

GOALS AND OBJECTIVES FOR FY 2019-2020
Established during Budget Planning Work Sessions

Good financial health is the cornerstone to all municipal operations, and the City of Dexter is committed to practicing sound financial management to ensure fiscal sustainability for current community members and for future generations.

GOAL: *To create an atmosphere of economic competitiveness for both residents and our business community.*

OBJECTIVE: Maintain a competitive tax rate in relation to similar communities within Washtenaw County in particular, and Southeast Michigan in general, by:

- Ensuring that the City millage rate meets the following standards:
 - Be in the lowest one-third of city millage rates in southeast Michigan (Livingston, Jackson, Macomb, Monroe, Oakland, Washtenaw, and Wayne counties);
 - Be lower than the average city millage rate for Washtenaw County (Ann Arbor, Chelsea, Dexter, Milan, Saline, and Ypsilanti).

OBJECTIVE: Maintain a strong, ongoing commitment to economic development by;

- Assisting the DDA in implementing its Development and TIF Plan by participating in the marketing and redevelopment efforts for 3045 Broad Street.
- Stimulating the local economy by ensuring that relevant bid opportunities are advertised to local companies.
- Implementing Economic Development Strategy (i.e. Economic Enhancement Program).
- Conduct at least one business forums/summit in partnership with Ann Arbor Spark.
- Pursuing avenues for making fiber available to all properties

GOAL: *In order to foster fiscal sustainability, the City shall adhere to best practices recommended by various boards and organizations such as the Government Accounting Standards Board (GASB), the Government Finance Officers Association (GFOA), and the Association of Public Treasurers of the United States and Canada (APT US&C), and shall follow the rules of Generally Accepted Accounting Principles (GAAP).*

OBJECTIVE: Seek the industry recognition of best practices by applying for and receiving awards for financial management excellence such as;

- The GFOA's Distinguished Budget Presentation Award.
- The GFOA's Certificate of Excellence in Financial Reporting.
- The APT US&C's Investment Policy Certification.

OBJECTIVE: Implement GASB pronouncements on or before their required implementation dates.

OBJECTIVE: Maintain a bond rating through Standard and Poor's Rating Service of at least A-.

GOAL: *The City shall strive to use its limited resources wisely and to seek out sources of revenue beyond those provided by City property owners.*

OBJECTIVE: Maintain a fund balance (reserves) for emergencies;

- 15% of annual operating revenue in the General Fund.
- 50% to 75% of operating expenditures in the enterprise funds.

OBJECTIVE: Recognizing that legacy costs, such as pensions and retiree health care, place a large burden on future generations if not properly addressed in the present, the City will strive to;

- Maintain the Municipal Employees Retirement System (MERS) defined benefit retirement plan at a level between 85% and 100% of funding, as determined by the MERS actuarial study.
- Set aside a minimum of \$95,000 per year for Other Post Retirement Benefits (retiree health care) until such time as there is an 80% funding as determined by an actuarial study. Based on the updated actuarial report received in 2016, determine if \$95,000 is the correct level of funding for retiree health care in future years.
- Research options to provide a retiree health care buy-out program for current and future retirees.

OBJECTIVE: In order to gain the most value for limited dollars, the City shall;

- Seek a minimum of \$10,000 across the various funds and activities in outside resources such as grants and revenue sharing.
- Keep total health care within the State of Michigan's guidelines, which may require higher employee contributions.

A primary function of government is to provide our residents and businesses with the public infrastructure necessary for them to carry out their daily lives in peace and safety. This includes maintaining existing infrastructure, and creating new infrastructure as the needs of the government and our residents change.

GOAL: *To provide our residents and businesses with cost effective, safe, and efficient delivery of public utilities such as sewer services, water delivery and storm water management.*

OBJECTIVE: Seek out operating improvements that will allow the City to limit rate increases to 3% per year. This includes the following actions:

- Annually update the Utility Rate Study in house, with a formal update by the City's financial advisor every three years.
- Explore funding opportunities for utility infrastructure improvements for 3045 Broad Street.
- Continue implementation of the SAW Grant

OBJECTIVE: Ensure efficient delivery of public utility services by:

- Assessing the impact of food processing businesses on sewer operations, including the enforcement of the fats, oils and grease requirements in the Sewer Ordinance.

