

# City of Holland Michigan

## Strategic Plan & Business Plan

# 2020

### Final Report

Draft presented to Council on June 24, 2020



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		How will we know our actions are effective	Monitoring Organizational Performance			
Objective	Strategy	Tactic	Deliverable	Assignment	Timeline	Outcomes	Fiscal Year 2020 Final Report
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 first meeting in May	Annually adopt a budget on time without deficits	Council adopted a balanced budget, and was additionally able to fund other priorities. COVID-19 causes concern for Fiscal Year 21 and future years. Awards for "Excellence in Financial Reporting" and "Distinguished Budget Award".		
1.2 Adopt a long-term plan for the Municipal Capital Improvement Fund	Develop a plan matching identified assets with associated funding, so Council can prioritize needs	Assistant City Manager – Finance	Adopt annually as part of the budget in May	The City is able to fund facility, park and equipment needs	Staff has made significant progress on building a process to track and forecast our assets. Council prioritized this need and invested into the Municipal Capital Improvement Fund (MCIF). COVID-19 causes significant concern, as losses in revenue would likely hit this area of investment.		
1.3 Grow the City tax base	Continue efforts to make the City desirable, attracting residential, commercial and industrial investment	All Departments – Lakeshore Advantage Ongoing	The City experiences growth in our tax base beyond annual inflation	Even with recent concerns of COVID-19, there continues to be strong interest in Holland, especially in the residential and industrial sectors. The commercial sector, following national trends, may be less positive. The Waterfront Holland community engagement process went very well, and consultants are now engaging the development community.			
1.4 Develop a comprehensive economic development plan	Staff will work with partners and present to Council a plan for economic development	Finance – Lakeshore Advantage – PSD – DDA - February 2020	The City has appropriate staff and resources in place to encourage a vibrant local economy	Council reviewed the work of our partner Lakeshore Advantage, the PA 198 tax abatement tool, and other incentives utilized in drafts of the Housing Development Support Policy. Staff presented and Council approved the addition of an Assistant City Manager position that is partially dedicated to the Economic Development function.			
1.5 Adopt a Housing Development Support Policy & related documents	Council will consider policies and procedures that outline the principles, goals, and strategies for housing in the City	CNS – Finance – Housing Next November 2019	The City has housing options to all residents	Council held several study sessions discussing affordable housing strategies, largely with the assistance of Housing Next. A draft Housing Development Support Policy was developed, and discussed in the context of potential projects. Several projects were approved with affordable housing components, including: Kensington Place/Macatawa Farms Apartments (Brownfield), Jubilee Ministries projects on 40th Street and Maple Avenue, and Wildwood Creek redevelopment (PILOT).			
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 City eliminates pension and OPEB liabilities	Staff continued to monitor and update Council on these on-going issues. OPEB liabilities have not expanded. Pension liabilities will expand with new Municipal Employees' Retirement System (MERS) assumptions. Union contracts were approved that maintain current benefit levels. Council directed additional money to MERS in anticipation of growing liability.			
1.7 Review existing fiscal and business abatement policies	Council will consider existing fiscal and business abatement policies	Finance -February 2020	The City has appropriate policies in place to guide decision making	Council reviewed a variety of abatement policies, both for economic development and to support affordable housing. Council also provided direction to staff on crafting fiscal policy, especially relating to fund balance targets.			
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 City remains competitive with providing quality serves at value	As part of the budget, the current tax rate was maintained while being able to maintain service quantity and quality. The overall millage rate continues to be less than our authorized maximum. The allocation of the millage rate for various purposes (General, Capital, and Debt) is shifted by Council to targeted priorities.			

