Echo 150

SCBA Fill Station

Med. Supply Storage

Rescue Sled and Four wheeler

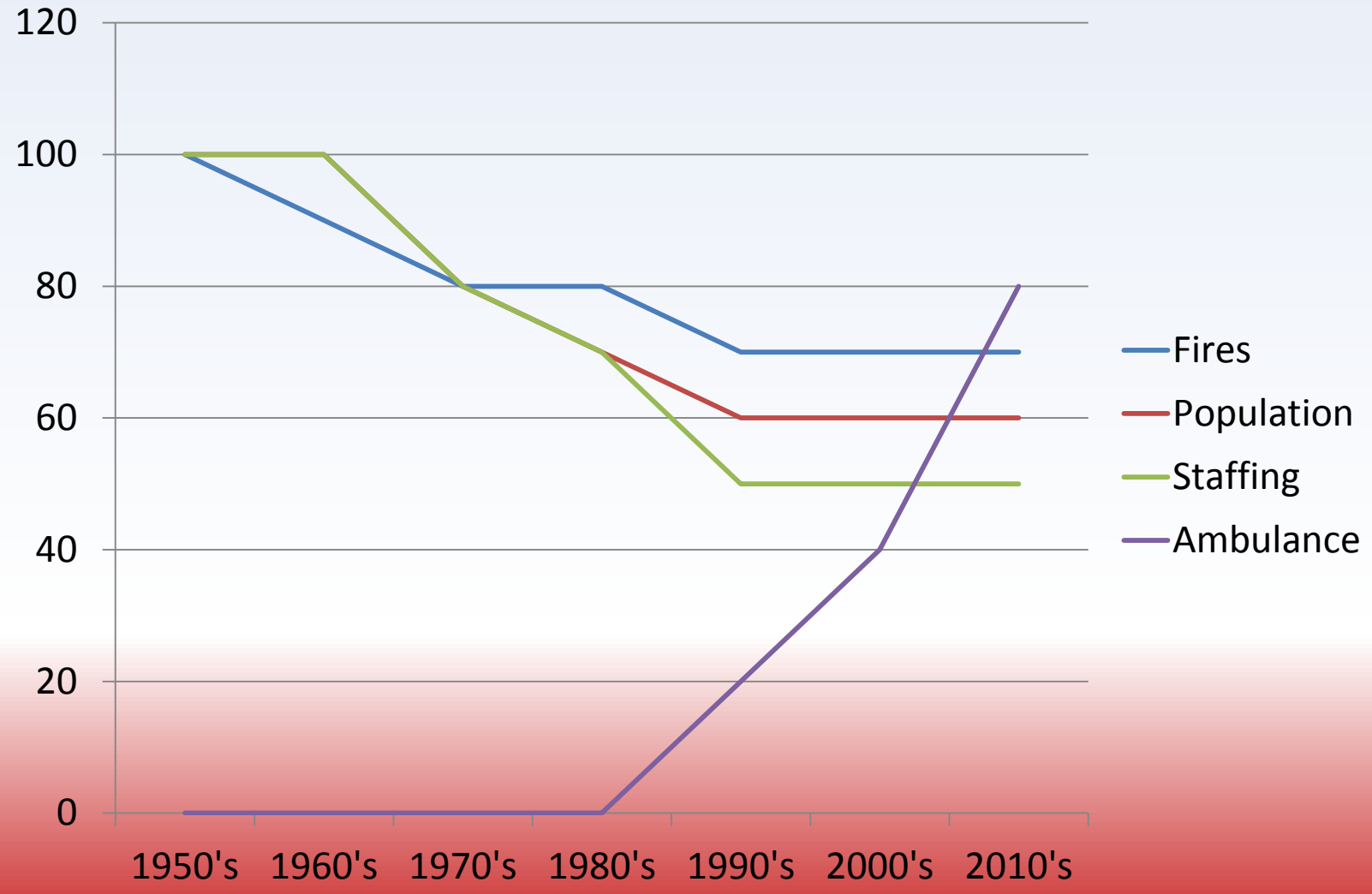
County Foam Bank

Strengths and Challenges Continued..

Strengths…

A PROFESSIONAL, INTELLIGENT, COMPASSIONATE, & DEPENDABLE Group of employees at the Fire Station..

Staffing/Resource Limitations



Current Capitol Needs / Expenditures

- Ambulance Cot Replacement
- Replacement of older ambulance fleet
- Continued Replacement of FF Turnout Gear
- Installation of Diesel Exhaust System
- Continued Replacement of SCBA
- Continued Replacement of heart monitors

Future
Capitol Needs / Expenditures

A. An addition to the current station must be considered.

- Updated NFPA Standards

Future
Capitol Needs / Expenditures

B. Aerial Apparatus Replacement

Integration with other Departments

Police Department

Water Department

Building Department

Public Works Department

Questions?

Thank You!

2018 - 2019 Goal Setting

Departmental Fact Sheet

A. **Department Name:** Police

B. **Department Head Name:** John Riley, Chief

C. **Employees (Currently Budgeted):**

- Full-Time: 26 (24 sworn & 2 clerical)
- Part-Time: Auxiliary (Actual number varies but budgeted for 25)
- Seasonal: 3 school crossing guards (1 vacancy)
- Current Vacancies (full-time positions): 0 (2 officers on probation)

D. **Total Budget (All Accounts and Funds):** 2017-2018 F/Y: Operation budget $2,984,500. Crime Proceeds & Drug Forfeiture accounts $18,000. PA 302 Training account $4,300. Approved Capital Purchases $62,949 (Varies year to year depending on equipment needs. Includes 1 patrol vehicle which we repay to Stock & Equipment and lighting upgrade for the station)
Total 2017-2018 F/Y Approved Budget: $3,069,749

E. **Primary Services Delivered:** 24/7 police related services to include but not limited to: patrol, traffic enforcement, investigations, criminal arrests, sex offender registrations, liquor inspections, general assists, public relations, etc.

F. **Any Planned Changes or Commitments:** While at least three years out, the training of the Captain to head the department, at least on an interim basis, has begun.

G. **Technology Needs:** The replacement of our soon to outdated portable radios. Included as a capital equipment request for the 18/19 and 19/20 F/Ys.

H. **Other Department Needs:**

I. **List any Other Potential City Goals:**

John R. Riley- Police Chief
401 Hursley St.
Sault Ste. Marie, MI 49783
jriley@saultcity.com

January 29, 2018

Sault Ste. Marie Police Department

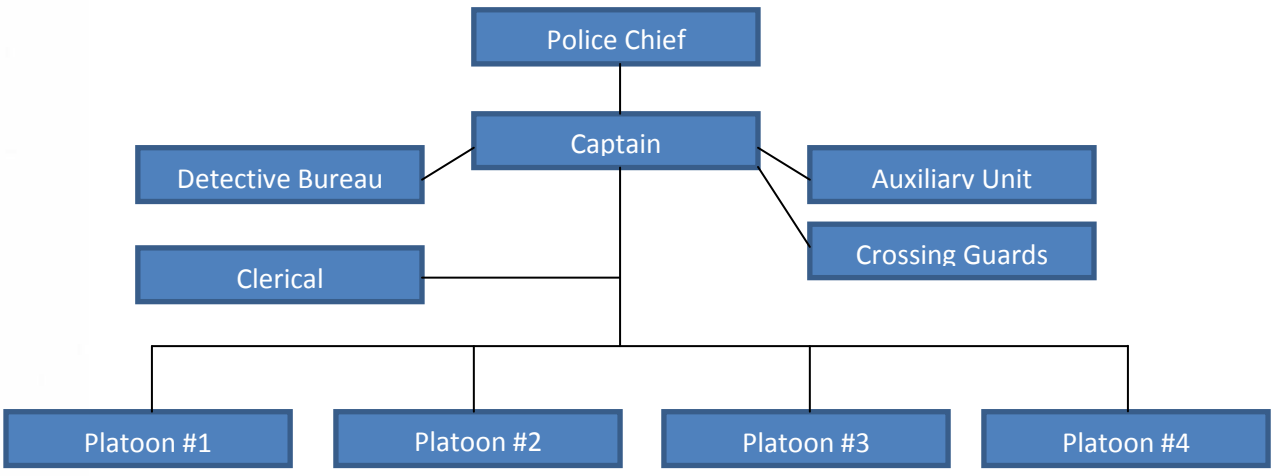
The Sault Ste. Marie Police Department is currently budgeted and staffed by twenty six (26) full-time personnel. The breakdown of the full-time department is:

1 – Chief of Police, 1 – Captain, 1 – Detective Sergeant, 2 – Detectives, 4 – Patrol Sergeants, 15 – patrol officers, and 2 civilian clerks.

The department is also budgeted for 25 Auxiliary Officers whose function is to assist the full-time department with non-sworn duties when applicable, as well as working with other city departments as needed and within their capacity.

As required by state law, school crossing guards fall under the authority of the law enforcement agency where the crossings exist. The department is responsible for the hiring and training of the crossing guards. Through an agreement, the cost of these employees is split 50/50 between the City and the School District. We currently provide guards for three school crossings.

Like all municipal law enforcement agencies, the Sault Ste. Marie Police Department operates under a specified hierarchy, allowing for smooth and safe functionality. The department is represented by the Chief who reports to the City Manager.



The department is a 24/7 agency providing all law enforcement services to the community. Basic duties performed can be listed; however, as the law enforcement profession can be so unpredictable at any given time, the variety of services and responsibilities can be just as wide-ranging.

The Chief is responsible for the overall function and administrative operations of the department. It is an exempt salaried position with a regular schedule of Monday thru Friday 8 a.m. to 4 p.m., but is on call 24/7 if needed.

