



City of Gladstone
2013
Strategic Plan
Operational Plan

Mission Statement

We are a caring community with a passion for providing the highest quality of life for all ages while maintaining a hometown atmosphere.

Vision Statement

The City of Gladstone will be the lakeside community of choice in the Upper Great Lakes that provides four seasons of recreational activities in a safe, innovative community.

Guiding Principles

We value....

Integrity: Honesty and openness in our commitments.

Fiscal responsibility: Providing responsible stewardship of the City's assets and resources.

Teamwork: Working collaboratively to build and maintain productive relationships.

Timely, efficient and responsive services: Meeting our resident's and customer's needs in a prompt, professional and courteous manner.

Quality of life: Providing services that support our small town values and close-knit community.

Innovation: Continually improving our community by being dynamic and innovative.

Fair and equitable practice: Promoting respect and equal consideration to residents, businesses and visitors.

Strategy and Budget Summary: (To be completed once budget is finalized)

The following Goals/Strategic Priorities will be supported via the Strategic Plan.

Goals/Strategic Priorities	Budget	Expense
1. Customer Satisfaction	\$	\$
2. Organizational Culture		
3. Internal Operations		
4. Financial Performance		
5. Marketing	\$	\$

Customer Satisfaction		
The objective is to maintain, develop and grow positive and long-lasting relationships with residents, visitors and customers that result in retention as well as increases to the business, residential and visitor communities.		
Audience		
The audience for these activities is residents, visitors, businesses and customers of the City.		
Description		
Making a favorable first impression is essential to ensuring that visitors and customers return to the City and that residents continue to reside in the City as well as recommend it to others. All employees need to be involved in fostering a culture of long-term customer satisfaction.		
Measurement		
Results will be measured through Resident, Business and Visitor surveys, as well as tracking the number of new and departing residents and businesses. The goal is 75% Resident satisfaction, xx% Visitor satisfaction; xx% resident change (year to year calendar or fiscal), xx% business change (year to year calendar or fiscal).		
Strategy/ Activities	Responsibility	Timing/Status
A. Quality Service: Provide reliable, accurate and timely services to maintain the quality of life residents and customers expect.		
1. Visit with DDA Board Members and then develop a plan to address local business concerns.	City Manager, DDA Board	12/1/12, 2/1/13
2. Develop and implement utility billing survey.	City Manager, Utility Billing Clerk	4/1/13
3. Establish consistent annual plan to survey customers, residents and visitors regarding camp ground and event service.	Recreation Dept. Director	Annually, 5/1/13
4. Develop a plan to document suggestions and develop plans to address the comments.	City Manager	In progress/ deadline needed
B. Customer Service: Provide friendly and responsive service, especially problem resolution.		
1. Using 2012 Citizen research, develop proposal for addressing City Hall staffing/hours of operation and then announce, communicate and implement plan.	City Manager	1/1/13
2. Using 2012 Citizen research, develop proposal for addressing Public Safety staffing and then announce, communicate and implement plan.	Public Safety Director, City Manager	4/1/13
3. Develop a plan to use the NMU Public Service Academy and MEUW based on department requirements.	City Manager, Dept. Heads	7/1/13
4. Develop and implement a plan for city wide staff training on customer satisfaction/conflict resolution as training becomes available.	City Manager, Dept. Heads	3/31/13
C. Continuous Improvement: Maintain or Improve the interaction with residents, customers and visitors.		
1. Completely implement Northstar software utility billing system and communicate electronic bill payment option to residents.	Utility Billing Clerk, City Manager	11/1/12
2. Maintain website with current events.	City Clerk, Dept Heads	Ongoing
D. Community of Choice: Continue to provide enhancements to the City in support of the vision to be the lakeside community of choice in the Upper Great Lakes.		
1. Plan and develop a Farmers' Market and Welcome Center downtown.	Recreation Director, City Manager, Community Development Dept.,	5/1/13

