

Dear Mayor and City Council,

On February 4, 2013, City Council gathered for the first Goal Setting Session for FYE 2014. Council members used this meeting to refine a series of goal statements and strategies that were pulled out from questionnaires distributed by my office in early January. At the close of the meeting, Council members and staff in attendance were given a set of stickers to place on the goals that they would most like to see prioritized over the next two years.

Tonight's meeting represents Phase II of Council's annual goal setting session. During tonight's meeting, Council will have an opportunity to see how participants voted for the goals presented during the first session; and how these goals were categorized and prioritized based upon the number of Council votes that a goal received. Each goal has been assigned a series of strategies and outcomes that were derived from the deliberation that took place between meeting attendees during the February 4th meeting.

The objective for tonight's meeting is for City Council to finalize the strategies and outcomes for each goal and come to agreement on the prioritization of goals, placing prioritization onto goals will help us present a budget that is reflective of Council's directives. Once the prioritization, strategies, and outcomes are agreed upon, staff will determine what metrics should be inserted to manage performance measurement. I recommend allowing them until the new fiscal year to determine what metrics will provide the most substantive and meaningful data that is congruent with the Council's outcomes. A final document that includes metric recommendations will be presented to Council prior to July 1, 2013.

As previously discussed, these goals are intended to be addressed over the next two fiscal years, with the potential for review in FYE 2015. Thank you again for your time and support in this year's goal setting session. I look forward to another successful year for our community.

Sincerely,

April M. Lynch

City Manager



QUALITY OF LIFE:

Goals	Council	%	Staff	%	Council & Staff	%
Ensure all city parks meet the minimum code for safety & accessibility	7	78%	11	58%	18	64%
Create a tree care investment & management plan	1	11%	7	37%	8	29%
Increase resident use of city parks.	1	11%	1	5%	2	7%
Total:	9	100%	19	100%	28	100%

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

STRATEGIES	OUTCOMES
Schedule annual reviews of park equipment	All park equipment exceeds minimum safety and accessibility standards. All equipment is ADA compliant.
Accelerate Parks budget requests for CIP projects	Institutionalize equipment replacement schedules using the annual CIP plan as the primary resource.

Goal 2: Create a tree care investment & management plan.

STRATEGIES	OUTCOMES
Establish Tree Care & Management Policy	Preserve "Tree City" Status
Pursue nonprofit planting partnership	Improved volunteer and youth outreach, community participation
Determine feasibility and benefit of tree canopy study	Create a tree investment plan, Establish asset records of city trees
Consolidate all existing public tree records	Reconcile historical practices with new approach

Goal 3: Increase resident use of city parks.

STRATEGIES	OUTCOMES
Develop & submit neighborhood parks use surveys	Increase neighborhood park use by adults. (Deploy follow up surveys to track assessment of actions.
Conduct dog park feasibility study	Identify appropriate locations possibilities. Make recommendation for/against dog park.



ECONOMIC DEVELOPMENT:

Goals:	Council	Council %	Staff	Staff %	Council + Staff	Vote %
Improve the Vitality of the Livernois Corridor	3	38%	1	9%	4	22%
Develop a plan for city-owned real estate	2	25%	2	18%	4	22%
Adopt a land use plan that targets increased office space & density favorable to development growth	1	13%	4	36%	5	28%
Improve property oriented code enforcement	1	13%	3	27%	4	22%
Encourage redevelopment of Vester Street and the Hilton Corridor	0	0%	1	9%	1	6%
Prepare for Mass Transit on Woodward	1	13%				
Total:	8	100%	11	100%	18	100%

Goal 1: Improve the Vitality of the Livernois Corridor

STRATEGIES	OUTCOMES
Add on-street parking (Road Diet)	Increased public parking that supports expansion of redevelopment. Better non-motorized connections Reduced stress on parking system Increased traffic safety
Research potential for the establishment of tax-incentive districts	Make a recommendation (for/against) establishment of district
Search for funding sources to improve 8 Mile and Livernois Intersection	Improved connectivity with Detroit Improved traffic/pedestrian safety Enhance gateway entrance
Investigate shared opportunities for the Livernois corridor with Detroit	Recommendations for potential opportunities

