



CITY OF ALBION CITY COUNCIL MEETING AGENDA

Meetings: First and Third Mondays – 7:00 p.m.

City Council Chambers ♦ Second Floor ♦ 112 West Cass Street ♦ Albion, MI 49224

COUNCIL-MANAGER
GOVERNMENT

Council members and
other officials normally in
attendance.

Garrett Brown
Mayor

Maurice Barnes, Jr.
Council Member
1st Precinct

Lenn Reid
Council Member
2nd Precinct

Sonya Brown
Mayor Pro Tem
Council Member
3rd Precinct

Marcola Lawler
Council Member
4th Precinct

Jeanette Spicer
Council Member
5th Precinct

Andrew French
Council Member
6th Precinct

Sheryl L. Mitchell
City Manager

The Harkness Law Firm
Atty Cullen Harkness

Jill Domingo
City Clerk

NOTICE FOR PERSONS WITH
HEARING IMPAIRMENTS
WHO REQUIRE THE USE OF A
PORTABLE LISTENING DEVICE

Please contact the City
Clerk's office at
517.629.5535 and a listening
device will be provided
upon notification. If you
require a signer, please
notify City Hall at least five
(5) days prior to the posted
meeting time.

AGENDA

STUDY SESSION

Albion City Hall
Mayor's Conference Room
112 West Cass Street
Albion, MI 49224

Monday, April 17, 2017
Following Albion City Council Meeting

PLEASE TURN OFF CELL PHONES DURING MEETING

- I. CALL TO ORDER
- II. ROLL CALL
- III. CITIZEN'S COMMENTS (Persons addressing the City Council shall limit their comments to **agenda items only** and to no more than five (5) minutes. Proper decorum is required.)
- IV. ITEMS FOR INDIVIDUAL DISCUSSION
 - A. Council's Goals
 - What is the specific action item to be completed?
 - Who is the responsible party to complete the action item?
 - What resources are needed to accomplish the action item? (e.g., personnel, funds, funding source)
 - How will success be measured? (e.g., outcomes; specific timeframe of completion)
 - B. City Manager's Goals
 - What is the specific action item to be completed?
 - What resources are needed to accomplish the action item? (e.g., personnel, funds, funding source)
 - How will success be measured? (e.g., outcomes; specific timeframe of completion)
- V. CITIZENS COMMENTS (Persons addressing the City Council shall limit their comments to no more than five (5) minutes. Proper decorum is required.)
- VI. ADJOURN

COUNCIL GOAL SETTING SESSION - April 12, 2017

CATEGORY	Responsible Party	Resources	Success will be Measured By:
GOVERNANCE			
<p>1. Participate in MML training to</p> <p>A. Update and make appropriate revisions to Council Rules & Procedures</p> <p>B. Make clarification to processes</p> <p>C. Clarify Roles of Mayor, Council & City Manager</p> <p>2. Increase Trainings such as additional MML Trainings and other trainings (e.g., MSU Extension)</p> <p>A. Make clarifications to processes</p> <p>B. Clarify roles of Mayor, Council & City Manager</p>	Council	Council Budget	Participation in training; Adoption of Updates
<p>3. Look at options for updating the City Charter</p>	Council, City Manager, City Attorney	Budget (research needed)	Based on cost Estimates & other factors. Council will determine whether to proceed
INFRASTRUCTURE			
<p>1. With Available Funding, The Council will determine whether or build a new water tower or expand the existing tower</p>	Council working with City Manager & Staff	USDA Grant & matching; State Government	Whether a decision is made
<p>2. Secure funding for water tower</p>	Council working with City Manager & Staff	USDA Grant & matching; State Government	Funding received
<p>3. Develop a strategic plan for streets</p>	Council; City Manager; Engineer Mickey Bittner; Environmental Consultant	Time; Staff Time; CIP Budget	Plan Competition
<p>4. Implement development of GIS System</p>	City Manager; Staff	Technical support; training	Quarterly Report
<p>5. Feasibility Study</p>	City Manager; Staff	City Manager to determine	Research Completed

