

**BIRMINGHAM CITY COMMISSION AGENDA
SPECIAL MEETING
JULY 29, 2024
MUNICIPAL BUILDING, 151 MARTIN
7:30 P.M.**

I. CALL TO ORDER AND PLEDGE OF ALLEGIANCE

Elaine McLain, Mayor

II. ROLL CALL

Alexandria Bingham, City Clerk

III. OPEN TO THE PUBLIC FOR MATTERS NOT ON THE AGENDA

IV. NEW BUSINESS

A. Senior/Recreation Center Project

1. New Building Option:

Resolution to proceed with the final site plan and design of a new building to house a senior/recreation center at 400 E. Lincoln, based upon concept 4A presented tonight as recommended by the Ad Hoc Senior/Recreation Center Committee on July 17, 2024;

AND

To adopt a resolution to direct the City Manager to take the necessary steps in order to facilitate the final design, funding and construction of a new senior/recreation facility, with the maximum contribution of the City not to exceed \$_____ million.

OR

2. Renovate Existing Building:

Resolution to proceed with the final site plan and design to renovate the existing building at 400 E. Lincoln to house a senior/recreation center, based upon concept _____ presented in the Final Report – Senior/Recreation Center prepared by NORR, LLC;

AND

To adopt a resolution to direct the City Manager to take the necessary steps in order to facilitate the final design, funding and renovation of the existing building at 400 E. Lincoln to be used as a senior/recreation facility, with the maximum contribution of the City not to exceed \$_____ million.

- B. Resolution to lift the pause on new sidewalk installation that was put in place on June 3, 2024, to ensure compliance with Chapter 98 of the City Code, the Multi-Modal Transportation Plan, the 2040 Plan and the longstanding desire for Birmingham to be a walkable community that prioritizes the comfort and safety of pedestrians.
- C. City Commission Selection of City Manager Performance Evaluation Structure

V. ADJOURN

Should you wish to participate in this meeting, you are invited to attend the meeting in person or virtually through ZOOM: <https://zoom.us/j/655079760> Meeting ID: 655 079 760

You may also present your written statement to the City Commission, City of Birmingham, 151 Martin Street, P.O. Box 3001, Birmingham, Michigan 48012-3001 prior to the hearing.

NOTICE: Individuals requiring accommodations, such as mobility, visual, hearing, interpreter or other assistance, for effective participation in this meeting should contact the City Clerk's Office at (248) 530-1880 (voice), or (248) 644-3405 (TDD) at least one day in advance to request mobility, visual, hearing or other assistance.

Las personas que requieren alojamiento, tales como servicios de interpretación, la participación efectiva en esta reunión deben ponerse en contacto con la Oficina del Secretario Municipal al (248) 530-1880 por lo menos el día antes de la reunión pública. (Title VI of the Civil Rights Act of 1964).



MEMORANDUM

City Manager's Office

DATE: July 18, 2024
TO: City Commission
FROM: Jana L. Ecker, City Manager
SUBJECT: Senior/Recreation Center Project

INTRODUCTION:

In November 2022, the City Commission adopted several strategic goals, one of which was to support an engaged and connected community by offering City services and amenities that enrich the lives of residents of all ages as a main goal. This strategic goal included a recommendation to "create a task force to facilitate an aging in place plan, develop a plan for a permanent senior/community center to house NEXT senior services and to offer space for multigenerational programs, engage with youth in the community with a teen board or committee."

In April 2023, based on the above mentioned goal identified in the Strategic Plan, the City Commission unanimously passed a motion to direct the formation of an ad hoc committee. The ad hoc committee was directed to study demographics and trends in our population and conduct resident surveys to determine the services needed to support our aging population.

City staff recommended creating a new ad hoc committee with a distinct name and a scope of work that clearly distinguished the new committee from the former Ad Hoc Joint Senior Services Committees. The creation of an Ad Hoc Aging in Place Committee (AIPC) composed of seven members with a broad range of experience in providing senior services, experience in senior health, nutrition, elder law and educational outreach was preferred. One member that can offer an experience in providing intergenerational connections/programming was also recommended. An initial eighteen month term was suggested. The scope of work of the AIPC should include the following:

1. A detailed demographic study of trends and patterns in our population;
2. A review of existing senior services and identification of unmet needs;

3. Development of a City-wide action plan outlining the vision and goals to encourage senior residents to age comfortably in Birmingham.

The AIPC is one year into their eighteen month schedule and is currently working on the last phase of their mission, the City-wide action plan for presentation to the public and eventual submission to the City Commission.

In early 2023, the City became aware that the YMCA was looking to combine their Birmingham location with their Royal Oak location into a new joint location near 13 Mile Rd. and Woodward in Royal Oak. The City and the YMCA negotiated the City's purchase of the current YMCA branch at 400 E. Lincoln in Birmingham for two million dollars (\$2,000,000.00). The City purchased the YMCA Building to serve as the new and permanent home for Next. In fact, of the two million dollar purchase price, the City contributed \$1,500,000.00 and Next contributed the other \$500,000.00. In exchange, the City agreed to rent the building to Next for one dollar a year in rent (memo of understanding). The YMCA and the City negotiated a lease agreement that would allow the YMCA to stay in the current building for three years while the YMCA worked out the details of their move to Royal Oak. The City and the YMCA agreed that the City was not interested in the pool and the YMCA agreed to continue to be responsible for all expenses related to the operation, staffing and maintenance of the pool for the duration of the lease. Additionally, it was also anticipated that Next would only need approximately 75% of the total space of the building moving forward. As a result, the City, seeing an opportunity for intergenerational contact and continued service to community members, negotiated with the YMCA to allow the YMCA to remain in Birmingham and utilize about 25% of the building's space to maintain a presence in the Birmingham community.

BACKGROUND:

In working to achieve their strategic goal of supporting an engaged and connected community by offering services and amenities that enrich the lives of residents of all ages, the City Commission:

- Formed the AIPC and are awaiting their final report.
- Successfully purchased the former YMCA Building at 400 E. Lincoln for the purpose of providing a permanent home for Next.
- Negotiated an agreement with the YMCA to continue to operate in the building and provide a community aspect to the project providing for intergenerational contact and recreational services for all community residents.

The focus of this staff report is to outline the process that the City has undertaken to develop a plan to create a permanent home for Next and potentially the YMCA, which will be now referred to as the "senior/recreation center project", by:

- Conducting an assessment of the existing building's current condition (structural, mechanical, plumbing electrical, accessibility and security).
- Conducting an assessment of service space needs for the primary tenant, Next (75%) and for the secondary tenant, the YMCA (25%).
- Determining options for the building and developing conceptual plans with accompanying cost estimates.

The following is a condensed timeline of events leading to the delivery of the conceptual design options and associated costs for the Senior/Recreation Center Project:

- City purchased the Birmingham YMCA Building at 400 E. Lincoln, Birmingham for \$2,000,000.00 (\$1,500,000.00 from the City and \$500,000.00 from Next) (Spring/Summer 2023).
- MOU between City and Next completed (75% of building for Next and 25% allocated to the YMCA) (Spring/Summer 2023).
- Senior millage of .33 mills approved by voters (November 2023).
- Building Assessment and Conceptual Designs RFP completed and issued (December 2023).
- NORR, LLC (architectural firm) chosen by the City Commission to complete the building assessment and create the conceptual plans and cost estimates (February 2024).
- Leadership changed at Birmingham YMCA, with the intention to maintain a strong presence in Birmingham and to utilize their full 25% (or additional space, if available) and possibly maintain a pool (February 2024).
- City Commission created the Ad Hoc Senior/Recreation Center Committee (SCC) to provide oversight and to provide recommendations throughout the process to the City Commission (February 2024).
- Community survey issued (April 2024).
- RFP for Owner's Representative issued (April 2024).
- RFQ for architects issued to qualify to be eligible to bid on the Final Design and Construction Plans (April 2024).
- Community Open House was conducted at the YMCA Building (April 2024).
- Kramer Management Group chosen by the City Commission to be the City's Owner Representative for the Senior/Recreation Center Project (May 2024).
- Three architectural firms were selected by the SCC to be qualified bidders to prepare Final Design and Construction Plans (May 2024).
- A second Town Hall Meeting was conducted at Next (May 2024).
- NORR, LLC issued a draft of the Final Report (no cost estimates included) that included four options: renovate the existing building without a pool, renovate the existing building with a pool, renovate the existing building and add an addition to the existing footprint, and demolish the current building and build a new facility (June 2024).
- Funding options were discussed by the SCC (June 2024).
- NORR, LLC issued Final Report with cost estimates (July 2024).
- SCC issues recommendation to the City Commission

The Ad Hoc Senior/Recreation Center Committee (SCC) has been meeting almost weekly since its inception. The SCC is comprised of the following members:

Name	Member Type
Elaine McLain	City Commissioner
Anthony Long	City Commissioner
Daniel Share	Planning Board Member
Pam Graham	Parks and Recreation Board Member
Bert Koseck	Architect
Donald Rodgers	Construction Contractor
Cris Braun	NEXT Representative
Kelly Plocharczyk	YMCA Representative
Jason Emerine	Engineer
Evan Dix	Student (non-voting)
Jana Ecker	City Manager (ex-officio)

One of the first orders of business of this board was to craft the project's vision, goals and objectives and prepare the project timeline.

Vision Statement:

Create a welcoming and dynamic hub where all the members of the community can gather in an environment that promotes socialization, physical activity and lifelong learning that enhance both personal and community wellness.

Goals:

1. Develop a plan for an open, welcoming, adaptable active senior/community facility with flexibility for current and future uses.
2. Integrate the design and use of the senior/community center with St. James Park.
3. Ensure safe and accessible design of the building(s) and site for users of all ages and abilities.
4. Incorporate sustainable concepts, design and materials, when practical, to reduce environmental impact.
5. Complete design and construction of a new or renovated facility and site on time and within the established budget.

Objectives:

1. Create a permanent home for Next.
2. Support Next in providing a wide range of programs and services.
3. Provide community gathering spaces (indoors and outdoors).
4. Provide a facility that promotes the provision of health, fitness, and recreation programming for the community.

5. Design a facility that encourages social interaction and emotional enrichment for the community.
6. Design a facility that promotes multigenerational programming opportunities and lifelong learning.

A project timeline was completed as well (see attached timeline) and all of these documents were presented to the City Commission for their approval on April 8, 2024. The City Commission voted unanimously to approve the vision, goals, objectives and timeline for the senior/recreation center project.

City staff, the City's owners' representative (KMG) and the SCC worked together with the City's chosen architect, NORR, LLC to complete the project. The project was completed in two phases:

Phase 1:

- Facility Condition Assessment
- Community Engagement (on-line community survey, hard copy community survey, (2) open house/town hall events)
- Programming and Space Assessment (Next, YMCA, City)

Phase 2:

- Final Report - Includes Building Options, Engineering Summaries and Cost Estimates

The Final NORR, LLC Report listed three main options, a remodel, a remodel with an expansion of the existing footprint and a new build. NORR, LLC issued cost estimates for construction costs only and did not include the "soft costs" (design & review plans, management & inspection, final finishes and equipment) associated with each building option. NORR, LLC based their cost estimates on remodeling/building a center that would meet all basic building and accessibility codes. Operational costs for each option were also included. For Option 1, there is also an Option 1A and for Option 3, there is also an Option 3A. All of the options are explained in detail below.

With the assistance of the City owner's representative (KMG), an additional two options were added to the mix, Option 4 and Option 4A. KMG has compiled a financial Analysis worksheet that details all of the options and their associated costs (see attached).

The updated Final Report included costs estimates to build each of the options listed above. The options are as follows:

1. **Option 1 - Renovate Existing Building on Existing Footprint (No Pool)** - Next utilizes 75% of the building and the YMCA utilizes 25% of the building. In this scenario, neither Next nor the YMCA gets the programming space that they would like. In this option, there is no pool.
 - a. Next: 17,201 sq. ft. (42.3 % of building, 70% of usable space)

- b. YMCA: 7,193 sq. ft. (17.7% of building, 29% of usable space)
- c. City of Birmingham Parks and Recreation: 294 sq. ft. (0.7% of building, 1% of usable space)
- d. Facility Areas: 1,527 sq. ft. (3.8% of building)
- e. Circulation Areas: 14,406 sq. ft. (35.5 % of building)
- f. Total Square Footage of Building: 40,631
- g. Operational Costs (Deferred Maintenance - \$20,000.00, Gas - \$23,037.00, Electric - \$141,640.00): \$184,677.00

BUILDING CONSTRUCTION COST: \$15,462,687.00 (cost per sq. ft. \$380.56)

BUILDING SOFT COST (Design & Review, Management & Inspection, Final Finishes and Equipment): \$5,425,458.00 (cost per sq. ft. \$133.53)

OPTION 1 TOTAL: \$20,888,144.00 (\$514.09 per sq. ft.)

2. **Option 1A - Renovate Existing Building on Existing Footprint (Pool Included)** - Next utilizes 75% of the building and the YMCA utilizes 25% of the building. By including the pool, it takes up almost all of the YMCA's space. Similar to Option 1, both Next and the YMCA do not receive the programming space that they would like. However, in Option 1A, the pool remains.
 - a. Next: 17,575 sq. ft. (43.3 % of building, 70% of usable space)
 - b. YMCA: 7,394 sq. ft. (18.2 % of building, 30% of usable space)
 - c. City of Birmingham Parks and Recreation: 0 sq. ft.
 - d. Facility Areas: 1,841 sq. ft. (4.5% of building)
 - e. Circulation Areas: 13,821 sq. ft. (34% of building)
 - f. Total Square Footage of Building: 40,631
 - g. Operational Costs (Deferred Maintenance - \$20,000.00, Gas - \$23,037.00, Electric - \$141,640.00): \$184,677.00

BUILDING CONSTRUCTION COST: \$15,862,496.00.00 (cost per sq. ft. \$390.40)

BUILDING SOFT COST (Design & Review, Management & Inspection, Final Finishes and Equipment): \$5,504,360.00 (cost per sq. ft. \$135.47)

OPTION 1A TOTAL: \$21,366,856.00 (\$525.87 per sq. ft.)

3. **Option 2 - Renovate Existing Building and Add Additional Space:** In this option, a large addition is added to the north section of the building on two levels (ground floor and second floor). Also, there is the possibility to excavate underneath the addition (underground level) to add either additional space for Next (pickleball courts) or additional space for the YMCA. In Option 2, Next receives additional space to meet most of their programming needs. However, there was not space for more than two pickleball courts. The YMCA also has more space for programing, but not enough for all of their preferred programming needs. No pool was shown in this option. However, the YMCA could opt for the pool if that is how they choose to use their allotted space (same choice from Option 1 and Option 1A).

- a. Next: 27,886 sq. ft. (43.1% of building, 64% of usable space)
- b. YMCA: 7,642 sq. ft. (11.8% of building, 18% of usable space)
- c. City of Birmingham Parks and Recreation: 360 sq. ft. (.05% of building, 1 % of usable space)
- d. City of Birmingham (Optional Future Excavation Space): 7,422 sq. ft. (11.5% of the building, 17% of usable space)
- e. Facility Areas: 2,760 sq. ft. (4.5% of building)
- f. Circulation Areas: 18,570 sq. ft. (28.7% of building)
- g. Total Square Footage of Building: 64,640
- h. Operational Costs (Deferred Maintenance - \$20,000.00, Gas - \$21,650.00, Electric - \$240,335.00): \$281,985.00

BUILDING CONSTRUCTION COST: \$23,774,798.00 (cost per sq. ft. \$367.80)

BUILDING SOFT COST (Design & Review, Management & Inspection, Final Finishes and Equipment): \$7,963,752.00 (cost per sq. ft. \$123.20)

OPTION 2 TOTAL: \$31,738,550.00 (\$491.00 per sq. ft.)

