

City of Novi Strategic Planning Workgroup Analysis

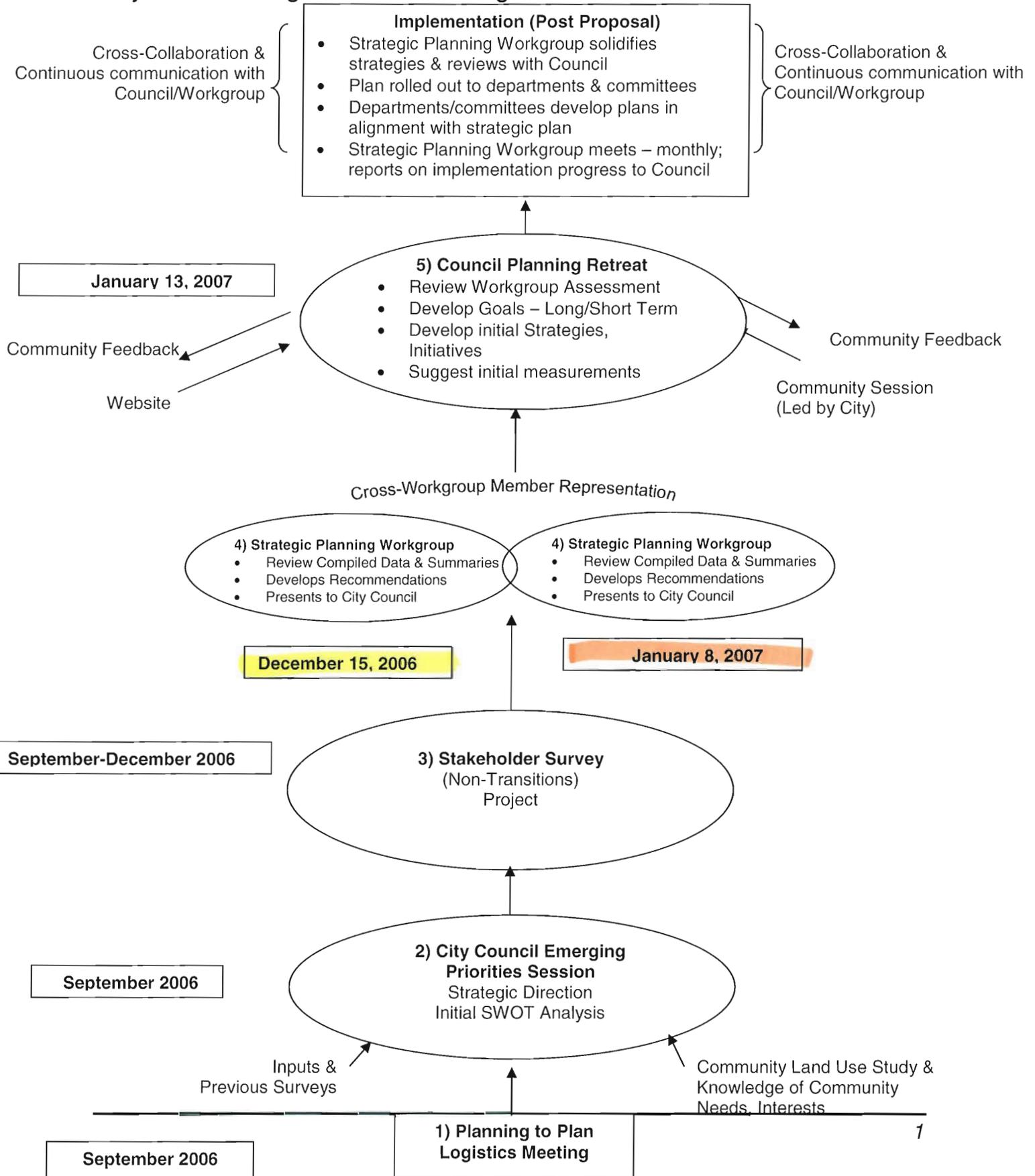
January 8, 2007



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City of Novi Strategic Plan Process Diagram



**City of Novi
Strategic Planning Project Agenda
Workgroup Meeting #1**

December 15, 2006

Rebecca Kraus, Facilitator

| | | |
|---------|--|-------------------------------|
| 8:00AM | Continental Breakfast | |
| 8:30AM | Welcome, Introductions | Clay Pearson |
| 8:40AM | Process Review, Today's Agenda | Rebecca Kraus |
| 8:50AM | Review of City Council Preparatory Work; Emerging Priorities | Clay Pearson |
| 9:10AM | Survey Data Review: What Do Our Citizens Want? -Presentation -Q & A, Summary – What We've Learned | Rob Giacometti Rob/Rebecca |
| 9:55AM | Alignment Check With Strategic Priorities | |
| 10:10AM | Break | |
| 10:25AM | Survey Data Review: What Do Our Citizens Say About Our Strengths And Weaknesses? -Presentation -Group Discussion, Additions To Strengths And Weaknesses List | Rob Rebecca |
| 11:35AM | Identifying Potential Opportunities To More Greatly Serve Our Citizens | Rebecca |
| 12:20PM | Wrap-up Next Steps | |
| 12:30PM | Adjourn | |

Project Overview

On September 18, 2006 The Novi City Council participated in a 90 minute Emerging Priorities strategic planning session. As a result of that session, Council members:

- Explored and identified **what they believed citizens wanted life in Novi to be** in the year 2116
- Further evaluated and **identified 12 major themes** emerging from the futuring exercise, including:
 - Strong public safety focus
 - Sound financial structure
 - Top quality basic public services
 - Strong school systems
 - Water and sewer systems
 - A strong, healthy business community
 - Roads to keep pace with growth
 - Quality of life
 - Strong neighborhoods
 - A green community
 - Partnerships with community schools, library and surrounding communities
 - A strong customer service orientation by City government
- Further evaluated and **ranked 10 emerging strategic priorities** that emerged for further consideration in the strategic planning process, including in order of Council ballot priority (number of ballots in parens):
 - Maximize the tax base (7)
 - Invest annually in public safety, roads, water and sewer (7)
 - Listening to the community and their needs and desires (4)
 - Work cooperatively with regional providers, school districts and partnerships (3)
 - Provide services based on the changing demographics (3)
 - Maximize the current resources (3)
 - Continue our creative approach to Parks and Recreation (3)
 - Continue to recruit, train and retain top quality City employees (2)
 - Become a magnet for technology companies (2)
 - Become a magnet for healthcare (1)

A strategic planning workgroup comprised of City department leadership convened on December 15, 2006 for what will be the first of two strategic planning meetings. (The second meeting will be held January 8, 2007.) Building upon the Council's emerging strategic priorities, the workgroup listened and drew initial conclusions of citizen need gleaned from a presentation on the National Citizens survey results, identified and evaluated opportunities for the future, and conducted a strengths and weaknesses exercise (SWOT analysis) on the current City situation. Data from this session follows. The January 8, 2007 meeting will further evaluate potential critical issues and threats, complete a gap analysis and develop a set of recommendations to the Council.

The Council will meet on January 13, 2007 to review all work to date, further evaluate strategic direction and develop the the City's strategic goals.

Potential Opportunities

Facilitator Note:

Based upon the National Citizens Survey presentation and the strengths and weaknesses work that follows in this report, workgroup members identified a list of opportunities for potential pursuit by the City. They then completed the following exercise grouping potential opportunities by "category."

What opportunities could we potentially pursue that would fulfill citizens needs and wants or help build toward their perception of what Novi should strive to be in the future?

- **Partnerships & Shared Benefits**

- Establish effective partnerships that move the organization towards a shared vision for the community
- Communicate outcomes and benefits to the community
- Enhance partnerships with other government agencies to provide/coordinate services to the community.
- Regional recreation center -- seniors, youth, etc.
- Convene a working group of staffs from City, Library, Schools, County, and surrounding communities to identify areas for highest potential shared services, eliminate duplication, and take advantage of scale; all towards improving service quality and convenience.
- Develop new ways and seize opportunities to engage with other organizations (schools/neighboring communities/County/etc) combine communications and services.
- Shared services with other entities (F.Hills, County, Wixom, etc.) for recreation, maintenance, snow removal, purchasing, some public safety (training, etc.), consulting studies, etc.
- Implement a shared resource for Novi seniors at/with the Library
- Get the Road Commission to be open to better traffic designs more in harmony with an area. Not everything has to be five lanes with 30' clear-cut on either side. Take a look at best practices around the country.