EMPLOYMENT & BUSINESS	RECRUITMENT		
1. Establish a work group	City Manager; Amy Deprez/EDC Director; Mike Tymkew/DDA; Herm McCall/EDC; Michigan Works; Amy Robertson/Albion Chamber of Commerce	Time	Study, Report
GATEWAY APPEAL			
1. Signage Projects 2. Investigate, increase funding for Code Enforcement office to address blighted buildings	City Manager; Staff	Budget, grants	Project initiated

COUNCIL GOAL SETTING SESSION - April 4, 2017

GOVERNANCE	INFRASTRUCTURE	EMPLOYMENT	GATEWAY APPEAL	BUSINESS RECRUITMENT	NEIGHBORHOOD STABILIZATION	VISION/MISSION
<p>Council Rules & Procedures (5)</p>	<p>Water Infrastructure Improvements</p> <ul style="list-style-type: none"> • Water Tower (3) 	<p>Partnerships w/ State & EDC (5)</p> <ul style="list-style-type: none"> • EDC/Business Attractions (2) • Entrepreneurship (1) • Industrial Jobs (1) • Partnerships w/ Surrounding Communities (2) 	<p>Signage (5)</p> <ul style="list-style-type: none"> • Reflects City's Values (1) • Partner w/ Graphic Artist for Professional Sign Designs (1) 	<p>EDC (5)</p>	<p>Blight Strategy</p> <ul style="list-style-type: none"> • Business District Austin Avenue (1) • Albion Malleable (Harvard Site) (1) • Remove Blighted Homes (1) • Clean Neighborhood Streets (1) • Neighborhood Beautification (1) 	<p>Update City Motto (1)</p> <ul style="list-style-type: none"> • Growing & Vibrant City • Flourishing Economy • Globally Diverse Population • Opportunities For All Residents • Overall Quality of Life
<p>Municipal Training (5)</p> <ul style="list-style-type: none"> • Following Charter (1) • Mayor-CM Working Relationship (1) 	<p>Strategic Plan – Streets (7)</p> <ul style="list-style-type: none"> • Street Equipment (1) • Below Street Level; Sewers and Drains (1) 	<p>Placemaking (1)</p>	<p>Code Enforcement Strategy & Zoning (2)</p> <ul style="list-style-type: none"> • Billboards on I-94 (1) • Ponderosa Sign (1) • Burger King (1) • Demolition of Deteriorated Properties (1) 	<p>Marketing Campaign (1)</p> <ul style="list-style-type: none"> • Placemaking (Attracting Outsiders) (1) • My Place (Attracting Insiders) (1) 	<p>Code Enforcement</p> <ul style="list-style-type: none"> • Extra Staff in Code Enforcement Dept. (2) • Dept. of Public Safety and Code Enforcement (1) 	<p>Community Sessions w/ Mayor & Council to Arrive at a Vision/Mission (1)</p> <ul style="list-style-type: none"> • Community Strategic Plan as an Expansion of RRC and Neighborhood Development (1)
<p>Charter Review (3)</p>	<p>GIS System</p>	<p>Workforce Study (1)</p>	<p>Partnerships w/ Service Orgs. (1)</p> <ul style="list-style-type: none"> • Citizens to Beautify Albion (flowers) and Tree Committee (trees) (2) 	<p>Business Development in Industrial Park (1)</p> <ul style="list-style-type: none"> • Industrial Jobs (1) • Sites for Remediation (1) 	<p>Zoning for Housing</p> <ul style="list-style-type: none"> • Public Housing Precincts 1 & 3 (2) 	<p>Review Update City/Vision & Mission Statement (1)</p> <ul style="list-style-type: none"> • College Town (1) • Bed & Breakfast (1) • Retirement Town (1) • Partnerships w/ Public & Private Entities (1) • Safe Community (1) • Jobs (1) • Family Oriented (1) • Activities/Events (1) • Mission: Provide opportunity that is equal and productive for Citizens, Businesses, and Industrial Sites (1) • Vision: <ul style="list-style-type: none"> ○ Heartwarming Invitation ○ Trust ○ Education

