

# **VILLAGE OF MACKINAW CITY GOALS AND OBJECTIVES FISCAL YEAR 2011-2012**

## **MISSION STATEMENT:**

The mission of the Village of Mackinaw City is to protect its natural resources, its view shed, and its surrounding pristine landscape; to provide the necessary services to allow the quality of life for its residents and business community to flourish and prosper; to provide the means for the implementation of this mission; and to be a welcoming destination point for people from all corners of the world.

## **VISION STATEMENT:**

The Vision for the Village of Mackinaw City is to be a community, which 1) complements our visitor industry with year round employment; 2) preserves a vibrant K-12 school system while providing life-long learning opportunities for all ages; and 3) protects the environment through energy conservation, recycling, the use of *green* resources, and comprehensive community planning.

The Village of Mackinaw City strives to provide its citizens and visitors efficient, effective and quality services, and facilities. To work toward accomplishing this mission, each Village Department prepares preliminary goals and objectives for the fiscal year. Goals and objectives are designed to carry out the policies of the Village Council and to provide a unified, positive, and proactive method to achieve the Village's mission.

Preliminary goals and objectives are then presented to the Village Council for review and approval.

Throughout the year staff uses identified goals and objectives as benchmarks for performance.

The goals and objectives within this report are not listed by order of importance.

# Goals and Objectives

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## ADMINISTRATION GOALS AND OBJECTIVES FISCAL YEAR 2011-2012

### **Goal 1: Provide Services to our Customers**

The Village strives to provide the residents, business owners, and visitors with the best services possible in the most efficient manner.

#### **Objectives:**

- Review services provided by each department to determine ways to improve delivery.
- Focus on customer satisfaction by being receptive and responsive to customer needs.
- Employees shall be courteous, pleasant and positive.
- Each employee shall be an ambassador of the Village and shall strive to represent the Village in a positive proactive manner.
- Service shall be delivered consistently and dependably.
- Employees shall take action to resolve concerns, problems or complaints.

### **Goal 2: Budget and Finance**

The Village's primary budget and finance goal is to ensure the stability of the community through sound financial standards and practices.

#### **Objectives:**

- Continue to work with Village Council, auditors and staff to maintain the financial integrity of the Village.
- Continue to develop the budget to conform to GASB 34 Standards.
- Continue to review funds and activity to monitor revenue and expenditures through the fiscal year.
- Report to Council changes in conditions that affect the budget.
- Work with department heads to formulate proposed budgets for the next fiscal year based on goals and objectives for each department.
- Review funds to identify possible revenue enhancements, fees for services, and to provide Council with recommendation for millage adjustments to assure adequate funds exist to meet Village goals and objectives.
- Continue to pursue grant opportunities to reduce the cost of capital improvements.

### **Goal 3: Human Resource Management**

Conduct human resource management activities to ensure the efficient management of employees and to provide adequate compensation and benefit systems.

# Goals and Objectives

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## Objectives:

- Work with department heads to develop activities for employees to meet goals and objectives.
- Review department goals and objectives to monitor progress.
- Department heads allow project and service coordination between departments to facilitate internal communication.
- Provide education to employees concerning personnel policy handbook directives.
- Collect wage comparison information from communities with similar taxable value for use in setting employee wages.
- Review existing health care insurance costs to determine if modifications can be done to protect coverage levels while reducing cost.
- Maintain employee retirement system.
- Maintain employee morale.

## Goal 4: Laws and Ordinances

The Village of Mackinaw City will continue to enforce local laws and ordinances to protect the health, safety, and welfare of the community.

## Objectives:

- Review Village laws and ordinances to report changes in conditions or conflicts to the Village Council that may result in an amendment to existing laws and ordinances or the creation of new laws and ordinances.
- Work with Village attorney and staff to review, update or research ordinances.
- Enforcement of ordinances will be conducted by a police officer with assistance provided by the Village Manager.

## Goal 5: Capital Improvement Planning

The Village of Mackinaw City strives to plan for the future improvements necessary to maintain its infrastructure and to provide services.

## Objectives:

- Complete update of Capital Improvement Plan for Planning Commission and Council review and approval.
- Conduct inspections of the Village's sidewalk system and update inspection records.
- Update asset management plans for the Village's road system to identify future projects and estimated expenditures.
- Continue to pursue replacement of fixed piers with floating docks in Marina.

