Congratulations on your appointment to the Manistee City Council. I have assembled a packet of orientation materials to assist you in your quest for knowledge on City operations, policies, budgets and more. Items gathered are as follows:

**GENERAL CITY MANAGEMENT INFORMATION**
- City Map
- 2007 Directory (will be updated following appointments to Council Committees)
- 2006 Highlights
- City Council Three Year Strategic Plan
- Strategic Plan Matrix, First Quarterly Update Report 9/11/07
- 12/04 Western City Magazine Article: The Ethics of Council-Staff Teamwork
- ICMA City Management Code of Ethics
- ICMA Brochure: The Council Manager Form of Government
- MML One Pager Plus: Standards of Conduct for Public Officers and Employees
- MML One Pager Plus: Open Meeting Act Definitions and Requirements for Meetings
- City Council Policy Book
- City Charter / Code of Ordinances
- MML Handbook for Municipal Officials in Michigan
- Citizen Service Survey 2006
- Employee Handbook
- Checklist: Council-Manager Relations in Small Communities
- Preserving the Public Trust: Principles of Public Service Ethics
- Article: So You’ve Been Elected, Now What?

**BUDGET/FINANCE INFORMATION**
- 2007-2008 Fiscal Year Budget
- June 20, 2007 Fiscal Year Audit (delivered 11/2/07)

**CITY PLANNING DOCUMENTS**
- City of Manistee Zoning Ordinance (March 2006)
- City of Manistee Master Plan (2002)

**MISCELLANEOUS MARKETING & PROMOTIONAL MATERIALS**
- Manistee County Visitors Guide
- Manistee Area Chamber of Commerce 2007-2008 Membership Directory
I would like to meet with you to transfer these documents and to give you a tour of departments. Once received, please review these materials at your convenience and retain them for future reference. Our office will be contacting you to set up a mutually convenient time. Tours could include visits to sites such as:

- City Hall and Police Department
- Fire Department
- Department of Public Works
- Ramsdell Theatre
- Wastewater Treatment Plant
- Water Well Fields
- City Marina
- Various City Parks
- M-55 Renaissance Industrial Park
- Other areas of interest

During the tour I will attempt to introduce you to our key staff members in each department. They are the backbone that keeps things running smoothly. I will also give you some background on the facilities, their condition, the need for improvements, and any current issues or projects that involve the facilities. The Mayor and other Councilmembers will also be invited on the tour as a refresher course. In order to gain access to all of the facilities and meet the staff, a weekday would be preferred. If necessary, we can schedule it on a Saturday, but we may not be able to access all of the facilities or meet all of the staff.

I hope you find the materials and tour helpful in getting you up-to-speed on the many issues you will face as a member of the City Council team. As I think of additional materials, I will forward them on to you with your Council Agenda Packet. The City website at www.ci.manistee.mi.us might also contain additional information of interest to you. Please know that there are plans to update the website this fiscal year. Every Friday I provide City Council and Department Directors an e-mail update that discusses issues from the past week and upcoming issues. I understand you do not have an e-mail address at this time. A copy will be mailed to you. Please forward your e-mail address to us once received.

Thanks for your interest in the betterment of Manistee. You should come to rely on your staff for analysis, research, recommendations and development of new or modified City policies. We stand ready to serve you as Council and together we will make each more effective. **WELCOME TO THE TEAM!**

MDD:cl

Enclosures

cc. Manistee City Council
Department Directors
The Manistee City Council

STRATEGY
FOR THE CITY OF MANISTEE

2007 • 2008 • 2009

March 2007
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<td>14-37</td>
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</tbody>
</table>
A Strategy for the City of Manistee

Dear Residents, Businesses and Other Friends of the City of Manistee,

These are exciting times for the City of Manistee. Our industrial base is strong and growing and continues to provide over one-third of the jobs in our community. Our downtown is becoming a destination for travelers worldwide. Our beaches, our fishing and our location as a gateway to recreation and natural beauty are second to none. New businesses are coming to Manistee and we have a new strategy for supporting our economic well-being and quality of life.

Just as we are energized by the opportunities, so too are we mindful of the challenges. Because of our position on the Lake Michigan coast and our proximity to rivers, lakes and forests, managing development pressures is and will become increasingly more complex. The costs of public programs and services, including repairing and improving our infrastructure, are increasing at a time when state and federal dollars are shrinking. Our nonprofit and civic organizations will have an increasingly important role in sustaining our quality of life and achieving our strategic goals. The challenges of the future will also require heightened collaboration and problem solving with our partners in county and townships government and with the Little River Band of Ottawa Indians.
In March 2007, the City Council developed this Strategy for the City of Manistee encompassing 2007, 2008 and 2009, in partnership with the City Manager and all City Department Directors. The process was facilitated by Manistee’s Economic Development Office. We invite the ideas, recommendations and participation of all interests in implementing this strategy and in helping the City of Manistee to realize its full potential.

This three-year strategy:

- Establishes a long-term vision for the city along with missions and strategic goals toward that vision.

- Invites the participation of all interests in shaping the long-term direction and identity of the City and in achieving the City’s mission and goals.

- Unifies City Council and City Government in the strategic directions for the City.

- Establishes a limited number of management goals for the City which can be communicated, monitored and measured.

