



FERNDALE

The City of Ferndale, Michigan
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TO: City Council

FROM: April M. Lynch, City Manager

DATE: November 23, 2015

RE: Goal Setting

On November 30, 2015 at 6:00pm in the Council Chambers we will be holding a “mini” goal setting session. Dinner will be provided.

I have attached the following:

- Agenda
- Final report of accomplishments for FYE 2014 & FYE 2015
- Recommended goals for FYE 2016 & FYE 2017

Homework: Please review the final report as well as recommended goals for FYE 2016 & FYE 2017. Please be prepared to discuss if these goals are still of value, need to be modified or need to be deleted. Also be prepared to provide recommendations for additional goals/budget priorities that may be missing or that weren't discussed in 2014.

Have a fantastic Thanksgiving!

AGENDA
November 30, 2015
6:00-9:00pm
City Council Chambers

- A. General Overview of the Meeting and the Goal Setting Process
- B. Review on Annual Report
- C. Discuss current goals and budget priorities
- D. Next Steps
- E. Adjourn



FERNDALE

**City Council
Goal Setting Report
2014-2015**

GOAL 1: Ensure all city parks meet the minimum code for safety and accessibility.

| Accomplishments & Initiatives | Status/Comments |
|---|------------------------|
| Road and Parks bond passed in May's special election | ✓ |
| Wilson Park refurbishments: hockey rink removal, dog park completion | ✓ |
| Install ADA-compliant/accessible play equipment at Garbutt, Fair, Oppenheim, and Marie | ✓ |
| Wayfinding signs installed: Wilson (1), Garbutt (2), Oppenheim (1), Marie Tot Lot (1), and Vester (1) | ✓ |
| DPW inventories all park equipment annually and will be sending staff members for safety certification. | ✓ |
| Harding Park - Kayla White Memorial Play Structure | ✓ |
| Adopt a Park and/or bench program to help offset park maintenance costs | → |
| Wayfinding signs planned for the remaining parks, using reusable materials. | → |
| Apply for grants for continued park improvement funding | ✗ |

GOAL 2: Increase resident use of city parks.

| Accomplishments & Initiatives | Status/Comments |
|--|------------------------|
| Blue Ribbon Survey used to focus on priority areas | ✓ |
| Recommend dog park location to the Parks Commission and Council | ✓ |
| Partner with the DDA to design a downtown urban park | → |
| Recreation—Plan strategy discussions between staff and Hamilton-Anderson | → |

GOAL 1: Improve the Vitality of the Livernois Corridor.

| Accomplishments & Initiatives | Status/Comments |
|---|-----------------|
| 100+ on-street parking spaces created, vacancy rate improvements along the corridor, and 27,000 sq. ft. of space leased | ✓ |
| Legion Hall was sold for redevelopment for 8 to 10 condo units, 8 North development, a mixed use retail/36 residential units, City purchased property to assist in the redevelopment along the Livernois corridor | ✓ |
| Investigating shared zip car/bike share with the City of Detroit. Expanded our industrial retention program and includes the areas of Livernois and Hilton with Michigan Works. DEGC (Detroit Economic Growth Corp) and the City have a strong communications relationship to improve the 8 Mile area. | ✓ |
| Focusing on assembling, selling, and developing city-owned property | ➔ |
| Address Livernois and Nine Mile Intersection | ➔ |

GOAL 2: Develop a plan for city-owned real estate.

KEY

- ✓ Completed
- ➔ Ongoing, recommend carry forward to next year
- ✘ Regular business, recommend remove from goals

ECONOMIC DEVELOPMENT

| Accomplishments & Initiatives | Status/Comments |
|---|-----------------|
| 413 W. Nine Mile Rd sold (next to Hungry Howie's) for redevelopment | ✓ |
| We have a database of all properties that are and are not available for sale. The focus will be to separate developable land versus passive use (typically unbuildable) | → |
| Target Marketing Analysis (TMA) collaboration with the DDA for retail and housing | → (MLUP) |
| Continue to monitor and assist with land assembly within the DDA | ✗ |