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

STRATEGIES	OUTCOMES
Recommend Priority Plan for use/sale of city property	Create a directory of city-owned properties
Collaborate with the Ferndale Chamber on property showcase & business strategies	More venues to showcase city properties and generate interest into prospects

Goal 3: Adopt a strategy that targets increased office space, and density - favorable development growth

STRATEGIES	OUTCOMES
Establish a roundtable with local developers	Improved partnership with local development community Better understanding of marketer perspectives
Create an atmosphere that supports small/start-up businesses	Perception of entrepreneurial friendly environment Increased tax base diversity Improve potential for growth businesses
Pursue training opportunities for elected & appointed officials on Place Making (miplace.org)	Educated electorate and workforce Up to date on modern development philosophy

Goal 4: Improve property oriented code enforcement

STRATEGIES	OUTCOMES
Establish hotline/ single point of contact model for code complaints	Improve response time to property maintenance calls Customers have clear understanding of where to go/process
Create online code enforcement forms	Increase venues for point of contact

Goal 5: Encourage redevelopment of Vester Street and the Hilton Corridor

STRATEGIES	OUTCOMES
Investigate incentive strategies that may be appropriate for corridor	Identify prioritized options for potential incentives.



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

STRATEGIES	OUTCOMES
Work with Transit Oriented Groups, (MSA, Woodward Action Association) to remain updated on Woodward transit alternatives.	Ensure all development on Woodward is informed by potential future oriented mass transit use.

SERVICE DELIVERY:

Service Delivery	Council	Council %	Staff	Staff %	Council + Staff	Vote %
Improve coordination with DDA, Library, & Schools	6	66%	1	6%	7	37%
Create a standard for customer service	1	11%	5	31%	6	32%
Improve public participation	1	11%	0	0%	1	5%
Implement a strategy to address pest control	1	11%	5	31%	6	32%
Pursue impactful shared service opportunities	0	0%	0	0%	0	0%
Conduct an assessment of City Charter	0	0%	6	38%	6	32%
Total:	9	100%	16	100%	19	100%

Goal 1: Improve coordination with DDA, Library, and Schools

STRATEGIES	OUTCOMES
Collaborate on shared goals and visions	To capture opportunities for efficiencies where activities and goals are shared
Evaluate teen afterschool program partnership with Recreation Department	To establish an outlet for teen activity with both the Kulick Center and the Library
Assess impacts of TIF & PPT on Library	Budgetary impact analysis of TIF's on the Fernadle Public Library The budget anticipates the potential loss of PPT for both the Library and the DDA. Develop a plan on how to continue downtown improvements in light of reductions in funding availability.



Goal 2: Create a standard for customer service

STRATEGIES	OUTCOMES
Develop citywide customer service expectations	Customer service delivery meets expectation Consistency in delivery
Issue customer service surveys	Identified opportunities for improvement
Evaluate customer service experience in City Hall Lobby area	Reduced line times Welcoming atmosphere Optimal staffing levels
Launch online payment portals for all applicable city services.	Increased convenience of multiple payment options Improved responsiveness to customers Improved ability for account management

Goal 3: Improve public participation

STRATEGIES	OUTCOMES
Evaluate neighborhood meeting locations	Strengthen public meeting turnout
Design and implement a survey that assesses what channels citizens prefer to use to participate in their government.	Improved understanding of how different segments of the community wish to participate in local government Diversify avenues for surveys and communications
Create an outreach and community engagement plan.	Target increases in outreach and participation from youth and community volunteers.