GOAL: *The City is committed to providing the necessary roads, sidewalks, pedestrian crosswalks, and bicycle lanes that our residents and businesses require in order to move themselves, their vehicles and products safely around the City.*

OBJECTIVE: Implement the Road Maintenance Plan that was developed for the City in 2014.

OBJECTIVE: Research the impact of extending Baker through Monument Park.

OBJECTIVE: Implement the downtown parking study.

- Work with DDA to determine long-term parking needs.

OBJECTIVE: Implement pedestrian enhancement project.

GOAL: *Public buildings provide a safe and productive environment for City employees to serve our residents and the businesses of the City, and it is a desire of the Council to provide these facilities for the public good.*

OBJECTIVE: Study opportunities for the financing of facilities for a City Hall and Council Chambers, Fire Station, and Sheriff Substation based on the Facilities Feasibility Study.

GOAL: *Parks provide residents and visitors with beautiful and functional surroundings in which to recreate and relax, and it is a City priority to maintain and protect these valuable public assets.*

OBJECTIVE: Review and update the Parks Master Plan, with updates to be done every five years, with the next update being scheduled for Fiscal Year 2020-2021.

OBJECTIVE: Implement Mill Creek Park Phase II.

OBJECTIVE: Implement the design and maintenance of First Street Park.

GOAL: *It is a desire of the City to have a centralized mechanism for identifying and determining the feasibility of long-term projects of a wide variety types and uses.*

OBJECTIVE: Provide annual staff assistance to the Planning Commission in the creation of each year's Five Year Capital Improvement Plan, and use their findings in the annual budget process to identify projects that shall be funded.

One of the main reasons people choose to live and bring their business to a particular place is the quality of life that is found within a community. The health, happiness and well-being of a community can be greatly impacted by the choices that their government leaders make when deciding funding priorities.

GOAL: *To provide the community with opportunities to experience arts, culture, nature, recreation, area-grown and crafted food and goods, and gardening experiences.*

OBJECTIVE: Provide the Arts, Culture and Heritage Committee with the resources necessary to hold the Plein Air event and facilitate temporary art, as set out in the Arts Plan. Develop a mechanism in which to facilitate the permanent placement of temporary art that is popular with the residents of the City.

OBJECTIVE: Select permanent sculptures for LaFontaine and Grandview Commons

OBJECTIVE: Hold six special events at the Farmers Market.

OBJECTIVE: Provide space annually on City property for a Community Garden.

GOAL: *Public transportation is an important part of a community's quality of life, and it is the City's desire to facilitate opportunities for public transportation.*

OBJECTIVE: Contract with the WAVE to provide door-to-door services at a minimum of five days per week, and to maintain bus routes within the City of Dexter.

GOAL: *Recognizing that non-profit and community-based organizations provide valuable services to our residents, the City will help these organizations to the extent allowed by State Law.*

OBJECTIVE: Support the Dexter Senior Center and the Dexter Area Historical Society by providing an annual contribution of \$1,000 and \$250, respectively, to go towards services provided to Dexter residents.

GOAL: The City seeks to be welcoming for residents in all income brackets.

OBJECTIVE: Partner with Avalon Housing for affordable housing and a permanent home for Faith in Action.

The flow of information, from the government to the people and from the people to the government, is vital for a government to be able to understand and meet the needs of its citizens and businesses.

GOAL: *The City commits to providing mechanisms to share information with the public in a wide variety of platforms.*

OBJECTIVE: Use the following tools to communicate with the public:

- Hold a minimum of two community meetings each year to interact with the public on a variety of issues and topics relevant to the community of Dexter.
- Post a minimum of 24 news and information items per year on the City's website.
- Post a minimum of 48 news and information items per year on the City's Facebook Page.
- Provide an email update at least twice per month.
- Place one advertisement per year with Adams billboard to promote activities supported or sponsored by the City.
- Publish four newsletters per year.
- By the end of Fiscal Year 2019-2020, create a social media/website policy that addresses the City's website, Facebook page, and any future forms of communication such as YouTube, Twitter and Pinterest. Develop a plan to use electronic media, such as surveys and social media sources, to engage the public.
- Continue to publish the Dexter Visitor's Guide.
- Explore recording City Council meetings for webcast.

