

CITY OF MUSKEGON

LEGISLATIVE POLICY COMMITTEE

MEETING

August 19, 2025 @ 5:30 PM
MUSKEGON CITY HALL, ROOM 204
933 TERRACE STREET, MUSKEGON, MI 49440

- CALL TO ORDER:**
- ROLL CALL:**
- APPROVAL OF MINUTES:**
 - A. **Approve Minutes** Manager's Office
- OLD BUSINESS:**
 - A. **Commission Attendance Policy** City Commissioners
- NEW BUSINESS:**
 - A. **Rental Inspection Ordinance Review** City Commissioners
 - B. **Policy Audit Report** Manager's Office
 - C. **ARPA/Legislative Updates** Manager's Office
 - D. **Water Affordability Study Update** Public Works
 - E. **Downtown Noise Ordinance** City Commissioners
 - F. **Building Inspection - RFP** Manager's Office
- ANY OTHER BUSINESS:**
- PUBLIC COMMENT:**
- ADJOURNMENT:**

AMERICAN DISABILITY ACT POLICY FOR ACCESS TO OPEN MEETINGS OF THE CITY OF MUSKEGON AND ANY OF ITS COMMITTEES OR SUBCOMMITTEES

To give comment on a live-streamed meeting the city will provide a call-in telephone number to the public to be able to call and give comment. For a public meeting that is not live-streamed, and which a citizen would like to watch and give comment, they

must contact the City Clerk's Office with at least a two-business day notice. The participant will then receive a zoom link which will allow them to watch live and give comment. Contact information is below. For more details, please visit: www.shorelinecity.com

The City of Muskegon will provide necessary reasonable auxiliary aids and services, such as signers for the hearing impaired and audio tapes of printed materials being considered at the meeting, to individuals with disabilities who want to attend the meeting with twenty-four (24) hours' notice to the City of Muskegon. Individuals with disabilities requiring auxiliary aids or services should contact the City of Muskegon by writing or by calling the following:

Ann Marie Meisch, MMC. City Clerk. 933 Terrace St. Muskegon, MI 49440. (231)724-6705.
clerk@shorelinecity.com



Agenda Item Review Form

Muskegon Legislative Policy Committee

Commission Meeting Date: August 19, 2025	Title: Approve Minutes															
Submitted by: Kimberly Young, Administrative Assistant to the City Manager	Department: Manager's Office															
Brief Summary: To approve minutes of the May 28, 2025 Legislative Policy Committee Meeting.																
Detailed Summary & Background:																
Goal/Action Item: Administrative Action																
Is this a repeat item?: Explain what change has been made to justify bringing it back to Commission:																
Amount Requested:	Budgeted Item: <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;">Yes</td> <td style="width: 10%;"></td> <td style="width: 25%; text-align: center;">No</td> <td style="width: 10%;"></td> <td style="width: 20%; text-align: center;">N/A</td> <td style="width: 10%;"></td> </tr> </table>	Yes		No		N/A										
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Recommended Motion: Approve the minutes.																
Approvals:	<u>Name the Policy/Ordinance Followed:</u>															
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CITY OF MUSKEGON
LEGISLATIVE POLICY COMMITTEE
Minutes
Wednesday, May 28, 2025
5:30 pm

Present: Commissioners St. Clair, Johnson, Gorman, Kilgo, St. Clair, and Kochin.
Absent: Commissioner German.

Approval of Minutes

Commissioner Gorman moved, Commissioner Kilgo seconded, to approve the minutes of February 26, 2025.

MOTION CARRIED.

Climate Action Plan – Peter Wills

A presentation was given on the Climate Action Plan (CAP) by Jenny Oorbeck and Becca Elder from Fresh Coast Climate Solutions.

The CAP exists for assets owned and operated by the City and establishes a roadmap for achieving net zero greenhouse gas emissions from municipal operations by 2040.

Having a plan will assist the city in securing funding and adopt emerging solutions in sustainability.

The Cap is organized into 5 focus areas, 18 objectives, and 97 actions.

The focus areas include:

Buildings and Facilities
Transportation
Waste
Land Use & Resilience
Implementation

The city received a \$75,000 Community Energy Management Program grant to offset the contract.

So far staff has been able to identify cost savings in Public Safety with reducing electric costs at Central due to LED light and Public Works with Energy Performance Contract – improvements to Filter Plan at Public Works Building, and EV utility vehicles – salt spreader.

Social Media Policy – Deborah Sweet

Commissioners reviewed a draft social media policy. Based on their feedback, staff made two clarifying updates:

Under the Elected Official Pages, updated language encourages officials to distinguish their elected pages from personal ones and understand legal responsibilities. A previous request to separate campaign and official pages was removed, recognizing that incumbents may use official pages for campaigning.

Under the Oversight and Enforcement section, corrected wording was used to specify that city-controlled pages – not individual staff or officials – are prohibited from posting certain types of content, including confidential information, copyright violations, offensive language, partisan political views, and commercial content.

Water Policies Review – Sarah Wilson

At the last Legislative Policy Committee meeting, there were questions regarding the policies and procedures in the Treasurer’s Office related to water and sewer billing. The processes carried out by the Treasurer’s Office are done to comply with related city ordinances, the city’s Financial Policies document, and Resolution No. 95-030. We can discuss the processes related to water billing, water shut offs and placing of liens on tax bills, and look at any changes the City Commission and/or staff would like to see.

The City Commission asked for suggestions from the City Treasurer of how the city could help residents with water bills.

The Treasurer suggested we could:

Eliminate the \$2 fee for printing water bills

Eliminate the \$5 to pay online

Increase the credit for those paying online from \$.75 to \$1.50

Ms. Wilson indicated the kiosk in the hallway by the Treasurer’s Office does have lower fees.

The Commission asked Ms. Wilson to formulate her ideas into a resolution and place it on a future City Commission meeting for consideration.

Muskegon Social Equity Program – Mike Franzak

Staff is asking the committee to make suggestions on how to allocate the marihuana excise tax money for the 2025-26 fiscal year. Staff is also asking for consideration of an amendment to the existing MSEP grants/loan program that would allow applicants to be awarded grant funding upfront rather than as a reimbursement. Staff would also like to reallocate \$10,000 of appropriated MSEP funds last year from a Fair Housing program that didn’t materialize.

The city recently collected \$698,744 from last year’s marihuana excise tax sharing. Last year the City Commission allocated 25% of the excise tax towards the MSEP. Assuming the Commission allocated \$29,013 towards waterfront wayfinding signage, which leaves \$145,673 in available funds. There have been several other requests for funding, which has been outlined.

Staff is also asking for consideration of an amendment to the existing MSEP grants/loan program that would allow applicants to be awarded grant funding upfront, rather than as a reimbursement.

Staff is also asking to reallocate \$10,000 of appropriated MSEP funds last year from a Fair Housing program that didn't materialize.

Mike Franzak indicated he believed the expungement clinic by G.U.N.S program was very successful and suggested that we continue to fund it.

Mr. Franzak indicated he has a qualified applicant in need of \$5,000 for a van but does not have the capital to pay for the van upfront and seek reimbursement. The Commission by verbal consent indicated the city could pay for the grant upfront for this individual.

The Commission also indicated that we could move forward with the Mediation & Restorative Services program in the amount of \$35,000.

Waterfront Signs for \$29,013 had previously been approved and expended.

The Marihuana Industry Training by Higher Learning requested \$70,000 - \$150,000. Staff is recommending \$55,673.

Commissioner German voiced his concern that this program was not being funded at the amount of \$70,000. Mr. Franzak indicated this is the remaining balance in the account. He also pointed out the lack of information provided in their proposed budget. He did suggest if the Commission was interested, they could allocate more funding from the façade grant to the Higher Learning.

Commissioners were divided on the suggestion of giving Façade Grant funds to the program. This item will be placed on a future Commission Meeting for consideration.

Legislative/ARPA Updates – Peter Wills

We had 25 ARPA grants approved by the City Commission. From those grants, 13 projects were paid in full, 6 projects have received their first installment, 5 were paid the second installment, and one is pending final installment payment. Of the \$1.6 million, we have spent 87% of those funds at this time.

Funds from the MEDC RAP 1.0 grant continue to be spent down from the original \$6 million. Approximately \$2.5 million remains dedicated to the LakeView Lofts II project as well as \$167,500 for the redevelopment of the 880 First Street site.

The city applied for the third round of the MEDC RAP 3.0 grant program to reactivate the Robert C. Lighton Memorial Park Improvements. Unfortunately, we were not chosen for this grant.

Mr. Wills reviewed several bills in the House and Senate that may impact the city including the State budget, transportation funding plans, and Public Safety trust fund.

Emergency Response Plan – Peter Wills

Staff is seeking adoption of a city-specific Support Emergency Operations Plan which describes how the City of Muskegon will handle emergency situations in cooperation with the County of Muskegon and Michigan State Emergency Management agencies. The scope of the Support EOP is limited to severe weather events, as other areas of emergency management responsibility will remain with the County of Muskegon's Emergency Manager.

Officials of the City of Muskegon, in conjunction with the County of Muskegon and Michigan State Emergency Management (EM) agencies, have developed this Support Emergency Operations Plan that will enhance the local emergency response capability.

The Support EOP assigns responsibilities to agencies for coordinating emergency response activities before, during, and after any type of emergency or disaster. The Support EOP does not contain specific instructions as to how each department will respond to an emergency; those can be found in the plan annexes.

The goal of the Support EOP is to coordinate emergency response efforts to save lives, reduce injuries, and preserve property. The Support EOP primary goals are to assemble, mobilize and coordinate a team of responders that can respond to any emergency, and describe response procedures in relation to the county response procedures.

This plan, when used properly and updated, will assist local government officials to accomplish their primary responsibilities of protecting lives and property in their community.

South Breakwater Lighthouses Update – Peter Wills

The State has allocated \$800,000 towards the lighthouse renovations. The city currently has \$400,000 of those funds ready to expend on those renovations. Once the \$400,000 is expended, the State will release another \$400,000.

The lighthouse needs to have lead paint removed, the base fixed, and several other repairs. Fundraising is needed to cover the additional funds needed to repair the lighthouse.

There is an organization committed to saving the lighthouse. Currently they are in need of an individual willing to take charge and being fundraising efforts.

Flying the Pride Flag at City Hall

Moved by Vice Mayor St. Clair, seconded by Commissioner Kochin to fly the progressive pride flag at City Hall in the month of June.

MOTION PASSES

Pensions – Jonathan Seyferth

MERS bases our pension investment year on calendar year valuation and are approximately 18 months old.

We have \$136 million in liabilities, \$9.5 million value of assets, and are funded in the upper 60% for the city's pension.

It will take a minimum of five years of increases before we will see a drop in the cost for the pension fund.

The city's option is to maintain course or we could look at bonding the outstanding debt.

We could ask for a bond for \$41.3 million for 10 years. We would still owe a payment to MERS but it would be less.

Staff will gather additional information to discuss with the Commission in the future.

City Commission Support for Froebel Place – April 2025 9% LIHTC Round

Commissioners signed a letter addressed to the Michigan Housing Development Authority stating their strong support for the Low-Income Housing Tax Credit for Froebel School.

The letter indicates that Froebel Place is the only LIHTC project in this round that redevelops a long-blighted, city-owned property.

Adjourn at 9:22 pm.

Ann Marie Meisch, MMC
City Clerk



Agenda Item Review Form

Muskegon Legislative Policy Committee

Commission Meeting Date: August 19, 2025	Title: Commission Attendance Policy									
Submitted by: Commissioner Kilgo	Department: City Commissioners									
Brief Summary: To review and discuss the Commission Attendance Policy that will be part of the Commission Handbook.										
Detailed Summary & Background: This topic was discussed at the February 26, 2025 Legislative Policy Committee Meeting. Select commissioners and staff met to review and discuss potential amendments to the policy in the Commission Handbook, which will be presented at a future meeting. Commissioner Kilgo has requested to revisit this topic to review the proposed policy.										
Goal/Action Item: Administrative Action										
Is this a repeat item?: Explain what change has been made to justify bringing it back to Commission: This topic was discussed at the February 26, 2025 Legislative Policy Committee meeting where it was decided that select staff and commissioners would meet to discuss and to make recommendations regarding the Commission Attendance Policy. This is back on the agenda to allow the Legislative Policy Committee to hear and discuss the outcome.										
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Immediate Division Head	x									
Information Technology										
Other Division Heads										

Communication			
Legal Review			

1. ATTENDANCE:

1. GENERAL

Election to the City Commission is a privilege freely sought by the nominee. It carries with it the responsibility to participate in commission activities and represent the citizens of the city. Attendance at commission meetings is critical to fulfilling this responsibility.

1. COMMISSION MEETINGS

1. Each commissioner is expected to inform the City Manager and City Clerk by email, text, or phone if they are unable to attend a regular commission meeting. The Mayor may excuse absences for cause.
1. If a Commissioner has more than three consecutive absences for regular commission meetings, the Commission, at the motion of any Commissioner, may pass a resolution of reprimand.
1. If the Commissioner's absences continue for more than three additional consecutive regular meetings of the Commission, the Commission, at the motion of any Commissioner, may enact a resolution of censure or request the commissioner's resignation or both.

1. COMMITTEE ASSIGNMENTS

City Commission Committees are intended to enhance communication between City Commission and City Management at early phases of development of significant items affecting public policy. As such, Committee participation is a fundamental duty of City Commissioners.

1. A Commissioner unable to attend a Committee meeting must inform the chair by email, text, or phone.
1. The chair may, when deemed appropriate, send a letter to the Mayor to report lack of attendance of the assigned Commissioner.
1. If a Commissioner misses more than three consecutive monthly Committee meetings, the Committee Chair may request the Mayor remove and replace the Commissioner. For committees that meet quarterly or less frequently, the Committee Chair may make the same request if a Commissioner misses more than one meeting. For Committees that meet only once per year, the assigned Commissioner must provide sufficient advance notice to the Mayor if they are unable to attend so a replacement can be appointed. Should the Mayor decide to remove and replace a Commissioner, a motion of removal and a nomination for replacement will be presented to the City Commission.



Agenda Item Review Form

Muskegon Legislative Policy Committee

Commission Meeting Date: August 19, 2025	Title: Rental Inspection Ordinance Review															
Submitted by: Vice Mayor St.Clair	Department: City Commissioners															
Brief Summary: Discussion regarding Rental Inspection Ordinance																
Detailed Summary & Background: Vice Mayor St.Clair requested that this item be added the Legislative Policy Committee agenda to allow discussion on how to inspect rental units suspected of having a bedbug infestation, as well as nearby units that may also be affected.																
Goal/Action Item: Administrative Action																
Is this a repeat item?: Explain what change has been made to justify bringing it back to Commission: n/a																
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Immediate Division Head	x															
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Communication																
Legal Review																

City of Muskegon
Muskegon County, Michigan
Ordinance Amendment No. 2536

THE CITY OF MUSKEGON HEREBY ORDAINS:

Chapter 10, Sections 10-401 through 415 are repealed and Chapter 10, Sections 10-501 through 10-503 are adopted of the Code of Ordinances of the City of Muskegon, Michigan as follows:

1. Chapter 10, Sections 10-401 through 10-415 of the Code of Ordinances of the City of Muskegon, Michigan, are repealed.
2. Chapter 10, Section 10-501 is adopted to read as follows:

Section 10-501. The International Property Maintenance Code of 2021 and all future amendments and revisions is adopted by reference and is incorporated in the ordinances of the City. A copy shall be kept on file in the office of the Clerk of the City of Muskegon. The International Property Maintenance Code be and is hereby adopted as the Property Maintenance Code of the City of Muskegon, State of Michigan for regulating and governing the conditions and maintenance of all property, buildings, and structures; by providing the standards for supplied utilities and facilities and other physical things and conditions essential to ensure that structures are safe, sanitary and fit for occupation and use; and each and all of the regulations, provisions, penalties, conditions and terms of said Property Maintenance Code on file in the office of the City of Muskegon are hereby referred to, adopted, and made a part hereof, as fully set out in this legislation, with the additions, insertions, deletions and changes prescribed in Section 10-502 of this ordinance.

3. Chapter 10, Section 10-502 is adopted to read as follows:

Section 10-502. The following sections of the International Property Maintenance Code are amended, deleted or adopted as set forth as indicated.

- a) Section 101.1 Title. Shall be amended and restated to read as follows:
101.1 Title. These regulations shall be known as the International Property Maintenance Code of the City of Muskegon hereinafter referred to as “this code”.
- b) Section 104.1 Fees. Shall be amended and restated to read as follows:
104.1 Fees. The fees for activities and services performed by the department in carrying out its responsibilities under this code shall be as adopted following proper procedures and as amended from time to time by the City of Muskegon.
- c) Section 109.3 Prosecution of Violation. Shall be amended and restated as follows
109.3 Prosecution of Violation. Any person failing to comply with a notice of violation or order served in accordance with Section 107 shall be deemed responsible of a civil infraction as determined by the local municipality, and the violation shall be deemed a strict liability offense. If the notice of violation is not

complied with, the code official may institute the appropriate proceeding at law or in equity to restrain, correct or abate such violation, or to require the removal or termination of the unlawful occupancy of the structure in violation of the provisions of this code or of the order or the direction made pursuant thereto. Any action taken by the authority having jurisdiction on such premises shall be charged against the real estate upon which the structure is located and shall be a lien upon such real estate.

- d) Section 110.4 Failure to comply. Shall be amended and restated to read as follows:

110.4 Failure to comply. Any person who shall continue any work after having been served with a stop work order, except such work as that person is directed to perform to remove a violation or unsafe condition, shall be prosecuted as a civil infraction as provided by state or local laws.

- e) Section 302.4 Weeds. Shall be deleted in its entirety.

- f) Section 302.8 Motor Vehicles. Shall be deleted in its entirety.

- g) Section 304.2 Protective treatment. Shall be amended and restated to read as follows:

304.2 Protective treatment. Exterior surfaces, including but not limited to, doors, door and window frames, cornices, porches, trim, balconies, decks, and fences, shall be maintained in good condition. Exterior wood surfaces, other than decay-resistant woods, shall be protected from the elements and decay by painting or other protective covering or treatment. Peeling, flaking and chipped paint shall be eliminated, and surfaces repainted. Siding and masonry joints, as well as those between the building envelope and the perimeter of windows, doors, and skylights, shall be maintained weather resistant and watertight. Metal surfaces subject to rust or corrosion shall be coated to inhibit such rust and corrosion, and surfaces with rust or corrosion shall be stabilized and coated to inhibit future rust corrosion. Oxidation stains shall be removed from exterior surfaces. Surfaces designed for stabilization by oxidation are exempt from this requirement.

All materials, colors, and product applications used in or for exterior repairs, including boarded up windows or doors, roofing, ceilings, soffits, fascia, decks, landings, porches, and similar repairs shall be installed in a workmanship manner, consistent with generally accepted construction practices and in accordance with the product manufacturers recommendations. All repairs shall be exterior weather protected and sealed tight. The materials, products, color and general design of the repair shall be the same as that of the existing structure.