GOAL 3: Adopt a strategy that targets increased office space and density—favorable development growth.

| Accomplishments & Initiatives | Status/Comments |
|---|-----------------|
| Outreach to developers, property owners, and local business | → |
| The Mayor's Business Council provides and maintains positive relationships between City and business | → |
| Maintain an atmosphere that supports small/start-up businesses for continued growth | → |
| Ensure planning practices are in line with Master Land Use Plan and plan accordingly | → |
| Collaborate with the DDA and Ferndale Area Chamber of Commerce on business strategies. | → |
| Two TMA's: Downtown and Innovation Districts to evaluate housing and retail. A major strategy to the master use plan. | → (MLUP) |

Notes: Discussion with parking, multi-use parking deck.

GOAL 4: Improve property-oriented code enforcement.

KEY

- ✓ Completed
- Ongoing, recommend carry forward to next year
- ✗ Regular business, recommend remove from goals

ECONOMIC DEVELOPMENT

| Accomplishments & Initiatives | Status/Comments |
|--|-----------------|
| Focused new tools and team approach to manage long-term troubled properties. | ✘ |

GOAL 5: Encourage redevelopment of Vester Street and the Hilton Corridor.

| Accomplishments & Initiatives | Status/Comments |
|---|-----------------|
| New streetscape along Hilton | ✓ |
| Clean up alley between 9 Mile and Vester: Replace multiple trash dumpsters with the relocation of a trash compactor, currently scheduled for installation. Relocate at the alleyway intersection between Vester and W. Nine Mile to address garbage issues. New trash compactor scheduled for installation. | ✓ |
| Offer incentives for new businesses, façade improvements and landscaping | ➔ |
| CED continues partnering with the DDA on the future redevelopment plans of Vester | ➔ |
| Shared goal with the DDA: Streetscape enhancement of Vester Street, focus on property development, how to fund | ➔ |

GOAL 6: Prepare for the future of mass transit on Woodward Avenue

KEY

- ✓ Completed
- ➔ Ongoing, recommend carry forward to next year
- ✘ Regular business, recommend remove from goals

ECONOMIC DEVELOPMENT

| Accomplishments & Initiatives | Status/Comments |
|---|-----------------|
| Work with Transit Oriented Groups, (MSA, Woodward Action Assoc.) to remain updated on Woodward transit alternatives | ➔ |
| <p>Alternatives Analysis (federally granted project) recommends BRT mode route on Woodward using the center or edge of median reducing a 76' median to 52' median with landscaping.</p> <p>Next step engineering and funding. The Complete Streets Project involving recommendations of the Woodward corridor (Detroit to Pontiac) with equitable transportation inclusion, complete streetscape, non-motorized and pedestrian stops.</p> | ➔ |

GOAL 7: Define role definition in infrastructure projects that impact the DDA.

| Accomplishments & Initiatives | Status/Comments |
|--|---|
| The City and DDA to partner on infrastructure projects impacting the DDA area | ✘ Managed the both the E. and W. Nine Mile projects together |
| Define roles of the DDA and the City during infrastructure projects. Prepare communication plans for each project. | ✘ |

Notes: No longer needs to be a goal. The City and the DDA have worked to build relationships and communication with each other.

KEY

- ✓ Completed
- ➔ Ongoing, recommend carry forward to next year
- ✘ Regular business, recommend remove from goals

ECONOMIC DEVELOPMENT

GOAL 1: Improve coordination with DDA.

| Accomplishments & Initiatives | Status/Comments |
|---|---|
| Collaborate on shared goals and visions | <p style="text-align: center;">×</p> <ul style="list-style-type: none"> • Collaborated on new ED search • DDA moving to the City of Ferndale offices • Collaborated on the Small Business Collaborative |

GOAL 2: Improve coordination with Library.

| Accomplishments & Initiatives | Status/Comments |
|---|---|
| Evaluate teen afterschool program partnership with Recreation Department | ✓ |
| Budgetary impact analysis of TIF's on the Ferndale Public Library. The budget anticipates the potential loss of PPT for both the Library and the DDA. | ✓ |
| Collaborate on shared goals and visions | <p style="text-align: center;">×</p> <p>Assisted the Library in moving toward a district library</p> |