GOAL: *Volunteerism is vital to help the City achieve its goals, and it is important that our volunteers feel needed and appreciated.*

OBJECTIVE: Develop an award program for City volunteers and others who help to make the City a desirable place to live, work and play.

GOAL: *Communication with neighboring communities and other governmental and quasi-governmental organizations is important to facilitating regional and inter-local cooperation.*

OBJECTIVE: Participate in regional boards, commissions and joint endeavors to foster cooperation and ensure that Dexter's interests are taken into consideration when regional decisions are being made.

OBJECTIVE: Coordinate regular meetings with Dexter Community Schools.

GOAL: *Engaging with the youth of the community is beneficial to ensuring that the needs and interests of the future residents of Dexter are being considered.*

OBJECTIVE: Continue to appoint Student Commissioners as openings are available.

A government is only as good as the people/employees involved, and investment in employees is an important part of creating an organization that responds best to the people that it serves.

GOAL: *It is important to support employee and general public safety in the delivery of all public services, and encourage that services are provided in as safe a manner as possible.*

OBJECTIVE: Develop a Comprehensive Health & Safety Program and fund ongoing annual safety training onsite and offsite for employees.

GOAL: *It is important to have a workforce well educated in their job duties, and to provide for the availability of that training.*

OBJECTIVE: Each employee should have the opportunity to attend one out-of-house training session, if desired, to enhance their job performance.

OBJECTIVE: Disseminate through staff meetings or written documents the City's commitment to excellent customer service, to include the following:

- All customers are to be treated in a friendly and respectful manner.
- Staff is responsible for gathering follow-up contact information, if necessary, so that the appropriate employee or official can follow-up with the person initiating the contact.
- Customers will be directed to the appropriate employee or official in an expeditious manner.
- Customer concerns will be responded to as soon as possible, and no later than 24 hours after the initial contact.

OBJECTIVE: Accepting the status quo can lead to performance stagnation, so management will conduct staff meetings at least quarterly to discuss ways that overall performance can be improved.

GOAL: *In order to adequately perform their jobs, employees must have the necessary tools and equipment available.*

OBJECTIVE: Research asset management and document management systems for all departments. Develop plans for the upgrading and replacement of computer systems and workstations. Investigate project management software.

Public safety is one of the most important services that a government can provide. Beyond the basics of police and fire protection, public safety also encompasses emergency and disaster management, traffic and pedestrian safety, and general cleanliness.

GOAL: *As the 2012 tornado proved, emergency and disaster preparedness is important, both for City employees and for its residents and businesses. The City commits to providing the means for training and distribution of safety materials.*

OBJECTIVE: Dexter's Emergency Action Guidelines will be disseminated to employees, residents and businesses in the following manner:

- Employees will have annual in-house training.
- Dexter-specific information will be distributed annually through at least one of the mass communication methods commonly used by the City.

GOAL: *Police and fire services shall be provided in an efficient and responsive manner, and in the most economically viable manner.*

OBJECTIVE: Continue to participate in the Washtenaw County Police Services Steering Committee to ensure that police services are both economical and efficient.

OBJECTIVE: Continue negotiations with surrounding townships on further consolidation and regionalization of fire services.

- Maintain presence on the board of the Dexter Area Fire Department, and receive quarterly reports to Council on financial and operational matters.

GOAL: *Traffic patterns and enforcement shall be conducive to overall public safety.*

OBJECTIVE: The RadarSign shall be used on a minimum of twelve different local roads throughout the fiscal year.

GOAL: *Public infrastructure cleanliness needs to be managed in a manner that promotes not only aesthetics but also public safety.*

OBJECTIVE: The Department of Public Works shall perform the following functions:

- Clean all downtown sidewalks and pedestrian paths to remove loose impediments at least monthly.
- Sweep City streets in accordance with the set maintenance plan.
- Pick up brush, leaves, and Christmas trees in accordance with the set maintenance plan.
- Remove trash from downtown receptacles in accordance with the set maintenance plan.