- h) Section 304.14 Insect screens. Shall be amended and restated to read as follows:

304.14 Insect screens. During the period from April 1 to October 31, every door, window and other outside opening required for *ventilation* of habitable rooms, food preparation areas, food service areas or any areas where products to be included or utilized in food for human consumption are processed, manufactured,

packaged or stored shall be supplied with *approved* tightly fitting screens on minimum 16 mesh per inch (16 mesh per 25 mm), and every screen door used for insect control shall have a self-closing device in good working condition. Screens shall not be required where other *approved* means, such as air curtains or insect repellent fans, are employed.

- i) Section 307.1. General. Shall be amended and restated to read as follows:

307.1 General. Every existing exterior and interior flight of stairs having more than four risers shall have a handrail on one side of the stair and every open portion of a stair, landing, balcony, porch, deck, ramp or other walking surface that is more than 30 inches above the floor or grade below shall have guards. Handrails shall be not less than 30 inches in height or more than 42 inches in height measured vertically above the nosing of the tread or above the finished floor of the landing or walking surfaces. Existing guards shall be not less than 30 inches in height above the floor of the landing, balcony, porch, deck, ramp, stair nosing, or other walking surface and shall not have openings that allow passage of a sphere greater than 6" in diameter. All new guardrails and handrails installed after the adoption of this ordinance shall be installed in accordance with the adopted building code. Guards shall not be required where exempted by the adopted building code.

- j) Section 308.2.2 Refrigerators. Shall be deleted in its entirety.

- k) Section 309.2 Owner. Shall be amended and restated to read as follows:

309.2 Owner. The owner of any structure shall be responsible for pest elimination within the structure prior to renting, leasing, or otherwise allowing occupancy of the structure. If the code official has reason to believe the structure has any insects, pests, or rodents, the code official shall have the authority to require the owner to eliminate the pests and submit a written statement from an licensed pest control agency stating that the structure has been treated and is free from insects, pests, or rodents prior to a certificate of compliance issued and before inspection and occupancy of the structure is permitted.

- l) Section 309.3 Single occupant. Shall be deleted in its entirety.

- m) Section 309.4 Multiple occupancy. Shall be deleted in its entirety.

- n) Section 309.5 Occupant. Shall be deleted in its entirety.

- o) Section 403.1 Habitable spaces. Shall be amended and restated to read as follows:

403.1 Habitable spaces. Every habitable space shall have not less than one openable window. The total openable area of the window in every room shall be equal to not less than 45 percent of the glazed area of the window.

- p) Section 403.3 Cooking facilities. Shall be amended and restated as follows:

403.3 Cooking facilities. All dwelling units shall include a kitchen that at a minimum includes a cooking appliance consisting of a stove, oven, and a refrigerator, all appliances shall be maintained in good condition. A cooking appliance shall not be permitted to be present in a rooming unit or dormitory unit.

- q) Section 404.3 Minimum ceiling heights. Shall be amended and restated as follows:

404.3 Minimum ceiling heights. *Habitable spaces*, hallways, corridors, laundry areas, *bathrooms*, *toilet rooms* and habitable *basement* areas shall have a minimum clear ceiling height of 6 feet 8 inches (2033 mm). In one- and two-family dwellings, beams or girders spaces not less than 4 feet (1219 mm) on center and projecting not greater than 6 inches (152 mm) below the required ceiling height. *Basement* rooms in one- and two-family dwellings occupied exclusively for laundry, study or recreation purposes, having a minimum ceiling height 6 feet 8 inches (2033 mm) with a minimum clear height of 6 feet 4 inches (1932 mm) under beams, girders, ducts and similar obstructions. Rooms occupied exclusively for sleeping, study or similar purposes and having a sloped ceiling over all or part of the room, with a minimum clear ceiling height of 6 feet 8 inches (2033 mm) over not less than one-third of the required minimum floor area. In calculating the floor area of such rooms, only those portions of the floor area with a minimum clear ceiling height of 5 feet (1524 mm) shall be included.

- r) Section 503.1 Privacy. Shall be amended and restated as follows:

503.1 Privacy. Toilet rooms and bathrooms shall provide privacy and shall not constitute the only passageway to a hall or other space, or to the exterior. A door and interior locking device shall be provided for all bathrooms and toilet rooms in a dwelling.

- s) Section 503.4 Floor surface. Shall be amended and restated as follows:

503.4 Floor surface. Every toilet room, bathroom, and kitchen/cooking room floor shall be maintained to be a smooth, hard, nonabsorbent surface to permit such floor to be easily kept in a clean and sanitary condition.

- t) Section 602.3 Heat Supply. Shall be amended and restated to read as follows:

602.3 Heat supply. Every *owner* and *operator* of any building who rents, leases or lets one or more *dwelling units* or *sleeping units* on terms, either expressed or implied, to furnish heat to the occupants thereof shall supply heat during the period from October 1 to May 31 to maintain a minimum temperature of 68°F (20°C) in all habitable rooms, *bathrooms* and *toilet rooms*.

When the outdoor temperature is below the winter outdoor design temperature for the locality, maintenance of the minimum room temperature shall not be required provided that the heating system is operating at its full design capacity. The winter outdoor design temperature for the locality shall be as indicated in Appendix D of the *International Plumbing Code*.

In areas where the average monthly temperature is above 30°F (1°C), a minimum temperature of 65°F (18°C) shall be maintained.

- u) Section 602.4 Occupiable work spaces. Shall be amended and restated as follows:

602.4 Occupiable work spaces. Indoor occupiable work spaces shall be supplied with heat during the period from October 1 to May 31 to maintain a minimum temperature of 65°F (18°C) during the period the spaces are occupied. This requirement does not apply to processing, storage and operation areas that require cooling or special temperature conditions or areas in which persons are primarily engaged in vigorous physical activities.

- v) Section 603.1 Mechanical appliances. Shall be amended and restated as follows:

603.1 Mechanical appliances. Functioning mechanical appliances, fireplaces, solid fuel-burning appliances, furnaces, and water heating appliances shall be properly installed and maintained in a safe working condition and shall be capable of performing the intended function. For all dwelling units all gas fired mechanical appliances shall be inspected by a State of Michigan licensed mechanical contractor and a report of the findings shall be submitted prior to the issuance of a certificate of compliance. The report shall include a part per million reading of carbon monoxide and such reading shall be taken from the clear breathing zone in the interior of the dwelling.

- w) Section 604.3 Electrical service hazards. Shall be amended and restated as follows:

604.3 Electrical service hazards. Where it is found that the electrical system in a structure constitutes a hazard to the occupants or the structure by reason of inadequate service, improper fusing, insufficient receptacle or lighting outlets, improper wiring or installation, deterioration or damage, or for similar reasons, the code official shall require the defects to be corrected to eliminate the hazard. Electrical cords shall not be the permanent source of connection serving appliances or installed in such a manner that impairs, obstructs, or hinders in any way the path of egress or could result in the electrical cord becoming a trip hazard.

- x) Section 605.2 Receptacles. Shall be amended and restated as follows:

605.2 Receptacles. Every habitable space in a dwelling shall contain not less than two separate and remote receptacle outlets. Every laundry area shall contain not less than one grounding-type receptacle. In addition, all receptacles in laundry areas in the basement must include a ground fault circuit interrupter. Every bathroom shall contain not less than one receptacle. Any bathroom receptacle outlet shall have ground fault circuit interrupter protection. All receptacle outlets within six (6') feet of a water appliance such as sinks, laundry tubs, bathtubs, showers, and similar such appliances with water supplies to it shall have ground fault circuit interrupter protection. All receptacle outlets shall have the appropriate faceplate cover for the location.

- z) Section 704.6.3 Power source. Shall be amended and restated as follows:

704.6.3 Power source. Single station smoke alarms shall receive their primary power from the building wiring provided that such wiring is served from a commercial source and shall be equipped with a battery backup. All hard-wired smoke alarms shall only be replaced with hard wired smoke alarms. Smoke alarms with integral strobes that are not equipped with battery backup shall be connected to an emergency electrical system. Smoke alarms shall emit a signal when the batteries are low. Wiring shall be permanent and without a disconnecting switch other than is required for overcurrent protection.

In existing dwellings, where no construction is taking place, and where smoke alarms are required by 704.2.1.2 smoke alarms are permitted to be factory warrantied 10 year sealed solely battery operated. All smoke detectors must be UL listed.

Smoke alarms are permitted to be factory warrantied 10 year sealed solely battery operated in buildings that are not served from a commercial power source.

Smoke alarms are permitted to be factory warrantied 10 year sealed solely battery operated in existing areas of buildings undergoing alterations or repairs that do not result in the removal of interior walls or ceiling finishes exposing the structure, unless there is an attic, crawl space or basement available that could provide access for building wiring without the removal of interior finishes. All smoke detectors must be UL listed.

- aa) Section 705.1 shall be adopted to read as follows.

705.3 Carbon monoxide alarms. Carbon monoxide alarms shall be provided in all dwelling units where the dwelling unit contains a fuel fired appliance and/or the dwelling unit has an attached garage with an opening that communicates with the dwelling unit.

Carbon Monoxide alarms shall be installed in accordance with their listing and the Michigan Residential Building Code in effect at the time of installation of the carbon monoxide detector.

4. Chapter 10, Section 10-503 is adopted to read as follows:

Section 10-503. This ordinance shall supersede the existing Property Maintenance Code of the City of Muskegon but all rights and rights of action now existing, all suits in course of prosecution for or against the city under the former act shall remain unimpaired and in case the course of proceeding provide for in this Ordinance shall differ from that in the Property Maintenance Code that it supersedes, either method may be followed, it being the intention that no rights of any name or nature in existence at the time of the adoption of this Ordinance shall be lost or jeopardized.

This ordinance adopted:

Ayes: Keener, German, Gorman, Kochin, St.Clair, Johnson,
and Kilgo
Nays: None

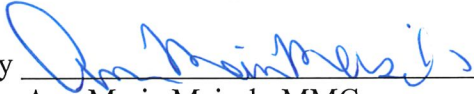
Adoption Date: April 22, 2025

Effective Date: May 10, 2025

First Reading: April 8, 2025

Second Reading: April 22, 2025


CITY OF MUSKEGON

By 
Ann Marie Meisch, MMC
City Clerk

CERTIFICATE

The undersigned, being the duly qualified clerk of the City of Muskegon, Muskegon County, Michigan, does hereby certify that the foregoing is a true and complete copy of an ordinance adopted by the City Commission of the City of Muskegon, at a regular meeting of the City Commission on the 22nd day of April, 2025, at which meeting a quorum was present and remained throughout, and that the original of said ordinance is on file in the records of the City of Muskegon. I further certify that the meeting was conducted, and public notice was given, pursuant to and in full compliance with Act No. 267, Public Acts of Michigan of 1976, as amended, and that minutes were kept and will be or have been made available as required thereby.

DATED: April 22, 2025


Ann Marie Meisch, MMC
Clerk, City of Muskegon

Publish: Notice of Adoption to be published once within ten (10) days of final adoption.



Agenda Item Review Form

Muskegon Legislative Policy Committee

Commission Meeting Date: August 19, 2025	Title: Policy Audit Report															
Submitted by: LeighAnn Mikesell, Deputy City Manager	Department: Manager's Office															
Brief Summary: Staff will present the report from MGT on their audit of our policies.																
Detailed Summary & Background: Throughout the 2024/25 fiscal year, the MKG Core Team worked with MGT to audit our policies relative to universal access and expanding opportunity. The results of that audit will be presented by Donald Nunez, the MKG Core Team Chair.																
Goal/Action Item: 2027 Goal 3: Community Connection																
Is this a repeat item?: Explain what change has been made to justify bringing it back to Commission:																
Amount Requested: N/A	Budgeted Item: <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <tr> <td style="width: 25%;">Yes</td> <td style="width: 25%;">No</td> <td style="width: 25%;">N/A</td> <td style="width: 25%;">X</td> </tr> </table>	Yes	No	N/A	X											
Yes	No	N/A	X													
Fund(s) or Account(s): N/A	Budget Amendment Needed: <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <tr> <td style="width: 25%;">Yes</td> <td style="width: 25%;">No</td> <td style="width: 25%;">N/A</td> <td style="width: 25%;">X</td> </tr> </table>	Yes	No	N/A	X											
Yes	No	N/A	X													
Recommended Motion: N/A																
Approvals: <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Immediate Division Head</td> <td style="width: 10%;"></td> <td style="width: 20%;"></td> </tr> <tr> <td>Information Technology</td> <td></td> <td></td> </tr> <tr> <td>Other Division Heads</td> <td></td> <td></td> </tr> <tr> <td>Communication</td> <td></td> <td></td> </tr> <tr> <td>Legal Review</td> <td></td> <td></td> </tr> </table>	Immediate Division Head			Information Technology			Other Division Heads			Communication			Legal Review			Name the Policy/Ordinance Followed: N/A
Immediate Division Head																
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MKG Core Team



Presentation of Policy Gap Analysis to City of
Muskegon Commission

Project Background and Approach

In November 2023, the City of Muskegon (the City) released an RFP that sought proposals from qualified service providers that could conduct an audit of the City's policies, programs, and practices for their impact on impartiality. The audit would conclude with a findings and recommendations report that discusses the current state of the City's policies as they relate to universal access and expanding opportunity and lays out recommendations for existing policies and programs.

After a competitive bidding process, the City of Muskegon selected MGT to lead a comprehensive assessment of the current state of the City's policies, programs and practices, initiated in March 2024. As part of the first volume of assessment work, the scope of the assessment for the City included a review and analysis of select internal and external programs, policies and practices.

Based on the findings, MGT drafted a summary of the City's areas of strength and barriers within its programs, policies and practices and offer recommendations to expand opportunity within those areas.

Approach

MGT's comprehensive mixed-method approach to the City of Muskegon's assessment began with a review of select internal and external policies, processes, and procedures. MGT worked closely and collaboratively with the City's project team to identify key policies and supporting documents to review. The teams identified and reviewed internal and external policies and related documents, covering some of the following policy areas: leave, benefits, civil service rules, employee lifecycle, harassment and retaliation, good faith efforts, committee bylaws, and other public-facing programs. MGT identified key areas of strength, opportunity, and suggested changes for the City to consider.

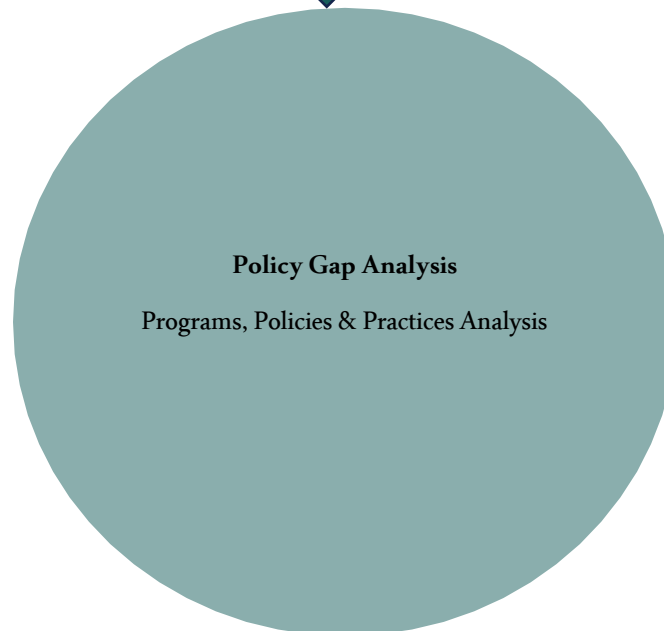
Recommendations are guided by the themes, insights, and innovative and best practice suggestions that emerged during this phase of the project period. This first volume of the assessment report is a testament to the City's growing commitment to universal access in its workplace, programs and practices.

Project Methodology – How did we get here?

MGT's process for arriving at prioritized findings is shared below. Through the collection and interpretation of qualitative and quantitative data, MGT triangulated findings leveraging the mixed-methods approach.

Data Collection	Data Interpretation & Analysis	Synthesis of Findings	Triangulation of Prioritized Findings
<ul style="list-style-type: none">Internal policies and practicesExternal policies and practices	<ul style="list-style-type: none">Document review and analysis	<ul style="list-style-type: none">Identify key resultsSense-making with project team	<ul style="list-style-type: none">Areas of StrengthIdentified Opportunities / Barriers

Triangulation of Prioritized Findings



Policy Gap Analysis

- 22: # of internal-facing documents reviewed]
- 29: # of external facing documents reviewed
- Using an impartiality-lens, MGT reviewed existing documented policies, processes, and procedures to identify areas of strength and gap opportunities

MGT worked with the City of Muskegon project team to identify 22 internal facing documents and 28 external facing documents for review. Using an impartiality-lens, MGT reviewed the documents identifying strengths, opportunities for improvement, and recommendations for change. The section below identifies overarching summary themes from the internal and external policy analyses. For more detailed document findings and recommendations of internal policies please refer to page 9 and for the external policy analysis refer to page 32.

Internal Policy Analysis – Areas of Strength

- **Clarity and Detail:** Policies and documents are detailed, with step-by-step instructions, clear definitions, and examples.
- **Sensitivity and Acceptance:** Use of gender-inclusive language across multiple documents and strong stance on universal access within the City’s Vision Value Equity Statement
- **Comprehensive Definitions:** Clear definitions of terms like harassment, offensive conduct, and nepotism, supported by examples.
- **Structured Processes:** Well-defined processes for harassment reporting, mediation, evaluations, and transfers.
- **Employee Support:** Policies supporting employee well-being, such as clear leave policies, return-to-work programs, and excess sick leave cash-out options.
- **Standardization:** Consistent use of templates, standardized fonts, and text sizes, and clear agendas for activities and orientations.
- **Commitment to Values:** Clear articulation of city values, equity vision, and mission statements, supported by examples and affirmations.

Internal Policy Analysis – Areas of Opportunity

- **Regular Reviews and Updates:** Implement annual reviews for all policies and procedures, and update guidelines to reflect current public health realities.
- **Accessibility and Inclusivity:** Make policies available in multiple languages, ensure both hard copy and digital format copies are screen reader-friendly, and consider broadening the definition of family to include chosen family members.
- **Transparency and Communication:** Increase visibility of EEO/AA efforts, provide a change log for living documents, and promote open communication channels, including anonymous reporting mechanisms.
- **Employee Support and Flexibility:** Explore flexible work arrangements, provide clear guidelines on remote work equipment, and consider progressive wage replacement rates for low-wage workers.
- **Equity and Fairness:** Standardize the number of holidays across all employee groups, consider floating holidays for various religious observances, and explore resolutions addressing racism as a public health crisis.

External Policy Analysis – Areas of Strength

- **Transparency and Accountability:** Policies emphasize transparency through clear procedures, regular meetings, public availability of records, and thorough documentation.
- **Inclusivity and Accessibility:** Efforts to include all community members, provide reasonable access to meetings, and ensure non-discrimination are highlighted.
- **Clear Guidelines and Definitions:** Policies provide clear definitions, guidelines, and instructions, making them easy to understand and follow.
- **Community Engagement:** Strong focus on community involvement, including participation from various demographics and public input on decisions.
- **Structured Processes:** Well-defined processes for contractor selection, financial management, and procurement ensure consistency and fairness.