KEY

- ✓ Completed
- ➔ Ongoing, recommend carry forward to next year
- ✗ Regular business, recommend remove from goals

SERVICE DELIVERY

GOAL 3: Improve coordination with Schools.

| Accomplishments & Initiatives | Status/Comments |
|---|--|
| Collaborate on shared goals and visions | <p style="text-align: center;">✘</p> <ul style="list-style-type: none"> • Assist in welcome packets • Working in coordinating cable initiatives • Early College Program |
| Continue partnership with Ferndale Moves | ✘ |
| Create partners in advocacy among the City, schools, library, and DDA | ✘ |
| Assist the schools in their new marketing efforts | ✘ |

GOAL 4: Create a standard for customer service.

| Accomplishments & Initiatives | Status/Comments |
|---|-----------------|
| Online permitting—moving away from pdf forms to real-time forms that populate into the city’s database. | ➔ |
| Create measures to determine and assess change—start with baseline, draft mission/vision for service expectations | ➔ |
| Property tax info page for the City that would better explain the property tax timeline | ✘ |

KEY

- ✓ Completed
- ➔ Ongoing, recommend carry forward to next year
- ✘ Regular business, recommend remove from goals

SERVICE DELIVERY

GOAL 5: Improve public participation.

| Accomplishments & Initiatives | Status/Comments |
|---|---|
| Hire Community Engagement Director | ✓ |
| Design and implement a survey that assesses what channels citizens prefer to use to participate in their government | ✓ |
| Evaluate neighborhood meeting locations | ➔ |
| Create an outreach and community engagement plan | <p>➔</p> <ul style="list-style-type: none"> • Increased engagement and fans/followers on social media channels • Template for communicating with residents and media about news and events • Launch of new Instagram account • Launch of new community engagement site, Ferndale Exchange |

KEY

- ✓ Completed
- ➔ Ongoing, recommend carry forward to next year
- ✘ Regular business, recommend remove from goals

SERVICE DELIVERY

GOAL 6: Implement a strategy to address pest control.

| Accomplishments & Initiatives | Status/Comments |
|---|-----------------|
| Working with DPW and Eredico to remove areas of infestations, including alleyways and vacancies | ✓ |
| Creating educational materials and providing this information to locations that are contributing to the pest issues | ✓ |
| Developing a Google maps documentation solution to map complaints – proactive enforcement | ➔ |
| Public education on preventative pest control Partnership opportunities with Oakland County | ➔ |
| Develop plan to identify and understand how to use data beneficial to the public good; establish a 311 customer service program | ➔ |
| Install touchscreen lobby e-station | ➔ |

KEY

- ✓ Completed
- ➔ Ongoing, recommend carry forward to next year
- ✘ Regular business, recommend remove from goals

SERVICE DELIVERY

GOAL 7: Pursue impactful shared service opportunities.

| Accomplishments & Initiatives | Status/Comments |
|---|---|
| <p>Work with 8 Mile Boulevard Association to develop improvement goals for our corridor section; improve 8 Mile connectivity, appearance, & development</p> | <p style="text-align: center;">×</p> <ul style="list-style-type: none"> • Worked with 8 mile Boulevard Association • Complete Street component as well as Fair property • Worked with Woodward Action Association |
| <p>Continued CED working relationship with Detroit to DEGC to improve the Woodward and Livernois corridors relative to future road improvements, bike and pedestrian plans.</p> | <p style="text-align: center;">×</p> |

GOAL 8: Conduct an assessment of the city charter.

Notes: Addressed an issue with elections; no need to have it as a goal, change as needed.

