



**City Council & Leadership Team
Strategic Goal Setting Work Session**

January 24, 2025

8:30 a.m.

Saugatuck Yacht Club (15 Park Street)

OBJECTIVES

- ♦ Review Progress of Priorities in Key Result Areas Set for Fiscal Year 2024-2025
- ♦ Review Citizen Survey Results
- ♦ Discuss Potential Near-Future Threats & Opportunities
- ♦ Discuss Each Key Results Area & Additional Items; Prioritize Projects for Upcoming Fiscal Year
- ♦ Next Steps

AGENDA

8:30 AM: Coffee and Chat

9:00: Call to Order, Welcome, Public Comment: City Manager Cummins and Mayor Anderson

Agenda Review, Brief Review of Agreed Upon Operating Guidelines, Introductions:

- Name, position, length of service
- ONE "MUST HAVE" attribute of an effective member of a high-function leadership team
- YOUR #1 Council Priority for the City in fiscal year 2025/2026

Review progress made in Key Results Area priorities set for fiscal year 2024/2025:

City Manager & Department Heads

Citizen Survey Review: Mayor Anderson

10:45: BREAK

10:55: Review Vision statement & previous Key Result Areas; Discuss Vision, Mission, Tagline

Review Current Key Results Areas: Still relevant? Edits, modifications?

Review Current Priorities: One page of current projects, City Manager

Discuss Updating Land Use Master Plan, City Manager

Discuss **Additional Items** in each Key Results Area

NOON: WORKING LUNCH:

Near-Future Threats We May Need to Address/Opportunities We Can Optimize

12:45 PM: Review generated ideas about Potential Opportunities & Challenges

Effectively Navigating Through the Phases of Team Development

Review of Legislative and Executive Roles & Responsibilities

(Each table discusses the response to a potential scenario & reports out to the full group)

2:30: BREAK

3:20: Discuss prioritization of items in Key Results Areas
Next Steps, Wrap Up & Adjourn

Please Note: This is an in-person meeting. Times are approximate and may vary throughout the day.



SAUGATUCK CITY COUNCIL GOALS AND PRIORITIES

Introduction

The Saugatuck City Council sets the vision for the City and adopts goals to reflect that vision and guide decision making. The goal setting process builds Council consensus on policies and projects that impact City residents, businesses, visitors and the community as a whole. The Administration uses the City Council vision and goals to set priorities, direct work activities, and allocate staff and financial resources. The City Council Goals are dynamic. They should be reviewed and updated or amended as needed to reflect citizen input as well as changes in the external environment.

City Council Vision

“Saugatuck is an inclusive waterfront community that welcomes all. City residents enjoy a great quality of life living in one of the country’s highest rated tourist destinations. Visitors enjoy a unique small-town atmosphere, exceptional parks and access to attractive natural resources. Saugatuck is a vibrant, inviting community with an active tourist based economy, stable property values and its own sense of history as the community moves into future.”

City Council Goals

Goal 1: Fiscal responsibility

City Council and staff will serve as stewards of the City’s fiscal resources in safeguarding assets, planning long-term financial stability and maintaining adequate contingency reserves. Fiscal activities will be justifiable, efficient, effective, transparent and accountable.

Goal 2: Maintain and improve public infrastructure and facilities

The City of Saugatuck understands the very basic foundation of any successful municipality is a well maintained and sustainable infrastructure that meets the functional needs of the community.

Goal 3: Friendly, honest and transparent government

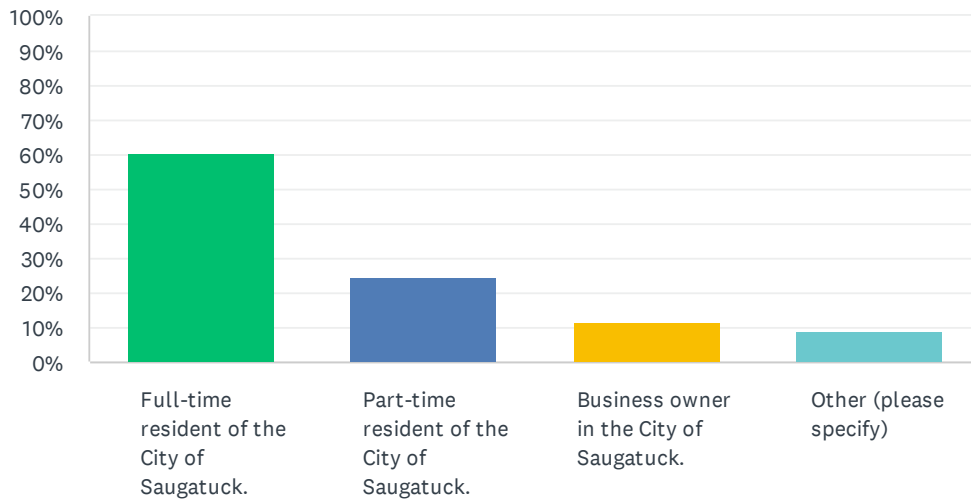
The City of Saugatuck is committed to providing timely and accurate information about City services and openly sharing information about City actions, events and decisions to our residents and businesses in the most friendly, honest and transparent manner possible. Our commitment is to our customers. We provide a positive organizational culture where we recruit and retain the best employees who are focused on public service and are always willing to work with all stakeholders in achieving success.

