



Strategic Plan 2009 – 2020

Bath Charter Township Board of Trustees

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September 2009

Bath Charter Township – Our Mission & Vision

MISSION: Bath is a community defined by its rural characteristics, proximity to metro-Lansing, diverse housing opportunities and unique environmental resources. Our mission is to strategically provide services to the public that enhance the community’s quality of life, to provide open and responsive communication with our customers, to show integrity at all times and to make informed, effective decisions that look within and beyond our township boundaries in order to benefit all our current citizens and future generations.

VISION: Bath Charter Township will be the most sought-after community to live, work and recreate.

Township Guiding Principles

- Ensure long-term fiscal stability for the Township
- Conducting Township business in the most cost effective manner
- Enhance customer service
- Provide the necessary knowledge, skills and resources to Township employees to carry out these principles
- Ensure adequate provision of mandated services
- Focus on root causes of problems that affect the quality of life of Township citizens by aggressively pursuing prevention strategies
- Provide leadership on intragovernmental, intergovernmental and intersectional cooperation and collaboration aimed at improving services to Township residents

The Guiding Principles have become a vital part of the way we do business as a government. Each budget recommendation was considered in the context of how it advanced the Guiding Principles and priorities were clustered around them.

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*Good ideas are seldom enough to
produce good public policy.
Follow-through, diligence and
persistence are also necessary to
produce system change—often in the
face of entrenched interests.*

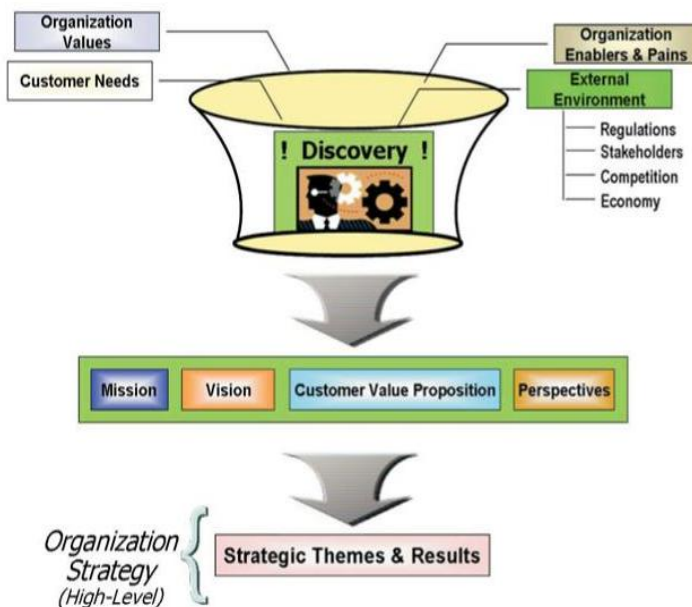
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Introduction – The Importance of Strategic Planning

Strategic planning is a tool that facilitates achieving predetermined goals through specific tasks. The process involves articulating a vision of where an organization wants to go, creating a plan for how to get there and identifying how to carry out the plan. It is a forward-looking process that produces tangible, measurable and meaningful results.

The timing of this first strategic plan recognizes that in the near future there are a number of events that will be regarded as defining moments for the Bath community. Our community, as well as Township government, has changed a great deal over the past few years. That change has focused our attention on several community challenges. It has given us a recognition that the quality of life in our community is high and that we wish to improve upon the reliability and responsiveness of our public services.

Creating Strategy – A Process Of Discovery



Recognizing the many challenges facing the community, the Township Board took significant steps toward preparing for the future by initiating a strategic planning effort that would allow it and succeeding Boards to ensure that we never lose sight of a future beyond individual terms of office.

This sounds like an obvious goal, but it is often difficult to accomplish in the face of daily pressures to respond only to today's needs. We recognized that thinking and acting strategically, as well as tactically, would require more than personal commitments. We needed a policy framework that would demand such action, and provide the structural support for it.

Simply identifying the Township's goals, objectives and key tasks will not lead to tangible improvement in Township services and in our community. For Bath Charter

Township to actually meet the new strategic commitments will require a higher degree of focus and public accountability for Township services. Comprehensive analysis of the Township organization and services to identify potential for restructuring and increased efficiencies in a comprehensive organizational plan will help provide this focus and accountability.

Ideally, the strategic plan and updated organizational plan will be directly tied to the Township's budget. The linkage serves to strengthen the relationship between resource allocation and specific results. While this is our goal, we have work to do to more effectively link the strategic plan to the Township's budget process. In the 2010 budget process we will be taking some initial steps towards performance-based management, including making targeted investments that directly relate to the objectives identified herein. In subsequent years, we will continue to monitor, refine and carry out this strategic plan. The strategic plan is not a static document or process. It must change to reflect the changing community.