2. Develop a plan for a boardwalk between Gladstone/Esanaba Boardwalk, funded by MDOT.	Recreation Board, Recreation Director, City Manager, Community Development Dept.	6/1/13
3. Develop a plan and continue to seek grants to extend the existing walking paths and bike trails and then implement plans when grants are received.	Recreation Director, City Manager, Public Works, Community Development Dept.	7/1/13, Ongoing
4. Continue to expand and improve the Yacht Harbor/Harbor Point Project, including funding.	Recreation Dept., City Manager	12/1/13
5. Create a Task Force to develop a downtown town square plan including street clock and funding.	Community Development Dept., City Manager	1/1/16

Organizational Culture		
The objective is to ensure that the City continues as a strong and vital organization by providing a work environment that encourages teamwork, innovation, integrity and open communication.		
Audience		
The audience for these activities is the employees of the City, City Manager, City Commission and Volunteer Boards.		
Description		
As a municipality that provides services to residents, visitors and customers, employees are its primary asset and critical to the continued success of the City. The City recognizes the importance of growing the skills of the staff as well as providing a culture that stimulates innovation, fiscal responsibility and customer service.		
Measurement		
Results will be measured through an Employee Survey. The goal is xx% Employee Satisfaction (goal to be set once the survey is completed).		
Strategy/ Activities	Responsibility	Timing/Status
A. Morale and Satisfaction: Provide a work environment encouraging integrity, innovation and teamwork.		
1. Develop and implement employee survey, including questions related to training/overall development, morale/satisfaction, etc.	City Manager, Dept Heads	4/30/13
2. Tabulate results and establish baseline for employee survey.	City Manager, Dept. Heads	6/30/13
3. Based on the results of the Employee Survey, develop a plan to address issues.	City Manager, Dept Heads	8/31/13
4. Develop a plan for Employee Evaluations including Reverse Evaluations (employee to Department Head, Department Heads to City Manager).	City Manager, Dept. Heads	8/31/13
5. Develop and recommend Annual City-wide Recognition Event (self-pay Christmas Party, golf outing).	City Clerk, City Retirees, Dept. Heads	9/1/13
6. Develop a recognition program based on City-wide guidelines and individual department needs.	Dept. Heads	9/30/13
7. Continue the program (and establish the budget) to inform and motivate employees to provide good service (motivational speaker, etc.), 2-4x/year.	City Manager	Ongoing
B. Employee Development: Develop skills consistent with both the individual's and the City's goals.		
1. Develop processes for annual Performance Reviews and Employee Development Plans including timing for all departments.	City Manager, Dept. Heads	8/31/13
2. Implement Performance Review and Employee Development Plan processes.	City Manager, Dept. Heads	10/31/13
3. Conduct City Manager/Dept. Head training in preparation for Employee Performance Reviews.	City Manager, Dept. Heads	1/15/14
4. Develop an annual plan for addressing mandatory training requirements/certifications for employees and Dept. Heads and the most cost-effective means of providing training.	MEUW, Dept Heads,	Ongoing

5. Develop and implement annual individual department training needs.	MEUW, Dept. Heads	Ongoing
C. Empowerment: Continue to provide timely, efficient and responsive services by taking ownership and responsibility for projects and tasks.		
1. Establish date for Intra-Department Budget Review meeting with budget workshops.	City Manager, Dept. Heads, Employees	2/18/13, annually
2. Develop and implement an inter-departmental/job shadowing cross training program.	City Manager, Dept. Heads	12/31/13
3. Hold succession plan discussion as needed for all departments and the City.	City Manager, City Commission	Ongoing
D. Communications: Continue communication between Departments, Boards and Commission.		
1. Continue weekly updates to Commissioners and weekly Staff meeting.	City Manager	Ongoing