# Goals and Objectives

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- Continue discussion with Planning Commission and Council on location of new fire station and remodeling of Village Hall.
- Continue planning for the implementation of efficiency projects as identified in the Village's Technical Energy Analysis.
- Prepare preliminary plans for grant submittal to DNR for trail projects.

## Goal 6: Capital Project Implementation

Work to complete planned capital improvement projects to maintain the infrastructure of the Village.

### Objectives:

#### General Fund:

Financial Software (partial):	\$4,000.00
Roof Repair Village Hall:	\$55,000.00
Fire Station II Roof Remodel and Insulation:	\$20,000.00
Phase One Zoning Ordinance Review:	\$7,500.00
Phase I Hike Bike Plan Projects:	\$6,200.00
Historic Village Projects:	\$10,000.00
Conkling Heritage Park Improvements:	\$150,000.00
Police Equipment:	\$7,500.00
Fire Equipment:	<u>\$3,000.00</u>
TOTAL:	\$263,200.00

#### Major Streets:

Crack Sealing:	\$6,000.00
Sign Replacement:	<u>\$5,000.00</u>
TOTAL:	\$11,000.00

#### Local Streets:

Crack Sealing:	\$6,000.00
Sign Replacement:	<u>\$3,000.00</u>
TOTAL:	\$9,000.00

#### Cemetery:

Repair of multiple bases:	\$5,000.00
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#### Marina:

Install 2 floating finger piers (Village Match)	\$40,000.00
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# Goals and Objectives

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Equipment: NEED

TOTAL:

Water Capital Improvements:

Radio Read Water Meter Replacement:	\$15,000.00
Well Maintenance, Wells 1, 2 & 3:	\$5,000.00
Well Cleaning, Well 4:	\$25,000.00
Meter Testing Equipment:	\$3,300.00
Variable Frequency Drive	<u>\$8,500.00</u>
TOTAL:	\$56,800.00

Sewer Capital Improvements:

Aerator Equipment Replacement:	\$16,000.00
Lab Equipment and Software:	\$18,500.00
Heater Replacement:	\$7,500.00
Lagoon Sewer Cleaning:	<u>\$300,000.00</u>
TOTAL:	\$342,000.00

**Goal 7: Public Relations**

Maintain positive relationships with residents, business owners, visitors, schools, townships, county, tribal government, chamber, visitor's bureau, and other governmental and non-profit entities to establish a positive, cooperative, and proactive environment within the community.

**Objectives:**

- Promote positive communication by being responsive, listening to concerns and providing a courteous timely and accurate response.
- Inform the public, business owners, residents, and visitors of policy discussions, programs and activities through press releases, the Village's Web Page and through direct written and verbal communication when appropriate.
- Continue distribution of community newsletter for distribution to the public.
- Continue to promote correspondence with local township boards, agencies, and school district through verbal, written, and electronic communication.
- Continue to work with Mackinaw and Wawatam Township to implement fire contracts.
- Work with Mackinaw and Wawatam Township to discuss Act 425 Agreements and/or Franchise for Service Agreements, if approached, by private developer to provide services outside the Village limits.
- Continue to work with Little Traverse Bay Bands of Odawa Indians to enter into agreements to receive payment for municipal services provided to property removed from the tax rolls when appropriate.
- Continue to work with Chamber and Visitor's Bureau to coordinate efforts and complete community initiatives and events.

# Goals and Objectives

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- Continue to work with non-profit organizations to coordinate community activities and encourage the use of Village facilities.
- Maintain communication and coordinate with State and Federal Agencies concerning programs, activities and agreements.
- Continue to work with the Townships and School to defend tax tribunal cases.

## **Goal 8: Training**

The Village of Mackinaw City strives to provide its employees with training opportunities to increase their knowledge, skills, and abilities.

### **Objectives:**

- Review each department's training needs to assess areas of focus and to appropriate necessary funds.
- Coordinate training areas where departments are receiving information concerning similar topics such as general safety training, computer training or other areas.
- Work with department heads to promote their professional development by identifying areas of education needed to increase or refresh their knowledge, skills and abilities.

## **Goal 9: Technology Utilization**

The Village of Mackinaw City strives to use technology to improve service delivery and program implementation.

### **Objectives:**

- Review technology initiatives with each department to coordinate activities and appropriate necessary funds.
- Continue to place Village records in databases and spreadsheets to insure quick retrieval of information and the ability to conduct research on information.
- Continue development of Village web based information.

## **Goal 10: Emergency Preparedness**

The Village of Mackinaw City is committed to being prepared in the case of emergency to maintain safety and provide essential services in order to protect the health, safety, and welfare of the community.