External Policy Analysis – Areas of Opportunity

- **Regular Updates and Reviews:** Conduct annual reviews of policies to ensure they remain current and relevant.
- **Enhanced Communication and Accessibility:** Expand meeting notices to digital platforms, broadcast meetings online, and provide documents in multiple formats for better accessibility.
- **Enhancing Community Engagement:** Increase efforts to engage underrepresented groups, offer participation incentives, and implement formal feedback mechanisms.
- **Enhancing Transparency and Clarity:** Include detailed fee schedules, clear definitions, and timelines for processes like bidding and approvals.
- **Use of Technology:** Implement online systems for applications, bidding, and management to streamline processes and improve efficiency.

High Level Recommendations

MGT has identified three (3) areas of focus that emerged during this assessment from the policy, program and practice area collection activities and their findings. MGT has included high-level recommendations and suggested tactics to assist with implementing each recommendation.

For the full list of suggested solutions for the policy gap analysis, please refer to page 54 of this report.

Focus Area	High-Level Recommendation
Build Greater Transparency and Impartiality	Update specific policies to encompass greater best practices to incorporate universal access within the organization. Integrate disparate policies into one comprehensive policy document for better transparency, understanding and utility by City staff.
Embed Connections to Community	Better connect the City's internal workforce organizational values to support the external vision and mission statements identified by the City. Incorporate additional citizen input feedback mechanisms into furthering key policy areas.
Develop a Welcoming Workforce	Identify a values and behaviors competency-based model to better help create an inclusive workplace and embed universal access into practice by existing staff and leadership. Ensure the performance management process, trainings and policies are systematized to measure and evaluate staff against goals and create welcoming employee experiences.

In Conclusion



Next steps and comments on the future.

CITY OF



MUSKEGON

Policy Audit Findings and Recommendations Report

Volume 1: Policy Analysis

February 2025

Page Number

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- Project Methodology
- Prioritized Findings – Policy Gap Analysis
- High-Level Recommendations

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External Policy Analysis

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Recommendations

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Conclusion

PROJECT OVERVIEW



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INTERNAL POLICY ANALYSIS



Internal Policy Analysis

MGT worked with the City of Muskegon project team to identify 22 internal documents for review. The documents were reviewed using a gap analysis methodology focusing on strengths, opportunities for improvement, and recommendations for change.

Internal Documents Reviewed			
1	City of Muskegon Civil Service Rules	12	Return to Work
2	City of Muskegon Americans with Disabilities Act	13	Transfers
3	Authorized Absences (No Pay Policy)	14	Police New Hire Orientation
4	Leaves	15	Uniform Sick Leave
5	City of Muskegon Performance Appraisal Forms	16	Vision, Value, Mission, Equity Vision Statement Muskegon
6	City of Muskegon EEO/AA Plan	17	Tuition Reimbursement
7	Harassment Policy and Procedures	18	Family Leave
8	Merit Pay Policy Proposal	19	Community Engagement Process Handbook
9	Nepotism – Conflict of Interest	20	Holidays Schedule
10	New Hire Orientation Agenda	21	Resolution Prohibiting Discrimination
11	City of Muskegon Organizational Values 2024	22	City of Muskegon Policy Template

General Recommendations for City of Muskegon Civil Service Rules

1. Update gendered language to reflect gender-inclusive language (remove only he/him/his)
 - a) Use of the gender pronoun “he” to include female and plural persons is mentioned but would benefit from being updated.
 - b) If maintaining the use of “he/him” is necessary, then consider making that note stand out more.
2. Update policies referenced in Civil Service (ex. 1998 driving act).
3. Update policies to match page numbers – consider reordering sections.
4. Clearly define policies/acts referenced in Civil Service Rules and Regulations.

Recommendations in selected areas:

1. Definitions:
 1. Included provisions in this section on how to amend the definitions segment of the Civil Service Rules for future purposes by the City to add and/or remove terminology, definitions or acronyms as deemed necessary.**
2. Classification:
 1. For the section entitled, “Un-American Activities,” the City should revise the title of this section to be more representative of the current day workplace. For example, the City should consider the following instead: “Unloyal Activities” or “Non-Patriotic.”**
3. Applicants and Applications:
 1. Filing of application, consider shifting from a close of business model (5:00 pm) to perhaps to the end of day (12:00 am - midnight) to help provide more opportunities for those who may work multiple jobs or have extended commitments that preclude submission prior to a 5:00 pm deadline.
 2. Residence requirements should be examined and be able to accommodate telework or remote capabilities for employees that extend beyond the physical location of residence.**
 3. When referring to the character and personal fitness of applicants, the City is recommended to consider alternative language from “Mentally competent” which can be offensive and/or subjective to certain groups.**
4. Examinations:
 1. For medical examinations, the City should consider how to account for people with disabilities or neurodiversity as part of the examinations process. How can we provide resources to these employees? Outline the steps, processes and internal Human Resource contacts for employees who may have questions.**
5. Hiring:
 1. Within this section of the civil service rules, add the use of telework and remote work to recruit a more expansive and qualified candidate pool.

***NOTE: City is recommended to confer with employment legal counsel for implementation feasibility of these recommendations.*

Recommendations in selected areas:

6. Hiring (Continued):

1. Consider the following sample best practice language below:

“A Department Director may recommend and/or the Director of Human Resources may approve requiring an independent medical evaluation or other professional inquiries that are job related and consistent with business necessity when an employee is having difficulty performing a job effectively, is injured on the job, or is returning to the job after an injury or illness. The City retains the right to accept the medical opinion of the employee's doctor or that of the independent medical evaluation. If it is determined that the employee cannot perform the essential functions of the job currently held, with or without reasonable accommodation, or that the employee poses a significant risk of substantial harm to the health and safety of the employee or to others that cannot be reduced or eliminated by reasonable accommodation, the following action will be taken:

- a. The Director of Human Resources will determine whether it is possible to provide a reasonable accommodation within the workplace which will allow the employee to perform the essential functions of the position. If the provisions of such an accommodation is determined to be reasonable, then the Director of Human Resources will coordinate the implementation of the determination with the Department Director.
- b. If it is determined that no reasonable accommodation may be implemented by which the employee can continue to perform the essential functions of their current position, then the Director of Human Resources will attempt to place the employee in a vacant position in the same or lower grade for which the employee is qualified and able to perform the essential functions of the job. If this placement results in a change to a lower grade and the employee's salary exceeds the maximum of the new grade, the salary will remain; however, the employee will be eligible only for annual cost-of-living salary increases and longevity awards, but not within grade salary increases. If a placement cannot be accomplished successfully, steps will be taken to separate the employee from City service through retirement. If the employee is not eligible for retirement, their employment will be terminated for non-disciplinary reasons.” ***NOTE: City is recommended to confer with employment legal counsel for implementation feasibility of these recommendations.*

7. Employee Performance Evaluation:

1. Consider mid-year reviews to provide more support for all employees and particularly employees who may need more support beyond annual reviews.
2. Infuse a welcoming and value based competency framework to align with employee performance evaluation processes.
3. Assign and align scoring with a welcoming and value based competency framework with performance evaluation processes.

8. Continuing Education Reimbursement Policy:

1. To embed more universal access into this policy, the City is recommended to consider increasing the reimbursement amounts particularly for part-time employees who may have more limited financial resources and to help with talent pipelines.

Internal Policy Analysis

City of Muskegon Americans with Disabilities Act

Strengths	Opportunities	Recommendations for Consideration
<p>Policy: Knowledge of policy and its implementation benefits all employees regardless of ability status.</p> <p>Attachment A: The grievance process is simple and easy to follow.</p> <p>Attachment B: The transition plan provides transparency and direction.</p> <p>Attachment C: Identification of required alterations demonstrates a great level of accountability.</p>	<p>N/A – MGT did not identify any opportunities.</p>	<p>Enhance the City's efforts to actively promote and advertise accessibility measures to ensure universal access for all residents and visitors.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> • Include a new Attachment D that provides guidance to Human Resource and other City departments on how to promote accessibility for residents, visitors and businesses.

Authorized Absences (No Pay Policy)

Strengths	Opportunities	Recommendations for Consideration
<p>The list of reasons for authorized absence is comprehensive.</p>	<p>Opportunity to include area on the policy document to note the date of update when changes to this policy are made.</p> <p>Opportunity to consider ensuring leave information is accessible in additional languages as may be needed by employees (i.e., Spanish, etc.)</p>	<p>N/A – MGT did not identify any recommendations for consideration.</p>

Leaves		
Strengths	Opportunities	Recommendations for Consideration
<p>The document further defines different leave types and their conditions/ lengths for unpaid leave, medical leave, additional leaves of absence, bereavement leave, jury leave, sick leave, personal leave, vacation leave, holidays, rest and meal periods, Holidays are listed and vacation time accrual is expanded upon on in this document.</p>	<p>Opportunity to include area on the policy document to note the date of update when changes to this policy are made.</p> <p>There is an opportunity to consolidate this policy document information along with the authorized absence leave information into one reference document.</p> <p>Opportunity to consider ensuring leave information is accessible in additional languages as may be needed by employees (i.e., Spanish, etc.)</p>	<p>Consider allowing holidays that fall on weekends to be observed on the nearest weekday to maintain consistent schedules.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> Saturday holiday is observed on Friday. <p>Ensure all observed holidays are documented within your policy consistently.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> Juneteenth is not shown as an observed holiday in this document but mentioned in other documents. Ensure consistency for reference by employees.

City of Muskegon Performance Appraisal forms

Strengths	Opportunities	Recommendations for Consideration
<p>Having a standard grading system improves performance evaluation clarity for the employee and reviewer.</p>	<p>Provide a supplemental list of job functions sorted by weight with the review form.</p>	<p>An enhanced competency value-based performance review model is recommended to be embedded into the City's performance review process.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> • Consider developing a value-based competency model for performance management that connects specific behaviors with larger organizational values and functions. • Consider deploying mid-year evaluations to support performance goals established in yearly reviews. • Ensure that people managers and staff receive training for conducting and receiving performance reviews. (i.e., New Hire Orientation, annual performance review training, mid-year check-ins, etc.)

Internal Policy Analysis

Harassment Policy and Procedures		
Strengths	Opportunities	Recommendations for Consideration
<p>The definition of harassment is clear, provides examples, and references other Acts.</p> <p>“Offensive conduct” is further supported by examples.</p> <p>Sexual harassment is clearly defined and supported with multiple examples.</p> <p>The harassment reporting process is all-inclusive and is outlined in the document</p> <p>The mediation process is also thoroughly defined.</p>	<p>Promoting open communication channels can help employees feel more comfortable reporting harassment and seeking assistance.</p> <p>Introducing an anonymous reporting mechanism could provide an additional layer of protection for employees who may fear retaliation.</p>	<p>Increase the frequency of employee training and presentations about harassment and ensure that policies are consistently reaffirmed whenever an incident occurs.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> Inclusion in monthly/quarterly department meetings, HR roadshows, etc.

Merit Pay Policy Proposal		
Strengths	Opportunities	Recommendations for Consideration
<p>Timelines for evaluation and step pay raises are clearly defined.</p>	<p>Opportunity to broaden transparency and greater understanding of pay scales within the organization.</p> <p>Encourage greater high performance and career development ladders within the City.</p>	<p>Including a table of job positions and salary steps would help increase transparency and understanding.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> Adopt salary and job title schedule for all employees within organization <p>Implement a program to offer additional yearly bonuses for exceptional merit to recognize and reward high-performing employees.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> Annual Incentive Program

Internal Policy Analysis

New Hire Orientation Agenda.DRAFT.022724

Strengths	Opportunities	Recommendations for Consideration
<p>The layout of the agenda is appreciated. Some items have a bullet list of sub-items that help provide more context about what that block will cover. This would allow new hires to mentally prepare themselves to absorb the planned information.</p>	<p>Does each section come with its own orientation materials and hand-outs? Providing new hires with a binder to compile these would be helpful.</p>	<p>N/A – MGT did not identify any recommendations for consideration.</p>

Return to Work

Strengths	Opportunities	Recommendations for Consideration
<p>The Return to Work (RTW) Program’s purpose is clearly defined and supported with examples of application.</p> <p>The program sets clear guidelines and expectations for leave and return.</p> <p>An RTW plan template is also built into the document for ease of access.</p>	<p>The policy does not outline what equipment the City will provide while the employee is working remotely or whether they will be able to provide a stipend to cover the cost of new equipment.</p> <p>The City should explore providing flexible work arrangements outside of medical necessity, such as a hybrid model or flexible hours.</p>	<p>Consider including flexible working hours to accommodate different needs and provide options for a phased return to work.</p> <p><u>For example:</u> 4-day work week – 9:00 – 6:00 pm (longer hours) 1 day off each week</p> <p>Provide training on new health and safety measures if appropriate and include a point of contact if staff have questions or concerns.</p>

Internal Policy Analysis

Transfers		
Strengths	Opportunities	Recommendations for Consideration
<p>Allowing probationary and permanent employees to request a transfer benefits both the employee and the organization by placing for best fit.</p> <p>The requirement for employees to possess the necessary qualifications for the new position ensures that transfers are made based on merit and capability.</p> <p>The document addresses seniority rights, which can help maintain employee morale and fairness during the transfer process.</p>	<p>The need for approval from both sending and receiving department heads can foster better communication and collaboration between departments.</p>	<p>Specify the exact timelines for the approval process to ensure that transfers are handled promptly and efficiently.</p> <p>Implement support systems in your policy such as mentorship or training programs for transferred employees to help them adjust to their new roles more effectively.</p>

Uniform Sick Leave

Strengths	Opportunities	Recommendations for Consideration
<p>Overall, allowing excess sick leave hours to be cashed out is a great bonus for staff who are staying healthy throughout their years of service.</p>	<p>Provide updated guidelines around uniform sick leave to reflect the public health realities of 2024 and beyond (the policy is currently from 1998).</p> <p>Consider more flexibility for employees to use sick leave to promote a better employee health and work-life balance such as the following:</p> <ul style="list-style-type: none"> • Explicitly state that sick leave can be used for mental health days, reducing stigma around taking time off for personal well-being. • Include separate wellness days: As a component of an overall wellness strategy, some employers offer wellness day credits in exchange for participating in health-related activities and thus reducing need for sick leave application. • Consider merging sick days, vacation days, and personal days into one pool of PTO that can be used for any reason, providing greater flexibility. 	<p>Ensure written policy coordinates with other allocated paid time off policies and procedures so employees are fully informed of how/when to use which time off banks.</p> <p>Research current and best practice approaches responding to public health crises (example: COVID-19).</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> • <u>Public Health Crisis Management Playbook</u>

Muskegon Vision, Value, Mission and Equity Vision Statements

Strengths	Opportunities	Recommendations for Consideration
<p>All four statement categories are well thought out. The City's mission statement boasts multiple statements that include and/or center universal access.</p>	<p>Since employees serve the public, ensure that the City's vision, values and mission equity statement is aligned with the City's internal organizational mission and values.</p> <p>Consider addressing these opportunity areas:</p> <ul style="list-style-type: none"> • How does City staff practice tracking and implementing these various mission statements as it engages with the public in its daily operations and/or ongoing work? (i.e., communications, engagement activities, established programs, prioritization of key budget areas, implementation of the City of Muskegon organizational values, etc.) 	<p>Regularly assess and document how the organization's missions and values are being supported and track any changes over time to ensure alignment with current practices and goals.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> • Track actions for the public to ensure alignment with the City's vision, value, mission and equity vision statements. (i.e., City of Seattle)

City of Muskegon Organizational Values 2024

Strengths	Opportunities	Recommendations for Consideration
<p>Organizational values document is clear and focused heavily on the individual contributor.</p> <p>Organizational values are guided by the City’s equity statement.</p>	<p>An opportunity area for the City is to ensure that staff and leadership utilize the organizational values to enhance delivery of internal and external programs, policies and practice updates on a continuous basis to colleagues and/or the public.</p> <p>There are no specific examples included with the organizational values that provide guidance to staff and leaders on how to best embody the equity vision statement to value relationships, support universal access to city services and programs, and work to ensure people are engaged in community buildings.</p> <p>Greater clarity is needed for specific actions identified within the “Personal Responsibility, Empathy and Respect” sections in this organizational values document.</p>	<p>The City should embed organizational values for new employee recruitment and onboarding processes, if not already undertaken.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> Utilize organizational values to ensure potential hires and new employees demonstrate knowledge or alignment with key areas of the City’s organizational values during interview processes. <p>Include organizational values as part of the mid year and/or annual performance review process, if not already undertaken by the City.</p> <p>Personal Responsibility:</p> <ul style="list-style-type: none"> Consider clarifying the action “I am honest.” (i.e., communications, actions, etc.) Consider clarifying the action for “I do not gossip.” (i.e., intentional/unintentional, sharing confidential information, negative comments, etc.)

City of Muskegon Organizational Values

Strengths	Opportunities	Recommendations for Consideration
<p>The City’s values are clear and supported with multiple single-sentence affirmations and some examples that support many of the values.</p> <p>Organizational values are guided by the City’s equity statement. The equity vision statement emphasizes embracing all and ensuring universal access to city services and programs. This commitment to inclusivity is a strong foundation for building a cohesive community.</p>	<p>An opportunity area for the City is to ensure staff and leadership utilize the organizational values to enhance delivery of internal and external programs, policies and practice updates on a continuous basis to colleagues and/or the public.</p> <p>No specific examples are provided in the organizational values that offer guidance to staff and leaders on how to best embody the Equity Vision Statement to value relationships, support universal access to city services and programs, and work to ensure people are engaged in community building.</p> <p>Greater clarity is needed for specific actions identified within the “Personal Responsibility, Empathy and Respect” sections in this document.</p> <p>The City has a unique opportunity to redesign these internal organizational value to better align around core universal access competencies for the internal workforce.</p> <p>Implementing training programs to reinforce these values can help ensure that all employees understand and embody them in their daily work.</p> <p>Leveraging the value of connection to enhance community engagement initiatives can strengthen relationships between the City and its residents.</p>	<p>City should consider embedding organizational values for new employee recruitment and onboarding processes, if not already done.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> Utilize organizational values to ensure potential hires and new employees demonstrate knowledge or alignment with key areas of the City’s organizational values. <p>If not already included, use the organizational values as part of mid year and/or annual performance review processes.</p> <p>Redesign the organizational values document to add the following:</p> <ul style="list-style-type: none"> Definitions Examples of how each value is demonstrated in practice

Recommendations for Consideration (Continued)

City of Muskegon Organizational Values

City should consider providing clearer guidance of examples in some key areas within the organizational values document as noted below:

For Example:

Personal Responsibility section:

- Consider clarifying the action “I am honest” in this document on the intention of this statement. (i.e., communications, actions, etc.)

Respect section:

- Consider clarifying the action for “I do not gossip” in this document on the intention of this statement. (i.e., intentional/ unintentional, sharing confidential information, negative comments, etc.)

Empathy section:

- Consider clarifying the action for “I do not judge others” on the intention of this statement. (leaders' opinion-based judgements, social behavior, impact and intent of actions, etc.)

City should consider redesigning the internal organizational values document to better align around and helping to implement core universal access competencies through the “myself, my team and my organization/workplace” framework model. This will help to support progression in employees and leaders' knowledge, skills and application of core values within their work across time to help advance upward mobility.

For Example:

- TRIEC (n.d.). Workplace Competencies

Sample Tools:

- CSU Competencies
- Competency Assessment & Tracker

Strengthen the internal promotion and tracking of these values, providing employees with clear ways to measure their behavior against the equity vision statement and organizational values and celebrate those who exemplify and lead by example.