4. **Option 3 - Demolish Current Building and Build a New Building:** In Option 3, all of the programming needs for Next are met (including four pickleball courts). With the additional space of a new building, more of the YMCA's programming needs can be met (additional exercise space). In this option, no pool was included. However, there is sufficient space for a pool to be added if the YMCA chooses to construct a new pool.
- a. Next: 32,068 sq. ft. (43.3% of the building, 59% of usable space)
 - b. YMCA: 13,018 sq. ft. (17.6% of the building, 24% of usable space)
 - c. City of Birmingham Parks and Recreation: 360 sq. ft. (0.5% of the building, 1% of usable space)
 - d. City of Birmingham (Optional Future Excavation Space): 8,959 sq. ft. (12.1% of the building, 16% of usable space)
 - e. Facility Areas: 3,202 sq. ft. (4.3% of the building)
 - f. Circulation Areas: 16,373 sq. ft. (22.1% of the building)
 - g. Total Square Footage of Building: 73,980 sq. ft.
 - h. Operational Costs (Gas - \$17,765.00, Electric - \$155,358.00): \$173,113.00

BUILDING CONSTRUCTION COST: \$28,751,579 (cost per sq. ft. \$388.64)

BUILDING SOFT COST (Design & Review, Management & Inspection, Final Finishes and Equipment): \$9,256,709.00 (cost per sq. ft. \$125.12)

OPTION 3 TOTAL: \$38,008,288.00 (\$513.76 per sq. ft.)

Estimated Cost to Add Pool: \$3,600,000.00 (\$800.00 per sq. ft.)

OPTION 3 TOTAL COST with Pool: \$41,608,288.00 (\$530.17 per sq. ft.)

5. **Option 3A – Same as option 3, but the north end of the lower level to be slab on grade, reducing finished basement area by 7,030 sq. ft.** This area is removed from the City of Birmingham space as well as from the gross and net building floor areas.

- a. Next: 32,068 sq. ft. (47.9% of the building, 68% of usable space)
- b. YMCA: 13,018 sq. ft. (19.4% of the building, 27% of usable space)
- c. City of Birmingham Parks and Recreation: 360 sq. ft. (0.5% of the building, 1% of usable space)
- d. City of Birmingham: 1,929 sq. ft. (2.9% of the building, 4% of usable space)
- e. Facility Areas: 3,202 sq. ft. (4.8% of the building)
- f. Circulation Areas: 16,373 sq. ft. (24.5% of the building)
- g. Total Square Footage of Building: 66,950 sq. ft.
- h. Operational Costs (Gas - \$16,068.00, Electric - \$140,595.00): \$156,663.00

BUILDING CONSTRUCTION COST: \$27,920,828.00 (cost per sq. ft. \$417.04)

BUILDING SOFT COST (Design & Review, Management & Inspection, Final Finishes and Equipment): \$8,376,784.0000 (cost per sq. ft. \$125.12)

OPTION 3 TOTAL: \$36,297,612.00 (\$542.16 per sq. ft.)

SCC Analysis of Options

The SCC found consensus among the board members that option 3, a new build, was the preferred choice. The SCC cited the following:

1. **Cost:** The SCC felt that to spend 15 million dollars on construction costs renovating the existing building where options were limited (main wall that cannot be touched) and some existing MEP issues (plumbing pipes) would remain did not make sense. The SCC also felt that the cost differential between option 2 and option 3 was not substantial enough to warrant not spending the extra money to achieve greater value in the long run.
 - a. Operational Costs: Operational costs are lowest with option 3. A new building could be designed with efficiency and cost considerations built in.
 - b. In option 3, the possible use of sustainable products could be increased and considered when cost efficient to do so. Currently, the cost considerations are for basic building materials necessary to meet building codes and could be improved upon. Cost considerations of these upgraded features is a major factor to consider.
2. **Building Design:** The current footprint of the building makes it very problematic to remodel effectively. In option 1 and 1A, in order to make the building accessible for everyone, a considerable amount of space, approximately 35% of the building, would need to be used for circulation areas and not available as usable space. While option 2 provides for more useable space than option 1 or option 1A, it is still compromised by the existing footprint of the building. Option 3 provides for the most opportunity to design the building to meet the needs of Next, most of the needs of the YMCA and to provide the greatest opportunity to design as much "shared space" between the two that would meet their respective service needs and keep the footprint of the building as small as possible.
 - a. With option 3, the final design architect could work with Next and the YMCA to design the building to exactly what they need. There would be no need to compromise design or use that would occur with a remodel using the existing building and its current limitations.

- b. With option 3, the end result would be a building that would align better with the stated vision and goals for the project.
- 3. **Space Needs:** Only option 3 meets the service needs requested from both Next and most of those requested by the YMCA. The importance of this building to the community cannot be understated. The Senior/Recreation Center will be the permanent home for Next and the focal point for the City's older adult population. The inclusion of the YMCA will provide a multi-generational recreation component as well.
 - a. Circulation space is greatly reduced in option 3.
 - b. Space needs of Next and the YMCA can be clearly defined and any shared space opportunities identified.

After the SCC concluded that a new build was going to be the suggested recommendation to the City Commission, the City's Owner's Representative, Kramer Management Group, felt that it would be important for the City Commission to also examine scaled down versions of a new building. The following two options, listed as option 4 and option 4A are as follows:

1. Option 4 – This would be a demolition of the existing building and new construction of a building on-grade that would be 40,000 square feet in size and directly in line with a 75% space allocation to Next and a 25% allocation to the YMCA:

- a. Next: 20,428 sq. ft. (51.1% of the building, 75% of usable space)
- b. YMCA: 6,810 sq. ft. (17% of the building, 24% of usable space)
- c. City of Birmingham Parks and Recreation: 360 sq. ft. (0.9% of the building, 1% of usable space)
- d. City of Birmingham (Optional Future Excavation Space Deleted): 0 sq. ft.
- e. Facility Areas: 3,202 sq. ft. (8% of the building)
- f. Circulation Areas: 9,200 sq. ft. (23% of the building)
- g. Total Square Footage of Building: 40,000 sq. ft.
- h. Operational Costs (Gas - \$9,600.00, Electric - \$84,000.00): \$93,600

BUILDING CONSTRUCTION COST: \$16,930,289.00 (cost per sq. ft. \$423.26)

BUILDING SOFT COST (Design & Review, Management & Inspection, Final Finishes and Equipment): \$5,793,093.00 (cost per sq. ft. \$144.83)

OPTION 4 TOTAL: \$22,723,382.00 (\$568.08 per sq. ft.)

Estimated Cost to Add Pool: \$3,600,000.00 (\$800.00 per sq. ft.)

OPTION 4 TOTAL COST with Pool: \$26,323,382.00 (\$591.54 per sq. ft.)

2. Option 4A - This would be a demolition of the existing building and the new construction of a building on-grade that would be 50,000 square feet in size and directly in line with a 75% space allocation to Next and a 25% allocation to the YMCA:

- a. Next: 26,204 sq. ft. (52.4% of the building, 75% of usable space)
- b. YMCA: 8,734 sq. ft. (17.5% of the building, 24% of usable space)

- c. City of Birmingham Parks and Recreation: 360 sq. ft. (0.7% of the building, 1% of usable space)
- d. City of Birmingham (Optional Future Excavation Space Deleted): 0 sq. ft.
- e. Facility Areas: 3,202 sq. ft. (6.4% of the building)
- f. Circulation Areas: 11,500 sq. ft. (23% of the building)
- g. Total Square Footage of Building: 50,000 sq. ft.
- h. Operational Costs (Gas - \$12,000.00, Electric - \$105,000.00): \$117,000.00

BUILDING CONSTRUCTION COST: \$20,306,615.00 (cost per sq. ft. \$388.00)

BUILDING SOFT COST (Design & Review, Management & Inspection, Final Finishes and Equipment): \$7,079,893.00 (cost per sq. ft. \$125.00)

OPTION 4 TOTAL: \$27,386,508.00 (\$513.00 per sq. ft.)

Estimated Cost to Add Pool: \$3,600,000.00 (\$800.00 per sq. ft.)

OPTION 4 TOTAL COST with Pool: \$30,986,508.00 (\$568.56 per sq. ft.)

LEGAL REVIEW:

The City Attorney has been present at all of the SCC meetings. The City Attorney is very familiar with the project and assisted the City with the original purchase of the property. The question before the City Commission is to decide what, if any, senior/recreation center option should be selected to move forward to final design. If a selection is made, the City Attorney will work with City staff, Next and the YMCA to address any and all legal issues that arise related to the senior/recreation center project except for any bond counsel assistance. This list includes any and all matters related to the current MOU between the City and Next, the purchase agreement and subsequent contractual agreements with the YMCA, any future financial agreements involving the City, any inter-local agreement adjustments with the City's partners in support of Next, and any other contractual/lease/tenant or other legal matters.

FISCAL IMPACT:

From the time of the purchase of the YMCA building by the City in spring/summer of 2023, it has been contemplated that the City may have to invest funding into the building to create a permanent home for Next and to support Next services. The YMCA also was offered and accepted a presence in the project, albeit a much smaller role at approximately 25% of the building for continued community and recreation programming. In her May 31, 2023 report to the City Commission, City Manager Markus and City Manager Ecker on the potential purchase of the YMCA Building by the City, City Attorney Kucharek mentioned more than once in the body of the report that, "There may also be an opportunity/need to seek bonds to be issued for permanent improvements at the YMCA building." In the fiscal impact section of that same staff report, City Attorney Kucharek stated, "Also, financially, there will most likely be a senior millage and the potential for ongoing fundraising and the possibility of the issuance of bonds for the renovation of the YMCA building, and ongoing maintenance costs."

As has been previously stated, the City proposed a senior millage in November of 2023 for a .33 mill senior millage. The senior millage passed overwhelmingly, 69% in favor of the millage and 31% opposed. This senior millage will generate approximately one million dollars a year for the next three years (2024-2025 budget year through the 2026-2027 budget year).

The SCC held a meeting for the sole purpose of discussing the financing of this project. The SCC understands that it is the purview of the City Commission to decide on the option moving forward in this project and how the project will be financed. With the assistance of the City's Finance Department, the following information was presented to the SCC in June of this year providing for a "high level" summary of potential funding options for this project:

1. Additional Millage

Birmingham voters approved a senior millage of 0.33 mills commencing July 1, 2024, for a three year period, for the purpose of making interim improvements and establishing a sinking fund for the operation of a senior center to provide a full array of services for older citizens. The City's current operating millage is 0.3 mills under the Headlee maximum. If the City were to maximize its operating millage, it would generate an additional \$1,000,000 annually. However, this would leave no cushion should an emergency or a downturn in the economy happen. The City cannot levy any additional millage other than the 0.3 mills without a Headlee override approved by the voters. There are no other State statutes that would allow the City to generate additional tax revenue for construction of this facility.

2. General Obligation Bonds

The City is permitted to issue general obligation bonds to fund the construction of capital projects. The City Commission could request voter approval for a bond sale to raise funds to renovate and/or construct a new facility. This is called an unlimited tax general obligation bond. In this case, the voters can provide approval to increase the debt levy to pay for the debt service.

An alternative to this is called a limited tax general obligation bond. In this alternative, the City Commission could approve the bond sale. The debt service would have to be paid from the current operating millage and/or other sources of funding. This type of bond sale can be subject to voter approval if enough signatures are gathered to force a referendum vote on the issue.

The City's debt capacity as of June 30, 2024 was approximately \$402,523,000. The City currently has obligations of approximately \$12,100,000, leaving plenty of room for additional debt. Thus, the City does have the availability, within our debt limit, to ask voters to approve a bond and debt millage to fund the renovation or construction of a senior/recreation center.

3. Use of Fund Balance

The City maintains an unassigned fund balance at all times to ensure financial security in case of unexpected events. Occasionally, the City Commission may vote to use a portion of the unassigned fund balance to assist in the funding of capital improvements. In the 2024-2025 General Fund budget, the projected 2024-2025 Unassigned Fund Balance was \$17,625,060, which is currently 37% of the 2024-2025 budgeted expenditures. It has long been City policy to maintain an unassigned fund balance of 20% - 40% of the City's budgeted expenditures. Thus, the City could use approximately \$1,600,000 of the unassigned fund balance towards funding the renovation or construction of a senior/recreation center. Doing so would bring our fund balance down to 34%, which would still remain within the 20% - 40% goal range. Using fund balance is not the preferred option, nor should it be the primary option for funding a senior/recreation center, but may be used to supplement other funding sources.

4. Grant Funding

The concept planning phase of this project has already been funded by a grant through Oakland County. In addition, the City has applied for a Federal Congressional Direct Spending appropriation in the amount of \$8,000,000 to fund the renovation/construction of the senior/recreation center. Many other grant opportunities exist and may be available for the provision of community services, construction of a community building or to fund any sustainable elements of the building or site, to name a few.

5. Philanthropic Donations

The solicitation of potential donors and/or fundraising could be used to combine with any or all of the other options to fund the senior/recreation center. Building naming rights could also be offered to attract a large donor.

6. Contributions from Other Organizations

Currently, Bingham Farms, Beverly Hills and the Village of Franklin contribute funds to Next to provide senior services to their residents through an inter-local agreement with Birmingham. An updated inter-local agreement could be negotiated between the municipalities to increase the contributions for operating expenses and/or construction costs. The City has been in discussion with all three of these member communities to discuss the need for additional funding in the future to allow for the expansion of Next and relocation to 400 W. Lincoln. Member communities may choose to contribute their share of funding for senior services through a bond issue, senior millage, general fund payments, and/or through a prorated membership fee structure. In addition, Next and the YMCA could enter into agreements with the City to fund a portion of construction costs. Next has already contributed \$500,000 to the purchase of the existing building and in exchange the City has agreed to rent future space in the building at a cost of \$1 per year.

If an option for the senior/recreation center is selected by the City Commission, City staff, Next and the YMCA will continue working together to finalize a financial plan moving forward for consideration by the City Commission. This will of course include the City continuing to work with all of our inter-local member communities that support Next and all of the other funding options previously discussed. However, for the purposes of this report, the fiscal impact process will be more detailed moving forward once the City Commission chooses an option for the senior/recreation center project with an accompanying budget and scope of work.

SUSTAINIBILITY:

The senior/recreation center project has the potential to include multiple sustainability components. Various building materials and/or sustainable initiatives will be considered by the final design architect and the City Commission at a later date. Should the City Commission move forward with a new building, there is also the opportunity to construct a LEED certified building. The costs associated with sustainable building materials and/or practices as well as LEED certification can be considered by the City Commission during the next phase of this project (final design and construction plans).

DESIGN CONSIDERATIONS:

All of the work to date on the senior/recreation center project has been to complete a comprehensive assessment of the existing facility, conduct a space program analysis for both

Next and the YMCA and to receive public input into the project, both from a community survey and two town hall meetings. The City has created the Ad Hoc Senior/Recreation Center Committee to assist and guide City staff and to make recommendations to the City Commission on the project, the City has hired an Owner's Representative to assist City staff and the SCC in accomplishing their goals and objectives and the City has also hired a professional architectural firm to complete the assessment and preliminary conceptual plans and cost options.

Design considerations will be far more prevalent in the next phase of the project, final design and construction plans. City staff, the Owner's Representative and the SCC have already completed an RFQ for final design and construction plans and architectural/engineering services. City staff, the Owner's Representative and the SCC have identified three professional architectural firms that have been selected through the RFQ to bid on the preferred option of the City Commission.

PUBLIC COMMUNICATIONS:

There have been considerable public communications on this project. From the purchase of the YMCA Building in the spring of 2023 until now, the project has received media attention, attention from Next members, attention from YMCA members and attention from the general public. The City has provided the following public communications:

1. Press releases
2. E- Blasts
3. Created a web page on the City's website dedicated to the project
4. Promoted the project on the home page of the City's website
5. Updates have been provided in all of the monthly City Manager's Reports as well as the City's Around Town E-Newsletters
6. Updates have been provided in the City's summer edition of the Birmingham Beat Newsletter
7. The project has been promoted on the City's social media channels including Facebook and Instagram
8. Two in-person town hall meetings were held at the YMCA and Next
9. The Ad Hoc Senior/Recreation Center Committee was created and has met almost weekly since its inception. All meetings were open to the public and provided an opportunity for members of the public to speak.