### **Objectives:**

- Review and approve countywide hazard mitigation plans.
- Review emergency preparedness activity of each department to coordinate activities and identify resources available in time of need.
- Develop a local emergency action plan to determine possible threats to the community and identify actions that could be implemented to mitigate these threats.

# Goals and Objectives

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## COMMUNITY DEVELOPMENT GOALS AND OBJECTIVES FISCAL YEAR 2011-2012

The Community Development Department strives to see Mackinaw City grow in a safe and efficient manner. We serve all members of the Mackinaw City Community with respect and efficiency. The department strives to create a positive atmosphere for customers so that they feel comfortable and encouraged to be a vital part of Mackinaw City's growing community.

### **Goal 1: Develop and Implement Community Master Plan, Recreation Plan, EDC Economic Restructuring Plan, and other community plans**

- To develop and manage plans which guide the growth of Mackinaw City and ensure that the residents and business owners may maintain a high quality of life and prosper.
- To establish effective partnerships with other Village organizations to implement plans.

#### **Objectives:**

- Begin implementation of the Village's Master.
- Continue implementation of Village's Recreation Plan.
- Continue to promote communication and input between boards, commissioners, and organizations.
- Improve Community Technology Implementation
  - Continue to work with private companies to improve broadband access for all residents and business owners.
  - Continue to integrate Village offices using Internet and Computer networking.
- Continue to improve communication with other Village organizations.
  - Chamber of Commerce
  - Visitors' Bureau
  - State Park Commission
  - Lighthouse Keepers Association
  - Icebreaker Mackinaw Maritime Museum
  - School System
  - Religious groups
  - Historic Society
  - Lion's Club
  - Senior Center
- Continue to work with regional groups such as:
  - The Northern Lakes Economic Alliance
  - Northern Economic Networks
  - NEMCOG
  - NWMCOG
  - Emmet County
  - Cheboygan County
  - Northern Homes Community Development Corporation
  - North Central Michigan College

# Goals and Objectives

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## Goal 2: Energy Efficiency:

- Integrate energy efficiencies and sustainability techniques into the Master Plan.
- Increase implementation of energy efficiency and renewable energy measures as a means of saving money, environment, and keeping more energy dollars in the local economy.
- Publicize energy efficiency/renewable energy projects as marketing tool, communicating image of Mackinaw City as progressive community.
- Research LEEDS Standards to integrate into Village building projects and ordinance standards. Help educate the public of the benefits of the energy efficiency and conservation.
- Continue implementation of MML Green Communities Challenge.

### Objectives

- Begin implementation of Master Plan.
- Continue implementation of Green Communities Challenge.
- Collect energy data for buildings.
- Develop energy efficiency projects.

## Goal 3: Economic Development

- Retain existing businesses by assisting employers to be more competitive in order to protect existing jobs and encourage job growth. This can be accomplished by job training programs, business counseling, improving marketing skills, and encouraging expansion of business.
- Encourage employers and entrepreneurs to develop enterprises that serve tourist markets, local markets or new markets outside the community.
- Capture more local dollars. Take measures to develop programs that allow businesses the opportunity to reinvest or purchase goods and services in the community.
- Attract new employers, target industries that are complementary to the community and are looking to move or could be encouraged to relocate to the community in order to create year around jobs.
- Access outside capital services. This can occur in the form of obtaining grant funding and utilizing services provided by federal, state, county or nonprofit organizations.

### Objectives

- Continue implementation in connection with partners business retention and expansion programs to assist existing and new businesses.
- Develop material to attract businesses, families, retirees to locate to Mackinaw City.
- Contract perspective companies from NLEA list.
- Create more material to market the quality of life benefits of a move to Mackinaw City.
- Continue creation of maps as marketing material that highlights the outdoor recreational opportunities of Mackinaw City.

# Goals and Objectives

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## Goal 4: Improve Ordinance Compliance

- To ensure compliance with Mackinaw City ordinances and to ensure that the members of our community are treated in a respectful and timely manner.
- Increase compliance with Village Ordinances.
- Improve confidence of city residents and business owners in efficacy and efficiency of the enforcement system.

