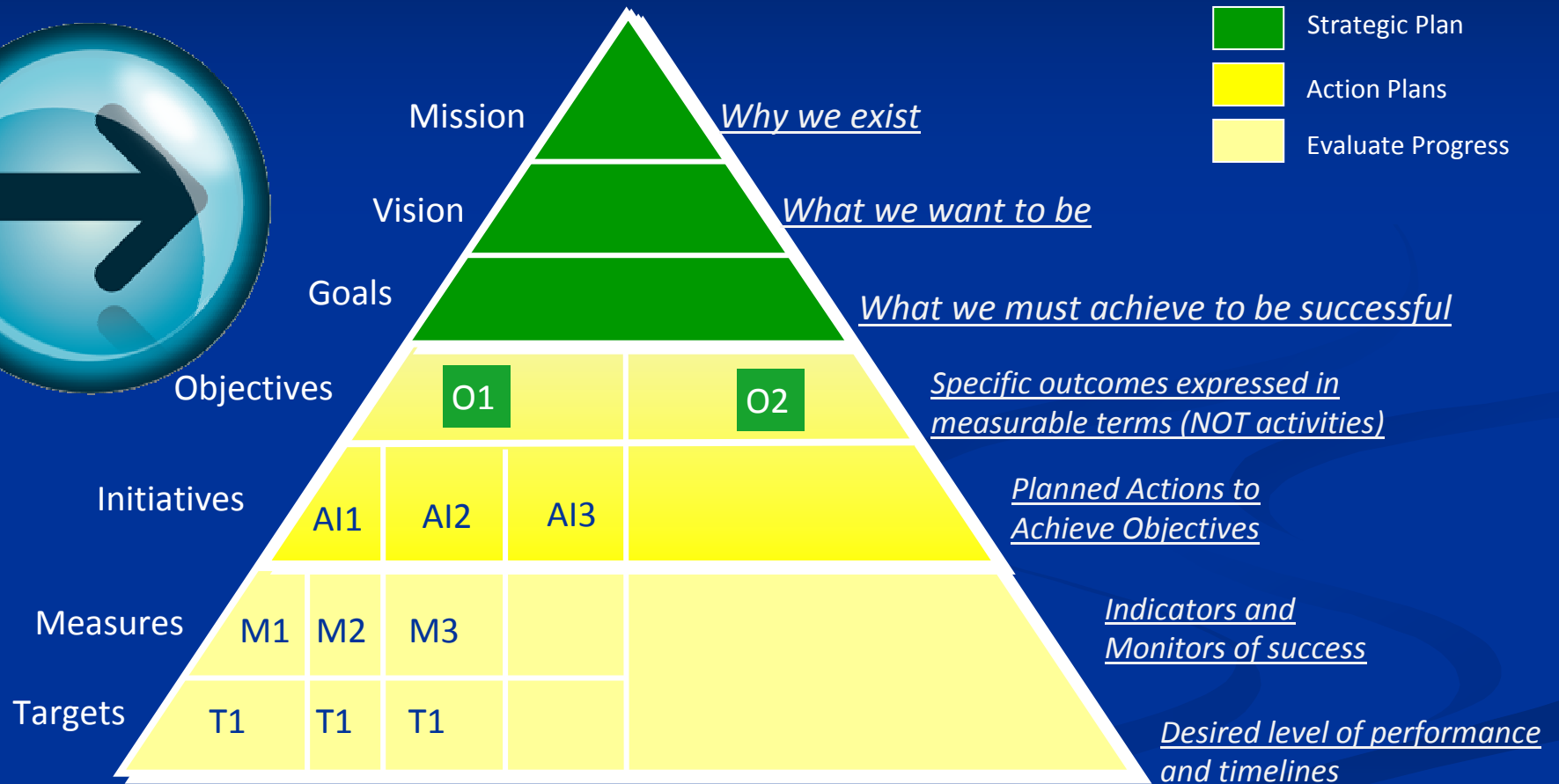


# City of Royal Oak

*Strategic Planning Session  
February 19, 2011*

*Final Report To The City Commission  
March 7, 2011*

# Organizational Effectiveness



# Our Focus

- Review, Update, Endorse – Vision & Mission
- Establish Goals In Seven Core Areas
- Establish Objectives In Each of the Seven Core Areas
- The Core Areas Are...

