

CITY OF ADRIAN

2018-2019 STRATEGIC PLAN

1. **GOAL: Review and Revise Financial Methods and Funding Options**

Objective A. Review and Revise Financial Methods

- Action step 1A1: Adopt five-year financial plan
- Action step 1A2: Adopt two-year budget cycle
- Action step 1A3: Perform strategic planning prior to budget preparation
- Action step 1A4: Identify financial “Best Practices” applicable to Adrian (comparable communities)

Objective B. Review and Revise Funding Options

- Action step 1B1: Assess current revenue sources for sustainability
- Action step 1B2: Identify new or additional revenue sources (public, non-profit, private)
- Action step 1B3: Assess current expenditures for sustainability
- Action step 1B4: Identify new opportunities for expenditure consolidation
- Action step 1B5: Assess current shared services with nearby communities
- Action step 1B6: Identify additional shared services opportunities

Objective C. Communicate Financial/Funding issues with Community

- Action step 1C1: Research and compile financial information/data of comparable communities
- Action step 1C2: Prepare report to Commission/Community regarding City’s financial situation/issues
- Action step 1C3: Communication “campaign” to deliver City’s financial message to community based organizations

Objective D. Reduce Underfunded Pension Plan

- Action step 1E1: Negotiate increased employee contributions with matching contribution by city
- Action step 1E2: Examine new, creative, dedicated funding mechanisms (i.e., service fees for non-taxable properties, etc.)

2. GOAL Create a Community Communication Campaign

Objective A. Documenting City's "Story"

- Action step 2A1: Assign human and financial resources to support campaign
- Action step 2A2: Compile and select most important messages of the City's "story"
- Action step 2A3: Create campaign materials (brochures, pamphlets, talking-points, etc.)

Objective B. External Communication

- Action step 2B1: Establish various methods ("channels") by which to distribute city's story
- Action step 2B2: Create speakers bureau and venues to distribute story
- Action step 2B3: Include continued "placemaking" efforts, esp. for attracting young persons/families

Objective C. Internal Communication

- Action step 2C1: Create employee newsletter
- Action step 2C2: Periodic staff meetings with city manager
- Action step 2C3: Employee suggestion program (with various awards based on results)

3. GOAL Maintain Entire City as Development Ready

Objective A. Obtain Redevelopment Ready Status from State of Michigan

- Action step 3A1: Identify staff for training
- Action step 3A2: Assign resources for staff training

Objective B. Comprehensive Marketing Plan Campaign

- Action step 3B1: Develop Marketing Campaign
- Action step 3B2: Hire staff or consultant to develop
- Action step 3B3: Use in conjunction with Communication Campaign

Objective C. Community Asset Inventory

- Action step 3C1: Create specific tactical plans to maximize assets
 - 3C1a: Land and property assets
 - 3C1b: Staff/human resources
 - 3C1c: Community Assets

Objective D. Simplify Bidding Process, esp., technical elements (one-stop-shop approach)

Objective E. Provide “customer service” training for city staff (esp., direct-contact staff)

- Action step 3E1: Devise plan/schedule for sequential training of staff over time
- Action step 3E2: Assign resources for training
- Action step 3E3: Select trainer

Objective F. Create “City Ambassador” philosophy

- Action step 3F1: *Everybody* continually operates as an ambassador for the city, esp., to recruit volunteers

4. GOAL Sustain Effort to Leverage Community Investment

Objective A. Maximize Community’s Potential

- Action step 4A1: Establish Variety of Public-Private Partnerships
 - 4A1a: City/Public Capital Investment
 - 4A1b: Non-profit investment (in-kind)
 - 4A1c: Private Capital Investment
 - 4A1d: Creatively incentivize new investments
- Action step 4A2: Create Investment “Ombudsman”
 - 4A2a: Select and train to proactively assist with potential investors
 - 742b: Create informational materials

Objective B. Utilize Proactive Approach

- Action step 4B1: Establish a business/commercial mentoring program
- Action step 4B2: Establish business and resident retention programs
- Action step 4B3: Establish business and resident recruitment programs
- Action step 4B4: Include in marketing and communication plans/campaigns

Objective C. Resolve Riverside Hospital Repurposing

- Action step 4C1: Appoint Committee to Determine Recommendations for Repurposing of Riverside Hospital
- Action step 4C2: Commission to consider and decide on repurposing plan
- Action step 4C3: Administration implements plan

5. GOAL City-Wide Energy Optimization and Sustainability Program

Objective A. Evaluate and Select Request for Quotations candidates

Objective B. Identify Program Monitoring Methods

- Action step 5B1: Assign staff
- Action step 5B2: Determine reporting mechanisms

Objective C. Devise Method to Analyze Program Results

- Action step 5C1: Assign staff
- Action step 5C2: Determine reporting mechanisms

Objective D. Include in Communication Campaign (esp. savings)

6. GOAL Initiate Ambulance Transport in Fire Department

Objective A. Document current institutional knowledge of issue

- Action step 6A1: Identify staff to obtain and retain relevant information from retiring fire chief

Objective B. Report Department Findings to Commission for consideration of Approval

Objective C. Assign resources

Action step 6C1: Authorize ambulance purchase

Action step 6C2: Hire requisite staff

7. GOAL City Commission and Administration Assured Accountability

Objective A. Commission Accountability

Action step 7A1: Adopt “Norms for Effective Council Action”

Action step 7A2: Schedule additional “study sessions” as desired

Action step 7A3: Schedule “town hall” meetings (quarterly, vary by subject)

Action step 7A4: Schedule periodic monitoring “updates” by city manager on Goals

Objective B. Administration Accountability

Action step 7B1: Provide all documentation, reports, etc., required by Commission as a whole

Action step 7B2: Provide information to all commissioners at the same time, as practicable

Action step 7B3: Provide information in form (written vs. in person) and time as directed by Commission

Action step 7B4: Regularly scheduled department head meetings with city manager

Action step 7B5: Regularly scheduled staff meetings with city manager

Action step 7B6: Accommodate revisions to Goals Statement as direct by Commission

Objective C. Communication of Goals

Action step 7C1: Circulate draft plan to stakeholders, revise draft as desired

Action step 7C2: Upon adoption, circulate final Goals Statement as widely as possible (city website, news release, to all board members and volunteers, posters, etc.)