### Objectives

- Prevent Ordinance Violations through preventative education.
  - Increase exposure to new and amended ordinances.
  - Improve communications on permits and welcome letters.
  - Increase communications to businesses through Chamber and Visitors Bureau.
- Discovery and action by observation.
  - Education of police officers, including summer bike officers, increase number of eyes, and amount of time observing.
- Timely response to complaints.
  - Assign police officer to enforcement activity from May to October.
  - Continue to monitor complaint files and follow up in timely manner with complainant.
  - Increase enforcement updates to Village Council/Planning Commission.
  - Have well-documented list of enforcement actions available to public.

# Goals and Objectives

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## DEPARTMENT OF PUBLIC WORKS GOALS AND OBJECTIVES FISCAL YEAR 2011-2012

The purpose of establishing goals and objectives is to develop a planned direction for the department and to provide a basis for measuring progress:

### **Goal 1: Provide Services to our Customers**

The Village of Mackinaw City Department of Public Works recognizes its role as a key contributor to the “quality of life” for the residents, business owners, and visitors to the Village. The Department dedicates its efforts to provide the best services possible in the most efficient manner.

#### **Objectives:**

##### **Buildings and Grounds:**

- Continue to provide necessary resources to maintain Village owned property and buildings. This includes but is not limited to the Village Hall, Martin DPW Complex, Salt Storage Building, DPW Garage, and Storage Area.
- Identify needed maintenance and/or improvements to buildings. Develop a work plan to achieve necessary maintenance and improvements. Provide necessary mowing and landscaping activities to maintain outside appearance of facilities.
- Continue to perform maintenance to the Village’s ten (10) streetscape corridors to insure infrastructure longevity and maintain the aesthetic appearance of the community. Maintenance crews will continue to power wash benches placed along streetscape corridors, repaint historical displays, and trim trees.

##### **Village Street System:**

- Assist in construction and reconstruction of Village streets as directed to maintain and develop the Village’s road transportation network.
- Perform routine maintenance such as pothole repair, street cleaning, storm sewer repair and cleaning, right-of-way mowing and streetscape repair to maintain the aesthetic character of Village roads and rights of way.
- Conduct maintenance and improvement activities on the Village’s traffic service assets, such as signal maintenance, sign repair and pavement marking.
- Conduct winter maintenance activity on road system, perform snow and ice removal to provide for the efficient movement of traffic.
- Conduct snow removal on sidewalk system within the Central Business District and residential areas of the Village.
- Staff will complete final phase to replace electrical wires on East Central Avenue.
- Assist in completion of repaving of East Central Avenue from Nicolet Street to South Huron Avenue (ARRA).

# Goals and Objectives

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## **Promotional Activities:**

- Continue replacement of street signs throughout Village.
- Support community events as directed.
- Provide support services such as refuse removal, facility preparation, and snow removal to assist in the success of community events.

## **Sidewalk and Trail Activities:**

- Replace and install sidewalk as directed to maintain and develop a safe, convenient, and accessible sidewalk system to support the movement of pedestrians throughout the Village.
- Continue implementation of Hike and Bike Plan.

## **Parks and Recreation:**

- Provide necessary maintenance support such as mowing, facility repair and landscaping activities to maintain the quality of the Village's fourteen (14) park areas.
- Construct capital improvement projects as directed to enhance the Village's park system.
- Staff will work with volunteers to construct projects at Historic Village.
- Staff will administer and work with contractors to construct universal design restrooms at Conkling Heritage Park. The Village has received funding from the DNR Natural Resource Trust Fund to construct the project.

## **Water and Sewer Activities:**

- Assist in the construction and reconstruction of the Village's water and sewer system as directed to maintain and expand the Village's water and sewer infrastructure to meet the needs of the public.
- Provide information to customers and contractors concerning the location, size, and type of service lines to facilitate customer hook up.
- Inspect installation of customer service connections to Village systems to insure installation and workmanship meets Village standards.
- Inspect and perform maintenance of Village sewer system to prevent sewer backups and to maintain system reliability.
- Repair water services and hydrants as needed to maintain the Village's water system reliability.
- Work with engineers, suppliers, and contractors to complete capital improvement projects.

## **Community Clean Up Activities:**

- Continue to conduct annual 'dumpster day' to allow residents to dispose of unwanted junk and debris.

# Goals and Objectives

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- Continue to conduct fall and spring brush and leaf pick up to allow residents to dispose of yard waste material.
- Continue to maintain access to the Village's yard disposal area for residents to dispose of yard waste throughout the summer months.

## **Goal 2: Public Relations**

The Village of Mackinaw City Department of Public Works strives to promote communications with Council, Boards, residents, businesses owners, and visitors to establish a positive and proactive atmosphere within the community.