Conduct regular workshops and training sessions to keep employees aligned with the organizational values and to address any challenges in implementing them.

Family Leave

Strengths	Opportunities	Recommendations for Consideration
<p>The family leave summary table clearly outlines the number of family leave days that are available for each job group.</p>	<p>The City should consider broadening the definition of family to include chosen family members, not just biological relatives. This ensures that employees can take leave to care for those who are most important to them, regardless of legal or blood line relationships.</p> <p>To support low-wage workers, some organizations offer progressive wage replacement rates. This means that employees earning lower wages receive a higher percentage of their income during leave, which helps reduce financial strain. Additionally, the City can consider reducing the length of service required to qualify as well as including part-time and seasonal workers.</p> <p>Consolidate this family leave summary listing of dates with leave information for easier accessibility and understanding by employees.</p>	<p>Consider implementing a standardized family leave policy that provides benefits across all employee groups.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> In addition to developing a family leave schedule, the City should consider drafting an official policy document that outlines how this benefit can be accessed, what forms need to be filled out, any out-of-office plan that is required, as well as other considerations that staff and people managers need to keep in mind. (i.e., Like the nepotism policy adopted by the City.) Increase Leave for Adoption: Align adoption leave with birth leave to support all types of family growth equally.

Holidays Schedule

Strengths	Opportunities	Recommendations for Consideration
<p>The holiday schedule is easy to understand and is broken down by job group, which offers greater clarity to staff.</p> <p>The schedule includes a wide range of holidays, recognizing both federal holidays and culturally significant days like Juneteenth.</p> <p>The inclusion of holidays such as Martin Luther King Jr.'s Birthday and Juneteenth reflects a commitment to cultures present within the city.</p> <p>Non-union and clerical staff have a consistent number of holidays, which can help in planning and fairness.</p>	<p>The City should explore floating holidays to accommodate various religious holidays.</p> <p>There is an opportunity to standardize the number of holidays across all employee groups to ensure fairness.</p> <p>Consider adding holidays for groups like firefighters and DPW employees who currently have fewer holidays.</p>	<ul style="list-style-type: none"> • Ensure that the holiday schedule is easily and readily accessible to staff. Send reminders to staff to make sure they are clearly informed about this benefit. • Conduct an annual review to align the holiday schedules across all employee groups, ensuring that all employees receive a similar number of holidays. • Implement floating holidays or personal days with the schedule to allow employees to choose additional days off that are meaningful to them.

Community Engagement Process Handbook

Strengths	Opportunities	Recommendations for Consideration
<p>The Community Engagement Process Handbook (CEPH) contains a lot of valuable best-practice information.</p> <p>The 8-Step Project Planning steps are quite thorough and offer a bounty of thoughtful questions for practitioners to consider.</p>	<p>Stakeholders and community members would benefit from participation incentives. Their time is a gift, and that is acknowledged here. However, some stipends would go a long way in rewarding people for their time. - especially if their feedback isn't implemented.</p>	<p>MGT recommends using this Community Engagement Process Handbook as a benchmark for other external manuals developed in the future due to its exemplary structure and quality.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> • City should consider including tools in the handbook that may be available for engaging the community around any needed translation support for public meetings. • The City has an opportunity to revisit the community engagement goals on page 4 to enhance alignment with the City vision, mission and equity vision.

Internal Policy Analysis

City of Muskegon Policy Template		
Strengths	Opportunities	Recommendations for Consideration
<p>The policy template is clear and has a cover page built into it. Standardized fonts and text sizes are in place. The table at the bottom denotes policy changes and is good for record keeping.</p>	<p>N/A – MGT did not identify any opportunities.</p>	<p>This template could be improved by including standardized language samples for the template’s sections.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> • Specific Goals: Clearly define the goals of the policy. This helps in understanding the intended outcomes and measures of success. • Application Process: Make the “APPLICATION PROCESS” section more detailed, including timelines, required documents, and steps involved. • Standards of Conduct: Provide detailed standards of conduct and requirements to ensure compliance and accountability. <p>These can be edited as needed.</p>

Internal Policy Analysis

Police New Hire Orientation

Strengths	Opportunities	Recommendations for Consideration
<p>The document is an agenda of daily activities with locations and times.</p> <p>It is a standardized orientation schedule.</p>	<p>It would be helpful to include a brief description of each of the activities that are part of the new hire orientation.</p> <p>Ensure orientation materials are provided to new hires ahead of time.</p> <p>For example:</p> <ul style="list-style-type: none"> Distribute orientation packets out at least one week in advance to orient new police hires. 	<p>Include a brief description of each activity in the orientation packet for clarity in advance to staff.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> As part of orientation include a City tour, key site location tour and orientation of various department operations as part of the onboarding process.

Nepotism – Conflict of Interest

Strengths	Opportunities	Recommendations for Consideration
<p>The Nepotism policy is clearly defined. The City’s reasoning behind avoiding favoritism is explained in detail and several situations that could lead to a conflict of interest are outlined.</p>	<p>N/A – MGT did not identify any opportunities.</p>	<p>City should consider implementing an anonymous reporting system to allow employees to report conflicts of interest without the fear of retaliation.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> Include a new paragraph on page 1 of this policy to include directions on how to report conflicts of interest due to nepotism and add the anonymous reporting mechanism phone number or online form for staff to report..

Internal Policy Analysis

Resolution Prohibiting Discrimination

Strengths	Opportunities	Recommendations for Consideration
<p>The addition of sexual orientation and gender identity under the protected class against discrimination is a positive step forward to ensure staff feel included and protected.</p>	<p>The City of Muskegon could explore resolutions to enhance its prohibition of discrimination and support more universal access.</p>	<p>Leverage existing City data and community feedback to determine whether the City can or should adopt a resolution to further define its prohibition of discrimination.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> • Conduct focus groups, community surveys, or hold community meetings to ascertain community interest in adopting an enhanced resolution. • Either adopt a new resolution or amend the existing Resolution Prohibiting Discrimination to include supportive language and actions that support universal access.

Tuition Reimbursement Policy

Strengths	Opportunities	Recommendations for Consideration
<p>The policy is flexible and provides multiple opportunities for access to its requirements.</p> <p>Policy regarding pass/fail and withdrawal is fair.</p>	<p>Check in with current staff and make sure they are aware of this policy. Consider spotlighting education programs to pursue.</p> <p>Update this policy to provide guidance to departments on how to promote and leverage tuition reimbursements to enhance performance management and career development processes.</p>	<p>Regularly showcase how employees can apply for and receive tuition reimbursement.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> • Highlight on employee SharePoint, annual benefits enrollment, monthly or quarterly department meetings.

City of Muskegon EEO/AA Plan

Strengths	Opportunities	Recommendations for Consideration
<p>The document takes a strong clear stance in support of universal access and promotes the need for strong leadership by example. The different sections and their targets are appreciated; it helps focus the reader. Retaining definitions for different groups at the end of the document assists with clarity as well.</p>	<p>As a living document, creating a change log of what has changed or been embraced through this plan would help to keep track of changes, as well as celebrate successes.</p> <p>Increasing the visibility of the City's EEO/AA efforts through public reports and community events can build trust and demonstrate the City's commitment to universal access.</p>	<p>Consider making this plan available in other languages and ensuring that they are accessible for staff with disabilities.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> • Make plan available in Spanish, etc. • Use accessible color schemes and regularly check for accessibility compliance using built-in tools or accessibility checkers. • Consider offering this document in alternative formats like audio or braille when necessary and/or feasible. <p>Create recognition programs to acknowledge and reward employees and departments that exemplify the principles of the EEO/AA plan.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> • Weekly/monthly shout outs on the City's social media platforms or internal employee intranet system. • Provide rewards such as bonuses, extra PTO, or paid training opportunities.

Internal Policy Analysis

Policy Analysis Resources

Recommendation	Page #	Resource Link
<p>City of Muskegon Performance Appraisal forms</p> <p>1. Develop a value-based competency model for performance management that connects specific behaviors with larger organizational values and functions. Here are some potential options for that.</p>	16	<ul style="list-style-type: none"> https://nestorup.com/blog/competency-based-performance-management-benefits-and-how-to-implement-it/ https://www.piercecountywa.gov/DocumentCenter/View/40773/Employee-Performance-Management-Competency-Examples
<p>City of Muskegon EEO/AA Plan</p> <p>2. Developing employee recognition programs tailored to the city's values will raise morale and further empower staff. Here are some ideas.</p>	16	<ul style="list-style-type: none"> https://myemployees.com/blog/the-impact-of-personalized-recognition-going-beyond-generic-appreciation/
<p>Return to Work</p> <p>3. Supporting flexible and hybrid work schedules that would accommodate different needs and provide options for a phased return to work. Here are some options to explore regarding hybrid work.</p>	19	<ul style="list-style-type: none"> https://employerportal.aarp.org/build-expertise/bridging-the-equity-gap-in-a-hybrid-workforce/?cmp=KNC-DMP-WJ-WJ-Employers-AgeInclusivity-NonBrand-Phrase-62994-Bing-EMPLY-HybridWorkforceEquity-Phrase-Brand&utm_source=bing&utm_medium=cpc&utm_campaign=WJ-Employers-AgeInclusivity-NonBrand-Phrase&utm_term=hybrid%20work%20model&utm_content=Hybrid%20Workforce%20Equity
<p>Tuition Reimbursement Policy</p> <p>4. The City's current tuition reimbursement policy is a good example of its type. Here are some additional considerations to strengthen and develop it.</p>	20	<ul style="list-style-type: none"> https://www.shrm.org/topics-tools/tools/toolkits/designing-managing-educational-assistance-programs https://www.workforceedge.com/blog/tuition-assistance/top-five-best-practices-education-benefits-policies/

EXTERNAL POLICY ANALYSIS



External Policy Analysis

MGT worked with the City of Muskegon project team to identify 29 external documents for review. The documents were reviewed using a gap analysis methodology focusing on strengths, opportunities for improvement, and recommendations for change. The full list of documents can be found below.

External Documents Reviewed			
1	Planning Commission Bylaws	16	Grant Assistance Rehabilitation Assistance Program Policies
2	Sanitation Ordinance Revision	17	Hardship Solid Waste Pickup
3	Alley Paving	18	Home Investment Partnerships Program Manual
4	Anti-Kickback Policy for Handbook	19	Lakeside BID Bylaws Adopted
5	CDBG Funding for CBO's	20	Noxious Weeds and Mowing
6	CNS A-07 Program Ineligibility	21	Paid Parking Policy
7	Citizen Participation Plan - September 2020	22	Pilot Policy
8	CNS A-05 - Contractor Selection	23	Purchasing Policy
9	CNS A-07 – Program Eligibility	24	Sale of City Owned - Commercial and Industrial Property
10	Downtown Development Authority Bylaws	25	Sale of City Owned - Residential Property
11	Disadvantaged Contractor Recommendations	26	Special Events
12	Downtown Business Improvement Special Assessment Benefit Analysis Summary	27	Tax Incentive Policy
13	Economic Development Revolving Loan Fund	28	Tree Policies
14	Finance Policies	29	Vacant Property Acquisition
15	Flag Policy		

Planning Commission Bylaws

Strengths	Opportunities	Recommendations for Consideration
<p>The policy clearly outlines its procedure and best practices for operation.</p> <p>The “Regular Meetings” section emphasizes the need for transparency with its publication timeline.</p> <p>The requirement for at least twelve regular meetings per year and the provision for special meetings ensure that the Planning Commission remains active and responsive to community needs.</p> <p>The bylaws ensure compliance with the Open Meetings Act and other relevant statutes, promoting transparency and accountability.</p> <p>Clear guidelines on quorum and voting procedures help in maintaining order and ensuring that decisions are made democratically.</p>	<p>The “associated fees” under Special Meetings should be listed.</p> <p>Options for meeting notice placement could be expanded rather than just “in a place visible to the public.” i.e., the City’s website, SMS notification, email or newsletter.</p> <p>The City could consider broadcasting these meetings via Zoom, Google Meet, or its preferred meeting service to expand access and community participation.</p>	<p>Consider adjusting meeting times to accommodate a wider range of participants to enhance universal access, including those who may not be available during standard working hours.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> • Evenings (After 6 pm). • Weekends. <p>Develop robust communication channels for the Planning Commission to keep community informed and engaged.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> • Create a link on the Boards and Committee webpage for “Connect Muskegon” to encourage easy sharing across various social media platforms • Create monthly newsletter. <p>Establish a regular review process for the bylaws to ensure they remain relevant and effective in addressing the evolving needs of the community.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> • Bi-annual bylaw reviews. <p>Strengthen the conflict-of-interest policy to include more detailed guidelines and examples to help members identify and manage potential conflicts more effectively.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> • Reporting mechanisms/steps. • Identification of new members.

External Policy Analysis

Sanitation Ordinance Revision

Strengths	Opportunities	Recommendations for Consideration
<p>The policy outlines instructions and pick-up times.</p>	<p>A standardized list of what is included as refuse or “mixed” refuse would be helpful. Some municipalities collect refuse/ recycling/green waste/etc. in different groups.</p>	<p>Make additional copies of the bylaws available for the public.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> • Make the ordinance available online free to reduce printing.

Alley Paving

Strengths	Opportunities	Recommendations for Consideration
<p>This policy benefits from targeting accessibility. Merging purpose with beautification is a persuasive way to promote community adoption.</p> <p>Concepts and fees are explained in a clear, easy-to-understand way. The explanation of estimated costs is particularly helpful.</p>	<p>Relying on residents to request alley paving upgrades streamlines decisions but risks missing unreported areas needing improvement.</p>	<p>Expand this policy to consider neighbor consent for projects like alley repaving. Additionally, consider implementing a solution for situations where a single dissenting neighbor might obstruct necessary improvements, such as a mediation process or a majority rule approach.</p>

ANTI-Kickback Policy for Handbook

Strengths	Opportunities	Recommendations for Consideration
<p>This policy provides a clear definition of “kick-backs” as well as providing concrete examples for staff and external organizations.</p>	<p>N/A – MGT did not identify any opportunities.</p>	<p>Implement a robust monitoring system to ensure the effectiveness of this policy for transparency and access.</p>

CDBG Funding for CBO's

Strengths	Opportunities	Recommendations for Consideration
<p>Allocating funds for CBO's is a novel idea and codifying the amounts supports transparency efforts. Eligible persons know exactly what they're able to be awarded and if that is a benefit worth applying for.</p>	<p>This document reads more like a request for an assessment rather than a policy. There is an opportunity to update this document which is almost 40 years old.</p> <p>A potential opportunity area identified was to see if there are support groups or agencies that can help CBOs find additional funding.</p> <p>The City should evaluate the recommendations and determine if they were successful.</p>	<p>It is recommended that the City revisit the document to bring it in alignment with current trends within the community.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> • Review demographic trends of participants to support universal access. • Interview agencies and organizations that receive CDBG funding to identify gap areas for future application. • Help establish and/or enhance support groups or agencies to help CBOs find additional funding for projects. <p>Update CDBG Fundings for CBOs document for greater transparency purposes.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> • Track recommendations of awardees

External Policy Analysis

City of Muskegon Citizen Participation Plan

Strengths	Opportunities	Recommendations for Consideration
<p>Adding an anti-displacement policy supports community inclusion.</p> <p>The plan encourages participation from a diverse range of citizens, including those from low-income households, minority communities, non-English speakers, and residents of public housing. This inclusivity ensures that a wide array of perspectives is considered in the planning process.</p> <p>The plan provides for reasonable and timely access to meetings, both in person and virtually, which helps ensure that more citizens can participate regardless of their physical location or mobility issues.</p>	<p>As a living document, creating a revision or change log of what has changed or been embraced through the application of the Citizen Participation Plan would help track changes and celebrate successes.</p> <p>Opportunity to increase accessibility of this document for Limited English Proficiency (LEP) populations in the community to increase universal access to participation methods and awareness of anti-displacement policies.</p> <p>Expanding communication channels to include more digital platforms and social media could increase awareness and participation among younger and more tech-savvy residents.</p> <p>Opportunity to develop targeted outreach programs to engage underrepresented groups more effectively could help ensure that all community voices are heard.</p> <p>Opportunity to include a new section in the Citizen Participation Plan to account for actions the City will take to support Limited English Proficiency (LEP) populations as part of community development activities.</p>	<p>Implement a method for citizens to submit comments if unable to attend in person hearings.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> This could include options such as online submission forms, email, or a dedicated phone line to ensure all community members can participate and provide feedback. Increase technical assistance to nonprofit organizations to help them develop proposals and conduct research, ensuring they can effectively participate in the CDBG process. <p>Engage underrepresented groups for the plan making process:</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> Offer workshops and training sessions for citizens to better understand CDBG program. Implement feedback mechanism to provide input on effectiveness of this plan and areas for improvement and ensure the plan remains relevant and effective. Translate document and make accessible to public.

External Policy Analysis

Community and Neighborhood Services - Contractor Selection

Strengths	Opportunities	Recommendations for Consideration
<p>The policy is designed to ensure fairness and consistency in the contractor selection process, which helps maintain transparency and trust in the Community and Neighborhood Services Department.</p> <p>The policy provides clear definitions for key terms such as “Responsible Bid,” “Emergency Repair,” and “Good Standing,” which helps ensure that all parties have a common understanding of the criteria and processes involved.</p> <p>By requiring a minimum of three bids and selecting the lowest reasonable and responsible bid, the policy promotes competitive pricing and cost-effectiveness.</p> <p>The policy mandates thorough documentation of the selection process, including case notes for rejected bids and decisions, which enhances accountability and traceability.</p> <p>The policy explicitly states that the City of Muskegon is an equal opportunity employer, reinforcing the commitment to non-discrimination and universal access.</p>	<p>Include a shortlist of example projects and an estimated timeline of the bidding and approval process.</p> <p>Implementing an online bidding and management system could streamline the process, making it easier for contractors to submit bids and for staff to manage the selection process.</p>	<p>The bidding outlines should explicitly mention any goals or considerations for local businesses, Women/ Disadvantaged/Minority Business Enterprises (W/D/MBEs).</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> If these qualifications are not currently applicable to this policy, it is recommended that the policy be reviewed and potentially revised to include such goals as promoting universal access and local economic growth.

