



Holland
MICHIGAN

Quarterly Update January - March 2023
Council Action 23.121, April 12, 2023

STRATEGIC PLAN
Holland 2023
BUSINESS PLAN

Status Reporting Mechanism:

GREEN means we are on track

YELLOW means there is some risk, let's talk

RED means there are problems, the Goal is in trouble

Goal 1: To Maintain and Improve a Strong Financial Position

| | What do we want to do | What will we do to get there | | Quarterly Update |
|-----|--|---|--|---|
| | Objective | Strategic, Tactic, Deliverable | Assignment, Timeline | Goal Current Status |
| 1.1 | Adopt a balanced budget | Provide necessary information for Council to make key decisions in order to adopt a balanced budget | Finance Adopt budget 1st meeting in May | Presented update to Long-Term Forecast in March. Expecting budget surplus for current FY. |
| 1.2 | Adopt a long-term plan for the Municipal Capital Improvement Fund (MCIF) | Maintain a plan that matches needs with funding, so Council can prioritize projects (ice rink, recreation center, roof repairs, etc.) | Assistant City Manager - Finance Adopt annually as part of the budget in May | Major work continues to progress. Presented preview of MCIF to Council in March. |
| 1.3 | Adopt a long term financial forecast | Maintain and improve the long term financial forecast in support of the annual budget and MCIF | Finance Adopt annually as part of the budget in May | Reviewed both in November and March, will be updated in budget process in April. |
| 1.4 | Grow the City tax base | Continue efforts to make the City desirable, attracting residential, commercial and industrial investment | All Departments Lakeshore Advantage Ongoing | Continue to experience significant investment in industrial and residential growth. |
| 1.5 | Review housing policies, strategies and projects, especially for residents earning less than 80% AMI | Council will consider housing policies, strategies, and projects that address housing in the City | Community & Neighborhood Services – Housing Next Assistant City Manager Ongoing | Council has considered and approved several housing projects at all price points. Most recent possibility on Kollen Park Drive. |
| 1.6 | Implement strategies to address pension & other post-employment benefit (OPEB) liabilities | Continue to monitor existing and develop new strategies to address pension and OPEB liabilities | Finance Ongoing | Progress continues to be made, with budget surplus appropriated to pension liabilities. |
| 1.7 | Continue to evaluate the assistant city manager for economic development and sustainability | Utilize this position to increase work on several priorities, including; economic development, housing, and sustainability | Assistant City Manager Ongoing | The contractual relationship continues to meet City needs. Expect to review as part of FY24 budget. |
| 1.8 | Maintain current tax base | Evaluate the millage rate annually, informed by a long term budgetary perspective | Finance Annually as part of the budget | The budget was approved with the same tax rate as prior years. Will need to address Headlee limitation at some point in the future. |

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Goal 2: To Enhance Connections with Stakeholders

What do we want to do

What will we do to get there

Quarterly Update

Objective

Strategic, Tactic, Deliverable

Assignment, Timeline

Goal Current Status

| | | | | |
|-----|--|---|---|--|
| 2.1 | Maintain and enhance regional partnerships with stakeholders | Examine opportunities for increased cooperation and collaboration with stakeholders | All departments Ongoing | Last year examples include; West Michigan Airport Authority, Ottawa County Central Dispatch, Community Foundation, Habitat-for-Humanity and Jubilee Ministries. |
| 2.2 | Continue work on the priority of Diversity, Equity and Inclusion (DEI) | Continue internal efforts to have culturally competent staff that provide equitable services to all. Maintain and deepen partnerships with other organizations so that we become a larger community that is diverse, equitable, and inclusive | All departments Ongoing | Provided annual report to Council in July, annual diversity forum in October, employee committee fully formed and functioning, and Social Justice Awards. |
| 2.3 | Provide effective information and citizen engagement plans for large City initiatives (Sustainability, Broadband, Waterfront Holland) | Provide a budget and staffing resources for effective public information plans on important programs | Mayor-Council City Manager as Needed | Broadband project continues to progress, education plan on sustainability expanding, and Waterfront Holland and Ice Rink in the news. May 2 election on property sale. |
| 2.4 | Maintain and consider expanding programs that connect citizens to city government increasing city engagement and improving civic discourse | Council will consider opportunities and associated cost for citizen engagement programs | All Departments | The many video and social media efforts are reaching into the community. Still can evaluate other Council opportunities, discussion on Citizen Academy. |
| 2.5 | Council has a budget for and participates in trainings and community events | Council is informed of opportunities and regularly attends trainings and community events | Council Ongoing | Council is regularly informed and most community events have returned after the pandemic. |
| 2.6 | Maintain and improve communications to promote and market Holland | Council will review existing communications plan(s) and consider new opportunities in this area | Assistant City Manager Ongoing | Downtown, Windmill Island Gardens and Tulip Time had record or near-record years. |
| 2.7 | Implement recommendations of the BCC report, connecting with potential citizen volunteers | Improve the web presence and communication tactics to inform and engage citizens to serve on our BCCs | Council - All departments | Council approved final report and several recommendations have been initiated. |