### **Objectives:**

- Provide updates to Village Council monthly concerning progress on activities and projects.
- Inform the public of upcoming projects or programs through press releases, the Village's web site, and through direct written or verbal communication to properties affected by capital improvement projects.
- Continue to promote positive communication with the public by answering questions and providing service to the public in a courteous, quick and efficient manner.
- Continue to work with the public and non-profit groups to facilitate and participate in community events.

## **Goal 3: Training**

The Mackinaw City Department of Public Works is committed to providing its employees with training opportunities to continue to develop the knowledge skills and abilities of its work force.

### **Objectives:**

- Continue to assess the training needs of Public Works employees.
- Provide safety training in specific areas such as confined space entry, electrical hazards, trench safety, vehicle operation, and safety, etc.
- Encourage employees to identify areas they would like to receive training in and continue to provide opportunity for employees to enhance their knowledge skills and abilities concerning equipment operation.

## **Goal 4: Technology Utilization**

The Mackinaw City Department of Public Works is committed to enhancing the use of technology to assist in providing services.

# Goals and Objectives

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## Objectives:

- Continue to assess the technology needs of the Department with emphasis on improving service delivery in a cost effective manner.
- Maintain calibration of laser measurement equipment for use in construction projects.
- Continue development of computer database to monitor maintenance and improvements to assets and equipment.

## Goal 5: Emergency Preparedness

The Mackinaw City Department of Public Works is committed to being prepared to respond to situations with skill and efficiency to protect the health, safety, and welfare of citizens and visitors.

## Objectives:

- Identify services the department will provide during different types of local emergencies.
- Maintain preparedness of Public Works equipment to be utilized in case of emergency.

# Goals and Objectives

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## **FIRE AND AMBULANCE GOALS AND OBJECTIVES FISCAL YEAR 2011-2012**

The purpose of establishing goals and objectives is to develop a planned direction for the department and to provide a basis for measuring progress.

### **Goal 1: Provide Services to our Customers**

The Village of Mackinaw City Fire and Ambulance Service's primary goal is to protect the public and property from fire and provide emergency medical services in time of need.

#### **Objectives:**

##### **Fire and Ambulance:**

- Continue to work with existing volunteers to sustain and enhance fire protection activities.
- Continue to recruit new volunteers by placing requests for volunteers in a Village news letter and other printed material as well as encourage existing volunteers to recruit people to join.
- Continue to evaluate equipment needs.
- Conduct routine maintenance to equipment and vehicles to ensure proper operation in time of use.
- Construct insulation upgrade and remodeling of the interior of Fire Station II.

### **Goal 2: Public Relations**

The Mackinaw City Fire and Ambulance Service strive to promote communication and interaction with residents, business owners, and visitors to increase awareness of fire and safety information.

#### **Objectives:**

- Continue to work with Mackinaw City Public Schools to provide fire education to children.
- Continue to provide fire education to the public by meeting with residents and business owners requesting a review of their homes or businesses concerning fire safety.
- Continue to hold an annual "Kids Day" to allow children within the community to meet fire personnel and to receive a tour of fire and ambulance equipment.

# Goals and Objectives

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## **Goal 3: Training**

The Village of Mackinaw City will continue to provide its employees and volunteers with training opportunities to continue the development of knowledge, skills, and abilities.

### **Objectives:**

- Continue to send volunteer fire and EMS personnel to receive certification and training.
- Continue to send paramedics to required EMS training to maintain state licenses.
- Continue to conduct bi-monthly fire training sessions to simulate firefighting scenarios.

## **Goal 4: Technology Utilization**

The Mackinaw City Fire and Ambulance Service strive to utilize technology to protect the safety of the community.

### **Objectives:**

- Review fire and ambulance equipment to determine needed upgrades to enhance equipment capabilities.

## **Goal 5: Emergency Preparedness**

The Mackinaw City Fire and Ambulance Service are committed to being prepared to serve the community in times of emergency.

### **Objectives:**

- Keep a current emergency action plan by coordinating responsibilities with the Emergency Management Division of the State and County.
- Continue participation with the local Emergency Planning Committee.
- Continue participation in local emergency action drills conducted by the County Office of Emergency Services.
- Continue to coordinate emergency interaction with other Village Departments.

# Goals and Objectives

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## MACKINAW CITY POLICE DEPARTMENT GOALS AND OBJECTIVES FISCAL YEAR 2011-2012

The purpose of establishing goals and objectives is to develop a planned direction for the department and to provide a basis for measuring progress.