Goal 4: Promote Saugatuck as a recreational and cultural center that attracts visitors

The City of Saugatuck will capitalize on our diverse community and our respect for the City’s history and unique character. The City will invite residents and visitors to enjoy our community’s natural resources in a responsible manner as they build and expand their awareness and respect for our natural treasures. We will develop facilities, activities, and amenities that promote Saugatuck as a small-town tourism destination.

Q1 Please check the following that apply:

Answered: 157 Skipped: 0

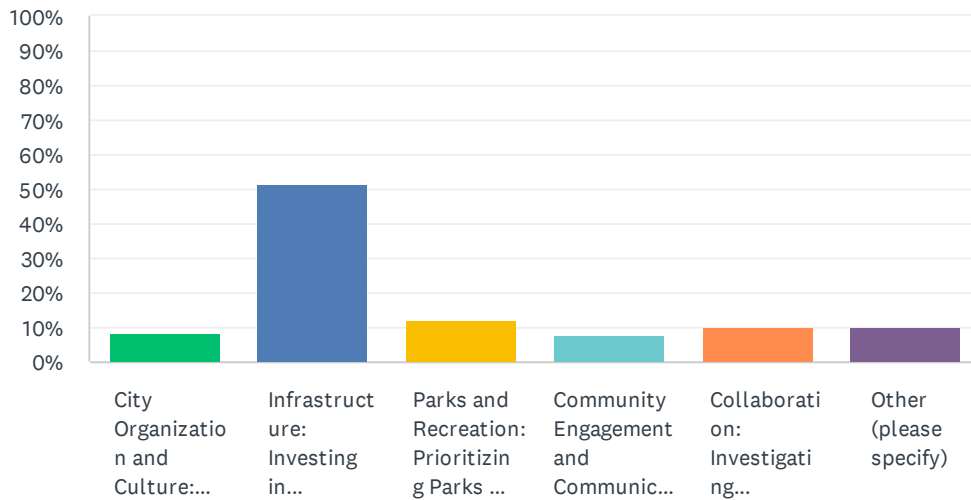


ANSWER CHOICES	RESPONSES	
Full-time resident of the City of Saugatuck.	60.51%	95
Part-time resident of the City of Saugatuck.	24.84%	39
Business owner in the City of Saugatuck.	11.46%	18
Other (please specify)	8.92%	14
Total Respondents: 157		

#	OTHER (PLEASE SPECIFY)	DATE
1	Work downtown, live in township	1/9/2025 5:47 PM
2	Saugatuck Township	1/9/2025 1:55 PM
3	Director of Interurban	1/8/2025 11:34 AM
4	Protecting out water, including integrating designs to clean storm water before it enters our waterways.	1/8/2025 6:56 AM
5	Work in city, live in township	1/7/2025 7:51 AM
6	Live in Saugatuck Township	1/6/2025 3:45 PM
7	resident outside of any city limit in Saugatuck Township	1/6/2025 10:20 AM
8	Resident and business owner on city/ township line	1/6/2025 10:17 AM
9	past full time resident, now township resident	1/6/2025 10:15 AM
10	Work near the City	1/6/2025 9:36 AM
11	Saugatuck Douglas CVB Executive Director	12/30/2024 12:27 PM
12	I work in the City.	12/24/2024 7:43 AM
13	Part time but my family are one of the founders of Saugatuck	12/23/2024 7:46 PM
14	You only want input on things you think are important	12/23/2024 6:17 PM

Q2 Which of the following strategic goals do you consider the number one priority for the City of Saugatuck in Fiscal Year 2025-2026 (July 2025 to June 2026)?