SUMMARY:

The City purchased the YMCA Building located at 400 E. Lincoln Street in the spring/summer of 2023 for the purpose of providing a permanent home for Next to provide senior services. At the time of the purchase, the current owner, the YMCA, expressed that they would like to have a continued presence in the City and the City agreed to work out an agreement allowing them to remain in 25% of the building in order to provide a recreation component for the City.

City staff, Next, the YMCA have worked together to come up with a workable plan to move a senior/recreation center project forward. The City created an Ad Hoc Senior/Recreation Center Committee (SCC) to assist City staff and to provide recommendations to the City Commission on the senior/recreation center project. The City engaged a professional architectural firm (NORR, LLC) to conduct an assessment of the YMCA building (Phase 1) and to come with conceptual design plan options for the building and associated cost estimates (Phase 2). The City hired an owner's representative (Kramer Management Group) to assist City staff, the SCC and the engaged architect to come up with options for the City Commission to consider moving forward on the senior/recreation center project.

The SCC received the final report from NORR, LLC on the building assessment and the conceptual design plan options and cost estimates. City staff, the owner's representative and the SCC thoroughly examined the final report. **Based upon that analysis, it is the recommendation of the Ad Hoc Senior/Recreation Center Committee that the City Commission select Option 4A contained within the Kramer Management Financial Analysis Worksheet. Option 4A calls for the current building to be demolished and a new building to be built in its place. The size and scope of that building currently is listed at 50,000 sq. ft. and carries an estimated cost of \$27,386,508.00.** A new build has numerous advantages over the current building, which has building code and accessibility issues, aged mechanical, plumbing and electrical systems, structural issues that limit renovation options and an inefficient layout that is not conducive to its intended uses. The proposed cost of renovating the current building (Option 1) came in at \$20,888,145.00 for 40,631 sq. ft. (\$514.09 per sq. ft.) Option 4A, a 50,000 sq. ft. new build, came in at \$27,386,508.00 (\$513.00 per sq. ft.). For the additional \$6,498,363.00, the City will be able to provide a modern, cost efficient building with a layout that meets all building, accessibility and safety codes, provides for the necessary space and programming needs of Next and for the agreed upon space for the YMCA.

On July 17, 2024, the SCC approved unanimously the following motions:

To send to the City Commission the recommendation of the Ad Hoc Senior/Recreation Committee that option 1, as presented by Consultants and Staff, being a renovation of the existing YMCA building located at 400 E Lincoln St, Birmingham, MI 48009, **not** be considered because it is not financially responsible and does not meet goals 1 through 4 of the senior/recreation center project and that a new facility is the preferred choice;

AND

To send to the City Commission the recommendation of the Ad Hoc Senior/Recreation Committee that a new building according to option 4A as presented by the staff and City consultants be built, not to exceed approximately 28 million dollars, as it meets goals 1 through 4 and objectives 1 through 6 of the senior/recreation center project, with an option for consideration of a pool not to exceed 3.6 million dollars in cost;

The SCC believes that when all the factors are considered, including costs, building design elements and programming and space allocations, the best recommendation to the City Commission is to move forward with Option 4A and to use this conceptual option to proceed to final site plan and design review.

ATTACHMENTS:

1. [NORR, LLC Final Report – Senior/Recreation Center](#)
2. Kramer Management Group – Financial Analysis Worksheet
3. Vision, Goals and Objectives
4. Project Timeline

SUGGESTED COMMISSION ACTION:

New Building Option:

To adopt a resolution to proceed with the final site plan and design of a new building to house a senior/recreation center at 400 E. Lincoln, based upon concept 4A presented tonight as recommended by the Ad Hoc Senior/Recreation Center Committee on July 17, 2024;

AND

To adopt a resolution to direct the City Manager to take the necessary steps in order to facilitate the final design, funding and construction of a new senior/recreation facility, with the maximum contribution of the City not to exceed \$_____ million.

OR

Renovate Existing Building:

To adopt a resolution to proceed with the final site plan and design to renovate the existing building at 400 E. Lincoln to house a senior/recreation center, based upon concept _____ presented in the Final Report – Senior/Recreation Center prepared by NORR, LLC;

AND

To adopt a resolution to direct the City Manager to take the necessary steps in order to facilitate the final design, funding and renovation of the existing building at 400 E. Lincoln to be used as a senior/recreation facility, with the maximum contribution of the City not to exceed \$_____ million.

		Option 1 - Exst Bldg		Option 1A - Exst Bldg w/Pool		Option 2 - Exst Bldg w/ Addition		Option 3 - New Building		Option 3A - New Building Reduce Future		Option 4 - New Building - On Grade 40k SF		Option 4A - New Building - On Grade 50k SF	
Building Area Breakdown		Square Footage	% of Total /	Square Footage	% of Total /	Square Footage	% of Total /	Square Footage	% of Total /	Square Footage	% of Total /	Square Footage	% of Total /	Square Footage	% of Total /
Birmingham NEXT		17,201 SF	2.3%/70%	17,575 SF	3.3%/70%	27,886 SF	3.1%/64%	32,068 SF	3.3%/59%	32,068 SF	7.9%/68%	20,428 SF	1.1%/75%	26,204 SF	2.4%/75%
Birmingham YMCA		7,193 SF	7.7%/29%	7394 SF	3.2%/30%	7,642 SF	1.8%/18%	13,018 SF	7.6%/24%	13,018 SF	9.4%/27%	6,810 SF	17%/24%	8,734 SF	7.5%/24%
City of Birmingham (Parks & Rec)		294 SF	0.7%/1%	0 SF	0	360 SF	0.6%/1%	360 SF	0.5%/1%	360 SF	0.5%/1%	360 SF	0.9%/1%	360 SF	0.7%/1%
City of Birmingham Future Lease		0 SF	0%	0 SF	0%	7,422 SF	1.5%/17%	8,959 SF	2.1%/16%	1,929 SF	2.9%/4%	0 SF	0%	0 SF	0%
Facility Areas		1,537 SF	3.80%	1,841 SF	4.50%	2,760 SF	4.30%	3,202 SF	4.30%	3,202 SF	4.80%	3,202 SF	8.00%	3,202 SF	6.40%
Circulation		14,406 SF	35.50%	13,821 SF	34.00%	18,570 SF	28.70%	16,373 SF	22.10%	16,373 SF	24.50%	9,200 SF	23.00%	11,500 SF	23.00%
Total		40,631 SF	100%	40,631 SF	100%	64,640 SF	100%	73,980 SF	100%	66,950 SF	100%	40,000 SF	100%	50,000 SF	100%
Building Circulation		Square Footage	% of Total	Square Footage	% of Total	Square Footage	% of Total	Square Footage	% of Total	Square Footage	% of Total	Square Footage	% of Total	Square Footage	% of Total
Gross Building Area		40,631 SF	100%	40,631 SF	100%	64,640 SF	100%	73,980 SF	100%	66,950 SF	100%	40,000 SF	100%	50,000 SF	100%
Net Lease Area		26,225 SF	64.5%	26,810 SF	66.0%	46,070 SF	71.3%	57,607 SF	77.9%	50,577 SF	75.5%	30,800 SF	77.0%	38,500 SF	77.0%
Circulation		14,406 SF	35.5%	13,821 SF	34.0%	18,570 SF	28.7%	16,373 SF	22.1%	16,373 SF	24.5%	9,200 SF	23.0%	11,500 SF	23.0%
Building Cost			\$/SF		\$/SF		\$/SF		\$/SF		\$/SF		\$/SF		\$/SF
Construction		\$15,462,687	\$380.56	\$15,862,496	\$390.40	\$23,774,798	\$367.80	\$28,751,579	\$388.64	\$27,921,029	\$417.04	\$16,930,289	\$423.26	\$20,306,615	\$388.00
Soft Costs		\$5,425,458	\$133.53	\$5,504,360	\$135.47	\$7,963,752	\$123.20	\$9,256,709	\$125.12	\$8,858,876	\$132.32	\$5,793,093	\$144.83	\$7,079,893	\$125.00
Total		\$20,888,145	\$514.09	\$21,366,856	\$525.87	\$31,738,550	\$491.00	\$38,008,288	\$513.76	\$36,779,905	\$549.36	\$22,723,382	\$568.08	\$27,386,508	\$513.00
Add for 4,500 SF Pool - Total Project Cost								\$3,600,000	\$800.00			\$3,600,000	\$800.00	\$3,600,000	\$800.00
Construction Duration (Months) / Finish based on Const Start - May 2025		12	May-26	14	Jul-26	18	Nov-26	18	Nov-26	18	Nov-26	14	Jul-26	14	Jul-26
Building Operating Cost															
Deferred Maintenance		\$20,000	\$0.49	\$20,000	\$0.49	\$20,000	\$0.31	\$0	\$0.00	\$0	\$0.00	\$0	\$0.00	\$0	\$0.00
Gas		\$23,037		\$23,037		\$21,650		\$17,755		\$16,068		\$9,600		\$12,000	
Electric		\$141,640		\$141,640		\$240,335		\$155,358		\$140,595		\$84,000		\$105,000	
Total		\$184,677		\$184,677		\$281,985		\$173,113		\$156,663		\$93,600		\$117,000	
Parking		145		145		145		145		145		145		145	
Exist 149 (72 Y, 55 St James, Floyd ROW 22)															
Notes															
		30% Savings for Elec and Gas with new equip		30% Savings for Elec and Gas with new equip		30% Savings for Elec and Gas with new equip									

SUMMARY OF COSTS			Option 1		40,631	Option 1B		40,631	Option 2		64,640	Option 3		73,980	Option 3a		66,950
ITEM	TRADE SUMMARY		AMOUNT		\$/SF	AMOUNT		\$/SF	AMOUNT		\$/SF	AMOUNT		\$/SF	AMOUNT		\$/SF
A10	Foundations		\$ 413,258		10.17	\$ 159,758		3.93	\$ 459,526		7.11	\$ 228,746		3.09	\$ 228,746		3.42
A20	Basement Construction		\$ 125,000		3.08	\$ 125,000		3.08	\$ 679,933		10.52	\$ 1,135,222		15.34	\$ 898,430		13.42
B10	Superstructure		\$ 199,150		4.90	\$ 199,150		4.90	\$ 866,105		13.40	\$ 1,720,975		23.26	\$ 1,671,765		24.97
B20	Exterior Enclosure		\$ 287,951		7.09	\$ 287,951		7.09	\$ 999,415		15.46	\$ 1,771,605		23.95	\$ 1,764,575		26.36
B30	Roofing		\$ 592,425		14.58	\$ 602,425		14.83	\$ 716,521		11.08	\$ 751,571		10.16	\$ 751,571		11.23
C10	Interior Construction		\$ 1,282,137		31.56	\$ 1,264,266		31.12	\$ 1,971,876		30.51	\$ 2,392,496		32.34	\$ 2,385,818		35.64
C20	Stairs		\$ 258,080		6.35	\$ 258,080		6.35	\$ 357,385		5.53	\$ 482,850		6.53	\$ 482,850		7.21
C30	Interior Finishes		\$ 815,116		20.06	\$ 889,971		21.90	\$ 1,270,601		19.66	\$ 1,584,366		21.42	\$ 1,456,069		21.75
D10	Conveying Systems		\$ 185,000		4.55	\$ 185,000		4.55	\$ 370,000		5.72	\$ 370,000		5.00	\$ 370,000		5.53
D20	Plumbing		\$ 867,200		21.34	\$ 966,900		23.80	\$ 1,058,900		16.38	\$ 1,339,780		18.11	\$ 1,339,780		20.01
D30	HVAC		\$ 2,431,593		59.85	\$ 2,570,341		63.26	\$ 3,282,305		50.78	\$ 3,229,630		43.66	\$ 3,048,345		45.53
D40	Fire Protection		\$ 325,195		8.00	\$ 331,960		8.17	\$ 391,780		6.06	\$ 559,000		7.56	\$ 521,750		7.79
D50	Electrical		\$ 1,779,385		43.79	\$ 1,518,753		37.38	\$ 2,842,550		43.98	\$ 3,047,558		41.19	\$ 3,047,558		45.52
E10	Equipment		\$ 24,000		0.59	\$ 199,000		4.90	\$ 199,000		3.08	\$ 199,000		2.69	\$ 199,000		2.97
E20	Furnishings		\$ 53,000		1.30	\$ 53,000		1.30	\$ 63,000		0.97	\$ 68,000		0.92	\$ 68,000		1.02
F10	Special Construction		\$ 0		0.00	\$ 286,913		7.06	\$ 0		0.00	\$ 0		0.00	\$ 0		0.00
F20	Selective Demolition		\$ 442,679		10.90	\$ 392,679		9.66	\$ 544,039		8.42	\$ 869,912		11.76	\$ 869,912		12.99
G10	Site Preparation		\$ 170,829		4.20	\$ 170,829		4.20	\$ 170,829		2.64	\$ 176,329		2.38	\$ 176,329		2.63
G20	Site Improvement		\$ 590,932		14.54	\$ 590,932		14.54	\$ 590,932		9.14	\$ 660,432		8.93	\$ 660,432		9.86
G30	Site Mechanical Utilities		\$ 175,893		4.33	\$ 175,893		4.33	\$ 175,893		2.72	\$ 259,268		3.50	\$ 259,268		3.87
G40	Site Electrical Utilities		\$ 237,250		5.84	\$ 237,250		5.84	\$ 237,250		3.67	\$ 243,250		3.29	\$ 243,250		3.63
Z10	General Requirements for Construction		\$ 114,000		2.81	\$ 175,000		4.31	\$ 261,000		4.04	\$ 261,000		3.53	\$ 261,000		3.90
	Design Contingency - 15%		\$ 1,705,511		41.98	\$ 1,710,570		42.10	\$ 2,626,326		40.63	\$ 3,202,649		43.29	\$ 3,105,667		46.39
	Subtotal		\$ 13,075,583		321.81	\$ 13,351,621		328.61	\$ 20,135,167		311.50	\$ 24,553,639		331.90	\$ 23,810,114		355.64
	Construction Contingency - 5%		\$ 653,800		16.09	\$ 655,700		16.14	\$ 1,006,800		15.58	\$ 1,227,700		16.60	\$ 1,190,500		17.78
	Subcontractor Default Insurance - 4.24% 0.5%	0.50%	\$ 65,378		1.61	\$ 66,758		1.64	\$ 100,676		1.56	\$ 122,768		1.66	\$ 119,051		1.78
	Building Permit Allowance	1.00%	\$ 135,000		3.32	\$ 135,000		3.32	\$ 201,500		3.12	\$ 241,000		3.26	\$ 241,000		3.60
	Pre-Construction		\$ 24,000		0.59	\$ 24,000		0.59	\$ 35,000		0.54	\$ 35,000		0.47	\$ 35,000		0.52
	Construction Staffing		\$ 480,000		11.81	\$ 560,000		13.78	\$ 720,000		11.14	\$ 720,000		9.73	\$ 720,000		10.75
	General Conditions for Construction		\$ 180,000		4.43	\$ 210,000		5.17	\$ 270,000		4.18	\$ 270,000		3.65	\$ 270,000		4.03
	Performance Bond - 1%	1.00%	\$ 130,756		3.22	\$ 133,516		3.29	\$ 201,352		3.11	\$ 245,536		3.32	\$ 238,101		3.56
	Builder's Risk Insurance - 0.25%	0.25%	\$ 32,689		0.80	\$ 33,379		0.82	\$ 50,338		0.78	\$ 61,384		0.83	\$ 59,525		0.89
	Project Insurance - .95%	0.95%	\$ 146,339		3.60	\$ 147,842		3.64	\$ 225,004		3.48	\$ 272,095		3.68	\$ 264,236		3.95
	Construction Manager's Fee - 3.5%	3.50%	\$ 539,142		13.27	\$ 544,680		13.41	\$ 828,962		12.82	\$ 1,002,456		13.55	\$ 973,502		14.54
ESTIMATED CONSTRUCTION			\$ 15,462,687		\$ 380.56	\$ 15,862,496		\$ 390.40	\$ 23,774,798		\$ 367.80	\$ 28,751,579		\$ 388.64	\$ 27,921,029		\$ 417.04