						<ul style="list-style-type: none"> ○ Stability ○ Safe Neighborhoods ○ Productive Providers in Each Household (1)
	Fiber Network in Town (1)	Job Training & Preparedness (Adult & Youth) (4)	Beautification of Homes & Businesses (1) (Paint & Upkeep)	Revenue Generating Businesses/Tax Shares (2)	Park Strategy <ul style="list-style-type: none"> ● Upgrade Parks (Paint, Add Tables) (3) 	
			94 Bridge (1) <ul style="list-style-type: none"> ● Lights ● Signs 	Planning Commission Exchange of Ideas (1)	Community Outreach <ul style="list-style-type: none"> ● Neighborhood Watch (1) ● Build Relationships Between Council Members and Precinct Residents (2) ● Build Relationships Between Police and Community (1) ● Update City Cable Channel (1) 	
				New Businesses (2) <ul style="list-style-type: none"> ● Urgent Care ● Grocery Store ● Hardware Store ● Dry Cleaner ● Shoe Store ● Walmart ● Buffet Restaurant 	Transportation <ul style="list-style-type: none"> ● Ways to Improve Local Transportation (2) 	
				Assessment of Existing Businesses (1)		

Albion City Council Goals for City Manager

From Oct. 27, 2014 (S. Mitchell)

The council also discussed the goals of the City Manager for her first six months and defined the goals in the following order of importance:

1. Balance Budget/Maintain Jobs
2. Jobs/Economic Development/Redevelopment
3. Website Enhancement
4. Relationships with Community and other governmental organizations
5. Development Plan
6. Rental Certification Program
7. Dalrymple and Other Building Demolition

From Feb. 10, 2014 (prior City Manager)

The following are suggestions and ideas from the Council for the City Manager goals:

1. They would like to see the money we have spent on technology working at full capacity-i.e. city website.
2. Better Communication with the Council and Department Heads. Would like to have Council informed of projects, fires, problems that may be happening in the city.
3. Prepare a 3-5 year strategic plan for the city. Would like to plan for more than one to two years in advance.
4. Need to set timelines for when goals are to be met.
5. Would like to see a succession plan for employees in key positions
6. Clear and concise language for employees during contract negotiations
7. Cross train employees
8. Would like to see goals completed before the next budget planning session.
9. Would like to add a departmental update item to the agenda.

The consensus of the Council was to accept the following goals for the City Manager:

1. Prepare a 3-5 year strategic plan for the city that addresses fiscal sustainability, organizational succession, economic development, and hiring/staff development.
They would like to see this completed by May 1, 2014
2. Reinstate charter required monthly financial reports.
3. Make progress on N. Clinton riverfront park project.
4. Work with Council to reassess and strengthen the city's interests regarding the EDC and Tifa.
5. Implement recurring department director updates to Council; including EDC.
6. Communication with Council
7. Get city website up and running to full capacity.
8. Explore and propose options for addressing vacant and derelict school buildings.