The Captain is responsible for the day-to-day operations of the department, to fill in as the department head in the absence of the Chief, is the department coordinator of the Auxiliary Unit, and other responsibilities as assigned. It is an exempt salaried position with a regular schedule of Monday thru Thursday 6 a.m. to 4 p.m., but is on call 24/7 if needed

The Detective Bureau handles all criminal investigations that are too time consuming or too in depth to be handled by the patrol officers. They are also responsible for all employment background investigations on new hires, mandated Liquor Control Commission investigations, maintain the evidence and property rooms, and act as the liaison to various local and state investigative groups and courts. The sergeant is the department's Law Enforcement Information Network (LEIN) officer and trainer and makes sure all LEIN transactions and information are handled within the federal guidelines. The three detectives work four 10 hr. days per week, alternating Mondays and Fridays so that there is at least one detective on duty each Monday and Friday.

The road patrol officers are responsible for the everyday policing of the city. Some of their duties include routine patrol, traffic enforcement, criminal arrests and minor investigations, and other non-criminal assistance to the public. The patrol consists of four platoons (2 days shifts and 2 night shifts) ranging from four to five officers each (with a fully staffed department). Each platoon is led by a uniformed sergeant who is oversees the operations of his/her respective unit. Patrol officers work 12 hr. shifts with shift changes at 7 a.m. and 7 p.m. with alternating 2 to 3 day blocks.

The two civilian clerks are the first public contact with people coming into the department. They maintain the department's records, fill FOIA requests submitted by the City Clerk's Office, submit payroll for the department, and are the liaisons to various local, state, and federal agencies in clerical matters. The clerks open and close the front door for public business with the department. The lobby office is open Monday thru Friday from 7 a.m. to 5 p.m.

The Police Auxiliary Unit is staffed by civilians who assist the full-time department in several functions. They provide traffic and crowd control for many events held within the city. They also provide security services to some

businesses and events upon approved requests with their wages being reimbursed back to the city by the business. The unit is responsible for the federally mandated security at the Valley Camp and Carbide Docks when regulated ships are present. They also are very active in the community by volunteering their time for certain fund raising events.

The police department functions on an average general operations budget of $2mil to $2.3mil per fiscal year. Vehicles and other capital equipment purchases, if any, are added to this. A portion of the department's budget is recouped through various means, such as: fees, reimbursements, court ordered restitutions, and grant funding when available and approved.

The police department received a new administration in 2011. Since that time there have been many changes in staffing and the implementation of many new programs and equipment. Below are a few of the changes.

Staffing:

As with any organization, vacancies through retirements and other reasons are inevitable in law enforcement. Many new faces have been added to the police department replacing those that have left. This has been especially challenging in recent years. The pool of qualified candidates has substantially decreased creating a competitive atmosphere for those agencies looking for new recruits.

The police department has taken steps to increase the number of qualified applicants wishing to enter the profession and apply with our department. A few officers have been sent to police academies in the U.P. and northern Lower Peninsula to convince recruits that the Sault is an excellent place to work and live. An information folder was created showing the benefits of working in the Sault. Our latest attempt proved successful in increasing the number of applicants resulting in the hiring of our two newest officers.

Programs:

The department began the "Cell Phones for Soldiers" program in 2011. Old cell phones and chargers are dropped off at the police station by the public. They are then shipped to a non-profit organization that either dismantles them for the sale of parts or sent over-seas to U.S. military personnel to use to call home. To date nearly 1,000 phones have been sent to the program.

Prescription Drop Box: In an effort to keep unused prescription medications from being "flushed" into the area's watershed or making their way onto the streets, when the police department moved from the County Building to its present location in 2012, we had a drop box installed in the station's lobby. The public now has a place to dispose of their no longer needed prescription medications without polluting our natural resources. The box has proven successful with over 300 pounds of medications being disposed of per year.

Awards & New Hires: With the backing of the City Commission and City Manager, the police department initiated a new procedure for its awards ceremony and the swearing in of new officers.

Awards and recognitions for both officers and civilians are now conducted at a regular City Commission meeting. This allows the recipients to receive their so rightly deserved commendations resulting from their actions in the previous year in a more formalized public ceremony.

In the past, newly hired officers would take their oath of office in the City Clerk's office then go to work. The first time most of the public would see a new officer is when they were contacted by them in one manner or another. New officers are now sworn in by the City Clerk at a regular Commission meeting where the Commissioners are able to associate a face with the names at an early stage. Families are also invited to attend these ceremonies when their loved ones take their first step toward a promising career where in the past they never had that opportunity.

Annual Reports: 2012 saw a change in the police department's annual reports. Former reports consisted of pages and pages of statistics and classification numbers; most of which meant nothing to those outside of law enforcement. The new reports provide information about the department, statistics in plain language, and photographs of pertinent items and topics; all in an easier to read and more appealing format. The annual reports are submitted to the Commission and posted on the City's web page.

The end of 2017 marks the conclusion of 130 years of service to the community by the Sault Ste. Marie Police Department. The 2017 annual report will include statistics and information from the year along with some information and photographs from the department's archives.

TRIDENT: Undoubtedly the most significant program undertaking over the past few years has been the creation of the areas drug taskforce. While the State Police run team for this area, SANE, headquarter in the Lower Peninsula did a professional job, with anticipated requests for additional funding from our agencies and the limited attention given to our needs for enforcement, in 2013, Sheriff Robert Savoie (retired) and Chief Riley began discussing the possibility of starting our own narcotics unit for Chippewa County.

As word of a local taskforce got out more and more agencies expressed interest in being part of the endeavor. The Tri-County Drug Enforcement Taskforce (TRIDENT) was created and began operations in 2014, with Sault Ste. Marie Officer John Larsen selected by the board to head the first five member team. The taskforce was intended to include the Sault P.D. and the Chippewa County Sheriff's Dept.; however at the time of its founding it included fifteen (15) local law enforcement agencies, County Prosecutors, Tribal Police, and Federal agencies from Chippewa, Mackinac, and Luce Counties on its Board of Directors. Chief Riley currently serves as the taskforce's Executive Board's Chairman.

The team immediately began to work several narcotics cases in the eastern U.P. The strong enforcement quickly led to many felony arrests and the removal of large quantities of illicit narcotics from the street. News of the team's success reached as far as the Detroit area and we learned that many of the dealers that brought the drugs to the area will no longer do so for fear of arrest and prosecution. While the taskforce anticipated more attention to be given to our area, the team's success far exceeded our own expectations.

In The Future:

High School Emergency Service Program: In 2017 law enforcement agencies in the area and the Sault Area Schools met to discuss starting a new police type curriculum for juniors and seniors. The class would be similar to the instructions provided in the basic police academy only not as structured and in-depth. The class would give students an insight into the law enforcement profession to see if they wished to pursue a career in the field. The program would belong to and run by the school district with area law enforcement providing as much educational and equipment support as possible. While a daunting endeavor at this point we hope to have the program up and running for the 2018/2019 school year. If not, we will work toward the next school year as we all want to start with a solid platform in order to ensure success.

Equipment and Other:

Police Station: Shortly after the City Hall offices left the county building, the County made no secret of wanting to use the office spaces that the police department occupied. This left us with the task of finding a new usable building to rent on short notice. Luckily Cloverland Electric Cooperative was vacating their Hursley location. While the Chief would prefer to be more centrally located in the downtown area, with some remodeling the Hursley building has proven to be more than adequate to meet the department's needs.

Sedans to SUVs: With car manufactures continually downsizing their sedans it has become more impractical to use these vehicles as patrol cars. There is less room in the front seat area for officers, computer equipment, and long gun and other storage. After the partitions are in place it is impossible to secure a prisoner in the back seat without having to have them sit sideways. The trunks no longer have adequate space to hold all of the electronic and emergency equipment. Driving these smaller vehicles during the winter, especially in emergency situations, became impractical as well as hazardous to the officers, as became evident during the heavy snows of the 2014/2015 winter when the sedans kept getting stuck in the snow and officers were unable to respond to calls in a timely fashion, if at all.

With the authorization of the City Manager the police department's patrol fleet has been changed over to using the Ford Explorer Police vehicle specifically engineered for law enforcement work. This vehicle has proven itself to be much more effective as a police vehicle than the smaller sedans.

Drug Incinerator: Using drug forfeiture funds combined with a donation from the Families Against Narcotics (FAN), the department purchased a barrel incinerator to dispose of solid drugs and marijuana from evidence and the drop box. In the past the department would need to check around for someone with some type of incinerator, wood burner, or an available empty drum to burn these substances. This was time consuming and we were limited to amount of product we could dispose of, at times not getting all of the drugs to burn. The new incinerator was designed for this purpose and has proven effective in the times it has been used. The ash left behind is a very small fraction of what was burnt and tests have concluded that the ash is inert and environmentally safe having no ill effects. The incinerator is available for use by all law enforcement agencies.

In-car Tablets: The department's old in-car computers were outdated years ago with very few working at all. Bringing the department up to date

new in-car tablets were installed in all of the patrol cars. This not only upgraded the equipment and technology but allows the officers more law enforcement application abilities. This includes using the LEIN system in the car without having to go through Central Dispatch for every car and person. With our current records management system, officers are now able to begin incident and accident reports while still on scene then complete them after returning to the station.

Car & Body Cameras: Our patrol cars have had in-car cameras for many years. The old recording units were mounted in the trunks and used digital disks to record. This required the removal and storage of the disks and the need to use the original disks to make copies for the prosecutor and courts.

The new car cameras record to a hard drive that automatically wirelessly uploads to the main server in the station when the car is close to the building. These files can then be accessed from the server by in-station desktop computers in order to make copies or be put into long-term files if need be.

When purchasing the new in-car cameras the department included the purchase of the new technology body cameras. Both systems were purchased from the same company with the body cameras working similarly to the car cameras. They automatically upload to the server when placed into the docking station. The files are accessible the same way as the car camera files. Being in the same system we are able to include both the car camera and body camera recordings from the same incident into the same file on the server for long term evidence.

Canopy: In 2017 the department purchased a 10'x10' custom printed collapsible canopy and table cover. The unit will be used to promote the police department at job fairs and civic and fundraising events. It was first used during the 2017 Downtown Trick-or-Treat event and was well received by the public.