	Design & Review		\$ 1,511,948	37.21	\$ 1,547,331	38.08	\$ 2,337,570	36.16	\$ 2,803,015	37.89	\$ 2,729,511	40.77
	A/E Fees	7%	\$ 1,082,388	26.64	\$ 1,110,375	27.33	\$ 1,664,236	25.75	\$ 2,012,611	27.20	\$ 1,954,472	29.19
	Reimbursables	5%	\$ 54,119	1.33	\$ 55,519	1.37	\$ 83,212	1.29	\$ 100,631	1.36	\$ 97,724	1.46
	Other Consultants(Commissioning, etc)		\$ 100,000	2.46	\$ 100,000	2.46	\$ 100,000	1.55	\$ 100,000	1.35	\$ 100,000	1.49
	Regulatory/Tap Fees	1.5%	\$ 231,940	5.71	\$ 237,937	5.86	\$ 356,622	5.52	\$ 431,274	5.83	\$ 418,815	6.26
	Phase 1 & 2 Surveys			0.00		0.00		0.00		0.00		0.00
	Geotech/Soil Borings		\$ 10,000	0.25	\$ 10,000	0.25	\$ 25,000	0.39	\$ 25,000	0.34	\$ 25,000	0.37
	Abatement Specification & Monitoring		\$ 8,500	0.21	\$ 8,500	0.21	\$ 8,500	0.13	\$ 8,500	0.11	\$ 8,500	0.13
	Abatement (included in const)			0.00		0.00		0.00		0.00		0.00
	Construction Testing		\$ 25,000	0.62	\$ 25,000	0.62	\$ 100,000	1.55	\$ 125,000	1.69	\$ 125,000	1.87
				0.00		0.00		0.00		0.00		0.00
	Management & Inspection		\$ 650,500	16.01	\$ 650,500	16.01	\$ 650,500	10.06	\$ 650,500	8.79	\$ 650,500	9.72
	Owner Admin. Costs (KMG)		\$ 625,500	15.39	\$ 625,500	15.39	\$ 625,500	9.68	\$ 625,500	8.45	\$ 625,500	9.34
	Move-in/Reloc. Costs		\$ 25,000	0.62	\$ 25,000	0.62	\$ 25,000	0.39	\$ 25,000	0.34	\$ 25,000	0.37
				0.00		0.00		0.00		0.00		0.00
	FF&E		\$ 1,364,088	33.57	\$ 1,364,088	33.57	\$ 2,090,360	32.34	\$ 2,372,895	32.07	\$ 2,160,238	32.27
	Artwork	\$ 2.00	\$ 81,262	2.00	\$ 81,262	2.00	\$ 129,280	2.00	\$ 147,960	2.00	\$ 133,900	2.00
	Furnishings	\$ 10.00	\$ 406,310	10.00	\$ 406,310	10.00	\$ 646,400	10.00	\$ 739,800	10.00	\$ 669,500	10.00
	Interior Plantings	\$ 1.25	\$ 50,789	1.25	\$ 50,789	1.25	\$ 80,800	1.25	\$ 92,475	1.25	\$ 83,688	1.25
	IT Cabling	\$ 6.00	\$ 243,786	6.00	\$ 243,786	6.00	\$ 387,840	6.00	\$ 443,880	6.00	\$ 401,700	6.00
	IT Equipment/Access Points		\$ 0	0.00	\$ 0	0.00	\$ 0	0.00	\$ 0	0.00	\$ 0	0.00
	Security Wiring & Equipment	\$ 5.00	\$ 203,155	5.00	\$ 203,155	5.00	\$ 323,200	5.00	\$ 369,900	5.00	\$ 334,750	5.00
	AV Equipment	\$ 3.00	\$ 121,893	3.00	\$ 121,893	3.00	\$ 193,920	3.00	\$ 221,940	3.00	\$ 200,850	3.00
	Interior Signage	\$ 1.50	\$ 60,947	1.50	\$ 60,947	1.50	\$ 96,960	1.50	\$ 110,970	1.50	\$ 100,425	1.50
	Exterior Signage		\$ 35,000	0.86	\$ 35,000	0.86	\$ 35,000	0.54	\$ 35,000	0.47	\$ 35,000	0.52
	Fitness Equipment			0.00		0.00		0.00		0.00		0.00
	Food Service Equipment		\$ 100,000	2.46	\$ 100,000	2.46	\$ 100,000	1.55	\$ 100,000	1.35	\$ 100,000	1.49
	Misc. FF&E	\$ 1.50	\$ 60,947	1.50	\$ 60,947	1.50	\$ 96,960	1.50	\$ 110,970	1.50	\$ 100,425	1.50
			\$ 0	0.00	\$ 0	0.00	\$ 0	0.00	\$ 0	0.00	\$ 0	0.00
	Owner Contingency	10%	\$ 1,898,922	46.74	\$ 1,942,442	47.81	\$ 2,885,323	44.64	\$ 3,457,799	46.74	\$ 3,346,128	49.98
	ESTIMATED SOFT COSTS		\$ 5,425,458	\$ 133.53	\$ 5,504,360	\$ 135.47	\$ 7,963,752	\$ 123.20	\$ 9,284,209	\$ 125.50	\$ 8,886,376	\$ 132.73
	TOTAL PROJECT		\$ 20,888,144	514.09	\$ 21,366,857	525.88	\$ 31,738,551	491.00	\$ 38,035,787	514.14	\$ 36,807,405	549.77



Senior / Recreation Center Project

Vision Statement:

Create a welcoming and dynamic hub where all the members of the community can gather in an environment that promotes socialization, physical activity and lifelong learning that enhance both personal and community wellness.

Goals:

1. Develop a plan for an open, welcoming, adaptable active senior/community facility with flexibility for current and future uses.
2. Integrate the design and use of the senior/community center with St. James Park.
3. Ensure safe and accessible design of the building(s) and site for users of all ages and abilities.
4. Incorporate sustainable concepts, design and materials, when practical, to reduce environmental impact.
5. Complete design and construction of a new or renovated facility and site on time and within the established budget.

Objectives:

1. Create a permanent home for Next.
2. Support Next in providing a wide range of programs and services.
3. Provide community gathering spaces (indoors and outdoors).
4. Provide a facility that promotes the provision of health, fitness, and recreation programming for the community.
5. Design a facility that encourages social interaction and emotional enrichment for the community.
6. Design a facility that promotes multigenerational programming opportunities and lifelong learning.

Relevant City Strategic Goal:

- Offer City services and amenities that enrich the lives of residents of all ages
 - Recommended Actions: Create a task force to facilitate an aging in place plan, develop a plan for a permanent senior/community center to house Next senior services and to offer space for multigenerational programs, engage with youth in the community with a teen board or committee

Project Timeline

Phase 1: Needs Assessment

2/12 - CC	Hired Consultants for Needs Assessment & Concept Plans
3/4 - CC	Creation of Ad Hoc Senior/Recreation Center Committee
3/18 - CC	Appointments to Ad Hoc Senior/Recreation Center Committee
3/20 - SCC	- Select Chair and Vice-Chair - Establish future meeting schedule - Review purpose of Ad Hoc Committee - Discuss duties of Ad Hoc Committee - Review draft Community Survey - Begin crafting vision, goals & objectives of project - Prepare draft project process and timeline - Go live with Community Survey (through 4/26) - Finalize vision, goals and objectives of project - Finalize project process and timeline - Finalize project process and timeline - Discuss use and timing of owner's representative
3/22 - Survey	
3/27 - SCC	
4/3 - SCC	
4/8 - CC	
4/10 - SCC	
4/17 - SCC	YMCA facility tour (meeting to be held on site at 400 E. Lincoln)
4/18 - Post RFP for OR	- Review findings of Programming Study - Review and finalize RFP for owner's representative - Post RFP on MITN for owner's representative (due 5/10)
4/24 - SCC	Finalize RFQ for architects to qualify for final design and construction plan preparation
4/25 - Post RFQ for Architects	Post RFQ on MITN for architects to qualify for final design and construction plan preparation (due 5/16)
4/26 - Report	Delivery of Needs Assessment Report
4/29 - Open House	- Conduct community open house at YMCA (6-8pm) - Present findings of Community Survey
5/1 - SCC	- Review community survey & open house public input - Review Needs Assessment Report
5/8 - SCC	Final review and recommendation of Needs Assessment Report to City Commission
5/10 - OR Responses	Responses due from RFP for owner's representative
5/15 - SCC	- Review and evaluate proposals for owner's representative - Recommend preferred owner's representative to City Commission
5/16 - RFQ Responses	Responses due from RFQ for architects
5/20 - CC	- Needs Assessment Report presented to City Commission for approval - City Commission selects owner's representative

Project Timeline

Phase 2: Concept Plans

5/22 - SCC	- Owner's representative attends first ad hoc meeting - Review responses from RFQ for architects
5/29 - SCC	Review draft RFP for final design and construction plan preparation
6/11 – Report (90%)	Delivery of Draft Report (90% complete)
6/12 - SCC	- Finalize RFP for final design and construction plan preparation - Discuss potential funding options
6/19 - SCC	Review Draft Report
6/21 – Concept Plans & Final Report	- Delivery of concept plan options - Delivery of Final Report
6/26 - SCC	- Evaluate concept plan options - Review Final Report
7/10 - SCC	Recommend preferred concept plan & Final Report to City Commission
7/22 - CC	- Preferred concept plan & Final Report presented to City Commission for approval - Discuss potential funding options

Phase 3: Final Site Plan & Design Review, Preparation of Construction Plans

7/23 – Post RFP	Post RFP for final design and construction plan preparation (due 8/22)
7/24 - SCC	Available if needed
7/31 - SCC	Discuss parameters and applicable regulations for site plan and design review
8/22 – RFP Proposals	Final design and construction plan proposals due
8/28 - SCC	Review and evaluate architectural proposals received
9/4 - SCC	- Interview architectural consultants - Recommend architectural consultants to City Commission
9/9 – CC	- Recommend and/or interview architectural consultants at City Commission - Award consultant contract
9/18 - SCC	Begin design discussions with architectural consultants
9/25 - SCC	Review draft RFP / bid for project construction
10/2 - SCC	Begin site plan and design review
10/9 – SCC	Continue site plan and design review
10/16 - SCC	Continue site plan and design review
10/23 – SCC	- Continue site plan and design review - Recommend final site plan and design to City Commission
10/28 - CC	Final site plan and design for 400 E. Lincoln presented to City Commission for approval
10/30 - SCC	Finalize RFP / bid for project construction
11/18 - CC	Second meeting if needed for final site plan and design approval

Project Timeline

Phase 4: Construction & Construction Management

11/11 – 12/2 Post RFP/Bid	• Post RFP or bid for construction with approved site plan and design plans (due in 30-45 days)
1/27/25 - CC	• Award construction contract

City Manager

Presented by: J. Ecker /B.
Deming KMG

Date: July 22, 2024

Senior / Recreation Center

Conceptual Report Review and Recommendation



Final Report Outline

- Community Engagement
- Programming
- Facility Condition Assessment
- Recommendations
 - Options
 - Engineering Summaries
 - Cost Estimates



Community Engagement

- Online Surveys
- Paper Surveys
- Open House / Town Hall Events

How important you find the following amenities: (1- Not important at all to 5- Very important)	Response	Total weight	Total Responses	Weighted Average
	Nearby parking with safe, well-lit spaces	864	188	3.75
	Lifelong learning	805	188	3.76
	Indoor fitness equipment	812	191	3.60
	Adult education classes	641	159	3.66
	Creative arts	691	181	3.69
	Outdoor seating and tables	965	250	3.45
	Locker rooms	675	180	3.39
	Handicap parking spaces	643	171	3.33
	Restrooms easily accessed from St. James Park	666	182	3.28
	Craft space	645	179	3.23
	Performing arts	620	172	3.16
	Swimming pool	686	198	3.10
	Extended evening hours	594	175	3.09
	Civic events	579	174	3.04
	Separation of recreation and senior spaces	571	174	2.97
	Early morning hours	578	179	2.95
	Showers	548	173	2.90
	Snack bar	548	177	2.89
	Shared recreation and senior spaces	528	171	2.87
	Outdoor fitness equipment	511	168	2.75
	Vending machines	511	166	2.69
	Space rentals for parties	458	170	2.70
	Youth/family programs	489	181	2.63
	Indoor children's playspace	392	155	2.48
	Birmingham Parks and Recreation offices	390	157	2.48
	Child watch	386	170	2.28

SENIOR/RECREATION CENTER COMMUNITY SURVEY

Complete this form or take this survey online at www.birmingham.gov/online-surveys/senior-recreation-center-community-survey. Submit your feedback by Friday, April 26, 2024.

BIRMINGHAM
A WALKABLE CITY

The new Birmingham recreational facility located at 400 E. Locust will become the new home of Next Senior services and provide recreational opportunities for Birmingham residents. Please complete this survey by April 26 and share your ideas about what should be included in the new facility.

Demographics

What city do you live in? _____ Number of people living in your household: _____

Your age range: ☐ Under 35 ☐ 36-45 ☐ 46-55 ☐ 56-65 ☐ 66-75 ☐ 76-85 ☐ Over 85

Gender: _____

Senior/Recreation Center Usage

In what ways do you envision yourself utilizing the senior/recreation facility? Check all that apply.

☐ As a member of Next (Next programs and activities) ☐ Renting an event room (hosting a party, baby shower, etc.) ☐ Renting court time

☐ Open gym ☐ Using fitness equipment ☐ Adult sports league

☐ Youth sports league ☐ Using a meeting room for a community meeting ☐ Other: _____

What activities would you like to do at this facility? Check all that apply.