Goal 4: Implement a strategy to address pest control

STRATEGIES	OUTCOMES
Create a code enforcement plan	Enforcement more visible in concentrated areas Improve compliance Reduction in blight & vermin
Partner with Oakland County Health on public education program	Public education on preventative pest control Partnership opportunities with Oakland County

Goal 5: Pursue impactful shared service opportunities

STRATEGIES	OUTCOMES
Improve relationship with Detroit	Intersections are more pedestrian friendly, cohesive design along corridor intersections
Work with 8 Mile Boulevard Association to develop improvement goals for our corridor section	Improve 8 Mile connectivity, appearance, & development
Create a shared-services blog that promotes successes and efforts	Improve public education and public perception via blog-promotion

Goal 6: Conduct an assessment of the City Charter

STRATEGIES	OUTCOMES
Direct Ordinance Committee to create a list of charter amendments for review	Recommendations for Charter revisions are presented. Charter amendments adopted as appropriate

FINANCE:

Finance	Council	Council %	Staff	Staff %	Council + Staff	Vote %
Develop long term financial planning & investment models	5	63%	11	92%	16	80%
Look to make residential participation in the budget process more inclusive	3	38%	1	8%	4	20%
Total:	8	100%	12	100%	20	100%

Goal 1: Develop long term financial planning & investment models

STRATEGIES	OUTCOMES
Prepare post-headlee financial impact analysis	A plan designed to address future budget constraints.
Plan for phase out of personal property tax	A planned approach to address a projected budget shortfall of apx. \$700,000 in the general fund
Address need for renewal of infrastructure improvement bonds	A revenue plan to identify funding for the next 10 years of road projects and maintenance.
Define long term staffing plan that considers employee wage plan moving forward	A personnel budget that fits within budget constraints and service delivery expectations.



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

STRATEGIES	OUTCOMES
Revisit the Cobalt Study done 2008 (look at redoing every five years)	Achieve a greater understanding of what the community wants and has as priorities
Contact Participatory Budgeting Project (PBP) – Case Study Analysis, (Detroit, Chicago, etc...)	Understand participatory budgeting methods with a successful track records

PUBLIC SAFETY

Public Safety	Council	Council %	Staff	Staff %	Council + Staff	Vote %
Improve safety and security of municipal buildings	5	63%	7	37%	12	44%
Propose alternative service delivery opportunities for Fire Rescue	2	25%	6	32%	8	30%
Finalize an Emergency Action Plan for the Kulick Center	1	13%	6	32%	7	26%
Total:	8	100%	19	100%	27	100%

Goal 1: Propose alternative service delivery opportunities for Fire Rescue Services

STRATEGIES	OUTCOMES
Work with other communities to research different command staff scenarios	Fire Rescue services are sustainable and remain effective. Maintain membership in Oakway
Evaluate how loss of SAFER grant impacts service delivery	Fire Rescue services are sustainable and remain effective.
Continue to improve and grow citizen action groups.	Community Action Groups such as CERT develop capacity that can be leveraged to serve community needs Civic engagement and identity enhanced

Goal 2: Improve safety and security of municipal buildings

STRATEGIES	OUTCOMES
Address prisoner security and safety concerns	Remodel of Police Dept. and Court successfully address safety concerns City facilities meet industry-safety and security standards
Develop comprehensive emergency mgmt. plan for all public buildings	Staff are trained and understand emergency response protocol

Goal 3: Finalize an Emergency Action Plan for the Kulick Center

STRATEGIES	OUTCOMES
Conduct needs assessment for Warming and Cooling Center policies. Research other successful community policies	Establish a detailed emergency mgmt.. plan for Warming & Cooling Center City response teams are prepared for seasonal emergency situations Residents are educated on policy A Communications plan is defined



City Employees:

City Employees	Council	Council %	Staff	Staff %	Council + Staff	Vote %
Implement an organization-wide staffing plan	3	50%	8	72%	11	65%
Implement measures to improve employee diversity	3	50%	3	28%	6	35%
Total:	6	100%	11	100%	17	100%

Goal 1: Implement an organization-wide staffing plan

STRATEGIES	OUTCOMES
Institutionalize succession planning for all department heads	Prepared for management transition, retirements, or resignation
Evaluate departmental staffing levels	Achieve and maintain optimized and sustainable staffing levels that meet the needs of constituents