2018 - 2019 Goal Setting

Departmental Fact Sheet

A. **Department Name:** Engineering

B. **Department Head Name:** Linda Basista

C. **Employees (Currently Budgeted):**

- Full-Time: **3.5** (3 non-union, 1/2 shared-union)

  1 - City Engineer

  ½ - Department Secretary (Shared w/Community Development)

  1 - Engineering Technician/GIS Specialist

  1- Office Technician

- Part-Time: 0
- Seasonal: 1 - GIS Intern (Funded through the SAW Grant)
- Current Vacancies (full-time positions): 1 – Staff Engineer

D. **Total Budget (All Accounts and Funds): $9.06 million**

$440,300 FY 17/18 Operating
$2,139,500 Capital Projects FY 2017/2018
$5,650,000 Carryover Capital Projects @ 6/30/2017
$828,000 Projected Balance of Road Contingency Fund incl CPM Reserves 6/30/2018

E. **Primary Services Delivered:**

- ✓ Infrastructure project management; planning, financing, design, bidding, and construction oversight
- ✓ Capital Improvement Program coordination
- ✓ Technical assistance to other departments
- ✓ Application and management of state and federal infrastructure funding
- ✓ Maintaining compliance with state and federal regulatory requirements
- ✓ Act 51 street administration
- ✓ Right-of-way permitting and inspections
- ✓ Site plan reviews
- ✓ GIS development and maintenance
- ✓ Maintenance and archiving of City maps and plans
- ✓ Coordination with other governmental entities
- ✓ Staff support to Tree Commission
- ✓ Staff support to Historical Development Commission

F. **Any Planned Changes or Commitments:**

- 2018 promises to be a busy year with the Power Canal Trail and the I-75BS Reconstruction projects' construction being underway.
- Engineering along with DPW Director Moreau will be spending a considerable amount of time with C2AE as we wrap up the SAW program this year with final deliverables being due October 2018.
- In addition to the issues addressed above, the Engineering Department plans to continue work on the following goals along with addressing day to day demands:
  - Update the right-of-way permit applications and review process. (We made significant progress this past year on this goal but it is not completed.)
  - Create standards for consultants to follow when providing us with records upon completion of construction projects.
  - Complete the indexing and scanning of engineering drawings which is currently approximately 85% complete.
  - Develop policies for streetlight requests and special assessing street projects.

G. **Technology Needs:**

Our technology needs are generally being met with budgeting through IT or operating supply budgets, we currently have no large capital technology needs.

H. **Other Department Needs:**

- Additional Staff: For the past 4 years we have worked with a skeleton crew and now with the retirement of Engineering Technician Terry Collins in August 2017 we are at a critical low level. With existing staff our capacity to deliver projects is impeded and if we were to have an extended absence of any of the existing 3 full-time staff we may not be able to function as a department to deliver day to day services and deliver projects on time and within budget. The Staff Engineer position currently budgeted has not been filled.

I. **List any Other Potential City Goals:**

- Consider introducing required sidewalk snow removal by property owners in keeping with City Commission 2017/2018 adopted goals of C-3 (improving pedestrian safety) and D-3 (supporting outdoor recreational opportunities) additionally achieving the objectives of the Complete Streets adopted resolution and the adopted Non-Motorized Transportation Plan thereby providing for safe pedestrian travel outside of the roadway during all seasons.

2018 - 2019 Goal Setting

Departmental Fact Sheet

A. **Department Name:** Department of Public Works

B. **Department Head Name:**

- Jim Moreau, Director/Utilities Superintendent
- Dan Wyers, Asst. Director/Parks Director
- Eric Fountain, Street Supt.

C. **Employees (Currently Budgeted):**

- Full-Time: 43 Union + 3 Salaried
- Part-Time: 0
- Seasonal: 26 (Cemetery: 2, Parks Security: 2, Sault Seal: 22)
- Current Vacancies (full-time positions): 0

D. **Total Operational Budget (Not including Capital Outlay): $6,530,500** (Note: This total does not include the Parks Department)

- Street Related: $4,170,900
- Utilities Related: $2,359,600
- Parks Related: *Please refer to Asst. Director Wyers' Departmental Fact Sheet*

E. **Primary Services Delivered:** Please refer to sub-departmental fact sheets

F. **Any Planned Changes or Commitments:**

(Items that pertain to more than one DPW department. For individual departmental goals/commitments/objectives, please refer to individual fact sheets)

- Write specs, bid, request award and purchase for the following rolling stock:
  - Bucket Truck for Street Department (F.Y. 17-18)
  - Motor Grader w/wing for Street Department (F.Y. 18-19)
  - 7 passenger SUV to replace blue Taurus as one of our travel vehicles (F.Y. 18-19)
  - Departmental pick-up purchases (F.Y. 18-19 requested, not yet funded)
- Have the FLEETMATE equipment maintenance tracking program fully functional.
- Continue with in-house DPW complex improvements. Potential projects include improvements to the Mechanics' area of the DPW Building and rehabbing the main Malette Building to house the Water & Sewer Department. Additionally, preparation will likely be made for the future relocation of the Carbide Building to the DPW property after is dismantling for the future Aquatic Research Center.

- Determine the size and configuration of the new Salt Shed dependent upon MDOT financial participation. (to lower costs, DPW will be performing excavation and underground work)
- Improve safety programs throughout each of the DPW sub-departments.

G. **Technology Needs:**

H. **Other Department Needs:**

I. **List any Other Potential City Goals:**

2018 - 2019 Goal Setting

Departmental Fact Sheet

A. **Department Name:** Water Treatment Plant

B. **Department Head Name:** Jim Moreau

C. **Employees (Currently Budgeted):**

- Full-Time: 5
- 1 WTP Chief Operator
- 4 WTP Operators

- Part-Time: 0

- Seasonal: 0

- Current Vacancies (full-time positions): 0

D. **Total Budget (All Accounts and Funds):** $655,200

E. **Primary Services Delivered:** This department is responsible for the treatment, analysis, storage, and pumping of the City's water supply. It operates and maintains: Raw water intake/pumping, Water Treatment Plant & it's components, 1 underground 1.5 MG reservoir, 4 elevated storage tanks, and 2 booster pump stations.

F. **Any Planned Changes or Commitments:**

- Complete training and certification for Matt Casey.
- Initiate and complete design of 14th St. Booster Station rehab project—funded in 17-18 Fiscal Year.
- Bid and award construction of 14th St. Booster Station rehab project—funded in 18-19 Fiscal Year.
- Complete design of boiler replacements and HVAC control system and replace the WTP's North boiler.
- Initiate the design and installation of the electronics improvements at the main plant.
- Paint a third of the pipe in the Pipe Gallery.
- Paint and update laboratory.
- Bid and award the first phase of masonry repairs at the WTP.
- Perform biennial update of chlorine safety program.
- Start the EPA's Unregulated Contaminant Monitoring Rule program in July 2018.

- Respond and adapt operations to new Lead & Copper regulations to be announced in early 2018.
- Prepare for the filter media replacement in filter cells #1, #2 and #3. Our goal is do one filter in 2018 and two in 2019.
- Install two new chlorine detectors and alarm systems
- Replace the Radar Water Tower cathodic protection system.

G. **Technology Needs:**
- We have budgeted funds to upgrade some of the data gathering equipment in the plant. This fiscal year we will seek quotes on the work and initiate the project. We are leaning towards a design-build format where a single firm will do both phases of the project.

H. **Other Department Needs:**

I. **List any Other Potential City Goals:**

2018 - 2019 Goal Setting

Departmental Fact Sheet

A. **Department Name:** Wastewater Treatment Plant

B. **Department Head Name:** Jim Moreau

C. **Employees (Currently Budgeted):**

- Full-Time: 6
- 1-WWTP Maintenance
- 1-WWTP Lab Tech
- 4-WWTP Operators

- Part-Time: 0

- Seasonal: 0

- Current Vacancies (full-time positions): 0

D. **Total Budget (All Accounts and Funds):** $866,000 (not including capital outlay)

E. **Primary Services Delivered:** This department is responsible for the pumping and treatment of the City's wastewater. It operates and maintains a plant that averages over 2.5 million gallons per day. They also maintain 7 sewage lift stations that pump wastewater to the treatment plant.

F. **Any Planned Changes or Commitments:** The WWTP is essentially two plants: Primary Treatment dating from 1960 and Secondary Treatment from 1985. The plant is wearing out and in need of significant equipment replacement and upgrades to the treatment process. However, significant improvements have been made in the past 5 years by investing in needed equipment. The staff have reviewed each process and compiled a short term equipment replacement program that will maintain the plant's operational integrity until a complete rehab can be performed.

- Projects planned for the upcoming year are:
  - The 3rd (of 4) Primary Settling Tank is will get it's cleaning equipment replaced in the winter of 2018.
  - Our NPDES permit expired on October 1, 2015. The permit is currently in the public review period and will be implemented in March. It will take some time to adapt our procedures to the new requirements.
  - Staff will continue to work on the Asset Management Plan, funded by the S.A.W. grant and as required by the NPDES permit renewal. It is due for submittal to MDEQ by October.

- Clean out #3 digester and plan for its repairs for return to service.
- Improve the lab's QA/QC programs.
- Complete the improvements of the chlorine safety programs.
- Initiate the 3rd Ave. Lift Station design
- Determine cause of Park Place Lift Station's repeated (and expensive) pump failures.
- Perform needed improvements to the service water system.
- Provide assistance to Soo Township and Sault Area Schools on the rehab of the 5 ½ Mile Lift Station.

G. **Technology Needs:** The plant has 1985 technology (in its most modern parts) for its data gathering equipment. Significant upgrades are needed, but our intent is to maintain the existing equipment until the future plant rehab. A budget request in the 17-18 F.Y. has been made for routine calibration. Our laboratory continues to receive regular equipment upgrades.

H. **Other Department Needs:** Phil McKechnie started work at the plant on January 15th and will spend the next year training to be a plant operator.