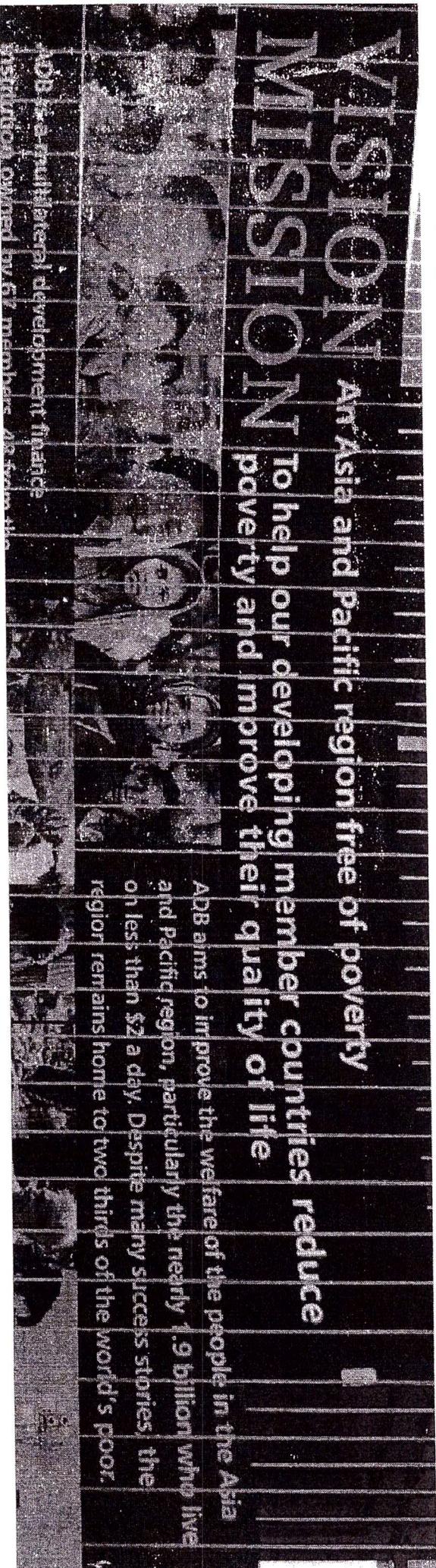
Compare Anything >>

Inc.

vs. LLC

GO

Mission Statement vs. Vision Statement



Differ > Business > Management

Organizations summarize their goals and objectives in mission and vision statements. Both of these serve different purposes for a company but are often confused with each other. While a mission statement describes what a company wants to do *now*, a vision statement outlines what a company wants to be in the *future*.

The Mission Statement concentrates on the present; it defines the customer(s), critical processes and it informs you about the desired level of performance.

Government (<http://www.concordnc.gov/Government>) > Mission Statement (<http://www.concordnc.gov/Government/Mission-Statement>)

City of Concord Mission Statement

The City of Concord partners with our community to deliver excellent service, and plans for the future while preserving, protecting, and enhancing the quality of life.



Core Values

Culture of Excellence: We *respect* members of the public and each other, and treat all with courtesy and dignity. We rely on *teamwork* to provide a seamless experience for all customers. We uphold high *ethical standards* in our personal, professional, and organizational conduct. We *continuously improve* by promoting innovation and flexibility to best meet the needs of customers with available resources.

Accountability: We accept responsibility for our personal and organizational decisions and actions, while delivering cost-effective and efficient services that are done right the first time.

Communication: We openly communicate with the public and each other by sharing information and soliciting feedback to achieve our goals.

Environment: We are concerned about our natural, historic, economic, and aesthetic resources and work to preserve and enhance them for future generations.

Safety: We use education, prevention, and enforcement methods to protect life and property in the community, and maintain our infrastructure and facilities to provide a safe environment in which to live, work, shop, and play.

The Vision Statement focuses on the future; it is a source of inspiration and motivation. Often it describes not just the future of the organization but the future of the industry or society in which the organization hopes to effect change.

Comparison chart

	Mission Statement	Vision Statement
About	A Mission statement talks about HOW you will get to where you want to be. Defines the purpose and primary objectives related to your customer needs and team values.	A Vision statement outlines WHERE you want to be. Communicates both the purpose and values of your business.
Answer	It answers the question, "What do we do? What makes us different?"	It answers the question, "Where do we aim to be?"
Time	A mission statement talks about the present leading to its future.	A vision statement talks about your future.
Function	It lists the broad goals for which the organization is formed. Its prime function is internal; to define the key measure or measures of the organization's success and its prime audience is the leadership, team and stockholders.	It lists where you see yourself some years from now. It inspires you to give your best. It shapes your understanding of why you are working here.

