

Commission Letter #: 011-12  
Commission Meeting: January 23, 2012

**RE: Approval of Strategic Plan**

January 19, 2012

The Honorable Mayor  
And  
Members of City Commission

On Saturday, January 14, 2012, we met with several of the City's department heads to discuss the goals and objectives that would constitute a Strategic Plan and thus provide a map of where our combined efforts will take the City in the upcoming fiscal year.

In the attached you will see the specifics, with each goal clearly defined and the objectives to meet the goal outlined. Each of you has an assigned goal and with your leadership and the dedication of the City's employees, we should see marked improvement in how we are able to deliver services to citizens and business community members.

If the City Commission is in agreement with this document and desires to formally adopt it as the Strategic Plan, the following resolution would be appropriate:

**BE IT RESOLVED, the Royal Oak City Commission** hereby incorporates and adopts the attached Fiscal Year 2011/2012 Goals and Objectives as our Strategic Plan.

Respectfully submitted,



Donald E. Johnson  
City Manager

DEJ / cds

## GOALS

**Communication-** To proactively promote meaningful, open and respectful dialogue that ensures effective decision making.

**Champion** – Comm. Goodwin

**Community-** To preserve neighborhoods by encouraging community involvement and family activities; and further, to be recognized as a destination for entertainment, recreation and cultural opportunities.

**Champion** – Comm. Fournier

## OBJECTIVES

- Implement communication systems using technology to communicate to residents in “real time.”
- Evaluate and repackage ROSCO to include making it more prominent on the City's website.
- Review the City's website for optimization in an effort to make it more user friendly (w/in 12 months).
- Implement a uniform marketing and branding campaign for the entire City.
- Explore and obtain information related to conducting internal and external surveys in an effort to obtain resident/business feedback.
  
- Promote Neighborhood Associations by assisting associations with developing directories.
- Rejuvenate the crime prevention council to revive the neighborhood watch program and work with neighborhood associations (w/in 6 months).
- Review ways to renovate/update City parks (w/in 18 months).
- Update the Parks & Recreation Master Plan to include emphasis on neighborhood parks, possibility of a splash pad and a downtown central park. (w/in 6 months)

## GOALS

**Operations-** To perform all city operations as efficiently and effectively as possible

**Champion** – Comm Rasor

**Economic / Tax Base-** Encourage and support diverse investment to maximize property values and facilitate employment opportunities and desirable housing.

**Champion** – Mayor Ellison

## OBJECTIVES

- Develop a consolidation plan for the Building, Engineering and Planning departments in an effort to promote a customer friendly and efficient business development process.
- Provide opportunity for online payments of most fees, charges and taxes.
- Allow for the payment of parking tickets at City Hall as well as the Court building.
- Review all boards, commissions, and committees and consolidate and eliminate as many as possible.
- Continue working with the school district on sharing of services.
- Find efficiencies through process mapping and analysis and measure outcomes.
- Establish a list of current commission approvals that can be performed solely by the administration in an effort to streamline commission workload.
- Provide complete, executed labor contracts and post them on the City website (w/in 90 days).
  
- Develop a downtown plan which enumerates our collective vision for downtown Royal Oak and addresses business development, liquor license policy, special events, land use, office space, hotel and downtown park.
- Obtain a legal opinion on whether we can levy a hotel/motel tax. If affirmative perform a hotel/motel tax revenue study.
- Update the current list of resources available for residents to improve their homes and make available to residents.
- Provide an update on the 11 Mile Rd corridor Improvement Plan to the City Commission (w/in 5 months).
- DDA to update the City Commission on the 696 property status and relay DDA's vision related to the property (w/in 5 months).
- Update the Master Zoning Plan.

## GOALS

**Fiscal Management-** To preserve Royal Oak as a safe and healthy community through sound fiscal policy, strategic planning, prompt decisive actions and effective management of taxpayers' assets.

**Champion** – Mayor ProTem Capello

**Infrastructure-** To sustain, replace and enhance Royal Oak's infrastructure to promote efficient delivery of beneficial services.

**Champion** – Comm. DuBuc

**Public Safety-** To protect all persons and property in Royal Oak by providing the highest quality public services possible in the most efficient manner.

**Champion** – Comm. Poulton

## OBJECTIVES

- City Commission to author and provide a resolution to be sent to the State in an effort to get improved legislation for communities to be able to more easily consolidate services.
- Conduct a revenue strategy meeting (February 6).
- Review alternative methods to receive donations (ex, water bills provide an area to donate to ROOTS).
- Administration to develop a method or process to receive timely financial statements.
- Review the possibility and parameters of a renewed reward-based employee "cost saving" suggestion program in an effort to help reduce operating costs.
- Explore a growth management policy encompassing the effects of Prop A, Headlee Act, defining new/re development and staff demands.
  
- Prepare an analysis and recommendation for moving to a fixed water meter reading system (w/in 12 months).
- Forward the Parking and Way Finding Plans to the downtown task force and City Commission for review and revision.
  
- Develop and implement a plan to reduce unnecessary calls for service.
- Enhance mutual aid agreements with neighboring communities.
- Explore additional fire and police grant opportunities.