- **Develop & Implement Strategic Plan (Planning Ahead / Forward Thinking)**
 - Continual investment in critical city services (i.e. roads, Public Works & Public Safety)
 - Continue to develop a sidewalk build-out program and implement it.
 - Develop and implement a forward-looking traffic management program to help ease traffic congestion.
 - Continue to embrace and move forward with Sikich proposals
 - Implement the economic development goals
 - Implement the City facility studies -- Police indoor firing range; short-term critical needs at DPW and at Police and at Fire (study coming); then, when the time comes, look ahead to expansion of City facilities when the need arises with growth and naturally when the resources are available at that future time.
 - Establish a Vision on where we want the City to be at build-out...Where are we going?? We are doing strategic planning yet don't have a vision. That is similar to having a road map with no destination in place on where you are going....
 - Establish dedicated funding sources for capital improvements using non tax dollars i.e. impact development fees...work with legislative process to establish

- **Communicate and Engage With Citizens**
 - Blanket promotion/marketing of fiscal responsibility/value of tax dollars to community
 - Improve customer service - Lets build upon the level of service we are providing (externally AND internally)
 - Embrace new technology in communications
 - ALWAYS be responsive to the needs of community members....Communicate, communicate, communicate...Tell our positive story....
 - Market customer services by showing dedication of city employees (all departments)
 - Increase on-line services for a 24/7 operation
 - Show city is listening to citizens through publishing and follow this strategic plan
 - Sharing our positive stories not only with Novi community, but internally to ensure consistent theme and message.
 - Develop additional ways and means to communicate city activities and initiatives to residents.
 - Capture knowledge of past history before it is gone.
 - Enhance interactivity of website.

- Enhance city image (make over) by investing in new signage, bike path, street, infrastructure, building, people
- **Staff Development & Resources**
 - Hold all City staff accountable for providing quality customer service on an equal and consistent basis.
 - To become less dependent on consultants for environmental issues
 - Provide meaningful incentives, available to all staff, to improve staff performance, efficiency and customer service.
 - Provide educational programs for all developers/investors etc. regarding many changes to the Novi code of ordinances
 - Institute training programs for staff to maintain and enhance positive customer service ratings
 - Dedicate resources to staff training and development
 - Use more technology
 - Hire planners to conduct reviews currently being done by planning consultants -- woodlands, wetlands, etc.
 - Provide in-field technology solutions. Eliminate return to office for data.
- **Economic Development To Increase/Diversify Tax Base**
- **Governing Modernization**
 - **Update charter amendments**

**Comparison -
Council Identified Strategic Priorities & Workgroup Opportunities Categories**



Facilitator Note: The workgroup compared their identified potential opportunities for the future to the Council's September 18, 2006 emerging priorities for the future activity and confirmed significant alignment:

Council

Maximize the Tax Base



Workgroup

*Economic Development to
Increase the Tax Base*

*Invest Annually in Public Safety,
Roads, Water and Sewer*



*Develop and Implement the Strategic
Plan -/Forward Thinking*

*Listening to the Community, Their
Needs and Desires*



*Communicate and Engage
with Citizens*

*Work Cooperatively With Regional
Providers, School Districts
and Partners*



Partnerships & Shared Benefits

*Provide Services Based On the
Changing Demographics*



*Staff Development & Resources
Partnerships & Shared Benefits*

Maximize the Current Resources



*Develop and Implement the Strategic
Plan -/Forward Thinking*

*Continue Our Creative Approach To
Parks & Recreation*



Staff Development & Resources

*Continue To Recruit, Train And Retain
Top Quality City Employees*



Staff Development & Resources

*Become a Magnet for Technology
Companies*



*Economic Development To Increase/
Diversify Tax Base*

Become a Magnet for Healthcare

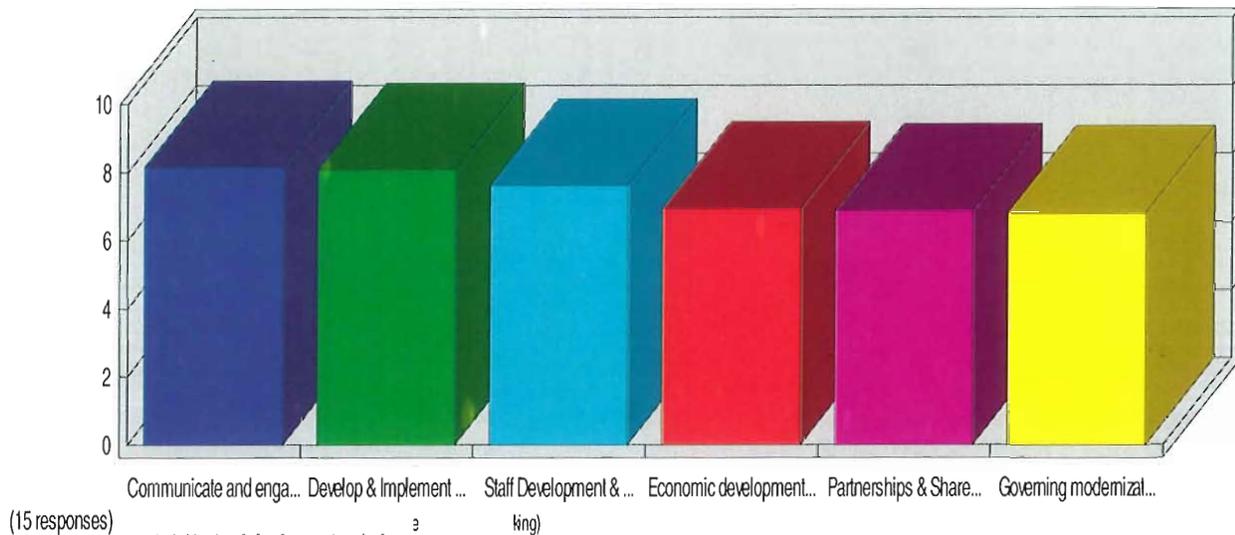


*Economic Development To Increase/
Diversify Tax Base*

Rated Opportunities vs. Criteria

Summary Graphs

Meeting participants next evaluated the 6 identified opportunity areas for their relative degree of impact on the City as well as their respective financial feasibility. A scoring range of 1-5, with 1= negative impact/costly to 5=extremely positive impact/financially feasible was utilized. The resulting chart reflects the order of vote results, the average score per criteria and its total summed score. Communicate and Engage With Citizens scored highest overall for its positive degree of impact and financial feasibility. The degree of spread (variability) is displayed in parens for each cell. A variability of 0= total agreement with all participants balloting the same score. Individual breakdowns are reflected in the graphs on succeeding pages.



| | Degree of impact (22.34) | Financially feasible (22.07) | Total |
|--|-------------------------------------|---|--------------|
| Communicate And Engage With Citizens | 4.07 (23%) | 4.07 (25%) | 8.14 |
| Develop & Implement Strategic Plan (Planning Ahead / Forward Thinking) | 4.60 (10%) | 3.47 (24%) | 8.07 |
| Staff Development & Resources | 4.07 (20%) | 3.53 (18%) | 7.60 |
| Economic Development To Increase/Diversify Tax Base | 3.33 (22%) | 3.60 (19%) | 6.93 |
| Partnerships & Shared Benefits | 3.27 (30%) | 3.60 (24%) | 6.87 |
| Governing Modernization | 3.00 (28%) | 3.80 (27%) | 6.80 |

National Citizens Survey Data Review

Facilitator Note:

The following factors were identified by meeting participants following presentation of preliminary feedback of the National Citizens Survey.

What do our citizens want?

- Quality customer service from City employees.
- Right growth
 - Controlled
- Less traffic congestion
- Quality roads.
- Economic development
- Attractive community and green space
- Cost of living issues
- Water & sewer services
- To be listened to

Areas for Review

Facilitator Note:

Several questions/issues emerged from the survey presentation that were deemed worthy of note. They were:

- Need to confirm disconnects if any of the verbiage of "Maximize the tax base"
- Difficult to determine what the areas are for traffic congestion
- Hear a greater focus on customer service from the citizens than the Council

City of Novi Strengths

- Crime prevention
- Public schools
- Code enforcement (weeds, abandon building, etc.)
- Amount of public parking
- Police
- Traffic enforcement
- Seniors
- Customer Service: Courtesy
- Customer Service: Overall Impression
- Youth
- Customer Service: Responsiveness
- Fire Prevention
- Storm drainage
- Customer Service: Knowledge
- Economic development
- Public Trust: Pleased with the overall direction the City is taking
- Ambulance/Emergency Medical
- Public information
- Public Trust: City listens to its citizens
- Appearance/maintenance of recreation centers.
- Sidewalk maintenance
- Street repair
- Variety of recreation programs
- Additional Items
 - Planning and Building

- Fiscally Responsible (Departments live within their respective budgets).
- City website
- Fiscal health
- Infrastructure improvements
- Open natural spaces -- woodlands and wetlands
- Natural features including Walled Lake
- Quality staff
- Enhanced Infrastructure (Roads, Sewer, etc)
- Other city departments: Clerks, Finance, Assessing, Purchasing, etc are strengths.
- Great safe neighborhoods where people know and care for each other on the block
- Emergency preparedness
- Bringing more advanced medical services to the community
- Communication/general education
- Quality building and planning - safe structures
- Diversity of economy, relative to a lot of areas in the metro area
- Redevelopment
- Clean, healthy environment
- Quality long-term developers like Singh and Taubman who maintain/hold/reinvest in their properties versus a constant turn of owners
- Ability to use civic center for meetings

Weaknesses

- Parks
 - Appearance/maintenance of parks
 - Accessibility of parks
- Recreation programs/classes
- Traffic signal timing
- Recreation centers/facilities