## Goal 2: To Enhance Connections with Stakeholders

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Objective	Strategy/Tactic/Deliverable	Assignment/Timeline	Outcomes	Fiscal Year 2020 Final Report
2.1 Maintain and enhance regional partnerships with other local governments and schools	Examine opportunities for increased cooperation and collaboration with local government/school partners	All Departments Ongoing	The City is recognized as a trusted partner and collaborator	The City has made significant progress in maintaining and improving partnerships with regional government and school partners and collaborating towards solutions. Examples include; Park Township water agreements, MACC Community Enhancement Program, the West Michigan Express initiative, Jefferson School Collaboration, additional school resource officer in Holland Public Schools & Diversity Forum & DEI office with Ottawa Co.
2.2 Maintain and enhance partnerships with local non-profit, community, and private organizations	Examine opportunities for increased cooperation and collaboration with local partners	All Departments Ongoing	The City is recognized as a trusted partner and collaborator	The City also has maintained & improved partnerships with local non-profit, community and private organizations. Examples include; increased Council attendance & City support for DEI events (LAUP, DNL, LEDA, OTL), collaboration on successful COVID-19 community response, annual Tenant/Landlord Training opportunities, & multiple examples of creative sponsorships of city or community projects (playgrounds, Dept. of Public Safety community events, & continued high level of gifts to the City).
2.3 Continue work on being a welcoming community, known for diversity and inclusion	Continue internal efforts to have culturally competent staff that provide equitable services to all. Partner with other organizations so that we become a larger community that is welcoming, diverse, & inclusive	All Departments Ongoing	Residents and visitors are welcomed and included in the City (Citizen Survey results . . . )	Internal work includes; significant increase in training for our staff, specific training for our directors of Human Resources and Human Relations to move the organization forward, and partnership with Ottawa Co. DEI office to both co-host the Diversity Forum and plan a review of our policies through an equity lens. External work includes; expanded Council and staff attendance and financial support for our community partners in DEI work (LAUP, DNL, LEDA, OTL), organized and held the first Int. Festival, Principal Shopping District (PSD) stated goal and initiatives towards being a more inclusive downtown, and Council direction to staff to investigate options for an anti-discrimination ordinance.
2.4 Adopt approach or policy regarding requests for presentations to or support from Council	Council considers an approach or policy regarding presentations to or requests for support	Council August 2019	Clear approach or policy exists that outlines how Council will handle these requests	Council discussed and adopted a written policy and approach as part of the Board Rules.
2.5 Maintain & consider expanding programs that connect citizens to City government (i.e. citizen police academy)	Council will consider opportunities & associated cost for citizen engagement programs	All Departments March 2020	Citizens are aware of an involved in City government	FY21 budget included funding for two new council engagement opportunities; council leadership academy and citizen engagement software. Council significantly expanded attendance at community events. There were several new and significant projects that involved citizen engagement; Waterfront Holland, the establishment of the Broadband Task Force, the greenhouse near Evergreen Commons, and a change in Planning Commission process requiring developers to hold neighborhood meetings.
2.6 Maintain and expand opportunities for civic engagement	Council will consider opportunities and associated cost for citizen engagement programs	All Departments Ongoing	Citizens are aware of an involved in City government	FY21 budget included funding for two new council engagement opportunities; council leadership academy and citizen engagement software. Council significantly expanded attendance at community events. There were several new and significant projects that involved citizen engagement; Waterfront Holland, the establishment of the Broadband Task Force, the greenhouse near Evergreen Commons, and a change in Planning Commission process requiring developers to hold neighborhood meetings.
2.7 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	Information is known locally and regionally on City events	The team continues to showcase Holland. This group was invaluable during COVID-19 in broadcasting Mayor updates to the community. Significant engagement with the Convention and Visitors Bureau, Principal Shopping District, Windmill Island Gardens and others to enhance and expand delivery of our message. Video team nominated (again) for a Michigan EMMY, "Behind the Scenes with the Holland High School Marching Dutchman Band."



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**GOAL 3: To Continually Improve the City Organization**

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3.1 To have effective Boards, Commissions, and Committees	Complete an evaluation tool in partnership with Ottawa County to increase effectiveness	All Departments	October 2019	Boards, Commissions, and Committees are aligned with and working towards the goals of Council	Ottawa County completed a thorough and first-of-its-kind evaluation of our Boards, Committees, and Commissions (BCC's). The delivery of this evaluation was later than expected, and then implementation of a council sub-group has been delayed by COVID-19. Council will receive policy options to discuss and implement as recommended in the county evaluation.	
3.2 To recruit and maintain effective representation on Boards, Commissions, and Committees	Council reviews the processes and assists with the recruitment of citizen representation on Boards, Commissions, and Committees	Mayor – Council	November 2019	Boards, Commissions, and Committees are effectively filled with citizen representatives	This was a specific area of evaluation and recommendation in the Ottawa County evaluation. The council sub-group has yet to finalize a set of recommendations to ensure these BCC's are effectively filled with citizen representatives.	
3.3 Complete, implement and maintain effective Council governance	Complete the approval and implementation of the Council governance framework and process document	Council	August 2019	Council is an effective governance body	Council completed a set of thorough training and discussion sessions to develop and adopt the Governance Framework and Process Manual. An initial self-assessment was completed and reviewed by Council with the governance facilitator, with an overall set of strong reviews.	
3.4 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 involved in the community and has access to desired training	As mentioned in several other areas, Council was better informed of, set a larger budget for, and attended more community events. This practice assisted in meeting other council priorities such as; citizen engagement, community involvement, and DEI initiatives.	
3.5 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	The City employees are regularly evaluated in order to increase their effectiveness	City staff, led by the Human Resources Department, has thoroughly and effectively implemented a performance evaluation system	
3.6 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	City employees are engaged and prepared to provide excellent services to the community	Council has invested in this area, increasing budgets both overall but also in specific departments to increase the effectiveness of our employees to provide quality services. Specific examples include; Robertson Brain Health in public safety, employee safety team, mandatory anti-harassment, emotional intelligence, and customer service.	
3.7 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	The City is able to attract and retain the highest quality employees	Council approved multiple staff recommended initiatives, including; union contracts completed prior to the expiration of the existing contract, a new wage and classification system, and consistent attendance, support and praise for jobs well done.	
3.8 Maintain and enhance the culture of collaboration and teamwork among City departments	A partnership and expectation for a strong culture is cultivated	All Departments	Ongoing	Clients and visitors to the City notice the culture and service provided by employees	The culture of the city employee team is strong. Initiatives such as; a small budget for employee appreciation events such as the Christmas luncheon and summer picnics, the popular implementation of "Let's Do Lunch" of senior management with employees, and a strong leadership team has demonstrated support for our great employees.	

