City Council Agenda Item Report

FROM: Ryan Cummins, City Manager

MEETING DATE: February 5, 2024

SUBJECT: Review of Goals and Priorities for Fiscal Year 2025/2026

DESCRIPTION:

On January 24, City Council and staff worked with a facilitator to review progress on this fiscal year's priorities, community survey results, and discuss priorities for next fiscal year. Attached are the following:

- Draft summary of goals and priorities for fiscal year 2025/2026
- Reports from the facilitator
- Another copy of the presentation of progress on this year's priorities
- Another copy of the community survey results

Staff is asking Council to further discuss, finalize, and approve the goals and priorities for next year.

LEGAL REVIEW:

Legal will be at your meeting if you have any questions.

SAMPLE MOTION:

Motion to approve the goals and priorities for fiscal year 2025/2026.

CITY OF SAUGATUCK

FISCAL YEAR 2025/2026

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. Saugatuck is a vibrant, inviting community with a talented and dedicated staff, great schools, an active tourist-based economy, stable property values, and sense of history as the community moves into the future. Residents and visitors enjoy a unique, small-town atmosphere, exceptional parks, and access to beautiful natural resources.

Goals and Priorities

Saugatuck City Council sets the goals and priorities that reflect our vision and guide decision-making. The priorities-setting process forms the basis of Council's consensus on the projects that impact City residents, businesses, visitors, and the community as a whole. City Administration uses Council's vision and priorities to direct work activities and allocate staff and financial resources. City Council's priorities are dynamic and will be reviewed and modified as needed to reflect citizen input and changes in the external environment.

Operations, Public Health and Safety

Goal: We will maintain a culture of fiscal responsibility and friendly, honest, and transparent government. We will partner with the Fire District and Sheriff's office to ensure we take the right measures to keep our community safe.

Priorities

- Finish new water-sewer agreement
- Update water-sewer infrastructure fees
- Manage Dune Ridge litigation (potentially multi-year)
- Evaluate and implement solutions to parking issues (multi-year)
- Evaluate and implement Wildlife Committee recommendations
- Negotiate sale or lease of old landfill
- Update Land Use/Tri-Community Master Plan (multi-year)
- Improve profits from Oval Beach concessions
- Update zoning districts and signage regulations
- Refresh website
- Review and update older policies
- Develop and implement parade safety protocols

Infrastructure

Goal: We will focus on maintaining and improving current infrastructure while planning and saving for future needs.

Priorities

- Complete Maple Street design and construction
- Finalize AT&T cellular agreement and installation
- Make repairs to seawall, sidewalks, and stairs
- Inspect culverts
- Plan for Park Street improvements
- Renovate City Hall interior (potentially multi-year)
- Develop more comprehensive Capital Improvement Plan (CIP)
- Evaluate long-term funding options for CIP
- Maintain and resurface roads
- Repair Chain Ferry landing and arbor
- Plan for lead service line replacement
- Begin planning for Elizabeth Street design and construction
- Update signage and wayfinding

Parks and Recreation

Goal: We understand that our natural resources are the foundation of residents' quality of life and our tourism economy and will invest to sustain and enhance them.

Priorities

- Construct Mt. Baldhead bathroom
- Complete Mt. Baldhead platform design; begin construction
- Restore Mt. Baldhead vegetation
- Treat invasive species
- Refresh Village Square Courts (donor funded)
- Continue to advance Blue Star Trail (multi-year)
- Monitor and mitigate low water level impacts
- Evaluate community foundation options to accept citizen donations
- Expand holiday lighting to Water and Griffith streets

City Council/Leadership Team Planning Work Session
January 24, 2025
Report of Generated Ideas

Overview of Planning Process

The Leadership Team of The City of Saugatuck: The Mayor, City Manager, City Council, and Senior Staff of the City of Saugatuck conducted their annual workshop to revisit current Goal Areas for relevancy, review progress made on initiatives set in 2024, and prioritize projects for fiscal years 2025/2026. *There is also a separate handout that includes additional information about team development models briefly reviewed in the work session.*

Work Session Objectives:

- Identify key attributes of an effective member of a high-functioning leadership team
- Share individual highest priorities for 2025
- Review progress made on priority projects set in 2024
- Revisit Key Strategic Goal Areas for relevancy and inclusion of priorities
- Review and discuss results of Resident Survey
- Discuss potential near-future threats to address & opportunities to optimize
- Discuss high priority projects for upcoming year
- Discuss Next Steps

Reflect & Revise

Before discussing goals & setting priorities for the next 12-18 months, the team listed "must have" attributes required of an effective member of a high-functioning leadership team.

ATTRIBUTES

- Trust
- Active listening
- Be a part of the solution, not the problem
- Integrity
- Collaboration
- Ability to delegate effectively in ways that build the team
- Effective problem solving
- Humility geared toward improvement
- Be easy to approach; safe
- Transparency: Know & share the WHY we're doing something
- Empathetic; supportive; the ability & willingness to see both sides of an issue
- Frequent, effective communication
- Perspective; curiosity

HIGHEST PRIORITIES: INDIVIDUAL #1 PRIORITY for the NEXT 12-18 MONTHS

Each participant shared their individual #1 priority for the team focus in 2025/26:

- City efficiency
- Oval Beach improvements
- Public safety and security: high traffic/high density areas
- To continue to improve in my new position
- Deliver on infrastructure projects currently set in our priorities
- Parking: Begin discussion regarding parking Master Plan
- Replace aging infrastructure
- Tri-community Master Plan
- Investigate potential resource sharing with Douglas
- Revisit short term rentals practices and appeals process; identify ways to optimize

NOTE: Work sessions identified to dig deeper into:

- Short term rentals ordinances, lottery, and appeals process
- Parks and Public Works: Current ordinance is very broad, discuss improvements

Operating Guidelines created and agreed upon by City Council and Staff in 2022:

Operating Guidelines
The Way We Do Business

BEHAVIORS

PRODUCTIVE (+)	NON-PRODUCTIVE (-)
Ask open ended questions	Talking over others
Do your homework; be prepared	Personal attacks
Welcome people, including citizens	Being condescending
Be respectful of time	A needy ego
Active engagement: eye contact	Having/working from a personal agenda
Active Listening	Deflecting, derailing, hijacking conversation; take the conversation off topic
Assume positive intentions	Resistance to change
Focus on the meeting - no technology	Disrespectful language and action

Identify:

1. Behaviors that work (+)
2. Behaviors that hinder (-)

NOTE: Review your previously created Operating Guidelines (Ground Rules, How We Do Business, Standards of Excellence, whatever you decide to call them). Ensure agreement with all the behaviors, having each member "sign off" on them, so accountability is possible.

Here's a Civility Statement of a municipality that is posted in all public gathering areas:

- We believe that only through open and honest dialogue can we gather diverse opinions, generate knowledge, and deepen our mutual understanding.
- We fully support the free exchange of ideas and beliefs, as well as the expression of controversial, challenging, or less popular ideas.
- We welcome respectful, civil, considerate conversations of differing opinions.
- We refrain from the use of behaviors that are disrespectful, uncivil, or insulting.