I. **List any Other Potential City Goals:**

- Along with the Water & Sewer Department, we are obligated to close the remaining CSO outlets before the end of the year. This needs to be performed in a fashion that won't cause any back-ups into our customer's homes.

2018 - 2019 Goal Setting

Departmental Fact Sheet

A. **Department Name:** Water& Sewer Department (includes Water Transmission & Distribution, Sewer System, and Metering Departments)

B. **Department Head Name:** Jim Moreau

C. **Employees (Currently Budgeted)** 8

- Full Time: 8 (Water Transmission & Distribution: 5)
  (Sewer Department: 1)
  (Meter Department: 2)
- Part-Time: 0
- Seasonal: 0
- Current Vacancies (full-time positions): 0

D. **Total Budget (All Accounts and Funds):** $838,400
- Water Transmission & Distribution: $556,300
- Sewer Department: $121,500
- Meter Department: $160,600

E. **Primary Services Delivered:** This department is responsible for the delivery of the City's water supply and the collection of sewage. It operates and maintains over 80 miles of watermain, 65 miles of sewer, 805 hydrants, 5,000 meters and thousands of valves and manholes.
They assist in other DPW activities such as the repair of storm sewer components and snow plowing efforts.
They assist in City projects in both planning and construction activity.

F. **Any Planned Changes or Commitments:**
- This department will continue to update our meters in this on-going program.
- The cross connection prevention program is falling behind due to a loss an employee in the department who typically performs this work. As yet, other staff has not been able to take up the slack due to other priorities.
- Review of sewer televising data and sewer flow monitoring to find and eliminate sources of infiltration and inflow that overwhelm our collection system during heavy rain/thaw events.
- Complete the departmental water mapping project.
- Complete exercising all valves 12" and larger.

- Participate in the Business Spur reconstruction project which included the replacement of water & sewer utilities.
- Replace the watermain under the W. Portage Bridge.
- Initiate the rehab of the main Malette Building.
- Facilitate and participate in the 20” valve installation project.

G. **Technology Needs:**

H. **Other Department Needs:**

I. **List any Other Potential City Goals:**

2018 - 2019 Goal Setting

Departmental Fact Sheet

A. **Department Name:** Street Department

B. **Department Head Name:** Eric Fountain, Street Supt. Jim Moreau, DPW Director

C. **Employees (Currently Budgeted):**

- Full-Time: 16 + Superintendent
  - 1-Street Superintendent
  - 5-Heavy Equipment
  - 4-Light Equipment
  - 3-Mechanics
  - 1-Carpenter/Formsetter
  - 1-Sign Shop Leader
  - 1-Laborer
  - 1-Stockman/Timekeeper

- Part-Time: 0

- Seasonal: 2 Full time employees are shared with the Parks Department. They work 5 months in Streets during the winter months and 7 months at Riverside Cemetery. Their pay sources match their work assignments.

- Current Vacancies (full-time positions): None

D. **Total Budget (All Accounts and Funds):** {not counting capital outlay} **$4,170,900**

Fund 101: (sidewalks, alleys, trees, composting)	$600,200
Fund 202: (Major Streets)	$1,357,700
Fund 203: (Local Streets)	$575,000
Fund 661: (Stock & Equipment)	$1,638,000

E. **Primary Services Delivered:**

The Street Department is responsible for the snow removal and maintenance of all City streets, alleys, parking lots and all the items associated with them. Some additional items include street painting, signage, ditches, culverts, storm water collection, sidewalk maintenance, leaf pick-up, tree removal/trimming, and composting.
This department also provides assistance to other departments in the form of general/skilled labor, street closures, and motor pool maintenance.

Any Planned Changes or Commitments:

In addition to routine duties, this department will focus on the following goals:

- Continuation of improving the street signage by replacing faded and damaged signs and removing signs determined unneeded by the City Engineer.
- Improve the condition of our gravel roadways by adding gravel and shaping crowns.
- Investigate and implement contracting out the R.O.W. grass cutting to a private contractor
- Investigate and implement potential means to lessen the costly and lengthy fall leaf pick-up. (an example is the use of compostable containers that customers could use and the construction of a convenient 24 hour drop-off site next to Easterday)
- Crushing of the 4,500 tons of millings obtained from this year's W. 4th Ave. and E. Spruce projects, mix with stone to create a high quality gravel. At current usage, this will provide approximately 5 years of product—although, this department will significantly increase gravel application.
- Improve as many alleys as possible using the millings/gravel.
- Incorporate the proposed multi-use trail into the maintenance and snow removal programs.
- Develop and implement procedures for the plowing and maintenance of the future Roundabout.

F. **Technology Needs:**

- Continue the implementation of the FLEETMATE maintenance tracking software package for the City's rolling stock.

G. **Other Department Needs:**

Upcoming 18-19 F.Y. Budget Requests relating to DPW rolling stock utilized by the Street Department.

- A new multi-purpose tractor for sidewalk snow removal. (partially funded)
- A bucket truck to replace our existing unit. (This is funded in the 17-18 fiscal year)
- Spec and purchase a new motor grader with wing (fully funded)
- Improvements to the Mechanics Area in the main DPW building. (request for the 18-19 fiscal year)

H. **List any Other Potential City Goals:**

2018 - 2019 Goal Setting

Department Fact Sheet

A. Department Name: Parks, Recreation, Cemeteries, Valley Camp Dock, Carbide Dock

B. Department Head: Dan Wyers – Assistant Public Works/Parks Director

C. Employees (Currently Budgeted):

1. Full-Time: Nine (9)

   Includes: Seven (7) months Cemetery Sextant, and Cemetery Light Equipment. Five (5) months both positions are transferred to Street Department for snow removal as cemetery closes for the winter

   Intergovernmental Agreement with Chippewa County Sheriff Department – County Jail Crew - 4 to 6 inmates, probationers, parolees, etc. per day

2. Part-Time: None (0)

3. Seasonal: Twenty Nine (29)
   Cemetery (2), Parks Security (2), Sault Seal Employees (22)
   Cruise Ship Coordinator (1), Malcolm Park (2)

4. Current Vacancies: (Full-Time) None (0)

D. Total Budget (all accounts and funds 2017/2018):

Cemetery	114,400
Charles T. Harvey Marina	5,200
George Kemp Downtown Marina	191,700
Aune Osborn Campground	10,600
Parks Maintenance	560,100
Pullar Community Building	459,300
Sault Seal Recreation Area	90,100
Carbide Dock/Port Security	14,700
Historic Structures	32,600
Total	**$1,478,700**

E. Primary Services Delivered

Service oriented department with a high frequency of public contact, public interaction and public involvement. Department is represented with three (3) committees; the *Community Services Board* – (Parks and Recreation); *Malcolm Park Pride Committee* – (Parks and Recreation) and the *Historic Structures Management Committee* – (Historic Homes)

1. Maintenance and upkeep of over thirty (30) parks, multiple buildings and facilities

2. <u>Operate services, building operations and maintenance of:</u>
   Pullar Community Building
   Sault Seal Recreation Area
   Kaines Rink
   Charles T. Harvey Marina
   Riverside Cemetery
   Maple Ridge Cemetery
   Malcolm Park Ball field Complex
   Sherman Park and Campground
   Community Gardens
   Valley Camp Dock/Cruise Ship Program
   Carbide Dock Rentals/Salt Delivery Program

3. <u>Coordinate administrative service agreements with:</u>
   Soo Historic Sites, George Kemp Downtown Marina
   Roger Stevenson, Aune-Osborn Campground Operator
   Soo Historic Sites and Chippewa County Historical Society
   Johnston, Schoolcraft, Baraga and Kemp Historical Homes
   Soo Historic Sites, Valley Camp Dock

4. <u>Other</u>
   Facilitate various other department functions for other city organizations, volunteer groups, and departments.

   I-500 Snowmobile Race and activities
   War Memorial Flea Market
   Professional Walleye Tour/Fishing Tournaments
   Chippewa/East Mackinac Conservation District Tree Sale
   City Hall Grounds – Various Activities, Events and Agreements
   Great Tug Boat Race
   History Festival
   DAV/American Legion/VFW Carnival
   Shrine Circus

F. Any Planned Changes or Commitments

Continue to complete the various projects as budgeted for the Pullar Community Building, Parks and facilities

Continue with Citizen Service Philosophy emphasis with new DPW employees and part-time employees

G. Technology Needs:

Maximize software and staff training to publish/market various parks and facilities schedules and information to the city website/facebook

H. Other Department Needs

Continue making safety an issue throughout the department

I. List any Other Potential City Goals

Streamline scheduling and facility usage through minor changes

2018-2019 Goal Setting
Departmental Fact Sheet

A. **Department Name:** Deputy City Manager

B. **Department Head Name:** Robin R. Troyer

C. **Employees (Currently Budgeted):** 2.5

- § Full-Time: Robin Troyer, Deputy City Manager
  Jennifer Nelson, Deputy Clerk

- § Part-Time: Erica Gordon, Clerk/Fire Office Coordinator

D. **Total Budget (All Accounts and Funds):** $ 274,200.00

E. **Primary Services Delivered:**

City Clerk's Office:
- § City Commission
- § Federal/State/Local Elections
- § Maintain Voter Files (QVF & paper)
- § Purchasing - Requisitions/Purchase Order Approval/Processing
- § Official Record Keeper
- § FOIA Coordinator
- § Cemetery Records, Billing, and Inquiries
- § Life/STD/LTD Insurance
- § Fleet Administrator including Management of Fleet Fueling System
- § Property & Liability Insurance Coverage
- § Permits and Licensing
- § Disposal of City Surplus Property and Equipment

Deputy City Manager:
- § Provides direct assistance to the City Manager for special projects in addition to other support and back-up responsibilities and serves as the Acting City Manager in the absence of the City Manager.