- Drives the agenda for the City Council, recognizing that the City’s Three-Year Strategy must adapt to changing conditions and new priorities.

The following pages contain the City Council’s values, vision, mission and strategic goals. This Strategic Plan will guide the Operations Plan and Budget to be developed by the City Manager in collaboration with the City’s department directors.
Comments on the Strategy for the City of Manistee are invited and may be providing by contacting us at the phone numbers or email address provided in the following or by writing: Manistee City Hall, 70 Maple Street, P. O. Box 358, Manistee, Michigan 49660-0358.

Sincerely,

_______________________      Ph. 231-723-8058  cfuller@harbor-village.com
Cyndy Fuller (Mayor)

_______________________      Ph: 231-723-5398   ckenny@packagingcorp.com
Colleen Kenny

_______________________      Ph: 231-723-5903  rmhornkohl@sbcglobal.net
Robert Hornkohl

_______________________      Ph: 231-398-9501    speedo@chartermi.net
Robert “Chip” Goodspeed

_______________________      Ph: 231-723-6805    hyonkman@yahoo.com
Hank Yonkman

_______________________      Ph: 231-723-6830    rlmayor@yahoo.com
Richard Mack

_______________________      Ph: 231-723-6065    alupnorth@webtv.net
Alan W. Marshall
Who We Serve and Impact

This Strategy and our actions, policies and programs serve and/or impact a diverse group of individuals, groups, governments and organizations, including, but not limited to:

- City residents
- City government employees
- Businesses and Industry
- The Little River Band of Ottawa Indians
- Township, State and Federal Governments
- County residents
- Tourists
- Seasonal residents
- Schools
- West Shore Community College
- Nonprofit organizations
- Civic organizations
- Youth
- Police, Fire and Rescue personnel
- Individuals, businesses and groups considering the City of Manistee as a place to live, work or simply enjoy.

As a public body, we must strive to engage all interests in defining needs and priorities and in building partnerships so that the visions for the future can be achieved.
Values

We have established a set of values to guide our actions and decisions involving the governance of the City of Manistee. They include:

- Fairness
- Integrity, honesty and the highest ethical standards
- Commitment to the community and to their respective offices
- Tolerance
- Accessibility and approachability
- Respect
- Responsiveness
- Leadership
- Trust
- Responsibility
- Universal Access for all people, of all abilities

We will strive to apply these values fully and consistently in achieving our vision, mission and strategic goals.
Vision

We have created the following vision for the City of Manistee. It is a challenging vision that can be attained through leadership, teamwork and collaboration with all who have an interest in the City’s future:

“Manistee will be the community of choice on the northwest Michigan coastline with a strong, diversified economy providing opportunities for all…a city whose prosperity continues into the future.”
Mission

The mission for Manistee’s City Council establishes the Council’s purpose and defines how the Council will strive to attain the vision for the City:

“The Mission of the Manistee City Council is to provide direction for the community on behalf of its citizens. The council will achieve this through exemplary leadership, being accessible and approachable for all, upholding policy, ensuring financial stability, and providing citizens safety, economic opportunity and a better quality of life.”
Needs, Opportunities, Priorities

The City Council has identified the following as priority needs and opportunities that must be addressed in its strategic plan covering 2007, 2008 and 2009:

- Competitive Position of the City
- Economic Development and Jobs
- City Infrastructure
- Beaches, Parks and Recreational Areas
- Financial Stability
- Intergovernmental Relationships

For each of these six areas of priority focus, the City Council has proposed strategic goals.
**Strategic Three-Year Goals**

**Competitive Position of the City**

- To competitively position the City of Manistee as the community of choice and destination for businesses, industry, tourists and families. This will be done by implementing a forward-looking plan built around the unique selling features of Manistee, developed in partnership with stakeholders and the support of marketing expertise.

- To ensure that City Council and City Government have the capacities required to competitively position the City of Manistee through a commitment to professional development, capacity building and leadership development.

**Economic Development and Jobs**

- To achieve 100 percent occupancy in the industrial park and the Renaissance Park and other industrial properties.

- To ensure that the Manistee harbor and channel are dredged and maintained to enable full and safe commercial navigation to support the retention, expansion and attraction of industry, business and jobs to the city, county and region.

- To engage the Manistee Economic Development Office to work with local businesses and industry to identify training and education needs and then to work with the K-12 schools and other educational institutions to address those needs.

- To engage the Manistee Economic Development Office to work with local businesses and industry to identify training and education needs and then to work with the K-12 schools and other educational institutions to address those needs.
To engage the Manistee Economic Development Office to encourage and set direction to develop a county-wide economic development plan that best benefits Manistee County by bringing together the City, County and townships within the county to create such a plan.

To develop a closer working relationship with the Manistee Downtown Development Authority and the Manistee Economic Development Office to achieve an energized, thriving downtown by: providing complete small business support services; developing innovative ideas to bring people to Manistee’s downtown; and addressing problems and needs such as parking to achieve this goal.

City Infrastructure

Evaluate and document the current conditions of water and sewer lines and roads. Develop the most efficient and cost effective plan to replace all lines and roads that are deemed unsatisfactory.

City Beaches, Park and Recreation Area Goals

To have the cleanest Lake Michigan public beaches in Michigan with universal access to all people of all abilities.