Citizen Survey: Mayor Anderson

Mayor Anderson shared results of citizen survey. Conversation followed regarding citizen and business owners opinions of priorities for the near future. The survey did not identify strong changes from the last survey conducted. And, priorities identified in the survey, for the most part, aligned with the Council's priorities.

Conversation also took place regarding a few negative comments about the City Council/City Council Members. Leadership is an intense responsibility. Being a member of a leadership team is not only about constant research to make decisions in the best interest of the City, collaboration to understand diverse points of view, struggling to choose best possible options, and envisioning the future and actions to get there. It also carries the responsibility of creating an intentional culture for the team, expanding into the City that will live long beyond member's years of service.

With negative comments made on the survey about the City Council, Council Members need to ask themselves: *What part of these comments do we own? How do we, individually and collectively, contribute to the comments expressed by our citizens and business owners? How are our behaviors perceived by those who have entrusted us with the future of their City?*

Each team member needs to look brutally in the mirror and ask her/himself: *What part do I play in the feedback we received?*

In the Five Stages of Team Development, Stage 2: *Storming* is a critical and essential stage. Avoid the trap that too many Councils fall into – getting and remaining stuck in *Storming,* resulting in constant conflict, repeating the past . . . serving no one and nothing.

The true measure of a team is that it accomplishes the results that it sets out to achieve. To do that on a consistent, ongoing basis, a team must overcome the five dysfunctions by embodying the behaviors described for each one. ~ Patrick Lencioni, The Five Dysfunctions of a Team

Civility and respectful communication are key attributes of an effective council-manager partnership. Discussions that are respectful and civil set a constructive tone for council meetings, instill confidence in citizens who attend or observe the meetings, and foster the same environment for community, helping to create a city culture of respect, civility and collaboration.

Potential Threats and Opportunities

Before discussing priorities for the next 12-18 months, the team reviewed previously identified potential threats/challenges they may need to address and opportunities they can optimize in the near-future. Additional challenges/opportunities were identified. Consider changes in demographics, technology, legislation, etc.

THREATS

- Our current trend of losing full time residents
- Loss of good employees
- Big development / Waterfront development
- Failing infrastructure
  - Lead service lines ownership
  - Water failure, Culver / Butler, closing down businesses
  - Drinking Water quality
- Erosion at Mt Baldhead / Structure at Mount Baldhead
- Threat to AT&T project/completion/policy
- Trip hazard sidewalks
- Long-term tree damage/replacement
- People not visiting because of lack of parking
- Tax exemptions
- Charm threat – gaps in zoning
- Resources
  - Climate change
  - Revenue (landlocked)
  - Cost increases
  - Water infrastructure
  - People: Employees, citizens, community engagement
  - Aging infrastructure
- Regulatory
  - Headley Amendment
  - Veteran exemptions
  - New requirements
  - Grant compliance
  - Gaps in zoning
- Population loss
  - Aging
  - Short-term rentals
  - Jobs
  - Lack of growth
- Organization
  - Opportunity cost
  - Disorganization
  - Inefficiencies
  - Lack of communications
  - Over complication

OPPORTUNITIES

- Recapture City's cost of short-term rentals & events (permitting, etc)
- Revisit special events policy & procedures
- Revisit Oval Beach revenue opportunities
- Educate residents on city basics (tax allocation, etc)
- Staff development & evaluations (career development & compensation)
- Tri-community parking plan & other partnerships
- Update zoning ordinance (current don't make sense & are difficult to enforce)
- Protect natural resources
- Paid parking
- Oval Beach updates (public/private?) – revenue opportunities
- Mt Baldhead improvements
- Uniform street scaping
- Reclaim Park Street - city property, make walkable
- Gondola across the river
- Rentable bikes & racks
- Year-round restaurants open
- Community center
- DPW building
- Fish-cleaning station / Coghlin restroom
- Create a Foundation
- Partner/share with sister communities

ADDITIONAL CHALLENGES/OPPORTUNTIES ADDED AT WORK SESSION with Suggestions to Address:

- Parking: We need to work something out
- Capacity of City to handle tourists (warning signs of over-capacity are already here)
  - How to better manage?
  - Shuttle service?
  - Revisit Red Trolley
  - Invite community to input ideas
- Pay close attention to aging infrastructure that we cannot see
- Explore potentials of a food truck area (especially to serve after city restaurants close?)
- Wayfinding signage: "More shops/restaurants this way"
- Lean processes to improve efficiencies

NOTE: Works session suggested to discuss the need for a Construction Ordinance to increase safety

BLUEPRINT FOR ANNUAL PLANNING

To facilitate smooth and productive annual planning, the leadership team returned to their Key Goal Areas -"buckets" or natural categories – where progress is required year-after-year. Upon review, there was the realization that there are three (3) similar, yet different lists of "buckets" currently in use.

THREE VARIATIONS of KEY GOAL AREAS:

1. 2024: City Operations
   Infrastructure
   Parks & Recreation
   Economic Development

2. Earlier: Fiscal Responsibility
   Maintain and improve public infrastructure and facilities
   Friendly, honest, transparent government
   Promote Saugatuck as a recreational and cultural center that attracts visitors

3. The organized "one page" to report-out progress of 2024 by City Manager
   Operations
   Infrastructure
   Parks and Recreation

Reviewing all three iterations and conversing about the value of each, the team agreed upon the natural categories used by the City Manager, and added Public Health and Safety:

Key Results Areas:

1. Operations
2. Infrastructure
3. Parks and Recreation
4. Public Health and Safety

Potential Priorities

Upon review of the current priorities that will carry over into FY 2025/26, the Council noted that the volume of priorities stretched staff time and resources, which are limited. So, the team attempted to put the priorities through these filters to defer a few and lighten the load:

MUST
SMART: Clear ROI by taking on this project
NICE, yet deferrable

However, for each and every NICE that might be deferred, there were solid reasons why each was SMART rather than NICE, such as, a donation has already been accepted, progress has already been made and is in motion toward completion, or the project requires minimal resources.

There was a request for detailed information regarding time and cost of each project before selecting priorities; however, time is one of the essential resources required to execute each priority. Investing staff time in creating such information consumes their hours, which would otherwise be invested in their everyday responsibilities as well as work on current priorities. It also begs to question if Council members are crossing the line of WHAT and WHY, setting direction, and creeping into the staff's responsibilities of execution.

The Council agreed to receiving *directional* costs, required resources, and timing to give them a foundation upon which to set clearer priorities. There was discussion of the possibility of contracting out appropriate projects to manage staff hours; however, contracting would still requires oversight by staff.