Answered: 157 Skipped: 0



ANSWER CHOICES	RESPONSES	
City Organization and Culture: Improving the efficiency and effectiveness of the administration and Council/Boards/Commissions/Committees, in order to provide better quality services to residents.	8.28%	13
Infrastructure: Investing in infrastructure updates throughout the City to support the needs of our citizens and visitors, such as road surfacing, water service line replacement, and improved cellular coverage.	51.59%	81
Parks and Recreation: Prioritizing Parks and Recreation projects for improved and well-maintained natural park spaces, which will add to the beauty and desirability of the City.	12.10%	19
Community Engagement and Communication: Increasing community engagement and trust with better communication strategies.	7.64%	12
Collaboration: Investigating opportunities to engage with other communities for cost-saving purposes and to accomplish larger-scale, cross-jurisdictional projects.	10.19%	16
Other (please specify)	10.19%	16
TOTAL		157

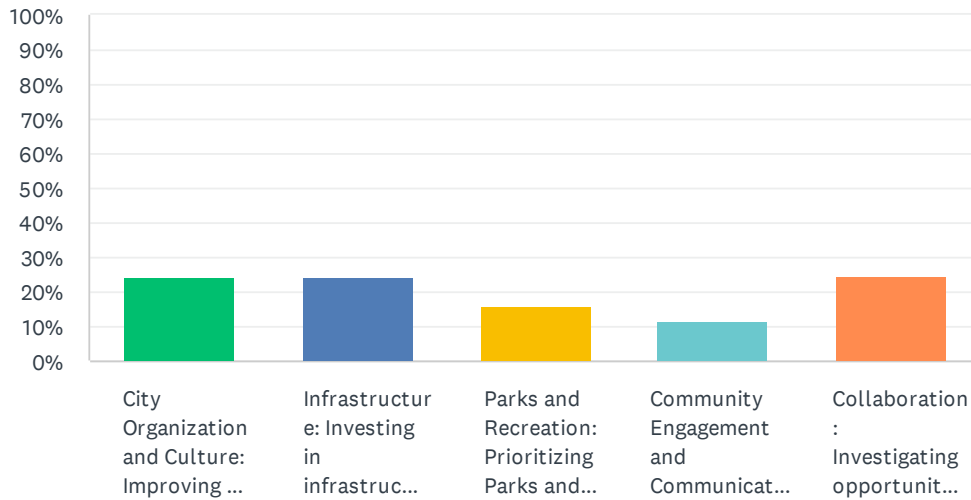
#	OTHER (PLEASE SPECIFY)	DATE
1	Parking	1/8/2025 10:07 PM
2	safety	1/7/2025 8:32 AM
3	ETHICS!! We are ashamed of some on our current council for what they've done.	1/6/2025 11:43 AM
4	Do something about the over run of deer who are destroying the landscaping of private homeowners and ruining the forest.	1/6/2025 11:30 AM
5	Bad press coming from city council members.	1/6/2025 10:20 AM
6	There is no trust with many of the council and board members.	1/5/2025 5:40 PM

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7	Cellular coverage, parking, downtown cleanup/updates	1/3/2025 2:33 PM
8	Reduce costs (legal fees, recruiter fees, salary that does not match (under qualified hires) qualifications of hire) payouts, unnecessary projects (airport/grandiose playground) and with that property taxes. Unbridled waste must stop.	1/2/2025 5:37 PM
9	Safety and new revenue	12/29/2024 10:40 AM
10	The list reads like corporate speak for accomplishing nothing. City should focus on basic services since all areas are less than functioning. All employees should be instructed as to their job requirements and their obligations to the taxpayers and residents. This includes how they present themselves to the public and maintain the City offices. Dress appropriately and clean up City Hall. It looks and smells like a pig pen. Smell of food all the time. Quit praising everyone's work - it's what they get paid to do and none very well. Get back to basics rather than a pile of flashy projects never completed.	12/26/2024 7:28 PM
11	The claims of inefficiency and ineffectiveness by the staff and boards/council and the claimed lack of transparency and responsiveness are "red herrings" and simply not valid.	12/26/2024 3:02 PM
12	Explore opportunities to create areas where reasonably affordable housing can be built within the city. Annex property from the township to the city, if necessary.	12/24/2024 3:08 PM
13	Control Spending!	12/23/2024 10:48 PM
14	STR	12/23/2024 6:38 PM
15	Less government oversight	12/23/2024 6:19 PM
16	Douglas and Saugatuck police no private council meetings	12/23/2024 6:17 PM

Q3 Which of the following strategic goals do you consider the number two priority?

