

CITY OF ADRIAN STRATEGIC PLAN, 2013-15

Goal One – Obtain revenue to address 2013-2014 projected budget needs

Action strategies

High Priority

1. Place the proposal for a Headlee override vote in November election. Educate voters to understand that, if successful, this added revenue is not an answer to long term revenue needs.
2. Adopt a policy to create an endowment with proceeds from oil and gas leases, which would include no spending for 3 years to allow principal to grow from date of first royalty check; investment with First Federal Trust Department; no invasion of principal ever; earnings to be used for capital projects or one time expenditures.
3. Develop an infrastructure maintenance plan for needed replacements or renovation.
4. Work with other local officials through the MML to advocate for our interests in the state legislature.
5. Commission study of the extent of service reductions that will be needed absent additional revenues (needed for program in following item).
6. Engage in a proactive educational and informational program to help residents understand the fiscal challenges facing the city, the constraints on local options, and the extent of service reductions that will need to be made absent additional revenues; include a variety of approaches including preparation and dissemination of educational material, presentations at town hall meetings, newsletters, blogs, and other media deemed appropriate.
7. Seek public opinions on where reductions might occur in the absence of new revenue or for consideration of new revenue.

Priority When Resources are Available

8. Update remaining fee structures to reflect actual costs of delivering services (utility fees were updated recently).
9. Explore the sale of fixed assets that are no longer used for service delivery.
10. Pursue more aggressively the collection of unpaid parking tickets.
11. Seek agreements from owners of mobile home parks to initiate/increase PILOT (payments in lieu of taxes) contributions.

Goal Two—Strengthen the human capital—our employees and others involved in delivering city services—that constitutes our most valuable asset in service delivery

Action strategies

High Priority

1. Implement a variety of professional development activities to improve the knowledge, skills and abilities of all employees, utilizing to the extent possible:
 - internal training resources to address relevant KSA's;
 - shared training programs with other local governments in the area;
 - employee participation in webinars sponsored by professional associations;
 - cross-training opportunities to expand the skill set of current employees.
2. Improve communication with employees and strengthen efforts to engage employees in departmental decision-making—e.g., department wide brain-storming sessions with employees.
3. To the extent possible, promote employees from within the organization, encouraging growth and development as well as loyalty to the organization.
4. Explore development of an employee suggestion system that provides an award from one-time monies for those suggestions that translate into cost savings or productivity improvements.
5. Explore development of an employee recognition system that provides an award from one-time monies for those employees who have exceeded performance expectations.
6. Consider developing an employee wellness program, perhaps including accessible exercise facilities for employees, to reduce future health care costs.

Priority When Resources are Available

7. Encourage, and support to the extent resources permit, employee involvement in relevant professional organizations.
8. Provide opportunities for increased socializing between and among employees.
9. Explore development of a flexible schedule system for employees.
10. Identify potential opportunities for engaging volunteers in appropriate positions (an Adopt a Park program is mentioned later under Goal Four).

Goal Three—Strengthen and diversify the local economy

Action strategies

High Priority

1. Continue to pursue recruitment of a supermarket/grocery store in downtown.
2. Develop and implement a process for “branding” the city to be used in marketing the city to potential investors and residents, emphasizing the historic assets in the city.
3. Complete the review of the permitted uses and rules governing downtown properties with an eye toward strengthening the downtown economy.
4. Focus economic development efforts on existing businesses in the community
 - Consider developing a shop local initiative
 - Continue to support the LEDC
5. Focus economic development efforts on entrepreneurs, including efforts to:
 - Attract individual entrepreneurs to the city
 - Secure venture capital support for entrepreneurs who move to the city
 - Develop a downtown incubator to support local entrepreneurs to complement that which Adrian College is developing
 - Utilize the resources provided through the library small business resource center
 - Provide access to tax-forfeited properties for entrepreneurs

Priority When Resources are Available

6. Pursue state funding and incentive packages in recruiting or retaining businesses.
7. Consider use of a TIFA arrangement for corridor development at appropriate locations.
8. Encourage MDOT to increase investment in local roads.
9. Provide additional training for internal economic development staff.
10. Re-examine the value and costs of the student-town program, designed to increase the number and frequency of student visits to local businesses.

Goal Four—Create and nurture a vibrant place to attract residents and jobs

Action strategies

High Priority

1. Explore strategies for more effective enforcement of code and nuisance ordinances for problem properties, and revisit the vacant properties ordinance to determine whether changes are needed.
2. Promote the city’s recreational opportunities, including the park and trail system, and to the extent possible expand the trail system
 - a. As part of this larger plan for recreation, develop a plan for replacing Bohn Pool should resources become available.
3. Strengthen urban corridors, improve street and sidewalk landscaping, and add wayfinding
 - a. Develop and implement a complete streets program as a follow-up to our resolution.
4. Explore collaboration with area school districts, local colleges and arts organizations as a means for making the city more attractive for business investment and residential location.
5. Partner with school districts to foster strong schools.
6. Continue on the present trajectory for festivals and First Friday’s.

Priority When Resources are Available

7. Complete the sign ordinance revisions that are underway.
8. Develop and implement strategies to convert students at Adrian Colleges to Adrian residents.
9. Continue downtown parking lot restoration.
10. To the extent possible maintain green space in the downtown.
11. Consider developing an “adopt a park” program and other opportunities to engage local volunteers.
12. Secure funding to support local public transportation to that young people don’t need to rely on automobiles.

Goal Five—Improve communication with stakeholders

Action strategies

The administrator distributed on January 14 a lengthy plan for implementing a series of communication strategies, and at the February 2nd meeting noted that several steps had already been taken to implement elements of the plan. For example,

1. the city now has a presence on both Facebook and Twitter,
2. the website has been adapted and an administrator's blog can now be readily posted—indeed, the first is currently posted with an invitation to visitors to suggest topics for future blogs,
3. visitors to the city website are invited to sign up for a monthly e-mail sharing news from the city,
4. internal system-wide emails and periodic employee meetings are planned to increase internal communication with employees.

These efforts were deemed highest priority by participants, dating back to our earlier discussions in January 2012. They were deemed especially important as the city moves toward a referendum on increasing revenues.