Mission Statement

Change

Your mission statement may change, but it should still tie back to your core values, customer needs and vision.

Vision Statement

As your organization evolves, you might feel tempted to change your vision. However, mission or vision statements explain your organization's foundation, so change should be kept to a minimum.

Developing a statement

What do we do today? For whom do we do it? What is the benefit? In other words, Why we do what we do? What, For Whom and Why?

Where do we want to be going forward? When do we want to reach that stage? How do we want to do it?

Features of an effective statement

Purpose and values of the organization: Who are the organization's primary "clients" (stakeholders)? What are the responsibilities of the organization towards the clients?

Clarity and lack of ambiguity: Describing a bright future (hope); Memorable and engaging expression: realistic aspirations, achievable; alignment with organizational values and culture.

Contents: Mission Statement vs Vision Statement

1 Purpose

2.2 What to Include in a Mission Statement

2 Video Explaining the Differences

3 Which comes first?

2.1 What's in a Vision Statement?

4 References

Purpose

The mission statement guides the day-to-day operations and decision-making of the organization. It helps in tactical planning and "rallying the troops" around a common near- to medium-term goal. The mission statement helps members of the organization get on the same page on what they should do and how they should do it.

The vision statement is, in a sense, loftier. It outlines the worldview of the organization and why it exists. It attracts people — not just employees but also customers and vendors — who believe in the vision of the organization.

Video Explaining the Differences

What's the Difference Between Mission and Vision?



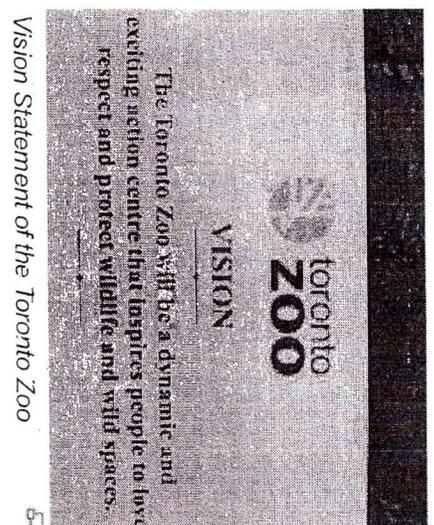
What's in a Vision Statement?

When developing a **vision statement**, it should be seen that the following questions are answered:

- What do we want to do going forward?
- When do we want to do it?
- How do we want to do it?

Features of an effective vision statement include:

- Clarity and lack of ambiguity
- Paint a vivid and clear picture, not ambiguous
- Describing a bright future (hope)
- Memorable and engaging expression
- Realistic aspirations, achievable



- Alignment with organizational values and culture
- Time bound if it talks of achieving any goal or objective

What to Include in a Mission Statement

When developing a **mission statement**, it should be seen that the following questions are answered:

- What do we do today?
- For whom do we do it?
- What is the benefit?

Features of an effective mission statement are:

- Purpose and values of the organization
- What business the organization wants to be in (products or services, market) or who are the organization's primary "clients" (stakeholders)
- What are the responsibilities of the organization towards these "clients"
- What are the main objectives that support the company in accomplishing its mission

The following Slideshare presentation by Alar Kolk — Visions & Missions of Fortune

Global 100 — includes the vision and mission statements of companies in the Fortune 100:



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City Mission, Vision & Values

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City of Kilgore Mission, Vision & Values

Mission Statement

The City organization is dedicated to providing an efficient, effective and responsive government for the citizens of Kilgore consistent with our city's history, culture and unique character. We recognize our citizens as our greatest assets, and we will serve as role models by anticipating and providing for the needs of the community through quality service, innovation and leadership for today and in the future.