The City Manager's categories of Operations, Infrastructure, Parks and Recreation, with the addition of Public Safety and Health:

KEY RESULT AREAS

Operations	**Infrastructure**	**Parks & Recreation**	**Public Health & Safety**
Water-Sewer Agreement	Maple Street Design & Construction	Blue Star Trail	Revisit Parade Safety
Updated Water & Sewer Infrastructure Fees	AT&T Cellular	Mt. Baldhead Vegetation Restoration	Examine High Traffic Areas
Duneridge Litigation	Seawall Repairs	Mt. Baldhead Bathroom Construction	Investigate Ways to Slow Traffic in Necessary Areas
Wildlife Committee Recommendations	Sidewalk & Stair Repairs	Finish Mt. Baldhead Platform Design & Start Construction	
Old Landfill Lease or Sale	Park Street Improvement Planning	Additional Bike Racks	
Evaluation of Parking & Other Options	City Hall Interior Renovations	Village Square Courts	
Land Use Master Plan Update/Saugatuck Specific Plan	More Comprehensive Capital Improvement Plan (CIP)	Evaluate Community Foundation Funding Options	
Zoning Updates – District & Signage Regulations	Evaluate Long-Term Funding Options for Capital Improvement Plan	Invasive Species Treatments	
Review & Update Older Policies	Road Maintenance/Resurfacing	Low Water Level Impacts	
Website Refresh	Update signage & Wayfinding	Holiday Lights Expansion	
Improve Oval Beach Concession Profitability	Chain Ferry Landing & Arbor Repairs		
	Planning for Lead Service Line Replacement		
	Begin Planning for Elizabeth Street Water Main & Road		
	Culvert Inspections		

NOTE: Conversations surfaced about the importance of utilizing the local paper more to communicate topics of interest with the community, such as progress made on priorities/projects, posting public safety response times, and sharing accomplishments. Often, great things are achieved; however, we move onto the next item without a bit of sharing and celebration, so the community is unaware of accomplishments.

NOTE: SUGGESTIONS MADE FOR WORK SESSIONS:

- Short term rentals ordinances, lottery, and appeals process
- Parks and Public Works: Current ordinance is very broad, discuss improvements
- Address parking issues/shuttle services
- Possible food truck promotion
- Ways to use technology to optimize efficiencies
- Ways to streamline purchasing and bidding process
- Resource sharing with Douglas
- We have an opportunity to help guide committees
  - To have a better understanding our Council expectations
  - Conduct an annual review of the relevancy, benefits, and expectations met for of each committee
- Need of a Construction Ordinance to increase safety
- Revisit previous Operating Guidelines created by the City Council and Staff: discuss and update, agreeing upon a set of "norms" or Standards of Excellence" to work as accountability standards for productive and non-productive behaviors to drive collaborative results
- Schedule time in work sessions to reflect upon how the team is working together:
  - What are we doing well? What do we need to improve?
    The first few reflections will take some time; however, once all hold themselves accountable for their behaviors, "check ins" become relatively brief.

Next Steps

City Manager, Cummins, will review the report of generated ideas from the work session and send to Council members and Staff. Once reviewed and approved, the City Staff will align Council priorities to annual budget and report back to the Council.

Once again, I commend your service to your exceptional City and your investment of time and energy in planning and prioritizing. And, I applaud your commitment to creating and sustaining a high-functioning leadership team and intentionally creating a culture of respect, civility, and collaboration – a legacy that will live beyond your years.

It is a complete pleasure to assist you in your commitment to efficiently, effectively, and productively serve your community.

Respectfully, Marilynn Semonick

ROLES AND RESPONSIBILITIES

Forming a well-functioning leadership team requires solid understand & agree to the task at hand; who plays what role and who has what function responsibility. Which lane is yours and what IS NOT yours?

Lack of understanding or clarity around this basic premise contributes to constant conflict and makes moving forward to solve even the simplest tasks difficult. The City Charter provides clarification of roles & responsibilities that assist in the understanding of our division of labor and reduce unnecessary angst. Are you clear about how your Charter and other ordinances sets the roles for the members of this team?

Big Picture, High Level: The City Council is the **legislative** branch of governance, STRATEGICALLY responsible for the WHAT and WHY, setting direction for the City. **They DO NOT set the WHO, WHEN, WHERE, or HOW.** Doing so, they are "out of their lane!" which can cause inefficiencies, confusion, reduced productivity, and often, chaos.

The City Council/Commission:

- Sets policy
- Passes ordinances
- Approves new projects and programs
- Ratifies the annual budget
- Evaluates the performance of the manager

As the **executive** branch of governance, the Staff, led by the City Manager, implements the direction set by the Council, addressing WHO, WHEN, WHERE, and HOW, **TACTICALLY** handling the day-to-day tasks of operation.

The City Manager:

- Implements the policies set by the Council/Commission
- Offer advice & makes recommendations during Council/Commission decision making process
- Formulates the budget
- Oversees the administration and management of staff and resources

The City Manager oversees the municipality's day-to-day operations which allows the Council/Commission members to focus on big-picture policy issues without the distraction of administrative tasks.

Above all, the relationships between the City Council, the City Manager, and the Staff is a partnership that serves the community. This partnership benefits profoundly from a Council that sees itself as a collaborative team, understanding what it takes to work in partnership. Council members will disagree on issues; however, they can function as a team when all members agree that their shared goal is to make the best decisions possible for the community they serve.

Understanding the Five Stages of Team Development

A. Forming

Atmosphere *Polite and cordial*

Group Characteristics

- Limited awareness or knowledge of task
- May not have all the skills required
- Not much risk-taking
- Hesitant to propose new ideas
- Individual positioning

B. Storming

Atmosphere *Disagreements & resolutions*

Group Characteristics

- Hidden agendas start to surface
- Different interpretation of facts
- Questioning of decisions
- Absenteeism
- Little progress toward outcomes

C. Norming

Atmosphere *Agree on accepted behaviors*

Group Characteristics

- Group is coalescing
- Group begins to focus on the desired outcomes
- Members encourage each other, recognize and respect differences
- Open communication increases, effective feedback given
- Members express feelings of satisfaction

D. Performing

Atmosphere *Work together meeting goals*

Group Characteristics

- Group members continue to work within each other's strengths and weaknesses
- Low turnover, good attendance
- Group works without guidance
- Open communication with high degree of support even when opinions differ

E. Adjourning

Atmosphere *Completion & evaluation*

Group Characteristics

- Reluctance to leave
- Desire to do more
- Interested in celebrating accomplishments

WHAT TO DO IN EACH STAGE

1. FORM

Outcome:

- Bring Emotional Intelligence to your role
- Understand trust as a foundation to team performance
- Discuss productive relationships to achieving results
- Set a solid foundation in the forming stage

While Forming Choose Prevention Rather than Later Intervention:

- Have a comprehensive Orientation for all newly elected officials and new hires
- Ensure all understand your Municipal Charter
- Share your leadership team's values, Code of Conduct & intentional culture
- Talk about effective problem solving
- Effective meetings. Ensure all understand parliamentary procedure
- Strategic Planning: Share your Blueprint – Key Results Areas and Priorities in each
- **ENSURE all understand ROLES & RESPONSIBILITIES according to your City Charter**
  STAY IN YOUR LANE!
  City Council legislates/sets direction: WHAT & WHY
  Executive & Staff executes: Who, When, Where, How

2. STORM

Outcome:

- Recognize that conflict is inevitable; warfare is not
- Understand that civil sharing of differing opinions helps the process
- Find an improved way to get to solutions

Conflict, Dealing with Challenging Behavior

Most conflict is about unsatisfied needs. It may be about a need for recognition, respect, to control, affection, or being heard. Often, when people need love the most, they use behaviors that make it almost impossible to even like them! ***Hurting people hurt people.***

To complicate matters, more problems arise when needs get satisfied by using difficult behavior, therefore rewarded. We know what doesn't work: Responding with the same behavior, ignoring the behavior, labeling the person as difficult or "writing them off", or blaming rather than problem solving.