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

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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 station upgrades and community partnerships	Ongoing Police and Fire Operations	We have a safe community with residents that partner with us	The recently published annual report proved a thorough overview of the programs and success of these services. Highlights include; expansion of the school resource officer program with Holland Public Schools, the purchase of new aerial fire truck, shared purchase of vehicle barriers for parades and community events, and the Robertson Brain Health program.
4.2 Community and Neighborhood Services - provide a vibrant and sustainable community that is a great place to live, work and play	Specific areas of emphasis include downtown development, Waterfront Holland, recycling, and the CEP	Ongoing Community and Neighborhood Services	We are a location of choice for all, with places to live, work and play	A very busy year with targeted efforts such as; Waterfront Holland, work towards adoption of a new Unified Development Ordinance (UDO), recycling changes as recommended by the Waste Materials workgroup, updates to the Community Development Block Grant (CDBG) program including specialized funding as a result of COVID-19, work on a Waverly sub-area plan and recommendation for codifying the short-term rental pilot program.
4.3 Parks and Recreation - provide a beautiful community with ample leisure and recreation options	Specific areas of emphasis include projects as listed in the Parks Master Plan and MCIF	Ongoing Parks and Recreation	We have ample opportunities for leisure and recreation, in a beautiful setting	Council invested in restoring some key positions, & continues to thrive in managing facilities. Highlighted projects include; completion of new greenhouse, design and work towards new dog park, public-private partnership for new Lakeview Park playground, increased investments in trees, and America in Bloom award of the 30,000-40,000 category, & best community celebration for the Tulip Time Festival.
4.4 Transportation Services - provide a well maintained and effective infrastructure	Specific areas of emphasis include snowmelt planning and multimodal transportation	Ongoing Transportation	We have a safe and well maintained infrastructure	Successful progress in maintaining infrastructure & gaining ground after falling behind during the Great Recession. Conducted several large and yet well-run projects including 19 <sup>th</sup> Street and Waverly Road. Dealt with several additional high water issues such as; Kollen Park walkway, Pine Avenue pump station & Beach Avenue work. Completion of downtown traffic study and review of the street assessment policy. Continued management & planning for expansion of snowmelt system.
4.5 HBPW - provide competitive, reliable, and innovative public utility solutions in a socially, environmentally, and financially responsible manner	Specific areas of emphasis include a broadband evaluation	Ongoing HBPW	We have reliable, affordable and sustainable public utilities	Successful coordination of large projects with transportation. Continued transition of some electric infrastructure underground, this year at Kollen Park. Study and preparation for construction and financing of an anaerobic digester. Partnership with City in the Waterfront Holland process and the future of the James DeYoung plant. Expansion of regional agreements, highlighting Park Township retail water agreement. Initiation of a broadband task force. Continued progress with other entities on the Community Energy Plan, including; expansion of renewable energy portfolio, "Greenest" city award in all of Michigan and "CitiesWithNature" recognition.
4.6 Management/Administrative Services - provide effective leadership and support for citizens and operations	Specific areas of emphasis include organizational culture and connections in the community	Ongoing - City Manager, Finance, Human Resources, Clerk, and Human/International/Youth Relations	We have effective and efficient support services for our organization	This category captures many departments and efforts, primarily focused on internal organizational work and supporting Council. Positive projects include: Clerk managing a presidential election year in the midst of COVID-19; significant Human Resources support with COVID-19, wage and classification study, union contracts, and expanded training programs; Finance management of a budget produced during COVID-19 and multiple budgeting awards; and additional highlights of advanced DEI work, managing the city surplus property program including 36 <sup>th</sup> Street, implementation of the Governance Framework and Policy Manual, and Waterfront Holland.
4.7 Downtown Group – provide a vibrant downtown that is a place of choice for all stakeholders	Specific areas of emphasis include the future of downtown and HCCP	Ongoing - Assistant City Manager, PSD, DDA, WIG, and HCCP	We maintain and improve a downtown that is celebrated and enjoyed by all	Continued excellence and increased collaboration of the various "pieces" of this group into a cohesive whole. Specific highlights include; installing new wayfinding signs, downtown parking lot resurfacing work, continued Windmill Island Gardens improvements and refurbishing the pavilion, snowmelt expansion and future planning, continued learning and improved functioning of the new Holland Civic Center Place, and creativity and flexibility by all in response to COVID-19 exemplified by the Farmer's Market opening.

City Council Action 19.300, June 19, 2019 Regular Meeting