



City Council - Five Year Goals 2007 Progress Report

On January 13, 2007, following several strategic work sessions and receiving feedback from a statistically valid community survey, the Novi City Council adopted the following Five-year goals. The short-term goals listed under each goal represent a sampling of items to assist in reaching the over-arching goal during the next 12- to 18-month period in order of priority.

1. Ensure public safety services meet the needs of the community (Police, Fire, and Public Works)

Strategy

- Assess and develop a plan to meet the long term staffing needs of the public safety services
- Address facility and resource needs of public safety services

Short-term Goals

- A. Prioritize Fire department facility needs
 - Fire station No. 2 is projected to start remodeling in 4th quarter of FY 2007/08
 - Fire station No. 3 to be evaluated for relocation of a proposed new building during 3rd quarter of FY 2007/08
- B. Prioritize Public Works facility needs
 - Staff will request budget to engage architect to assist with priorities in 2008/09 budget
- C. Use drug forfeiture dollars to build indoor firing range at the DPW site, pay off bond on existing police building, and complete critical needs at police building as identified in 2006 facilities study
 - Construction of indoor firing range expected to be fully completed by the beginning of the 3rd quarter of 2007/08
- D. Develop and implement a plan to increase and fund staff levels at police and fire departments
 - Fire Department staffing/operations study will be completed in 3rd quarter of 2007/08
 - Police Department researching different staffing models that can be utilized to address future policing needs; Study to be completed in 4th quarter of 2007/08

2. Improve Infrastructure (Roads, Water and Sewer)

Strategy

- Address major roads and neighborhood roads each year
- Pursue partnerships and external funding for infrastructure improvements
- Continue annual plan to inspect and maintain existing water and sewer infrastructure

Short-term Goals

- A. Obtain additional sanitary sewer capacity
 - Negotiations are ongoing with WTUA and Wayne County
- B. Begin implementation of recommendations of CMOM sanitary sewer study
 - Low metering is nearly complete and infiltration/inflow pilot test is under way; Estimated to be completed by end of 4th quarter of 2007/08
- C. Begin implementation of recommendations of storm sewer study

- Received grant to improve two regional storm water detention basins; Design will commence in 3rd quarter of 2007/08
- D. Implement short term Beck Road improvement plan
 - Beck Road rehabilitation completed from Ten Mile Road to Grand River Avenue
 - Beck/Ten intersection will be reconstructed in 4th quarter of 2007-08
- E. Implement priority plan for bike path/sidewalks
 - Final document approved by City Council November 2006; Provision for annual updating ongoing. (Planning staff and Work Group meeting again in December 2007 to review proposed revised final document)
 - Pathways constructed along Meadowbrook Road from 8 to 10 Mile Road; 10 Mile Road between Taft and Beck Roads; and 9 Mile Road between Taft and Beck Roads
- F. Continue neighborhood road improvement program
 - Reconstructed over 2.4 miles of neighborhood concrete streets
- G. Encourage and assist Road Commission to complete Novi Road link between Ten Mile and Grand River
 - Right-of-way acquisition ongoing

3. Encourage economic development to maximize City revenue and job growth

Strategy

- Support and annually update the economic development plan
- Explore redevelopment opportunities for obsolete and underdeveloped sites
- Explore creative strategies for government assisted financing for development opportunities

Short-term Goals

- A. Hire an experienced Economic Development Manager
 - Ara Topouzian hired as Economic Development Manager in April, 2007
- B. Implement the community development reorganization plan
 - Steve Rumble hired as Director in April, 2007
 - Building Official interviews currently being conducted; Hire expected in 3rd Quarter 2007/08
- C. Revise existing ordinances to provide for redevelopment opportunities for obsolete and underdeveloped sites
 - Joint meeting held regarding Brownfield Redevelopment with City Council and Economic Development Corporation in June 2007
 - EDC sponsored business breakfast regarding green building initiatives in November 2007
- D. Implement in-service education program for Council, Board members and residents
 - Programs identified by Rules Committee in December 2007 to be rolled out beginning in January 2008

4. Develop government structure and staff skills for effective delivery of customer services and communication with community

Strategy

- Develop and implement a comprehensive staff training program
- Analyze and update charter
- Continue to study and streamline/coordinate city services with input from customers and staff
- Council to commit to set long-term vision and empower staff to implement plan
- Implement updated technology infrastructure