To develop a capital improvement plan for each Manistee City park that identifies upgrades and costs.

To explore public/private partnerships to establish new amenities and attractions and enhance recreational opportunities on public beaches, parks and recreation areas in the City of Manistee.
Financial Stability Goals

- To achieve the strategic three-year goals set by City Council without increasing the millage rate.

- To develop and maintain a three-year financial forecast of revenue income, operating expenses and capital funding.

- To identify potential trends that could negatively or positively impact achieving the strategic goals established by City Council for the City of Manistee.

Intergovernmental Relationship Goals

- To collaborate with other units of government to provide services to citizens, such as wastewater treatment plant collection in Filer Township, joint economic development and joint public safety services in the “Greater Manistee Area.”

- To collaborate and provide leadership to assist in establishing a Manistee County Recreational Authority.
City of Manistee Operating Plan and Budget  

Following are the objectives, key action steps and budget that will be required to attain the strategic goals of the City. This material was developed by the City’s management team following agreement between Council and the Department Directors on the Strategic Goals for the City. The Management Team includes:

Mitch Deisch  
City Manager  

Jack Garber  
Supervisor, Department of Public Works

Dave Bachman  
Chief of Police  

Jon Rose  
Director, Community Development Department

Julie Beardslee  
City Assessor  

Sid Scrimger  
Fire Chief

Edward Bradford  
Finance Director  

Edward Cote  
Utilities Supervisor  

Michelle Wright  
City Clerk and Deputy Treasurer
City of Manistee Operating Plan, Budget and Forecast

Competitive Position of the City

Goal: To competitively position the City of Manistee as the destination of choice for businesses, industry, tourists and families. This will be done by implementing a forward-looking plan built around the unique selling features of Manistee, developed in partnership with stakeholders and the support of marketing expertise.

Outcome: Use resident/citizen participation to help determine the type and level of services and programs that should be provided for the City of Manistee.

Objective: Use the Citizen Service Survey to help determine future service levels provided to citizens.

<table>
<thead>
<tr>
<th>Major Action Steps</th>
<th>Fiscal Year</th>
<th>Responsibility(ies)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop a plan to look at privatizing appropriate service levels</td>
<td>NA</td>
<td>City Manager</td>
</tr>
<tr>
<td></td>
<td>NA</td>
<td>Dept. Directors</td>
</tr>
<tr>
<td>2. Incorporate and consider Citizen Service Survey in annual budget process</td>
<td>NA</td>
<td>City Manager</td>
</tr>
<tr>
<td></td>
<td>NA</td>
<td>Finance Department</td>
</tr>
</tbody>
</table>
Outcome: Visioning and planning for the future.

Objective: Realize the full potential of the City of Manistee through a continuous, comprehensive visioning process; routine review of the Master Plan; looking at other community’s best practices and achieving competitive differentiation. This will produce a unified community vision and set forth a strategic direction for the City.

<table>
<thead>
<tr>
<th>Major Action Steps</th>
<th>Fiscal Year</th>
<th>Responsibility(ies)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Build dedicated time for visioning into the City government process</td>
<td>07/08 NA 08/09 NA 09/10 NA</td>
<td>City Mgr./City Council</td>
</tr>
<tr>
<td>2. Update the City’s Master Plan</td>
<td>07/08 $5,000 08/09 NA 09/10 NA</td>
<td>Comm. Dev. Dept. City Planning Comm.</td>
</tr>
<tr>
<td>3. Biannual City Benchmarking process</td>
<td>07/08 NA 08/09 NA 09/10 NA</td>
<td>City Manager</td>
</tr>
</tbody>
</table>

Outcome: Competitive differentiation of the City of Manistee.

Objective: Make the City of Manistee a business, tourist and family destination in Michigan and other markets through strategically marketing its benefits
<table>
<thead>
<tr>
<th>Major Action Steps</th>
<th>Fiscal Year</th>
<th>Responsibility(ies)</th>
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</thead>
<tbody>
<tr>
<td>07/08 08/09 09/10</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. Develop brand identity for the City of Manistee                                                    $20,000      City Council, City Mgr, Dept. Directors

2. Develop and implement a marketing plan for the City of Manistee.                                   $15,000 $15,000 $15,000 City Manager & EDO

Outcome: Greater productivity of city operations through technology applications.

Objectives: Use existing and emerging technology to streamline operations which will allow for greater employee productivity and increase economic development opportunities.

<table>
<thead>
<tr>
<th>Major Action Steps</th>
<th>Fiscal Year</th>
<th>Responsibility(ies)</th>
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<tbody>
<tr>
<td>07/08 08/09 09/10</td>
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</tbody>
</table>

1. Redesign the City website to serve multiple needs: online forms, fillable formats and other purposes  $5,000 TBD TBD Comm. Dev. Dept.

2. Maintain and enhance operational technology capacity and training of personnel to increase efficiency. $1,500 TBD TBD All Departments

3. Implement Laser Fiche to enable responsible and efficient records retention and accessibility.       $5,000 TBD TBD City Clerk
4. Partner with other governmental units to develop GIS system to benefit community planning, asset tracking and maintenance, economic development and myriad other purposes that will benefit the City, county and townships. $40,000 $20,000 $20,000 Finance Dept.