Recommendations for Consideration (Continued)

<p>Community and Neighborhood Services - Contractor Selection (Continued)</p>	<p>One week to respond to a bid is a short timeframe, especially for emergency procurements.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> • It is recommended that this window be extended to allow more time for thorough and competitive bid submissions while still maintaining the urgency required for emergency situations. • Provide clear instructions on how new contractors can get on the email list for bid notifications. This could include a registration process on the organization’s website or a contact point for contractors to submit their information to be added to the list. This ensures that all potential contractors are informed and can participate in the bidding process.
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Community and Neighborhood Services - Program Ineligibility

Strengths	Opportunities	Recommendations for Consideration
<p>Clear program ineligibility policy document that provides guidance for the City’s Community and Neighborhood Services Department staff and potential applicants.</p>	<p>N/A – MGT did not identify any opportunities.</p>	<p>MGT did not identify any recommendations for consideration.</p>

Downtown Development Authority (DDA) Bylaws

Strengths	Opportunities	Recommendations for Consideration
<p>The bylaws clearly outline the name, purpose, and powers of the Downtown Development Authority (DDA), ensuring that all members understand the organization’s goals and legal framework.</p> <p>The document specifies the powers granted to the DDA under Public Act 197, including economic analysis, planning, and property management, which provides a comprehensive guide for the Authority’s activities.</p> <p>The bylaws establish a Board of Directors with defined roles, terms, and procedures for appointment and removal, ensuring effective governance and accountability.</p>	<p>Increasing efforts to engage with the community and gather feedback could help tailor the DDA’s initiatives to better meet local needs and improve public perception.</p> <p>Using digital tools for meeting notices, public engagement, and financial reporting could streamline processes and enhance accessibility.</p> <p>Forming partnerships with local businesses and community organizations could enhance resource sharing and collaboration, leading to more effective development projects.</p>	<p>Ensure adequate resources are allocated to support the administrative and operational needs of the DDA, including staffing, training, and technology.</p> <p>Develop and implement performance metrics to assess the impact of the DDA’s projects on downtown development.</p> <p><u>For example:</u> Use these metrics to identify areas for improvement and to demonstrate the program’s success to stakeholders (i.e. dashboards, reports, etc.)</p>

Disadvantaged Contractor Recommendations

Strengths	Opportunities	Recommendations for Consideration
<p>DBE and WBE goal percentages are outlined by trade.</p> <p>This policy requires that the prime contractors respond with an affidavit affirming which businesses they contacted and why they wouldn't use that subcontractor.</p>	<p>Beyond a simple list of vendors, the City could operate a vendor portal to promote maximum visibility for disadvantaged businesses.</p>	<p>Conduct a comprehensive review of the Disadvantaged Business Enterprise (DBE) and Women Business Enterprise (WBE) goals to determine if they have changed since 2003.</p> <p><u>For example:</u></p> <p>Assess the success of the policy by evaluating the number of businesses that comply with the affidavits in good faith. This review will help identify areas for improvement and ensure that the goals remain relevant and effective.</p>

Downtown Muskegon Business Improvement District – Special Assessment Benefit Analysis Summary

Strengths	Opportunities	Recommendations for Consideration
<p>Clear benefit analysis summary, prepared in 2017, on the Downtown Muskegon Business Improvement District provided to the Board of Commissioners. Includes copy of adopted and amended bylaws.</p>	<p>N/A – MGT did not identify any opportunities.</p>	<p>N/A – MGT did not identify any recommendations.</p>

Economic Development Revolving Loan Fund

Strengths	Opportunities	Recommendations for Consideration
<p>The policy provides financial assistance to local businesses, which can help stimulate economic growth and create jobs within the community.</p> <p>The policy offers flexible loan terms, which can be tailored to meet the specific needs of different businesses, making it more accessible for a variety of applicants.</p> <p>By targeting economic development, the policy aims to improve the overall economic health of the community, which can lead to increased investment and prosperity.</p>	<p>Increasing awareness of the loan fund through targeted marketing campaigns could attract more applicants and ensure that more businesses benefit from the program.</p> <p>Implementing an online application and management system could streamline the application process, making it easier for businesses to apply and for administrators to manage the fund.</p>	<p>This policy was adopted and last amended in 2002. Conduct regular reviews of the policy to ensure it remains relevant and effective in meeting the needs of local businesses. Update the policy as necessary to reflect changes in the economic environment.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> • Ensure adequate resources are allocated to support the administrative and operational needs of the loan fund, including staffing, training, and technology. • Offering training and support services to loan recipients could help ensure their success and improve the overall impact of the program.

External Policy Analysis

Finance Policies

Strengths	Opportunities	Recommendations for Consideration
<p>The policy provides comprehensive guidelines on the City’s financial management, including procurement procedures, expenditure tracking, and documentation requirements. This ensures transparency and accountability in the financial operations.</p> <p>The policy emphasizes compliance with federal regulations, such as OMB Circulars and CFR requirements, which help maintain legal and ethical standards.</p> <p>The inclusion of insurance and bonding requirements helps mitigate financial risks and protect the organization from potential liabilities.</p>	<p>Implementing more comprehensive training programs for staff on financial management and compliance could improve efficiency and reduce the risk of errors.</p> <p>Forming partnerships with other organizations could enhance resource sharing and collaboration, leading to more effective financial management practices.</p>	<p>Ensure the policy is regularly updated to reflect any changes in federal regulations or organizational requirements. This will help maintain compliance and relevance.</p> <p>Establish a formal feedback mechanism for staff and stakeholders to provide input on the policy’s effectiveness and areas for improvement.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> • Provide expanded public feedback opportunities on the City’s budget during the annual budget processes. • Solicit feedback through online surveys.

Flag Policy

Strengths	Opportunities	Recommendations for Consideration
<p>This policy’s scope is reasonable and expected for the City’s property and does not extend to public citizens or businesses. No opportunities for abuse were identified with this policy.</p>	<p>N/A – MGT did not identify any opportunities</p>	<p>N/A – MGT did not identify any recommendations for consideration.</p>

External Policy Analysis

Grant Assistance Rehabilitation Assistance Program Policies

Strengths	Opportunities	Recommendations for Consideration
<p>Notably, the policy considers the income of an area it serves. Flat percentages allow for flexibility as the community changes. Separating assistance levels into income tiers also demonstrates an understanding of the community’s needs.</p> <p>The policy acknowledges its own challenges with this system, however. Median area income is reliant on constant monitoring.</p>	<p>This document would greatly benefit from being retyped for clarity and accessibility needs. In its current state, most of the policy is difficult to read without being magnified in Acrobat.</p> <p>Some sections of the document contain unusual vocabulary. Simplifying some of the language would make it more accessible to more readers.</p>	<p>Review and update the document adopted in 1987 to ensure it meets current community needs.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> • Edit this program policy to include more examples to support policy statements. • Evaluate whether the current loan assistance levels are aligned with inflation rates and community salary levels to maintain their relevance and effectiveness.

Vacant Property Acquisition

Strengths	Opportunities	Recommendations for Consideration
<p>Overall, this is a positive goal. Promoting homeownership (especially with the rising cost of homes across the nation) is a very altruistic policy.</p>	<p>N/A – MGT did not identify any opportunities.</p>	<p>Evaluate the current strategies used to market and promote the land and property acquisition program to ensure they effectively reach the target audience.</p> <p>Analyze the success rate of the policy to determine its effectiveness and identify areas for improvement.</p>

Hardship Solid Waste Pickup

Strengths	Opportunities	Recommendations for Consideration
<p>By providing waste pickup for those in need, the policy helps maintain public health standards and cleanliness in the community.</p> <p>The policy ensures that individuals facing financial or physical hardships have access to essential waste pickup services, promoting universal access.</p> <p>Proper waste management reduces the risk of environmental contamination and promotes sustainable practices.</p> <p>The policy demonstrates the city’s commitment to supporting vulnerable populations and fostering a sense of community and social responsibility.</p>	<p>Increase awareness about the availability of hardship waste pickup services to ensure that all eligible residents are informed and can benefit from the program.</p> <p>Consider forming partnerships with local organizations and non-profits to enhance service delivery and reach more individuals in need.</p> <p>Explore how to leverage new technology to streamline the application and approval process, making it easier for residents to access services.</p>	<p>Develop targeted outreach programs to identify and assist residents who may not be aware of or are unable to access the hardship waste pickup services.</p> <p>Provide training for staff to ensure they are equipped to handle the specific needs of residents facing hardships and can offer compassionate and efficient service.</p> <p>Engage with the community to gather feedback and suggestions for improving the policy and its implementation.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> Utilize social media platforms to encourage community participation. Provide annual training to staff on providing sensitivity and hardship solid waste support to residents.

HOME Investment Partnerships Program Manual

Strengths	Opportunities	Recommendations for Consideration
<p>The policy outlines specific administrative requirements, such as procurement procedures, financial management, and documentation, which help maintain transparency and accountability.</p> <p>The manual emphasizes compliance with federal regulations, including nondiscrimination, affirmative action, and conflict of interest policies, ensuring that the program adheres to legal and ethical standards.</p> <p>The manual includes thorough recordkeeping requirements, which are crucial for audits and ensuring that funds are used appropriately.</p>	<p>Increasing efforts to engage with the community and gather feedback could help tailor the program to better meet local needs and improve public perception.</p> <p>Utilizing advanced software for financial management and recordkeeping could streamline processes and reduce the risk of errors.</p>	<p>Clearly indicate on the Homebuyer’s Assistance Program Application form what the City is doing with the requested information. If any of the information is required by HUD, it should be explicitly noted on the form to ensure transparency and compliance.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> • Update Grant Cover Sheet and Application Checklist to include explicit note of how information will be used by the City. <p>Ensure the manual is regularly updated to reflect any changes in federal regulations or program requirements. This will help maintain compliance and relevance.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> • Conduct annual reviews on the manual to incorporate necessary changes as needed. • Consider publishing the manual and checklists in different languages for greater accessibility by the public (i.e., Spanish, etc.)

Lakeside BID Bylaws Adopted

Strengths	Opportunities	Recommendations for Consideration
<p>Property tiers are laid out clearly. These standards are great for promoting clarity with future policies that involve them.</p>	<p>Section 4.3 – Notice of Meetings states that all meetings will be posted on the City’s website. Online notification works well for reaching people – assuming they own a computer or phone. The City could consider implementing an opt-in system for residents to receive meeting notices via email or SMS. This can increase engagement and ensure timely notifications.</p>	<p>MGT recommends expanding meeting notifications to alternative physical media to accommodate residents who do not own a computer or have consistent access to internet.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> • Utilize social media platforms to announce meetings. This can reach a broader audience and encourage community participation. • Install public bulletin boards in high-traffic areas where meeting notices can be posted regularly. • Include meeting notices in community newsletters, which can be distributed both digitally and in print.

Noxious Weeds and Mowing

Strengths	Opportunities	Recommendations for Consideration
<p>This policy excels at conveying the importance of lawn care, especially when it is provided for the benefit of the community.</p> <p>Community Responsibility is a good framing point.</p> <p>Many individuals may not recognize the importance of maintaining lawns, so offering a list of benefits is excellent. Some of the listed concerns, such as the West Nile virus, can even affect neighbors who do maintain their yards. Therefore, communal participation becomes essential.</p>	<p>This policy was adopted in 2000, and it is important to determine if these fees have increased with inflation. It's recommended that this policy be reviewed and amended frequently.</p> <p>The City should consider hosting spotlight features for well-kept lawns. Promoting City residents who have maintained their lawn-maintenance streak could positively influence other residents to take pride in their lawn care and participate. While it is not intended to shame non-participants, the idea is to feature well-maintained lawns and reward hard work with social recognition.</p>	<p>Evaluate the accessibility and reach of noxious weed notifications by considering the following:</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> Assess the accessibility of the Chronicle and determine how residents access it, including the percentage of residents who interact with it. Review the accessibility of the City's newsletter to ensure it effectively reaches the community. Explore the possibility of expanding noxious weed notifications to the City's website and social media platforms to increase visibility. Consider the needs of residents who cannot afford a lawn mower and investigate potential incentives for using electric mowers to promote environmentally friendly practices.

External Policy Analysis

Paid Parking Policy		
Strengths	Opportunities	Recommendations for Consideration
<p>Use guidelines and enforcement are clearly outlined.</p> <p>It's very considerate to offer a discount to neighboring communities. Usually, all non-residents just pay an increased fee.</p>	<p>This policy document would benefit from having a fee schedule table included within it.</p>	<p>N/A – MGT did not identify any recommendations for consideration.</p>
PILOT Policy		
Strengths	Opportunities	Recommendations for Consideration
<p>The policy effectively outlines how the Payment in Lieu of Taxes (PILOT) program can generate revenue for the city, which can be used to fund public services and infrastructure.</p> <p>The policy includes provisions that allow for flexibility in negotiations, enabling the city to tailor agreements to meet specific needs and circumstances.</p>	<p>The stated objectives of the policy would benefit from having their “how” and “when” targets included.</p> <p>i.e., “increasing affordable housing opportunities for our residents by doing [X] by [Date/Year].”</p>	<p>Implement performance metrics to evaluate the success of the PILOT agreements. This can help in assessing the economic impact and making necessary adjustments.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> • Amend policy to include clearly identified performance metrics • Revisit and update performance metrics every two years. • Set a standard level of contributions - in programs and payments - to be met by all significant tax-exempt landowners. • Develop a methodology for valuing community partnerships made by tax-exempt institutions. • Propose a structure for a consolidation program and payment negotiation system, which will allow the City and its tax-exempt institutions to structure longer-term, sustainable partnerships focused on improving services for City residents.

Purchasing Policy

Strengths	Opportunities	Recommendations for Consideration
<p>The goals of the policy are clearly outlined.</p> <p>The policy boasts both Local Preference and Disadvantaged Business Enterprise (DBE) Subcontractor Goals which serve to elevate the local economy.</p> <p>Compliance with Disadvantaged Business Enterprise (DBE) goals requires a list of contacted companies and the reason for exclusion from the bid.</p> <p>Purchasing levels and authority are codified.</p> <p>Procurement procedures are clearly outlined.</p> <p>Overall, this policy promotes transparency in the procurement process and answers a multitude of common purchasing questions.</p>	<p>Opportunity for expansion: Insurance Requirements are often a challenge for many subcontractors. The language concerning “adequate insurance coverage” could benefit from expansion.</p> <p>Which project types require the highest insurance amounts? Are there ever opportunities for insurance coverage to be lowered to accommodate a lower-scale project type?</p> <p>If a master list of verified subcontractors exists, it could be referenced in the policy to promote DBE goals.</p> <p>This policy could include an estimated timeline of the bid process and how long it takes for the City Commission to approve an award.</p>	<p>Implement a robust system to track Disadvantaged Business Enterprise (DBE) goals internally, ensuring transparency and accountability.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> • Create online and/or internal tracking system of how projects, vendors, suppliers meet DBE goals. • Reference verified subcontractors in the policy to promote DBE goals. • Amend purchasing policy to include bid process and timeline. <p>Establish a clear and accessible process for City staff members or vendors to file a grievance if they believe that the standards of conduct have been violated.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> • This process should include detailed steps for submitting a grievance and ensure that all complaints are addressed promptly and fairly. • Include an amendment to the existing purchasing policy to accomplish the aforementioned.

External Policy Analysis

Sale of City Owned - Commercial and Industrial Property

Strengths	Opportunities	Recommendations for Consideration
<p>The policy provides clear guidelines on the sale process, ensuring transparency and consistency.</p> <p>The sale of these properties can generate significant revenue for the City, which can be reinvested into community projects and services.</p> <p>The policy includes provisions for community input and feedback, ensuring that the sales align with local needs and priorities.</p>	<p>The policy can attract new businesses and investors to the area, boosting the local economy and creating jobs.</p> <p>Selling underutilized or vacant properties can lead to the revitalization of neglected areas.</p> <p>There is potential to form partnerships with private entities to develop the properties in ways that benefit the community.</p>	<p>Recommend that the policy incorporates sustainability criteria to ensure that new developments are environmentally friendly.</p> <p>Establish agreements that ensure new developments provide tangible benefits to the local community, such as affordable housing or public amenities.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> • Develop community benefit agreements. <p>Conduct regular reviews of the policy to ensure it remains effective and aligned with the City’s goals.</p>

Sale of City Owned - Residential Property

Strengths	Opportunities	Recommendations for Consideration
<p>The policy provides clear resale guidelines on the sale process.</p> <p>The policy aims to benefit the community by potentially increasing the availability of affordable housing and improving neighborhood conditions.</p>	<p>Selling vacant or underutilized properties can lead to the revitalization of neighborhoods, reducing blight and improving overall community aesthetics.</p>	<p>Develop a comprehensive marketing strategy to attract a wide range of potential buyers and investors.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> • Social media campaigns. • Public open houses / auctions. <p>Solicit community feedback to gather ideas or suggestions on what types of projects they would like to see in the zoned areas.</p> <p><u>For example:</u></p> <ul style="list-style-type: none"> • Conduct community meetings. • Public surveys.

External Policy Analysis

Special Events

Strengths

(no opportunities or recommendations provided)

The policy’s relevant fee schedule is included in the documentation, making it easy to reference.

Application terms are clear and hard to miss.

The policy includes a comprehensive list of requirements for event operation, as well as the expected processing timeline.

Tax Incentive Policy

Strengths

The point valuation system actively encourages initiatives like resident hiring – very simpatico.

Environmental building and impact are considered a tax abatement incentive and are supported by data.

Opportunities

The stated objectives of the policy would benefit from having their “how” and “when” targets included. i.e., “increasing employment opportunities for our residents by doing [X] by [Date/Year]”

Recommendations for Consideration

The City should evaluate how many businesses apply for tax abatements each year.

For example:

City could decide if the program requires greater promotion and advertisement.

Tree Policies

Strengths

Overall, the policy is clearly written and contains a lot of helpful information to support it.

Responsibility for removal vs. replacement is included.

Tree planting guidelines should avoid unnecessary tree removal in the future.

Opportunities

“Good Species” and “Marginal Species” of trees would benefit from having some species names listed.

Presently, only the “Poor Species” have a few examples provided.

This would support further sections regarding replacement vs. removal of trees. Replacement incurs a fee, so the qualifications/species should be included here.

Recommendations for Consideration

Evaluate whether the needs addressed by this policy have evolved since 2000, and consider if additional large plants, such as Oleander shrubs, should be included.

For example:

- Explore more sustainable alternatives for the disposal of removed tree wood and debris, such as recycling options or donating the wood to small businesses or wood shops, rather than sending it to the landfill.

External Policy Analysis

External Policy Analysis Resources

Recommendation	Page #	Resource Link
<p>Planning Commission Bylaws</p> <p>1. Develop more robust communication channels, such as social media updates and newsletters, to keep the community informed and engaged.</p>	26	<ul style="list-style-type: none"> • https://www.ocmsolution.com/external-communication-strategy/
<p>Tree Policies</p> <p>2. Explore more sustainable alternatives for the disposal of removed tree wood and debris, such as recycling options or donating the wood to small businesses or wood shops, rather than sending it to the landfill.</p>	44	<ul style="list-style-type: none"> • https://www.delcotrees.com/blog/recycling-dead-trees-your-guide-to-eco-friendly-tree-disposal/ • https://vrbp.org/sustainable-tree-disposal-eco-friendly-practices-for-greenery/
<p>Lakeside BID Bylaws Adopted</p> <p>3. MGT recommends expanding meeting notifications to alternative physical media to accommodate residents who do not own a computer or have consistent access to internet.</p>	39	<ul style="list-style-type: none"> • https://medium.com/the-guide-to-remote-community-engagement/5-methods-for-non-internet-based-remote-community-engagement-689fc152de78
<p>Disadvantaged Contractor Recommendations</p> <p>4. Conduct a comprehensive review of the Disadvantaged Business Enterprise (DBE) and Women Business Enterprise (WBE) goals to determine if they have changed since 2003.</p>	33	<ul style="list-style-type: none"> • https://www.nlc.org/article/2023/10/19/narrowing-the-racial-wealth-divide-using-procurement-to-support-minority-and-women-owned-business-enterprises/ • https://www.aceee.org/sites/default/files/pdfs/issue_in_focus_-_benchmarking_local_governments_equity-related_clean_energy_actions.pdf • Microsoft Word - Inclusive procurement_02.21.18.docx

RECOMMENDATIONS



MGT has identified three areas of focus that emerged during this assessment in the analysis of the City of Muskegon's programs, policies and practices. Each area of focus includes recommendations for the City and suggested tactics to assist in implementing each of the recommendations.