Internal Operations		
The objective is to maintain or increase the quality of life for all, through the efficient delivery of services.		
Audience		
The audience for these activities is the City Departments including Public Safety, Electric, Water/Wastewater, Parks and Recreation, Public Works, Community Development and City Hall Offices.		
Description		
The City of Gladstone has earned high marks from residents as being a desirable place to live. To continue those high customer satisfaction ratings, efficient and timely operations are critical to the vitality and sustainability of the City. Overall, efficient operations will save time, money and increase the quality of life.		
Measurement		
Results will be measured through Resident, Business and Visitor surveys, customer complaints and safety records. Goals are 75% Resident satisfaction, xx% Visitor satisfaction.		
Strategy/Activities	Responsibility	Timing/Status
A. Efficiency of processes/systems: Improve the delivery of services.		
1. Create RFP and implement a plan for a communication network that links all city departments.	City Manager, Electric Dept. Supervisor	12/1/12
2. Implement GIS system.	GIS Staff/Dept. Heads	In progress
3. Continue to explore shared services.	All Departments	Ongoing
B. Safety: Maintain/improve safety ratings and the welfare of employees.		
1. Continue joint MEUW training with Alger Delta REA based on refined requirements/input.	All Departments	Ongoing
2. Update and maintain safety manuals for each department.	All Departments	Ongoing
C. Reliability: Maintain high levels of utility services.		
1. Develop a plan to maintain, repair and replace equipment and vehicles.	Dept. Managers	6/1/13
2. Develop plan for Water/Waste Water upgrades including financing.	Water/Wastewater Supervisor	8/1/13
3. Develop and implement City Hall Emergency Plan.	City Manager, Dept Managers	12/1/13
4. Replace DPW garage facility.	DPW Supervisor	1/1/14
5. Complete looping of utilities.	Utilities Supervisor	6/1/15
6. Monitor utility system parameters to avoid unforeseen future problems (i.e. water pressure, voltage drops, power factor, etc.).	Electrical Supervisor, Water/Wastewater Supervisor	Ongoing
7. Analyze and mutual aid agreements with other utilities and communities as necessary.	Dept. Managers, City Manager	Ongoing
8. Conduct annual tree-trimming program.	Electrical Superintendent	Ongoing
D. Education: Provide training and education for Commission.		
1. Conduct annual Department orientation program for the Commissioners and staff within 90 days of start date.	City Manager, City Commission, Dept. Heads	1/1/13
2. Schedule training for Commissioners to attend Michigan Municipal League Commissioner classes.	City Manager, Mayor, City Commission	2/1/13, Annually

3. Review Master Plan	Community Development Department, Dept. Managers	7/1/13
E. Continuous Improvement: Develop a system to improve the operations.		
1. Develop a suggestion box process and methods for responding to and addressing suggestions.	City Manager, HR Manager	1/1/13
2. Update the Strategic Plan annually, reviewing quarterly with Staff and Commission.	City Manager	1/1/13; Quarterly, Annually
3. Use the 2012 Citizen Survey as a guideline to improve services to the community.	City Manager	Ongoing up to 2015

Financial Performance		
The objective is to ensure that the City continues as a strong and vital by making prudent financial decisions to ensure that the City is a good place to live and work.		
Audience		
The audience for these activities is all Department Heads and the Commission as well as residents, new businesses and visitors.		
Description		
The health and vitality of the City depends on financial efficiency. The City must also attract new businesses, residents and visitors to keep the community active and growing.		
Measurement		
Results will be measured through the City Audit, Grant Audit for implementation, percent of grants received and number of visitors using the campgrounds, harbor and ski hill.		
Goals are <i>number</i> of City Audit comments/recommendations, <i>number</i> of grants received, xx% year to year change in visitors to the campgrounds, harbor and ski hill.		
Strategy/Activity	Responsibility	Timing/Status
A. Fiscal Responsibility: Be a good steward of the residents' and businesses' investment in the City.		
1. Document financial process/procedures for future Capital Projects.	City Manager, City Treasurer	12/1/12
2. Revise audit procedures to comply with GAASB.	City Treasurer	4/1/13
3. Develop annual Operational Plan and Budget.	City Manager, City Treasurer, Dept. Managers, City Commission	4/1/13, annually
4. Propose minimum balances for street and enterprise funds.	City Manager, City Treasurer	7/1/13
5. Investigate changing fiscal year.	City Treasurer	12/31/14
6. Monitor and evaluate investments and make changes as needed.	City Treasurer	Ongoing
7. Review and propose changes annually to how the tax revenue is being spent on essential general fund services.	City Manager, City Treasurer, Dept. Managers	Ongoing, Annually
B. Capital Improvement Plan: Anticipate, plan and budget for capital expenditures.		
1. Identify and plan for future equipment purchases.	City Manager, Department Heads	12/1/12
2. Develop a plan for facility efficiency upgrades for Public Safety, Recreation Department, and Water Department.	City Manager, Department Managers	6/1/13
3. Develop a plan to continue facility efficiency upgrades for City Hall.	City Manager	Ongoing
C. New Revenue Streams: Identify and develop alternative sources of funds to replace current discontinued sources.		
1. Investigate additional Tourist events in partnership with Chamber	City Manager/ Recreation Director/ DDA Board	7/1/13
2. Research Recreation Authority best practices for possible implementation.	Recreation Director/Recreation Board	8/1/13
3. Explore options for Township residents as an additional source of revenue.	Department Specific	Ongoing