Bath Charter Township Strategic Plan

The following sections outline the planning framework, the foundation upon which the plan is based, and the strategic commitments that are the guideposts in helping to realize the community's vision and to accomplish the Township's mission.

2: Our Goals

Over the course of the past two years, the Supervisor, Clerk, Treasurer, Trustees and Township Superintendent have been working to develop a decision-making framework which will enhance the Township's ability to organize resources, services and outcomes in a manner which will promote a shared vision for Bath Charter Township

A VISION TOUR OF BATH CHARTER TOWNSHIP 2020

In 2020 a visitor to Bath Charter Township will see:

- The implementation of “smart growth” policies has allowed for residential, mixed-use and commercial districts that are well buffered from each other and that support abundant green spaces.
- Parks, pathways and open spaces are designed to connect people throughout the community and preserve the rural nature of the surroundings.
- A community with a strong sense of shared identity. That identity extends to each resident and is evident to visitors.
- The entrances to the community are attractive and support the identity of the Township.
- Community festivals reinforce the history of the Township and the shared sense of community.
- The shared sense of community is evident in the development of the Township Activity Center with mixed-use spaces that are designed to serve both residents and visitors.
- Revitalization of the Village District connecting it to the Township Activity Center.
- A viable plan for promoting light-industrial development and business park has been developed and accepted.
- A Road System Master Plan has been developed with the Road Commission.
- The lakes and water of the Township have been protected.
- The Township Master Plan is properly updated and reflects this clear vision.
- The services and programs offered by the Township are excellent and customer oriented.
- Citizens receive regular communications from the Township that help them to stay informed and connected to the community.
- All infrastructure is well-maintained and the township continually plans for this maintenance in order to minimize the need to frequently react to “emergencies.”

To accomplish this vision, the Township has aggressively pursued mutual partnerships with key community organizations and leaders. Among the partners that the Township has identified are: Bath Public Schools, businesses, Clinton County, Michigan Department of Transportation (MDOT), Michigan State University, Michigan Department of Natural Resources, Tri-County Regional Planning Commission, Lansing Board of Water & Light, Southern Clinton County Municipal Utility Authority and other neighboring municipalities.

In order to achieve this vision, the Board has agreed to focus on the following five goal areas:

Strengthen community identity and the inter-connections of people throughout the community.

Develop infrastructure master plan including roads, water and sewer, publicly-owned land, public facilities in anticipation of future growth and development.

Plan and develop purposeful commercial, industrial & residential space that generates income for the community and strengthens our sense of community. This includes the development of a plan for a Township Activity Center.

Develop and strengthen Township services through the implementation of performance-based management principles throughout Township government.

Focus on open-space preservation and implementation of “smart growth” policies as core guiding principles in community development activities.

These goals are described in more detail in the following pages.

Community

Strengthen community identity and the inter-connections of people throughout the community.

Focus on open-space preservation and implementation of “smart growth” policies as core guiding principles in community development activities.

OBJECTIVES

- Partner with community organizations and civic leaders to advance the mutual goals and vision of our shared community.
- Develop a “sense of place” by linking neighborhoods, gathering places and open spaces, and the development of the Township Activity Center.
- Establish good communication with residents and positive public relations.
- Maintain and enhance recreational opportunities for all age groups & abilities.

KEY TASKS	BY WHOM	BY WHEN
Identify and establish working partnerships with community organizations, other public agencies and key stakeholders to discover the shared community identity that defines “Bath”.	Township Board, Township Manager, Department Heads, Employees	Ongoing
Embrace opportunities to link the Webster corridor with Township parks, the schools and the historic village.	Township Board, Township Manager, Planning Commission	Ongoing
Work with community partners to determine the feasibility of a development plan for the historic village.	Township Manager, Planning Commission, Economic Board	Completed by summer 2010

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Recognize the I-69/Webster Road interchange as the “gateway” to Bath and foster intentional development for aesthetic appeal.	Township Board, Planning Commission, Economic Board	Ongoing
Enforce codes and ordinances to maintain the community values.	Code Compliance Officer & AGS	Ongoing
Develop and implement a public relations plan, to include the integration of strategic news releases/statements, website/email technology, and newsletter(s).	Township Board, Township Manager, Communications Task Force	Completed Spring 2010
Develop and execute an annual community survey tool to garner feedback from residents.	Township Board, Township Manager	Ongoing
Encourage positive working relationships among Board members and staff and take advantage of education/training opportunities.	Township Board, Township Manager, Township Staff	Ongoing
Review existing Board policies for relevance and adopt revised bylaws for the efficient conduct of Township business.	Township Board, Township Manager	Ongoing
Evaluate all professional services and solicit bids for potential cost savings and/or service improvements.	Township Board, Township Manager, Department Heads	Ongoing
Seek out opportunities for intergovernmental cooperation that enhance the quality of life for Bath Township residents.	Township Board, Township Manager, Department Heads	Ongoing

Infrastructure

Develop infrastructure master plan including roads, water and sewer, publicly-owned land, and public facilities in anticipation of future growth and development.