5. Establish E-Government capacity. TBD TBD TBD Finance Dept/Clerk

Outcome(s): Increased recreation, tourism, universal access and neighborhood connections.

Objectives: To promote recreation, tourism, universal access and neighborhood connections by development non-motorized routes throughout the city, connecting with neighboring townships, including completion of the wayfinding signage program.

<table>
<thead>
<tr>
<th>Major Action Steps</th>
<th>Fiscal Year</th>
<th>Responsibility(ies)</th>
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<tbody>
<tr>
<td></td>
<td>07/08</td>
<td>08/09</td>
</tr>
<tr>
<td></td>
<td>09/10</td>
<td>Comm. Dev. Division</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Non-Motorized Comm.</td>
</tr>
<tr>
<td>1. Develop non-motorized plan</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>2. Phase II of the wayfinding signage program</td>
<td>$5,000</td>
<td>$5,000</td>
</tr>
<tr>
<td></td>
<td>TBD</td>
<td>Comm. Dev. Division</td>
</tr>
</tbody>
</table>
Outcome: A safe and friendly community.

Objective(s): To be recognized by residents and visitors as a safe, friendly community.

<table>
<thead>
<tr>
<th>Major Action Steps</th>
<th>Fiscal Year</th>
<th>Responsibility(ies)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Have police officers in neighborhoods on foot and on bikes</td>
<td>07/08</td>
<td>Police Dept.</td>
</tr>
<tr>
<td>Provide officer training. Purchase bikes.</td>
<td>08/09</td>
<td>NA</td>
</tr>
<tr>
<td></td>
<td>09/10</td>
<td>NA</td>
</tr>
<tr>
<td>$2,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Implement public building/fire inspection program</td>
<td>NA</td>
<td>Fire Dept.</td>
</tr>
<tr>
<td></td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td></td>
<td>NA</td>
<td>Fire Dept.</td>
</tr>
<tr>
<td>3. Improve training for Fire Department staff</td>
<td>$8,000</td>
<td>Fire Dept.</td>
</tr>
<tr>
<td></td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td></td>
<td>NA</td>
<td>Fire Dept.</td>
</tr>
</tbody>
</table>

Goal: To ensure that City Council and City Government have the capabilities required to govern, implement and continuously improve so that the City of Manistee can be competitively positioned, supported by a commitment to professional development, capacity building and team and leadership development.

Outcome(s): A city governing body and a city government that has the ongoing capacities through professional development to achieve the strategic goals of the city.

Objectives: Ensure that professional development needs are identified and that opportunities to meet those needs for Council, City management and staff are available as an ongoing priority.
<table>
<thead>
<tr>
<th>Major Action Steps</th>
<th>Fiscal Year</th>
<th>Responsibility(ies)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Establish and implement a Council and Employee Orientation Program</td>
<td>07/08</td>
<td>City Manager</td>
</tr>
<tr>
<td>2. Ensure professional and leadership needs are identified and opportunities are provided.</td>
<td>TBD</td>
<td>Dept. Directors</td>
</tr>
<tr>
<td>3. Work with West Shore Community College to establish appropriate training programs.</td>
<td>NA</td>
<td>Council/WSCC</td>
</tr>
<tr>
<td>4. Institute performance based assessment for Council, the City Manager and Department Directors, including consideration of the ICMA “360” assessment process.</td>
<td>NA</td>
<td>Council, City Mgr. Dept. Directors</td>
</tr>
<tr>
<td>5. Create succession plans for city departments and city department personnel. Start plan for reorganizing Public Works Depts.</td>
<td>NA</td>
<td>City Mgr., Dept. Directors</td>
</tr>
</tbody>
</table>
Economic Development and Jobs

Goal: To provide leadership for completing a comprehensive Manistee County Economic Development Plan.

Outcome: A unified economic development plan for the county, including outcome based marketing and team selling that helps retain, expand and attract business and jobs to the county.

Objective(s): To strategically position Manistee County as a leader in business and industry retention, expansion and attraction.

<table>
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<tr>
<th>Major Action Steps</th>
<th>Fiscal Year</th>
<th>Responsibility(ies)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Provide assistance to EDO through research and participation</td>
<td>07/08 08/09 09/10</td>
<td>City Manager, Comm. Dev. Dept.</td>
</tr>
<tr>
<td>2. Encourage county and townships to support plan development and implementation.</td>
<td>NA NA NA</td>
<td>City Manager</td>
</tr>
</tbody>
</table>
Goal: To achieve 100% occupancy in the industrial park, Renaissance Park and other industrial properties.

Outcome(s): 100% occupancy of industrial properties

Objectives: To provide economic stability through more employment opportunities, lower unemployment in Manistee County and add to the tax base.

<table>
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<tr>
<th>Major Action Steps</th>
<th>Fiscal Year</th>
<th>Responsibility(ies)</th>
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<tbody>
<tr>
<td></td>
<td>07/08</td>
<td>08/09</td>
</tr>
</tbody>
</table>

1. Create marketing and recruitment plan in cooperation with the Economic Development Office for City-owned properties
   - Responsibility(ies): Dept. Comm. Dev., City Manager, EDO

2. Capitalize on current incentives for industrial development
   - Responsibility(ies): Dept. Comm. Dev., City Manager, EDO

3. Eliminate State Grant/Loan program

Outcome(s): Eliminate two highway rail crossings, railroad swing bridge, two river bridges and open the lake front property for development. Possible rail service to Renaissance Park to enhance economic development opportunities.