- Land use, planning and zoning
- Public Trust: Good value for the taxes
- Snow removal
- Street cleaning
- Low-income people
- Accessibility of recreation centers.
- Street lighting
- Cable television
- Public library services
- Variety of library materials
- Recycling
- Additional Items
 - Sidewalks
 - Bike paths
 - Sense of community
 - Nature trails
 - Streetscape improvements
 - Information technology infrastructure could be improved - updated computers faster
 - Lack of awareness that the large homes and growing businesses are the ones that are paying for City services/schools
 - Enhance IT resources to enhance quality of information and expand services
 - Lack of dedicated funding for capital improvement projects
 - Public transportation
 - Senior transportation
 - Need to improve cooperation between government agencies -- libraries, schools
 - Clean-up trash on a regular schedule in right-of-ways
 - Potential for moving to mode of "growth at any cost," losing balance to preservation of natural areas

- Give face-lift to old shopping centers
- Enhance Human Resources staff to provide greater services to provide more quality training and enhance recruitment efforts for all departments.
- Professional development opportunities/staff training
- Entryway signage.
- Lack of public parking
- Lack of awareness of the economic development that is happening; particularly for the forthcoming Main Street. Also, the fact that is a private development and it's not the City's project/investment (no public dollars)
- Lack of interest by public in attending meetings
- City building maintenance program and plan for future growth of city departments and needs
- Show residents where their tax dollars are going - schools, county, state, city
- Lack of personnel to achieve citizens desired outcomes/perceptions
- Labor relations
- We are naturally tougher on ourselves; we really have a lot of great stuff going.
- Communicate more broadly/generally the econ dev plan and the advantages for the community and taxpayer
- People not understanding that all of the taxes people pay do NOT go to the City.
- Still operating like a small town with charter amendments. We need to reflect the community that is Novi today.

**City of Novi
Strategic Planning Project
Workgroup Meeting #2
January 8, 2007**

Rebecca Kraus, Facilitator

| | | |
|---------|--|---------------|
| 9:00AM | Welcome | Clay Pearson |
| 9:05AM | Strategic Planning Process Review Review of December 15, 2006 meeting work | Rebecca Kraus |
| 9:25AM | Today's Agenda | Kraus |
| 9:25AM | Identify & Prioritize Potential Threats -Special consideration to identified opportunity areas | All |
| 10:15AM | Break | |
| 10:30AM | Begin Gap Analysis -Assess gaps between current state and desired future for each opportunity area -Note critical issues areas within gaps -Identify possible countermeasures to applicable threats -Identify possible programs, initiatives to accomplish opportunity, or desired state | All |
| 11:45AM | Lunch | |
| 12:30PM | Continue Gap Analysis | All |
| 2:00PM | Break | |
| 2:15PM | Complete Gap Analysis -Complete analysis -Review overall work to be presented to Council | All |
| 2:50PM | Begin Session Wrap-up | Kraus/Pearson |
| 3:00PM | Adjourn | |

> Potential Threats

Facilitator Note: *Participants identified and then summarized potential threats that could potentially impact the opportunity areas identified at the the December 15, 2006 meeting. The 6 opportunity areas are denoted in title case.*

Maximize Partnerships & Shared Benefits

- Summary of Threats Potentially Impacting This Opportunity Area:
 - Staff Resources, benefit analysis (equal exchange) & time
 - Territorial issues
 - Making partnerships a priority - need to be more entrepreneurial
 - Logistical challenges to make them successful partnerships
 - Communicating benefits and getting buy-in
 - Potential for an equal distribution of labor among partners
 - Operational differences
 - Labor contracts
 - Difference in level of community activities (growth)

Initial brainstormed threats list:

- Politics.
- Lack of interest/cooperation from the other entities approached.
- Territorial issues.
- Separate governing bodies and separate geographic areas of responsibility (e.g. schools have their own elected boards and boundaries different than the city limits).
- Parochialism: Resistance from other communities to share resources.
- Time needed to pursue building the relationships -- Leadership team is very stretched for time.
- Insufficient resources (staff/time/money) to create meaningful partnerships.
- Loss of control.
- Operational or other differences that reduce the compatibility of combining resources (i.e. contractual, operational, financial, etc.)
- Joint staff development.
- Staff willingness.
- Differences in needs and ways of doing things.
- Numerous agencies working in harmony.
- Additional workloads time and labor.
- Sufficient resources time and staff.

- Potential partners have an entitlement mentality... "What's in it for me"...lack willingness to share resources equally to achieve a shared vision.
- Lack of formal direction and goals as a policy commitment to pursue such partnerships and shared benefits.
- Lack of public awareness of the benefits of partnerships and shared benefits which can help build momentum for their success.
- Developing a consensus of a shared vision.
- Learning new tech.
- Use of central location.
- Improving interaction between departments within Novi, and then improving interactions with neighbors.

Develop & Implement a Strategic Vision (Planning Ahead / Forward Thinking)

- Summary of Threats Potentially Impacting This Opportunity Area:
 - Committing and supporting a long term strategic plan (Politics and changing Council's impact this)
 - Funding to implement
 - Cultural focus more tactical versus strategic
 - Many staff do not have the time to think & work strategically
 - Continual shifting priorities
 - Lack of consensus and buy-in

Initial brainstormed threats list:

- Balancing short-term needs with long term benefits.
- Time -- Leadership team has very little time to contemplate and think ahead -- always putting out fires.
- Council turnover.
- Short-terms views of politicians (can't see past next election).
- Staff training.
- Making sure the short term goals are not lost.
- Council not sticking to plan -- always new "priorities" coming up.
- Decreased revenue sharing.
- Reduction in State \$'s.
- City council turn-over.

- Funding for needed infrastructure improvements.
- Financial and other resource limitations.
- Lack of committed funding sources.
- Many of the management team not familiar with strategic planning -- so don't know how to be strategic thinkers.
- Getting public's buy-in.
- Technology upgrades to support communications.
- Council willingness to stay the course.
- Lack of awareness of the existing plans on an ongoing basis so that they are top of mind in decision-making.
- Staff time and ability to carry out plans.
- Plans and planning aren't always seen as "fun" and people would often just rather jump into "doing something" even though it may not be consistent with an overall direction or strategy.
- Failing to stick with the plan as elected officials and employees change.
- Continued support from decision makers for implementation and staffing.
- Don't let the tail wag the dog. Listen to the ideas of our professionals as well as the citizens.
- Defined long term plans.
- Council not creating vision and sticking to plan to achieve vision.

Communicate and engage with Citizens

- Summary of Threats Potentially Impacting This Opportunity Area:
 - Citizen apathy
 - Inability to have citizens understand boundaries and functions of the City vs. other governing agencies
 - Lack of staff resources and time to communicate and engage
 - Lack of a communication plan
 - Competing for citizens attention

Initial brainstormed threats list:

- Apathy on the part of citizens.
- Technology costs.
- Nobody listens.

- People tend to engage only when there is a problem.
- The ability to reach the members of the community.
- Need real communications plan/strategy.
- Apathy.
- Don't have necessary staff resources to support 24/7 online "virtual city" concept.
- Potentially expensive.
- Diversity: Language and cultural differences of non-native residents may make it difficult to communicate.
- Current communications staff are more event planners than real "communications" professionals.
- Only the active resident's voices will be heard.
- Overcoming apathy.
- People naturally lump "government" together because there are so many layers -- It's a challenge to get across what the City can and does do as opposed to RCOC, State agencies, etc...
- Need more professionalism from communications staff not fluff.
- Apathy: majority of residents may not want to become engaged.
- Cannot force people to listen and be engaged.
- Providing current information for departmental operations.
- More information/services available on website and automation the better for a round the clock operation.
- Perhaps administrators and policymakers listening to what they want to hear, what bolsters their own preconceived position, rather than paying attention to the data of reports, plans, and surveys and thus being open to changing/new communication.
- Citizens not utilizing City web site.
- Staff's inability or lack of staff resources to capture and record history before moving on today's issues.
- Time - difficult for residents to find the time to participate in community issues.

Increase Staff Development & Resources

- Summary of Threats Potentially Impacting This Opportunity Area:
 - Lack of funding
 - Work demands challenge staff development time
 - Work created by outside entities, governmental agencies creates demand on time
 - Not aligning staff training with the strategic plan

Initial brainstormed threats list:

- Resource limitations (i.e. financial, qualified staff, etc.)
- Funding.
- Support limitations due to lack of understanding.
- Staff's willingness to learn and participate.
- Potentially expensive.
- Existing work loads can slow change.
- Citizen perception.
- Not enough dollars budgeted to properly train staff to meet the objectives of the Council and City Manager.
- Need financial support for training programs.
- Loosening purse strings to truly give staff meaningful training (not just free/local seminars.)
- Not enough money budgeted to get staff the proper technology/resources to get work done.
- Staff turnover (once they're trained they leave).
- IT is understaffed to complete all of the objectives set out for them.
- Need to attract and retain qualified and motivated staff is not easy.
- Strong internal HR Department with adequate staff of their own to help develop training and development plans and strategies.
- Too much change at one time can overwhelm staff.
- Training and conference opportunities for all staff not just directors/department head.
- Numerous changes due to State laws/codes and ordinances.
- Changing demographics of the workforce -- Older workers in the candidate pool who may not have municipal government experience/modern training and technical skills.

- Too much focus on daily issues, lack of planning.
- Lack of commitment by Council to fund staff training opportunities.