☐ Walking/running ☐ Basketball ☐ Pickleball

☐ Volleyball ☐ Billiards ☐ Play cards or table games

☐ Meet with friends ☐ Participate as a member of Next ☐ Other: _____

Developed by NORB, LLC and the Ad Hoc Senior/Recreation Center Committee www.bhamgov.org/norc

Programming

Individual Programs

	Next	YMCA	City of Birmingham
Program Net Square Footage	30,940 SF	17,060 SF	460 SF
Circulation/Part (30%)	12,902 SF	7,114 SF	197 SF
Gross Square Footage	43,842 SF	24,174 SF	657 SF

Combined Program with Shared Spaces

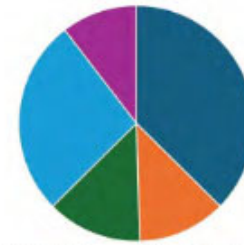
44,390 SF	Building Area Subtotal (Net Square Footage)
13,317 SF	Circulation (30%)
5,194 SF	Partitions / MEP (9%)
62,901 SF	Building Area Grand Total (Gross Square Footage)



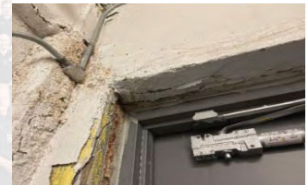
Facility Condition Assessment

- Numerous Code and Accessibility Issues
- Aged Mechanical and Electrical Systems
- Inefficient Layout for intended use
- Structural Issues

Existing Door Summary
82 Total Doors



• Door Hardware not Compliant
• Door Width Not ADA Compliant
• Door Not Properly Recessed
• Door Not ADA Compliant
• Existing Doors that are Compliant



Recommendations

- Options – test fit of program information
 - 1 – Renovate Existing Building
 - 2 – Renovate Existing with Addition
 - 3 – New Building
- Engineering Summaries
 - Detailed to provide basis for estimate
- Cost Estimates
 - Additional Options
 - New Building, 40,000 SF, No Basement
 - New Building, 50,000 SF, No Basement



Summary of Options & Cost Estimates

	Option 1 - Exst Bldg		Option 1A - Exst Bldg w/Pool		Option 2 - Exst Bldg w/ Addition		Option 3 - New Building		Option 3A - New Building Reduce Future		Option 4 - New Building - On Grade 40k SF		Option 4A - New Building - On Grade 50k SF	
	Square Footage	% of Total / Net Lease	Square Footage	% of Total / Net Lease	Square Footage	% of Total / Net Lease	Square Footage	% of Total / Net Lease	Square Footage	% of Total / Net Lease	Square Footage	% of Total / Net Lease	Square Footage	% of Total / Net Lease
Building Area Breakdown														
Birmingham NEXT	17,201 SF	42.3%/70%	17,575 SF	43.3%/70%	27,886 SF	43.1%/64%	32,068 SF	43.3%/59%	32,068 SF	47.9%/68%	20,428 SF	51.1%/75%	26,204 SF	52.4%/75%
Birmingham YMCA	7,193 SF	17.7%/29%	7394 SF	18.2%/30%	7,642 SF	11.8%/18%	13,018 SF	17.6%/24%	13,018 SF	19.4%/27%	6,810 SF	17%/24%	8,734 SF	17.5%/24%
City of Birmingham (Parks & Rec)	294 SF	0.7%/1%	0 SF	0	360 SF	0.6%/1%	360 SF	0.5%/1%	360 SF	0.5%/1%	360 SF	0.9%/1%	360 SF	0.7%/1%
City of Birmingham Future Lease	0 SF	0%	0 SF	0%	7,422 SF	11.5%/17%	8,959 SF	12.1%/16%	1,929 SF	2.9%/4%	0 SF	0%	0 SF	0%
Facility Areas	1,537 SF	3.80%	1,841 SF	4.50%	2,760 SF	4.30%	3,202 SF	4.30%	3,202 SF	4.80%	3,202 SF	8.00%	3,202 SF	6.40%
Circulation	14,406 SF	35.50%	13,821 SF	34.00%	18,570 SF	28.70%	16,373 SF	22.10%	16,373 SF	24.50%	9,200 SF	23.00%	11,500 SF	23.00%
Total	40,631 SF	100%	40,631 SF	100%	64,640 SF	100%	73,980 SF	100%	66,950 SF	100%	40,000 SF	100%	50,000 SF	100%
Building Circulation														
Gross Building Area	40,631 SF	100%	40,631 SF	100%	64,640 SF	100%	73,980 SF	100%	66,950 SF	100%	40,000 SF	100%	50,000 SF	100%
Net Lease Area	26,225 SF	64.5%	26,810 SF	66.0%	46,070 SF	71.3%	57,607 SF	77.9%	50,577 SF	75.5%	30,800 SF	77.0%	38,500 SF	77.0%
Circulation	14,406 SF	35.5%	13,821 SF	34.0%	18,570 SF	28.7%	16,373 SF	22.1%	16,373 SF	24.5%	9,200 SF	23.0%	11,500 SF	23.0%
Building Cost		\$/SF		\$/SF		\$/SF		\$/SF		\$/SF		\$/SF		\$/SF
Construction	\$15,462,687	\$380.56	\$15,862,496	\$390.40	\$23,774,798	\$367.80	\$28,751,579	\$388.64	\$27,921,029	\$417.04	\$16,930,289	\$423.26	\$20,306,615	\$388.00
Soft Costs	\$5,425,458	\$133.53	\$5,504,360	\$135.47	\$7,963,752	\$123.20	\$9,256,709	\$125.12	\$8,858,876	\$132.32	\$5,793,093	\$144.83	\$7,079,893	\$125.00
Total	\$20,888,145	\$514.09	\$21,366,856	\$525.87	\$31,738,550	\$491.00	\$38,008,288	\$513.76	\$36,779,905	\$549.36	\$22,723,382	\$568.08	\$27,386,508	\$513.00
Add for 4,500 SF Pool - Total Project Cost							\$3,600,000	\$800.00			\$3,600,000	\$800.00	\$3,600,000	\$800.00
Construction Duration (Months) / Finish based on Const Start - May 2025														
	12	May-26	14	Jul-26	18	Nov-26	18	Nov-26	18	Nov-26	14	Jul-26	14	Jul-26
Building Operating Cost														
Deferred Maintenance	\$20,000	\$0.49	\$20,000	\$0.49	\$20,000	\$0.31	\$0	\$0.00	\$0	\$0.00	\$0	\$0.00	\$0	\$0.00
Gas	\$23,037		\$23,037		\$21,650		\$17,755		\$16,068		\$9,600		\$12,000	
Electric	\$141,640		\$141,640		\$240,335		\$155,358		\$140,595		\$84,000		\$105,000	
Total	\$184,677		\$184,677		\$281,985		\$173,113		\$156,663		\$93,600		\$117,000	
Parking	145		145		145		145		145		145		145	
Exist 149 (72 Y, 55 St James, Floyd ROW/22)														
Notes														
	30% Savings for Elec and Gas with new equip		30% Savings for Elec and Gas with new equip		30% Savings for Elec and Gas with new equip									

Recommendations from Ad Hoc Committee

- Option 1, as presented by Consultants and Staff, being a renovation of the existing YMCA building located at 400 E Lincoln St, Birmingham, MI 48009, not be considered because it is not financially responsible and does not meet the goals 1 through 4 of the Senior/Recreation Center Project and that a new facility is the preferred choice;

AND

- A new building according to option 4A as presented by the Staff and City Consultants be built, not to exceed approximately 28 million dollars, as it meets goals 1 through 4 and objectives 1 through 6 of the Senior/Recreation Center Project, with an option for consideration of a pool not to exceed 3.6 million dollars in costs;

AND

- Furthermore, to direct the City Manager to take the necessary steps in order to facilitate the process of a new Senior/Recreation facility.

Comparison of Options

	Option 1 Existing (no pool)	Option 1A Existing (with pool)	Option 2 Existing + addition	Option 3 New building	Option 3A New building	Option 4 New building	Option 4A New building
Next	17,201 SF	17,575 SF	27,866 SF	32,068 SF	32,068 SF	20,428 SF	26,204 SF
YMCA	7,193 SF	7,394 SF	7,642 SF	13,1018 SF	13,018 SF	6,810 SF	8,734 SF
Gross Building Size	40,631 SF	40,631 SF	64,640 SF	73,980 SF	66,950 SF	40,000 SF	50,000 SF
Total Cost	\$20.9 million	\$21.4 million	\$31.7 million	\$38 million	\$36.7 million	\$22.7 million	\$27.3 million
Cost / Sq.Ft.	\$514.09	\$525.87	\$491.00	\$513.76	\$546.36	\$568.08	\$513.00
Basic Op. Costs	\$184,677	\$184,677	\$281,985	\$173,113	\$156,663	\$93,600	\$117,000
Lower Op. Cost (Top 3)					✓	✓	✓
Lower Cost / SF (Top 3)			✓	✓			✓
Next Requests Met			✓	✓	✓		✓
YMCA Requests Met				✓	✓		
Timing Deadline Met	✓	✓				✓	✓

Additional Discussion

- Fiscal Impact
 - Additional Millage
 - General Obligation Bonds
 - Use of Fund Balance
 - Grant Funding
 - Philanthropic Donations
 - Contributions from Other Organizations
- Sustainable Elements
- Final Site Plan & Design



Next Steps

- Issue RFP for Architect for short listed firms
- Consider funding options and approve any proposed ballot language
- Select the architectural/engineering team to complete final design and construction drawings
- Consider and select construction manager to coordinate procurement and construction
- Continue to work with Next, the YMCA and the other communities served by Next to formalize agreements as needed



Commission Direction

- Does the City Commission wish to renovate the existing building or construct a new building?
- What is the maximum out of pocket cost that the City is prepared to contribute to the senior/recreation center project?



Y presence in Birmingham

1 message

'Katherine Beebe' via City Commission <city-commission@bhamgov.org>

Wed, Jul 24, 2024 at 11:04 AM

Reply-To: Katherine Beebe <katebeebe1@icloud.com>

To: city-commission@bhamgov.org

Cc: Michael Clift <inkamike@icloud.com>

Dear Commission members: The Y has been an important part of our life in Birmingham since moving here in 1973 I started with fitness classes, moved through to an Expectant mother class, where I made lasting relationships with other Birmingham women and their children, later started my child swimming at the Y and today enjoy the benefits of regular water aerobics in the Y pool. It is the only place in my community where I and other seniors can get this important workout. I know the process toward creating a senior center for Birmingham has been a bit out of the ordinary and you find yourselves having to rework some earlier agreements.

We and many of our friends and neighbors think it is critical that you do this one right. Plans must include a deep water pool and the other programs a strong Y presents. You need to revisit the 75/25 decision and provide enough space for the Y and Next to provide their excellent services, partnering and sharing space where it makes sense to do so.

Designers should look at senior facilities in communities similar to ours and develop a first rate plan that will benefit the community for decades into the future. When voting for the financing of this property purchase, we assumed our pool would be part of the package. Please work out a solution we can all support, one that responds to our expectations for our community.

Thank you for your service.

Kate and Rob Beebe

Sent from Kate Beebe

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To view this discussion on the web visit <https://groups.google.com/a/bhamgov.org/d/msgid/city-commission/1953081D-24A0-487D-92FA-5BF29C61E3AB%40icloud.com>.

Re: Birmingham Senior/Community Center

1 message

Clinton Baller <cmballer@avidpays.com>

Thu, Jul 25, 2024 at 9:45 AM

To: Mathew Britt <mathewryanbritt@gmail.com>

Cc: City Commission <city-commission@bhamgov.org>, Jana Ecker <jecker@bhamgov.org>, Nicholas Dupuis <ndupuis@bhamgov.org>, Mark Clemence <mclemence@bhamgov.org>, "Kucharek, Mary" <mkucharek@bhlaw.us.com>

Dear Mr. Britt,

Thanks for your email, and I share your concerns about the amount of space being contemplated for the YMCA. I, too, listened attentively to Mr. Underwood's comments Monday night. I even went so far as to transcribe his remarks (with a little help from ChatGPT) and share them with my colleagues. I am sure we are not finished exploring the partnership opportunities among the city, Next and the YMCA.

That said, my view is not that the ad hoc committee or the city has scaled anything down or proposed any loss of services, but rather that the YMCA itself has done so. Remember, the Y intended to build a new facility in Royal Oak and agreed to occupy just one-fourth of the existing Birmingham building, without the pool, when it sold the building to the city. So it wasn't the city that proposed eliminating services, it was the YMCA itself. The city has always stressed that it has no interest in owning or maintaining a pool, and it never said it would step in and replace any or all services offered by the Y.

As things have unfolded, the Y decided to abandon its plan for a new building in Royal Oak, and Mr. Underwood said on Monday that the Y would fund both construction and maintenance of a pool in Birmingham. That's great news! But it is important that residents not conflate the YMCA (or Next for that matter) with the city. We are separate entities with differing goals and resources.

My view of the Community House episode, by the way, differs dramatically from yours. I see no comparison whatsoever with what is happening with the Y. Zero. You might look at potential funding for the Community House plans (or lack thereof); the organization's current "approval rating" in the community, and the organization's abject refusal to engage with any other organizations in any sort of partnerships as reasons for abandonment of plans, not the Planning Board's reluctance to recommend rezoning. The question, by the way, never reached the commission (and TCH had every right to ask the commission to rule counter to a Planning Board recommendation) because TCH abruptly dropped its plans around the same time management at one of its primary donor organizations changed. I would suggest that if you agree with me that the Community House is not living up to its potential, that you review my commentary on such and join in advocating for reform there.

The situation with the Y and Next will come to a satisfactory resolution as clear thinking is applied to established facts. In this challenge we have two excellent organizations that truly serve the community selflessly and a city whose goals are aligned with those organizations. So I am confident things will work out. While I do not participate in, nor often read, Nextdoor, I know that you frequently post there, and that your posts sometimes garner much comment. I also know that social media has the potential to incite folks to premature and often poorly reasoned opinions. Your attentiveness to Mr. Underwood's comments Monday gives me hope that you will continue to study this issue and contribute positively to the conversation. Please don't hesitate to reach out if you'd like to further discuss

Best regards,

Clinton Baller
248-971-0123

----- Forwarded message -----

From: **Mathew Britt** <mathewryanbritt@gmail.com>

Date: Wed, Jul 24, 2024, 11:40 AM

Subject: Birmingham Senior/Community Center

To: <city-commission@bhamgov.org>

Cc: Jana Ecker <jecker@bhamgov.org>, <ndupuis@bhamgov.org>

Dear Commissioners,

4A - COMMUNICATIONS

I am writing to express both my excitement and concern about the future development of the Senior/Community Center.

While I am excited this project is taking place and will provide our seniors with a safe and enjoyable place to gather, I am deeply concerned about the loss of services and scaling down of the YMCA, as currently proposed by the Ad Hoc Senior/Community Center Board.

The YMCA has served as a de facto Community Center for the City of Birmingham for a very long time. The services offered provide families and our youth opportunities that cannot be found anywhere else in the city.

Recently, the "Community House" made an attempt to expand their footprint and provide similar opportunity and services to the community; request for rezoning of a piece of their land was denied despite them explicitly stating it was essential to remain financially solvent. This was a missed opportunity for the community and residents.

Now, the YMCA is telling us the same thing. In the commission meeting on July 22, the President of the YMCA of Metro-Detroit said, the "plan as proposed does not allow us to run our business and be financially solvent".

Along with their expertise, both the YMCA and the Community House offer the City of Birmingham the opportunity to effectively provide a "community center" and services to residents while not bearing the sole responsibility and financial burden of build out and operation of the facilities. When given an opportunity for either of them to expand their offerings to residents, at minimal cost to the city, we should be taking that deal every day of the week.

In closing, I implore you to work with the Planning Board to reconsider and/or continue to work with the Community House on their expansion and to continue to work with the YMCA on allowing them to operate in as large of a capacity as they are willing to take at the new Senior/Community Center facility. The community at large needs these services.

Thank you for your time,

Mat Britt
1226 Henrietta

Community House Links:

<https://www.downtownpublications.com/single-post/the-community-house-turned-down-for-rezoning>

<https://www.downtownpublications.com/single-post/the-community-house-s-next-100-years>

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4A - COMMUNICATIONS

Birmingham Senior/Community Center Needs a POOL

1 message

Maureen Field <maureen.b.field@gmail.com>

Wed, Jul 24, 2024 at 7:13 AM

To: city-commission@bhamgov.org

Cc: David Field <dfield08@gmail.com>

Dear Birmingham City Commissioners,

We will not support the construction of a Senior/Community Center unless an aquatic facility is included.

Please resume negotiations with the YMCA and get a pool for seniors and city residents.

Sincerely,

Maureen Bell Field
David A Field
[1732 Norfolk St](#)
[Birmingham, MI 48009](#)

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To view this discussion on the web visit <https://groups.google.com/a/bhamgov.org/d/msgid/city-commission/CAG5PtWfGtzFD8k2K0JyiZ%2Bbsth--iNHM4P%3DrVS4c6mRDJWypHg%40mail.gmail.com>.

Pool for senior center

1 message

Fran L <reikicpr@gmail.com>

Tue, Jul 23, 2024 at 11:56 AM

To: city-commission@bhamgov.org, Fran Levin <reikicpr@gmail.com>

Hello,

I am writing to let you know how important having a pool for the senior community is. I use it several times per week for water exercises and lap swimming. I know how crucial this facility is for those who use it. I also participate in regular activities at NEXT and know how important it is for seniors to keep engaged and active. The pool is crucial for low impact exercise and great for keeping us moving and strong and flexible. If we are to 'age in place' we need options for this and a pool is key.

Please seriously consider what is needed for the pool to remain in the plans. I think that a lot of us seniors in Birmingham and Beverly Hills would ok bonds for this endeavor.

Best regards,

Fran Levin

31932 Inglewood St

Beverly Hills, MI 48025

734-709-8821

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To unsubscribe from this group and stop receiving emails from it, send an email to city-commission+unsubscribe@bhamgov.org.

