

**MINUTES
LOUISVILLE CITY COUNCIL GOAL SETTING
THE QUARRY
MARCH 12, 2015**

THURSDAY, MARCH 12, 2015 - 9:00 A.M.

Louisville City Council met in special session for the purpose of goal setting.

Mayor-Council Member Fallot called the meeting to order.

COUNCIL MEMBER GUIDONE MOVED, SECONDED BY COUNCIL MEMBER CASAR, and the motion carried approving the March 12, 2015 Goal Setting agenda. The vote: All yea.

Council bowed their heads for a moment of silent prayer followed by the Pledge of Allegiance

Certificate of Open Meeting

MEMBERS PRESENT

Patricia Fallot, Mayor-Council Member
Cheryle Casar, Council Member
Guy Guidone, Council Member
Richard Guiley, Council Member
Thomas McAlister, Council Member

CITY OFFICIALS PRESENT

E. Thomas Ault, City Manager
Peggy Howald, City Clerk

9:00 CITY MANAGER TOM AULT CONDUCTED AN ICE BREAKER "BOAT TRIP"

9:30 City Council reviewed the current goals. What have we accomplished?

2014-15 GOAL SETTING

GOAL 1 FINANCIAL STABILITY

- LEVY REQUEST WAS ON 2014 BALLOT (UNSUCCESSFUL)
- FUND RESERVES ESTABLISHED FOR ANTICIPATED RETIREMENT PAYOUTS 2 YEARS
- LEARNED UTILITY RATES WILL NOT SUPPORT SEWER PLANT UPGRADES NOR PERMIT LOAN

- OVERALL DEBT ACTUALLY INCREASED DUE TO LOAN FOR UTILITY EXTENSION PROJECT
- LADDER TRUCK REFURBISHING DELAYED

GOAL 2 ECONOMIC DEVELOPMENT

- S.R. 44 UTILITY EXTENSION FACILITATING ANNEXATION
- RE-ESTABLISHMENT OF THE DIRECTOR OF PLANNING AND DEVELOPMENT POSITION
- S.R. 44 ANNEXATION COMPLETE
- ESTABLISHMENT OF LOCAL BUSINESS ADVISORY BOARD

GOAL 3 LONG-TERM PLANNING

- COMMUNITY PLAN DOCUMENT UPDATE BUDGETED FOR 2015 (IN PROGRESS)
- SOUTHEAST CORNER PROPERTY AT NICKELPLATE/EAST MAIN ACQUIRED (FOR INTERSECTION REALIGNMENT)
- PARK IMPROVEMENT/MAINTENANCE ADDRESSED IN PART WITH SERVICE DEPARTMENT REORGANIZATION
- GRANT APPLICATION SUBMITTED FOR TECHNICAL ASSISTANCE AT THE FORMER TRILOGY PLASTIC FACILITY. POTENTIAL FOR SITE TO BE CONVEYED TO STARK PARKS AS TRAILHEAD
- ACTIVE REPRESENTATION OF CITY AT VARIOUS REGIONAL PLANNING AND DEVELOPMENT ORIENTED ORGANIZATIONS
- FIRST PROPERTIES WITHIN CITY DESIGNATED AS P-CD DISTRICT (REDWOOD)
- RE-ESTABLISHED STARK SOIL AND WATER AGREEMENTS
- PURSUING STANDARD CRA AGREEMENT WITH SCHOOLS

GOAL 4 EXPLORE REGIONALIZATION

GOAL 5 IMPROVE COMMUNITY APPEARANCE/IDENTITY

- REPAIRS TO PARKS BUILDING AND WILSON GARAGE
- DECORATIVE STREET LIGHT REPLACEMENT COMPLETED IN 2014
- REORGANIZATION OF SERVICE DEPARTMENT (CREATING A PROPERTY MAINTENANCE SUPERVISOR)

GOAL 6 COMMUNICATIONS

- ELECTRONIC BILL PAY FOR UTILITIES AND TAXES, REMOTE SCAN/DEPOSIT SYSTEM, EMAIL UTILITY BILLS SCHEDULED TO BE AVAILABLE IN 2015
- MORE FREQUENT UPDATES TO WEBSITE
- STAFF CUSTOMER SERVICE TRAINING REQUIRED FOR ALL OFFICE AND SUPERVISORY EMPLOYEES
- PD FACEBOOK PAGE HAS 3,400 LIKES, COMMUNICATES TO PUBLIC AND HAS HELPED TO SOLVE CRIME

- PUBLIC RECORDS ARE PROVIDED TO REQUESTERS ON LINE

OTHER ACCOMPLISHMENTS

- FIRE/EMS STAFFING TO 24/7/365 AS OF 1/1/15

10:15 BREAK – Department Heads join Council

10:30 Council reconvened.