### **Goal 1: Customer Service, Plan Development, and Project Implementation**

As a major component to the “Quality of Life” for the residents, business owners, and visitors of the Village of Mackinaw City, the Mackinaw City Police Department dedicates our efforts to reducing crime and the fear of crime throughout our community. The Mackinaw City Police Department strives to provide the best municipal services possible.

#### **Objectives:**

- Continue to promote Community Oriented Policing within the organization. Require all patrols to identify and address security, safety, and other issues within our community on a continual basis. Continuing educational opportunities in this field will be mandated.
- Reduce traffic and pedestrian hazards in areas of high incidents of traffic crashes. This will be done by providing studies of specific intersections and recommendations on how to curtail the problem.
- Continue to participate in local, state, and federal programs aimed at reducing crime, promoting seatbelt usage, reducing speed, and impaired driving. This will be accomplished through State wide participation in increased enforcement periods.

### **Goal 2: Public Relations**

The Mackinaw City Police Department strives to promote communication and interaction with the village council, boards, residents, businesses, and visitors to establish a positive and proactive atmosphere within our community.

#### **Objectives**

- Continue to provide the Village Council with monthly status and activity reports. Continuation of posting of information on our department website.
- Provide DARE and TEAM programs to the school.
- Continue to provide a ride-along program for area youth and young adults who have an interest in law enforcement.
- Continue to actively meet with school personnel to establish a presence in our schools.
- Continue to provide people in our community information that will assist both the police department and themselves in issues that arise throughout the year. This will be accomplished through the use of our Phonetree system or the distribution of letters.

## Goals and Objectives

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- Implement a program which involves the citizens in a proactive threat mitigation and planning strategy. This may be similar to the Citizens Emergency Response Training (CERT) through the Department of Homeland Security.
- Continue to promote positive communication between the police department and the public. This will be accomplished by answering questions or replying to them in an accurate and swift manner.
- Establish monthly training, which encourages emergency preparedness.
- Continue to provide officers access to organizations and programs that benefit the community and the department. This may include participation in meetings addressing the needs of specific or special needs people.

### **Goal 3: Training**

The Mackinaw City Police Department is committed to providing its employees with training opportunities to continue to develop the knowledge, skills, and abilities of its employees. This will continue to increase our professional integrity as perceived by the community and inspire confidence to those in which we serve.

#### **Objectives:**

- Maintain membership in the Northern Michigan Law Enforcement Training Consortium. This provides educational opportunities to smaller, rural, police departments in a cost effective and logistically efficient manner.
- Continue to allow police officers to seek out desired educational programs. This promotes good morale and enhanced training to all components of the police department and community. These educational programs are received on a request only basis taking in cost and benefits.

### **Goal 4: Technology Development**

The Mackinaw City Police Department is committed to enhancing the use of technology to assist in carrying out and improving services. This is important in identifying areas of needed police attention regarding safety and security. It also increases the efficiency of the department by making report writing quicker thus allowing the officer to be on patrol more.

#### **Objectives**

- Continue to assess computer needs and enhance, if possible, taking into consideration cost and efficiency.
- Continue to maintain most records and reports on computer files. This allows ease of location and crime analysis.
- Promote computer literacy within the department. This allows officers to maintain their own reports and records in a uniform matter. This will also provide the public with accurate and timely information.

# Goals and Objectives

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## **Goal 5: Emergency Preparedness**

The Mackinaw City Police Department is committed to being prepared to respond to situations with skill and efficiency to protect the health, safety, and welfare of citizens, businesses, and visitors. This allows for confidence in the department by the people in the area.

### **Objectives**

- Continue to participate in Department of Homeland Security programs. This includes programs to provide additional services and equipment to the police department.
- Continue membership and participation in the Local Emergency Planning Committee. This organization addresses the needs of the community at large.
- Continue to work with other area law enforcement departments. This provides for uniform responses to events. It also encourages good working relationships between departments.

## **Goal 6: Funding**

The Mackinaw City Police Department is committed to researching new and innovative ways of assisting to fund the police department that are consistent with the demands for law enforcement service and the rising expectations of the residents, businesses, and visitors of Mackinaw City.

### **Objectives**

- Continue to research “block grant” opportunities through the Department of Homeland Security.
- Continue to research “technology grants” through the state and federal agencies in order to initiate new programs available.
- Continue to research equipment and funding opportunities through the Department of Defense.
- Continue to be vigilant for forfeiture opportunities when allowed by law. This includes being aware of forfeiture proceedings from illegal drug incidents.