Objective(s): Research and develop and plan and funding for re-routing the railroad to the south end of Manistee Lake.
**Goal:** To engage the Manistee Economic Development Office to work with local businesses and industry to identify training and education needs and then to work with the K-12 schools and other educational institutions to address those needs.

**Outcome(s):** Well trained, targeted workforce fitting the needs of local employers.

**Objectives:** Identify training needs and provide educational opportunities to address areas that are lacking.

<table>
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<tr>
<th>Major Action Steps</th>
<th>Fiscal Year</th>
<th>Responsibility(ies)</th>
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</thead>
<tbody>
<tr>
<td>Major Action Steps</td>
<td>07/08</td>
<td>08/09</td>
</tr>
<tr>
<td>1. Interview employers to identify lacking skills sets.</td>
<td>NA</td>
<td>Econ. Dev. Office</td>
</tr>
<tr>
<td>2. Develop stakeholder partnerships (employers, WSCC, EDO, ISD K-12, etc.)</td>
<td>NA</td>
<td>City Manager, Comm. Dev.</td>
</tr>
<tr>
<td>3. Develop City Government Mentorship Program</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>4. Encourage youth participation on City Boards and Commissions</td>
<td>NA</td>
<td>NA</td>
</tr>
</tbody>
</table>
Goal: To develop a closer working relationship with the Manistee Downtown Development Authority and the Manistee Economic Development Office to achieve an energized, thriving downtown by providing complete small business support services; introducing innovative ideas to bring people to Manistee’s downtown; and addressing problems and needs such as parking to achieve this goal.

Outcome(s): Healthier, energized, thriving central business district.

Objectives: Foster a closer working relationship with the Manistee Downtown Development Authority and the Manistee Economic Development Office.

<table>
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<tr>
<th>Major Action Steps</th>
<th>Fiscal Year</th>
<th>Responsibility(ies)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Work with EDO and DDA to address issues involving parking needs and issues.</td>
<td>07/08</td>
<td>NA</td>
</tr>
<tr>
<td></td>
<td>08/09</td>
<td>NA</td>
</tr>
<tr>
<td></td>
<td>09/10</td>
<td>Police Dept., DDA</td>
</tr>
</tbody>
</table>

2. Encourage cooperation among merchants, residents, DDA, EDO, the Manistee County Chamber and City of Manistee

<table>
<thead>
<tr>
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<tr>
<td>2. Encourage cooperation among merchants, residents, DDA, EDO, the Manistee County Chamber and City of Manistee</td>
<td>07/08</td>
<td>City Manager, Comm. Dev. Dept.</td>
</tr>
<tr>
<td></td>
<td>08/09</td>
<td>NA</td>
</tr>
<tr>
<td></td>
<td>09/10</td>
<td>NA</td>
</tr>
</tbody>
</table>
Goal: To ensure that the Manistee harbor and channel are dredged and maintained to enable full and safe commercial navigation to support the retention, expansion and attraction of industry, business and jobs to the city, county and region.

Outcome(s): Commercial navigation that supports economic vitality in the region

Objectives: To ensure adequate federal funding exists to continually maintain the harbor and channel in a manner that meets the needs of commercial navigation and the businesses it supports.

<table>
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<tr>
<th>Major Action Steps</th>
<th>Fiscal Year</th>
<th>Responsibility(ies)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Work with Congressional delegation and Army Corps of Engineers to ensure sufficient federal funding to meet objectives</td>
<td>07/08</td>
<td>EDO, City Manager</td>
</tr>
<tr>
<td>2. Seek funding to conduct a feasibility assessment to determine the full potential of the Manistee harbor and channel for diverse economic development and implement feasibility plan as warranted.</td>
<td>08/09</td>
<td>EDO, City Manager</td>
</tr>
<tr>
<td></td>
<td>09/10</td>
<td></td>
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<tr>
<td></td>
<td>TBD</td>
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</table>
City Infrastructure

- **Goal:** To evaluate and document the current conditions of water, sewer lines, roads and buildings. Develop the most efficient and effective plan to replace or maintain all lines, roads and buildings that are unsatisfactory.

**Outcomes:** Good roads and a system to assess, prioritize and upgrade city streets, roads and buildings.

**Objectives:**

- In 2008, the DPW and Police Department will partner to evaluate roads in the City. The digital camera system will be used to record a visual and narrative condition of roads.

- In 2008 and 2009, assist county/state governments to draft a list of all City streets and roads, along with sewer and water. Make use of a Paser system.

- From 2008 to 2010, develop funding to resurface roads identified in comprehensive road study to support industry, tourism and the general population.

- Pave streets, install curbs and gutters in areas associated with storm separation. Costs to be determined for year 2011 start date.