The City recognizes that the environment is important to our residents and businesses, and that government plays a vital role not only as stewards of the environment, but also as educators.

GOAL: *Addressing sources of water pollution is important to the overall quality of life within the City.*

OBJECTIVE: The City shall address the sources of water pollution in the following manner:

- Educational materials about the use of fertilizers with phosphorous, use of rain barrels and rain gardens, and other relevant environmental information shall be distributed annually through at least one of the mass communication methods commonly used by the City.

OBJECTIVE: In order to reduce the use of paper and other resources associated with the creation of board and committee packets, research electronic packets for boards and commissions.

Governments often create plans, documents, and goals and objectives to help guide decision makers in the creation of public policy and the expense of public funds. It is important that these documents be reviewed regularly to make sure that they are still relevant to current situations and future needs.

GOAL: *The City staff, commissions, and elected officials need to review City plans and documents to ensure both familiarity with them and their relevance to planning and policy.*

OBJECTIVE: The City staff, commissions, and/or elected officials shall review all or part of the following documents at least once per year:

- The Master Plan and Capital Improvement Plan to aid in policy and budget decisions. Implement recommendations that will be made in 2019 Master Plan.
 - Review and update Zoning Ordinance to align with the Master Plan.
- The Park and Recreation Master Plan and Tree Management Plan as a guide to decisions affecting the parks, recreation and community forestry activities and budget decisions.
- The Downtown Development Plan and Economic Development Strategy as guides for economic and development activities within the plan area.
- The Arts, Culture & Heritage Master Plan.
- The budgetary goals and objectives to plan out activities for the current and future budget years.
- Develop a 5-Year Assessing Plan

From time to time, Council and Staff identify items that are not practical to have as a current objective, but that are desirable to keep in the public consciousness.

Policy Area: Public Infrastructure

GOAL: The City is committed to providing the necessary roads, sidewalks, pedestrian crosswalks, and bicycle lanes that our residents and businesses require in order to move themselves, their vehicles and products safely around the City.

OBJECTIVE: Research walkability scoring and develop a plan to improve the City's walkability score.

Policy Area: Financial Sustainability

GOAL: *To create an atmosphere of economic competitiveness for both residents and our business community.*

OBJECTIVE: Maintain a strong, ongoing commitment to economic development by;

- Research opportunities for the expansion of the Business Park and for providing space for tech companies and other office uses.

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2019-2020 Objective

2019-2020 Result

2020-2021 Action

FISCAL SUSTAINABILITY

Tax Rate Competitiveness	Be in lowest 1/3 in SE Michigan	Increased millage 0.5 for roads	
	Be lower than Washtenaw Average		
Commitment to Economic Development	Assist with 3045 Broad redevelopment	Entered into Pre-Development with Norfolk in 2017-18. Research and due diligence on-going. Work session regarding building 3 scheduled for January 29th.	Complete pre-development due diligence and proceed to PUD SPR and Development Agreement
	Advertise bids to local companies	Bids advertised via MITN and website Bids advertised in Sun Times Auctions advertised via website and Govdeals	
	Implementing Economic Development Strategy		Prioritize recommendations for implementation and create Economic Development toolbox
	Conduct at least one business forums in partnership with Spark	Business breakfast held November 13, 2019	Work with Ann Arbor SPARK on a networking event and Business Summit
	Pursue avenues to make fiber available to all properties	Fiber is available to all properties - the speed varies	
Financial Best Practices	GFOA Distinguished Budget Award	Award received for FY 18-19.	
	GFOA Certificate of Excellence in Financial Reporting		
	APT US&C Investment Policy Certification	Certification was received in prior years. Recertification not necessary.	
	Implement GASB pronouncements	Implemented as required	
	Maintain Bond Rating of at least A-	Bond Rating is AA+.	
Use of Limited Resources	Fundbalance of at least 15% of revenue		
	Reserves of 50% - 75% of operating expenditures in enterprise funds		
	MERS defined benefit at least 85%	87% as of 12/31/18	
	\$95,000 contribution for OPEB	Contributed \$119,000 - in line with actuarial report	
	Research options to provide retiree health-care buy-out program		
Use of Limited Resources (continued)	Seek a minimum of \$10,000 in grants	\$10,000 from CTAP (rec.) \$4,500 from MMRMA for sewer camera;	