Human Resources:
- § Including Benefits Administration comprising of workers compensation, FMLA, COBRA, long-term disability and short-term disability, life insurance, BC/BS, attendance at the Special Heath Determining Committee meetings (SHDC); Michigan Employees Retirement System (MERS); employment vacancies and hiring; HR

policies and procedures; employee handbook updates and modifications; drug and alcohol screening; and employee related issues.

Information Technology Oversight:

- The Information Technology Department falls under the purview of the Deputy City Manager. Please see IT Director Raffaele's Department Fact Sheet.

City Hall Building Maintenance Oversight:

- With the retirement of Terry Collins, the day-to-day operations and maintenance of City Hall fell under the purview of the Deputy City Manager in coordination with the IT Department, Department of Public Works, and outside vendors.

F. **Any Planned Changes or Commitments:**

- 2018 Election Schedule: May 8 Election
  August 7 Primary Election
  November 6 General Election

G. **Technology Needs:**

a. Replacement of Voting Equipment –Tentative Rollout Date of May 8
b. Paperless Governance Solution – Agenda Management and Live Streaming

H. **Other Department Needs:** Nothing anticipated for the coming Fiscal Year.

I. **List any Other Potential City Goals:**

J. **Boards and Committees:**

a. Ethics and Conduct Board
b. Local Officers Compensation Commission

CITY CLERK'S OFFICE

Robin R. Troyer, Deputy City Manager
Jen Nelson, Deputy City Clerk
Erica Gordon, Office Coordinator

BUDGET

CITY CLERK'S OFFICE $ 274,200.00

(The Human Resources budget was merged with the City Clerk's Office budget in 2016 when the HR Department was eliminated – please note the HR Budget in FY 14/15 was $110,979.00)

CITY HALL $101,500.00

PROPERTY AND LIABILITY INSURANCE $251,700.00

PRIMARY SERVICES DELIVERED BY THE CITY CLERK'S OFFICE

- City Commission
- Federal/State/Local Elections
- Maintain Voter Files (QVF & Paper)
- Purchasing - Requisitions/Purchase Order Approval/Processing
- Official Record Keeper for the City
- FOIA Coordinator
- Cemetery Records, Billing, and Inquiries
- Life/Short-term/Long-term Disability Insurance
- Fleet Administration
- Management of Fleet Fueling System
- Property & Liability Insurance Coverage
- Permits and Licensing
- Spring Clean up Vouchers and Burn Permits
- Disposal of City Surplus Property and Equipment
- Public Relations to include City Facebook, Community Bulletin Board, Ashmun Street Bridge Sign, and Sault News publications

JEN NELSON
DEPUTY CITY CLERK

- Attend City Commission meetings in the absence of the City Clerk
- Administer all Federal, State and Local elections including:
- a. Order all election related supplies
- b. Maintain voting machines and related supplies / equipment
- c. Provide guidance and training for election workers
- d. Prepare for all Election Day requirements
- e. Update and maintain hard copies of all City voter registrations
- Maintain Cemetery records and performs all related billing procedures
- Update and maintain electronic schedule of all contracts and agreements
- Update and maintain grant documents for annual City audit
- Maintain scheduling of City Hall conference rooms
- Assist City Clerk in preparing information and compiling packets for the City Commission meeting
- Maintain schedule for Life, Short and Long Term Disability insurances
- Fleet Administration
- Management of Fleet Fueling System

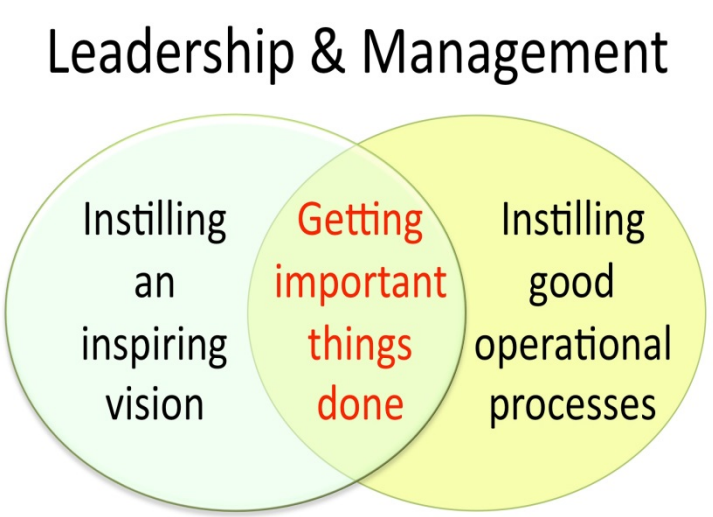
ERICA GORDON
OFFICE COORDINATOR

Shared Office Coordinator position between the Clerk's Office and the Fire Department

- Prepare bids; type, mail, receive, open and prepare tabulation
- Sort and distribute incoming mail
- Operate central stores system,
- Assist Deputy City Manager and Deputy City Clerk with Elections; issues absent voter ballots and serve on the Receiving Board
- Assist Deputy City Manager with disposal of all surplus City equipment
- Provide secondary switchboard coverage
- Issue City Taxi Cab Owner and Drivers licensing
- Process requests for various licenses and permits
- Call for pricing and order all print jobs for the City
- Reconcile monthly billing statements
- Update and maintain official City records including electronic indexing
- Public Relations postings to include City Facebook, Ashmun Street Bridge Sign, and Sault News publications
- Serve as the secretary for the US Coast Guard Integration Committee

DEPUTY CITY MANAGER

The Deputy City Manager provides direct assistance to the City Manager for special projects in addition to other support and back-up responsibilities and serve as the Acting City Manager in the absence of the City Manager



By David Truss -- http://pairadimes.davidtruss.com/leadership-and-management/

HUMAN RESOURCES

The HR Department was created in September 2007 and eliminated in April 2016 at that time all duties and responsibilities were assigned to the DCM

- Including Benefits Administration comprising of workers compensation, FMLA, COBRA, long-term disability and short-term disability, life insurance, Blue Cross Blue Shield, attendance at the Special Heath Determining Committee meetings (SHDC); Michigan Employees Retirement System (MERS); employment vacancies and hiring; HR policies and procedures; employee handbook updates and modifications; drug and alcohol screening; and employee related issues

INFORMATION TECHNOLOGY OVERSIGHT

The Information Technology Department falls under the purview of the Deputy City Manager

Please see IT Director Raffaele's Departmental Fact Sheet

CITY HALL OPERATIONS

With the retirement of Engineering Technician Terry Collins, the day-to-day operations and maintenance of City Hall fell under the purview of the Deputy City Manager in coordination with the IT Department, Department of Public Works, and outside vendors

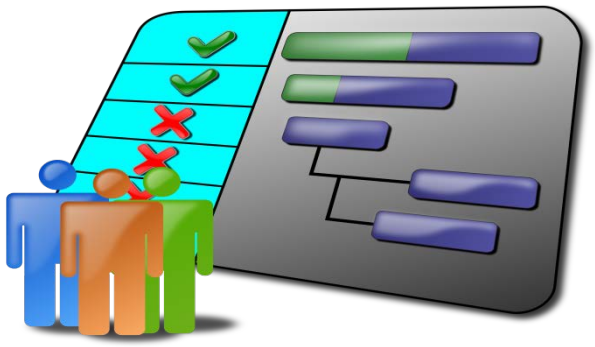
2018 ELECTION DATES

- May 8 Election
- August 7 Primary Election
- November 6 General Election

TECHNOLOGY NEEDS

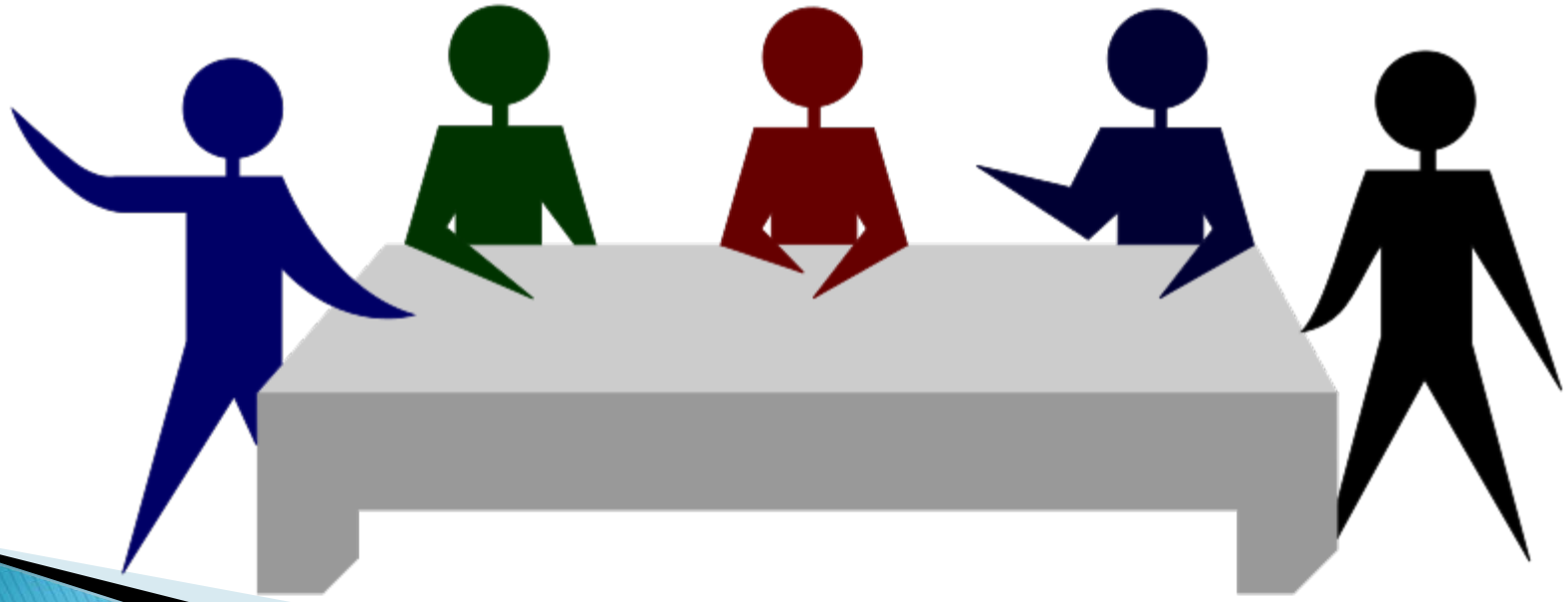
Replacement of Voting Equipment –Tentative Rollout Date of May 8

Paperless Governance Solution – Agenda Management and Live Streaming



BOARDS AND COMMITTEES

- Ethics and Conduct Board
- Local Officers Compensation Commission



QUESTIONS?

