



# FYE 2013

## City Council Goals

### January 1, 2013 Status Report (Six Months)

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#### Finance and Purchasing

**Goal:** Develop and implement a sustainable budget plan that includes projections with and without the Headlee override.

**Outcome:** Create a Council approved budget document which makes recommendations to achieve a balanced budget through FYE 2016. Begin to prepare options for revenue when the Headlee Override expires.

#### Status

**In Progress:** This is underway as part of the biennial 2014 and 2015 budget process. Preliminary projects will be used for 2016 in major areas of concern including property taxes, debt service, pension contributions, general liability insurance, and health care. Staff is currently meeting to discuss the next phase in road and infrastructure projects to determine the millage needed upon the current expiration. It is anticipated that once the current budget process is completed staff will hold a meeting in May to start discussing the next five year financial plan that includes estimated millage rates.



## Personnel

**Goal:** Develop and implement a strategy for Labor Attorney contractual services

**Expected Outcome:** Prepare and implement options for a plan to reduce the costs of the Labor Attorney

**Status:** In progress

- Settled 5 union contracts prior to expiration without the support at the table from the Labor Attorney
- Developed an RFP to be released February to seek bids for Labor Attorney services in order to ensure we are receiving the highest quality services for the most effective cost
- Reduced Labor Attorney costs during calendar year 2012 by 48% or \$66,659.10 from calendar year 2011

**Goal:** Implement annual employee survey to solicit performance feedback. Incorporate as part of annual employee review process/incorporate into development of HR policies and procedures.

**Expected Outcome:** Annual survey that identifies key impact categories related to staff performance: Sufficient training, access to equipment, self-performance assessments and goal achievement.

**Status:** In progress

- Conducted an Employee Engagement Survey in May/June
- Gathered and analyzed the results
- Performed follow-up meetings with each department for clarification as to the results
- Currently producing a road map for addressing employees' concerns (some of which have already been completed) and will present a plan to employees prior to FYE 2013

**Goal:** Develop relationships with unions and build positive negotiations

**Expected Outcome:** Identify training opportunities for the unions and management to participate in together that focus on interest based bargaining or other types of bargaining that are relationship building

**Status:** In progress

- Introduced the idea of Interest Based Bargaining with the unions, however, due to cost, the unions were not interested in pursuing further



- Continued respectful interaction with union board members and business agents have improved our relationships during the last year
- Currently evaluating other training opportunities that may assist our team in working with unions

**Goal:** Integrate best practices and diversity measures in recruitment and staff retention

**Expected Outcome:** Examine and define current hiring policies associated with the selection process. Ensure best practices and diversity training incorporated into languages of job descriptions, job stories and job postings.

**Status:** Completed and continued.

- Reviewed and modified recruitment processes to improve efficiency both as it relates to time and money. Some ways that we have reduced testing costs in only
  - Job postings are advertised strategically by posting on the internet and in the local papers as well as the Detroit News to ensure that they are able to be viewed and accessed by a diverse population.
  - Various job descriptions have been modified to include diversity as a minimum qualification
  - Increased the applications received by women from 2011 to 2012 by 18%
  - Increased the applications received by minorities (excluding women as a factor) from 2011 to 2012 by 15%

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## Services

**Goal:** Develop a policy for event management and event scheduling that takes into consideration diminished police/community resources while maintaining Ferndale's reputation as an event destination.

**Expected Outcome:** Review the Special Events policy and make necessary recommendations to Council that focuses on an efficient process while including a calendar management plan that takes into consideration reduced staffing

**Status:** In Progress

The Special Event's Facilitator has implemented an internal policy whereas no more than two major (high risk category) events shall be held during any one month, or consecutive



weekends, unless reviewed and approved by the Police Chief and City Manager to consider the impact of city staff or services.