	2019-2020 Objective	2019-2020 Result	2020-2021 Action
	Total healthcare costs within State guideline		
PUBLIC INFRASTRUCTURE			
Public Utilities	Formal utility rate study update every three years.	Rate studies completed	
	Explore funding for utility infrastructure improvements for 3045 Broad		
	Implement SAW Grant	SAW Grant complete	Continue to utilize reports to plan for projects
	Assess impact of food processing businesses on sewer processing	NUBCO surcharges now below \$20 per month.	
Streets and Sidewalks	Implement Road Maintenance Plan	Continued to implement plan.	
	Research impact of extending Baker through Monument Park		
	Implement downtown parking study		
	Work with DDA to determine long-term parking needs	DDA discussing strategic planning	
	Implement Pedestrian Enhancement Project	RRFB's and Forest Street sidewalk completed.	Continue education efforts
Public Buildings	Study financing for City Hall and Fire Department/Police Substation	Continued work sessions. Ballot language approved in January 2020	
Parks	Review and update Parks Master Plan	Parks and Recreation Commission reviews annually in March. Next major 5-year update scheduled for FY 20-21	
	Implement Mill Creek Park Phase II	Construction to start March 2020	
	Implement design and maintenance of First Street Park.	DPW to begin work in spring 2020	
Capital Improvement Plan	Provide staff assistance for CIP and use in budgeting process	Performed as part of budgeting process	
QUALITY OF LIFE			
Arts, food and gardening	Support Plein Air and temporary art as set forth in ACH Master Plan	2019 Plein Air successful; 2020 call for sculptures issued for temporary display in January. 2020 Plein Air registration open.	
	Select permanent sculptures for LaFontaine and Grandview Common	Working on public survey to gauge interest in 2019-2020 sculptures for potential purchase	
	Hold six Farmers Market events.	7 events held and entertainment every weekend.	
	Community Garden	2019 Community Garden was successful.	
Public Transportation	WAVE five days a week	WAVE operates M-F	
Recognizing community-based organizations	Support Dexter Senior Center and Historical Society	Donations will be made in 19/20	
Affordable Housing	Partner with Avalon Housing for affordable housing and a permanent home for Faith in Action	Purchase agreement signed; Avalon has received funding for project; final site plan - March 2020	
FLOW OF INFORMATION			
Communicate with public	2 community meetings per year	Grand Street project meeting October 2019	
	Post a minimum of 24 news items on City Website	Website update complete; news items are frequently posted	
	Post a minimum of 48 news items on the City's Facebook page	Items frequently posted	

	2019-2020 Objective	2019-2020 Result	2020-2021 Action
	Email update twice per month	Updates sent weekly	
	Advertise on Adams Billboard	Advertised pedestrian safety on billboard	
	4 newsletters per year	Newsletters published in summer and fall 2019. Working on reissuance of resident handbook	
	Develop social media policy and a plan to electronically engage the public.	Draft provided to Council	
	Publish Dexter Visitor's Guide	Continued to distribute Visitor's Guides to local hotels, community organizations, and State Visitor's Centers.	
	Explore recording Council meetings for webcast	Private entity recording City Council meetings and publishing them on YouTube. Will explore this further after the implementation of the new website.	
Volunteerism	Develop an award program for City volunteers.		
Communicate with neighboring communities and other organizations	Participate in regional boards, commissions and joint endeavors	Staff and Council participate in SEMCOG, WAVE, WATS, DAFD, MML, MMTA, MEDC, HRWC, WRRMA etc.	
	Coordinate regular meetings with Dexter Community Schools	Meetings held regarding MCP Phase 2 Construction.	
Youth Engagement	Explore ways to increase youth involvement with local government	Appointed student reps to Parks, Planning, ACH and Council; attached is an attendance summary - reappointments are in June 2020	