Changing behavior takes time, skills, and a sense of humor (especially about yourself). In conflict moments, breathe, think, keep a neutral non-judgmental tone, maintain eye contact, listen, stay solution-oriented & respond with honor & grace . . . difficult, yet effective!

3. NORM

Outcome:

- Reach agreement around ways of doing our business
- Set operational ground rules for behavior of team

Create NORMS OF BEHAVIOR. Take the time to collaboratively discuss behaviors that WORK. What behaviors encourage us to be transparent in our communications? Behaviors that create a safe enough environment to be open and honest in debates regarding sensitive, challenging, controversial, tough, touchy issues with differing positions? What behaviors are effective in helping us get results and move forward? What behaviors hinder our ability to discuss, especially the tough stuff, and obstruct the path of moving forward to our desired outcomes and our ability to achieve results?

4. PERFORM

Outcome

- Adhere to and hold self and each other accountable for agreed-upon Operating Guidelines (of behaviors)
- Share needs & expectations for leadership team members to do their best work
- Set expectation goals allowing for evaluation/accountability

In the PERFORMING stage, teams are functioning at a high level and the focus is on reaching the goal as a group. The team members have gotten to know each other, trust each other and rely on each other.

Not every team makes it to this level of team growth; some teams get stuck at Stage 2: STORMING or stop at Stage 3: NORMING.

Everything happens through conversation!
Conversations are the social rituals that hold us together, the fabric of our culture and society.

INTELLIGENT CONVERSATION
To get to the next level of greatness depends on the quality of our culture, which depends on the quality of our relationships, which depends on the quality of our conversations. ~ Judith Glaser

So, PLEASE monitor your conversations and use SELF-GOVERNANCE to drive intelligent conversation!

5.ADJOURN

Outcome:

- Review and evaluation prior to moving on
- Acknowledge the work achieved and what made the team work together toward accomplishments
- Capture learnings so that future groups may benefit from the experience of this one

To Adjourn is to Say Goodbye and Acknowledge a Job Well Done
The final Stage of a high-functioning team is often adjournment. Sometimes it means

the goal has been met, the project has been completed. Sometimes it means new members have joined and the team has changed.
When a change in membership is the case, the group usually revisits one of the previous stages. Productively and effectively, a team can intentionally revisit its operating norms and reaffirm or rewrite those *Standards of Excellence* to fit the needs of team members, reset processes that solve problems rather than get mired in conflict, discuss needs and expectations of each other, and openly talk about healthy ways to keep self and others accountable.

However, too often, the team will unintentionally revert back to Phase 2: Storming in conflict again and again. Often getting stuck in there, the team leaves a storming culture as a legacy for the team member/s who replace them.

It's beneficial to take time to recognize the work that has been accomplished, the contributions that each individual has made, and the group's performance. Capture learnings so that future groups may benefit from the experience of this one.

If you've created a productive, effective culture, discuss how to nurture and sustain that culture as preventative maintenance to do what you can to avoid any spiraling downward in team performance because members leave and new members join.

RESPONSE TO THE INVITE FOR NEGATIVE CONVERSATION

There are reasons why people leap over tall buildings for some leaders and resist following others. Effective communication skills inform people in productive ways, honor people and situations, and bring hope to otherwise hopeless feeling situations. Leaders can establish their credibility and character by continuously improving their ability to communicate, especially under stress.

Keeping 3 Voices in mind can help structure responses that allow your rational mind to catch up to your emotional state and deliver messages with more clarity, organization and understanding.

When someone wants to engage a leader in a negative conversation, it's effective to respond with THREE VOICE:

Leader Voice: Intent – To acknowledge and honor the other person. To thank the person for a question or for bringing up an issue, and sometimes to begin to diffuse anger.

Knowledge Bank Voice: Intent: To establish credibility, offer accurate information

Ambassador Voice: Intent: Position yourself as a leader, advocate and bridge to progress for the township. A chance to voice what IS working and what CAN be done.

Please remember that each of you represents all of you.

Five Dysfunctions of a Team

The true measure of a team is that it accomplishes the results it sets out to achieve. To do that on a consistent, ongoing basis, a team must overcome dysfunctions by embodying the behaviors described for each one. ~ Patrick Lencioni

#1: Absence of Trust
Members of great teams trust one another on a fundamental, emotional level, and they are comfortable being vulnerable with each other about their weaknesses, mistakes, fears, and behaviors. They get to a point where they can be completely open with one another without filters. This is essential because . . .

#2: Fear of Conflict . . .
Teams that trust one another are not afraid to engage in passionate dialogue around issues and decisions that are key to the organization's success. They do not hesitate to disagree with, challenge and question one another, all in the spirit of finding the best answers, discovering the truth, and making great decisions. This is important because . . .

#3: Lack of Commitment . . .
Teams that engage in unfiltered conflict are able to achieve genuine buy-in around important decisions, even when various members of the team initially disagree. That's because they ensure all opinions and ideas are put on the table and considered, giving confidence to team members that no stone has been left unturned. This is critical because . . .

#4: Avoidance of Accountability . . .
Teams that commit to decisions and standards of performance do not hesitate to hold one another accountable for adhering to those decisions and standards. What is more, they don't rely on the team leader as the primary source of accountability. They go directly to their peers.
This matters because . . .

#5: Inattention to Results . . .
Teams that trust one another, engage in conflict, commit to decisions, and hold one another accountable are very likely to set aside their individual needs and agendas and focus almost exclusively on what is best for the higher cause. They do not give in to the temptation to place their department, career aspirations, or ego-driven status ahead of the collective results that define success.