To view this discussion on the web visit <https://groups.google.com/a/bhamgov.org/d/msgid/city-commission/1111DA6D-9342-4B22-8922-0CA4DE8CAF95%40gmail.com>.



MEMORANDUM

Engineering Department

DATE: July 16, 2024

TO: Jana L. Ecker, City Manager

FROM: Melissa A. Coatta, City Engineer

SUBJECT: Sidewalk Requirements for Residential Development

INTRODUCTION:

The City Commission passed a resolution at the June 3, 2024 meeting requesting a report posthaste from staff about the requirement to have sidewalks constructed along the front or side of a property which borders a right-of-way where a new principal building is erected. The resolution also directed staff to direct the contractors, where a contractor is being required to put in a sidewalk as part of a new build, to postpone work on the sidewalks until the City Commission could discuss the matter at a future meeting.

BACKGROUND:

The City has advocated for the addition of continuous sidewalks on all streets, and filling in sidewalk gaps in all locations in the City since the Multi-Modal Transportation Plan was adopted in 2013. Given the City logo of "a walkable community" has been in place for over 25 years, the importance of sidewalks and the desire to prioritize pedestrian comfort and safety has been a priority for many decades.

In the past, the Engineering Department has irregularly required contractors to install new sidewalks where a continuous sidewalk did not exist. Starting around 2020-2021, the Engineering Department began reviewing site plans for new homes on single-family zoned property. Around October 2022, the Engineering Department started enforcing the ordinance requiring the installation of a new sidewalk where a sidewalk did not previously exist as part of the residential site plan review process. If the plan was submitted before October 2022, the site plan was not reviewed in detail by the Engineering Department, and thus despite the ordinance requiring the installation of sidewalks, this was often overlooked.

The Engineering Department pulled records from June 2022 to the present for new house construction approvals. Out of 121 approvals, 16 of them were in locations where no existing sidewalks exist either in front of, or for a corner parcel, along the side of the house. Out of these 16 houses, 11 of them have approved site plans to install a sidewalk along the front or side of

their property. The 5 remaining houses had submitted their plans prior to the Engineering Department conducting full site plan reviews in October 2022. Below is a list of properties where sidewalk installation is part of their approved site plan and the status of the sidewalk installation:

Address	Status of Sidewalk Installation
309 ARLINGTON	Prepped for Sidewalk
327 ARLINGTON	Prepped for Sidewalk
1525 CHESTERFIELD	No work completed for Sidewalk
2455 FAIRWAY	Sidewalk Installed
1165 HILLSIDE	Sidewalk Installed
1230 LATHAM	No work completed for Sidewalk
1323 NORTHLAWN	No work completed for Sidewalk
1355 NORTHLAWN	No work completed for Sidewalk
2190 NORTHLAWN	No work completed for Sidewalk
2428 NORTHLAWN	No work completed for Sidewalk
503 SHIRLEY	No work completed for Sidewalk

For the properties where sidewalks have not been installed, the attached letter was mailed to them. The Engineering Department just recently approved a site plan for 1057 Arlington. The approved site plan does include a proposed sidewalk, but the approval included the following note "At the June 3, 2024, City Commission Meeting, a motion was passed to put a moratorium on requirements for a new sidewalk to be installed where no sidewalk exists during a new residential house process. This will be discussed further at the next City Commission meeting on Monday, June 24, 2024, at 7:30 pm. Please do not proceed with any prep work for installing the sidewalk, until a letter is issued by the City after the June 24, 2024 meeting."

The City Manager and staff recommend lifting the pause or moratorium that has temporarily suspended enforcement on the requirement to install sidewalks where there is new home construction and sidewalk gaps exist for the following reasons:

- **Multi-Modal Transportation Plan (2013)** – Clearly states that the City's goal is to have continuous sidewalks throughout the City along all streets in both residential and commercial areas, and to provide pedestrian pathways through public parks and public space that link up with the City's sidewalk system.
- **Birmingham 2040 Plan (2023)** – Chapter 1 of the 2040 Plan is entitled "Connect the City" and prioritizes the accommodation of all modes of travel, pedestrian connections along streets, safe pedestrian crossings across streets, and promotes keeping and/or improving all streets pedestrian oriented across the City.
- **Site Grading** - Usually most new houses will have grading complete in front of the new home and in the City right-of-way. It is less costly and simpler for the builder to prep for sidewalk grades during their grading operations than for the City to come back later and possibly need a temporary access agreement to grade on private property in order to install the sidewalk.
- **Sidewalks through Driveways** - It is less costly and simpler for the builder to install a sidewalk through an approach than for the City to come back at a later date and install a sidewalk. In most cases, the City would spend more removing additional driveways either in front of or behind the sidewalk to meet the required 2% or less cross slope for the sidewalk per ADA requirements.
- **Special Treatments** - A special treatment permit is required when landscape features, sprinkler systems, snow melt systems, brick pavers, and decorative

approaches are installed in the City's right-of-way. This permit allows work to occur, but the City will not replace these items. If the City comes back later and installs sidewalks, the City will incur the costs of removing or protecting landscaping, trying to protect sprinkler or snowmelt systems during construction, and removing brick pavers by hand and salvaging them. Also, the Engineering Department does hear complaints from property owners about the City not installing these features back as part of a construction project. These issues would be avoided by enforcing the existing ordinance and installing sidewalks at the time of construction.

- **Costs** - It is most cost-effective to grade and install a sidewalk during new house construction since other grading operations are ongoing and concrete will be used onsite.
- **Reduce the amount of Sidewalk Gap Closure** - After a new sidewalk is installed on residential property, it reduces the amount of sidewalk gap closure on each street. In future years, the City could install sidewalks on 1 to 2 parcels and start connecting sidewalks that were previously installed. An example of this is at 2455 Hillside. Currently, this property is two lots west of Cranbrook Road which had a sidewalk installed in 2023. Only one sidewalk needs to be installed in front of 2497 Fairway to close the sidewalk gap.

For residential development where there is an existing sidewalk, the Engineering Department does review the condition of the existing sidewalk and for ADA compliance. Also, most builders drive over existing sidewalks with vehicles and equipment during construction. In several cases, the sidewalk is proposed to be removed and replaced as part of the approved Site Plan Evaluation. Any sidewalk proposed to remain is reviewed for damage during construction and part of the inspection of the sidewalk and approach permit, and the final certificate of occupancy. Damaged sidewalks are required to be repaired or replaced.

LEGAL REVIEW:

The City Attorney has reviewed this memo and concurs with the City Manager and staff that codified ordinances and adopted master plans should be followed.

FISCAL IMPACT:

The City's current policy is to assess the City's sidewalk installation costs when no sidewalk currently exists for residential property at the following:

Sec. 98-63. - Original construction; allocation of costs.

(a) The cost of original sidewalk construction shall be allocated between the city and the abutting property owner as follows:

- (1) Front sidewalk. The entire cost shall be borne by the abutting property owner.
- (2) Side street sidewalks:

- a. If the abutting property is zoned for other than residential use and is in a new subdivision or is in an unimproved area, the entire cost shall be borne by the abutting property owner.

- b. If the abutting property is zoned for residential use and is not in a new subdivision or in an unimproved area, 33 percent of the cost shall be borne by the abutting property owner and 67 percent shall be borne by the city.

(b) When a sidewalk is contiguous to more than one lot or parcel, the costs of such original sidewalk construction shall be prorated between adjoining property owners on the basis of front footage repaired. Sidewalks shall be constructed along the frontage of a property

which borders a right-of-way in the following instances:

- (1) Where a new principal building is erected.
- (2) When an existing principal building is altered, partially rebuilt or remodeled at a cost that meets or exceeds 100 percent of its recorded state equalized value.

As part of Road Reconstruction Project: 85% of the front-foot costs for sidewalk improvement are assessed on all properties fronting on the improvement and 25% of the side-foot costs for improvement. This defrays the costs incurred by the City for the construction of these improvements. If a residential property installs a new sidewalk where none exists as part of their house build, the City will not assess the property owner for any future repairs on the sidewalk.

SUSTAINABILITY:

There is a reduction in construction emissions if the sidewalk is installed with new residential property. Also, the addition of sidewalks encourages a mode shift from motor vehicles (that increase greenhouse gas emissions) to walking and/or biking.

DESIGN CONSIDERATIONS:

All new sidewalks are designed for ADA compliance and built to the City's standards.

PUBLIC COMMUNICATIONS:

A letter was issued to both the building and property owners on June 6, 2024, asking them to pause on the construction of a new sidewalk where no previous sidewalk existed for new residential home construction. An additional letter will be issued to building and property owners of the City Commission's actions after the July 22, 2024 meeting.

SUMMARY:

It is recommended that the City Commission pass a motion lifting the postponement of new sidewalk installation work in accordance with Chapter 98 of the City Code, the Multi-Modal Transportation Plan, the 2040 Plan and the longstanding desire for Birmingham to be a walkable community that prioritizes the comfort and safety of pedestrians.

ATTACHMENTS:

- City of Birmingham Charter and Ordinances concerning New Sidewalk Installation
- Template of June 6, 2024 Builder and Property Owner Letter
- Photos of New Houses – New Sidewalk Where None Exists

SUGGESTED COMMISSION ACTION:

Make a motion adopting a resolution to lift the pause on new sidewalk installation that was put in place on June 3, 2024, to ensure compliance with Chapter 98 of the City Code, the Multi-Modal Transportation Plan, the 2040 Plan and the longstanding desire for Birmingham to be a walkable community that prioritizes the comfort and safety of pedestrians.

City of Birmingham Charter and Ordinances Concerning Sidewalk

Charter:

CHAPTER XI. - STREETS AND SIDEWALKS

Section 1. - [General authority.]

The city shall have reasonable control of all the streets, alleys and public highways within its limits and may use and enjoy the same and the space above and beneath them. The city may adopt a plan of streets, alleys and public highways within its limits and so far beyond its limits as may be permitted by law.

Section 2. - [Power to improve.]

The commission shall have power to improve streets, alleys and public highways in the city, by grading, graveling, curbing, paving, repairing, repaving, illuminating, maintaining the same free from dust and nuisance; by constructing, reconstructing and repairing sidewalks; or otherwise. It shall have authority to lay out, open, widen, extend, straighten, alter, close, vacate or abolish any street, alley or public highway or part thereof in the city, except as herein otherwise prohibited, whenever it shall deem such action to be a public improvement; provided that it shall not vacate any state or county highway designated as such.

Section 5. - [Change of grade.]

Whenever any sidewalk has been built in conformity to a grade established by the city and the cost thereof paid for by the abutting property owner by special assessment or otherwise, then such owner or his successor in title shall not be required to reconstruct such sidewalk nor shall the abutting property be subject to a special assessment therefor, in event a reconstruction is made necessary by a change in grade made by the city, provided such sidewalk is in good condition.

Section 6. - [Control of sidewalks; owners to construct.]

The city shall have control of all sidewalks in the streets, alleys and public highways of the city and may require the abutting owners to construct, reconstruct and repair such sidewalks. If any abutting property owner shall fail to construct, reconstruct or repair the sidewalk in the street adjacent to his premises after being required to do so by resolution of the commission and upon such notice as the commission shall provide, then the city may construct, reconstruct or repair such sidewalk and collect the costs thereof from the abutting property owner, or may make a special assessment against such owner and such abutting property, in the same manner as herein provided for the making of special assessments where any expense has been incurred by the city upon or in respect to any particular lot or parcel of land.

If the commission shall by resolution determine that it is necessary to construct a sidewalk in front of two or more adjacent properties or on any side street within the city it may declare the same to be a public improvement within the meaning of chapter X of this Charter and may provide for the payment of the cost thereof by owners of the property benefited thereby in accordance with the provisions of said chapter X.

ARTICLE III. - SIDEWALKS

Sec. 98-56. - Definitions.

The following words, terms and phrases, when used in this article, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning:

Owner means the person to whom a lot or parcel of land is assessed on the city tax rolls. When the person listed on the tax rolls is the holder of a mortgage on the assessed premises, the owner shall be the person named as the mortgagor in the mortgage held by the person named on the tax rolls.

Sec. 98-57. - Specifications and permits.

No person shall construct, rebuild or repair any sidewalk except in accordance with the line, grade, slope and specifications established by the city engineer nor without first obtaining a written permit from the engineer, except that sidewalk repairs of less than 50 square feet of sidewalk may be made without a permit. The fee for such permit shall be as set forth in the schedule of fees, charges, bonds and insurance.

Sec. 98-58. - Line and grade stakes.

The city engineer shall furnish line and grade stakes as may be necessary for proper control of the work, but this shall not relieve the owner of responsibility for making careful and accurate measurements in constructing the work to the lines furnished by the city engineer. Where it is necessary to replace engineer's stakes disturbed or destroyed without fault on the part of the city or its employees, a charge of \$1.00 per stake shall be paid.

Sec. 98-59. - Sidewalk specifications.

The city engineer shall keep on file in his office standard specifications for the construction of sidewalks. All sidewalks shall be constructed in accordance with such specifications.

Sec. 98-60. - Permit revocation.

(a) The city manager may revoke any permit issued under the terms of this article for incompetency or failure to comply with the terms of this article or the rules, regulations, plans and specifications furnished by the engineering department for the construction, replacement or repair of any sidewalks.

(b) The city manager may cause work to be stopped under any permit granted for the construction, replacement or repair of any sidewalks for any of the causes enumerated in this section.

Sec. 98-61. - Ordering construction.

The city commission may, acting on its own initiative or as a result of petition, determine the necessity for the construction, replacement or repair of sidewalks in any street or public right-of-way in the city. If a property owner is liable, either in whole or in part, for the construction, replacement or repair of a sidewalk under this article, the city shall notify the owner abutting the improvement of its intent to construct, replace or repair such sidewalk by personal service or by publication of a notice in a newspaper of general circulation in the community. In that event, if the owner elects to construct the sidewalk at his own expense, the city clerk shall be

notified accordingly by the owner within ten days and such construction, replacement or repair shall be completed in accordance with the plans and specifications prepared therefor by the engineering department within 30 days of the receipt of such notice.

Sec. 98-62. - Payment of cost.

If a property owner is liable, either in whole or in part, for the construction, replacement or repair of a sidewalk under this article and does not elect to install or repair the sidewalk himself or fails to complete the construction, replacement or repair within the period set forth in section 98-61, the city may perform the construction, replacement or repair and bill the owner for the total cost together with an additional fee of 15 percent for engineering, supervision and general administration expense thereof. The fees for the city to perform the construction, replacement or repair of a sidewalk when the property owner does not elect to install or repair the sidewalk or fails to complete the construction, replacement or repair, shall become a lien on the premises immediately upon the work being performed by the city.

Payment shall be due to the city within 30 days of the bill being sent to the property owner for the performance of such services. The bill shall notify the property owner of his or her right to dispute all or any part of the bill before a hearing officer, as established by section 1-17 of this Code, prior to the due date of the bill. Except as otherwise determined by the hearing officer, if payment is not received by the city within 30 days after such billing, the city treasurer shall add an additional penalty of one percent per month to the delinquent bill. The city treasurer shall annually, on May 1, certify any delinquent billing, or any part thereof, together with all accrued interest and penalty, to the commission; and, it shall be transferred and reassessed, with an additional 15 percent penalty, on the next annual city tax roll. Such charges so assessed shall be collected in the same manner as general city taxes.



6/6/2024

(NAME)

(ADDRESS)

(CITY, STATE, ZIP)

Dear Property Owner,

The City Commission for the City of Birmingham has put a pause on the requirement that a new sidewalk must be installed where no previous sidewalk existed for new residential home construction. This hold applies only to properties that have not already installed an existing sidewalk. The property of _____ is one of the properties placed on a brief pause. This will be discussed further at the next City Commission meeting on Monday, June 24, 2024 at 7:30pm. The agenda for this meeting will be posted at www.bhamgov.org/about_birmingham/city_government/boards_commissions/city_commission. Should you have any questions, please contact the Engineering Department at (248) 530-1838.