INVEST IN EMPLOYEES

Employee safety	Develop comprehensive health & safety program with ongoing annual safety training.		
Educated workforce	Employees have opportunity to attend one out of house training	Training offered in sewer, water, Microsoft Office programs. City Manager, Asst. to CM, and Finance Director/Treasurer have all attended professional seminars. Utility staff attended operators day in Lansing.	City Council trainings/educational speakers?
	Disseminate customer service standards through meetings and written documents.	Ongoing, through meetings and training.	
	Hold quarterly staff meetings.	Administrative staff budget review held quarterly	
Employee tools	Asset management system	LuCity implemented	
	Computer replacement plan	Ongoing work with IT Right to maintain replacement schedule.	
	Project management software		
	Document management system	Continued scanning historical records and site plans. Historical council meeting minutes will again be available on website.	

PUBLIC WORKS/SAFETY

Disaster preparedness	Disseminate Emergency Action Guidelines with in-house training	Tornado safety info included in resident handbook	
Police and fire services	Participate in Washtenaw County Police Services Steering Committee	City Manager attends meetings	
	Continue negotiations to consolidate fire services		
	Maintain presence on DAFD board and receive quarterly reports	Two City representatives sit on DAFD Board.	

	2019-2020 Objective	2019-2020 Result	2020-2021 Action
Traffic enforcement	RadarSign used on a minimum of twelve different roads	Approximately 10 roads covered as of 1/22/20	
Cleanliness	Clean sidewalks and paths monthly	All necessary maintenance was performed.	
	Sweep streets in accordance with maintenance plan	All necessary maintenance was performed.	
Cleanliness (continued)	Pick up brush, leaves and Christmas trees in accordance with maintenance plan	All necessary maintenance was performed.	
	Remove trash downtown in accordance with maintenance plan	All necessary maintenance was performed.	
ENVIRONMENT			
Water pollution	Education materials annually distributed	Information included in newsletter Information included in Resident Handbook and distributed to all households in the City	
Electronic packets	Investigate electronic packets for boards and commissions		
REVIEW DOCUMENTS			
Review plans and documents	Review Master Plan and CIP annually	CIP updated annually; Master Plan adopted in 2019	Zoning Ordinance update to implement Master Plan updates.
	Review Park & Recreation Plan and Tree Plan annually	Parks and Rec Plan and budget to be reviewed by Committee in March 2020 as part of annual review and budget process	
	Review DDA plan and Economic Development Strategy	DDA continues to maintain an updated forecast; discussing their strategic plan	
	Arts, Culture & Heritage Plan	Annual review for updates began in January as part of annual review and budget process.	
	Goals and Objectives annually	In progress for FY 19/20	
	Develop 5-Year Assessing Plan		
FUTURE ITEMS			
Public Infrastructure	Improve walkability scoring		
Financial Sustainability	Research expansion opportunities for Business Park.		

	13-May	28-May	10-Jun	24-Jun	8-Jul	22-Jul	12-Aug	26-Aug	9-Sep	24-Sep	14-Oct	28-Oct	11-Nov	25-Nov	9-Dec	23-Dec	Total
Council Student 1	1	ab	1	ab	ab	1	ab	1	1	ab	1	ab	1	ab	ab	ab	7
Council Student 2	1	ab	ab	ab	1	1	1	ab	1	ab	ab	1	ab	ab	ab	ab	6
																Possible	15

	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Planning Student 1	1	1	Canc	1	1	1	1	1	7
Planning Student 2	1	1	Canc	ab	1	1	ab	1	5
								Possible	7

	Apr	May	June	2-Jul	23-Jul	Aug	Sept	Oct	Nov	Dec	Total
ACH Student 1	1	1	1	1	ab	Canc	Canc	1	ab	1	6
ACH Student 2	1	1	ab	1	1	Canc	Canc	1	1	1	7
										Possible	8

	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Parks Student 1	1	1	ab	ab	Canc	1	ab	ab	Canc	3
Parks Student 2	ab	ab	1	1	Canc	ab	1	1	Canc	4
									Possible	7