# Goals and Objectives

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## **PARKS AND RECREATION / MARINA GOALS AND OBJECTIVES FISCAL YEAR 2011-2012**

The purpose of establishing goals and objectives is to develop a planned direction for the department and to provide a basis for measuring progress:

### **Goal 1: Provide Services to our Customers**

The Village of Mackinaw City Parks and Recreation / Marina Department strives to provide recreational opportunities to enhance the “quality of life” for the residents, business owners and visitors to the Village. The Department dedicates its efforts to provide the best services possible in the most efficient manner.

#### **Objectives:**

##### **Marina:**

- Continue to provide customers with friendly and responsive service to help ensure an enjoyable stay.
- Provide a clean and aesthetically pleasing environment by maintaining the Marina’s buildings and grounds and providing perennial and seasonal plantings.
- Continue energy efficiency projects as identified in the Village’s Technical Energy Analysis.
- Replace two finger piers with floating piers.
- Continue to work with the State of Michigan to provide suggestions to improve the customer service capabilities of the State’s Marina reservation system.
- Continue to provide customers with amenities such as chart information, weather information, internet access, shuttle service, laundry facilities, and community information to enhance the experience of staying in Mackinaw City.
- Develop a marketing plan to retain and attract new customers.

##### **Recreation Complex:**

- Continue to coordinate activities with local recreation organizations such as the Mackinaw City Schools, Mackinaw City Skating Association and North Emmet Little League to maintain a partnership in providing recreational opportunities.
- Continue to carry out maintenance activities such as mowing, field preparation, painting and facility cleaning to provide a quality recreational facility.
- Continue to coordinate rental activities for the Recreation Center and Pavilion to accommodate the needs of the public.

# Goals and Objectives

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## **Goal 2: Public Relations**

The Mackinaw City Parks and Recreation / Marina Department strives to promote communications with the Council, Boards, residents, businesses owners and visitors to inform the public of recreation opportunities.

### **Objectives:**

- Continue to meet with local recreation organizations to coordinate activities.
- Provide updates throughout the year to Village Council concerning activities and programs.
- Develop and distribute a letter to Marina customers providing them with local information and inviting them back to the Marina during the next boating season.
- Continue to develop website to distribute information to the public concerning Marina and Recreation information.
- Continue to promote positive communication to the public by answering question and providing services in a courteous, quick, and efficient manner.

## **Goal 3 Training**

The Village of Mackinaw City is committed to providing its employees with training opportunities to continue to develop the knowledge, skills, and abilities of its workforce.

### **Objectives:**

- Continue to assess the training needs of employees.
- Provide Marina employees with orientation at the beginning of each boating season concerning job activities, safety and staff objectives.
- Encourage employees to ask questions and to seek opportunities to enhance their knowledge, skills and abilities.

## **Goal 4 Technology Utilization**

The Mackinaw City Recreation / Marina Department is committed to enhancing the use of technology to assist in providing services.

### **Objectives:**

- Continue to provide boaters with internet hook up capability and cable television.
- Continue to work with the State's Reservation system by providing recommendations concerning system operations.

# Goals and Objectives

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## **Goal 5 Emergency Preparedness**

The Mackinaw City Recreation / Marina Department are committed to maintaining emergency preparedness.

### **Objectives:**

- Continue to work with the State and Coast Guard to establish procedures during inclement weather to assist boaters.
- Review facilities to determine equipment needed to provide basic services during power failure or other emergencies.

# Goals and Objectives

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## WATER AND SEWER DEPARTMENT GOALS AND OBJECTIVES FISCAL YEAR 2011-2012

The purpose of establishing goals and objectives is to develop a planned direction for the department and to provide a basis for measuring progress:

### **Goal 1: Provide Services to our Customers**

The Village of Mackinaw City Water and Sewer Department recognizes its role as a key contributor to the “quality of life” for the residents, business owners, and visitors to the Village. The Department dedicates its efforts to provide the best services possible in the most efficient manner.

#### **Objectives:**

#### **Waste Water Plant Operations:**

- Continue to conduct operations to meet the Village’s National Pollutant Discharge Permit.
- Continue to develop lab operations that efficiently and accurately measure wastewater operation perimeters.
- Replace lab equipment as required by the DEQ.
- Continue to maintain Plant operation to efficiently treat wastewater.
- Evaluate existing equipment to determine a replacement schedule.
- Replace aerator equipment.
- Maintain building and grounds by developing a work plan to achieve necessary maintenance and improvements to waste water plant facilities.
- Complete and submit year end reports to DEQ.