THANK YOU!

2018 - 2019 Goal Setting

Departmental Fact Sheet

A. **Department Name: Information Technology**

B. **Department Head Name: Bonnie Raffaele**

C. **Employees (Currently Budgeted): 1**

- Full-Time: 1
- Part-Time: 0
- Seasonal: 0
- Current Vacancies (full-time positions): 0

D. **Total Budget (All Accounts and Funds):** $ 356,200.00

E. **Primary Services Delivered:**
Technology and phone needs for all departments.

F. **Any Planned Changes or Commitments:**
VoIP Install
BoardDOcs Install
Live streaming set up
Research Commission Equipment

G. **Technology Needs:**
New Commission Meeting Equipment

H. **Other Department Needs:**
No

I. **List any Other Potential City Goals:**
None

2018 - 2019 Goal Setting

Departmental Fact Sheet

A. **Department Name:** Assessing

B. **Department Head Name:** Tina Fuller

C. **Employees (Currently Budgeted):**

- **Full-Time:** Assessor and Deputy Assessor
- Part-Time:
- Seasonal:
- Current Vacancies (full-time positions):

D. **Total Budget (All Accounts and Funds):** $ 186,000

E. **Primary Services Delivered:**

The primary purpose of the Assessing department is to estimate the fair market value or "true cash value," of all real and personal properties located within the City of Sault Ste. Marie. The department studies the sales market and collects information on properties in order to estimate current market value.

The Assessing office maintains all assessment records for residential, commercial and industrial properties within the City. Information available in the office and through our online property inquiry includes: parcel number and address, legal description, lot sizes general building description, square footage, and year built and building sketch.

F. **Any Planned Changes or Commitments:**

The State Tax Commission recommends that assessors inspect 20% of properties in their local unit annually. The Assessing Office will be in the field from April 1, 2018 to September 30, 2018 between the hours of 9:00am to 3:00pm updating property records and taking measurements and photographs in your neighborhood. City staff carries identification and will attempt to contact someone on the property before beginning their work.

The scheduled area for 2018 inspections will be the residential property lying southerly and surrounding the platted areas. The goal is to complete the last 1000+ inspections to complete the first 5 years rotation.

Continue with Tribunal cases and defense of assessments

G. **Technology Needs:**

Continue to update the electronic mapping system with help from Community Development

H. **Other Department Needs:**

Part-time clerical

I. **List any Other Potential City Assessing Goals:**

- Assist other assessing units with training and education for the use of the assessing programs and other technology.
- Create a working relationship and information exchange with local realtors, appraisers and surveyors and the assessing office
- Create and maintain an open office environment for public/ businesses to access information available in the assessing office

2018 - 2019 Goal Setting

Departmental Fact Sheet

A. **Department Name: Community Development**

B. **Department Head Name: Kelly Freeman**

C. **Employees (Currently Budgeted):**

- Full-Time: 4 (Building Official, Code Enforcement Officer, Office Coordinator (split 50/50 with engineering), Community Development Director)
- Part-Time: 0
-
- Seasonal: 0
- Current Vacancies (full-time positions): 0

D. **Total Budget (All Accounts and Funds):** $ 289,900 (Operating)

E. **Primary Services Delivered:**

Building

a. Administer and enforce the provisions of the Building and Mechanical Codes
b. Provide assistance to owners and contractors in processing permit applications and throughout their projects.
c. Traffic signal & controller oversight, administration and maintenance
d. City addressing system control and maintenance
e. Staff support to Construction Board of Appeals and Blight Committee

Ordinance Enforcement

f. Administration of the Rental Registration Ordinance
g. Enforcement of Zoning Ordinances and Property Maintenance Codes
h. Staff support to Community Improvement Committee and Existing Structures Board

Planning & Zoning

j. Community Planning
k. Administration and enforcement of Zoning Ordinance including language amendments, rezonings.
l. Administration of site plan review process; lot split requests and right-of-way vacation requests.
m. Master Plan Administration
n. City surplus land processing and sales

o. Staff support to Planning Commission, Zoning Board of Appeals, and Community Improvement Committee

F. **Any Planned Changes or Commitments:**

- The community Master Plan is on course for adoption during the first quarter of 2018. The conclusion of this effort will mark the first major update of the Master Plan since 1995.
- A major project planned for 2018 will be the creation of a form-based code for the downtown. The present Zoning Ordinance offers no protection for the existing character of the downtown (ie buildings to the sidewalk, parking behind) and a properly implemented form-based code can be used to ensure that future construction and exterior renovation work in the downtown is in keeping with the broader community vision for the area.
- Continued vigorous code and blight enforcement should be expected during 2018. The community survey performed at the outset of the Master Plan process indicated a public preference for enhanced code enforcement activities and the department has, and continues to respond in kind. In 2017, more ordinance cases were opened than during any previous year.

G. **Technology Needs:**

The technology currently at the disposal of the department is meeting our needs and it is not expected that new tech equipment will be needed during the coming budget year.

H. **Other Department Needs:**

None at this time.

I. **List any Other Potential City Goals:**

Community Development

Departmental Overview

January 29, 2018

Departmental Staff

- Steve Akkanen, Building Official
- Robert Brown, Ordinance Enforcement Officer
- Kelly Freeman, Community Development Director
- Melanie McBride, Office Coordinator (50/50 split with Engineering)

Community Role

Administration of the regulations pertaining to the use and maintenance of property within the City of Sault Ste. Marie

- **Planning and Zoning**
- **Building and Mechanical Code Admin**
- **Code Enforcement**

Planning and Zoning

Administration of the following:

- **Master Plan**
- **Zoning Ordinance**
- **Sign Ordinance**
- **Subdivision Ordinance**

Planning and Zoning

Master Plan is the overarching community plan

- **Provides broad goals and objectives in diverse categories**
  - **Community & Economic Devt.**
  - **Transportation**
  - **Housing & Land Use**
  - **Nature & Environment**

- **Helps make informed decisions**

Planning and Zoning

Zoning ordinance divides the community into use-based districts (17 in total)

- **Permitted uses**
- **Building height, size, and placement**
- **Density**
- **Parking**
- **Landscaping**

Planning and Zoning

Zoning ordinance divides the community into use-based districts (17 in total)

- **Site Plan Review standards and process**
  - **Internal approval for small projects**
  - **PC approval for large projects**
- **Amendment process**
- **Controlled at the local level**

Planning and Zoning

In conjunction with state law, provides for the creation and structure of

- **Zoning Board of Appeals**
  - **3rd Thursday monthly**
- **Planning Commission**
  - **4th Thursday monthly**
- **Each met 10 times during 2017**

Zoning Board of Appeals

- Administrative review
- Interpretation
- Variance (dimensional and use)
- Modify parking requirements

Zoning Board of Appeals

- Consists of 7 regular members and 2 alternate members
- Appointed by Mayor, confirmed by City Commission
- Appeals of ZBA decisions are heard by Circuit Court

Planning Commission

- Makes recommendations to the City Commission on:
  - Rezonings
  - Zoning Ordinance language changes
  - Land divisions/lot splits
  - Right-of-way vacations
  - Subdivisions
  - Master Plan and CIP

Planning Commission

- Takes final action on:
  - Major site plan review requests
    - Buildings 3,500 sf+ or sites 2+ acres in commercial zoning
    - Buildings 2,000 sf+ in or adjacent to residential zoning

Planning Commission

- Consists of 9 members
- Appointed by Mayor, confirmed by City Commission
- Appeals on site plan application decisions are heard by the ZBA

Building

Local administration:

- **Michigan Building Code & Residential Codes**
- **Michigan Mechanical Code**

State of MI administration:

- **Michigan Plumbing & Electrical Codes**

Building

- Encompasses plan review, permit issuance, and site inspection
  - New res construction 200sf+
  - New comm construction 120sf+
  - Major renovations
  - Furnaces, water heaters, HVAC
- All MI codes are applied state-wide PA 230 of 1972

Construction Board of Appeals

- Interpretation
- Relief where equal protections for public safety are provided
- Last met in 2013
- No authority to waive barrier free requirements

Construction Board of Appeals

- Consists of five members
- Appointed by Mayor, confirmed by City Commission
- Appeals of CBA decisions are heard by State Dept of Licensing and Regulatory Affairs

Ordinance Enforcement

Administration of locally adopted:

- **Property Maintenance Code**
- **Garbage, junk vehicles, and debris ordinances**
- **Rental registration program**

- **Daily community patrols and exterior/interior property inspections**

Ordinance Enforcement

Existing Structures Board of Appeals

- Administrative appeals
- Compliance deadline extensions (30 days max)
- Condemnation recommendations to the City Commission

Ordinance Enforcement

Existing Structures Board of Appeals

- Consists of five members
- Appointed by Mayor, confirmed by City Commission
- Appeals of ESBA decisions are heard by Circuit Court
- Met twice in 2017

Ordinance Enforcement

Community Improvement Committee
Formerly Blight Committee

- **Internal working committee**
- **Tasked with prioritizing blighted properties for enforcement**
- **Meets as needed, typically quarterly**
- **Encourages property transactions and preserves the tax base**

Mission

Safeguard the public health, safety and welfare

- **The appropriate use and development of land is secured**
- **Structures are safely constructed and maintained**
- **Neighborhood and community stability**

Mission

Citizen Service Philosophy

- Prompt, respectful responses to inquiries
- Informal advisory capacity to the public – often on-site
- Exercise flexibility where prudent and possible

2018 - 2019 Goal Setting

Departmental Fact Sheet

A. **Department Name: Downtown Development Authority**

B. **Department Head Name: Justin Knepper**

C. **Employees (Currently Budgeted):**

- Full-Time: 3
    - Executive Director, Parking Clerk, Maintenance

- Part-Time: 3
    - Marketing/Events Coordinator, Parking Officer, Meter Repair/Collections

- Seasonal: 2
    - Maintenance, Beautification

- Current Vacancies (full-time positions): 1 (maintenance temporarily working part-time due to college classes).