Summary of Progress on Fiscal Year 2024-2025 Priorities

Smile! you're in
Carolina
@todrawattention

- Michigan beach spot **beats Key West** for **‘Best Coastal Small Town’** by USA Today
- 10 **best beaches** in Michigan. Oval Beach coming in at #7 by USA Today
- The Wickwood Inn landed a nomination for Best Bed and Breakfast 2024 for the USA TODAY 10 Best Readers’ Choice Awards. This put **Saugatuck in direct competition with Napa, California and Holualoa, Hawaii among other top vacation spots**.
- This Michigan Town Is The **Key West Of The North** – TheTravel.com
- Artsy idyll dubbed the **'Cape Cod of the Midwest'** is a hidden gem ranked among the best waterfront towns in America – msn.com and dailymail.com
- Quaint Michigan small towns named **America's Coolest** in new ranking – Newsbreak
- Beloved Michigan Spot Named **'Most Charming Small Town'** In The State – Thrillist
- **Most LGBTQ-Friendly** Small Towns in America – Far & Wide

Short-Term Rental Task Force Action Report

City of Saugatuck, Michigan

2025 Recycling and Trash Collection Calendar

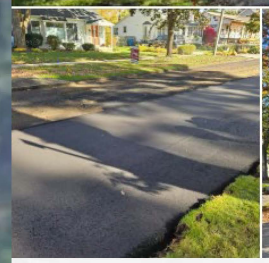
Holidays | Recycling | Trash

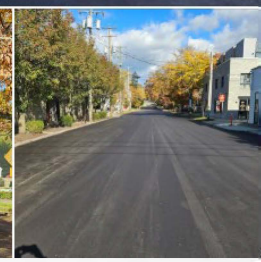
If your collection falls on or after a holiday your service that week will be delayed on day.

JANUARY						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

FEBRUARY						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	

MARCH						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					





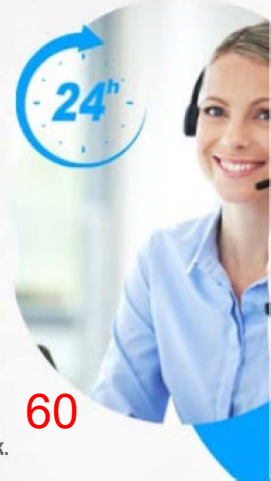
Short-Term Rental Hotline

Call

(269) 442-4845

Report Online

HTTPS://SECURE.HOSTCOMPLIANCE.COM/SAUGATUCK-MI/COMPLAINTS/TYPE



Available 24 hours a day, 7 days a week.

Summary of Progress on FY 24/25 Council Priorities

Level	Priority	Progress
1	Conduct council workshops: Quarterly finances, strategic planning, key issues, etc	Completed/Ongoing
1	Capture fees (STRs, special events, etc)	Significant Progress
1	Staff: onboarding, goals, reviews, development, compensation	Significant Progress
1	Dune Ridge litigation	Ongoing
1	STR regulations & policies	Completed/Ongoing
1	Trash & recycling	Completed
1	Special events	Completed/Ongoing
1	Natural resource protection	Completed/Ongoing
1	Create a parking master plan	Slight Progress
1	Bike trail completion	Significant Progress
1	Create a master plan for Oval Beach	Not yet started
1	Asset management agreement, lead service line replacement	Significant Progress
1	Roads	Significant Progress
1	Oval Beach daily pass increase	Completed

Summary of Progress on FY 24/25 Council Priorities

Level	Priority	Progress
1	Oval Beach daily pass increase	Completed
1	Create a master plan for Mt Baldhead Dunes	Not yet started
1	Village Square (playground & court)	Significant Progress
1	Recycle bins pilot	Completed
2	Increase collaboration with CVB	Completed/Ongoing
2	Better Broadband Access	Slight Progress
2	Continue to support local businesses	Ongoing
2	Attainable/Affordable Housing	Not yet started
2	Support keeping tourism strong, year round	Ongoing
2	Evaluate DDA: Collaborate with Douglas and Tri-Community	Not yet started
2	Update zoning ordinances	Completed/Ongoing
2	Educate residents (res. Taxes)	Completed/Ongoing
2	Park Street widening/safety conversations amongst Park Street neighbors	Partial Progress
2	Fish Cleaning Station	Not yet started

Summary of Progress on FY 24/24 Council Priorities

Level	Priority	Progress
3	Restroom Upgrades – Wicks Park, Mt Baldhead (Pump House conversations)	Significant Progress
3	Airport Property	Significant Progress
3	Streetscape (Downtown)	Partial Progress
3	Oval Beach Upgrades	Significant Progress
4	Community Center	Not yet started
4	Coghlin Park restrooms	Not yet started
4	DPW: New Building	Not yet started

Additional Progress Last Year

- Formed committee to assist with Water-Sewer Agreement negotiations.
- Initiated ethics policy review.
- Limited heavy truck traffic on Maple Street.
- Continued treatment of Milfoil.
- Partnered with Douglas and Township to form Tri-Community Wildlife Committee.
- Approved due diligence agreement with Township for old landfill property.
- Meeting packets now shared on Facebook.

City of Saugatuck
EST. 1868

City Clerk

Jamie Wolters

City Operations

Staff: onboarding & development

- Part of interview panel for Treasurer hire
- Deputy Clerk Williams & I temporarily assumed the daily responsibilities of the treasurer during the period when the position was vacant.
- Deputy Clerk Williams and I continued pursuing our CMC Clerk accreditation and attended the Michigan Municipal Clerk Association Clerk Institute.

STR regulations & policies

- Created webpage dedicated to STR information

Trash & recycling

- Redesigned webpage for Trash & Recycling

City Operations cont.

Elections

- Collaborated with Saugatuck Township on drafting and successfully entered into a nine-day early voting agreement with them.
- Organized and executed twelve total days of early voting and successfully administered three Election Days.
- Onboarded four new election inspectors.
- Purchased new election equipment.

Special events

- Revised the Coghlin Park policy to extend the allotted application time.
- Coordinated the approval process for twenty special events while actively engaging in discussions to streamline and improve the process for future events.

CITY TREASURER / FINANCE OFFICER

Strategic Priorities

Nicole Bredeweg

FIRST YEAR GOALS:

- Learn everything
- Develop procedures for the basics
- Progress in the intermediary duties
- Advance in the high-level portions of the job
- Learn the ebb-and-flow of the year's timing

LEARN EVERYTHING

As we navigate this first year, it's important to acknowledge that learning something for the first time naturally requires more time and effort than it would for someone with prior experience. Just know that I'm learning by leaps and bounds. A large part of this is working with the resources and assets that I have available to me. I made a successful transition from a long-time established treasurer to a new one. I maintained an excellent working relationship with Peter. I took advantage of our contract with Plante Moran and registered in their Local Government Finance Education Program. I heavily utilized BS&A's help desk. I've also worked on a variety of other learning opportunities like signing up for the Michigan Municipal Treasurer's Association with its ListServ emails and attending the Winter Workshop, attending the MERS training, signing up for the Michigan Government Finance Officers Association, and even a presentation put on by the lawyers for the Earned Sick Time Act and its upcoming effects.

One of my goals, no matter where my job is at, is to make detailed notes – especially since there's a fair amount that happens randomly or sometimes once-to-twice a year. Oft heard Nikki quote, "I look forward to the day when this is all old-hat!" Some of this is improving existing spreadsheets, setting up templates for easy fill-in, etc.

Another goal is to turn everything into a process. When the learning eases, I'll start making check lists. The point behind this is to encourage consistency and a paper trail that notes that each step is done.

BASICS

- Payroll – I've updated the timecard spreadsheet with several extra review features, summarizations, etc. I've also updated the Motor Pool spreadsheet to make accumulating data easier and more secure.
- Cash receiving – I've implemented a check cashing machine. This saves time, resources, and keeps me and the funds SAFE!
- Tracked down unclaimed dollars for the pop machine on Mt. Baldhead, netting $1,602 in previously lost funds.

