7 Point Transition Management Plan

Goal: To provide a strategy for determining and evaluating relevant and specific criteria for assessing when the City of Flint might be prepared to emerge from Emergency Manager (EM) oversight to a Transition Advisory Board (TAB), as provided in Public Act 436. The seven points identified provide comprehensive and well defined benchmarks to be reviewed before the determination is made. The Plan also defines a data-driven and measurable process for the objective, results-oriented determination of facts. The Plan establishes the criteria now so that it is clear what the conditions are that will have to be satisfied before the Emergency Manager recommends the establishment of a Transition Advisory Board.

GOAL	STRATEGY	OBJECTIVES	STATUS
1. Deficit Elimination Plan	Deficit Elimination Plan and Reserve Accumulation Plan will be presented by the EM/Mayor/Finance Dir. to City Council through its Finance Committee to receive Council support. Also a commitment by the Mayor and Council to implement the plan will be required.	City Council to pass resolution of support for DEP/RAP from EM/Mayor/Fin. Dir. Receive Treasury acceptance of the DEP/RAP. Confirmation by Mayor and Council that DEP/RAP actions will be a top priority in budgeting.	_____ _____ _____
2. Five-Year Financial Analysis	The development, monitoring and updating of a five-year financial analysis is critical to the ongoing challenges of financial solvency. It must remain an ongoing process to measure the City's ability to fund services, produce budgets, and proactively manage expenditures. It should be an expectation of the Council that the EM/Mayor/Fin. Dir. shall annually prepare and Council shall review and adopt said projection; and shall continue to use the projection as a basis for future budgeting actions.	EM/Mayor/Fin. Dir to annually prepare a 5 yr. R/E projection. Council Finance Committee review 5 yr. analysis and move to Council. City Council adopts 5 Year Analysis. Finance Committee shall annually review analysis in February each year and send to Council for approval.	_____ _____ _____ _____
3. Governance	The EM will consider recommendations from the Blue Ribbon Committee, National Civic League Model Charter, proposed charter amendments, review of electoral structure, Executive appointments, etc. It is expected that a formal agreement would be reached among the EM, Mayor, and Council as to what governance revisions are to be implemented, including time frames for implementation.	Blue Ribbon Cmte. Complete Report and Submit to EM Mayor and Council Submit Comments on Report to EM EM developes proposed governance structure and sends to Governor. Mayor and Council have an opportunity to review and comment on EM proposal. Completion of City Ordinance review by Council as proposed by EM.	_____ _____ _____ _____ _____

GOAL	STRATEGY	OBJECTIVES	STATUS
4. Organization Development			
	Review the City's organizational structure including: Public Safety, 9-1-1 plan, courts consolidation plan, recommendations on other long-term services, and role of the city administrator (who will be appointed prior to the TAB). Finalize the organizational relationship among Mayor, Administration and Council. This will result in an agreed upon detailed description of the roles and responsibilities of the Mayor and Council, including items such as respective roles in strategic planning, budgeting, monitoring and assessment of results, appointments, and protocols for addressing citizen complaints.	EM/Mayor determines recommended City organizational structure.	
		EM/Mayor to recommend Council action (ordinance changes) to implement organizational structure.	
		Council to review and adopt revised organizational structure.	
		EM/Mayor to hire City Administrator/Manager.	
		Finalize organization structure and roles: Mayor, Council, Administration.	
		Labor contracts to be completed for all City unions	
5. Legacy Costs			
	Retiree Health Care remains the biggest challenge to managing legacy costs and the City is currently facing a legal challenge. It will be unlikely that the financial emergency will be declared resolved until this issue is settled in a manner which does not risk the solvency of the City. Sustaining the changes within RHC are essential to the City's future solvency.	Mayor and Council to support City's position on retiree health care or adopt measures offsetting the increased costs.	
		Annual budgets to include payment of appropriate pension and health care costs and liabilities.	
6. Strategic Plan			
	The adoption of a long-range strategic plan by the Emergency Manager, Mayor, and Council for the governing actions of the City will provide a guidance mechanism for determining budgeting, priorities, goals and objectives.	EM/Mayor/Fin. Dir. to present 5 yr Strategic Plan through Finance Cmte. to Council for approval.	
		Council to set spending priorities.	
		EM/Mayor to utilize Strategic Plan to develop budget.	
		Council to adopt budget in line with Strategic Plan and budget priorities.	
		Council to receive quarterly reports from Mayor/Fin. Dir. on progress of achieving strategic objectives and priorities.	
		Strategic Plan to be updated annually.	

GOAL	STRATEGY	OBJECTIVES	STATUS
7. Sustainability	Factors for determining sustainability are rooted in the 7 points. More specifically, the measures that will be evaluated include: achievement of consensus decision-making on the part of the Mayor and the Council, adoption of best practices, continuing commitment to training and development for the Mayor and Council members, ongoing monitoring and updating of plans necessary for the financial stability of the City including but not limited to 2-year budgets, 5-year financial analyses, and the ongoing implementation of the Master Plan.	Council and Mayor update methods to develop policy recommendations and achieving consensus.	
		Council and Mayor attend all training sessions as scheduled by EM.	
		Council and Mayor to actively participate in development and adoption of 2 yr. budget.	
		Implement Master Plan (evidence of Master Plan implementation in annual budget).	
		Define and incorporate financial and organizational best practices.	
		Implement system of performance measurement.	
		Utilize data-driven methods of decision making and performance measurement.	