KEY

- ✓ Completed
- ➔ Ongoing, recommend carry forward to next year
- ✗ Regular business, recommend remove from goals

SERVICE DELIVERY

GOAL 1: Develop long-term financial planning & investment models.

| Accomplishments & Initiatives | Status/Comments |
|--|---|
| Prepare post-headlee financial impact analysis, a plan designed to address future budget constraints | ✓ Approved 10-year headlee |
| Address need for renewal of infrastructure improvement bonds; identify funding for next ten years of road projects and maintenance | ✓ Approved \$45 Million in Bonds |
| Consider the development of an asset management system to appropriately track and depreciate all City assets. Identifying and tracking the life span of City-owned property can assist in making appropriate replacement versus repair decisions related to equipment and infrastructure | → |
| A planned approach to phase-out of personal property tax, addressing projected budget shortfall of approx. \$700,000 in the general fund Plan | ✘ At this time there is no movement toward PPT elimination |

KEY

- ✓ Completed
- Ongoing, recommend carry forward to next year
- ✘ Regular business, recommend remove from goals

FINANCE

GOAL 2: Look to make residential participation in the budget process more inclusive.

| Accomplishments & Initiatives | Status/Comments |
|--|-----------------|
| Revisit the Cobalt Study done 2008 (look at redoing every five years); achieve a greater understanding of what the community wants and prioritizes | → |
| Contact Participatory Budgeting Project (PBP) – Case Study Analysis, (Detroit, Chicago, etc...) | → |
| Made budget process much more transparent and easier to understand, created more line items | ✘ |

KEY

- ✓ Completed
- Ongoing, recommend carry forward to next year
- ✘ Regular business, recommend remove from goals

FINANCE

GOAL 1: Propose alternative service delivery opportunities for Fire Rescue Services.

| Accomplishments & Initiatives | Status/Comments |
|--|-----------------|
| Staff reached out to multiple agencies/prospective partners to no avail. We will continue to maintain our relationship with PR and ROT. We will keep our doors open and remain open to new partnerships, but no longer be actively looking | ✘ |
| Maintain membership in Oakway (complete) | ✘ |
| Continue to apply for SAFER grants as they become available | ✘ |

GOAL 2: Improve safety and security of municipal buildings.

| Accomplishments & Initiatives | Status/Comments |
|---|--|
| Develop an emergency sheltering and egress map for each city building | ✓ <ul style="list-style-type: none"> • Updated emergency management plan in place • Working on training staff on NIMS |

GOAL 3: Finalize an Emergency Action Plan for the Kulick Center.

| Accomplishments & Initiatives | Status/Comments |
|--|-----------------|
| Warming and cooling center process and procedures finalized, communicated on website | ✓ |
| Train designated staff members for the Support Emergency Management Plan | ✓ |

KEY

- ✓ Completed
- ➔ Ongoing, recommend carry forward to next year
- ✘ Regular business, recommend remove from goals

PUBLIC SAFETY

GOAL 1: Implement an organization-wide staffing plan.

| Accomplishments & Initiatives | Status/Comments |
|--|-----------------|
| Staff is in process of internal planning for each department with cross-training standards and professional development to sustain and allow for future promotional growth opportunities | → |
| New program, the more you learn the more you earn. CSR I, II, III Inspector I, II, III, City Hall, and DPW | → |

GOAL 2: Implement measures to improve employee diversity.

| Accomplishments & Initiatives | Status/Comments |
|---|---|
| Implement employee diversity training | <p style="text-align: center;">✘</p> <ul style="list-style-type: none"> • Provided diversity & cultural sensitivity training to City staff June 2015 • Police Dept. conducted separate diversity training • Fire Dept. scheduled to receive training in new year |
| <p>Expand community outreach for diversity.</p> <ul style="list-style-type: none"> • Advertising of employment opportunities, such as BTL Newspaper and Affirmations • Attend Law Enforcement Recruit Fair • Partner with Empco for candidate pools for a statewide outreach | ✘ |

KEY

- ✓ Completed
- Ongoing, recommend carry forward to next year
- ✘ Regular business, recommend remove from goals

CITY EMPLOYEES

GOAL 1: Complete the development of a 5-year comprehensive technology plan.