- To ensure that city owned buildings are assessed and maintained to protect their value and use for the city.
**Major Action Steps**

<table>
<thead>
<tr>
<th>Major Action Steps</th>
<th>Fiscal Year</th>
<th>Responsibility(ies)</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>08/09</td>
<td>$9,000</td>
</tr>
<tr>
<td></td>
<td>09/10</td>
<td>NA</td>
</tr>
<tr>
<td>2. Develop funding based on comprehensive road study.</td>
<td></td>
<td>$100,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$100,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$100,000</td>
</tr>
<tr>
<td>3. Develop a building maintenance and upgrade plan based upon identified needs.</td>
<td></td>
<td>NA</td>
</tr>
<tr>
<td></td>
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<td>NA</td>
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<td></td>
<td></td>
<td>NA</td>
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<tr>
<td></td>
<td></td>
<td>DPW, Finance Dept., City Manager</td>
</tr>
</tbody>
</table>

**Outcome:** High quality road system

**Objective(s)** To implement the Transportation Asset Management practices defined by MDOT and the TAMC. This maintenance program will improve road quality and reduce cost over the long term.

<table>
<thead>
<tr>
<th>Major Action Steps</th>
<th>Fiscal Year</th>
<th>Responsibility(ies)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Send employees to PASER training</td>
<td>07/08</td>
<td>DPW – Jack Garber</td>
</tr>
<tr>
<td></td>
<td>08/09</td>
<td>$500</td>
</tr>
<tr>
<td></td>
<td>09/10</td>
<td>$500</td>
</tr>
<tr>
<td>2. Send employees to Asset Mgmt. Reporting tool training</td>
<td></td>
<td>DPW/Sewer &amp; Water Jack Garber &amp; Ed Cote</td>
</tr>
</tbody>
</table>
3. Train key individuals in Asset Management Practices (AMP)  TBD  TBD  TBD  DPW, City Mgr. Finance Dept.

4. Determine equipment needs to implement AMP  TBD  TBD  TBD  DPW, City Mgr., Finance Dept.

5. Provide adequate resources to implement AMP  TBD  TBD  TBD  DPW, City Mgr., Finance Dept.

**Outcome:** Better water quality, responding to citizen concerns.

**Objective(s)** To improve water quality and reduce electrical consumption in 2008 by pulling production wells 6, 7 and 8 for screening cleaning and repairs

<table>
<thead>
<tr>
<th>Major Action Steps</th>
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<th>Responsibility(ies)</th>
</tr>
</thead>
<tbody>
<tr>
<td>07/08</td>
<td>08/09</td>
<td>09/10</td>
</tr>
<tr>
<td>1. Pull well 8 for cleaning and repairs.</td>
<td>$40,000</td>
<td>Sewer &amp; Water Dept</td>
</tr>
<tr>
<td>2. Pull well 6 for cleaning and repairs</td>
<td>$45,000</td>
<td>Sewer &amp; Water Dept</td>
</tr>
<tr>
<td>3. Pull well 7 for cleaning and repairs</td>
<td>$60,000</td>
<td>Sewer &amp; Water Dept</td>
</tr>
</tbody>
</table>
Outcomes: Ensure public health and safety through storm water separation

Objective(s): To continue to achieve compliance with the National Pollutant Discharge Elimination System permit to ensure public health and safety objectives are met and that sewer activities are planned to coincide with road construction activities.

<table>
<thead>
<tr>
<th>Major Action Steps</th>
<th>Fiscal Year</th>
<th>Responsibility(ies)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Storm water separation</td>
<td>07/08</td>
<td>$400,000 Comm. Dev. Dept., Water &amp; Sewer</td>
</tr>
<tr>
<td></td>
<td>08/09</td>
<td></td>
</tr>
<tr>
<td></td>
<td>09/10</td>
<td></td>
</tr>
</tbody>
</table>

Outcomes: Proper maintenance of the City’s water and sewer infrastructure.

Objective(s):

- To improve interdepartmental efficiencies by having the fire and water departments work together to work cooperatively on hydrant inspections, flushings and maintenance.

- To purchase and install radio remote water meters to achieve efficiencies enabling greater focus and time on repair of city infrastructure.

- To achieve cost savings by studying the benefits of radio frequency controls for water wells. If determined to be beneficial, implement the results of the study and purchase recommended equipment in 2009.

- To remove chemicals and chemical fumes in 2008 from the well 8 well house to a chemical feed building.
- To recondition the Eighth and Vine Sts. Pump Station to optimize performance and accommodate the possibility of increased flow from Filer Township.

- To repair the Jerumbo Street Pump Station and Parkdale Avenue Sanitary Force Main where there have been significant failures and deterioration.

- To evaluate the protective coating and metal fatigue of the Maywood Tank to avoid disruptions in water supply.

- To increase the life of the Industrial Park Water Tower in 2010 by installing cathodic protection.

<table>
<thead>
<tr>
<th>Major Action Steps</th>
<th>Fiscal Year</th>
<th>Responsibility(ies)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchase and install radio remote water meters.</td>
<td>07/08 : $125,000</td>
<td>08/09 : $125,000</td>
</tr>
<tr>
<td>Study and implement radio frequency controls (wells)</td>
<td>07/08 : $10,000</td>
<td>08/09 : 25,000</td>
</tr>
<tr>
<td>Remove chemicals from well 8 house with new bldg.</td>
<td>07/08 : $45,000</td>
<td>08/09 : NA</td>
</tr>
<tr>
<td>Repair 8th &amp; Vine Pump Station</td>
<td>07/08 : $50,000</td>
<td>08/09 : NA</td>
</tr>
<tr>
<td>Evaluate Maywood Tank for metal fatigue</td>
<td>07/08 : NA</td>
<td>08/09 : 7,000</td>
</tr>
<tr>
<td>Cathodic protection for Industrial Park water tower</td>
<td>07/08 : NA</td>
<td>08/09 : NA</td>
</tr>
</tbody>
</table>
City Beaches, Park and Recreation Areas

**Goal:** To have the cleanest Lake Michigan public beaches in Michigan with universal access to all people of all abilities.