OBJECTIVES

- Develop and implement asset management principles and long-term capital improvement planning for roads and sidewalks in the Township.
- Endeavor to provide the highest quality of water and sewer services.
- Develop a projection of future development and an accompanying infrastructure master plan.

KEY TASKS	BY WHOM	BY WHEN
Partner with the Clinton County Road Commission (CCRC) to develop an asset management program for Township roads.	Township Manager, Township Services Director, LCRC	October 2009
Identify alternate local routes as candidates for future improvement and integrate with the capital improvement plan (CIP).	Township Manager, Planning Commission, Planning Director	January 2010
Identify potential funding mechanisms for road improvements and promulgate procedures to facilitate their use.	Township Manager, Planning Director	January 2010
Develop and implement a sidewalk master plan.	Township Board, Township Manager,	May 2010
Analyze measurements and trends of water and sewer service quality to identify feasible areas of improvement.	Township Manager, Planning Director	January 2010

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Bath Charter Township Strategic Plan

KEY TASKS (continued)	BY WHOM	BY WHEN
Formulate preliminary projections of future growth, in concert with economic development planning (see Community Development below).	Township Manager, Planning Director	Fall 2009
Develop and implement an infrastructure master plan.	Township Board, Township Manager, Planning Commission, Planning Director	January 2010
Partner with the Clinton County Emergency Management Department to research and report on the necessity of a local emergency management plan.	Township Manager, Planning Director, Emergency Management	June 2010

Community Development

Plan and develop purposeful commercial, industrial & residential space that generates income for the community and strengthens our sense of belonging. This includes the development of a plan for a Township Activity Center.

OBJECTIVES

- Utilize the Bath Charter Township Comprehensive Plan (June 2009) as a key tool in decision-making and operations.
- Maintain and refine planning and zoning requirements that place Bath Township at the forefront of LEED architectural and design standards and practices.
- Develop an economic sustainability plan to facilitate the local economy through intentional mixed-use residential & commercial development; tactical commercial corridors; and light industrial & business park expansion..
- Work with community partners to identify and recruit desirable developments.

KEY TASKS	BY WHOM	BY WHEN
Create implementation plan for priority components of the Comprehensive Plan and Township Strategic Plan.	Township Board, Township Manager, Planning Commission	November 2009
Identify and implement additional strategies for meeting the goals and objectives of the Comprehensive Plan.	Township Board, Township Manager, Planning Commission	November 2009
Continue working with the Planning Commission to review and update various aspects of the Zoning Ordinance and related Township policies.	Township Board, Township Manager, Planning Commission, Planning Director	Ongoing
Endeavor to protect Township lakes and waters through the implementation of smart growth policies and rainwater management practices.	Township Board, Planning Commission, Planning Director, Township Manager	Ongoing

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KEY TASKS (continued)	BY WHOM	BY WHEN
Continue working with Planning Commission's watershed management subcommittee to identify and implement high standards of storm water management.	Township Board, Township Manager, Planning Commission, Consultant(s)	Ongoing
Partner with the Clinton County Economic Alliance (CCEA) to research and report on the feasibility of a local economic development plan.	Economic Development Committee	December 2009
Partner with the CCEA and local businesses in the development of a comprehensive local economic development plan.	Township Board, Township Manager, Planning Commission, Planning Director	Ongoing
Partner with the CCEA to begin intentional marketing of the Bath community to targeted developments.	Township Board, Township Manager, CCEA	Fall 2009
Begin work on improvements to Park facilities as identified in the Five Year Recreation Plan	Parks & Rec. Committee, Township Manager & Township Board	Fall 2009
Establish the feasibility of starting a Water TIFA for the Park Lake Area	Park Lake Advisory Board, Township Manager, Planning Commission, & Township Board	Spring 2010

Public Services

Develop and strengthen Township services through the implementation of performance-based management principles throughout Township government.

OBJECTIVES

- Establish a learning culture which promotes the use of best practices as a means to continuous improvement in services provided to our stakeholders.
- Link the utilization of resources directly to targets comprised of outputs and outcomes.
- Identify opportunities for collaboration with other local municipalities which will enhance services & provide services in a more cost-effective manner.
- Integrate performance-based management principles in all Township systems ranging from asset management to human resources to financial stewardship.

KEY TASKS	BY WHOM	BY WHEN
Conduct a comprehensive analysis of Township organization and services to identify potential for restructuring and increased efficiencies.	Township Board, Township Manager, Staff	June 2009 & Ongoing
Development of Service Profiles for each Department of the Township.	Department Heads & Township Manager	August 2009
Implement the goals and objectives of the Township Strategic Plan & Comprehensive Plan.	Township Board, Township Manager	January 2010
Integrate performance-based policies into system design (employee development system, etc.)	Township Manager	Ongoing