D. Economic Development: Develop attractive but unused land and modify some existing areas for more productive uses.		
1. Look at options to attend/participate in Land Bank conference.	Community Development Dept., Planning Commission	9/1/13
2. Develop a revenue/expense plan to expand the Downtown Commerce area including potential business categories and resources to identify businesses, funding sources and partners.	Community Development Dept., City Manager	1/1/14
3. Create plan to develop vacant land.	City Manager	3/31/14
4. Implement Commerce Development plan.	Community Development Dept., City Manager	1/1/15
5. Market Conservation subdivision to a developer.	City Manager and Community Development Dept.	2020
6. Offer to purchase the parcel of land at the west end of Van Cleve Park has been extended; waiting for owner to agree to sell the property.	Recreation Director, City Manager	In progress
E. Grant Funding Development: Maintain and secure additional funds to support the City's projects.		
1. Investigate and seek alternative revenue sources (grants, loans, aid, etc.)	Community Development and Recreation Managers	Ongoing
2. Continue good management of funds from MSHDA, MNRTF, Michigan Waterways, DNR, MMRMA and others.	Community Development and Recreation Managers	Ongoing

Marketing		
The objective is to increase awareness and promote the features and advantages of the City to visitors, potential residents and potential businesses.		
Audience		
The audience for these activities is all residents, businesses and visitors.		
Description		
As a means of replacing revenue sources the City must attract new businesses, residents and visitors to keep the community thriving.		
Measurement		
Results will be measured by 75% Resident satisfaction, xx% Visitor satisfaction, xx% year to year change in visitors to the campgrounds, harbor and ski hill. Social media analytics and specific marketing program metrics will need to be established once these programs are implemented.		
Strategy/Activity	Responsibility	Timing/Status
A. Marketing/Promotion to Residents: Build awareness and use of City services		
1. Investigate a City Charter Channel for Gladstone in partnership with the schools.	City Manager	3/1/13
2. Develop a plan to distribute a information in utility bills on city projects/activities.	City Clerk, Department Heads, City Manager	4/1/13
3. With Real Estate agents, package Citizen Guide for residents.	City Manager	7/1/13
4. Investigate sponsors for National Night Out sponsors focusing on Public Safety.	Public Safety Director	8/1/13
B. Marketing/Promotion to Visitors and Potential Residents: Build awareness and increase visibility of the City.		
1. Advertise and promote Geo-caching Interactive Game on website.	Community Development Department	1/1/13
2. Develop a North Bluff Industrial Park brochure listing services, features, etc.	City Manager, Economic Development Committee	4/1/13
3. Investigate Pure Michigan partnership opportunities.	Community Development Department	7/1/13
4. Market the Heritage Route to RV owners and other tourists.	Community Development Dept.	8/1/13
5. Create a Real Estate Developers welcome package including sites available for development.	Planning Commission	8/1/13
6. Develop marketing plan to target visitors and businesses from areas such as Door County, Traverse City, etc.	City Manager, Dept. Managers	1/1/14
7. Continue to use the website to inform residents and provide information to visitors and businesses; ensure information is accurate and up-to-date.	City Clerk, Department Managers	Ongoing
C. Social Media: Use social media to build awareness and interaction with the City.		
1. As part of the overall social media plan, develop a policy for use as well as interacting with residents and the community	City Manager, City Clerk	4/15/13
2. Develop Social media plan including proposed platforms (Facebook), staffing and objectives.	City Manager, City Clerk	5/15/13
D. Marketing Support: Allocate appropriate resources to support marketing.		
1. Develop marketing/social media staffing plan through use of fund balance.	City Manager	5/15/13