Short-term Goals

- A. Create a committee to study the charter
- B. Invest in the technology infrastructure in the city
 - Wireless "Hot Spots" in each fire station encrypted for FD use only during 3rd quarter FY 2007/08
 - New laptops in all emergency apparatus during 3rd quarter FY 2007/08
 - City Council paperless eMeetings implemented in November 2007

Other Initiatives/Items of Note

- A. Since beginning of FY 2007/08, 21 new training opportunities have been offered to staff in addition to planned technical/professional training
- B. Professional Development Program to be launched in 4th quarter of 2007/08 to management and leadership team
- C. Community Development Cross-training Program completed in 2nd quarter of 2007/08
- D. Employee e-Web launched in 2nd quarter of 2007/08

5. Be a community that values natural areas and natural features

Strategy

- Continue to enforce environmental ordinances
- Identify and protect important natural resources
- Allow and encourage green building and development

Short Term Goals

- A. Develop a long-term funding plan for the tree fund
 - Staff met in October and identified several options; Options being analyzed and recommendations to City Council in 3rd quarter of 2007/08
- B. Review ordinances to determine where changes are needed to become more environmentally friendly
 - Revised the Ordinance relative to storm water management to include low impact development options
 - Landscape and Woodlands Ordinances being reviewed based on on-going development issues through the end of the 3rd quarter of 2007/08
 - Regulated Woodlands Map to Planning Commission for public hearing first quarter 2008 for recommendations to City Council

6. Maintain a fiscally responsible government

Strategy

- Update fiscal analysis each year
- Continue to manage legacy costs and commit to reducing long-term obligations
- Establish capital improvement funding targets by category

Short Term Goals

- A. Explore the possibility of a two-year budget
 - FY 2008/09 budget detail information will include the second year as a pilot project; A formal 2-year budget adoption may necessitate a charter change
- B. Continue to explore options for reducing health care costs
 - Introduced new health care option (Blue Cross Blue Shield Community Blue Option 2) which is expected to reduce health care premium costs by approximately 10 percent for employees who move from the current BC/BS plan
 - Human Resources Department providing a number of health care education and training programs to encourage employees to better understand their options under the City's health plans and to encourage wellness; Wellness programs should impact the City's health care rates over time
 - Implemented Walk for Better Health Program with 75 participants

- Established Employee EAP Committee to identify programming and training opportunities for employees and retirees
- Implemented "Lunch and Learn" Program under City's EAP Program
- C. Reduce outstanding health care liability
 - Additional contributions have been made to the Retiree Health Care Fund, as well as 100 percent of the annual recommended contributions
- D. Maintain 10.5416 millage rate
 - Millage rate was maintained for 2007, and is anticipated to be maintained for 2008 with the adoption of the 2008/09 Proposed Budget

7. Enhance park, recreational and cultural services

Strategy

- Develop creative means of funding
- Commit to annual improvements of park facilities
- Develop culturally and demographically diverse recreational programs
- Work cooperatively with the Library to provide services
- Develop a senior/community center with non-taxpayer dollars

Short Term Goals

- A. Develop a rate for charges for recreational activities that is equitable and based upon cost accounting methods
 - Continued implementation of activity based accounting process for recreation services; Progress report to be developed for discussion during 2008/09 budget deliberations
- B. Explore obtaining additional active recreational property through partnership with the school district and developers
 - Preparing to initiate with School Administration regarding Novi Community School District property for public use in 3rd quarter of 2007/08
- C. Support improvement to Library services and facilities
 - Bond measure approved by voters in November 2007 to improve/replace the existing Novi Public Library Facility
 - BEI/Diamond & Schmitt hired by Building Authority to design the new building

Other Initiatives/Items of Note

- A. Implemented Donor Recognition Program (Naming Rights) with Parks Foundation resulting in \$532,500 in total commitments to date
- B. Implemented Parks Sponsorship Program resulting in \$31,794 in commitments to date
- C. Implemented a number of new recreational programs, activities, and events (International Festival, Unicycle Mountain Bike Race, Fit Novi Series, Fire Up Fest, Japanese Horseback Riding Lessons, etc.)