



**SPECIAL MEETING OF THE COUNCIL OF THE CITY OF NOVI
SATURDAY, JANUARY 13, 2007 AT 9:00 AM
NOVI POLICE TRAINING CENTER
45125 W. TEN MILE ROAD
248-347-0460
A G E N D A**

CALL TO ORDER

PLEDGE OF ALLEGIANCE

ROLL CALL: Mayor Landry, Mayor Pro Tem Capello Council Members, Gatt, Margolis, Mutch and Nagy and Member Paul

AUDIENCE PARTICIPATION– In order to hear all citizen comments at a reasonable hour, the City Council requests that speakers respect the three-minute time limit for individual comments and the five-minute time limit for an individual speaking on behalf of a group.

PURPOSE OF SPECIAL MEETING:

- 1. Emerging Priorities Session for Strategic Planning Process.**

ADJOURNMENT

List Title: [List-Five Year Goals.mw]

- 1 Ensure public safety services meets the needs of the community (Police, Fire, DPW)
 - 1.1 Strategy: Assess and develop a plan to meet the long term staffing needs of the public safety services
 - 1.2 Strategy: Address facility and resource needs of public safety services
 - 1.3 Short Term Goal: Prioritize Fire department facility needs
 - 1.4 Short Term Goal: Prioritize DPW facility needs
 - 1.5 Short Term Goal: Use drug forfeiture dollars to build indoor pistol 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
 - 1.6 Short Term Goal: Develop and implement a plan to increase and fund staff levels at police and fire departments
- 2 Improve Infrastructure (Roads, Water and Sewer)
 - 2.1 Strategy: Address major roads and neighborhood roads each year
 - 2.2 Strategy: Pursue partnerships and external funding for infrastructure improvements
 - 2.3 Strategy: Continue annual plan to inspect and maintain existing water and sewer infrastructure
 - 2.4 Short Term Goal: Obtain additional sanitary sewer capacity
 - 2.5 Short Term Goal: Begin implementation of recommendations of CMOM study
 - 2.6 Short Term Goal: Begin implementation of recommendations of storm sewer study
 - 2.7 Short Term Goal: Implement short term Beck road improvement plan
 - 2.8 Short Term Goal: Implement priority plan for bike path/sidewalks
 - 2.9 Short Term Goal: Continue neighborhood road improvement program
 - 2.10 Short Term Goal: Encourage and assist Road Commission to complete Novi road link between 10 and Grand River
- 3 Encourage economic development to maximize city revenue and job growth.
 - 3.1 Strategy: Support and annually update the economic development plan
 - 3.2 Strategy: Explore redevelopment opportunities for obsolete and underdeveloped sites
 - 3.3 Strategy: Explore creative strategies for government assisted financing for development opportunities
 - 3.4 Short Term Goal: Hire an experienced Economic Development Manager
 - 3.5 Short Term Goal: Implement the community development reorganization plan
 - 3.6 Short Term Goal: Revise existing ordinances to provide for redevelopment opportunities for obsolete and underdeveloped sites
 - 3.7 Short Term Goal: Implement in-service education program for Council, Board members and residents
- 4 Develop government structure and staff skills for effective delivery of customer services and communication with community
 - 4.1 Strategy: Develop and implement a comprehensive staff training program
 - 4.2 Strategy: Analyze and update charter
 - 4.3 Strategy: Continue to study and streamline/coordinate city services with input from customers and staff
 - 4.4 Strategy: Council to commit to set long term vision and empower staff to implement plan
 - 4.5 Strategy: Implement updated technology infrastructure
 - 4.6 Short Term Goal: Create a committee to study the charter
 - 4.7 Short Term Goal: Invest in the technology infrastructure in the city

List Title: [List-Five Year Goals.mw]