Focus Area 1: Build Greater Transparency & Access

Update specific policies to encompass greater best practices to incorporate universal access within the organization. Integrate disparate policies into one comprehensive policy document for better transparency, understanding and utility by City staff.

1. Regularly showcase how employees can apply for and receive tuition reimbursement using various communication channels.
2. Including a table of job positions and salary steps would help increase transparency and understanding.
3. Ensure all observed holidays are documented within your leave policy consistently.
4. Establish a formal feedback mechanism for staff and stakeholders to provide input on the financial policy's effectiveness and areas for improvement.
5. Strengthen the conflict-of-interest policy in the planning commission bylaws to include more detailed guidelines and examples to help members identify and manage potential conflicts more effectively.
6. Implement a robust system to track Disadvantaged Business Enterprise (DBE) goals internally, ensuring transparency and accountability.
7. Establish a clear and accessible process for City staff members or vendors to file a grievance if they believe that the standards of conduct have been violated.
8. Implement performance metrics to evaluate the success of the PILOT agreements. This can help in assessing the economic impact and making necessary adjustments.
9. Evaluate the current strategies used to market and promote the land and property acquisition program to ensure they effectively reach the target audience. Analyze the success rate of the policy to determine its effectiveness and identify areas for improvement.

MGT has identified three areas of focus that emerged during this assessment in the analysis of the City of Muskegon's programs, policies and practices. Each area of focus includes recommendations for the City and suggested tactics to assist in implementing each of the recommendations.

Focus Area 2: **Embed Connections to Community**

Better connect the City's internal workforce organizational values to support the external vision and mission statements identified by the City. Incorporate additional citizen input feedback mechanisms into furthering key policy areas.

1. Regularly assess and document how the City's external missions and value statements are being supported and track any changes over time to ensure alignment with current practices and goals.
2. Conduct regular reviews of the economic development revolving fund loan policy to ensure it remains relevant and effective in meeting the needs of local businesses. Update the policy as necessary to reflect changes in the economic environment.
3. Review and update the community grant rehabilitation assistance program policy document adopted in 1987 to ensure it meets current community needs.
4. Engage with the community to gather feedback and suggestions for improving the solid hardship waste policy and its implementation. Develop targeted outreach programs to identify and assist residents who may not be aware of or are unable to access the hardship waste pickup services. Provide training for staff to ensure they are equipped to handle the specific needs of residents facing hardships and can offer compassionate and efficient service.
5. Ensure the Home Buyers Assistance program manual is regularly updated to reflect any changes in federal regulations or program requirements. This will help maintain compliance and relevance.
6. Expand meeting notifications to alternative physical media to accommodate residents who do not own a computer or have consistent access to internet.
7. Evaluate the accessibility and reach of noxious weed notifications.
8. Conduct regular reviews of its residential and commercial and industrial property policies to ensure it remains effective and aligned with the City's goals.
9. Develop a comprehensive marketing strategy to attract a wide range of potential buyers and investors.
10. Establish agreements that ensure new developments provide tangible benefits to the local community, such as affordable housing or public amenities. The City should evaluate how many businesses apply for tax abatements each year as part of its tax incentive policy.
11. Conduct a comprehensive review of the Disadvantaged Business Enterprise (DBE) and Women Business Enterprise (WBE) goals to determine if they have changed since 2003.

MGT has identified three areas of focus that emerged during this assessment in the analysis of the City of Muskegon's programs, policies and practices. Each area of focus includes recommendations for the City and suggested tactics to assist in implementing each of the recommendations.

Focus Area 3: Develop a Welcoming Workforce

Identify a values and behaviors competency-based model to better help create an inclusive workplace and embed universal access into practice by existing staff and leadership. Ensure the performance management process, trainings and policies are systematized to measure and evaluate staff against goals and create welcoming employee experiences.

1. City should consider implementing an anonymous reporting system to allow employees to report conflicts of interest without the fear of retaliation.
2. Create recognition programs to acknowledge and reward employees and departments that exemplify the principles of the EEO/AA plan.
3. City should consider embedding organizational values for new employee recruitment and onboarding processes, if not already done.
4. Ensure written uniform sick policy coordinates with other allocated paid time off policies and procedures so employees are fully informed of how/when to use which time off banks.
5. Research current and best practice approaches responding to public health crises with respect to sick policies.
6. Implement support systems in your policy such as mentorship or training programs for transferred employees to help them adjust to their new roles more effectively.
7. Provide training on new health and safety measures if appropriate as part of return-to-work policy and include a point of contact if staff have questions or concerns.
8. Increase the frequency of employee training and presentations about harassment and ensure that policies are consistently reaffirmed whenever an incident occurs.
9. An enhanced competency value-based performance review model is recommended to be embedded into the City's performance review process.
10. Refresh performance management processes and practices for employees and people managers.
11. Identify a values-based competency model as well as observable and measurable behaviors that are specific for individual contributors, people leaders, and organizational leaders.
12. Include a new Attachment D in the City's ADA that provides guidance to Human Resource and other City departments on how to promote accessibility for staff as well as residents, visitors and businesses.

Completing the policy audit of the programs, policies and practices as part of this assessment for the City of Muskegon is a testament to their unwavering commitment to creating a workplace and culture that serves all, regardless of their background. The City's policies are a bedrock foundation for promoting its reputation as a welcoming place to work. The documents reviewed in this assessment demonstrate the City's steadfast willingness to embed universal access and expansion of opportunity into its processes, policies, and procedures.

Based on the areas of strength and opportunity discussed in this policy audit and analysis for this assessment, MGT offers the following three key recommendations that will advance the work already carried out by the City:

1. **Build Greater Transparency & Access:** Update specific policies to encompass greater best practices to incorporate universal access within the organization. Integrate disparate policies into one comprehensive policy document for better transparency, understanding and utility by City staff.
2. **Embed Universal Connections to Community:** Better connect the City's internal workforce organizational values to support the external vision and mission statements identified by the City. Incorporate additional citizen input feedback mechanisms into furthering key policy areas.
3. **Develop a Welcoming Workforce:** Identify a values and behaviors competency-based model to better help create an inclusive workplace and embed universal access into practice by existing staff and leadership. Ensure the performance management process, trainings and policies are systematized to measure and evaluate staff against goals and create welcoming employee experiences.

The findings, insights and recommendations from this policy audit will inform the strategic direction of updates to key policies, programs and practices to better infuse an impartial lens to the City of Muskegon work by staff both internally and externally. In our experience, cities typically move forward with gathering additional quantitative and qualitative analysis to support their strategic planning process and develop a clear process to help implement universal access into their programs, policies and practices. Lastly, MGT would like to thank the City of Muskegon project team and all the staff and leaders in the City who provided documents and insights to help inform this first portion of the study.

CITY OF



MUSKEGON



Agenda Item Review Form

Muskegon Legislative Policy Committee

Commission Meeting Date: August 19, 2025	Title: ARPA/Legislative Updates															
Submitted by: Peter Wills, Director of Governmental Relations	Department: Manager's Office															
Brief Summary: August 2025 State and Federal Report submitted for Discussion																
Detailed Summary & Background:																
Goal/Action Item: 2027 Goal 3: Community Connection																
Is this a repeat item?: Explain what change has been made to justify bringing it back to Commission:																
Amount Requested: n/a	Budgeted Item: <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%;">Yes</td> <td style="width: 25%;"><input type="checkbox"/></td> <td style="width: 25%;">No</td> <td style="width: 25%;"><input checked="" type="checkbox"/></td> <td style="width: 25%;">N/A</td> <td style="width: 25%;"><input type="checkbox"/></td> <td style="width: 25%;"><input type="checkbox"/></td> </tr> </table>	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>	<input type="checkbox"/>								
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Fund(s) or Account(s): n/a	Budget Amendment Needed: <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%;">Yes</td> <td style="width: 25%;"><input type="checkbox"/></td> <td style="width: 25%;">No</td> <td style="width: 25%;"><input checked="" type="checkbox"/></td> <td style="width: 25%;">N/A</td> <td style="width: 25%;"><input type="checkbox"/></td> <td style="width: 25%;"><input type="checkbox"/></td> </tr> </table>	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>	<input type="checkbox"/>								
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Communication	<input type="checkbox"/>															
Legal Review	<input type="checkbox"/>															



State / Federal Report, August 2025

Bill #	Detail	Status
HR 19	Immigration / restriction on state earmark funding – sets House Rules, not statute	Adopted by House
HB 4001	Tipped wage	Senate Reg Affairs
HB 4049-50	Allows rearing of hen chickens in residential areas. Provides generally accepted agricultural and management practices for rearing egg-laying hens in residential areas under certain conditions. The legislation would appear to restrict our ordinance to only single-family properties, parcels of at least 1/4 in size, and hens not to exceed (5).	House Committee on Agriculture
HB 4081	Amends the Land Division Act to authorize counties/municipalities to increase number of parcels resulting from division for the first 10 acres of a parent parcel from four to ten.	Senate Local Gov
HB 4170	Income Tax cut to 4.05%	Senate Finance
HB 4230, 4180-85; 4187	House GOP road funding proposal; 4187 dedicates \$95M to hold locals harmless from reduced Const Rev Sharing	Senate Appropriations
HB 4260-61	Public Safety Trust Fund	Senate Appropriations
HB 4311-12	Revenue Sharing Trust	House Gov Ops
HB 4410	Modifies definition of abandoned property to allow a local unit to secure the property to prevent trespass.	House Gov Operations
SB 19-22	Tenant Empowerment Package for renters	Senate floor
SB 108 / HB 4209	Modifies certain requirements for initial assessed value for DDAs.	Senate Econ Dev Comm
SB 319	Reintroduction of minimum staffing legislation; making minimum staffing levels for PA 312 employees (police and fire) a mandatory topic of collective bargaining.	House Gov Operations
SB 278	Modifies the housing and community development fund program. Reintroduction of SB 293 from last session that MML supported. MSHDA administers the program for the purpose of making financing available to meet	Senate Housing & Human Services

	the housing needs of low-income, very-low-income, and extremely-low-income households and to finance projects in a downtown area or adjacent neighborhood in the State. The bill would expand the Program's scope by making its financing available to middle-income households (not more than 120% AMI) and deleting the requirement that financed projects be in a downtown area or adjacent neighborhood.	
SB 372-375	Landlord-tenant relationships	Senate Housing/Human Services Committee

LOCAL

ARPA Community Grants, as of 8/11/25

- 25 - total approved grants (\$1.6M)
- 20 - projects paid the entirety of their grant (AgeWell, Samaritas, Unity Beauty Salon, Tiki Boiz, Rake Beer Projects, Forrest Tax, Soul Filled Enterprises, Jackson Hill NA, McLaughlin NA, Nelson NA, West Michigan Symphony, West Michigan Concert WINDS, Kids Food Basket, Volunteer for Dental, Muskegon Retirement Apts dba Jefferson Towers, Mount Zion Church, Boys and Girls Club, Servicios De Esperanza, Open Gates of Grace Ministries, Muskegon Christian School)
- 3 – remain having been provided their first installment payment, ie. 50% of the total award
- 2 – remain having been provided their second installment payment, ie. 40% of the total award
- As of 7/31/25 - \$1,505,000 spent

Climate Action

Staff has begun prioritizing the recommended Action Items in the CAP for consideration in the short, mid, and long term.

STATE

U-M Ford School of Public Policy

Staff was recently contacted by the Gerald R Ford School of Public Policy at the U-M to assess our interest in having graduate students assist in addressing an important policy issue facing the community. The Associate Dean for Research and Policy Engagement (Professor Jeffrey Morenoff) and former [Chicago Mayor Lori Lightfoot](#) are co-teaching a graduate student course – Strategic Public Policy Consulting. The course will pair graduate students with not-for-profit organizations or municipalities in Chicago and Michigan to solve challenges these entities are facing in the delivery of services in their respective communities. The project would take place during the Fall 2025 semester.

Staff has proposed the graduate class conduct research and develop a strategy to retain and recruit Police personnel within our Public Safety Division. The City is seeking data collection and analytic tools to evaluate resident sentiment of and engagement with our Police personnel as well as assessing the satisfaction of existing Police personnel.

The suggested scope of work could include –

- Review case studies where municipalities have employed successful strategies to retain and recruit Police personnel.
- Conduct research on best practices, data collection and analytic tools used by municipalities where proven strategies have been developed to retain and recruit Police personnel.
- Survey current Police personnel, including the leadership of the Public Safety Division, about the current challenges of recruiting and retaining sworn officers.
- Survey a sample of city residents to acquire statistically significant data that conveys resident sentiment of and satisfaction with Police personnel.
- Develop recommendations based on the research conducted.

Former Shaw-Walker building

The State Land Bank Authority has recently offered the Muskegon County Land Bank a grant of up to \$1.4M to support additional stabilization of the Parkland/Shaw Walker Building. Together with the County, we must submit a proposal that meets the statutory guidelines outlined below to begin the process.

Grant funds would assist in the redevelopment of the building. Proposed uses of the state grant funds could include - *Stabilization of vacant residential, commercial, or industrial structures identified for future rehabilitation. Eligible stabilization costs may include debris removal, exterior security materials to deter trespassing and vandalism, and interior and exterior repairs needed to protect against further deterioration and meet local exterior property maintenance requirements.*

Potential impact of federal One Big Beautiful Bill Act (H.R. 1) and Impact on Michigan's Budget

- Citizens Research Council of Michigan [analysis](#) of impact to MI.
 - o The [OBBBA](#) increases state cost-sharing within two major safety net programs – Medicaid and the Supplemental Nutrition Assistance Program. The changes could increase Michigan's spending on these programs by over \$1 billion by FY2032.
 - o It also implements more favorable tax treatment of certain business expenditures under the federal corporate income tax – changes that will have ripple effects on Michigan's corporate income tax collections, leading to large and immediate revenue declines (\$677 million revenue reduction estimated for FY2026).
 - o These provisions mean the state will need to cut around \$1.1 billion in General Fund/General Purpose appropriations from the FY2026 Executive Budget proposal. By FY2032, OBBBA's provisions will absorb around 40 percent of expected General Fund revenue growth.

U.S. Senator Elissa Slotkin's analysis of bill

HEALTH CARE

For residents who receive coverage through the Affordable Care Act marketplace—plans from companies like Blue Cross Blue Shield of Michigan or Priority Health—important changes to be tracking:

- November 1, 2025—Open Enrollment begins and likely to start seeing higher premiums for plans that start January 2026. Here is a handy [calculator](#) where you can plug in your information and see what this bill will do to your healthcare costs, if you have a marketplace plan.
- January 1, 2028—Affordable Care Act plans effectively stop auto-renewing. Starting in 2028, resident will have to start affirmatively re-enrolling every year to keep their healthcare.

If on Medicaid, particularly the Healthy Michigan Plan, changes to be tracking:

- Beginning no later than January 1, 2027—individuals between 19 and 64, including parents with kids ages 14 and up, will have to prove 20 hours of work, school, job training, or other such activities a week to qualify for healthcare.

- As of that same date—you will need to recertify eligibility at least every six months. Currently, residents recertify once a year; Medicaid patients will need to reprove eligibility at least twice a year.
- October 2028— begin to see higher copays for services.

FOOD ASSISTANCE

This bill could make it harder to qualify for food assistance.

If a family receives SNAP benefits or the Bridge Card—important dates and changes to be tracking:

- Likely by October 1, 2025 (or earlier)—new work requirements for people 54-64 and parents with kids 14 and older. Residents must prove that they've completed 20 hours a week, or 80 hours a month, of work, education, job training, or volunteer service.
- Beginning October 1, 2027—Bridge Card benefits could be cut regardless of work requirements. This is the date that many states must begin paying more for food assistance programs, as federal funding cuts take effect. How these cuts impact coverage and services in Michigan remain to be seen.

And if Michigan continues funding SNAP fully, the legislature may have to pull funding from other program areas, like public health or education.

State Budget

- Little progress has been made on the budget and much of the focus has been on education funding. Until this is resolved, other major budget items like transportation funding and the public safety trust fund are on hold.
- The House could put forward the rest of their department budget later this month. There are a few scheduled session days in August, but will unlikely use those days unless a deal on the education budget is finalized. September is likely to be more active as the new fiscal year approaches on October 1st.

Housing Tenant-Landlord relationships

Senate Democrats introduced a bill package to address Michigan's housing crisis by imposing regulations on aspects of landlord-tenant relationships. The intention is to lower costs and strengthen tenant rights.

- SB 372 – Places a cap on rental application fees of whichever amount is lower: the cost to process the application or \$25.
- SB 373 – requires a minimum of one way for tenants to pay rent without additional fees.
- SB 374 – allows tenants to seal their eviction records and give them the option to have the records expunged after three years.
- SB 375 – limits a landlord's ability to charge excess costs for fees like landscaping or snow removal.

Tenant Empowerment Bills - SB 19, 20, 21, 22

- Landlords have 48 hours to begin repairing critical issues like a broken furnace in the winter or dangerous gas leaks. Tenants can have costs deducted from their rent if they hire certified contractors to make repairs if deadlines aren't met.
- SB 22 - allows landlords to return security deposits electronically to tenants.
- SB 19, 20, 21 deal with rent increase notices and repairs.

Public Safety Trust Fund (HB 4260-61)

- The legislation continues to sit in the Senate but there appears to be momentum building due to engagement from our local community violence intervention groups.

Housing

- Issues of preemption could materialize from a recently formed group known as Abundant Housing Michigan and their policy platform is built largely on preemption. Their preemption efforts include things like reducing or eliminating parking requirements, reducing minimum lot sizes, legalizing ADUs, legalizing denser forms of housing, reforming the public hearing and permitting process, as well as smaller dwelling sizes and setting maximum setbacks. Avoiding preemption and finding ways to incentivize these changes locally is the preferred route.

Minimum staffing

- SB 319; a Senate Labor Committee held a hearing on the bill earlier this Spring and the issue could return this fall. The legislation makes minimum staffing levels for PA 312 employees (police and fire) a mandatory topic of collective bargaining.

Transportation Funding Plans

There are competing road funding plans by both the House and Senate -

- Each plan would rely on either existing revenue versus new revenue
- Neither disagrees on the amount needed (\$3B).
- Both agree that all fuel taxes should support roads.
- More should be sent to local units.

Current gas tax revenue distribution –

- State gas tax: 31 cents per gallon
- Federal gas tax: 18.4 cents per gallon
- State sales tax: 21 cents per gallon

Under the current model for taxing fuel, the wholesale cost is \$2.38 per gallon with an 18.4-cent federal tax, a 31-cent state fuel tax and an average of a 14-cent state sales tax.

Sales tax is currently collected when drivers buy gasoline, which is disbursed through the regular sales tax formula, with 73 percent going to schools. The plan the House Speaker is bringing back from prior sessions that the Governor is supporting **would keep the state taxes collected from gasoline sales the same, but have all the taxes go to road construction**. Schools would receive money from the General Fund to make up whatever they lost.