Answered: 150 Skipped: 7



ANSWER CHOICES	RESPONSES	
City Organization and Culture: Improving the efficiency and effectiveness of the administration and Council/Boards/Commissions/Committees, in order to provide better quality services to residents.	24.00%	36
Infrastructure: Investing in infrastructure updates throughout the City to support the needs of our citizens and visitors, such as road surfacing, water service line replacement, and improved cellular coverage.	24.00%	36
Parks and Recreation: Prioritizing Parks and Recreation projects for improved and well-maintained natural park spaces, which will add to the beauty and desirability of the City.	16.00%	24
Community Engagement and Communication: Increasing community engagement and trust with better communication strategies.	11.33%	17
Collaboration: Investigating opportunities to engage with other communities for cost-saving purposes and to accomplish larger-scale, cross-jurisdictional projects.	24.67%	37
TOTAL		150

Q4 Are there any other specific goals, projects, or action items you would like to see addressed in the coming year?

Answered: 73 Skipped: 84

#	RESPONSES	DATE
1	The new roundabout was not a success. Blue star is heavy on traffic not the crossing street.	1/10/2025 8:06 AM
2	PARKING- angled on Butler? One way?	1/9/2025 5:47 PM
3	Low income housing for workers coming to summer jobs in Saugatuck. They are essential and we need them.	1/9/2025 1:55 PM
4	Legal fees the city spends is concerning	1/8/2025 12:12 PM
5	Capture and retain Green Space	1/8/2025 11:34 AM
6	Keep fighting the floating home battle despite the costs. It is worth it in the long run. We should consider adding a position that coordinates events and activities as fewer people volunteer, we will need someone to coordinate events and add events to keep our town vibrant and attract attendees. Great job managing the budget. The new audit findings are impressive!	1/8/2025 8:51 AM
7	Affordable housing	1/8/2025 6:56 AM
8	communication still needs to be improved and would like to see more shared as projects are worked on and completed. we need parking downtown to be worked on and affordable housing	1/7/2025 2:48 PM
9	1) Bathroom at Culver St., 2) Downtown beautification, 3) Parking	1/7/2025 10:57 AM
10	I would like to see 1 designated police officer for the city. I feel safety is a big concern of many residences. We have had to rely on Douglas to assist.	1/7/2025 8:32 AM
11	An end to the council promoting their personal agendas and instead a focus on what really is best for the city based on evidence based research instead of the likes/ dislikes of the council	1/7/2025 7:51 AM
12	Update code of ethics.	1/7/2025 5:51 AM
13	Removal of fragile trees that are very close to power lines	1/6/2025 9:04 PM
14	Parking. We need a parking structure. Let's figure out a good plan to future proof our community and protect businesses.	1/6/2025 7:32 PM
15	- collaboration to repair and re-open Ferry/Park St. - removal of "houseboats" on the Park St. side and nearby wall obstructing the Chain Ferry	1/6/2025 2:36 PM
16	Developing a strategic plan for the improvement and development of the Haworth property.	1/6/2025 12:03 PM
17	Reign in spending. Our attorney bills in particular are outrageous.	1/6/2025 11:43 AM
18	repeal of the STR cap, improve cell coverage during summer months, public restrooms located at Coghlin park. In general sidewalk throughout the city are in a state of disrepair due to tree root growth and neglect, particularly on the Hill and behind the SCA.	1/6/2025 11:40 AM
19	a detailed plan (engineering, cost, timing) to address lead line replacement	1/6/2025 11:33 AM
20	Collaboration (pressure) in City of Douglas to expedite the repairs on Ferry. This is a negative impact on a large number of homeowners and businesses in Saugatuck.	1/6/2025 11:21 AM
21	Free beach passes to residents. If we can afford severance packages for people who quit their job. We can afford free beach passes to a principal city resource. Our taxes should cover this.	1/6/2025 11:12 AM
22	ethics,trust of council, cell service, parking	1/6/2025 10:54 AM
23	Sidewalks!!!!	1/6/2025 10:29 AM
24	As a business owner I would like to see an economic study, now that you have turned away	1/6/2025 10:20 AM

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tourist. We can not run a business in Saugatuck with out tourist. The city is negligent in not doing the research 1st.