Vision Statement

Our Vision: A snapshot of Kilgore, Texas in 2028

A City that provides the citizens with a premier quality of life. A City with a vibrant downtown, which has evolved into an entertainment destination for East Texans and Texans alike with fine dining and retail establishments. A downtown that has maintained historical integrity and has continued to be rich in history and culture. A City that has grown in all directions creating new vibrant walkable neighborhoods. Attractive parks and open space areas encompassing a trail system which criss-crosses the City connecting neighborhoods with parks, schools, and mixed-use centers. Entry corridors that include landscaping and attention to detail. First rate infrastructure including well maintained streets, water, and sewer lines. A City envied by all East Texans.

Values Statement

Public Service is our purpose. It is why we are here.

Our Values:

- Accountable
- Fiscally Responsible
- Friendly
- Trustworthy
- Communicative
- Proactive
- Innovative
- Visionary
- Family Oriented



CITIZENS OF CONCORD
 REPRESENTED BY
 MAYOR AND
 CITY COUNCIL

CITY ATTORNEY
 6 FTE
 Valerie Koczyński
 704-920-5115

DEPUTY CITY MANAGER
 4.0 FTE
 Mel Hamilton
 704-920-5330

ASSISTANT CITY MANAGER
 Howard Payne
 704-920-5208

AVIATION
 34 FTE
 Rick Cloutier
 704-920-5912

BUILDINGS AND GROUNDS
 49.3 FTE
 Susan Sessler
 704-920-5380

COMMUNICATIONS
 26 FTE
 Mich Callicott
 704-920-5590

CITY CLERK
 1.0 FTE
 Nina Deason
 704-920-5205

FINANCE
 64.25 FTE
 Pam Hinson
 704-920-5220

ELECTRIC SYSTEMS
 22 FTE
 Bob Page
 704-920-5301

ENGINEERING
 23 FTE
 Sue Hyde
 704-920-5401

EMERGENCY MANAGEMENT
 1 FTE
 Jim Sells
 704-920-5528

FIRE
 194 FTE
 Ray Allen
 704-920-5516

HOUSING
 13.88 FTE
 Angela Graham
 704-920-6100

PLANNING AND NEIGHBORHOOD DEVELOPMENT
 17.7 FTE
 Margaret Pearson
 704-920-5151

PUBLIC WORKS
 Peter Franzen
 704-920-6210

FLEET SERVICES
 13 FTE
 Daniel Nuckolls
 704-920-5431

RIDER TRANSIT
 4.7 FTE
 Ed Woslowski
 704-920-5878

HUMAN RESOURCES
 10 FTE
 Rebecca Edwards
 704-920-5102

PARKS AND RECREATION
 2 FTE
 Bob D'Amico
 704-920-5610

POLICE
 137.25 FTE
 Gary Gaeck
 704-920-5007

SOLID WASTE AND RECYCLING
 32 FTE
 Brian Moore
 704-920-5351

TRANSPORTATION
 39 FTE
 Joe Wilson
 704-920-5362

WATER RESOURCES
 117 FTE
 Christie Bigham
 704-920-5343

DATA SERVICES
 1 FTE
 Bill Dusek (Contract)
 704-920-5203

ROCKY RIVER GOLF CLUB
 Contract Arrangement
 704-451-1200

Since 1965, the City of Concord has operated according to the Council-Manager form of government, where a professional City Manager serves at the pleasure of the City Council as chief executive of the organization. The City Manager is responsible for all City personnel, with the exception of the City Attorney, who is also appointed by the City Council. The City Manager provides functional supervision for the Legal Department.

Mission and Vision Statement Draft

Mission: The City of Albion and its entities work together to create one goal and that is to provide opportunity that is equal and productive for its citizens, businesses, and industrial sites.

Vision: The opportunity that Albion provides is a heartwarming invitation while building trust, a place for great education, stability, and maintaining neighborhoods where our citizens feel safe and have productive providers in each and every household.

(Draft presented to Mayor and Council by Council Member Marcola Lawler on 04.04.2017.)