Sincerely,

Melissa Coatta, P.E.
City Engineer

New Residential Houses – New Sidewalk Where None Existed



309 and 327 Arlington (View South)

New Residential Houses – New Sidewalk Where None Existed



2455 Fairway (View West)

New Residential Houses – New Sidewalk Where None Existed



2455 Fairway (View West)

New Residential Houses – New Sidewalk Where None Existed



2455 Fairway (View West)

New Residential Houses – New Sidewalk Where None Existed



1165 Hillside (View Southwest)

New Residential Houses – New Sidewalk Where None Existed



1165 Hillside (View Southwest)

New Residential Houses – New Sidewalk Where None Existed



1165 Hillside (View south on Greenlawn)



MEMORANDUM

City Manager's Office

DATE: July 15, 2024
TO: City Commission
FROM: Jana L. Ecker, City Manager
SUBJECT: 12 Month Performance Review

As of July 1, 2024, I have completed one year of service as City Manager. Per the terms of our agreement, "the Commission agrees that it shall establish certain goals and objectives upon which the Employee's performance may be evaluated, and the City will conduct performance evaluations after six (6) months, at the one (1) year anniversary and annually thereafter."

During the regular meeting on April 8, 2024, the City Commission conducted a performance evaluation of my tenure. This evaluation was conducted in a closed session as permitted by the Open Meetings Act under MCL §15.268(a).

For my twelve-month review, I propose that the City Commission consider conducting a structured evaluation focusing on the achievement of goals and objectives established for my role. I have included examples of City Manager evaluation instruments utilized by other municipalities for the Commission's review and consideration. It is recommended that the City Commission select one of the attached performance evaluation forms. Once selected, each City Commissioner may complete the form prior to the proposed closed session evaluation on August 12, 2024.

ATTACHMENTS:

- City Manager Performance Evaluation, City of Austin
- City Manager Performance Evaluation, City of Port Huron
- City Manager Performance Evaluation, City of Lexington
- City Manager Performance Evaluation, City of Durand

City Manager Performance Evaluation

City of Austin

Evaluation period: _____ to _____

Council Member's Name

Each Council Member should complete this evaluation form, sign it in the space below, and return it to the Director of the Human Resources Department. The deadline for submitting this performance evaluation is five business days prior to the City Manager's posted evaluation. Evaluations will be summarized by Human Resources staff and provided to the Mayor and Council Members for discussion during Executive Session on

_____.

Council Member's Signature

Date Submitted

INSTRUCTIONS

This evaluation form includes two parts: A quantitative score sheet, covering multiple categories of performance criteria; and a narrative comments section. A summary of the score sheet results and all narrative comments will be distributed to all Council Members in executive session, and will be used as a basis for Council discussion of the City Manager's performance.

Score sheet. Each of the categories contains multiple statements that describe a behavior standard in that category. For each statement, rate the City Manager's performance along the following scale.

- 5 = excellent (almost always exceeds the performance standard)
- 4 = above average (generally exceeds the performance standard)
- 3 = average (generally meets the performance standard)
- 2 = below average (usually does not meet the performance standard)
- 1 = poor (rarely meets the performance standard)

If you do not have enough information to rate the City Manager on a particular characteristic, leave it blank. Blanks will not be included in the numerical scoring, but the number of blanks for that characteristic will be recorded.

Narrative comments. At the end of the form you will have an opportunity to respond to specific questions, and to provide any other comments you believe appropriate and pertinent to the City Manager's evaluation. Please write legibly or attach a printed Word document.

Please leave all pages of this evaluation form attached. Initial each page, including any printed sheets you attached. Sign and date the cover page. All evaluations submitted prior to the deadline will be included in the summary prepared for Council discussion.

PERFORMANCE CATEGORY SCORING

1. INDIVIDUAL CHARACTERISTICS

- _____ Diligent and thorough in the discharge of duties, "self-starter"
- _____ Exercises good judgment
- _____ Displays enthusiasm, cooperation, and will to adapt
- _____ Exhibits composure and attitude appropriate for executive position

2. PROFESSIONAL SKILLS AND STATUS

- _____ Maintains knowledge of current developments affecting the practice of local government management
- _____ Demonstrates a capacity for innovation and creativity
- _____ Anticipates and analyzes problems to develop effective approaches for solving them
- _____ Willing to try new ideas proposed by governing body members and/or staff
- _____ Sets a professional example by handling affairs of the public office in a fair and impartial manner

3. RELATIONS WITH ELECTED MEMBERS OF THE GOVERNING BODY

- _____ Carries out directives of the body as a whole as opposed to those of any one member or minority group
- _____ Sets meeting agendas that reflect the guidance of the governing body and avoids unnecessary involvement in administrative actions
- _____ Disseminates complete and accurate information equally to all members in a timely manner
- _____ Assists by facilitating decision making without usurping authority
- _____ Responds well to requests, advice, and constructive criticism

4. POLICY EXECUTION

- _____ Implements governing body actions in accordance with the intent of Council
- _____ Supports the actions of the governing body after a decision has been reached, both inside and outside the organization
- _____ Understands, supports, and enforces local government's laws, policies, and ordinances
- _____ Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness
- _____ Offers workable alternatives to the governing body for changes in law or policy when an existing policy or ordinance is no longer practical

5. REPORTING

- _____ Provides regular information and reports to the governing body concerning matters of importance to the local government, using the City Charter as a guide
- _____ Responds in a timely manner to requests from the governing body for special reports
- _____ Takes the initiative to provide information, advice, and recommendations to the governing body on matters that are non-routine and not administrative in nature
- _____ Reports produced by the manager are accurate, comprehensive, concise and written to their intended audience
- _____ Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny

6. CITIZEN RELATIONS

- _____ Responsive to requests from citizens
- _____ Demonstrates a dedication to service to the community and its citizens
- _____ Maintains a nonpartisan approach in dealing with the news media
- _____ Meets with and listens to members of the community to discuss their concerns and strives to understand their interests
- _____ Makes appropriate efforts to maintain citizen satisfaction with city services

7. STAFFING

- _____ Recruits and retains competent personnel for staff positions
- _____ Applies an appropriate level of supervision to improve any areas of substandard performance
- _____ Stays accurately informed and appropriately concerned about employee relations
- _____ Ensures professional management of the compensation and benefits plan
- _____ Promotes training and development opportunities at all levels of the organization

8. SUPERVISION

- _____ Encourages heads of departments to make decisions within their jurisdictions with minimal city manager involvement, yet maintains general control of operations by providing the right amount of communication to the staff
- _____ Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level
- _____ Develops and maintains a friendly and informal relationship with the staff and work force in general, yet maintains the professional dignity of the City Manager's office
- _____ Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback
- _____ Encourages teamwork, innovation, and effective problem-solving among staff members

9. FISCAL MANAGEMENT

- _____ Prepares a balanced budget to provide services at a level directed by Council
- _____ Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively
- _____ Prepares a budget and budgetary recommendations in an intelligent and accessible format
- _____ Ensures actions and decisions reflect an appropriate level of responsibility for financial planning and accountability
- _____ Appropriately monitors and manages fiscal activities of the organization

10. COMMUNITY

- _____ Shares responsibility for addressing the difficult issues facing the City
- _____ Avoids unnecessary controversy
- _____ Cooperates with neighboring communities and the country
- _____ Helps the Council address future needs and develop adequate plans to address long term trends
- _____ Cooperates with other regional, state, and federal government agencies

NARRATIVE EVALUATION

What would you identify as the City Manager's strengths, expressed in terms of the principal results achieved during the rating period?

What performance areas would you identify as most critical for improvement?

[illegible]

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**CITY OF PORT HURON
MAYOR AND CITY COUNCIL
CITY MANAGER PERFORMANCE EVALUATION**

PERIOD BEING EVALUATED: July 1, 2014, through June 30, 2015

This performance evaluation form is designed to assist in the evaluation of the City Manager's performance, to provide the necessary feedback to identify areas in need of improvement and to recognize positive contributions and achievements.

Carefully consider each characteristic to be evaluated. Each characteristic will receive one of six different ratings determined by the level of performance. In the event that "unacceptable" is circled, comments should be included in order to make the evaluation process constructive. For all categories, specific comments will improve communication.

Please use the following ratings and circle the appropriate number corresponding to your evaluation of the City Manager's performance in the space provided after each question. Any additional comments may be written in the comments section.

- 5: Outstanding – This rating reflects a thorough, efficient and exceptional effort
- 4: Exceeds Expectations – Above average performance, performance in excess of expected results
- 3: Meets Expectations – Satisfactory performance, all expectations met
- 2: Needs improvement – Performance is inconsistent and often ineffective
- 1: Unacceptable – Performance consistently fails to meet the minimum requirements of the job
- N/A: Not Applicable – Unable to rate; no opportunity to observe

After completing the evaluation form, it should be returned to the Mayor who will tabulate the evaluations for City Council's review and discussions with the City Manager.

The form has nine general categories for rating evaluations: (1) Relationship with City Council; (2) Management; (3) Economic Development; (4) Accomplishments; (5) Leadership; (6) Interpersonal Relations; (7) Communications; (8) Decision-Making, Problem Solving and Judgment; and (9) Personal and Professional. Additional comments may be attached.

A tenth category is for written comments on Strengths, Weaknesses, Failures and Accomplishments. Specific facts, examples and citations are very much appreciated. The final tenth category is an overall evaluation using the five point scale.

It may be helpful to ask yourself the following questions as you work through your evaluation form:

Service Delivery Management – How well is the City Manager managing the various departments? How well are those departments performing?

Human Resources Management – How effective are City employees overall? How responsive are City employees to citizens and businesses, what is the service orientation and how is the follow-through? What is the level of overall morale within the organization? How much are employees improving their work skills and what is employee retention like? How well are employee evaluations done and is discipline, when necessary, applied appropriately, fairly and even-handedly?

Financial Management – How efficiently does the organization use its limited financial resources? How good, and appropriate, is the budget process, presentation and implementation? How well is financial planning and management undertaken and, given relative economic conditions and factors outside the control of the City, is the financial condition of the City improving?

Economic Development – How well have meaningful goals and objectives been developed? How well have City programs and projects been developed? How well has Council policy-making been facilitated by good advance staff work?

Accomplishments – Have established goals and objectives been met? How well have city programs and projects been implemented? How well have Council policy directives been carried out?

City Council Relationships – How effective is the City Manager's communication and support of City Council's policy development and problem-solving?

Leadership – Has the City Manager been an effective leader and advocate for Port Huron in the regional community? Has the City Manager led the organization by creating a good example? Does the City Manager display foresight, imagination and vision and demonstrate reasonable risk-taking where rewards may be great? Does the City Manager display strategic thinking?

Interpersonal Relations – What is the status of the City Manager's relationship with the City Council? With citizens and community groups? With City employees generally? With other government agencies? With the press?

Communications – How well does the City Manager communicate orally? In written form? Does the City Manager project a positive image of the City in his/her communications? How responsive is the City Manager to citizen complaints and inquiries?

Decision-making, Problem-solving and Judgment – Does the City Manager display integrity, honesty and ethical behavior? Is the City Manager fair, impartial and objective? Are the City Manager's analyses and reports logical, clear and concise? How successful are outcomes of various negotiations the City Manager been part of? Does the City Manager display a good sense of timing? Does the City Manager exercise good judgment?

Personal and Professional – Does the City Manager approach the job with enthusiasm, energy and a positive attitude? Is the City Manager good at self-assessment and improvement? How good is the City Manager's personal and professional reputation? How good are the city Manager's listening skills? Is the City Manager full engaged in the job and fully dedicated and committed? How well does the City Manager handle stressful situations? How much job knowledge does the City Manager possess and does the City Manager diligently pursue professional development opportunities?

Other – Additional written comments and suggestions are very much appreciated and need not wait until the next formal performance evaluation.

Rating Key: 5-Outstanding; 4-Exceeds Expectations; 3-Meets Expectations; 2-Needs Improvement; 1-Unacceptable;
N/A-Unable to Rate

Rating

1. RELATIONSHIP WITH COUNCIL

Supports City Council Vision

Maintains effective communications, both verbal and written

Maintains availability to Council either personally or through designated subordinate

Plans and organizes materials for presentations to the Council either verbally or orally in the most concise, clear and comprehensive manner possible

Provides Council with sufficient alternatives to avoid being forced into a decision

Responds in a positive way to suggestions and guidance from Council

Meets time estimates

Maintains a system of reporting to Council current plans and activities of the staff

2. MANAGEMENT

Service Delivery Management

City Manager/City Clerk's Office

Economic Development

Community Safety (Police/Fire)

Public Works Department

Human Services

Administrative/Business Systems

Parks and Recreation

Human Resource Management

Staff effectiveness: How effective are City employees overall?

Staff responsiveness and follow-through: How responsive are City employees to citizens and businesses? What is the service orientation and how is the follow-through?

Rating Key: 5-Outstanding; 4-Exceeds Expectations; 3-Meets Expectations; 2-Needs Improvement; 1-Unacceptable;
N/A-Unable to Rate

Rating

Staff morale: What is the level of overall morale within the organization?

Staff development and retention: How much are employees improving their work skills and what is employee retention like?

Staff evaluations (and discipline as necessary): How well are employee evaluations done and is discipline, when necessary, applied appropriately, fairly and even-handedly?

Financial Management

Organizational efficiency: How efficiently does the organization use its limited financial resources?

Budget: How good, and appropriate, is the budget process, presentation and implementation?

Financial position: How well is financial planning and management undertaken and, given relative economic conditions and factors outside the control of the City; is the financial condition of the City government improving?

3. ECONOMIC DEVELOPMENT

Maintains knowledge of new technologies, systems and methods in relation to city services.

Keeps Council advised of new and impending legislation and developments in the area of public policy.

Plans and organizes a process of program planning in anticipation of future needs and problems.

Establishes and maintains an awareness of developments occurring within other cities or jurisdictions that may have an impact on city activities.

Overall degree of confidence that Council will be setting policy with City Manager's help in a proactive manner, rather than a reactive manner.

4. ACCOMPLISHMENTS

Goals and objectives: Have established goals and objectives been met?

Program implementation: How well have City programs and projects been implemented?

Policy execution: How well have Council policy directives been carried out?

Rating Key: 5-Outstanding; 4-Exceeds Expectations; 3-Meets Expectations; 2-Needs Improvement; 1-Unacceptable;
N/A-Unable to Rate

Rating

5. LEADERSHIP

Regional leadership: Has the City Manager been an effective leader and advocate for Port Huron in the regional community?

Leadership by example: Has the City Manager led the organization by creating a good example?

Foresight, imagination and vision: Does the City Manager display foresight, imagination and vision and demonstrate reasonable risk-taking where rewards may be great?

Strategic thinking: Does the City Manager display strategic thinking?

6. INTERPERSONAL RELATIONS

What is the status of the City Manager's relationship with the City Council? With citizens and community groups? With City employees generally? With other government agencies? With the press?

Council relations

Citizen and community relations

Public and press relations

7. COMMUNICATIONS

How well does the City Manager communicate orally? In written form? Does the City Manager project a positive image of the City in his communications? How responsive is the City Manager to citizen complaints and inquiries?

Oral communications

Written communications

Projection of a positive image of the City

Responsiveness to citizen complaint and inquiries

8. DECISION-MAKING, PROBLEM-SOLVING AND JUDGMENT

Integrity, honesty and ethical behavior: Does the City Manager display integrity, honesty and ethical behavior?

Fairness and objectivity: Is the City Manager fair, impartial and objective?

Analysis and reporting skills: Are the City Manager's analyses and reports logical,

Rating Key: 5-Outstanding; 4-Exceeds Expectations; 3-Meets Expectations; 2-Needs Improvement; 1-Unacceptable;
N/A-Unable to Rate

Rating

clear and concise?

Negotiation skills and outcomes: How successful are outcomes of various negotiations the City Manager has been part of?

Sense and good use of timing: Does the City Manager display a good sense of timing?