Grow Economic Development To Increase/Diversify Tax Base

- Summary of Threats Potentially Impacting This Opportunity Area:
 - Inability to control the negative perceptions/realities of the current Michigan economy
 - Some community resistance to growth
 - Disconnect between desire for services and growth in tax base to pay for services
 - Perception of difficulty in building in Novi because of requirements
 - Balancing of retention versus attraction activities
 - Competing with similar municipalities

Initial brainstormed threats list::

- State of the economy (local, regional, state).
- Environment issues in the region.
- Perceived differences in economic development (over-growth/population vs. value-added to tax base and attracting and retaining residents and commercial entities.)
- Poor business environment created by Lansing.
- Not in my backyard mentality.
- Citizens would prefer green space to another shopping center or office building.
- Creates more traffic problems.
- Michigan has a poor reputation and it impacts Novi's ability to attract new business.
- Citizens want the services, but don't want what goes with it (more people, traffic, etc.).
- Macroeconomics: Can't control what's going on in SE Michigan economically in terms of its reliance on automotive industry (as SE Michigan goes, so goes Novi).
- Inconsistency with citizen survey (too much growth, too fast) and city's attempts to promote growth and economic development.
- Perception of Novi processes being difficult.
- We need continued growth but we need to keep existing businesses strong.
- Awareness by residents on the importance and linkage of increasing tax base with ability to pay for government services.
- Lack of understanding of the concept of "Highest and Best Use."

Modernize Governing

- Summary of Threats Potentially Impacting This Opportunity Area::
 - Resistance to change/risk
 - Time & resources
 - Lack of willingness to look at all good examples to benchmark against
 - Lack of facilities to do the work

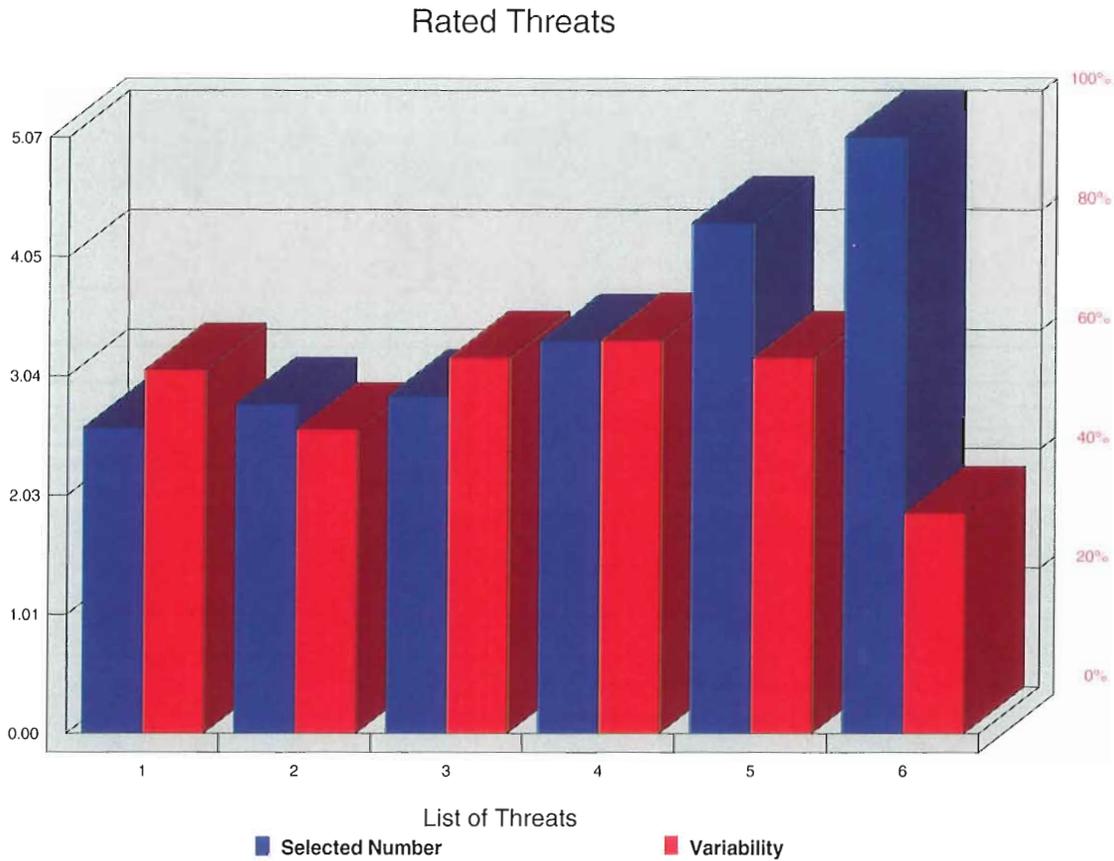
Initial brainstormed threats list:

- Charter amendment process costly. (Time, resources, and \$'s)
- Lack of understanding of the changes.
- Trust in government.
- Long time residents may not be comfortable with changing the processes.
- Very difficult to get Charter amendments on the ballot and passed by voters.
- Politics.
- Resistance to change.
- Adequate time + resources to make meaningful changes.
- Providing effective work areas.
- Resistance to change, what people know and are used to.
- Lack of good local examples of progressive modern governance (need to look around the country even and see what other places are doing.)

Rated Threats

Participants next evaluated each opportunity area overall based on the cumulative impact of the identified threats.

Instructions were to rank the following items in order from 1-6 with 1 = the most serious threats to overcome and 6 = least serious threats to overcome (as compared to the other categories). This vote was completed twice to ensure participants understand criteria to use in selection.

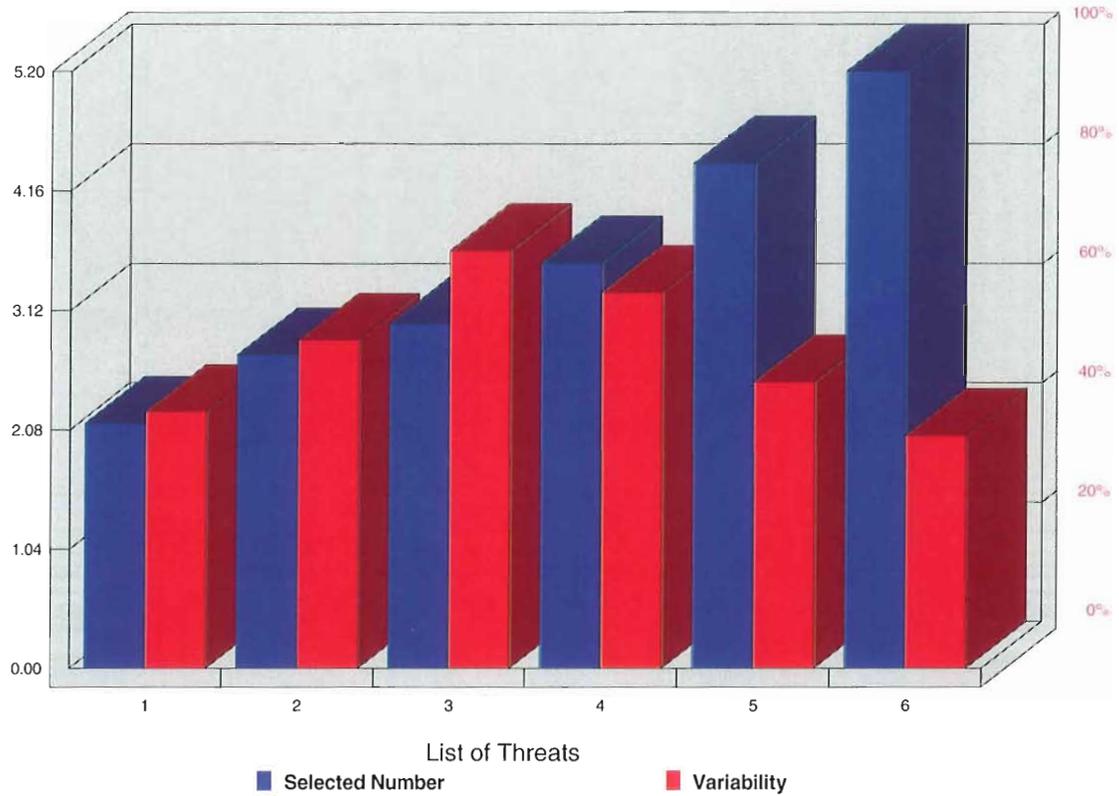


(15 responses)

| # Item | Average Ranking | Variability |
|---|-----------------|-------------|
| 1. Develop & Implement a Strategic Vision (Planning Ahead / Forward Thinking) | 2.6 | 61% |
| 2. Maximize Partnerships & Shared Benefits | 2.8 | 51% |
| 3. Increase Staff Development & Resources | 2.9 | 63% |
| 4. Grow economic development to increase/diversify tax base | 3.3 | 66% |
| 5. Modernize Governing | 4.3 | 63% |
| 6. Communicate and engage with Citizens | 5.1 | 37% |

Rated Threats – Second Vote

Rated Threats



(15 responses)

| # Item | Average Ranking | Variability |
|---|-----------------|-------------|
| 1. Develop & Implement a Strategic Vision (Planning Ahead / Forward Thinking) | 2.1 | 43% |
| 2. Maximize Partnerships & Shared Benefits | 2.7 | 55% |
| 3. Grow economic development to increase/diversify tax base | 3.0 | 70% |
| 4. Increase Staff Development & Resources | 3.5 | 63% |
| 5. Modernize Governing | 4.4 | 48% |
| 6. Communicate and engage with Citizens | 5.2 | 39% |

> Gap Analysis

Facilitator Note: Workgroup participants next worked in teams determine how to best close the gap between the current state and the desired future for each opportunity area

What possible programs, initiatives could be considered to close a gap or reduce threats to realize this opportunity?