A review of the Special Events Policy has been conducted with a list of recommendations presented to the City Manager. The purposeful goal is to make the process more efficient and move the approval process towards the SE Committee and City Manager, except for applications requesting a temporary liquor license. Under these conditions, the application would remain the approval by City Council. Staff will be bringing these changes for Council approval in February or March.

**Goal:** Address Feral Cat problem, revisit animal control practices and policies

**Expected Outcome:** Continued property maintenance program. Educate residents regarding feral cats. Identify and adopt best practices of other communities

**Status:** In Progress

- Stepped up Educational and Code Enforcement activities including partnering with Oakland County and All About Animals Rescue to host and sponsor a Trap Neuter and Release training program for City residents.
- Applied for and received a \$500 dollar Community Foundation Grant to assist with the cost of neutering trapped animals. Intent is to hold more events in the coming year.
- Review of General animal practices: need to revisit

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## Community and Economic Development

**Goal:** Focus on Hilton and Livernois Corridor Improvements

**Expected Outcome:** Investigate and seek grant opportunities and incentives to facilitate infrastructure improvement and private investment

**Status:** Complete and will continue

- Purchased 320 Livernois to prevent continued lessening of property condition, property sold to developer and in the process of being redeveloped in conformance with City's MLUP and hoped to be a catalyst for other development in the corridor.
- Developed concept plans for a "road diet" for the corridor, reducing travel lanes to two and incorporating on street parking, bike lanes, and non-motorized facilities.
- Completed and submitted Tap grant for the project costs, expect a response in January. The infrastructure change is designed to facilitate redevelopment and



additional investment in the corridor by increasing available parking and improving the corridors aesthetic and functionality for all users.

- Assisted in the relocation of Diversified Metals to the Hilton Corridor, redeveloping the former Isuzu Motors facility
- Assisted with the relocation of M-1 studios to the former Clinic Relief facility keeping them on the Hilton Corridor.

**Goal:** Define and implement a unique neighborhood development plan.

**Expected Outcomes:** Work with community leaders and staff designees to garner interest in neighborhood association development. Assist where possible with the establishment of representative groups. Establish a regular communication/dialogue with identified groups. Identify community leaders and stakeholders in areas that do not have an association or group. Improve communication with existing associations and groups.

**Status:** In Progress

- Staff now provides technical assistance, successful examples and technical/demographic data to assist in the establishment of groups

**Goal:** Develop and implement a parking solution for Woodward/9 Mile downtown area

**Expected Outcome:** Continued coordination between City Staff and the DDA parking committee to identify and fund projects designed to improve and expand the parking system within the DDA.

**Status:** Complete and to continue

- Coordinated with the City Manager’s office to create the RPZ program, establish the Parking Management Team to advance and implement the multi-space meter program and review and revise the parking rates to improve and expand the system

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## Regionalism/Collaboration

**Goal:** Define what role the City should play to best help Ferndale Public Schools in their success.

**Expected Outcome:** Not completely defined

**Status:** In Progress



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- It was discussed to wait until the election was over in November. Councilmember Scott Galloway will be the liaison for Ferndale School's goal setting and visioning sessions.
- Staff worked with the neighborhoods surrounding Taft School in an effort to work closer together regarding safety concerns.
- Staff is working with Ferndale Public School staff to address general safety of students and revisiting the Emergency Management Plan

**Goal:** Create a plan of action that identifies potential shared services, collaborations and partnerships with local jurisdictions.

**Expected Outcome:** Create a roadmap of shared service opportunities that is approved and supported by City Council

**Status:** Will always be on-going

- Focused on shared fire services with Hazel Park. Unfortunately, the cost savings was not enough to move forward between the two Cities.
- Working with Oak Park on collaborating in the area of recreation and exploring other opportunities as well
- Currently working on a shared Health and Wellness Clinic with Royal Oak, Hazel Park and Madison Heights
- Attached is the current EVIP requirement that discuss the plan for collaboration opportunities for the next year

**Goal:** Continue to improve on collaborative efforts with the DDA, Library and other community groups.

**Expected Outcomes:** Establish regular communication, shared goal setting and mutual participation utilizing City staff and City Council to strengthen our partnership with the DDA and the Library.