25	Too many restrictions on short-term rentals. Policies should be re-evaluated using data to determine the effects on businesses and tourism.	1/6/2025 10:15 AM
26	Maple Street - road and sidewalk	1/6/2025 9:55 AM
27	We would genuinely like to see a full time, professional event coordinator in place. Our shoulder seasons need major bolstering and that somehow keeps getting lost in translation with other organizations. I have no idea what jurisdiction or 'sway' (if any) the city has on downtown business rentals - but if something isn't done about the skyrocketing commercial rents - you're going to keep loosing the true small businesses that make up this town. Perhaps, because our business is a total owner/operator, completely handmade type of operation, we hear complaints from visitors all summer about the lack of handmade art, etc, and the over abundance of buy/sell imported gifts and t-shirt/clothing shops. Saugatuck has been known as an artists colony for just about forever - that's dwindling and people are starting to notice. That being said, your average artist can't afford studio space/retail space that's priced for a corporation. I don't know the answer, but I can definitely see the problem.	1/6/2025 9:19 AM
28	Revisit the Douglas/City of Saugatuck merger idea that was voted down some years ago. A lot of redundant costs being incurred - I think, but not sure. Do some analysis to see validate opportunities. One place to start is DPW. Could easily combine.	1/6/2025 9:10 AM
29	I hear many questions on ethics and full disclosure concerning the same 3 council members. I would like to see this be handled, exposed and dealt with this year. Their behavior has given Saugatuck a bad name in the press and during city council meetings. This should not be tolerated.	1/5/2025 5:40 PM
30	An ethics policy for all city employees. And a bathroom around Culver street	1/3/2025 9:45 PM
31	Support the community's brick and mortar businesses. Encourage the CVB to plan in advance Q4 and Q1 events. Stop allowing outsiders (SCA market presenters) from using city lot next to the SCA: Let them shuttle from another location as the Art show requires of their attendees. Hold the SCA to the 80% rule that presenters are in fact farmer's market goods. The "market" is oftentimes not at 80/20 and the vendors are for the most part NOT LOCAL. Many of these non farm vendors are taking revenue from your local brick and mortar business because the SCA market "vendors" sell what's sold here in Saugatuck.	1/2/2025 5:37 PM
32	council methods/action are questionable. Use of attorney to attack/investigate fellow council members just because different opinion shows poorly of council and staff. replacement of resigned council members was lacked ethics.	1/2/2025 2:40 PM
33	Trust as the unethical acts of group of 4 has destroyed all trust in the council and staff. Still need improvement in the cell service, also need a better parking plan since council eliminated 30% of intown parking with no replacement plan, stupid!	1/2/2025 2:21 PM
34	The SCA should also not be using the city parking lot for "markets" or their vendors trailers on market days. The vendors there are mostly not local (Saugatuck, Douglas, Fennville) and are selling items sold at brick and mortar stores in town. If it was a true farmers market like the ordinance states it should be it might be different. The market is limiting the parking and shopping dollars from customers coming to Saugatuck to spend throughout town with the help of the city at the expense of local business. When was the last time the SCA shared it's parking lot with the businesses of Saugatuck to use to help with the parking shortage of town when it's not in use?	1/2/2025 11:41 AM
35	address the dishonesty and cheating by the 4 councilmember block, they drag the city staff into the dishonest actions with their position, also Parking, also cell service	1/2/2025 9:54 AM
36	Absolutely install rubber speed "Humps" on Park St on max 350' spacing. These are removable for winter conditions. Owners should not pay for all infrastructure improvements. Business owners in large part gain the benefit vis a vis improved business and customers. Consider an additional tax district often seen in other towns for liquor and food and/or on business district purchases that would go direct to infrastructure improvements. Consider offering a 5 year renewable lease on an Oval Beach summer season restaurant location. Could be lease plus a percentage of profits generated. Rebid lease and profit sharing every 5 years. This idea would or could be similar to the multitude of "Tiki Hut" restaurants located in Florida beach towns although without the Florida palm tree themes. Take advantage of all the summer	12/29/2024 10:40 AM

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sunset visitors that flock to Oval Beach every night that would love to have a drink and appetizers. The council should think like an entrepreneur!