Good judgment: Does the City Manager exercise good judgment?

9. PERSONAL AND PROFESSIONAL

Attitude and energy: Does the City Manager approach the job with enthusiasm, energy and a positive attitude?

Self-assessment and improvement: Is the City Manager good at self-assessment and improvement?

Personal and professional reputation: How good is the City Manager's personal and professional reputation?

Listening skills: How good are the City Manager's listening skills?

Dedication and commitment: Is the City Manager fully engaged in the job and fully dedicated and committed to the city organization and the community?

Stress management: How well does the City Manager handle stressful situations?

Job knowledge and professional development: How much job knowledge does the City Manager possess and does the City Manager diligently pursue professional development opportunities?

10. STRENGTHS, WEAKNESSES, FAILURES AND ACCOMPLISHMENTS

Areas for City Manager to seek to improve his performance and constructive ideas for improvement

Most significant organizational failures in the last 12 months.

Most significant organizational accomplishments in the last 12 months.

11. OVERALL EVALUATION OF CITY MANAGER'S PERFORMANCE

Overall evaluation on scale of 1 to 5: _____

PERFORMANCE FACTORS

- I. **MANAGEMENT OF THE ORGANIZATION:** Effectively runs the operations of the organization. Creates a collaborative, team building environment for staff as a Workplace of Choice. Recognizes the accomplishments of staff and other agencies working on behalf of the City. Supports a commitment to diversity/inclusion, professional growth, succession planning, and opportunity within the organization. Accepts full accountability for staff and the outcome of City projects or decisions. Actively addresses mission critical services, identifies organizational problems and takes remedial action.

Performance Factor Rating:

☐	☐	☐	☐	☐	☐
1 Does Not Meet Expectations	2	3 Meets Expectations	4	5 Exceeds Expectations	Unable to Rate

General Comments:

Click or tap here to enter text.

Improvement Suggestions:

Click or tap here to enter text.

- II. EXECUTION OF POLICY:** Understands and complies with ordinances, policies and procedures governing the City including Federal and State legislation and directives. Implements City policy, fairly and consistently, based upon Council decisions, initiatives, and applicable laws and regulations. Presents matters in a factual, analytical way. Coordinates Council policy decisions to staff, other organizations and the community.

Performance Factor Rating:

☐	☐	☐	☐	☐	☐
1 Does Not Meet Expectations	2	3 Meets Expectations	4	5 Exceeds Expectations	Unable to Rate

General Comments:

Click or tap here to enter text.

Improvement Suggestions:

Click or tap here to enter text.

- III. FINANCIAL MANAGEMENT:** Properly prepares and manages the budget. Demonstrates ingenuity and creativity in approaching budgetary matters, including long-range financial needs, monitoring and adaptation for the organization. Incorporates evolving role of technology in service provision. Actively works to sustain cost-competitive government and utility services.

Performance Factor Rating:

☐	☐	☐	☐	☐	☐
1 Does Not Meet Expectations	2	3 Meets Expectations	4	5 Exceeds Expectations	Unable to Rate

General Comments:

Click or tap here to enter text.

Improvement Suggestions:

Click or tap here to enter text.

- IV. RELATIONS WITH THE COUNCIL:** Makes an effort to be accessible to Council members. Handles issues that are brought by the Council in a consistent and timely manner. Maintains an honest, truthful and professional relationship with each Council member. Keeps a positive attitude and approach to new ideas, issues and complaints raised by Council members.

Performance Factor Rating:

☐	☐	☐	☐	☐	☐
1 Does Not Meet Expectations	2	3 Meets Expectations	4	5 Exceeds Expectations	Unable to Rate

General Comments:

Click or tap here to enter text.

Improvement Suggestions:

Click or tap here to enter text.

- V. COMMUNITY RELATIONS AND ENGAGEMENT:** Makes an effort to understand issues, concerns, and the values of the community. Meets with and listens to members of the community to discuss concerns and strives to understand their interests. Leverages public engagements and community interactions to educate and advocate on City initiatives and services. Represents the City well and in a professional and positive manner. Works proactively and maintains a nonpartisan professional approach with the media and press. Professionally leverages social media. Works effectively and synergizes collaboration with partner agencies, neighboring jurisdictions and community organizations.

Performance Factor Rating:

☐	☐	☐	☐	☐	☐
1 Does Not Meet Expectations	2	3 Meets Expectations	4	5 Exceeds Expectations	Unable to Rate

General Comments:

Click or tap here to enter text.

Improvement Suggestions:

Click or tap here to enter text.

- VI. COMMUNICATIONS:** Ensures that Council members receive important information in a timely and effective manner. Provides regular updates to the Council, keeping them informed about current and critical issues. Presents the Council and community with clear and accurate reports and correspondence. Responds to correspondence, requests and complaints, timely and appropriately. Facilitates open two-way communication and encourages mutual honesty and respect with Council, staff and the community.

Performance Factor Rating:

☐	☐	☐	☐	☐	☐
1 Does Not Meet Expectations	2	3 Meets Expectations	4	5 Exceeds Expectations	Unable to Rate

General Comments:

Click or tap here to enter text.

Improvement Suggestions:

Click or tap here to enter text.

- VII. LEADERSHIP:** Provides the Council and the organization with real solutions and creative alternatives to issues and problems that reflect the values of the community. Anticipates and responds to issues. Assures that Council decisions are thought out, objective, consistent with past practices and are legal and ethical. Makes use of sound administrative practices. Positively leads through collaboration, mentoring, coaching and motivational techniques. Represents the organization as a positive City ambassador.

Performance Factor Rating:

☐	☐	☐	☐	☐	☐
1 Does Not Meet Expectations	2	3 Meets Expectations	4	5 Exceeds Expectations	Unable to Rate

General Comments:

Click or tap here to enter text.

Improvement Suggestions:

Click or tap here to enter text.

- VIII. PROFESSIONALISM:** Deals effectively and appropriately with the public and other organizations. Devotes time and energy to the job. Demonstrates high ethical standards and integrity. Works to keep “politics” and personal perspectives out of the decision making process. Stays abreast and active in professional organizations and current issues.

Performance Factor Rating:

☐	☐	☐	☐	☐	☐
1 Does Not Meet Expectations	2	3 Meets Expectations	4	5 Exceeds Expectations	Unable to Rate

General Comments:

Click or tap here to enter text.

Improvement Suggestions:

Click or tap here to enter text.

- IX. VISION, INITIATIVE, PLAN EXECUTION:** Sets an example that urges the organization and the community toward innovation, problem solving and solution oriented action. Actively works to envision a future state resisting the status quo and develops new ideas and initiatives for consideration. Adapts to evolving technological advancements and social media platforms. Leverages City Council Annual Summit to identify priorities for the Annual Budget and work plan and accepts responsibility for the results. Offers professional recommendations and implements Council’s vision to make Lexington a City of Choice.

Performance Factor Rating:

☐	☐	☐	☐	☐	☐
1 Does Not Meet Expectations	2	3 Meets Expectations	4	5 Exceeds Expectations	Unable to Rate

General Comments:

Click or tap here to enter text.

Improvement Suggestions:

Click or tap here to enter text.

NARRATIVE EVALUATION

What would you identify as the City Manager's strengths, expressed in terms of the principal results achieved during the rating period?

Click or tap here to enter text.

What performance areas would you identify as most critical for improvement?

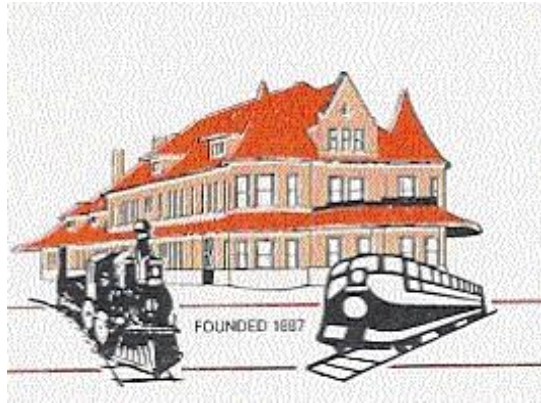
Click or tap here to enter text.

What suggestions or assistance can you offer the City Manager?

Click or tap here to enter text.

What other comments do you have for the City Manager (for example, about priorities, expectations, or specific objectives for the next year)?

Click or tap here to enter text.



**ANNUAL
CITY MANAGER
PERFORMANCE
EVALUATION
2015**

Evaluation Instructions

This evaluation is an annual critical look at the performance of the City Manager. This is also an introspective look at the relationship between the City Council and the City Manager; a communication and an opportunity on the part of the City Council to align expectations. It is an opportunity to re establish the goals and objectives for the City of Durand. It should be a positive exchange and learning process for both parties.

Responsibilities

To provide an accurate evaluation, all City Council members should keep personal notations on a minimum of a monthly basis so as to be able to refresh individual memories at the time the annual evaluation process begins. These personal notations should not be shared with other members of the City Council. In order to meet the objectives of a fair and unbiased evaluation it is important to have evaluations from all members.

Forms and Process

The following evaluation will consist of several categories for which the City Manager is responsible or has regular involvement. A ten-point assessment scale is provided in order to provide a numerical value to each question and/or category. A score of 1 would be unsatisfactory while a score of 5 would be exceptional.

Evaluations will be signed and should be completed independently. Comments in the comment area should be used to support numerical point assessments. All evaluations will be submitted to the Mayor for tabulation. After tabulation, a meeting will be set for an oral evaluation based on written evaluations. This meeting will be closed session at the request of the City Manager. It is hoped that a positive free flowing oral discussion will provide the City Manager with the direction of the City Council for the future.

To aid in the discussion of the evaluation, the City Manager will use the same form for a self-evaluation. The City Manager's self-evaluation will be completed and given to the Mayor prior to the evaluation forms being sent to the City Council. Each member of the City Council will receive the City Manager's self-evaluation and Job Description, along with a blank evaluation form to be completed and returned to the Mayor for tabulation. The City Manager's self-evaluation will be returned at the time of the evaluation meeting.

The Mayor will provide a Tabulation Summary Page to the City Manager and each member of the City Council. This page will include individual council members (but not identified by name) scoring, as well as a combined score of the board. Also on this page will be the City Manager's self evaluation score. Additionally, there will be a summary of notations, listed by question categories, or City Council comments. After the oral evaluation, the Tabulation Summary, subject to changes by the Council at the evaluation, will be kept as a permanent record. The evaluations themselves will be destroyed.

There are no perfect evaluations but this should be a thoughtful, sensitive, positive and effective attempt to move forward the needs of the City of Durand.

CITY OF DURAND CITY MANAGER EVALUATION

RATING:

1. Unsatisfactory
2. Needs strengthening
3. Satisfactory Performance
4. Good Performance
5. Outstanding Performance

COMPILED RATE:
MANAGER SELF RATE:

Organizational Management	RATING				
	1	2	3	4	5
1. Provides that the organization does not violate agreement or appropriate established board procedures.					
2. Plans and organizes ongoing programs and services to the City Council.					
3. Plans and organizes areas of concern brought to the attention of the City Manager by the City Council or responses to public requests.					
4. Evaluates new and innovative technology as it may relate to areas of concern in the improvement of the City.					
COMMENTS/SUGGESTIONS:					
Fiscal Management	RATING				
	1	2	3	4	5
1. Includes the Mayor and City Council in preparations of the annual budget.					
2. Plans and prepares the annual budget with the input of the Mayor and the City Council with documentation and full explanation of the annual budget.					
3. Administers the adopted budget within the framework of the approved revenues and expenditures.					
4. Plans and provides for a system of reports, as requested, for the City Council to evaluate expenses and revenues.					
5. Prepares and presents to the City Council appropriate budgetary transfers, as necessary.					
6. Plans and provides for necessary information for the City Council which requires bonding or borrowing of funds for long term projects.					

7. Plans for, organizes and supervises the most economical utilizations of manpower, materials and equipment for City services.					
8. Plans and provides for future economical growth in relationship to projected revenues and expenditures.					
COMMENTS/SUGGESTIONS:					
Intermediate and Long Range Planning					
	1	2	3	4	5
1. Plans and organizes a process of program planning in anticipating the future of the City.					
2. Plans and organizes maximum utilization and maintenance of City owned equipment					
3. Plans and organizes a program of addressing the current needs and requirements of infrastructure and infrastructure needs of the future.					
4. Has a vision of the future for the City of Durand and shares that vision with the City Council and the public.					
5. Keeps the Mayor and City Council aware of new or impending legislation, potential grants and developments in the public policy, which may have an impact on the city.					
6. Maintains knowledge of new technologies, systems and methods that may enhance the City's economics.					
7. Carries out intermediate and long range planning concerns approved by the City Council.					
COMMENTS/SUGGESTIONS:					

Intergovernmental Relationships	RATING				
	1	2	3	4	5
1. Maintains awareness of developments and plans in other jurisdictions, which may impact the City.					
2. Maintains communication with governmental jurisdictions in area of service that improves or enhances City programs					
3. Initiates communication with other governmental entities or outside parties, which the City may be involved with or become involved.					
4. Attends and relays appropriate information from current intergovernmental agreement meetings to the City Council.					
5. Willingness to participate with other governmental entities in sharing resources or equipment.					
COMMENTS/SUGGESTIONS:					
Relationship with the Public	RATING				
	1	2	3	4	5
1. Ensures that an attitude and feeling of helpfulness, courtesy and sensitivity to perception exist in employees coming in contact with the public.					
2. Establishes and maintains an image of the City of Durand to the community that represents service, enthusiasm and professionalism.					
3. Establishes and maintains a liaison with private organizations, service groups or individuals involved in areas of concern that relate to the service or activities of the City.					
4. Promote and provide information to public inquiries regarding activities, services or potential employment development with the City.					
COMMENTS/SUGGESTIONS:					

Management of Employees and Relationship	RATING				
	1	2	3	4	5
1. Plans, organizes and maintains training of employees through in-house training or outside training.					
2. Maintains regular staff meetings.					
3. Maintains contact and professional interaction with subordinates at all levels of the organization.					
4. Ability to appropriately motivate and discipline employees for peak performance.					
5. Equitably handles problem of grievances among subordinate employees.					
6. Maintains an organization that is efficient, helpful and courteous to the public and to the employees.					
7. Provides for annual evaluation of all employees.					
COMMENTS/SUGGESTIONS:					

Relationship with City Council	RATING				
	1	2	3	4	5
1. Maintains effective communication, both verbal and written with the City Council.					
2. Maintains availability to the City Council.					
3. Provides information needed for City Council action in a timely manner.					
4. Establishes a system of reporting to the City Council the current plans and activities of the City.					
5. Provides for clear presentations to the City Council in the most concise, clear and comprehensive manner possible.					
6. Provides the City Council with all perspectives of an issue and provides a recommendation and reason to support that recommendation.					
7. Always prepared to answer questions of the City Council.					
COMMENTS/SUGGESTIONS:					

Professional Development	RATING				
	1	2	3	4	5
1. Is the City Manager viewed with respect as compared to others in Public Administration?					
2. Does the City Manager enthusiastically seek and support professional improvement through pertinent seminars and conferences?					
3. Does the City Manager deal effectively with other governmental managers?					
4. Is the City Manager always interested in learning new techniques or envisioning new ways to conduct business?					
COMMENTS/SUGGESTIONS:					

Personal Characteristics	RATING				
	1	2	3	4	5
1. Imagination: Does the City Manager show originality in approaching problems? Is she able to visualize the implications of various approaches?					
2. Objectivity: Is the City Manager unemotional and unbiased? Does she take a rational viewpoint based on facts and qualified opinions?					
3. Drive: Is the City Manager energetic, willing to spend whatever time is necessary to do a good job?					
4. Decisiveness: Is the City Manager able to reach timely decisions and initiate action?					
5. Attitude: Is the City Manager enthusiastic, cooperative and willing to adapt?					
COMMENTS/SUGGESTIONS:					

OTHER COMMENTS THAT MAY BE RELEVANT TO THIS EVALUATION:

Signature

Date