| Accomplishments & Initiatives | Status/Comments |
|--|-----------------|
| <p>Installed and standardized Cisco Meraki Firewalls at City Hall, DPW, Recreation, Ferndale Fire 1 and Ferndale Fire 2, establishing the first secure Virtual Private Network (VPN) between each buildings, resulting in several positive outcomes for staff.</p> | <p>✓</p> |
| <p>Mobile: A secure mobile work environment for department heads, including access to any network materials from their home or any remote location</p> <p>A secure mobile office environment for code enforcement officials, improving efficiencies in the field</p> <p>Established mobile office environment for Fire Marshal</p> | <p>✓</p> |
| <p>Positioned the City to incorporate all building workstations under the City Hall domain, simplifying server management, introduces visibility of network activity, and streamlines software management</p> | <p>✓</p> |
| <p>Positioned the City to begin removing servers from the system, removing hardware/software maintenance costs, system management costs, improves security and performance for each respective location</p> | <p>✓</p> |
| <p>Established a 'public wifi' that separates public traffic from City Hall private network information</p> | <p>✓</p> |

KEY

- ✓ Completed
- ➔ Ongoing, recommend carry forward to next year
- ✘ Regular business, recommend remove from goals

TECHNOLOGY

GOAL 2: Develop into a leader in government technology initiatives and innovation.

| Accomplishments & Initiatives | Status/Comments |
|---|-----------------|
| City membership with Alliance for Innovation; City hosted an Alliance for Innovation forum; Joe is Alliance for Innovation ambassador | ✓ |
| Established electronic door opening for city park restrooms. | ✓ |
| Mobile tablets in use by Fire Dept | |
| Electronic access cards for member residence of the Dog Park | ✓ |
| Expand online services for resident and businesses parking permit purchasing | ➔ |
| Develop a possible plan using Sales Force for technology metrics and reporting | ➔ |
| Establish Point n Pay for credit card transactions | ✘ |
| Incorporate SeamlessDocs for online forms | ✘ |

KEY

- ✓ Completed
- ➔ Ongoing, recommend carry forward to next year
- ✘ Regular business, recommend remove from goals

TECHNOLOGY

GOAL 3: Develop a vision for the city's cable department.

| Accomplishments & Initiatives | Status/Comments |
|--|-----------------|
| Expand cable services for systemic civic engagement on a monthly basis | → |
| Dependable staffing option; relying on volunteers for Council night broadcasts is not feasible as a long-term solution. Reliable backup for Council nights is a top priority | → |
| Realize greater potential, utilize as a tool for marketing, economic development, social media, community education, improved staffing & collaboration | ✘ |
| Expand ability to create promotional messages on WFRN | ✘ |
| Cable electronic equipment updates, consolidate in smaller space and provide new space for IT | ✘ |
| Partner with M-1 to produce and promote major initiatives and services | ✘ |
| Youtube, as a primary online driver, used to expand the City's outreach of video content | ✘ |
| Expanded production services to capitalize on the wasted resource of a television channel with limited programming due to staff reductions | ✘ |

KEY

- ✓ Completed
- Ongoing, recommend carry forward to next year
- ✘ Regular business, recommend remove from goals

TECHNOLOGY

GOAL 1: Develop a strategic parking improvement plan.

| Accomplishments & Initiatives | Status/Comments |
|---|-----------------|
| City and DDA parking committee to identify strategy and location of a parking deck, plus short-term recommendations for parking congestion challenges and parking turnover for on-street spaces | → |
| Participation in a steering committee for the Bus Rapid Transit (BRT) | → |

GOAL 2: Develop and adopt a formalized citywide 'Green Vision'.

| Accomplishments & Initiatives | Status/Comments |
|--|-----------------|
| City achieved "bronze" status with MGCC | ✓ |
| Hire consultant for the Master Plan, Rec Plan and Sustainability Plan | ✓ |
| Created and adopted a Community Sustainability Plan | ✓ |
| Focus on street lighting for LED and city facilities for energy cost savings for the SEMREO (South East Michigan Regional Energy Office) | → |
| Increasing/improving recycling program for businesses. | → |
| Conducted a green audit of city facilities; DPW has increased its implementation of "green" policies | ✘ |

KEY

- ✓ Completed
- Ongoing, recommend carry forward to next year
- ✘ Regular business, recommend remove from goals