Jill Domingo

From: Sheryl Mitchell
Sent: Wednesday, April 12, 2017 2:07 PM
Subject: City of Albion Mission, Core Values, Guiding Goals and Objectives

Mayor and Council,

Received a request to share the current Mission, Core Values, Guiding Goals and Objectives with you as a reminder of what is currently in place. You may recall, this was most recently shared during the budget process.

The City's Mission Statement guides the goals, objectives, as stated below:

The City of Albion is committed to serving all its residents in a fair, timely and equitable manner. The City of Albion will operate its programs and services in such a way that its citizens receive the absolute, maximum benefit for each tax dollar they contribute. The City of Albion will do all in its power to create a community environment that attracts and retains business, industry, investment and jobs to the Albion area. Employees, supervisors, managers and officials of the City of Albion pledge to act in the best interest of the citizens of Albion as determined by their elected representatives, and ask in return for the respect due their hard work and dedication. The City of Albion, proud of its past and hopeful for its future, embraces innovation and a renewed entrepreneurial spirit to ensure residents and citizens the highest quality of life possible.

Core Values. The City of Albion has identified six core values:

- **Integrity** – We will carry out the people's work in an honest, trustworthy, and ethical manner.
- **Transparency** - We will carry out the people's work in the open and will ensure that the most accurate and relevant information possible is available to council, staff, and citizens alike.
- **Accountability** – We will carry out the people's work with the understanding that everyone must answer to someone and with this understanding will endeavor to create a "culture of questioning" where ideas, policies, and performance are honestly appraised in light of our common goals.
- **Communication** – We will carry out the people's work with the understanding that the plain, prompt, and professional dissemination of information is crucial in enabling citizens to fully participate in the democratic process.
- **Education** - We will carry out the people's work with the understanding that in order to do so we ourselves must constantly increase our knowledge and enhance our skills as both efforts relate to crafting sound municipal policy.
- **Collaboration** – We will carry out the people's work in a way that recognizes the need for beneficial partnerships while simultaneously recognizing the primary importance of continuing the tradition of municipal self-determination (i.e. home rule).

Guiding Goals. For the past few years, the City of Albion has faced many challenges. However, the opportunities for growth and prosperity are tremendous. Overall, the current City administration has identified the following guiding goals:

- Achieve **long-term fiscal sustainability**

- Provide a government structure and framework that supports **economic vitality, job growth, quality of life, and innovation**
- Provide essential community services through **planning, prioritization, and community partnerships**
- Open and transparent **communications** with internal and external stakeholders
- Encourage employees to work as a **team** and who are committed to providing the **highest quality services**, supported through professional growth and development.

Community Strengths. The Mayor and City Council identified that the City of Albion has many strengths and assets, including:

- The people
- Revitalization of downtown
- Replacing sidewalks
- Safe community – outstanding police/fire services
- Parks
- Collaborative community partnerships
- Government Services
- Balanced Budget / Fund Balance

Objectives. The Mayor and City Council identified the strategic objectives and desired outcomes for the City of Albion to achieve economic health, a sustainable infrastructure, high quality neighborhoods/housing, a vibrant community atmosphere, high government performance, and for maintaining a safe community. These priorities were then evaluated based on their degree of urgency and importance. The following were identified as areas of primary focus based on this evaluation:

- **Infrastructure** (funding for roads, water mains/sewer, water tower, sidewalks)
- **Blight removal** (abandoned houses, demolitions, code enforcement, sale of vacant lots)
- **Economic vitality** (jobs, economic development, new businesses downtown)
- **Vibrant neighborhoods** (neighborhood associations, affordable quality housing)
- **Government effectiveness** (cross training, delinquent tax collection, collaborations, innovations and use of technology, placemaking)

Sheryl L. Mitchell, DBA, MSA

Albion City Manager
112 West Cass Street
Albion, MI 49224

smitchell@cityofalbionmi.gov

517.629.7172 (office)

517.629.4168 (fax)

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