DISCUSSION OF GOAL/ACTION STATEMENTS TO ADD OR DELETE
IDEAS FOR NEW/ADDED GOALS AND ACTION STATEMENTS

GOAL #1 FINANCIAL STABILITY

- Activities:
- Balanced Budget
 - Establish Contingency Reserves for Major Funds
 - Reduce Debt
 - Increase Revenues
 - Improve Energy Efficiency
 - WWTP
 - Road Levy
 - Ladder Truck

GOAL #2 ECONOMIC DEVELOPMENT

- Activities:
- Explore Utility Extensions as Catalyst for Annexation and Development
 - Pursue Additional Grant Opportunities
 - Community Plan

GOAL #3 LONG-TERM PLANNING

- Activities:
- Establish an Infrastructure Maintenance Program
 - ~~Seek Grant for Reuse of Treated Wastewater as Industrial Process Water~~
 - Increase Other Planning and Development Related Activities
 - E. Main/Nickelplate Intersection
 - Park Improvement/Maintenance Plan
 - Explore Contracting Services to Others**

~~**GOAL #4 EXPLORE REGIONALIZATION**~~

GOAL #5 IMPROVE COMMUNITY IDENTITY/APPEARANCE

- Activities:
- Painting and Care of Municipal Facilities, Structures, and Parks
 - Increase Repair/Replacement of Neighborhood Streets
 - Continue Replacement of Decorative Street Lights

GOAL #6 COMMUNICATIONS

Activities: Customer Satisfaction Information
Offer Electronic Items

Add: Be more aggressive seeking annexation of commercial/industrial property.
Hauling snow from the old downtown
Pedestrian friendly alley (TIF)
Constitution Center HVAC

Council Member Guiley distributed a handout on closing the alley at Penny Alley to pedestrian traffic and creating a TIF. The City could partner with Arts in Stark. It could be used for art shows, entertainment, farmer’s market and many other uses. Included in the conceptual proposal:

| | |
|----------------------------|--------------------|
| Architect/Engineer | \$5,000 |
| 40% cement | 13,400 |
| 60% brick | 8,000 |
| Install new base if needed | 3,600 |
| Electrical | 15,000 |
| Bollards | 2,000 |
| Walkway covering | 20,000 to \$25,000 |
| Total | 67,000 to \$72,000 |

PROPOSED CHANGES TO GOALS AND IDENTIFIED ACTIVITIES:

- ELIMINATE SEEKING GRANT FOR REUSE OF WASTE WATER AS INDUSTRIAL PROCESSED WATER. WE ARE FINDING THE TOTAL DISSOLVED SOLIDS IN OUR WASTEWATER IS TOO HIGH FOR THIS WATER TO BE REUSED IN THIS WAY AND CANNOT BE EASILY REMOVED.

FOR FURTHER DISCUSSION WITH STAFF AND COUNCIL:

- SHOULD WE TAKE A MORE AGGRESSIVE STANCE ON ANNEXATION? THUS FAR, WE HAVE DONE VERY LITTLE TO INITIATE DISCUSSION ABOUT ANNEXING PROPERTY INTO THE CITY. WE HAVE MADE EVERY EFFORT TO BE AVAILABLE AND WILLING TO DISCUSS THE POSSIBILITY WITH ANY PROPERTY OWNER THAT APPROACHES US. SHOULD WE NOW BECOME MORE AGGRESSIVE? SHOULD WE APPROACH PROPERTY OWNERS IN TARGETED AREAS?
- SHOULD “EXPLORE REGIONALIZATION” BE REMOVED AS A GOAL STATEMENT? WHAT DOES IT EVEN MEAN NOW? WE WILL CONTINUE TO EXPLORE EVERY OPTION FOR SERVICE DELIVERY TO RESIDENTS AT LESS COST AND WILL CONTINUE TO LOOK AT EVERY OPPORTUNITY TO OFFER THE SERVICES WE PROVIDE TO OTHERS, AS LONG AS SUCH OFFERINGS MAKE FINANCIAL SENSE. THE BEST OPPORTUNITY APPEARS TO BE THE OFFERING OF POLICE

SERVICES IN THE TOWNSHIP. THAT IS NOT LIKELY IN THE NEAR FUTURE.