37	Dredge lake Kalamazoo	12/27/2024 7:57 PM
38	Have leaders in place who work for the community, not their own agenda.	12/27/2024 3:28 PM
39	More extensive recycling efforts. Styrofoam, electronics	12/26/2024 10:30 PM
40	Same as above. Don't know how you expect anyone to rate City efforts inn list below because no real effort has been made in any category.	12/26/2024 7:28 PM
41	Move those ugly houseboats across from Wicks Park.	12/26/2024 9:19 AM
42	Safety is a very big concern. The City of Saugatuck has to rely on Douglas to assist	12/25/2024 7:26 PM
43	Coming up with a better STR plan that allows for more licenses.	12/25/2024 4:29 PM
44	Freedom for homeowners- remove ridiculous economic killer implemented for STRs... if you want the sidewalks cleared outside of downtown clear them	12/25/2024 10:28 AM
45	Property taxes are too high. City needs to be smarter on legal fees etc. water quality is very bad for the cost	12/24/2024 3:26 PM
46	More enforcement of city rules on STRs— like the stick piles I was asked to move, but the vacant house on the corner has three piles still in the right of way! (Singapore Dr.) Do a comprehensive study comparing the value of STRs to the community compared to if the same properties were inhabited by year round residents.	12/24/2024 3:08 PM
47	Economic impact survey of decisions made about short term rentals	12/24/2024 3:00 PM
48	I think I suggested this last year: Support the chain ferry as an asset for residents rather than visitors, I think it would enhance walkability.	12/24/2024 12:51 PM
49	Becoming a Dark Sky destination. Get rid of unnecessary street lights. They are too bright. Our dead-end on Spear Street has lost all visibility of the night sky. Scott H. Is aware of our specific problem. We are trying to work towards an amenable solution. The majority of neighbors want it gone, and the lone dissenter is coming around to that answer as well.	12/24/2024 11:07 AM
50	I would like to see more progress on the Blue Star Trail.	12/24/2024 10:37 AM
51	1. stop signs at the intersection of Maple and North streets. 2. Exploring remote parking options and shuttle service/scheduled Interurban service into town. Scooter rentals from the remote parking? Partner with the Dollar Tree Mall, the Beat Western, and the coffee/bike repair locations? There have to be options that would ameliorate some of the traffic congestion in town?	12/24/2024 10:08 AM
52	More needs be done to support the business community, such as creating a Downtown Development Authority or other body dedicated to economic development.	12/24/2024 9:44 AM
53	Very unhappy about the outcome of the STR in zone R-1. Disappointed about not being able to pass on my business (STR) down to my children.	12/24/2024 7:59 AM
54	Maple St sidewalk to allow for safer walking and school bus pickups	12/24/2024 6:49 AM
55	Policies and projects that attract full- and part-time residents who maintain their homes, participate in the community, and support local businesses.	12/24/2024 2:16 AM
56	Making Ethical behavior mandatory	12/23/2024 10:48 PM
57	Park St walking path	12/23/2024 9:59 PM
58	Ensure floating homes are not approved. Despite the legal fees, allowing that will change our community. Keep the STR regulations approved thus last year.	12/23/2024 8:01 PM
59	Property taxes are way to high — your forcing long time residents out of Saugatuck	12/23/2024 7:46 PM
60	Remove the newly reactivated street light at 555 Spear. It has not worked or the last 25 years we have it needed it and do not need it Reduced Str below 20%. Single digits or zero in residential districts	12/23/2024 7:39 PM
61	Parking lot, bathrooms, steps, viewing platform, tree maintenance around the steps at Mt	12/23/2024 7:28 PM

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	Baldhead. It's terrible.	
62	City Council Ethics Policy	12/23/2024 7:14 PM
63	STR	12/23/2024 6:38 PM
64	Should have city wide vote on short term rental policies, not decided by elected representatives	12/23/2024 6:19 PM
65	Sidewalk on Lucy many walkers much danger	12/23/2024 6:17 PM
66	Dog Beach	12/23/2024 6:05 PM
67	More connection with the residents - via mail, e-mail, and personal one-on-one engagements. That would include city council members, department/commission/committee heads and the members. Old fashioned retail one-on-one engagement will work wonders.	12/23/2024 5:41 PM
68	Parking downtown; as many protections as possible to preserve our natural spaces	12/23/2024 5:12 PM
69	You need to figure out how to solve the parking problem. Driving or trying to park downtown in a serious mess. It is also dangerous to our visitors, emergency vehicles, and locals.	12/23/2024 4:32 PM
70	Free Parking shuttle schedules for summer/heavy tourism months.	12/23/2024 2:48 PM
71	Rolling back the reckless and arbitrary STR cap	12/23/2024 1:07 PM
72	Fine tuning if needed, but not overturning the short term rental rental polices. And moving on to other topics	12/23/2024 12:58 PM
73	Continue to make gains in regulating STRs. Create incentives to allow more people to afford to live here full-time (lower homestead taxes), and disincentivize investment buyers (increase non homestead taxes).	12/23/2024 12:24 PM