ENERGY & SUSTAINABILITY

GOAL 3: Implement strategic upgrades of municipal facilities & assets.

| Accomplishments & Initiatives | Status/Comments |
|--|------------------------|
| City Hall/Police boiler, hot water tanks and HVAC replaced | ✓ |
| Police Dept. new roof completed | ✓ |
| Evaluating lower-cost LED street light alternative with long life expectancy | → |
| Kulick Community Center boiler replacement and other upgrades to become more efficient | → |
| Exploring alternatives to replace Siemens will contract | → |

GOAL 3: Create a tree care investment & management plan.

| Accomplishments & Initiatives | Status/Comments |
|---|------------------------|
| Continue Arbor Day activity | → |
| Maintain Tree City status certification | → |
| Tree planting program in neighborhoods/on side streets | → |
| Finalize contractor selection that will perform city-wide urban tree study; tree inventory management software training, urban forestry management plan and review current tree ordinances and make recommendations | → |

KEY

- ✓ Completed
- Ongoing, recommend carry forward to next year
- ✘ Regular business, recommend remove from goals

ENERGY & SUSTAINABILITY

FYE 2016 & FYE 2017 Budget Initiatives/Goals

Quality of Life

- Residential parking program
- Seeding more neighborhood groups
- Quiet Train Crossings throughout the city –requires collaboration with CN & MDOT
- Adopt a Park and/or bench program to help offset park maintenance costs
- Junior City Council

Recommend to Carry Over from FYE 2014 & 2015:

- *Wayfinding signs throughout the City*
- *MLUP will assist in identifying Recreation and Park Priorities*
- *Partner with the DDA to identify an urban Park (MLUP)*

Remove as a goal: Should be the normal course of business

- *Apply for Grants for continued funding:*

Economic Development

- Creation of an innovation district in the historically industrial area north of E. Nine, west of Hilton and east of the railroad tracks. Properties in this area are underutilized and ripe for redevelopment as more intense and attractive uses. This initiative will begin as part of the City's Master Land Use Plan and should be implemented over the next 24 months.
- Staff is investigating a bike share/zip car program within in the City and in connection with adjacent communities. It is a program that staff believes can be both useful to current businesses and residents but also be an attraction tool for new investment.
- Livernois and Hilton Corridors
- Downtown, Woodward, and 9 Mile construction design requirements i.e. two-story minimum, multi-purpose use, etc.
- Development of North Hilton business district. Offer incentives for new businesses, façade improvements and landscaping.
- Collaborative efforts on economic development—convene a working group between DDA, City, Chamber and schools and MI Works to evaluate and assess what's working with our economic development, small business and entrepreneurial services, then identify where we can better leverage resources, similar to Detroit's BIZ GRID <http://detroitbizgrid.com/#about-bizgrid> and improve services for our local community. Let's investigate how we partner with existing and current entrepreneurial programs with Detroit partners and Oakland County. How can we innovate between these two major resources to better benefit Ferndale and surrounding communities
- Walk Ferndale—a program to encourage walking and bicycling in our community. Both the city and DDA website highlight parking, which is a service in demand, however it's the not the only amenity that people seek when living, working and visiting Ferndale. The City's web page "Visiting" has another page called "Parking and Transportation", but offers nothing about transportation, only parking. If we are serious about encouraging people to walk, bike and support transit, then how do we capitalize on all our wonderful assets, in addition to, or not in the shadow

of parking services. This program could entail how to encourage bicyclists to bike on the street, especially 9 mile road, instead of the sidewalk.