House Passed **\$3.1 Billion** Transportation Proposal – 3/19/25

- Nine bills that would utilize \$3.1B in existing state resources to improve the state’s transportation system.
 - o It would provide over \$3 billion annually in transportation funding, removed sales tax currently being charged on motor fuel, and eliminated funding for SOAR (\$500M), Revitalization and Placemaking grants (\$50M), and the Housing and Community Development Fund (\$50M), among other reductions to fund the proposal.
 - o By not charging sales tax on motor fuel, the school aid fund would be reduced by approximately \$700M, and constitutional revenue sharing would be reduced by approximately \$95M. (roughly half goes to cities and villages). Schools and local units will be held harmless.
 - o The \$3.1 billion in this proposal is derived in two ways. First, a 20-cent increase in fuel tax. This generates approximately \$1 billion and results in the price of gas being the same because of the removal of sales tax. Second, \$2.2 billion in revenue from the Corporate Income Tax (CIT) will be dedicated to roads, with corresponding reductions to other areas of the budget. The new fuel tax revenue will flow through Act 51. The CIT revenue would have been distributed in the following manner, 50% to the counties, 40% to cities and villages, and 10% to MDOT. This proposal does not include any new revenue and only reprioritizes existing state revenue.
 - o Funding for neighborhood roads and local bridges is included along with funds to hold local units harmless from reductions in constitutional revenue sharing.
 - o Advocacy efforts are ongoing to ensure any budget cuts to fund this transportation plan do not come from statutory revenue sharing. Under the House plan, the [City of Muskegon](#) would receive \$15.5M.

Senate version – May 2025

- The Senate released details on authorizing **\$3B** in contingency spending if a long-term road funding plan were to be negotiated with the House.
- Funds include support for local roads and state trunkline needs, local bus and transit services, funding for passenger and freight rail services and for critical infrastructure including bridges, non-motorized infrastructure, and emergency and disaster response needs.
- Their plan would include a revised road funding distribution formula that would account for the lane miles of local roads and prioritizes local roads that are in poor condition and have high traffic volume.

Governor’s version -

- \$4.9B billion in total road funding, including federal, state and restricted funds.
 - o \$112.2M in GF dollars to ensure Michigan matches all \$1.8 billion in federal highway aid
 - o \$98.9M million in new revenue to improve **state and local roads**, highways, and bridges across the state
 - o \$767M for transit and rail programs
 - o \$7.8M to fund a study and pilot program of potential road usage charge options
 - o \$10M to install electric vehicle charging stations across the state
- This proposal only includes new revenue generated from an increase in collections from gas tax and registration fees based on an upcoming transportation funding proposal from the Governor.

Public Safety Trust Fund

House version

- Uses **\$115M** of existing state sales tax revenue to create the fund.
- \$72M CVT's based on their share of statewide violent crime. The plan requires local governments to use the resources to increase support for public safety and violence intervention efforts.
- \$40 million for county sheriff's offices, distributed according to the size of each county's police force.
- \$1.5M to the Crime Victim's Rights Fund to support victims and their families.
- \$1.5M grants for community violence intervention initiatives.

Senate version

- A new **\$100M** Community Crime Reduction Initiative is recommended.
- \$60M to counties and \$40M to CVT's
- This is quite different than the Public Safety Trust Fund, and would result in less proposed funding.

This issue will be negotiated as part of the state budget development process.

MI State House – Legislative Directed Spending request April 2025 – remains unresolved as part of the state budget

- A \$500,000 Legislative Directed Spending (LDS) application request was sent to Rep. Snyder for assistance to help **improve beach safety at Pere Marquette Park**.
- LDS funds would be used for the addition of a beach safety warning and forecasting system that would provide park-wide visibility notifying swimmers of dangers, ensure first responders are deployed swiftly, and critical safety equipment is made available.
- The current system is a smaller SwimSmart system that ties into NOAA forecasts. The light system illuminates red, yellow or green depending on the current water conditions.
- These funds would help to expand the reach and use of this safety equipment across the beach.

FEDERAL

Rep. Scholten –

- Reintroducing farmers market bill from 2023, [HR 4943](#) - *Enabling Farmers to Benefit from Processing Nutrition Programs Act of 2023*
- Under the bill, the USDA must establish a streamlined application process for farmers and ranchers to apply to be vendors under the nutrition programs, including by developing a single application for the programs or an information sharing system. USDA must also develop a streamlined process for these vendors to use standardized technology to process program benefits (such as a single piece of equipment or a mobile application). For example, this includes ensuring wireless or mobile processing equipment and technology systems are appropriate for farmers markets and other direct-to-consumer markets.

Compliance with ADA

The U.S. Department of Justice has issued new rules to ensure that local government websites, social media, and mobile apps follow the Americans with Disabilities Act (ADA). Municipalities with 50,000 or more residents must comply by April 26, 2026. Municipalities below 50,000 in population have a deadline of April 26, 2027.

The rules require public digital content to meet recognized accessibility standards (WCAG 2.1 Level AA), with some exceptions (such as old or archived materials). The City is actively addressing this issue.

[Fact Sheet: New Rule on the Accessibility of Web Content and Mobile Apps Provided by State and Local Governments](#)

[WCAG 2.1 Understanding Docs](#)

National League of Cities (NLC) – Local Solutions to End Homelessness

- NLC has started this two sessions of [online guidance](#) this fall. The City applied and received a \$500 scholarship to offset the expense of this 5-week NLC programming course.
- The objective is to gain a comprehensive understanding of the complex factors driving homelessness in U.S. cities and explore evidence-based solutions to create meaningful change in your community. This course is specifically designed for local leaders seeking to develop and implement effective solutions.

U.S. Senator Slotkin – Congressional Directed Spending request, April 2025 – **not funded**

- Staff submitted a Congressional Directed Spending request to Sen. Slotkin earlier this spring.
- The request was for \$900,000 to procure (80) upgraded **Motorola/WatchGuard Body Worn Cameras, (33) upgraded Taser devices, and (25) In-Car Video Systems** for our marked police vehicles.
- The equipment would provide the community with increased transparency while officers are on shift, modernize and offer quality communications equipment, and provide alternative subject control methods that would protect the public and our first responders.



Agenda Item Review Form

Muskegon Legislative Policy Committee

Commission Meeting Date: August 19, 2025	Title: Water Affordability Study Update															
Submitted by: Dan VanderHeide, Public Works Director	Department: Public Works															
Brief Summary: Staff will present an update on the study and program, seeking feedback on the level of funding, if any, to be proposed.																
Detailed Summary & Background:																
Goal/Action Item: 2027 Goal 1: Destination Community & Quality of Life																
Is this a repeat item?: Explain what change has been made to justify bringing it back to Commission: Further progress has been made developing the details of the program, and before presenting the final report and program for vote, staff seeks feedback on the level of funding the Commission is interested in considering.																
Amount Requested: N/A	Budgeted Item: <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <tr> <td style="width: 25%;">Yes</td> <td style="width: 25%;"><input type="checkbox"/></td> <td style="width: 25%;">No</td> <td style="width: 25%;"><input type="checkbox"/></td> <td style="width: 25%;">N/A</td> <td style="width: 25%;"><input checked="" type="checkbox"/></td> <td style="width: 25%;"><input type="checkbox"/></td> </tr> </table>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>	<input type="checkbox"/>								
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Immediate Division Head	x															
Information Technology																
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Communication																
Legal Review																



Introduction

- Systems are aging
- Water/wastewater systems have increased capital and maintenance needs
- Increasing regulations
- Rates not keeping up

Pipe Age

Age Group	Percentage
1920s	56%
1960s	12%
1980s	8%
1990s	10%
2000s	1%
2010s	1%
Unknown	12%

Over 50% is close to 100 years old
Total Length = 1,100,000 feet (200 miles)

Prein&Newhof

City of Muskegon Sanitary Sewer

Pipe Age

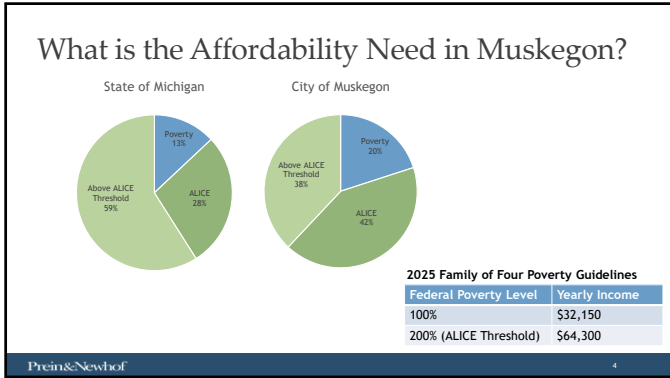
Age Group	Percentage
1920s & 1930s	34%
1950s & 1960s	26%
1970s & 1980s	11%
1990s & 2000s	10.6%
2010 - present	8.3%

Pipe Material

Material	Percentage
Clay	82%
PVC	11%
Ductile Iron	3%
Concrete	3%
Other	0.8%

34% of system is 100 years old, 26 % is 80 to 90 years old
Total Length = 911,450 feet (173 miles)

Prein&Newhof

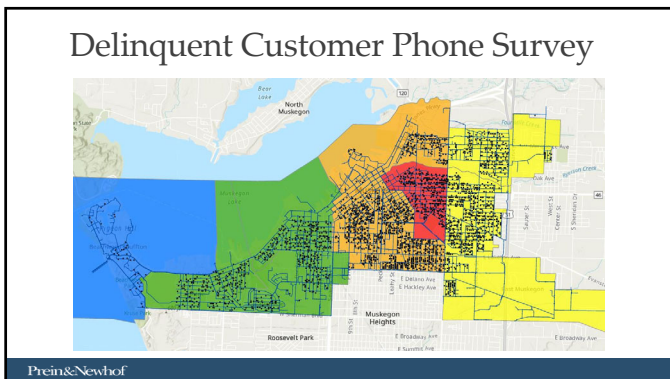


2025 Muskegon County Rate Study

Municipality	Estimated Monthly Water Bill	Estimated Monthly Sewer Bill	Estimated Total Bill
City of Whitehall	\$18.72	\$38.82	\$57.54
City of Montague	\$30.42	\$32.66	\$63.08
City of Norton Shores	\$38.98	\$32.76	\$71.74
City of Muskegon	\$31.03	\$52.78	\$83.81
City of Grand Rapids	\$34.39	\$53.65	\$88.04
City of Muskegon Heights	\$52.81	\$41.85	\$94.66
City of Roosevelt Park	\$54.57	\$60.28	\$114.85
City of North Muskegon	\$63.09	\$65.07	\$128.16

*Water rates estimated using 6,000 gal/month-estimate for 4-person household

Prein&Newhof 5



Customer Phone Survey

- DPW staff spoke with 79 households in delinquency
- There is a financial need
 - 71% said they didn't pay their bill due to lack of money
- Many don't know where to find help
 - 47% unaware of arrearage assistance, 70% unaware of plumbing repair assistance
 - increase awareness of available assistance
- Several said the utility bill and fees are confusing
 - update bill, provide education on how to read the bill
- Water conservation education may be helpful
 - 24% have not looked for leaks, educate on checking for leaks and the cost of leaks
 - 35% do not limit water use to lower bill, educate on ways to conserve water

Prein&Newhof

Community Outreach

- City staff working on updates to the Utility Bill
 - More readable
 - Possible video to explain
- Completed Education Material Handouts:
 - Available at National Night Out, Treasury Office
- Completed Three Educational Videos:
 - Ways to Save Water & Reduce Your Bill - <https://youtu.be/JxWGxH1OU5o>
 - How to Check for Toilet Leaks - https://youtu.be/_rUzrE_lbFk
 - How to Check for Water Leaks - <https://youtu.be/rhGpLxCf-ig>

Prein&Newhof

8

Research Summary

- Some residents struggle with utility bill affordability
- Delinquency rates are high
 - Results in fees and sometimes shutoffs for customers
 - Results in time and effort of City staff
- There is current funding for arrearages through Community Action
 - Will expire in 2027
 - Does not reduce monthly water bills
- Search for other funding has not been successful
 - Social Equity Program
 - Community Foundation
 - Other Grants
 - CDBG (emergency repairs)

Prein&Newhof

9

Existing Program Research

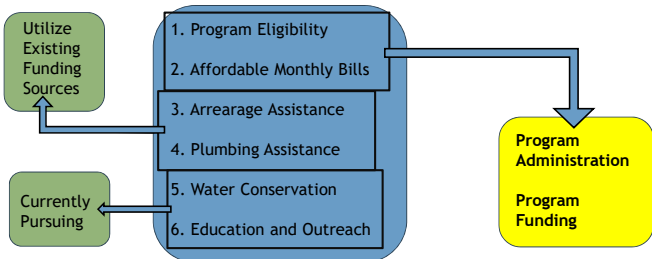
- GLWA
- City of Detroit
- City of Grand Rapids
- City of Holland
- City of Kalamazoo

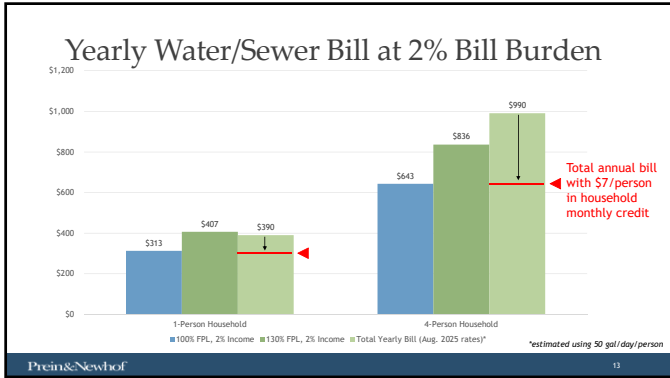
Current Water Affordability Actions

- Installing Smart Meters
- Communicating High Usage to Customer
- Providing Leak Adjustment Credit
- Advertising Assistance to Customers in Shut-off Status
- Conservation Education & Toilet Leak Test
- Developing Rolling Shutoff
- Developing Updates to Utility Bill



Water Affordability Program Components





Program Funding Scenarios

SCENARIO	ELIGIBILITY	MONTHLY ASSISTANCE	HOUSEHOLDS SERVED	PROGRAM ANNUAL COST ¹	RESIDENTIAL RATE INCREASE	COST TO HOUSEHOLD PER MONTH
A	150% FPL	\$7/PERSON/HH	1500	\$395,370	9%	\$7.54
B	150% FPL	\$7/PERSON/HH	1000	\$263,850	6%	\$5.03
C	150% FPL	\$7/PERSON/HH	500	\$131,790	3%	\$2.51
D	0-100% FPL	\$7/PERSON/HH	300	\$109,038	2%	\$1.68
	101-150% FPL	\$3/PERSON/HH	200			

¹INCLUDES ADMINISTRATIVE COST

Estimated # of Households in City: 0-100% FPL=2,200
Average Delinquent =1,500 100-150% FPL=3,300

Program Administration

- Meet with Residents for entry
- Track payments and assistance
- Perform annual audits

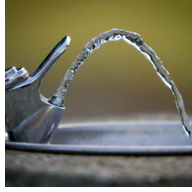


Recommendation: Self-Implementation

- Intake by Community Neighborhood Services
- Administration by Treasurer's Office (will require additional staff)

Proposed Program

- \$7/month per person in house (up to 1,500 households)
- Must be at or below 150% FPL to qualify
- Program participant must stay current on monthly bill payment
- No water shut off or late penalties if enrolled in program
- This requires a dedicated funding source





Thank you!



Agenda Item Review Form

Muskegon Legislative Policy Committee

Commission Meeting Date: August 19, 2025	Title: Downtown Noise Ordinance															
Submitted by: Commissioner Kilgo	Department: City Commissioners															
Brief Summary: Noise Ordinance discussion																
Detailed Summary & Background: Commissioner Kilgo requested this item to be placed on the Legislative Policy Committee meeting agenda after being approached by several business owners downtown that would like to conduct business until 2:00 AM																
Goal/Action Item: 2027 Goal 1: Destination Community & Quality of Life																
Is this a repeat item?: Explain what change has been made to justify bringing it back to Commission:																
Amount Requested: n/a	Budgeted Item: <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <tr> <td style="width: 25%;">Yes</td> <td style="width: 25%;"><input type="checkbox"/></td> <td style="width: 25%;">No</td> <td style="width: 25%;"><input checked="" type="checkbox"/></td> <td style="width: 25%;">N/A</td> <td style="width: 25%;"><input type="checkbox"/></td> <td style="width: 25%;"><input type="checkbox"/></td> </tr> </table>	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>	<input type="checkbox"/>								
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Fund(s) or Account(s): n/a	Budget Amendment Needed: <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <tr> <td style="width: 25%;">Yes</td> <td style="width: 25%;"><input type="checkbox"/></td> <td style="width: 25%;">No</td> <td style="width: 25%;"><input checked="" type="checkbox"/></td> <td style="width: 25%;">N/A</td> <td style="width: 25%;"><input type="checkbox"/></td> <td style="width: 25%;"><input type="checkbox"/></td> </tr> </table>	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>	<input type="checkbox"/>								
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Recommended Motion: Discussion Only																
Approvals: <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Immediate Division Head</td> <td style="width: 10%; text-align: center;">x</td> <td style="width: 20%;"></td> </tr> <tr> <td>Information Technology</td> <td></td> <td></td> </tr> <tr> <td>Other Division Heads</td> <td></td> <td></td> </tr> <tr> <td>Communication</td> <td></td> <td></td> </tr> <tr> <td>Legal Review</td> <td></td> <td></td> </tr> </table>	Immediate Division Head	x		Information Technology			Other Division Heads			Communication			Legal Review			Name the Policy/Ordinance Followed: Chapter 26 - Environment; Article II - Noise
Immediate Division Head	x															
Information Technology																
Other Division Heads																
Communication																
Legal Review																

ARTICLE I. IN GENERAL

Secs. 26-1—26-30. Reserved.

ARTICLE II. NOISE*

DIVISION 1. GENERALLY

Sec. 26-31. Finding and declaration of fact; purpose of article.

It is hereby found and declared that:

- (1) The making and creation of loud, unnecessary or unusual noises within the city is a condition which has existed for some time and the extent and the volume of such noises are increasing;
- (2) Loud, unnecessary, unnatural or unusual noises, which are prolonged, affect and are a detriment to the public health, comfort, convenience, safety, welfare and prosperity of the residents of the city;
- (3) The necessity, in the public interest, for the provisions and prohibitions contained in this article is declared a matter of legislative determination and public policy, and it is further declared that the provisions and prohibitions contained and enacted in this article are in pursuance of, and for the purpose of, securing and promoting the public health, comfort, convenience, safety, welfare, prosperity, peace and quiet of the city and its inhabitants.

(Code 1975, § 14-1; Code 2002, § 26-31)

Sec. 26-32. Penalty for violation of article.

Any person who violates any provision of this article shall be responsible for a municipal civil infraction.

(Code 1975, § 14-20; Code 2002, § 26-32)

*State law reference—Motor vehicle mufflers, MCL 257.707 et seq.

Sec. 26-33. Loud, disturbing, etc., noise generally.

(a) It shall be unlawful for any person to make, continue, or cause to be made or continued any loud or unusual noise, or any noise which either disturbs, injures or endangers the comfort, repose, health, peace or safety of others, within the limits of the city.