**Outcomes:** “Clean and Cool” beaches with fun things to do and good food available.

**Objectives:** Bring more people to the beaches from this community as well as from other communities. Vastly improve accessibility to individuals of all levels of mobility.

<table>
<thead>
<tr>
<th>Major Action Steps</th>
<th>Fiscal Year</th>
<th>Responsibility(ies)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop a master plan for 5th Avenue Beach</td>
<td>07/08</td>
<td>$5,000</td>
</tr>
<tr>
<td>2. Develop a master plan for the 1st Street Beach</td>
<td>08/09</td>
<td>NA</td>
</tr>
<tr>
<td>3. Examine best practices for accessibility and develop a plan</td>
<td>09/10</td>
<td>NA</td>
</tr>
<tr>
<td>4. Install recently purchased walkways</td>
<td>TBD</td>
<td>Done</td>
</tr>
<tr>
<td>5. Increase foot patrols for ordinance enforcement</td>
<td>NA</td>
<td>NA</td>
</tr>
</tbody>
</table>

5. Increase foot patrols for ordinance enforcement
6. Post signs in the beach area with ordinances and enforce ordinances. $2,000    NA    NA    Parks Dept., DPW, Police Dept.

- **Goal:** To have the best boating facilities on the Lake Michigan shoreline.

**Outcomes:** Boating facilities that attract residents and visitors that would make a significant economic impact on the city.

**Objectives:** Establish a city master plan to achieve the goal.

<table>
<thead>
<tr>
<th>Major Action Steps</th>
<th>Fiscal Year</th>
<th>Responsibility(ies)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop a business plan for the City Marina</td>
<td>07/08</td>
<td>City Manager, Police Dept. EDO</td>
</tr>
</tbody>
</table>

- **Goal:** To develop a capital improvement plan for each Manistee City park that identifies upgrades and costs.

**Outcomes:** Re-organization of the Department of Public Works, segregating park responsibilities to a Parks Manager/Foreman position. This individual will have responsibility and authority for budgets, personnel, maintenance and growth of our parks.

**Objectives:** Begin succession planning within the parks department and plan for the eventual naming of a Parks Manager.
Major Action Steps                                                                                               Fiscal Year                Responsibility(ies)
07/08  08/09  09/10
1. Create a job description for a Parks Manager.                                    NA                                            City Manager
2. Determine a time frame for implementing the new position/program.               NA  3. Fill Parks Manager position within current staff resources                                                       TBD      City Manager
Outcomes: Greater utilization of our parks by residents and non-residents alike.
Objectives: To develop our parks, ball fields and green spaces so that people will come to Manistee specifically to enjoy them, increasing the number of visitors to our City. Create concession stands that meet the needs of visitors who visit our parks. Maintain our ball fields to a level that meet or exceeds current safety standards.

Major Action Steps                                                                                              Fiscal Year                Responsibility (ies)
07/08  08/09  09/10
1. Objectively evaluate the condition of our parks and ball fields. Write a comprehensive parks plan. NA  NA  NA  Parks Dept.
2. Consistent with the parks plan, determine in advance of the season a schedule of maintenance for each park and assign responsibility TBD  TBD  TBD  Parks Dept. and authority to specific individuals.
3. Evaluate our concession contracts and service provided to determine if we could do a better job in-house.

- **Goal:** To explore public/private partnerships to establish new amenities and attractions and enhance recreational opportunities on public beaches, parks and recreation areas in the City of Manistee.

**Outcomes:** The creation of a full service environment for all of our beach visitors.

**Objectives:** To bring more people to the beaches from the City of Manistee and other communities.

<table>
<thead>
<tr>
<th>Major Action Steps</th>
<th>Fiscal Year</th>
<th>Responsibility(ies)</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>07/08</td>
<td>08/09</td>
</tr>
<tr>
<td>1. Purchase Beach Cleaning equipment.</td>
<td>$25,000</td>
<td>$25,000</td>
</tr>
<tr>
<td>2. Complete Fifth Avenue Beach House project.</td>
<td>$300,000</td>
<td>NA</td>
</tr>
<tr>
<td>3. Complete Plan for 1st Street Beach House Construction</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Purchase and install camera systems</td>
<td>$5,000</td>
<td></td>
</tr>
</tbody>
</table>
5. Follow beach master plans and add “Cool Things”
   (Water slides, shade, etc.) $40,000 $40,000 Parks Dept.

   Consider simple things such as beach chairs,
suntan lotion and disposable cameras for sale at the
beaches. Invite vendors to the beach to provide greater
services for rent, kayaks, jet skis, para-sailing, etc.)
Financial Stability

■ Goal: To achieve the three-year goals set by City Council without increasing the millage rate.

Outcomes: Increased City revenue.