D. **Total Budget (All Accounts and Funds):** $1,098,819 (not including annual parking deck debt service and interest).

E. **Primary Services Delivered:**

Economic development, business recruitment and retention, historic preservation, Downtown public infrastructure maintenance and repairs, management of City parking system and parking deck, physical improvements to both public and private properties, placemaking efforts, daily support services to 209 businesses and 1,700 employees located Downtown, grant applications and administration, marketing, events and festivals for community growth and retail enhancement, and planning.

F. **Any Planned Changes or Commitments:**

Full adoption of Michigan Main Street best practices, including budget improvements, enhanced volunteerism, and community-driven downtown development.

G. **Technology Needs:**

Computers with design software, parking deck gate system upgrade, parking meter upgrades.

H. **Other Department Needs:**

New maintenance vehicle, marketing/events/office management employee position increased to full time, parking officer increased back to full time position.

I. **List any Other Potential City Goals:**

Increase downtown living and residential options, develop underutilize and vacant public and private properties in and around Downtown.

Boards under the EDC

Economic Development Corporation – Smartzone @ 2345 Meridian St. Meetings start promptly at Noon and are approximately 90 minutes in length. For an agenda email tlaitinen@saultcity.com. Minutes are posted at www.SaultEDC.com.

The EDC operates the Smartzone building and oversees development at the Air Industrial Park and Industrial Park. We manage tenants at both the Smartzone and Incubator. The EDC is also responsible for overseeing airport operations and capital improvement projects as well as overall economic development of Sault Ste. Marie and the surrounding area.

Economic Resource Alliance – Smartzone @ 2345 Meridian St. Meetings start promptly at 9:30 am and are approximately 90 minutes in length. For an agenda email tlaitinen@saultcity.com.

The ERA was created to facilitate open conversation between entities that an entrepreneur would need to engage in order to be successful in the Sault and surrounding area. 20+ entities comprise the public group and help to move projects forward while cutting red tape.

Airport Advisory Board – Soo Air @ 2144 Meridian St. Meetings start promptly at 8:00 am and are 60 minutes in length. For an agenda email tlaitinen@saultcity.com. Minutes are posted at www.SaultEDC.com.

The AAB helps in decision making when it comes to airport operations, projects, events and budget decisions. This board along with the Fixed Base Operator (FBO) help to boost airport traffic and efficiencies while continuing to look towards future development.

Tax Increment Finance Authority Unit III – Smartzone @ 2345 Meridian St. Meetings typically concur with EDC board meetings. This board meets when necessary throughout the year. Meetings are approximately 60 minutes in length.

The TIFA III Board oversees the funding mechanism that was created to support the airport and surrounding economic development. This board meets periodically to coordinate capital improvement projects at the airport and surrounding Air Industrial Park. This board is comprised of EDC board members.

Local Development Finance Authority – Smartzone @ 2345 Meridian St. Meetings are approximately 1 hour in length. For an agenda email tlaitinen@saultcity.com. Minutes are posted at www.SaultEDC.com. Meetings are 2 times per year in early March and late October.

The LDFA manages the funding for the Smartzone and assists in oversite of Smartzone operations. This board is comprised of members from Chippewa County Gov't, the EUP ISD, LSSU, Finance, Real Estate, TIFA III and MEDC.

Brownfield Redevelopment Authority – Smartzone @ 2345 Meridian St. Meetings typically concur with EDC board meetings. This board meets when necessary throughout the year and is project based. For an agenda email tlaitinen@saultcity.com. Minutes are posted at www.SaultEDC.com.

The BRA approves projects that utilize tax incentives as well as manage the Local Site Remediation Revolving Fund. The goal of the BRA is to reuse brownfield sites thus increasing the site's taxable value, utilizing public infrastructure that may already be in place, and preserving green space.

2017 - 2018 Goal Setting
Departmental Fact Sheet

A. **Department Name:** Economic Development Corporation (EDC)

B. **Department Head Name:** Jeffrey Holt

C. **Employees (Currently Budgeted):**
- Full-Time: 2
- Part-Time: 1
- Seasonal: N/A
- Current Vacancies (full-time positions): N/A

D. **Budgets:**

a.	FY 2017-18 EDC Operations	$233,000
b.	FY 2017-18 Incubator	$83,000
c.	FY 2017-18 Airport	$77,100
d.	FY 2017-18 TIFA III	$147,000

E. **Primary Services Delivered:**
- Boards & Committees –see attached list
- Oversee operation of Smartzone, Incubator & Airport including the air park and industrial air park
  - Tenant management at Smartzone & Incubator
  - Financial oversight/capital outlay for all properties
- Assist start ups in locating in SSM/offer support services
- Carry out Brownfield programming
- Market vacant commercial building and properties
- Concierge Program delivery
- Focus on Twin Saults partnership expansion
- Manufacturing Alliance coordination/networking
- Key annual events such as the Manufacturing Excellence Summit, Construction Summit, Public events at Airport – Movie in a Hangar, Open House, Young Eagles and Fall Color Tours

F. **Any Planned Changes or Commitments:**
- Banking consolidation RFP Feb 2018
- FY 2019 Airport FBO change

G. **Technology Needs:**

A. None at this time

H. **Other EDC/Airport Department Needs:**

B. None at this time

C.

I. **List any Other Potential City Goals:**

D. To move forward and set pricing and revenue allocation for vacant lots at both industrial parks

E. Continue to promote our Brownfield Program

F. Evict Steve Ball/Silver Valley from 741 E. Portage to save multiple departments' time and money. Demolish building and free up for LSSU Center for Freshwater Research. Improve public spaces.

Additional information

With 3 new staff we have accomplished a lot of projects and goals since March 2016. If you refer to our attached 2017 Annual Report you will see our accomplishments and what we plan to tackle in the future, including capital improvements. We are undergoing a complete inventory at the Smartzone due to receiving all contents from SSMart in late 2017. We have also increased reporting for the Smartzone to MEDC and the Economic Development Administration, Brownfield and TIFA III to State of Michigan Treasury, and Free Trade Zone to the U.S. Dept. of Commerce. The Smartzone also became a polling location and was utilized 3 times in 2017.

2018 - 2019 Goal Setting

Departmental Fact Sheet

A. **Department Name:**
City Manager's Office

B. **Department Head Name:**
City Manager Oliver Turner

C. **Employees (Currently Budgeted):**

- Full-Time:
  City Manager Oliver Turner
  Executive Assistant Sue Goetz

- Part-Time:

- Seasonal:

- Current Vacancies (full-time positions):

D. **Total Budget (All Accounts and Funds):**
$ 237,700

E. **Primary Services Delivered:**

Primary services rendered by the City Manager's Office are highlighted within the included Power Point. The office of City Manager is established by City Charter. Specific duties of the City Manager are detailed in the City Charter and the Codified Ordinances of the City of Sault Ste. Marie. Duties are also driven by the annual goal setting exercise and established practices of the City Commission as well as time sensitive matters. Importantly, the annual goal setting exercise is a key determinant in how the City Manager allocates their time.

F. **Any Planned Changes or Commitments:**

- Continue to fulfill job duties, remain organized, and work to advance the community's quality of life.
- Continue to implement the use of electronic meeting invites from City Manager's office.
- Continue to manage day-to-day operations in line with City Commission expectations.
- Review an internal goal setting/values identification process for management team.
- Continue to expand on succession planning and employee evaluation efforts.
- Continue to advocate for the City of Sault Ste. Marie in terms of legislation.

- Continue efforts to engage community and hold the resolution of citizen concerns as paramount and directly related to the ability of local government to instill confidence. Continue efforts to advance citizen service philosophy.
- Position City government to thrive during upcoming fiscal challenges (pensions, etc.).
- Nurture and maintain relationships with key partners, entities, and organizations.