Goal 2: Implement measures to improve employee diversity

STRATEGIES	OUTCOMES
Review domestic partner coverage for employees	Present a cost analysis of coverage and a policy recommendation
Implement employee diversity training	Provide and maintain a work environment that is culturally sensitive & enhances diversity Improved customer service
Aggressive recruitment platforms	Increase applicant pool diversity

Technology:

Technology	Council	Council %	Staff	Staff %	Council + Staff	Vote %
Complete the development of a 5 year comprehensive tech. plan	5	63%	9	64%	14	63%
Develop into a leader in government technology and innovation	2	25%	4	29%	6	27%
Develop a vision for the City's Cable Department	1	13%	1	7%	2	9%
Total:	8	100%	14	100%	22	100%

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

STRATEGIES	OUTCOMES
Seek consulting for network analysis	Roadmap for Citywide sustainable network infrastructure – Wide Area Network (WAN) Understanding of existing fiber network Feasibility of Wireless Access Point (WAP) installations – Ferndale WiFi program Server consolidation – reduced inventory Virtualization Improved data security – creation of single server center for all city buildings
Seek long term recommendation for Agency solution	Recommendation on IT Department (insource or outsource) Standardization of purchasing - improved maintenance/updates, scale of economy, etc... Planned upgrades Established security controls Established use policy



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

STRATEGIES	OUTCOMES
Maintain membership in the Alliance for Innovation	Partnership with other innovative cities/universities Access to Knowledge Network – educational materials Improved collaboration between departments Alternative training opportunities
Use technology to foster alternative options for customer service	Use of mobile technology to provide services Provide an alternative customer experience (tablets, mobile applications)
Strategically daylight public data – Open Data Initiatives	Private app development Improved benchmarking/analysis Transparency

Goal 3: Develop a vision for the City’s Cable Department

STRATEGIES	OUTCOMES
Update and define the vision for the Cable Department.	Realize greater potential, utilize as a tool for marketing, economic development, social media, community education, improved staffing & collaboration
Develop comprehensive emergency mgmt. plan for all public buildings	Staff are trained and understand emergency response protocol

ENERGY AND SUSTAINABILITY

Energy & Sustainability	Council	Council %	Staff	Staff %	Council + Staff	Vote %
Develop a strategic parking plan	3	38%	6	35%	9	36%
Adopt a formalized citywide 'green vision plan'	3	38%	4	24%	7	28%
Implement strategic upgrades of municipal facilities & assets	2	25%	7	41%	9	36%
Total:	8	100%	17	100%	25	100%

Goal 1: Develop a strategic parking improvement plan

STRATEGIES	OUTCOMES
Develop a comprehensive streets - oriented strategy that meets the needs of residents and visitors downtown.	<ul style="list-style-type: none"> Parking system expands parking capacity downtown Increases parking availability during peak hours Maximizes potential for non-motorized transportation Improved customer satisfaction

Goal 2: Develop and adopt a formalized citywide 'Green Vision'

STRATEGIES	OUTCOMES
Use Michigan Green Communities Challenge(MGCC) as guideline for sustainable progress	<ul style="list-style-type: none"> Defined roadmap for sustainability Achieve Silver, and Gold status for MGCC On par with industry achievements that are considered 'best practice' Reduction of waste Capture efficiencies
Identify city staff "Green Team," including members of the Ferndale Environmental Sustainability Commission and other Commissions with green interests.	<ul style="list-style-type: none"> Sustainability institutionalized as a factor Improved collaboration Improved internal education

Goal 3: Implement strategic upgrades of municipal facilities & assets

STRATEGIES	OUTCOMES
Develop LED streetlight integration plan (City owned and DTE owned)	Achieve cost and energy savings Augment status as a 'green' city Improvement toward Michigan Green Communities (MGC) Green Scoring
Assign Green Leader role to staff member	A concentrated and focused effort on energy, sustainability and "green" projects
Plan HVAC upgrades in all municipal buildings where appropriate	Cost and energy savings Augment status as a 'green' city Improvement toward Michigan Green Communities (MGC) Green Scoring
Revisit Siemens program & contract	Evaluation on the cost savings and determination of Siemens is the right partner in our energy efforts
Research potential for PACE program	Incentives for development