Public Safety

Economic/Tax Base

Community

Infrastructure

Fiscal Management

Operations

Communication

# Vision & Mission Statements

## **Vision Statement**

Royal Oak is a dynamic balance of progressive vision and traditional values which offers an inviting, premier and diverse community for all.

## **Mission Statement**

Royal Oak provides a safe, healthy and sustainable community.

# City of Royal Oak – Goals

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

# City of Royal Oak – 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.**

# City of Royal Oak – Goals

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

# City of Royal Oak – Goals

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

# City of Royal Oak – Goals

**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.**

# City of Royal Oak – Goals

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

# City of Royal Oak – Goals

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

# City of Royal Oak – Objectives

**Public Safety (Page 1) – To protect all persons and property in Royal Oak by providing the highest quality public services possible in the most efficient manner.**

- A. Explore Cost Savings through:
  - 1. Comprehensive review of public safety staffing levels and allocations to minimize the impact of projected budget constraints (City Manager)
  - 2. Explore consolidation of dispatch and lock-up facilities (City Manager, Police Chief)

# City of Royal Oak – Objectives

**Public Safety (Page 2) – To protect all persons and property in Royal Oak by providing the highest quality public services possible in the most efficient manner.**

- B. Identify additional revenue sources
  - 1. Identify and increase grant funding opportunities  
(Department Heads)
  - 2. Explore the feasibility of a public safety millage  
(City Commission)
  - 3. Lobby legislature for enhanced revenue opportunities  
(City Commission)

# City of Royal Oak – Objectives

**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.**

A. Prioritize services

(City Commission, City Manager & Department Heads)

B. Revenue Strategy

(City Manager, Finance Department and City Commission)

C. Lobby State of Michigan for relief (City Commission)

# City of Royal Oak – Objectives

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

- A. Streamline permit process  
(City Manager and Department Heads)
- B. Create process reducing time and cost  
(Department Heads/City Manager)
- C. DDA/Chamber to promote commercial aspect of city  
(City Manager and DDA)
- D. Actively contact national, regional and local brokers to promote Royal Oak and available properties (City Manager and DDA )

# City of Royal Oak – Objectives

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

- A. Explore privatization, consolidation, shared services, reorganization and other methods of performing operations including use of part-time employees. (Manager and Department Heads)
- B. Explore re-bidding of outside vendors and services where savings may be gained (City Manager, City Commission)
- C. Identify ways to simplify and reduce Commission workload and improve Commission meetings. (Commission, Manager, Staff)
  - 1. Items that can be approved administratively or by other committees (Lot Splits).
  - 2. Get reports to Commission earlier.
  - 3. Define and memorialize rules of governance.

# City of Royal Oak – Objectives

**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.**

- A. Promote Neighborhood Associations (City Manager)
- B. Develop a plan to encourage artists and promote public art in Royal Oak (City Manager and Planning Department)

# City of Royal Oak – Objectives

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

- A. Promote customer feedback system on continuous basis  
(City Manager, City Commission)
- B. Develop centralized public relations message  
(City Manager)

# City of Royal Oak – Objectives

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

- A. Review and enhance inter-city / county / governmental cooperation plan  
(7/1/10, City Manager/Department Heads)
- B. Identify and analyze non-productive assets  
(7/1/10, City Manager, City Commission, Department Heads)