G. **Technology Needs:** (No current needs).

H. **Other Department Needs:**

CITY MANAGER'S OFFICE

City Commission Special Meeting

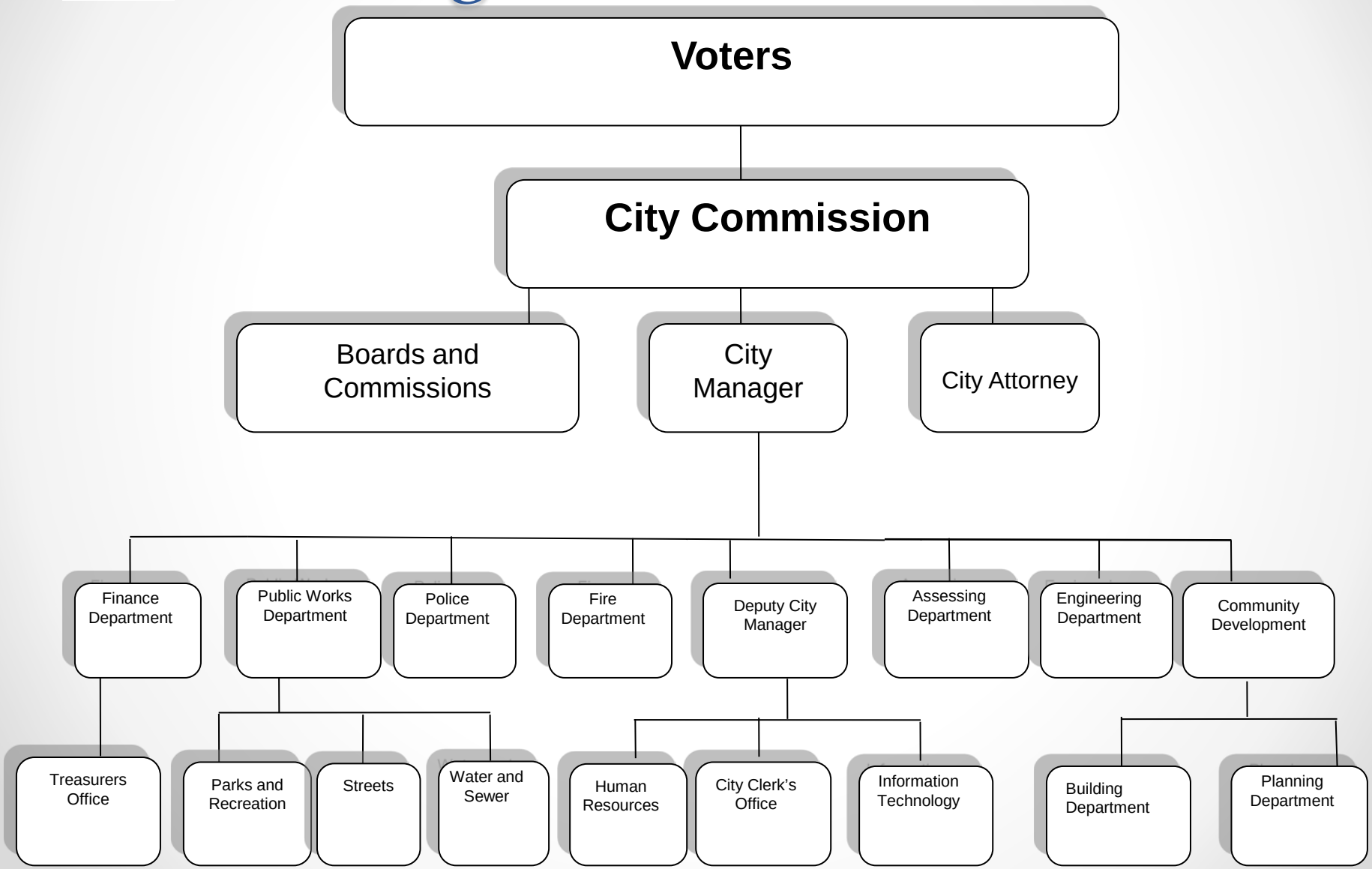
January 29, 2018

The Commission-Manager Form of Government

According to the ICMA (International City/County Management Association), Commission-Manager forms of government:

- Combine the strong political leadership of elected officials with the strong management/leadership experience of an appointed administrator;
- Place all power and authority to set policy and establish formal long-term visions with the elected governing body;
- Provide broad authority to the chief administrator to run the day-to-day operations of the municipality, while being accountable to the governing body;
- Were born out of the U.S. progressive reform movement at the turn of the 20th century to combat corruption and unethical activity in local government;
- And are the most popular form of local government within the United States (55% of established municipalities).

Organization Chart



The Role of City Manager

The Sault Ste. Marie, MI City Manager:

- Oversees the efficient administration of all City services and Departments;
- Ensures that all laws and ordinances are fairly enforced;
- Exercises responsibility for the annual budget process;
- Assumes responsibility for all staff hiring, training, coaching, and discipline;
- Negotiates and administers contracts (in partnership with the City Attorney) on behalf of the City.
- And engages community residents and stakeholders toward the better of City services and/or quality of life issues.

Professional City Managers:

- Do not participate in partisan and/or political functions (per a rigorous Code of Ethics);
- Serve the elected officials of a community equally;
- And place the well-being of the entire community ahead of any one specific interest.

Fostering Relationships

The City Manager acts as a key link between the City government, or components thereof, and outside entities. The position is critical to fostering robust relationships. Interactions may involve:

- Local, State, Federal, International, and Tribal entities
- Community Organizations
- The media
- Legislators
- The public
- Employees
- The City Commission
- Professional Organizations (MML, etc.)
- Boards, Committees, and Component Units
- Developers/entrepreneurs
- Others

The public management profession has evolved over the last 20-30 years with City Managers increasingly being expected to foster relationships and community engagement. This has been a long-standing role of the City Manager in Sault Ste. Marie.

Professional Boards, Committees, and Affiliations

- Michigan Municipal League Board of Trustees (2017 – Present)
- MEDC Community Development Advisory Comm. (2016 – Present)
- MDOT Commission for Logistics and Supply Chain Collaboration (2017)
- Michigan Municipal Executives Board of Directors (2014-2016)
- Michigan Municipal Executives Ethics Committee Chairperson (2016-2017)
- Michigan Municipal Executives Ethics Committee Member (2013-Present)
- Michigan Municipal Executives Member (2011-Present)
- International City/County Management Association (2011-Present)
- Sault Ste. Marie Rotary Club Member (2014-Present)
- Sault Ste. Marie Rotary Club Finance Committee Chairperson (2017-Present)
- Lions Club International (2012-Present)
- NASPAA Site Visitor (2017-Present)

ROTARY INTERNATIONAL

Michigan Municipal Executives

A State Affiliate of ICMA

michigan municipal league

The Office of City Manager

Key duties performed by executive assistant:

- Preparing official proclamations/resolutions
- Preparing official communications
- Preparing remarks for official functions
- Completing job duties on a confidential basis (required)
- Coordinating events and meetings
- Coordinating travel for City Commission/Manager
- Facilitating resolutions to citizen concerns
- Administering the City's Sister-City relationships
- Acting as the U.S. Coast Guard Integration Committee POC
- Acting as official secretary for DDA and SHDC
- Coordinating with outside entities (MichCanSka, Kanava, etc.)
- Managing dress-down and community engagement functions
- Completing special projects
- Completing certain payroll functions
- Record-keeping

Budget for City Manager's Office

Line Item	Budget Allocation
Salaries/Wages	$141,900
Payroll (Other)	$3,600
Employee Fringe Benefits	$78,500
Supplies	$1,600
Dues/Subscriptions	$2,200
Travel	$4,000
Equipment Rental	$5,900
TOTAL	**$237,700**

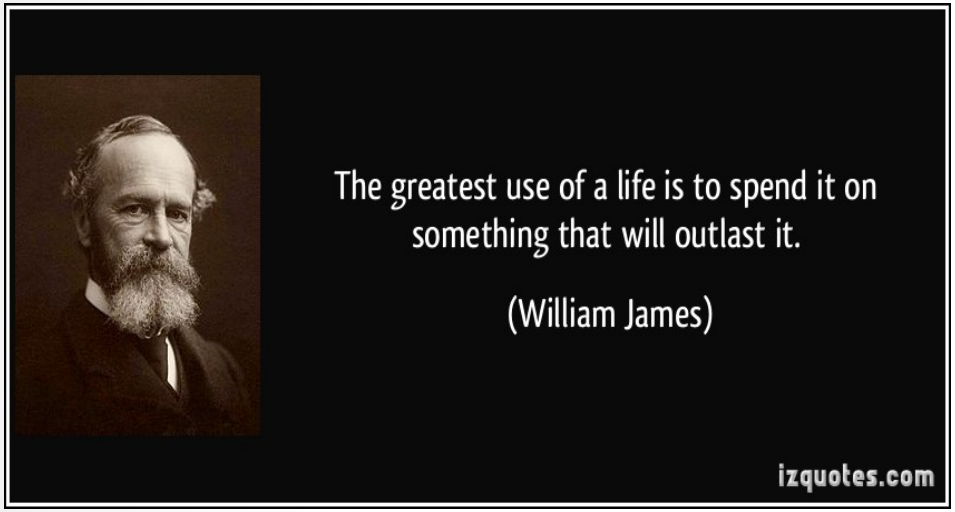
Budget for City Commission

Line Item	Budget Allocation
Salaries/Wages	$32,100
Employee Fringe Benefits	$2,500
Supplies	$700
Dues/Subscriptions	$7,000
Travel	$8,000
TOTAL	**$50,300**

Boards and Committees

Board/Committee	Relationship
Community Services Board	Advisory to City Manager
Housing Commission	City Manager appoints members, subject to City Commission approval
City Real Estate Acquisition and Disposition Committee	City Manager is primary staff liaison
City – Sault Ste. Marie Tribe of Chippewa Indians Liaison Comm.	City Manager is primary staff liaison, along with City Attorney
Community Improvement Committee	City Manager presides at meetings
Recreational Building Authority	City Manager is primary staff liaison
Downtown Development Authority	City Manager is a standing voting member under State statute
Airport Advisory Board	Advisory to City Commission and City Manager
Historical Development Commission	Advisory to City Commission and City Manager

Public Service Vision



- Every day is an ***opportunity*** to improve your community.
- Every encounter is an opportunity to represent the ***highest and best qualities*** of your service organization. A citizen's interaction may be the only impression that they have of the City!

Government should be: effective, pragmatic, transparent, service-oriented, responsive, fair, and integrity-driven. These are more than just 'catch-words'; they are the central elements of a foundation that should drive day-to-day behaviors.

Management Philosophy

Public management occurs within a 'fishbowl' (and rightfully so). As City Manager my management philosophy consists of the following core tenets:

1. The use of every tax dollar or public resource must generate a 'return-on-investment' that justifies its use (returns on investment can be financial in nature or pertain to quality of life issues).
2. Decision-making must consider all relevant administrative, legal, financial, and governing body considerations (e.g. you do not jump into the swimming pool without first checking for water).
3. Public employees generally want to come to work and perform to the best of their abilities. City Managers must provide the framework of support for employees to deliver superior services (and must accept ultimate responsibility for outcomes) while acting with empowerment.
4. Quality must be considered alongside pricing (e.g. 'you get what you pay for').
5. Listening can be more valuable than speaking.
6. Adaptation is key to organizational sustainability and success.