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Goal 3: To Continually Improve the City Organization

| | What do we want to do | What will we do to get there | | Quarterly Update |
|-----|--|--|---|---|
| | Objective | Strategic, Tactic, Deliverable | Assignment, Timeline | Goal Current Status |
| 3.1 | Maintain and regularly review the governance framework and process manual | Provide reporting and time for Council to evaluate the governance framework | Council Ongoing | Reviewed and updated as part of the January Council Retreat. |
| 3.2 | City has an effective performance evaluation system in place | The City implements and maintains an effective performance evaluation system for all employees | Human Resources Ongoing | All employees receive an annual evaluation. |
| 3.3 | City has an effective staff training and development program in place for our employees | The City has an adequate budget and provides for the development of our employees | Human Resources Ongoing | Council continues to fund and Human Resources provides a training program for employee health and development. |
| 3.4 | City effectively invests in the human resources and talent of our organization, enhancing our ability to attract and retain talent | The City reviews and maintains competitive wage and benefit packages | Human Resources Ongoing | Council has approved a few new or reorganized positions. The labor market has been difficult and impacted some operations. Held a Job Fair at the Civic Center. |
| 3.5 | Maintain and enhance the culture of collaboration and teamwork among City departments | A partnership among employees and expectation for a strong culture is cultivated | All departments Ongoing | Efforts continue to maintain a strong culture; appreciation picnics, plant day with Parks and Recreation. Year-end appreciation lunch. |
| 3.6 | Implement large project work: Broadband, Community Energy Plan, Capital improvements | Resources and staffing are provided to move large projects forward for consideration and completion | Council - City Manager Ongoing | Long list of implementing actions on broadband, goals of the CEP, fire stations, ice rink, and road projects. |
| 3.7 | Continue to monitor and make needed changes to staffing levels | As the community grows and we add new amenities, monitor and provide for staffing levels to meet citizen demand for services | City Manager - Human Resources Ongoing | Council has approved a few new or reorganized positions. Need to continue to monitor labor market and work and service levels. Will be a discussion in the proposed FY 24 budget. |
| 3.8 | Review, improve, and implement a system for City policies | Investigate and propose to Council an improved system to catalogue City policies | City Manager November 2024 | Began this long process with review and approval of Debt Management and Fund policies and Implementing Procedures. |

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Goal 4: To Provide Quality Services to All Stakeholders

What do we want to do

What will we do to get there

Quarterly Update

Objective

Strategic, Tactic, Deliverable

Assignment, Timeline

Goal Current Status

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|-----|--|--|--|---|
| 4.1 | Public Safety - provide for the safety of all through partnerships with the community, prevention and education efforts, and service | Specific areas of emphasis include; succession planning, fire stations, community partnerships, Crisis Intervention Team (CIT) | Police and Fire Operations Ongoing | Continued success of the CIT Team. Investments being made in Fire Services. Accreditation by the Michigan Association of Chiefs of Police. Successful completion of Supplemental Compensation Plan for Public Safety succession planning. Completion of the strategic planning process. |
| 4.2 | Community and Neighborhood - provide a vibrant and sustainable community that is a great place to live, work, and play | Specific areas of emphasis include; non-motorized plan, master plan update, sustainability education plan, NIC flourishing neighborhoods | Community and Neighborhood Services Ongoing | Continued refinement of the UDO, new Non-Motorized Transportation plan and South Shore Village plan. Redevelopment Ready Communities (RRC) Certification. Beginning on Master Plan update. |
| 4.3 | Parks and Recreation - provide a beautiful community with ample leisure and recreation options | Specific areas of emphasis include; preparation for Recreation Center planning, additions to cemeteries, incorporate new staffing | Parks and Recreation Ongoing | Area most impacted by tight labor market although I don't believe most residents see decline in beauty in the City. |
| 4.4 | Transportation Services - provide a well maintained and effective infrastructure | Specific areas of emphasis include; additional fleet maintenance and staffing, non-motorized planning, alternative fuel vehicle/equipment, and stormwater enhancement | Transportation Services Ongoing | Successful new completion of annual projects, bringing on HBPW vehicle work. Gearing up for project year, including 6th Street. |
| 4.5 | HBPW - provide competitive, reliable, and innovative public utility solutions in a socially, environmentally, and financially responsible manner | Specific areas of emphasis include; manage significant growth in demand, implementation of CEP goals/targets, broadband millage and possible build out, several capital projects | HBPW Ongoing | In midst on several large projects including; LGES expansion, anaerobic digester, and broadband. |
| 4.6 | Management/Administrative Services - provide effective leadership and support for citizens and operations | Specific areas of emphasis include; leadership culture, long-term financial plan, large project management | City Manager, Finance, Human Resources, Clerk, and Human / International / Youth Relations | Providing support and leadership during a very active period of large initiatives. Specific focus on ice rink fundraising and ballot question. |
| 4.7 | Downtown Group – provide a vibrant downtown that is a place of choice for all stakeholders | Specific areas of emphasis include; capital investment at WIG, manage growth and success at DDA/PSD, evaluate contract for management of HCCP, preparation for streetscape refresh | Assistant City Manager, DDA, PSD, WIG, & HCCP | Completion of a very successful year. |