Develop & Implement a Strategic Vision (Planning Ahead / Forward Thinking)

- Establish a dedicated capital improvement millage.
- City Council should continue to use the major/minor goals and objectives during Budget hearings.
- Work with State legislature to create development impact fee (parks, road, water & sewer).
- Dedicate funding to the strategic plan.
- Educate on all levels (council, administration, front line service providers, community) regarding obstacles, challenges, triumphs, goals, and process to create an environment in which all are in the same boat rowing toward same vision/goal.
- Leadership team needs to change the internal culture by setting reasonable timeframes for staff to complete projects and communicate timeline to Council
- City Council adopt this plan with its goals and objectives to set a clear direction.
- Institute a two-year budget process! It would provide the consistent direction we need, cut down on the annual budget-making process (means the off-years are more updates).
- Make Strategic Planning a line item in the Budget.
- Utilize Leadership Team meetings to review strategic plan first and foremost vs. City Council agenda planning (important, but if we focused on strategy first, the agenda would be easier).
- The strategic plan needs to be flexible enough to allow changes in priorities without changing the focus and ultimate goals. The strategic plan should be displayed (Ten Commandments type of thing). The plan should be revisited at predetermined intervals to ensure proper focus. Take a grass-roots type of approach by meeting with neighborhood and civic groups to initiate the buy-in. This helps commitment to the funding for the vision or specific plan.

Maximize Partnerships & Shared Benefits

- Dictate a study for shared IT and telecommunications with Library to start.
- Institute interjurisdiction training with a peer community like Farmington Hills. Everybody does customer service training, lots of cities of BS&A and we could pool together some of that training.

- Finance/Purchasing continue to investigate shared purchasing (office supplies, training, etc.) with cities of F.Hills, Wixom, Oakland County, etc. to achieve savings.
- Coordinated, regularly scheduled (quarterly) meetings with vested partners to establish and maintain beneficial relationships.
- HR should investigate cost savings that might be available to purchase healthcare with another agency (city, county, etc.) to achieve savings for Novi.
- Hire a consulting firm to annually work with all departments to inventory EXISTING mutual aid, partnerships, privatizations, etc. so that those can be readily identified, communicated, evaluated, and considered for growing. We already have extensive work with CLEMIS, for instance, at the County and there is more potential, but that existing partnership is not particularly well known. Likewise, we already share payroll and some purchasing with the Library; we have mutual dispatch with Lyon.
- City Manager should designate someone to explore opportunities to share services or joint purchases citywide.
- Review current shared services (i.e.) Oakland County.
- Conduct a cost/benefit analysis at the administrative level with neighboring communities to determine what services could be shared.
- Establish a "Purchasing Committee" to investigate/research opportunities for sharing in a competitive bid process on all levels with other government agencies.
- Conduct a senior services comprehensive study and also look at a senior services district so facilities and programs can be shared with peer communities.
- Train staff on how to establish equitable (financial, personnel) partnerships created upon a shared vision and shared outcome.
- Create a template of a partnership agreement to be utilized by staff
- Create a database that displays the current status of each existing and proposed partnership.
- Develop a communication system from Concept to Building Permit to identify and share development's environmental concerns.

Grow Economic Development To Increase/Diversify Tax Base

- Let new Economic Development Manager stay focused on economic development
- Recruit an experienced Economic Development Manager.
- Provide seminars for development community for processes within Planning and Building Departments (minimum of one per year, with updates provided as needed) to inform the community of all activities and reduce the perception of difficulty.

- Partner with regional interests (County, F.Hills, etc.) to bring new business to the area vs. competing.
- The medical services industry seems like a high growth potential, that may be an active target for the attraction we are able to do. Include insurance, medical research (capitalizes on our high education residents), medical equipment. Find the trade shows and conferences that these targeted businesses attend and send our economic development manager (partner with Providence) to those events with a nice booth or presence. Meet with Providence doctors and get them to expand and build in Novi.
- Partner with Oakland County Economic Development and Michigan Economic Commissions to promote the benefits of doing business in Novi.
- Continue to share all the positive benefits of Novi ... great location, sound infrastructure, improved/streamlined planning and building process, quality education, retail magnet, welcoming to people of all cultures, regional health care leader....
- Create an after-construction review to quantify an investment like ITC Headquarters and show the jobs and property tax dollars to the City, schools created by the project.
- Help in redeveloping aging areas of the community.
- Do after-construction interviews with successful projects to have CEOs describe their positive experience and promote that on Channel 13, printed materials, etc...
- Hire the economic development manager and implement the 2007 economic development goals.
- Reconsider the use of a time-restricted Downtown Development Authority to "grow" the Main Street area.
- Create a simplified development manual that simplifies and streamlines the planning and building process in Novi.
- Celebrate our economic development goals and create our own Novi brand to show how well we are actually doing, at least within our community.
- Include a Building Department reviewer in the planning and site plan review process to identify difficulties and roadblocks early in the process.
- Identify and recruit high technology companies.

Increase Staff Development & Resources

- Human Resources should develop a comprehensive training program for effective communications as well as promoting individual programs for training and development.
- Require each employee to complete #hours of training and fund it.
- Place more value on training by implementing what we've learned and showing the positive outcome for the community.
- Allow managers to take the time to go to training.

- Increase funding for conferences and workshops.
- Train managers to better allocate their time and staff time to allow for training.
- Council needs to let the City Manager manage the training budget and not get into the details of who, what, where, etc.
- Create individual training plans vs. group training plans -- everyone's needs are different.
- Create a centralized training database to log/track employee training hours and certification.
- There is a need for more cross training.
- Give our 20% best performers the opportunities for professional growth and improvement with full opportunity to attend conferences and workshops, even if they are out-of-state and may be seen as extravagant. These opportunities should be rewards that the best employees will take full advantage. This is almost a two-tier approach where there are job/technical-related training and the second that's reward-based (like a training voucher for outstanding performance).
- There is a need for leadership training on all levels.
- Allow staff to feel like part of the solutions by continuing to embrace staff ideas and feedback.
- Expand the rules for tuition reimbursement so it's not just credit/degree classes (also let it be for continuing education). More like an education credit for CEU's too.

Modernize Governing

- Review and update workspace plan for all city offices.
- Review other community's codes, ordinances and processes to find best practices for modernizing governing.
- Charter amendment needed to increase purchasing thresholds -- slows down the process.
- Reduce the amount of information included in the off-week Thursday packet -- it just drives more questions before anyone has had a chance internally to review documents -- take more time for internal contemplation before sharing with Council so we are ultimately better prepared for Council.
- Establish a Charter Review committee including Council, community and staff.
- Get rid of the 5-vote requirement for appropriations. It's a hold-over for small township governments and doesn't work for a city.
- Be able to use electronic auctions (like e-bay) rather than waiting for the City of Novi's bi-annual auction.

- Hire a firm to take a look at all of our transactions available and prioritize that list so that more possibilities are available online 24/7.

Communicate And Engage With Citizens

- Develop a communication plan that provides information to the citizens and region through multiple mediums such as the web-site, newsletter, and newspaper.
- Establish a communication plan (to include existing publications, as well as updates to neighborhood associations.)
- Communicate our stated plans successes and promote the services that are provided as well as promote the visions.
- Develop and initiate a comprehensive communication/marketing plan.
- Continue to share a consistent message from all levels of the organization through a variety of mediums.
- Investigate the possibility of a monthly e-newsletter.
- Establish an internal communication process that addresses the issue of sharing information in a timely manner.
- Focus on proactive communications plan vs. reactionary -- Need to have an actual formal communications plan to do this.
- It's not so much a problem of reaching people as selling what we're doing. Hire a free-lance writer to produce something every single week that's a news brief story for the webpage.
- Combine the City newsletter into the PR&F newsletter so there's a quarterly piece that is the City's as a whole.