MID-RANGE LEVEL

- Payroll reporting on taxes and unemployment – maintained the on-time status thus far, including fixing an old missing filing.
- Reporting to the Council – reported on Oval Beach (rewriting the original fiscal year number presentation to be calendar year). Performed my first Revenue and Expenditures update, too.
- Prepping and disbursing the tax bills – winter tax bill prep done!
- Bank reconciliations – in process!

HIGH-LEVEL

- Investing funds –
  - Reviewed the Investment Policy.
  - Reallocated a hefty portion of the tax receipts into investments in order to keep our dollars earning for our community! Also performed maturing CD turnovers and updated the signature cards for new Council.
- Audit – assisted the auditors in the final audit prep, allowing for timely reporting to the State and successful completion
- Specific requests for information –
  - Provided information on the playground
  - Additional cost of winterizing the Oval Beach restrooms
  - Part of the review process for Republic Waste vs. Arrowaste.
  - Analyzed the Oval Beach concessions and prepared a report for our initial meeting.

City of Saugatuck Treasurer

Any questions?

Planning/Zoning

Luke Thompson

- Updated Ordinances and Policies
  - **Hardscaping** – to allow for limited residential improvements to the public right of way with approval of the City.
  - **Expanded Outdoor Dining Areas** – To streamline regulations pertaining to restaurants with dining areas occupying public right of way.
  - **Waterfront Preservation District** – Creation of a new district and rezoning of certain parcels within Water Street South and Water Street North.
  - **Noise Ordinance** – Amendments to update existing ordinance and clarify provisions while also providing examples of violations.

- Updated Ordinances and Policies
  - **Short Term Rental Licensing and Caps** – Regulation of Short-Term rentals in a manner that promotes healthy development of Short-Term Rentals while minimizing potential adverse effects.
  - **Short-Term Rental Enforcement Plan** – Implements several of the Task Force recommendations including third party support, 1-800 number, no parking on one side of certain streets, website.
  - **Fine Schedule** - Updates were made to the fine schedule to account for Short-term rental, noise, zoning, and nuisance violations.
  - **Short Term Rental Availability Notification and Lottery Policy** – A policy which details the procedure for notifying the public of available licenses and the process which is to be taken should the applications outnumber the available licenses.
  - **Unpublished Ordinances** – Internal policy for ensuring the public has access to ordinances that are not found within the City Code due to our updates being annual.

- **Short Term Rental Regulations and Policies**
    - Who needs a license
    - Application process
    - Fire department standards
    - Standards for compliance
    - Duration of license and renewal process
    - Effect on previously issued certificates
    - Violations, Suspensions, and Revocations of licenses
    - Transfer of ownership
    - Administration and interpretation

CITY OF SAUGATUCK DEPARTMENT OF PUBLIC WORKS

SCOTT HERBERT

PUBLIC WORKS SUPERINTENDENT

City of Saugatuck
EST. 1868

INSIDE THE DEPARTMENT

The Team

- New Oval Beach Manager
- New Equipment Operator - CDL Class B
- Promotion: Assistant Supervisor
- Public Works Technician Training – Salt Spreader Calibration for RexRoth Compu-Spread CS620
- ServSafe Certifications – Food Handling

Equipment

- Falcon 4-Ton Asphalt Transporter Hot Box
- Buyer’s Salt Dogg Pro 2000 Salt Spreader
- Volvo L90H Front-End Loader

STOP
ALTA EQUIPMENT COMPANY
VOLVO

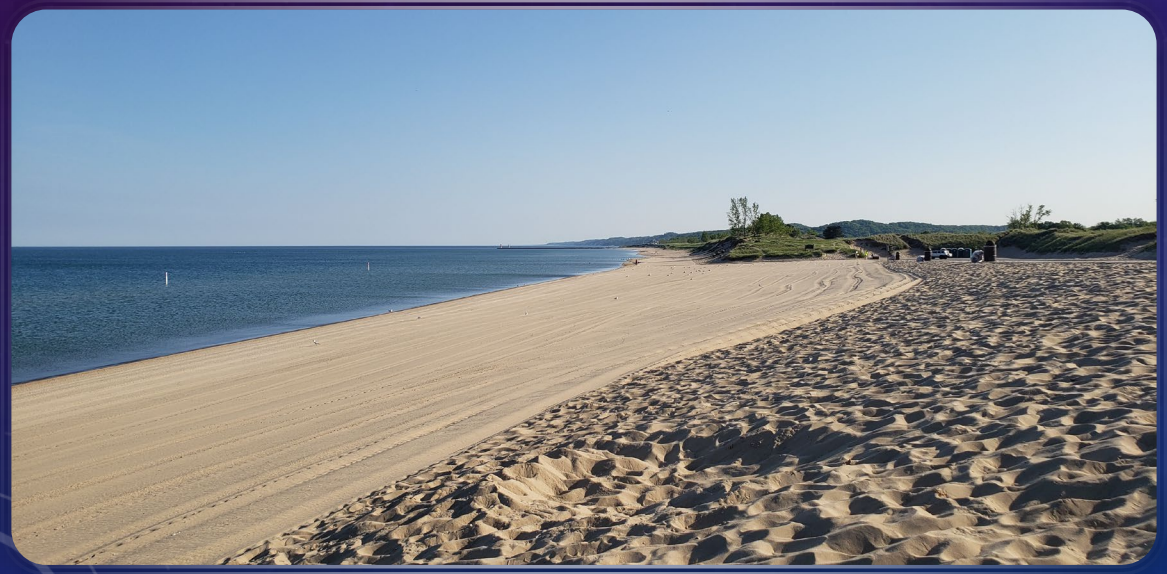
POTHOLE PATCHING EQUIPMENT
FALCON

FALCON

VOLVO
ALTA EQUIPMENT COMPANY

STREETS

- Road Rebuilds
  - Taylor
  - Takken
  - East
  - West
  - North Maple
  - Bridge
- Crack Sealing
- Maple Street Detour/Deterioration
- Permanent No Parking Signs
- Solar LED Stop Sign
- Pedestrian Crossing Signs
- Repainted Rainbow Crosswalks
- Street Painting/Striping
- Road Resurfacing
  - Francis, Griffith, Mason, Lucy