- POSTING OF PARAMEDIC AND/OR AMBULANCE AT ADDITIONAL SPORTS EVENTS AND ISSUES OF TOWNSHIP WILLINGNESS TO PROVIDE THIS.
- ARE THERE ADDITIONAL SERVICES TO CITY RESIDENTS WE SHOULD OFFER? ONE EXAMPLE MAY BE CURBSIDE COLLECTION OF LEAVES IN THE FALL.
- SHOULD WE BE DOING MORE TO FACILITATE BUSINESS ACTIVITY IN THE OLD DOWNTOWN? ONE THING WE MIGHT BE ABLE TO DO IS TAKE OVER CLEARING OF SIDEWALKS IN THE TWO BLOCK AREA OF EAST MAIN STREET OR HAULING SNOW FROM THIS AREA AFTER EACH SNOWFALL.

NOON – Council recessed for lunch with Department Heads.

1:00 – Council reconvened with Department Heads.

- SHOULD WE BE DOING MORE TO FACILITATE BUSINESS ACTIVITY IN THE OLD DOWNTOWN? ONE THING WE MIGHT BE ABLE TO DO IS TAKE OVER CLEARING OF SIDEWALKS IN THE TWO BLOCK AREA OF EAST MAIN STREET OR HAULING SNOW FROM THIS AREA AFTER EACH SNOWFALL.
- SHOULD WE BE LOOKING TO EXPAND THE FACILITIES IN THE PARKS? SPECIFICALLY, SHOULD WE BE PLANNING TO INSTALL TWO FULL SIZE SOCCER FIELDS, IMPROVED PARKING AREA, DRAINAGE IMPROVEMENTS, SECURITY LIGHTING, WALKING PATH CONNECTION AND RESTROOM FACILITY (TEMPORARY, INITIALLY).

There was discussion on costs for engineering, drainage, lighting, rest rooms and a parking lot to include approximately six acres. Approximate cost \$300,000. The City is not in a position to fund this project.

- WHAT CHANGES SHOULD BE MADE TO THE FEE ORDINANCES AS IT RELATES TO USE OF BALLFIELDS? SHOULD THESE FEES BE CHARGED TO ALL ORGANIZATIONS AND SHOULD THEY BE THE SAME FOR ALL FACILITIES?

There was discussion that ball fields, backstops and park pavilions are in dire need of attention.

- NOW THAT THE FIRE DEPARTEMENT IS STAFFING 24/7, SHOULD THE CITY BE MAKING SOME PHYSICAL IMPROVEMENTS TO PROVIDE SLEEPING QUARTERS AT AN ESTIMATED PRICE OF \$25,000 TOI \$28,000?

There was discussion on costs for 8 to 12 hour shifts. The Finance Director will do a cost analysis before any decision is made.

- CITY-WIDE CRA DISTRICT APPROVED BY THE STATE

Will be finalized next month.

- CRA COMPENSATION AGREEMENT WITH SCHOOLS
- ARE THERE TIMES WHEN WE SHOULD EXTEND UTILITIES BEYOND CITY LIMITS WITHOUT SEEKING ANNEXATION?
- DRAINAGE AND SEWER IMPROVEMENTS AT CONSTITUTION CENTER INCLUDING PD AND PARKS BUILDINGS

The EPA found illegal drainage in the basement of the Constitution Center. The Service Department installed two tanks to be compliant.

The EPA also found the salt shed drainage is sloping the wrong way. Service Department will install a trench drain to collect water and capture it.

- FLEET MANAGEMENT AND REDISTRIBUTION OF VEHICLES IN SERVICE DEPARTMENT
- SHOULD THE ROAD LEVY BE PLACED ON THE BALLOT AGAIN?

There was discussion that the City has explored every option before placing on the ballot again.