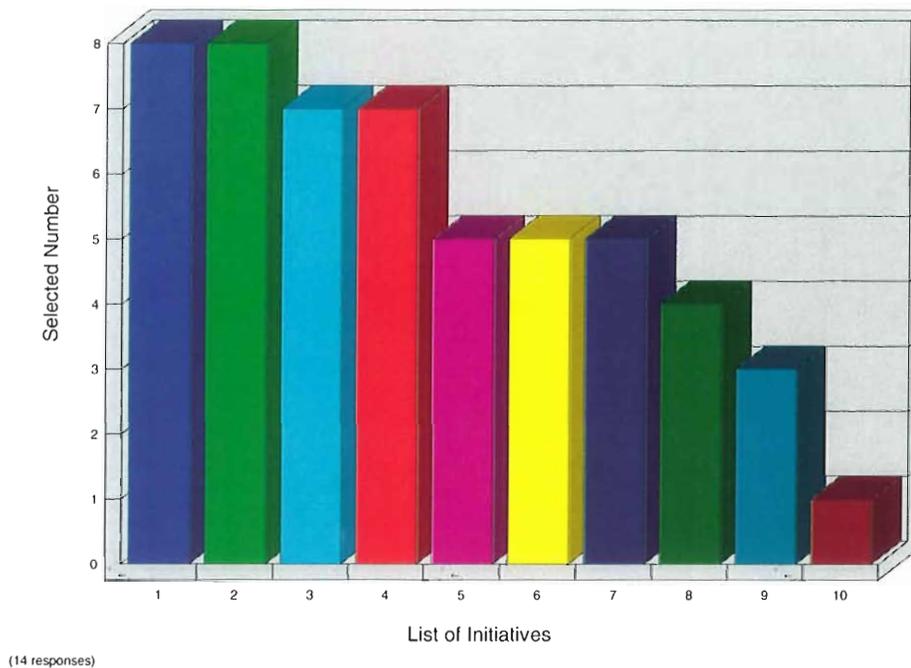
Facilitator Note: Following the initial collection of suggestions, the entire workgroup summarized the findings. Finally, (following this and each section) the workgroup selected the top 4-5 suggested actions (equal value vote) based upon their value to the City and its' citizens.

➤ **Summary of Possible Programs, Actions to Close The Gap For “Develop & Implement a Strategic Vision”**

- Establish a dedicated capital improvement millage.
- City Council needs to continue to use the major/minor goals and objectives during Budget hearings.
- Work with State legislature to create development impact fee (parks, road, water & sewer).
- Dedicate funding to the strategic plan.
 - Make Strategic Planning a line item in the Budget.
- Educate on all levels (council, administration, front line service providers, community) regarding obstacles, challenges, triumphs, goals, and process to create an environment in which all are in the same boat rowing toward same vision/goal.
- Leadership team needs to change the internal culture by setting reasonable timeframes for staff to complete projects and communicate timeline to Council.
- City Council adopt this plan with its goals and objectives to set a clear direction.
- Institute a two-year budget process! It would provide the consistent direction we need, cut down on the annual budget-making process (means the off-years are more updates).
- Utilize Leadership Team meetings to review strategic plan first and foremost vs. City Council agenda planning (important, but if we focused on strategy first, the agenda would be easier.)
- The strategic plan needs to be flexible enough to allow changes in priorities without changing the focus and ultimate goals. The strategic plan should be displayed (Ten Commandments type of thing). The plan should be revisited at predetermined intervals to ensure proper focus. Take a grass-roots type of approach by meeting with neighborhood and civic groups to initiate the buy-in. This helps commitment to the funding for the vision or specific plan.

**Rated Initiatives for “Develop & Implement a Strategic Vision”
Summary Graphs**

Rated Initiatives for Opportunity #1



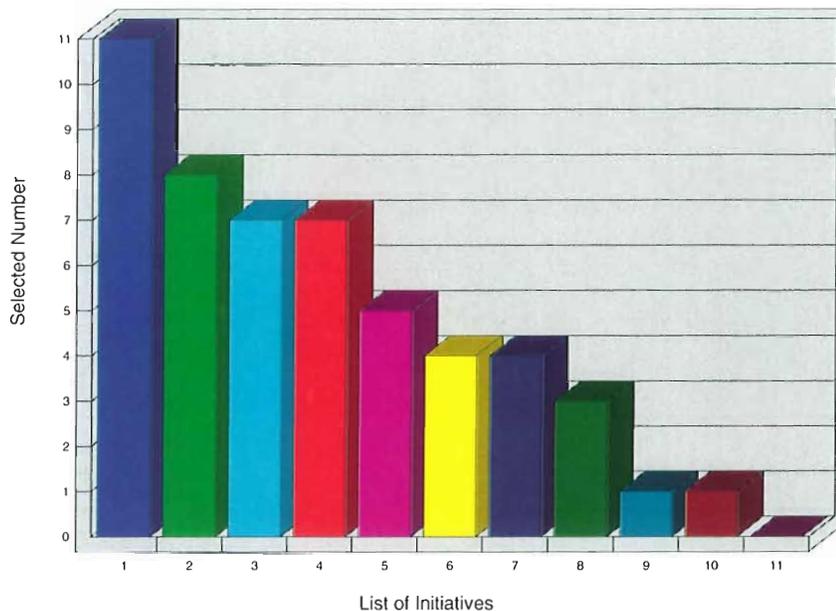
| # Item | Total Points |
|--|--------------|
| 1. Institute a two-year budget process! It would provide the consistent direction we need, cut down on the annual budget-making process (means the off-years are more updates) | 8 |
| 2. Utilize Leadership Team meetings to review strategic plan first and foremost vs. City Council agenda planning (important, but if we focused on strategy first, the agenda would be easier.) | 8 |
| 3. Dedicate funding to the strategic plan. | 7 |
| 4. City Council adopt this plan with its goals and objectives to set a clear direction. | 7 |
| 5. Establish a dedicated capital improvement millage. | 5 |
| 6. Educate on all levels (council, administration, front line service providers, community) regarding obstacles, challenges, triumphs, goals, and process to create an environment in which all are in the same boat rowing toward same vision/goal. | 5 |
| 7. The strategic plan needs to be flexible enough to allow changes in priorities without changing the focus and ultimate goals. The strategic plan should be displayed (ten commandments type of thing). The plan should be revisited at predetermined intervals to ensure proper focus. Take a grass-roots type of approach by meeting with neighborhood and civic groups to initiate the buy-in. This helps commitment to the funding for the vision or specific plan. | 5 |
| 8. City Council continue to use the major/minor goals and objectives during Budget hearings. | 4 |
| 9. Leadership team needs to change the internal culture by setting reasonable timeframes for staff to complete projects and communicate timeline to Council. | 3 |
| 10. Work with State legislature to create development impact fee (parks, road, water & sewer.) | 1 |

Summary of Possible Programs, Actions to Close The Gap for “Maximize Partnerships & Shared Benefits”

- Dictate a study for shared IT and telecommunications with Library to start.
- Institute interjurisdiction training with a peer community like Farmington Hills. Everybody does customer service training, lots of cities of BS&A and we could pool together some of that training.
- Finance/Purchasing continue to investigate shared purchasing (office supplies, training, etc.) with cities of F.Hills, Wixom, Oakland County, etc. to achieve savings
 - Conduct a cost/benefit analysis at the administrative level with neighboring communities to determine what services could be shared.
- Coordinated, regularly scheduled (quarterly) meetings with vested partners to establish and maintain beneficial relationships.
- HR should investigate cost savings that might be available to purchase healthcare with another agency (city, county, etc.) to achieve savings for Novi.
- Hire a consulting firm to annually work with all departments to inventory EXISTING mutual aid, partnerships, privatizations, etc. so that those can be readily identified, communicated, evaluated, and considered for growing. We already have extensive work with CLEMIS, for instance, at the County and there is more potential, but that existing partnership is not particularly well known. Likewise, we already share payroll and some purchasing with the Library; we have mutual dispatch with Lyon.
 - Review current shared services (i.e.) Oakland County.
 - Create a database that displays the current status of each existing and proposed partnership.
- City Manager needs to designate someone to explore opportunities to share services or joint purchases citywide.
- Establish a "Purchasing Committee" to investigate/research opportunities for sharing in a competitive bid process on all levels with other government agencies.
- Conduct a senior services comprehensive study and also look at a senior services district so facilities and programs can be shared with peer communities.
- Train staff on how to establish equitable (financial, personnel) partnerships created upon a shared vision and shared outcome.
- Create a template of a partnership agreement to be utilized by staff.