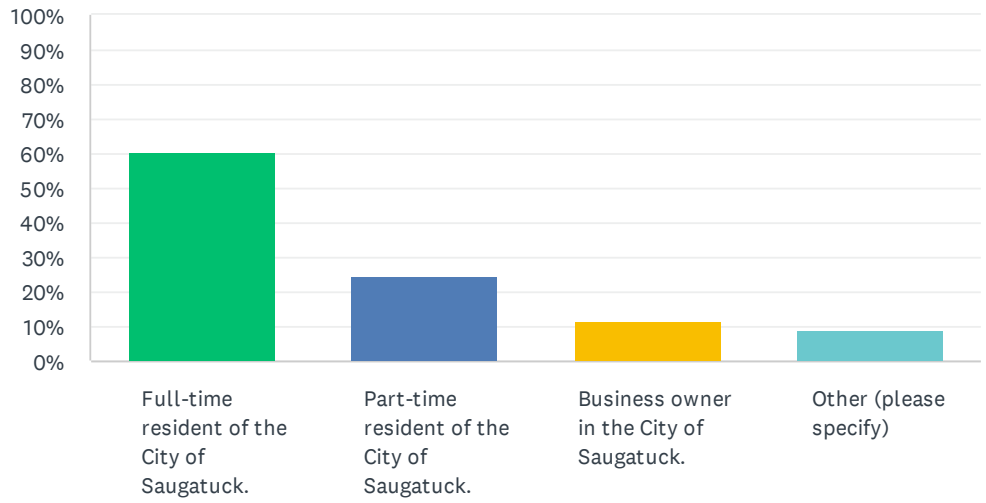


PARKS
BUILDINGS & GROUNDS

- Village Square Playground
- New Flagpole at Oval Beach
- City Hall Exterior
- New irrigations systems at City Hall and Village Square Playground
- Lifejacket Station at Oval Beach
- New Bike Rack at Oval Beach
- New Bike Rack at Mt. Baldhead
- More Benches at Village Square Playground
- Oval Beach Public Wi-fi
- Recycling Downtown
- Tree Work – Consumer’s Energy Streets & Boulevards Tree Planting Grant

Q1 Please check the following that apply:

Answered: 157 Skipped: 0

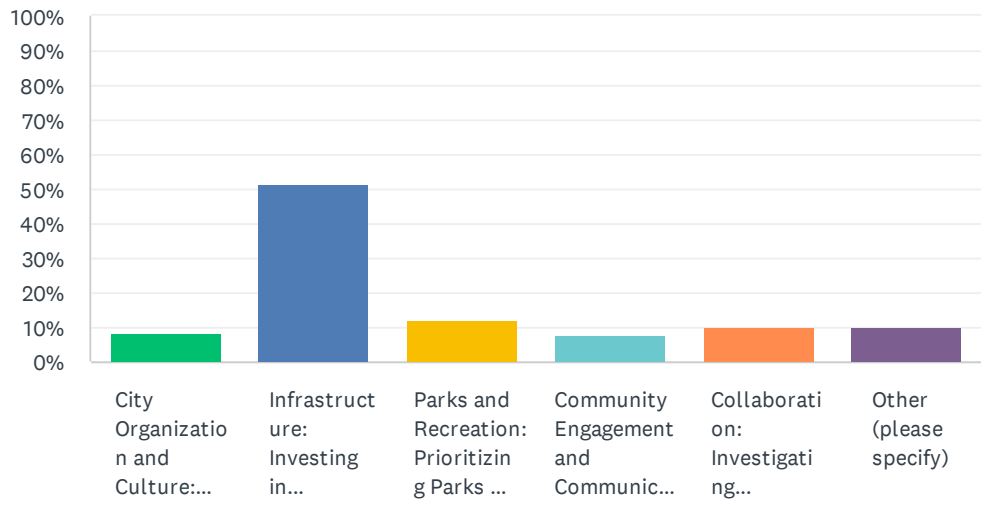


ANSWER CHOICES	RESPONSES	
Full-time resident of the City of Saugatuck.	60.51%	95
Part-time resident of the City of Saugatuck.	24.84%	39
Business owner in the City of Saugatuck.	11.46%	18
Other (please specify)	8.92%	14
Total Respondents: 157		

#	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



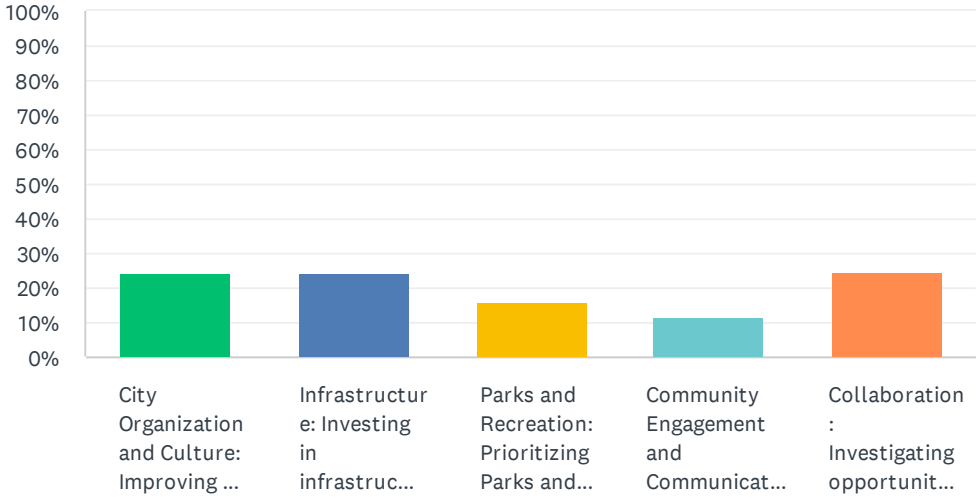
ANSWER CHOICES	RESPONSES	
City Organization and Culture: Improving the efficiency and effectiveness of the administration and Council/Boards/Commissions/Committees, in order to provide better quality services to residents.	8.28%	13
Infrastructure: Investing in infrastructure updates throughout the City 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

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

	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, Fennvillle) 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

	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

	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

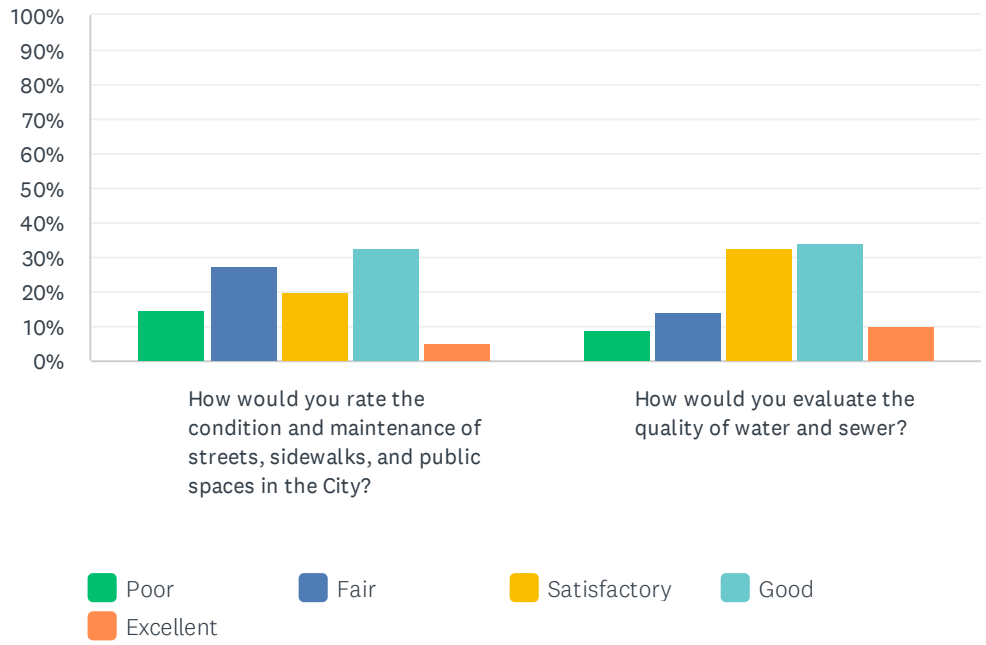
Q5 City Operations, Engagement, and Communication