#### **Waste Water Lift Station Operations:**

- Conduct daily monitoring of the Village’s eight sewage lift stations to maintain efficiency and reliable pumping operations
- Continue to evaluate existing lift stations to develop a schedule for yearly maintenance needs.
- Conduct generator testing at main pumping station.

#### **Sanitary Sewer Collection System:**

- Continue to monitor manholes and wet wells for signs of system back up or deterioration.
- Identify sections of systems that may need to be inspected with camera equipment to determine maintenance needs.
- Inspect connections to system made by private contractors. This is a coordinated effort with the Department of Public Works.

# Goals and Objectives

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- Implement Village Fat, Oil, and Grease (FOG) Management Program with local restaurants.

## **Water Well System Operation**

- Continue to operate system to meet State and Federal drinking water standards.
- Perform daily monitoring of the Village's four municipal water wells.
- Conduct routine maintenance to wells, adjust treatment chemicals, and test back up equipment.
- Continue to conduct long term well enhancement projects including firm capacity testing, well reconditioning, and pump and motor up grades.
- Coordinate the installation of pressure transmitter for variable speed operation (Well #1).
- Complete and submit yearend report to DEQ.
- Submit Village Water Master Plan for State review.

## **Hydrants and Line Operations**

- Continue to administer the Village's hydrant maintenance and flushing program to maintain system quality and confirm hydrant reliability.
- Continue to administer the Village's valve exercising program to maintain system quality and confirm valve reliability.
- Coordinate with the Department of Public Works for the repair of hydrants and valves to maintain system reliability.
- Continue updating maps and records identifying valve locations.

## **Cross Connection Control Program**

- Continue the implementation of the Village's cross connection control program to prevent possible contamination of the water system by private plumbing systems.
- Continue to inspect businesses and residences that contain plumbing or equipment that require a back flow prevention device.
- Continue to verify backflow devices are tested by a certified plumber every three years.

## **Water Meters**

- Continue to inspect water meters to determine needed repairs and replace or rebuild meters greater than ten years old with radio read units.
- Continue to coordinate the efficient removal and installation of meters with property owners and plumbers.
- Meter testing equipment.

## **Goal 2: Public Relations**

The Village of Mackinaw City Water and Sewer Department strives to promote communications with Council, Boards, residents, businesses owners, and visitors to establish a positive and proactive atmosphere within the community.

# Goals and Objectives

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## **Objectives:**

- Provide updates to Village Council concerning progress on activities and projects. Develop information concerning the Village's water and sewer services for distribution to the public.
- Continue to promote positive communication with the public by answering questions and providing service to the public in a courteous, quick, and efficient manner.
- Maintain communication with the State of Michigan, United States Environmental Protection Agency, and other agencies to ensure that the Village is aware of changing regulations.

## **Goal 3: Training**

The Mackinaw City Water and Sewer Department is committed to providing its employees with training opportunities to continue to develop the knowledge, skills, and abilities of our employees.

## **Objectives:**

- Review yearly training needed by water and sewer operators to maintain State certifications.
- Appropriate necessary time and resources to meet certification requirements.
- Provide additional in house training to employees concerning safety procedures related to confined space entry, lock out procedures, chemical safety, and vehicle safety.
- MIOSHA safety meeting and training.

## **Goal 4: Technology Utilization**

The Mackinaw City Water and Sewer Department is committed to enhancing the use of technology to assist in providing services.

## **Objectives:**

- Continue to assess the technology needs of the Department with emphasis on improving service delivery in a cost effective manner.
- Continue development of computer data base to monitor and assist in recording lab information, maintenance, and operation records.
- Stock miscellaneous Motorola parts for wells and tower control.

## **Goal 5: Emergency Procedures**

The Mackinaw City Water and Sewer Department is committed to maintaining emergency procedures to sustain water and sewer services in time of emergencies.

# Goals and Objectives

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## Objectives:

- Continue to update the Village's water and wastewater contingency plan.
- Continue to review and operate equipment needed to maintain system operations in times of emergencies.
- Continue to modify wells and lift stations with equipment that will provide backup capability in time of emergencies.
- Coordinate emergency capabilities with local emergency agencies.
- Continue to put emergency equipment on line for testing.