Q5 City Operations, Engagement, and Communication

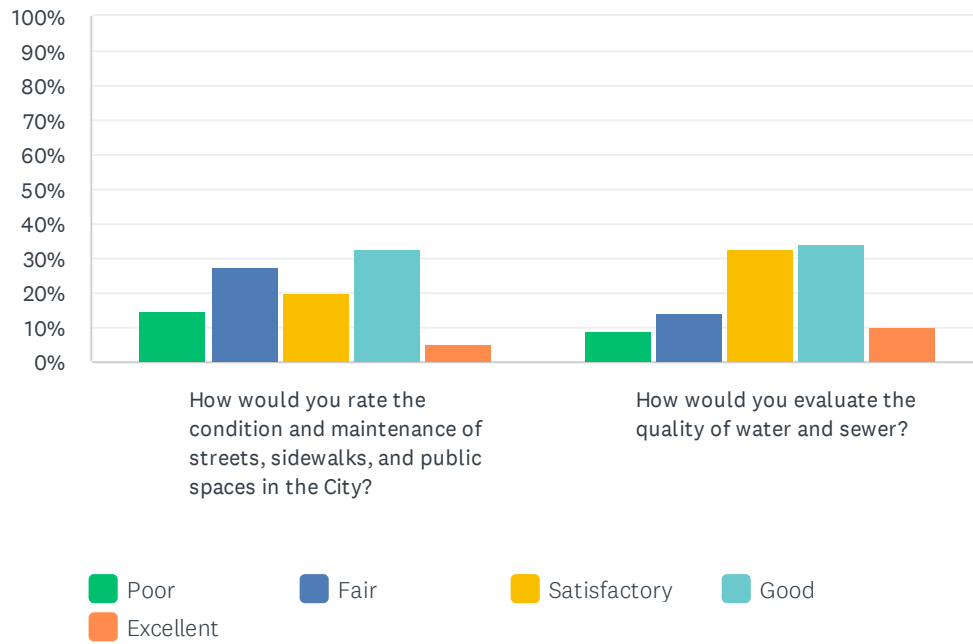
Answered: 157 Skipped: 0



	POOR	FAIR	SATISFACTORY	GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
How would you rate the City's efforts in ensuring public safety (e.g., police, fire services, emergency response)?	4.52% 7	12.26% 19	21.29% 33	45.16% 70	16.77% 26	155	3.57
How effective is the City in communicating with residents and businesses about decisions, projects, and community updates?	19.11% 30	21.02% 33	20.38% 32	26.75% 42	12.74% 20	157	2.93
How accessible and responsive are City staff when you have questions or concerns?	11.11% 17	11.76% 18	19.61% 30	32.68% 50	24.84% 38	153	3.48
How satisfied are you with the City's handling of zoning, permits, and land use planning?	20.39% 31	22.37% 34	25.66% 39	21.05% 32	10.53% 16	152	2.79
How effective is the City in seeking input from residents and businesses on decisions and projects?	29.22% 45	20.13% 31	16.88% 26	21.43% 33	12.34% 19	154	2.68
How would you rate the availability of public records or information on the City's website? Are City meetings (e.g., Council meetings) accessible and easy to attend or follow online?	10.97% 17	15.48% 24	26.45% 41	27.10% 42	20.00% 31	155	3.30
How accessible and responsive are City Council Members when you have questions or concerns?	12.33% 18	23.97% 35	28.08% 41	22.60% 33	13.01% 19	146	3.00

Q6 Infrastructure

Answered: 156 Skipped: 1



	POOR	FAIR	SATISFACTORY	GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
How would you rate the condition and maintenance of streets, sidewalks, and public spaces in the City?	14.74% 23	27.56% 43	19.87% 31	32.69% 51	5.13% 8	156	2.86
How would you evaluate the quality of water and sewer?	9.09% 14	14.29% 22	32.47% 50	34.42% 53	9.74% 15	154	3.21