Objectives: Identify areas where the City can increase revenues

<table>
<thead>
<tr>
<th>Major Action Steps</th>
<th>Fiscal Year</th>
<th>Responsibility(ies)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Review and revise the fee schedule for City services; move fees out of ordinances where possible and review as part of the annual budget process.</td>
<td>07/08</td>
<td>Finance Dept. Comm Dev. Dept.</td>
</tr>
<tr>
<td>2. Work with State Legislators and professional organizations to amend Act 20 of the Public Acts of 1943 to enable the City to increase revenues from the Oil and Gas fund to support Capital improvements.</td>
<td>08/09</td>
<td>Finance Dept., City Manager</td>
</tr>
<tr>
<td>3. Identify non-core and non-community good services that are being funded through tax revenues and consider switching to a fee-for-service model.</td>
<td>09/10</td>
<td>Finance Dept., City Manager</td>
</tr>
<tr>
<td>4. Maximize interest income by more aggressively and proactively</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

38
investing surplus funds. Ongoing……………….. Finance Dept., City Clerk

5. Investigate providing services for a fee to other municipalities NA City Manager, Finance Dept.

6. Consider voted, dedicated millage for areas identified as critical TBD Finance Dept.
To strategic plan for which inadequate funding resources exist. TBD City Council, City Manager

**Outcome: Control growth of expenditures**

**Objectives: Identify areas where the City can control costs.**

<table>
<thead>
<tr>
<th>Major Action Steps</th>
<th>Fiscal Year</th>
<th>Responsibility(ies)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Implement health insurance cost savings measures</td>
<td>07/08 08/09 09/10</td>
<td>City Mgr., Finance Dept.</td>
</tr>
<tr>
<td>2. Identify and implement technology City-wide to increase productivity</td>
<td>TBD TBD TBD</td>
<td>All Dept. Directors</td>
</tr>
<tr>
<td>3. Revise purchasing policy to strengthen oversight and controls, Streamline process, clarify certain areas, better address bidding Requirements and address “professionals” of record</td>
<td>Ongoing………..</td>
<td>City Manager, Finance Dept., City Clerk, Comm. Dev. Dept.</td>
</tr>
</tbody>
</table>
4. Use attrition, early buyouts and other incentives where appropriate to control labor costs and reorganize departments; evaluate staff wages, and review compensation programs. 

   Ongoing……………… City Manager

5. Work with department heads to reduce number of vendors used.

   NA       NA       NA City Clerk, Finance Dept.

6. Identify areas where consolidation of services can occur, generating cost savings, while maintaining service levels at or near current levels.

   NA       NA       NA City Manager, Dept. Directors

**Goal:** To develop and maintain a three-year financial forecast of revenue income, operating expenses and capital funding to be used as a tool to identify potential trends that could negatively or positively impact achieving the strategic goals established by City Council for the City of Manistee.

**Outcomes:** Forward-thinking financial forecasts and management.

**Objectives:** To produce realistic, consensus financial projections that show City Council and administration where opportunities and challenges lie in the future.
<table>
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<tr>
<th>Major Action Steps</th>
<th>Fiscal Year</th>
<th>Responsibility(ies)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Maintain forecasts for the major cost and revenue centers (General Fund, Water &amp; Sewer, Marina, Boat Ramps, Streets)</td>
<td>Ongoing………..</td>
<td>Finance Dept., Affected Depts.</td>
</tr>
<tr>
<td>2. Identify shortfalls and devise strategies to address problems</td>
<td>Ongoing………..</td>
<td>Finance Dept.</td>
</tr>
</tbody>
</table>
Intergovernmental Relationships

Goal: To collaborate with other units of government to provide services to citizens such as wastewater treatment plant collection in Filer Township, joint economic development and joint public safety services in the “Greater Manistee Area.”

Outcomes: Enhance and planned county-wide recreational opportunities based on county-wide needs and priorities.

Objectives: To facilitate stakeholder discussions and potential establishment of a Manistee County Recreation Authority to enhance recreational opportunities county-wide.

Major Action Steps:

<table>
<thead>
<tr>
<th>Major Action Steps</th>
<th>Fiscal Year</th>
<th>Responsibility(ies)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Engage stakeholders in facilitated discussions, including Manistee Recreation Assoc., schools, county and township governments, City of Manistee and others.</td>
<td>07/08 08/09 09/10</td>
<td>NA NA NA City Manager EDO</td>
</tr>
<tr>
<td>2. Develop plan and fair share formula</td>
<td>NA NA NA City Manager EDO</td>
<td></td>
</tr>
</tbody>
</table>

Outcome: Leveraging of assets among local governments to attain desired service levels.

Objective: Facilitate improved intergovernmental relationships to benefit the citizens of the “Greater Manistee Area.”
<table>
<thead>
<tr>
<th>Major Action Steps</th>
<th>Fiscal Year</th>
<th>Responsibility(ies)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Negotiate USD Wastewater Treatment Plant agreement with Filer Township</td>
<td>TBD</td>
<td>City Manager and Various Dept. Directors</td>
</tr>
<tr>
<td>2. Facilitate discussion for a consolidated fire/rescue service</td>
<td>TBD</td>
<td>City Manager, Fire Dept.</td>
</tr>
<tr>
<td>3. Department training opportunities that increase efficiencies by partnering with stakeholders.</td>
<td>TBD</td>
<td>Department Directors</td>
</tr>
</tbody>
</table>