(b) The acts enumerated in the following sections of this article are hereby declared to be loud and disturbing noises, but such enumeration shall not be deemed to be exclusive.

(Code 1975, § 14-2; Code 2002, § 26-33)

Sec. 26-34. Playing of radios, musical instruments, etc.—Generally.

(a) Playing, using, operating or permitting to be played, used or operated, any radio receiving set, musical instrument, phonograph or other machine or device for producing or reproducing sound in such manner as to disturb the peace, quiet and comfort of the neighboring inhabitants, or at any time with louder volume than is necessary for convenient hearing for the person who is in the room, vehicle or chamber in which such machine or device is operated and those who are voluntary listeners thereto, is prohibited.

(b) The operation of any such set, instrument, phonograph, machine or device between the hours of 11:00 p.m. and 7:00 a.m. in such a manner as to be plainly audible at a distance of 50 feet from the building, structure or vehicle in which it is located shall be prima facie evidence of a violation of this section.

(Code 1975, § 14-3; Code 2002, § 26-34)

Sec. 26-35. Same—Where sound cast outside building for advertising purposes.

Playing, using, operating or permitting to be played, used or operated, any radio receiving set, musical instrument, phonograph, loudspeaker, sound amplifier or other machine or device for producing or reproducing sound which is cast upon the public streets or any unenclosed area open to the public where persons are permitted to congregate, for the purpose of commercial adver-

tising or attracting the attention of the public to any building or structure for commercial purposes, is prohibited.
(Code 1975, § 14-4; Code 2002, § 26-35)

Sec. 26-36. Yelling, shouting, etc., generally.

Yelling, shouting, hooting, whistling or singing on the public streets, particularly between the hours of 11:00 p.m. and 7:00 a.m., or at any time or place so as to annoy or disturb the quiet, comfort or repose of persons in any office, dwelling, hotel or other type of residence, or of any person in the vicinity, is prohibited.
(Code 1975, § 14-5; Code 2002, § 26-36)

Sec. 26-37. Shouting by peddlers and hawkers.

The shouting and crying of peddlers, hawkers and vendors, which disturbs the peace and quiet of the neighborhood, is prohibited.
(Code 1975, § 14-6; Code 2002, § 26-37)

Sec. 26-38. Playing of radios, musical instruments and other sound-producing or amplifying devices in city parks; presumption established; vehicles providing power to or containing sound devices; public nuisances and abatement by impoundment.

(a) Playing, using, operating or permitting to be played, used or operated, any radio receiving set, musical instrument, phonograph, tape recording device or other machine or sound-amplifying device for producing, reproducing or amplifying sound in any city park in such a manner that the sound emanating from any such device is plainly audible at a distance of 50 feet from the physical location of any such device without a permit is prohibited and a person, upon conviction thereof, shall be deemed responsible for a municipal civil infraction.

(b) If the source of power for any device or the sound from any device operated in violation of subsection (a) of this section emanates from a motor vehicle, the registered owner of the vehicle at the time of such violation shall be presumed to have committed the violation.

(c) Any device operated in violation of subsection (a) of this section is declared to be a public nuisance which any police officer by hearing such device or upon information and belief may abate by impounding such device and removing it from the park to the police station. The owner of such device may have it removed from impoundment at any time thereafter by paying to the police department an impoundment fee in the amount established by resolution to cover the cost of removal and storage.

(d) Any motor vehicle which furnishes the source of power for any such offending device or contains such offending device is hereby declared to be illegally parked and a public nuisance. Any police officer may abate such nuisance by impounding the vehicle in the manner provided in Section 2.5(d) of the Uniform Traffic Code as adopted by the city.

(e) Nothing contained in this section shall be construed to limit the rights of citizens to obtain a permit to use a sound-amplifying device as authorized pursuant to division 2 of this article.
(Code 1975, § 14-7; Code 2002, § 26-38)

Sec. 26-39. Zone of quiet.

Whenever authorized signs are erected indicating a zone of quiet, no person operating a motor vehicle within any such zone shall sound the horn or other warning device of such vehicle, except in an emergency.
(Code 1975, § 14-9(b); Code 2002, § 26-39)

Sec. 26-40. Transportation of rails, pillars or columns.

The transportation of rails, pillars or columns of iron, steel or other material over and along streets and other public places upon carts, drays, cars or trucks, in any manner as to cause loud noises or which disturbs the peace and quiet of such streets or other public places, is prohibited.
(Code 1975, § 14-10; Code 2002, § 26-40)

Sec. 26-41. Noise from loading or unloading vehicles or opening or destroying bales, boxes, etc.

The creation of a loud and excessive noise in connection with loading or unloading any vehicle or the opening and destruction of bales, boxes, crates and containers is prohibited.
(Code 1975, § 14-11; Code 2002, § 26-41)

Sec. 26-42. Discharge of engine or motor exhaust.

The discharge into the open air of the exhaust of any steam engine, stationary internal combustion engine, motor boat or motor vehicle, except through a muffler or other device which will effectively prevent loud or explosive noises therefrom, is prohibited.
(Code 1975, § 14-12; Code 2002, § 26-42)

Sec. 26-43. Blowing of steam whistles.

The blowing of any steam whistle attached to any stationary boiler, except to give notice of the time to begin or stop work or as a warning of fire or danger, or upon request of proper city authorities, is prohibited.
(Code 1975, § 14-13; Code 2002, § 26-43)

Sec. 26-44. Operation of blowers or power fans.

The operation of any noise-creating blower or power fan is prohibited, unless the noise from such blower or fan is muffled.
(Code 1975, § 14-14; Code 2002, § 26-44)

Sec. 26-45. Sound amplification from aircraft.

(a) No person shall operate, or cause to be operated, any aircraft for any purpose in or over the city with sound amplifying equipment in operation.

(b) For the purpose of this section, the term "aircraft," shall mean any contrivance now known or hereafter invented, used or designed for navigation or for flight in the air, including helicopters and lighter-than-air dirigibles and balloons.
(Code 1975, § 14-15; Code 2002, § 26-45)

Sec. 26-46. Limitation on hours for construction or demolition work.

(a) The erection (including excavating), demolition, alteration or repair of any building, other than between the hours of 7:00 a.m. and 6:00 p.m. is prohibited, except in case of urgent necessity in the interest of public health and safety, and then only with a permit from the building inspector, which permit may be granted for a period not to exceed three days or less while the emergency continues and which permit may be renewed for periods of three days or less while the emergency continues.

(b) If the building inspector shall determine that the public health and safety will not be impaired by the erection, demolition, alteration or repair of any building or the excavation of streets and highways within the hours of 6:00 p.m. and 7:00 a.m., and if he shall further determine that loss or inconvenience would result to any party in interest, he may grant permission for such work to be done between the hours of 6:00 p.m. and 7:00 a.m., upon application for a permit requesting performance of such work during the hours aforementioned.
(Code 1975, § 14-16; Code 2002, § 26-46)

Sec. 26-47. Operation of pile drivers, steam shovels, etc.

The operation, between the hours of 10:00 p.m. and 7:00 a.m., of any pile driver, steam shovel, pneumatic hammer, derrick, steam or electric hoist or other appliance, the use of which is attended by loud or unusual noise, is prohibited, except in the case of an emergency.
(Code 1975, § 14-17; Code 2002, § 26-47)

Sec. 26-48. Noise near schools, courts, churches, hospitals.

The creation of any excessive noise on any street adjacent to any school, institution of learning, church, court or hospital, which unreasonably interferes with the business of any such institution, or which disturbs or unduly annoys patients in a hospital, shall be unlawful, provided conspicuous signs are displayed in such streets

indicating the type of institution situated thereon and that noise is prohibited or that quiet is required in such area.
(Code 1975, § 14-18; Code 2002, § 26-48)

Sec. 26-49. Noise to attract attention to performance, show or sale.

The use of any drum or other instrument or device for the purpose of attracting attention, by the creation of noise, to any performance, show or sale is prohibited.
(Code 1975, § 14-19; Code 2002, § 26-49)

Secs. 26-50—26-65. Reserved.

DIVISION 2. SOUND TRUCKS

Sec. 26-66. Definitions.

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

Sound amplifying equipment means any machine or device for the amplification of the human voice, music or any other sound, but shall not be construed as including standard automobile radios, when used and heard only by occupants of the vehicle in which installed, or warning devices on authorized emergency vehicles or horns or other warning devices on other vehicles used only for traffic safety purposes.

Sound truck means any motor vehicle or animal-drawn vehicle having mounted thereon, or attached thereto, any sound amplifying equipment.
(Code 1975, § 14-32; Code 2002, § 26-66)

Sec. 26-67. Registration.

(a) No person shall use, or cause to be used, a sound truck, with sound amplifying equipment in operation in the city, before filing a registration statement with the city clerk. This registration statement shall be filed in duplicate and shall state the following:

- (1) Name and home address of the applicant;
- (2) Address of place of business of the applicant;

- (3) License number and motor number of the sound truck to be used by the applicant;
- (4) Name and address of the person who owns the sound truck;
- (5) Name and address of the person having direct charge of the sound truck;
- (6) Names and addresses of all persons who will use or operate the sound truck;
- (7) The purpose for which the sound truck will be used;
- (8) A general statement as to the section of the city in which the sound truck will be used;
- (9) The proposed hours of operation of the sound truck;
- (10) The number of days of proposed operation of the sound truck;
- (11) A general description of the sound amplifying equipment which is to be used; and
- (12) The maximum sound producing power of the equipment to be used in or on the sound truck, including:
 - a. The wattage to be used;
 - b. The volume in decibels of the sound which will be produced; and
 - c. The approximate maximum distance for which sound will be thrown from the sound truck.

(b) All persons using or causing to be used sound trucks for noncommercial purposes shall amend any registration statement filed pursuant to this section within 48 hours after any change in the information therein furnished.

(c) The city clerk shall return to each registrant under this section, one copy of the registration statement, duly certified by the city clerk as a correct copy. Such certified copy shall be in the possession of any person operating the sound truck at all times while the sound amplifying equipment is in operation, and shall be promptly displayed and shown to any police officer of the city upon request.
(Code 1975, § 14-34; Code 2002, § 26-67)

Sec. 26-68. Permitted sounds.

The only sounds permitted from sound trucks are music and human speech.
(Code 1975, § 14-42; Code 2002, § 26-68)

Sec. 26-69. Hours of operation; operation on Sundays and holidays prohibited.

The operation of the sound amplifying equipment on sound trucks is permitted for four hours each day, except on Sundays and legal holidays, when such operation is prohibited. The permitted four hours of operation shall be between the hours of 11:30 a.m. and 1:30 p.m. and 4:30 p.m. and 6:30 p.m.
(Code 1975, § 14-43; Code 2002, § 26-69)

Sec. 26-70. Operation on certain streets prohibited.

No sound truck, with amplifying equipment in operation, shall be operated on the following streets: Western Avenue, between Spring Street and Fifth Street and Clay Avenue, from Spring Street to Fifth Street.
(Code 1975, § 14-44; Code 2002, § 26-70)

Sec. 26-71. Operation near hospital, school, church, court or voting place.

Sound shall not be emitted from a sound truck within 100 yards of any hospital, school, church or courthouse, or within 100 yards of any voting polling place on any primary or election day.
(Code 1975, § 14-45; Code 2002, § 26-71)

Sec. 26-72. Minimum speed; operation of sound equipment when truck stopped.

Sound amplifying equipment shall not be operated unless the sound truck upon which such equipment is mounted is operated at a speed of at least ten miles per hour, except when the truck is stopped or impeded by traffic. Whenever stopped by traffic, the sound amplifying equipment shall not be operated for longer than one minute at each stop.
(Code 1975, § 14-46; Code 2002, § 26-72)

Sec. 26-73. Control of sound volume generally.

The volume of sound from a sound truck shall be so controlled that it will not be audible for a distance in excess of 100 feet from the sound truck, nor in volume unreasonably loud, raucous, jarring, disturbing or a nuisance to persons within the area of audibility.
(Code 1975, § 14-47; Code 2002, § 26-73)

Sec. 26-74. Maximum amplification power.

No sound amplifying equipment on a sound truck shall be operated in excess of 15 watts of power in the last stage of amplification.
(Code 1975, § 14-48; Code 2002, § 26-74)

Secs. 26-75—26-155. Reserved.

ARTICLE III. SOIL STRIPPING AND DUMPING*

DIVISION 1. GENERALLY

Sec. 26-156. Soil defined.

The term "soil," as used in this article, shall mean topsoil, subsoil, sand, gravel, rock, stone and heavy aggregate, earth and any other material proposed to be removed from or dumped on land.
(Code 1975, § 17-2; Code 2002, § 26-156)

Sec. 26-157. Purpose.

The purpose of this article is to promote the public health, safety and general welfare of the residents of the city and preserve the natural resources and to prevent the creation of nuisances and hazards to the public welfare, health, safety, morals, well-being and general welfare.
(Code 1975, § 17-1; Code 2002, § 26-157)

Sec. 26-158. Waiver of article provisions.

In areas where, in the judgment of the city commission or administrative staff, adequate pro-

◆State law references—Soil and sedimentation control, MCL 324.9101 et seq.; local soil erosion and sedimentation control ordinances, MCL 324.9105 et seq.



Agenda Item Review Form

Muskegon Legislative Policy Committee

Commission Meeting Date: August 19, 2025	Title: Building Inspection - RFP									
Submitted by: Jonathan Seyferth, City Manager, Timothy Kozal, Public Safety Director	Department: Manager's Office									
Brief Summary: The current contract for inspection services with SafeBuilt expires December 31, 2025. City staff intend to begin the process of releasing an RFP around Labor Day.										
Detailed Summary & Background: Discussion regarding the Building Inspections Contract, RFP timing, Commissioner feedback, expectations and desires regarding this contract, and next steps. Please note, staff isn't necessarily looking for critiques/discussion on the RFP itself as this is an operational matter. We're providing it to demonstrate to the commission that we are ready to move forward with the process.										
Goal/Action Item: 2027 Goal 2: Economic Development Housing and Business										
Is this a repeat item?: Explain what change has been made to justify bringing it back to Commission:										
Amount Requested: n/a	Budgeted Item: <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%;">Yes</td> <td style="width: 15%; text-align: center;">X</td> <td style="width: 15%;">No</td> <td style="width: 15%;"></td> <td style="width: 15%;">N/A</td> <td style="width: 15%;"></td> <td style="width: 15%;"></td> </tr> </table>	Yes	X	No		N/A				
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Recommended Motion: Discussion Only										
Approvals: <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Immediate Division Head</td> <td style="width: 10%; text-align: center;">X</td> <td style="width: 20%;"></td> </tr> <tr> <td>Information Technology</td> <td></td> <td></td> </tr> <tr> <td>Other Division Heads</td> <td></td> <td></td> </tr> </table>	Immediate Division Head	X		Information Technology			Other Division Heads			Name the Policy/Ordinance Followed:
Immediate Division Head	X									
Information Technology										
Other Division Heads										

Communication			
Legal Review			

City of Muskegon Request for Proposals (RFP): Inspection Services

Issue Date:

Proposal Due Date:

Delivery Location:

City of Muskegon – City Clerk
933 Terrace Street
Muskegon, MI 49440

1.0 Introduction

The City of Muskegon is soliciting proposals from qualified firms to provide comprehensive inspection services as further outlined in this request. The selected firm will be responsible for conducting inspection services under the direction of the City's Director of Public Safety or their designee. The purpose of this RFP is to identify and select a firm capable of delivering high-quality, timely, and professional services in accordance with the City's standards and operational goals.

2.0 Scope of Services

2.1 Services

As directed by and under the supervision of the Director of Public Safety or their designee, the Contractor shall provide all inspection services as described in the proposal.

2.2 Building Official

The City and the selected Contractor shall jointly hire the City's Building Official. The Building Official will report to the Director of Public Safety, or their designee, for purposes of daily operations and oversight. However, all compensation, fringe benefits (including but not limited to retirement contributions and insurance), training, and management of the Building Official shall be the full responsibility of the Contractor. The City will have no financial or benefit-related obligations toward the Building Official.

2.3 Scope of Services

The selected Contractor will be expected to provide the following services:

Administrative Services

- Provide onsite administrative staff
- Manage permit intake during City Hall business hours

- Communicate estimated timelines for reviews and completion at permit intake
- Answer inquiries and provide continued applicant communication
- Distribute and maintain relevant handouts
- Administer contractor registration
- Utilize City's BS&A system or Contractor's software (if approved)
- Implement performance metrics and reporting
- Schedule inspection staff and follow up on complaints
- Provide minimum two public educational workshops annually
- Offer two \$500 community partner scholarships per year
- Provide emergency building code response (after-hours cell availability)

Building Department Services

- Enforce adopted codes and amendments
- Provide rental program and environmental code compliance services
- Perform historic structure review and inspection
- Maintain compliance documentation
- Train staff on Muskegon-specific codes
- Manage CEU requirements for Act 54 compliance
- Represent City at meetings, including HBOA
- Clean, organize, and maintain proper record retention
- Support partnerships with schools and colleges on code services
- Facilitate FOIA requests with City Clerk
- Inspect and track long and short term rentals
- Report directly to Director of Public Safety

Plan Review Services

- Perform complete plan reviews (residential and commercial)
- Guide applicants through submittal processes
- Conduct reviews of structural, mechanical, plumbing, electrical, energy, accessibility, egress, and use classifications
- Attend pre-submittal meetings
- Track and report plan review progress
- Provide expert consultation and review all revisions

Inspection Services

- Coordinate all inspection requests
- Offer a.m./p.m. options and 2-hour inspection windows
- Notify homeowners 30 minutes in advance
- Conduct inspections per code and ordinance, including liquor licenses and fire coordination
- Provide onsite consultation
- Ensure safety/security, document issues, notify staff of violations
- Manage dangerous building abatements

- Deliver stop-work notices as authorized
- Leave inspection reports onsite when appropriate

Administrative Support / Permit Technician Services

- Manage permit lifecycle from intake to issuance
 - Collect fees if authorized
 - Track inspection schedules and compliance
 - Deliver customer service and minimal-review permit processing
 - Handle complaints and public communication
-

3.0 Proposal Requirements

Each proposal must include:

- Company profile and qualifications
 - Project team bios (including proposed Building Official)
 - Approach to services outlined in Section 2
 - Management and performance monitoring approach
 - Cost proposal and fee schedule
 - References from three or more municipalities
-

4.0 Evaluation Criteria

Proposals will be evaluated on:

- Experience with municipal inspection services
 - Depth of proposed services and resources
 - Approach to quality, responsiveness, and performance metrics
 - Price competitiveness
 - Past performance and references
 - Commitment to customer service and community education
-

5.0 Submission Instructions

Submit sealed proposals clearly labeled:

“Proposal for Inspection Services – City of Muskegon”

To be received no later than:

2:00 p.m. on (place it on a Thursday)

at:

City of Muskegon – City Clerk
933 Terrace Street
Muskegon, MI 49440

6.0 Contact Information

Direct all RFP questions to:
Tim Kozal
Director of Public Safety
Email: [Insert Email]
Phone: [Insert Phone Number]

7.0 Reservation of Rights

The City of Muskegon reserves the right to accept or reject any or all proposals, waive any irregularities, and select the proposal deemed to be in the City's best interest.