**Rated Initiatives for “Maximize Partnerships & Shared Benefits”
Summary Graphs**

Rated Initiatives for Opportunity #2



(14 responses)

| # | Item | Total Points |
|-----|--|--------------|
| 1. | Hire a consulting firm to annually work with all departments to inventory EXISTING mutual aid, partnerships, privatizations, etc. so that those can be readily identified, communicated, evaluated, and considered for growing. We already have extensive work with CLEMIS, for instance, at the County and there is more potential, but that existing partnership is not particularly well known. Likewise, we already share payroll and some purchasing with the Library; we have mutual dispatch with Lyon. | 11 |
| 2. | HR should investigate cost savings that might be available to purchase healthcare with another agency (city, county, etc.) to achieve savings for Novi. | 8 |
| 3. | Finance/Purchasing continue to investigate shared purchasing (office supplies, training, etc.) with cities of F.Hills, Wixom, Oakland County, etc. to achieve savings | 7 |
| 4. | Establish a "Purchasing Committee" to investigate/research opportunities for sharing in a competitive bid process on all levels with other government agencies. | 7 |
| 5. | Conduct a senior services comprehensive study and also look at a senior services district so facilities and programs can be shared with peer communities. | 5 |
| 6. | Institute interjurisdiction training with a peer community like Farmington Hills. Everybody does customer service training, lots of cities of BS&A and we could pool together some of that training. | 4 |
| 7. | Coordinated, regularly scheduled (quarterly) meetings with vested partners to establish and maintain beneficial relationships. | 4 |
| 8. | Train staff on how to establish equitable (financial, personnel) partnerships created upon a shared vision and shared outcome | 3 |
| 9. | Dictate a study for shared IT and telecommunications with Library to start | 1 |
| 10. | City Manager to designate someone to explore opportunities to share services or joint purchases citywide. | 1 |
| 11. | Create a template of a partnership agreement to be utilized by staff. | 0 |

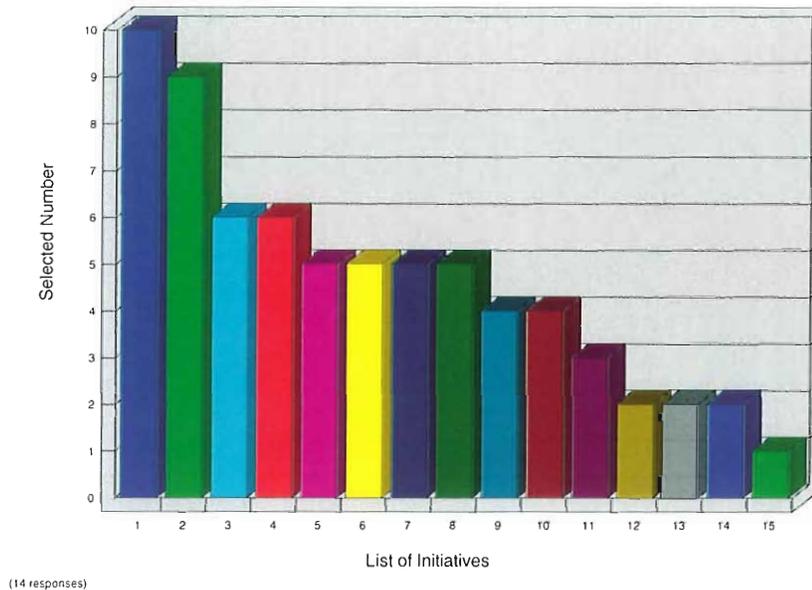
Summary of Possible Programs, Actions to Close The Gap for “Grow Economic Development to Increase/Diversify Tax Base”

- Develop a communication system from concept to building permit to identify and share development's environmental concerns.
- Hire a firm or expertise to provide ideas and implementation of how our GIS mapping can be maximized for economic developers (builders, developers, owners) to find sites, development potential, etc.
- Recruit experienced Economic Development Manager.
 - Hire the Economic Development Manager and implement the 2007 economic development goals.
 - Let new Economic Development Manager stay focused on economic development.
- Provide seminars for development community for processes within Planning and Building Departments (minimum of one per year, with updates provided as needed) to inform the community of all activities and reduce the perception of difficulty.
- Partner with regional interests (County, F.Hills, etc.) to bring new business to the area vs. competing.
 - Partner with Oakland County Economic Development and Michigan Economic Commissions to promote the benefits of doing business in Novi.
- The medical services industry seems like a high growth potential, may that an active target for the attraction we are able to do. Include insurance, medical research (capitalizes on our high education residents), medical equipment. Find the trade shows and conferences that these targeted businesses attend and send our economic development manager (partner with Providence) to those events with a nice booth or presence. Meet with Providence doctors and get them to expand and build in Novi.
- Continue to share all the positive benefits of Novi ... great location, sound infrastructure, improved/streamlined planning and building process, quality education, retail magnet, welcoming to people of all cultures, regional health care leader...
 - Celebrate our economic development goals and create our own Novi brand to show how well we are actually doing, at least within our community.
- Create an after-construction review to quantify an investment like ITC Headquarters and show the jobs and property tax dollars to the City, schools created by the project.
- Help in redeveloping aging areas of the community.
- Do after-construction interviews with successful projects to have CEOs describe their positive experience and promote that on Channel 13, printed materials, etc.
- Reconsider the use of a time-restricted Downtown Development Authority to "grow" the Main Street area.
- Create a simplified development manual that simplifies and streamlines the planning and building process in Novi.
- Include a Building Department reviewer in the planning and site plan review process to identify difficulties and roadblocks early in the process.
- Identify and recruit high technology companies.
- Explore expanding existing green space requirements as part of development.

Rated Initiatives for “Grow Economic Development to Increase/Diversify Tax Base”

Summary Graphs

Rated Initiatives for Opportunity #3



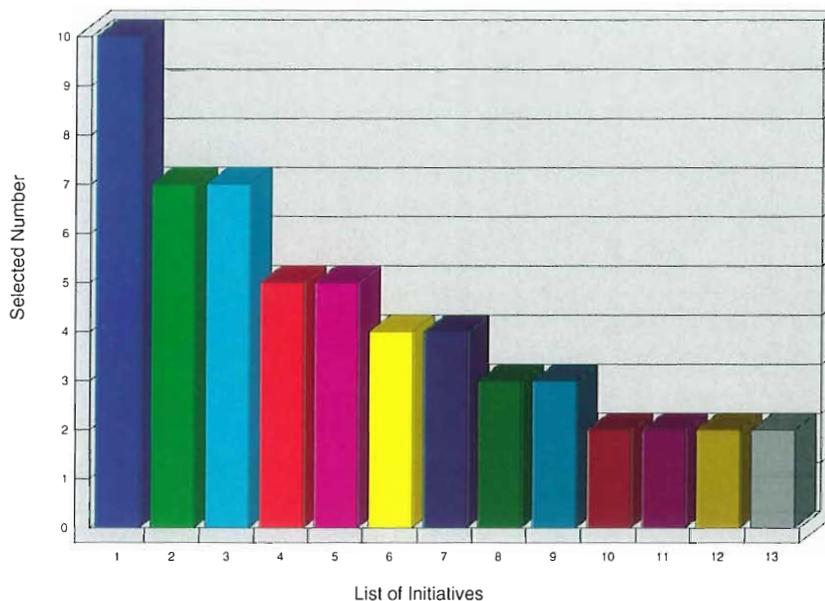
| # Item | Total Points |
|---|--------------|
| 1. Continue to share all the positive benefits of Novi ... great location, sound infrastructure, improved/streamlined planning and building process, quality education, retail magnet, welcoming to people of all cultures, regional health care leader... | 10 |
| 2. Recruit an experienced Economic Development Manager. | 9 |
| 3. Partner with regional interests (County, F.Hills, etc.) to bring new business to the area vs. competing. | 6 |
| 4. The medical services industry seems like a high growth potential, may that an active target for the attraction we are able to do. Include insurance, medical research (capitalizes on our high education residents), medical equipment. Find the trade shows and conferences that these targeted businesses attend and send our economic development manager (partner with Providence) to those events with a nice booth or presence. Meet with Providence doctors and get them to expand and build in Novi. | 6 |
| 5. Hire a firm or expertise to provide ideas and implementation of how our GIS mapping can be maximized for economic developers (builders, developers, owners) to find sites, development potential, etc. | 5 |
| 6. Provide seminars for development community for processes within Planning and Building Departments (minimum of one per year, with updates provided as needed) to inform the community of all activities and reduce the perception of difficulty. | 5 |
| 7. Create an after-construction review to quantify an investment like ITC Headquarters and show the jobs and property tax dollars to the City, schools created by the project. | 5 |
| 8. Help in redeveloping aging areas of the community. | 5 |
| 9. Develop a communication system from concept to building permit to identify and share development's environmental concerns. | 4 |
| 10. Identify and recruit high technology companies. | 4 |
| 11. Explore expanding existing green space requirements as part of development. | 3 |
| 12. Reconsider the use of a time-restricted Downtown Development Authority to "grow" the Main Street area. | 2 |
| 13. Create a simplified development manual that simplifies and streamlines the planning and building process in Novi. | 2 |
| 14. Include a Building Department reviewer in the planning and site plan review process to identify difficulties and roadblocks early in the process. | 2 |
| 15. Do after-construction interviews with successful projects to have CEOs describe their positive experience and promote that on Channel 13, printed materials, etc. | 1 |

Summary of Possible Programs, Actions to Close The Gap for “Increase Staff Development & Resources”

- Human Resources need to develop a comprehensive training program for effective communications as well as promoting individual programs for training and development.
- Require each employee to complete #hours of training and fund it.
- Place more value on training by implementing what we've learned and showing the positive outcome for the community.
- Allow managers to take the time to go to training.
 - Train managers to better allocate their time and staff time to allow for training
- Increase funding for conferences and workshops.
- Council needs to let the City Manager manage the training budget and not get into the details of who, what, where, etc.
- Create individual training plans vs. group training plans -- everyone's needs are different.
- Create a centralized training database to log/track employee training hours and certification.
- Need for more cross training.
- Give our 20% best performers the opportunities for professional growth and improvement with full opportunity to attend conferences and workshops, even if they are out-of-state. These opportunities should be rewards that the best employees will take full advantage. This is almost a two-tier approach where there are job/technical-related training and the second that's reward-based (like a training voucher for outstanding performance).
- There is a need for leadership training on all levels.
- Allow staff to feel like part of the solutions by continuing to embrace staff ideas and feedback.
- Expand the rules for tuition reimbursement so it's not just credit/degree classes (also let it be for continuing education). More like an education credit for CEU's too.