**Status:** Will always be on-going

- DDA:
  - Staff has regular meetings with the DDA in an effort to work on projects together
  - City Council and the DDA had a shared special meeting to work discuss the TIF Districts
  - The Mayor and/or appointee now attends DDA meetings as does staff
  - City and DDA staff are working together on the parking system
  - City and DDA will work together to find ways to collaborate both of our goal setting sessions to include each other's goals



- Library:
  - The City Manager and the Library Director meet once a month to provide updates and support where needed

## Technology and Facilities

**Goal:** Create and maintain comprehensive technology plan and policy:

### *Part 1: Website Redesign*

**Expected Outcome:** Produce a new city website that has streamlined navigability; a modern design that incorporates a new digital branding strategy; online functionality such as bill pay, RSS feeds for news, events, public notices, fillable forms, and online registration

**Status:** In progress

Staff and the consultant have completed three of the five stages of the new website. Since August, staff has developed a new Site Map, audience centric Information Architecture, and has collaborated with Skidmore and Artemis to develop a modern and efficient graphic design.

In mid-January, the Project Coordinator will begin to train select staff on the new content management system and develop a schedule for content development. Very little content from the current website will be migrated over to the new. Content development and generation is expected to take 6-8 weeks. Artemis Technologies should have the backend of the website skinned by February.

Staff hopes to launch the new website by mid-March.

### *Part 2: Social Media Campaign*

**Expected Outcome:** Launch and maintain the City's preliminary social media campaign that includes Facebook, Twitter, and City Manager Blog. Develop a social media and website management policy that clearly defines administrative roles and appropriate content management strategies. Infrastructure Plan: Audit existing technology infrastructure {phones, trunk lines, internet lines};

**Status:** Complete

The City Manager's Office has approached the development of a social media suite as part of the city's communications 2.0 plan. The preliminary policy addressed concerns about appropriate language use, consolidation or elimination of current unregulated city social



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media accounts, development of a departmental social media application agreement, and definition of social media accounts and their associated purposes. The following is a list of current City Hall Social Media Accounts:



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**Facebook:** This page serves as the City’s primary news, marketing and events page. The table below illustrates the City’s progress and compares itself against other local communities.

City	Founded	Followers
Berkley	March, 2009	1,282
Birmingham	No Facebook page	-
Clawson	April, 2009	2,564
Ferndale	March, 2012	936
Hazel Park	July, 2010	1,090
Lathrup Village	March, 2009	218
Madison Heights		11
Oak Park	January, 2012	188
Southfield	September, 2009	4,364
Troy	December, 2010	772

**Twitter:** This page serves as a conduit for news, emergency alerts, and a deploy point for press releases. The City Manager’s Office also uses Twitter as a device to monitor conversation and topical trends assigned to #ferndale. This has proven to be a valuable tool for the Community and Economic Development and the City Manager’s Office. The Ferndale Police Department has also registered a Twitter account with the City Manager’s Office. @FerndalePolice has done a wonderful job maintaining frequent news updates, public safety advice, and a continual dialogue with their followers. The table below illustrates the City’s progress and compares itself against other local communities.

City	Followers
Auburn Hills	530
Birmingham	381
Ferndale	220
Ferndale Police	270
Oak Park	130
Royal Oak	498



**Pinterest:** The City is one of the first Michigan municipalities to establish a Pinterest account. The account was established as a way to engage the community with images of our public art, special events, parks, and other city assets.

The City currently has 60 followers. In 2013, the City Manager’s Office will continue to assess the purpose, possibility, and value of the Pinterest account.

**Tumblr:** Tumblr has primarily served as the venue for official City press releases communicated from the City Manager’s Office. Staff will assess whether to continue to use Tumblr, or to deploy a blog using the new website once it is developed.