- SINGLE TRASH HAULING CONTRACT
- SERVICES AND ACTIONS RELATED TO HISTORIC DISTRICT

It was decided that the City will host a seminar to educate the public on the Historic District.

- BUYING WATER FROM CANTON
- CONTRACTING SANITARY SEWER TREATMENT FROM CANTON IN LIEU OF PLANT RENOVATION

2:15 - Break

2: 30 - Council reconvened

Council and department heads were broken into teams to address action statements for each goal. Staff placed a matrix under each goal with four quadrants – High priority/high cost, high priority/low cost, low priority/high cost and low priority/low cost:

Financial Stability (Tom/Andy)

- | | |
|-------------------------|--|
| High cost/low priority | Energy efficiency |
| High cost/high priority | Increase revenues Ladder truck Additional grant opportunities |
| Low cost/high priority | Balanced budget Contingency reserve Minimize debt Rate study Improve collections |

ECONOMIC DEVELOPMENT (Cheryle/Bill)

- | | |
|------------------------|---|
| Low cost/high priority | Targeted annexation City wide CRA Support library move downtown |
| High cost/low priority | Utility extension as catalyst for development |
| Low cost/low priority | Utilize CIC |

LONG-TERM PLANNING (Pat/Rod)

- | | |
|-------------------------|--|
| High cost/low priority | East Main & Nickelplate intersection Third staffing person |
| High cost/high priority | Waste Water Treatment Plant Road maintenance Infrastructure maintenance plan Park maintenance program (ball fields) |
| Low cost/high priority | Community Plan Facility maintenance (buildings) Sleeping quarters |
| High cost/low priority | East Main & Nickelplate Intersection Third staffing person |

IMPROVE COMMUNITY ID/APPEARANCE (Rick/Jina)

- | | |
|-------------------------|---|
| High cost/high priority | Park improvement Facility improvement (HVAC, generators, etc.) |
| High priority/low cost | TIF downtown |

Low cost/low priority Snow hauling downtown
Solar lights at dumpsters

High priority/??cost Stark Parks trails

COMMUNICATIONS (Guy/Vince)

High priority/low cost Customer satisfaction info.
E-Bill
Historical District seminar
Explore Social Media
Fire Prevention programs

Low priority/time?? cost Other electronic services

There was discussion on long-term tower leases.

The Community Plan will have an effect on future Goal Setting sessions.

The timing of Goal Setting is better budget wise to be held in May or June.

City Manager Tom Ault is preparing a new Council Member orientation program.

The meeting was recessed.

FRIDAY, MARCH 13, 2015 - 9:00 A.M. City Council reconvened.

MEMBERS PRESENT

Patricia Fallot, Mayor-Council Member
Cheryle Casar, Council Member
Guy Guidone, Council Member
Richard Guiley, Council Member

MEMBERS ABSENT

Thomas McAlister, Council Member

CITY OFFICIALS PRESENT

E. Thomas Ault, City Manager
Peggy Howald, City Clerk
Jina Turowski, Finance Director

COUNCIL MEMBER GUIDONE MOVED, SECONDED BY COUNCIL MEMBER CASAR, and the motion carried approving the March 13, 2015 Goal Setting agenda. The vote: All yea.

Council bowed their heads for a moment of silent prayer followed by the Pledge of Allegiance.

Certificate of Open Meeting

9:00 Ice Breaker "Marooned"

9:30 Review Goals and action statements:
• Are there additional action items

HIGH PRIORITY/HIGH COST

Increase revenues
Ladder truck (financing – loan or bond?)
Additional grant opportunities
Waste Water Treatment Plant in increments
Infrastructure Maintenance program
Park maintenance program
Park improvements
Facility improvements
Stark Parks trails?

LOW PRIORITY/LOW COST

Other electronic services
Explore contract services

Explore regionalization opportunities
Remove snow downtown streets
Utilize CIC

ADD

Nuisance abatement (enforce the rules, strengthen the penalties)

HIGH PRIORITY/LOW COST

Customer service/satisfaction info.
E-Billing
Historic District info. To property owners
Explore social media
Fire Prevention programs
TIF downtown
Community Plan
Building maintenance
Fire sleeping quarters
Balanced budget
Contingency reserve
Minimize debt
Utility rate study
Improve collections
Targeted annexation
City-wide CRA
Support library move downtown

BUCKET LIST

East Main/Nickelplate intersection
Third staffing person – Fire
Energy efficiency
Utility extensions as catalyst for development
Sidewalk Maintenance program (from last year)

This year's focus appears to be on Economic Development; on who we are;
citizen involvement and downtown.