**Rated Initiatives for “Increase Staff Development & Resources”
Summary Graphs**

Rated Initiatives for Opportunity #4



(14 responses)

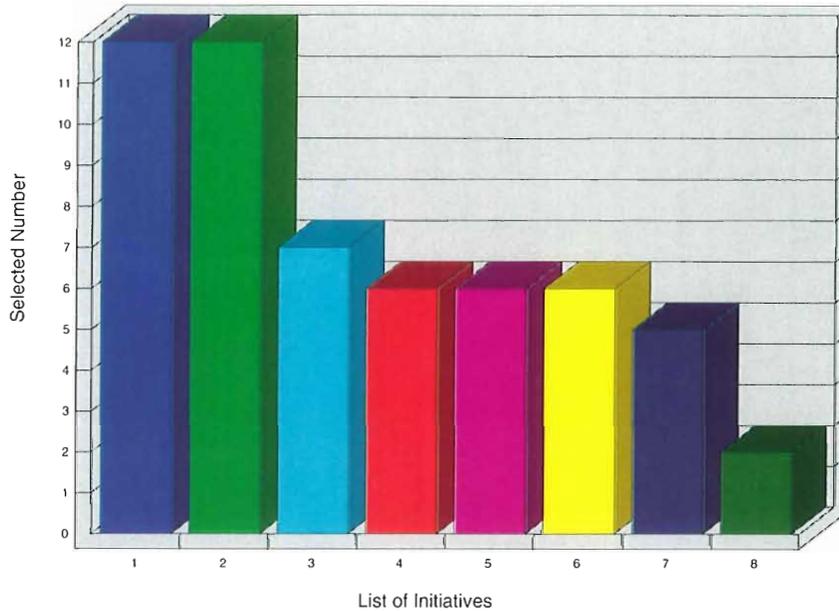
| # Item | Total Points |
|---|--------------|
| 1. Increase funding for conferences and workshops. | 10 |
| 2. Council needs to let the City Manager manage the training budget and not get into the details of who, what, where, etc. | 7 |
| 3. Give our 20% best performers the opportunities for professional growth and improvement with full opportunity to attend conferences and workshops, even if they are out-of-state. These opportunities should be rewards that the best employees will take full advantage. This is almost a two-tier approach where there are job/technical-related training and the second that's reward-based (like a training voucher for outstanding performance). | 7 |
| 4. Human Resources need to develop a comprehensive training program for effective communications as well as promoting individual programs for training and development | 5 |
| 5. Create individual training plans vs. group training plans -- everyone's needs are different | 5 |
| 6. Create a centralized training database to log/track employee training hours and certification. | 4 |
| 7. Expand the rules for tuition reimbursement so it's not just credit/degree classes (also let it be for continuing education). More like an education credit for CEU's too. | 4 |
| 8. Need for more cross training. | 3 |
| 9. Allow staff to feel like part of the solutions by continuing to embrace staff ideas and feedback. | 3 |
| 10. Require each employee to complete #hours of training and fund it. | 2 |
| 11. Place more value on training by implementing what we've learned and showing the positive outcome for the community. | 2 |
| 12. Allow managers to take the time to go to training. | 2 |
| 13. There is a need for leadership training on all levels. | 2 |

Summary of Possible Programs, Actions to Close The Gap for “Modernize Governing”

- Review and update workspace plan for all city offices.
- Review other community's codes, ordinances and processes to find best practices for modernizing governing.
- Charter amendment needed to increase purchasing thresholds -- slows down the process.
- Reduce the amount of information included in the off-week Thursday packet -- it just drives more questions before anyone has had a chance internally to review documents -- take more time for internal contemplation before sharing with Council so we are ultimately better prepared for Council.
- Establish a Charter Review committee including Council, community and staff..
- Get rid of the 5-vote requirement for appropriations. It's a hold-over for small township governments and doesn't work for a city.
- Be able to use electronic auctions (like e-bay) rather than waiting for the City of Novi's bi-annual auction.
- Hire a firm to take a look at all of our transactions available and prioritize that list so that more possibilities are available online 24/7.

Rated Initiatives for “Modernize Governing”
Summary Graphs

Rated Initiatives for Opportunity #5



(14 responses)

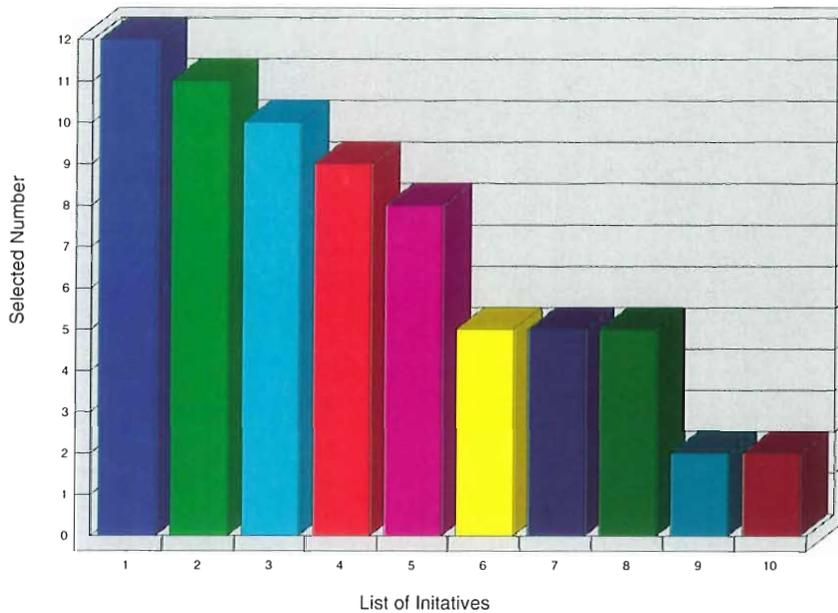
| # | Item | Total Points |
|----|---|--------------|
| 1. | Charter amendment needed to increase purchasing thresholds -- slows down the process. | 12 |
| 2. | Get rid of the 5-vote requirement for appropriations. It's a hold-over for small township governments and doesn't work for a city. | 12 |
| 3. | Review other community's codes, ordinances and processes to find best practices for modernizing governing. | 7 |
| 4. | Review and update workspace plan for all city offices. | 6 |
| 5. | Be able to use electronic auctions (like e-bay) rather than waiting for the City of Novi's bi-annual auction. | 6 |
| 6. | Hire a firm to take a look at all of our transactions available and prioritize that list so that more possibilities are available online 24/7. | 6 |
| 7. | Establish a Charter Review committee including Council, community and staff. | 5 |
| 8. | Reduce the amount of information included in the off-week Thursday packet -- it just drives more questions before anyone has had a chance internally to review documents -- take more time for internal contemplation before sharing with Council so we are ultimately better prepared for Council. | 2 |

Summary of Possible Programs, Actions to Close The Gap for “Communicate and Engage with Citizens”

- Develop and initiate a comprehensive communication/marketing plan.
 - Develop a communication plan that provides information to the citizens and region through multiple mediums such as the web-site, newsletter, and newspaper.
 - Establish a communication plan (to include existing publications, as well as updates to neighborhood associations.)
 - Focus on proactive communications plan vs. reactionary -- Need to have an actual formal communications plan to do this.
- Communicate our stated plans successes and promote the services that are provided as well as promote the visions.
- Continue to share a consistent message from all levels of the organization through a variety of mediums.
- Investigate the possibility of a monthly e-newsletter.
- Establish an internal communication process that addresses the issue of sharing information in a timely manner.
- It's not so much a problem of reaching people as selling what we're doing. Hire a free-lance writer to produce something every single week that's a news brief story for the webpage.
- Combine the City newsletter into the PR&F newsletter so there's a quarterly piece that is the City's as a whole.
- Repeat the National Citizens Survey annually.
- Solicit customer feedback.
 - Include customer feedback cards in calendar, etc.
 - Solicit feedback on web transactions
- Institute a secret shopper program to assess customer service quality.

**Rated Initiatives for “Communicate and Engage with Citizens”
Summary Graphs**

Rated Initiatives for Opportunity #6



(14 responses)

| # | Item | Total Points |
|-----|---|--------------|
| 1. | Develop and initiate a comprehensive communication/marketing plan. | 12 |
| 2. | Repeat the National Citizens Survey annually. | 11 |
| 3. | Solicit customer feedback. | 10 |
| 4. | Continue to share a consistent message from all levels of the organization through a variety of mediums. | 9 |
| 5. | Establish an internal communication process that addresses the issue of sharing information in a timely manner. | 8 |
| 6. | Investigate the possibility of a monthly e-newsletter. | 5 |
| 7. | Combine the City newsletter into the PR&F newsletter so there's a quarterly piece that is the City's as a whole. | 5 |
| 8. | Institute a secret shopper program to assess customer service quality. | 5 |
| 9. | Communicate our stated plans successes and promote the services that are provided as well as promote the visions. | 2 |
| 10. | It's not so much a problem of reaching people as selling what we're doing. Hire a free-lance writer to produce something every single week that's a news brief story for the webpage. | 2 |