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, emergencyresponse)?	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, andcommunity 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

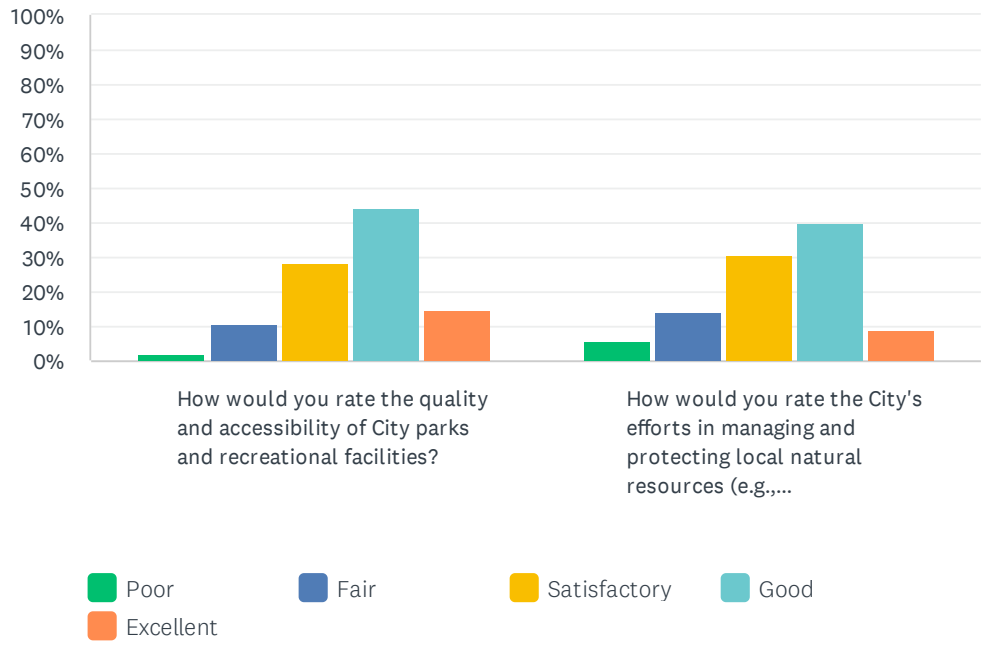
Answered: 156 Skipped: 1



	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

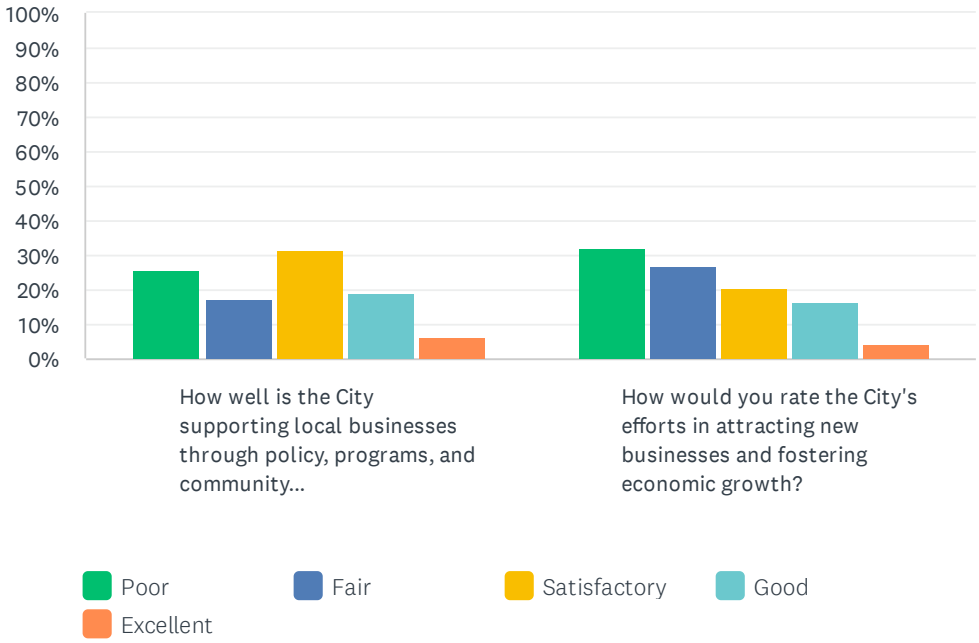
Answered: 155 Skipped: 2



	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

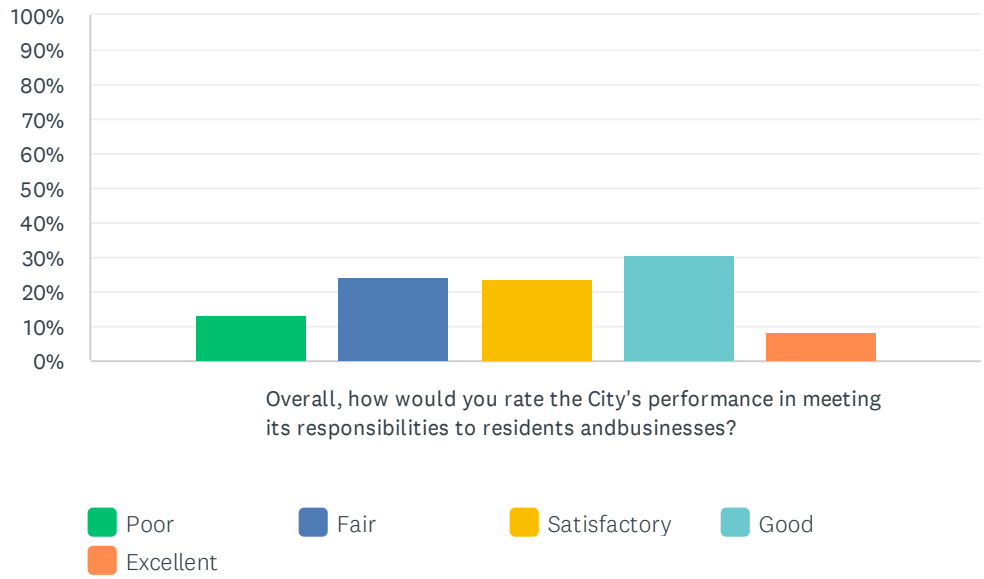
Answered: 148 Skipped: 9



	POOR	FAIR	SATISFACTORY	GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
How well is the City supporting local businesses through policy, programs, and community developmentinitiatives?	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



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