**Foursquare:** Staff launched this platform just prior to Christmas. Foursquare allows users to check in at our local parks and facilities. Taking control of our assets on Foursquares enables us to leave messages and tips to the public that check in to any of our locations. Staff intends to use Foursquare as a marketing device for Recreation services and classes.

### *Part 3: Communications Plan*

**Expected Outcome:** Design implementation plan to streamline and modernize infrastructure, Contract server/hosting function to outside organization that can more appropriately manage, backup, and secure city data; Determine and develop appropriate file sharing network for departments within the organization.

**Status:** In Progress

This project is larger and scope and will be rolled into the development of the City’s 5 year technology plan. The City Manager’s Office hopes to develop this plan in the coming year.

The City Manager’s Office is currently experimenting with a program called Yammer to facilitate file sharing, internal collaboration, and project management. Yammer is an internal social media platform modeled after Facebook. The application has recently purchased by Microsoft, MS intends to integrate Yammer with its MS 360 package. The City intends to research and assess the potential for integrating MS 360 and Yammer into the workplace culture in the coming year.

**Goal:** Update the City of Ferndale branding/logo.

**Expected Outcome:** Incorporate updated design into all hard copy/electronic correspondence/social media/website design. Identify and implement options related to



updated logo/branding campaign for the City of Ferndale. Incorporate selected design into all city correspondence and digital media

**Status:** Complete

In early December, the City Manager's Office received approval for the new City brand and logo to be incorporated and guide the graphic design of the new website. The graphic design in partnership with the new logo will guide the city's digital media design strategy. The City Manager's Office will incorporate the new logo into city documents and correspondence as the backend of the new website is developed.

**Goal:** Develop Disaster Recovery Plan

**Expected Outcome:** Review and update the City of Ferndale Emergency Management Plan (EMP) and ensure appropriate modifications are made addressing disaster recovery. This will include training staff and City Council on the execution of the EMP.

**Status:** In Progress

- The biggest part of the disaster recovery plan lies in the power grid loss having back-up generators is a critical component which is not resolved yet. A meeting with DTE regarding generator assistance is on January 23, 2013 and a capital project including a generator plan will be implemented for the FYE 2014 & FYE 2015 budget process.
- Due to the large turnover in department directors over the last few years, we will be hosting a meeting in the spring to go over the current emergency management plan and to make any adjustments as necessary
- Information recovery: This will be part of the technology being reviewed by the Clerk's office.

**Goal:** Develop a safety training program for staff

**Expected Outcome:** Create and implement a training module that addresses employee safety in the workplace which will include the City of Ferndale, District Court, Library and DDA

**Status:** In Progress

- CPR, AED and Fire Extinguisher Training is currently being scheduled and will be completed by the end of May
- Panic buttons were installed in City Hall and City Council Chambers to address work place safety



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- The City Manager and Human Resources Generalist are working with the Police Chief to create a plan of action for employee safety as it relates to violence such as gun or bomb threats



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**Goal:** Research Electronic Records Management Services. (Produce Cost/Benefit analysis and implementation plan)

Expected Outcome: Find long term document management solution for digitizing city records. Produce Cost/Benefit report and plan of action

**Status:** In Progress

Staff is in the process of gathering information about available services and vendors. They have toured one of Iron Mountain's facilities and discussed services and possible phased approach to project. Staff is in process of setting up a similar tour/discussion with Dave Leonard.

Staff foresees the analysis and recommendation broken down into three categories/phases:

- indexing and off-site storage of permanent records
- digital imaging of critical, historic records such as minutes and deeds
- digital document management system for accessing public records, both internally and externally

The cost/benefit analysis will be completed by end of this fiscal year for council's review and direction. Based on Council's level of desire to pursue solutions in excess of \$2,500, we will put the project into the CIP during FY2014.