

# Final Report

Council Action 23.272, July 5, 2023



**Holland**  
MICHIGAN

STRATEGIC PLAN  
**2023**  
BUSINESS PLAN



## MULTI-YEAR STRATEGIC PLAN HIGHLIGHTS

### Goal #1: Maintain & Improve a Strong Financial Position

#### FISCAL YEAR 2023 HIGHLIGHTS

- ✓ Growth in taxable ad-valorem of \$100,000,000
- ✓ Thirteen (13) IFT's totaling \$193,000,000
- ✓ Passed FY 24 budget with \$72,000,000 in infrastructure projects
- ✓ Continue to refine our Long-Range Financial Plan
- ✓ Housing Units → 170 units approved

#### SINCE FISCAL YEAR 2020

- ✓ Growth in taxable ad-valorem of \$279,000,000
- ✓ Thirty-three (33) IFT's totaling \$1,134,000,000 investment
- ✓ Maintained consistent tax rate
- ✓ Built and maintain a 50-Year Municipal Capital Improvement Fund (MCIF)
- ✓ Maintain strategies to reduce pension/OPEB liabilities
- ✓ Managed worldwide pandemic and economic impacts
- ✓ Adopted Housing Support Policy, 1,014 total housing units approved, 286 housing units completed

### GOAL #2: To enhance Connections with Stakeholders

#### FISCAL YEAR 2023 HIGHLIGHTS

- ✓ Citizens approved land sale to facilitate Waterfront Holland vision
- ✓ Expanded DEI partnerships with area municipalities, a lead agency in Welcoming Ottawa initiative with LEDA
- ✓ Expanded contribution to Community Enhancement Program at MACC
- ✓ Volunteer model for parks work expanded, West Coast Chamber Community Impact Day

#### SINCE FISCAL YEAR 2020

- ✓ Partnered with ODC on DeGraaf Nature Center and Sally Smoly Nature Playscape
- ✓ Improved support model with Tulip Time and our Parks and Recreation staff
- ✓ Promote Human Relations/International Relations Manager to Director Position
- ✓ Adopted Protection Against Discrimination Ordinance
- ✓ Instituted internal employee DEI Committee
- ✓ Several coordinated and community involved planning/visioning plans

### Goal #3: To Continually Improve the Organization

#### FISCAL YEAR 2023 HIGHLIGHTS

- ✓ Successfully implemented MERS pension change to facilitate leadership succession
- ✓ Accreditation of Police Services
- ✓ Approved collective bargaining contracts prior to expiration of existing contracts
- ✓ Approved full-time PIC, continue to improve reports and public communications (Budget-In-Brief, podcasts)

#### SINCE FISCAL YEAR 2020

- ✓ Implemented Council governance model and new Rules of Council
- ✓ Implementing recommended changes to Boards/Committees/Commissions (BCCs)
- ✓ Implemented recommendations from MOSES Staffing Report, significantly improved staff morale and culture
- ✓ Strategic Development Team (SDT) recommendations being implemented to accelerate progress on Community Energy Plan
- ✓ Expanded fire staffing and improved equipment for Public Safety: Training simulator, aerial truck, body cams, emergency command vehicle, and more
- ✓ Robust and expanded employee training programs.

### GOAL #4: To Provide Quality Services to All Stakeholders

#### FISCAL YEAR 2023 HIGHLIGHTS

- ✓ Initiating work on Waverly Fire Station, soon to follow with Kollen Park
- ✓ Adopted Neighborhood Improvement Committee (NIC) Flourishing Neighborhood Report
- ✓ Finalizing plans to construct Ice Rink at Window-on-the-Waterfront
- ✓ Transitioning HBPW fleet maintenance to Transportation Department

#### SINCE FISCAL YEAR 2020

- ✓ Implemented Crisis Intervention Team (CIT)
- ✓ Adoption of Unified Development Ordinance (UDO)
- ✓ Paid-off Holland Energy Park, lowering rates and maintaining high reliability standards
- ✓ Planning and implementing huge infrastructure improvements, highlighted by Holland Fiber and the anaerobic digester
- ✓ Completion of renovated Holland Civic Center Place (HCCP)
- ✓ Booming downtown business environment in spite of pandemic
- ✓ Dog Park, inclusive playgrounds and greenhouse
- ✓ Effective and efficient elections

## 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	Council adopted a budget in May with a small use of fund balance. The budget includes a well funded capital plan and Long-Term Financial Forecast.
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	As noted above, the budget includes a capital plan (MCIF) that invests in equipment and facilities for our community and employees.
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	As noted above, the Long-Term Financial Forecast continues to be monitored and updated. It is a key tool for decision making.
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	While the commercial/office environment is soft, the City continues to experience significant industrial and residential investment.
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	Several housing projects, with housing policy support, are in various stages of development.
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	The Long-Term Financial Forecast highlights when debt for our first pension bond expires. Additional contributions continue.
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	Council approved a structural staffing change for the FY24 budget. A revised position is currently advertised.
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	A new budget was adopted with the same tax rate. The Long-Term Forecast indicates a stable future.

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 2: To Enhance Connections with Stakeholders

What do we want to do	What will we do to get there		Quarterly Update	
Objective	Strategy, 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	Continued positive examples of being a trusted partner and leader in regional thinking. Included increased financial commitment with Community Enhancement Program (CEP) with the MACC.
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	Continued momentum with <u>internal</u> work, lead by our employee DEI-A Committee. They promote education and events regularly, and make recommendations on internal procedures and policy. <u>Externally</u> , the HRC and IRC continue with successful community events, and we partner on several others.
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	This was a significant and successful year for large initiatives. Holland Fiber is progressing to plan and the Waterfront Holland was approved by voters.
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 new budget includes expansion of our Public Information Coordinator to full-time and a city-wide 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.

**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 3: To Continually Improve the City Organization

	What do we want to do	What will we do to get there		Quarterly Update
	Objective	Strategy, 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. Will plan for the orientation of new members of Council late in 2023.
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 adopted a budget that added a few new and reorganized positions. New collective bargaining contracts were approved. Still working hard to recruit and retain talent in a difficult labor market.
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. Waterfront Holland vote.
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 adopted a budget with a few new and reorganized positions. Parks have been successful with innovating approaches and volunteer help.
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.

**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 4: To Provide Quality Services to All Stakeholders

What do we want to do		What will we do to get there		Quarterly Update
Objective	Strategy, Tactic, Deliverable	Assignment, Timeline	Goal Current Status	
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. Purchase of replacement K9 dogs.
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	Great innovative approaches to recent staffing challenges, with more volunteer help. Prepping for ice rink and rec center planning.
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 in middle of 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.