10:00 - Break

10:15 - Final Review Goals and Prioritized Action Statements

GOAL #1 FINANCIAL STABILITY

Activities: Balanced Budget
Establish Contingency Reserves for Major Funds
~~Reduce~~ **Minimize** Debt
Increase Revenues
Improve Energy Efficiency
WWTP **move to Long-Term Planning**
Road ~~Levy~~ **Maintenance move to Long-Term Planning**
Ladder Truck
Improve collections
Constitution Center HVAC
Rate study
Pursue additional grant opportunities

GOAL #2 ECONOMIC DEVELOPMENT

Activities: Explore Utility Extensions as Catalyst for Annexation and Development
Pursue Additional Grant Opportunities **move to Financial**
Community Plan **move to Long-Term Planning**
City-Wide CRA
Support library move downtown
Annexation

GOAL #3 LONG-TERM PLANNING

Activities: Establish an Infrastructure Maintenance Program
~~Seek Grant for Reuse of Treated Wastewater as Industrial Process Water~~
~~Increase Other Planning and Development Related Activities~~
E. Main/Nickelplate Intersection
Park Improvement/Maintenance Plan **move to Long-Term Planning and Community ID**
Explore regional opportunities
Third staffer – Fire
Road maintenance
Sleeping quarters – Fire
Waste Water Treatment Plant
Road Maintenance
Community Plan
Park Improvement Maintenance plan
Explore contracting services to others

~~**GOAL #4 EXPLORE REGIONALIZATION**~~

Activities: Explore Contracting Services to Others **move to Long-Term Planning**

GOAL #5 IMPROVE COMMUNITY IDENTITY/APPEARANCE

- Activities: ~~Painting and Care of Municipal Facilities, Structures, and Parks~~
Facility improvements
~~Increase Repair/Replacement of Neighborhood Streets~~
~~Continue Replacement of Decorative Street Lights~~
Stark Parks trails
Pedestrian friendly alley (TIF)
Remove snow downtown
Solar lights at dumpster
Park Improvement Maintenance plan

GOAL #6 COMMUNICATIONS

- Activities: Customer Satisfaction Information
~~Offer Electronic Items~~
E-Billing and other electronic services
Historic District seminar
Explore social media
Fire Prevention programs

11:30 – Lunch

12:30 Staff Issues:

- Service Department reorganization progress report
- Succession planning
- Staffing to accomplish goals
- Customer service issues

Following is the final goal statements and action items:

2015-2016 ORGANIZATIONAL GOALS

GOAL #1 FINANCIAL STABILITY

- Activities: Balanced Budget
Establish Contingency Reserves for Major Funds
Minimize Debt
Increase Revenues
Improve Energy Efficiency
Ladder Truck
Improve collections
Constitution Center HVAC
Rate study
Pursue Additional Grant Opportunities

GOAL #2 ECONOMIC DEVELOPMENT

- Activities: Explore Utility Extensions as Catalyst for Annexation and Development
- City-Wide CRA
- Support library move downtown
- Annexation

GOAL #3 LONG-TERM PLANNING

- Activities: Establish an Infrastructure Maintenance Program
- E. Main/Nickelplate Intersection
- Park Improvement/Maintenance Plan
- WWTP
- Road Maintenance
- Community Plan
- Explore regional opportunities
- Third staffer – Fire
- Road Maintenance
- Sleeping quarters - Fire

GOAL #4 IMPROVE COMMUNITY IDENTITY/APPEARANCE

- Activities: Facility Improvements
- Park Improvement/Maintenance Plan
- Stark Parks trails
- Pedestrian friendly alley (TIF)
- Remove snow downtown
- Solar lights at dumpster

GOAL #6 COMMUNICATIONS

- Activities: Customer Satisfaction Information
- E-Billing and other electronic services
- Historic District seminar
- Explore social media
- Fire Prevention programs

The meeting was adjourned

Respectfully submitted,

Peggy Howald, CMC
City Clerk