Recommend to Carry Over from FYE 2014 & 2015:

- *Focus on assembling, selling and developing city-owned property*
- *Target Market Analysis (TMA) collaboration with the DDA for retail and housing (MLUP)*
- *Address Livernois and Mile Intersection*
- *Strategy to target office and density*
- *Redevelopment of Vester and Hilton Corridor*
- *Continued Preparation of Mass Transit on Woodward*

Remove as a goal: Should be the normal course of business

- *Property-oriented code enforcement*
- *Define role definition in infrastructure projects that impact the DDA*

Service Delivery

- A better policy or process for handling billing disputes. I would like to decrease the billing clerk's time spent on the phone with residents. I'd also like to create a 24-48 hour turn-around time (if possible); if an issue cannot be resolved within this timeframe at least they would have a status update. Possibly create a water billing dispute hotline or e-mail rather than a direct line to the billing clerk.
- Property tax info page for the City which would better explain the property tax timeline.
- Online permitting—moving away from pdf forms to actually real time forms that populate into the city's database.
- Establish a standard method for processing customer service requests/complaints citywide, gather and mine the data to better understand patterns and opportunities for improvement. Contrast actual information against standards that we set upon ourselves as part of our identity as a responsive city.

Recommend to Carry Over from FYE 2014 & 2015:

- *Create a standard for customer service*
- *Improve public participation (readjust to the new norm)*

Remove as a goal: Should be the normal course of business

- *Improve Coordination with the DDA, Library and School*
- *Pursue impactful shared service opportunities*
- *Conduct an assessment of the City Charter*
- *Implement a strategy to address pest control*

Finance

- The City should consider the development of an asset management system to appropriately track and depreciate all City assets. Identifying and tracking the life span of City owned property can

assist in making appropriate replacement versus repair decisions related to equipment and infrastructure. **(Also carried from last year)**

Recommend to Carry Over from FYE 2014 & 2015:

- *Increase participation in budget process (Mission, vision, goal setting?)*
- *Cobalt Study*

Remove as a goal: Should be the normal course of business

- *Improve Coordination with the DDA, Library and School*
- *Pursue impactful shared service opportunities*
- *Conduct an assessment of the City Charter*

Public Safety

Recommend to Carry Over from FYE 2014 & 2015:

- *Improve safety and security of municipal buildings*

Remove as a goal: Should be the normal course of business

- *Propose alternative service delivery opportunities for Fire Rescue*

City Employees

- Providing diversity and inclusion training for staff has been a city council goal for over a year, yet we've made little progress
- MiLife Health and Wellness Center – grand opening in January 2014.
- “Learndale” – formalized training program for staff to be researched, implemented and evaluated.
- Formalized wellness program to be put together to address the HRA tools available through the clinic.

Recommend to Carry Over from FYE 2014 & 2015:

- *Focus on effective cross-training opportunities*

Remove as a goal: Should be the normal course of business

- *Implement measures to improve employee diversity*

Technology

- Complete update and rehabilitation of Cable Studio space and legacy production equipment. This includes switchers, Encoders for live streaming, cameras, microphones, audio/video cabling, and presentation displays. Once completed, the City will provide a modern Cable Studio space that could provide valuable opportunities for high-school and/or college interns to learn/work from the City's IT position now managing Council broadcasts. Now that internal infrastructure is in place we need to identify a citywide electronic records management system that can integrate historic and current records into searchable electronic documents, will allow internal and external users to easily find public information, will provide a mechanism to oversee retention schedules, and will integrate with current software platforms to provide a comprehensive historical record to the user based on search indexes. **(this is also carried over from last year)**

Recommend to Carry Over from FYE 2014 & 2015:

Remove as a goal: Should be the normal course of business

Energy and Sustainability

- Tree planting program in the neighborhoods/side streets (also carried over from last year)
- Improve recycling rates in Ferndale. Residents have been asking for years for the city to lead in this area. With resident and FESC input, lets create a wonderful program
- FESC Prioritized Initiatives: Staff held goal setting with the FESC on October 20, below is their list of initiatives prioritized by interest (the commission stickered their top priorities)
- Increase Recycling within the City
- Update legacy fuel/fleet management software. Minimize fuel losses, understand fuel consumption, and create a comprehensive managed motor pool inventory

Recommend to Carry Over from FYE 2014 & 2015:

- *Develop a strategic parking improvement plan*
- *Develop and adopt a formalized citywide "Green Vision" (MLUP)*
- *Implement strategic upgrades of municipal facilities and assets*
- *Tree Care and investment management plan*