Q7 Parks and Recreation

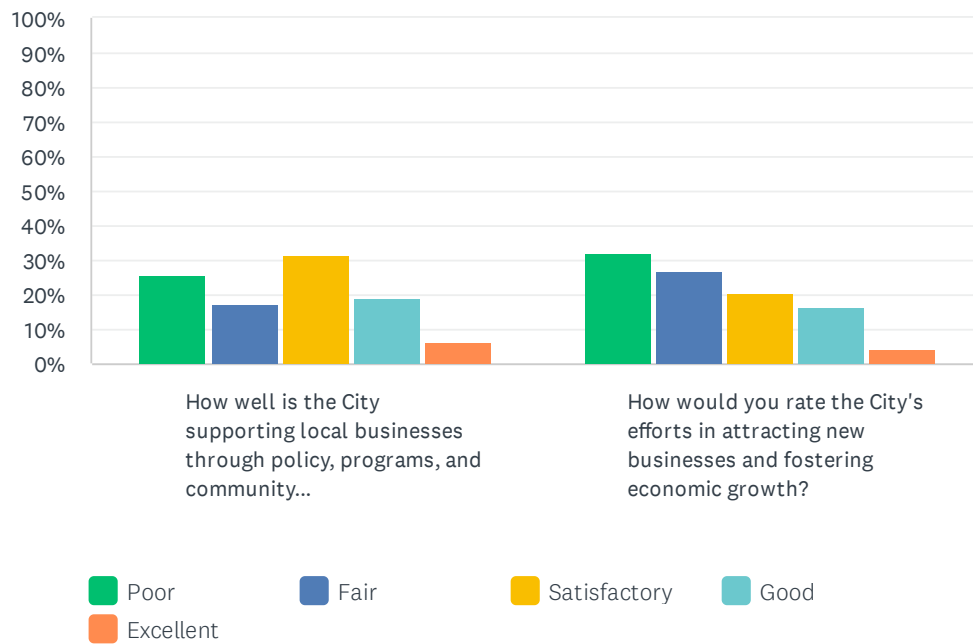
Answered: 155 Skipped: 2



	POOR	FAIR	SATISFACTORY	GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
How would you rate the quality and accessibility of City parks and recreational facilities?	1.95% 3	10.39% 16	28.57% 44	44.16% 68	14.94% 23	154	3.60
How would you rate the City's efforts in managing and protecting local natural resources (e.g., dunes, waterways, parks)?	5.84% 9	14.29% 22	30.52% 47	40.26% 62	9.09% 14	154	3.32

Q8 Economic Development

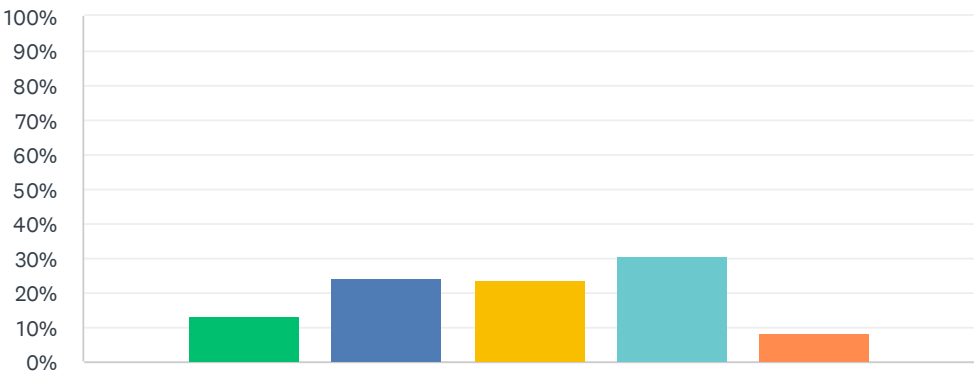
Answered: 148 Skipped: 9



	POOR	FAIR	SATISFACTORY	GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
How well is the City supporting local businesses through policy, programs, and community development initiatives?	25.68% 38	17.57% 26	31.76% 47	18.92% 28	6.08% 9	148	2.62
How would you rate the City's efforts in attracting new businesses and fostering economic growth?	32.19% 47	26.71% 39	20.55% 30	16.44% 24	4.11% 6	146	2.34

Q9 Overall Satisfaction

Answered: 157 Skipped: 0



Overall, how would you rate the City's performance in meeting its responsibilities to residents and businesses?



	POOR	FAIR	SATISFACTORY	GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
Overall, how would you rate the City's performance in meeting its responsibilities to residents and businesses?	13.38% 21	24.20% 38	23.57% 37	30.57% 48	8.28% 13	157	2.96