**Royal Oak City Commission**  
2011-2012 Goals and Objectives Ranking

	1	2	3	4	5	6	7	Rating Average
Public Safety	33.3% (2)	33.3% (2)	33.3% (2)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	2
Fiscal Management	33.3% (2)	33.3% (2)	16.7% (1)	16.7% (1)	0.0% (0)	0.0% (0)	0.0% (0)	2.17
Economic/Tax Base	0.0% (0)	16.7% (1)	33.3% (2)	16.7% (1)	33.3% (2)	0.0% (0)	0.0% (0)	3.67
Operations	16.7% (1)	0.0% (0)	0.0% (0)	33.3% (2)	33.3% (2)	16.7% (1)	0.0% (0)	4.17
Community	16.7% (1)	0.0% (0)	16.7% (1)	16.7% (1)	0.0% (0)	16.7% (1)	33.3% (2)	4.67
Communication	0.0% (0)	16.7% (1)	0.0% (0)	16.7% (1)	0.0% (0)	33.3% (2)	33.3% (2)	5.33
Infrastructure	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	33.3% (2)	33.3% (2)	33.3% (2)	6

Comments (optional)

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

	1	2	Rating Average
A. Promote customer feedback system on a continuous basis.	50.0% (3)	50.0% (3)	1.5
B. Develop centralized public relations message.	50.0% (3)	50.0% (3)	1.5
		Comment (optional)	0

**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.**

	1	2	Rating Average
A. Promote Neighborhood Associations	50.0% (3)	50.0% (3)	1.5
B. Develop a plan to encourage artists and promote public art in Royal Oak	50.0% (3)	50.0% (3)	1.5
		Comment (optional)	0

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

	1	2	3	4	Rating Average
B. Streamline permit process.	66.7% (4)	0.0% (0)	16.7% (1)	16.7% (1)	1.83
A. Create process reducing time and cost.	16.7% (1)	66.7% (4)	16.7% (1)	0.0% (0)	2
D. DDA/Chamber to promote commercial aspect of city.	16.7% (1)	16.7% (1)	50.0% (3)	16.7% (1)	2.67
C. Actively contact national, regional and local brokers to promote Royal Oak and available properties.	0.0% (0)	16.7% (1)	16.7% (1)	66.7% (4)	3.5
				Comment (optional)	0

**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.**

	1	2	3	Rating Average	
A. Prioritize services	50.0% (3)	50.0% (3)	0.0% (0)	1.5	
B. Revenue Strategy	50.0% (3)	33.3% (2)	16.7% (1)	1.67	
C. Lobby State of Michigan for relief	0.0% (0)	16.7% (1)	83.3% (5)	2.83	
				Comment (optional)	
				<a href="#">Show Responses</a>	1

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

	1	2	Rating Average
A. Review and enhance inter-city / county / governmental cooperation plan <input type="checkbox"/> .	83.3% (5)	16.7% (1)	1.17
B. Identify and analyze non-productive assets	16.7% (1)	83.3% (5)	1.83
			Comment (optional)
			0

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

	1	2	3	4	5	Rating Average	
B1. Comprehensive review of public safety staffing levels and allocations to minimize the impact of projected budget constraints	83.3% (5)	16.7% (1)	0.0% (0)	0.0% (0)	0.0% (0)	1.17	
B2 Explore consolidation of dispatch and lock-up facilities	16.7% (1)	66.7% (4)	0.0% (0)	16.7% (1)	0.0% (0)	2.17	
A2. Identify and increase grant funding opportunities	0.0% (0)	0.0% (0)	66.7% (4)	33.3% (2)	0.0% (0)	3.33	
A3. Explore the feasibility of a public safety millage	0.0% (0)	16.7% (1)	16.7% (1)	16.7% (1)	50.0% (3)	4	6
A1. Lobby legislature for enhanced revenue opportunities	0.0% (0)	0.0% (0)	16.7% (1)	33.3% (2)	50.0% (3)	4.33	6
						Comment (optional)	
						<a href="#">Show Responses</a>	1

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

	1	2	3	Rating Average	
B. Explore privatization, consolidation, shared services, reorganization and other methods of performing operations including use of part-time employees.	100.0% (6)	0.0% (0)	0.0% (0)	1	
c. Explore re-bidding of outside vendors and services where savings may be gained.	0.0% (0)	66.7% (4)	33.3% (2)	2.33	
A. Identify ways to simplify and reduce Commission workload and improve Commission meetings.	0.0% (0)	33.3% (2)	66.7% (4)	2.67	
				Comment (optional)	
				<a href="#">Show Responses</a>	1