- 5 Be a community that values natural areas and natural features
 - 5.1 Strategy: Continue to enforce environmental ordinances
 - 5.2 Strategy: Identify and protect important natural resources
 - 5.3 Strategy: Allow and encourage green building and development
 - 5.4 Short Term Goal: Develop a long term funding plan for the tree fund
 - 5.5 Short Term Goal: Review ordinances to determine where changes are needed to become more environmentally friendly
- 6 Maintain a fiscally responsible government
 - 6.1 Strategy: Update fiscal analysis each year
 - 6.2 Strategy: Continue to manage legacy costs and commit to reducing long term obligations
 - 6.3 Strategy: Establish capital improvement funding targets by category
 - 6.4 Short Term Goal: Explore the possibility of a two-year budget
 - 6.5 Short Term Goal: Continue to explore options for reducing health care costs
 - 6.6 Short Term Goal: Reduce outstanding health care liability
 - 6.7 Short Term Goal: Maintain 10.5416 millage rate
- 7 Enhance park, recreational and cultural services
 - 7.1 Strategy: Develop creative means of funding
 - 7.2 Strategy: Commit to annual improvements of park facilities
 - 7.3 Strategy: Develop culturally and demographically diverse recreational programs
 - 7.4 Strategy: Work cooperatively with the Library to provide services
 - 7.5 Strategy: Develop a senior/community center with non-taxpayer dollars
 - 7.6 Short Term Goal: Develop a rate for charges for recreational activities that is equitable and based upon cost accounting methods
 - 7.7 Short Term Goal: Explore obtaining additional active recreational property through partnership with the school district and developers
 - 7.8 Short Term Goal: Support improvement to Library services and facilities



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PURPOSE OF SPECIAL MEETING:

1. Emerging Priorities Session for Strategic Planning Process.

Rebecca Kraus reviewed the steps from the previous meeting on September 18, 2006. she explained the staff had worked on the opportunities and threats and the gap measures to close that. She began by explaining strategic planning as the task of thinking through the process. She reviewed the 9-18 meeting, then followed by the national citizen survey. The planning process had to be a collaborative effort of citizens, Council and staff. This was accomplished by people technology and the process. The strategic planning model plan to plan, citizen and staff surveying, council planning, identify emerging priorities, survey analysis, internal strength and weaknesses, external – opportunities, gap analysis, goals, strategies, actions. Implementation of plan – all of these were the steps of the strategic planning model.

Major themes –public safety, public services, water and sewer services, strong, healthy business community, high quality of life, strong neighborhoods that were involved, green community, protect woodland and wetlands, partner with other communities. Strong customer orientation. Citizens first, all emerged from the 9-18 meeting.

Top priorities at the 9-18 meeting - Maximize tax base, roads, safety, water and sewer, those were the top four that were critical. That document from 9-18 was critical to their planning and being able to use the major themes. AM – asked about the process and between the Council and the citizens, should they have the citizens input first as citizens identified customer service first. How do we ensure the two will be brought together. Rebecca Krauss responded that the work group saw where there were a few disconnects and there was more alignment than disconnects. Clay explained that the questions were customized, explained

to residents and became circular. TM – stated anything containing the word investment ranked lower. Mayor explained this information must be interpreted as it was essential to lump in essential and very important.

Rebecca Kraus – the 12-15-06 workgroup focus was a review of council emerging priorities, alignment check of survey feedback with council emerging priorities, identification of city strengths and weaknesses, identification of potential opportunities, evaluation of potential opportunities relative to degree of impact, financial feasibility.

Workgroup came up with the following:

Quality customer service from employees

Right growth

Quality roads

Less traffic congestion

Economic. Dev

Attractive community and green space

Cost of living issues

Water and sewer service

To be listened to.

Member Nagy felt it was good to know that citizens also liked the idea of customer service by employees. Member Margolis stated the good news was the citizens rated the customer service as very high by employees. Mayor Landry asked if this was related to every city or just Novi? Same with roads, is it just our Novi roads or all roads in all cities. Member Paul noted outside the community, people talk about Novi Road by the mall, Wixom road near Catholic Central, lastly they complain about Beck Road going south to M-14. Clay noted the ease of car travel in Novi was similar to the norm. we also don't know where the traffic is a problem such as the Wixom interchange that is outside the city. Member Gatt noted the majority of citizens feel safe inside the city but he doesn't think we should take discretionary dollars and spend them elsewhere. Maintain what we are doing and use additional dollars to address areas of concern. Member Nagy stated the survey went to residents so traffic issues were from people traveling to and from work. This isn't a true negative because it happens everywhere in Oakland County.

SWOT – strengths, weaknesses, opportunities and threats

Purpose was to analyze the current situation and take a realistic look at where the city is today. The current assessment from the staff is

Crime prevention

Police

Safe neighborhoods

Public schools

Code enforcement, weeds, abandoned building

Sidewalk maintenance

Amount of public parking

Traffic enforcement

Seniors

Customer service

Courtesy

Overall impression

Responsiveness

Knowledge
Youth
Fire prevention
Infrastructure improvements
 Storm drainage
 Street repair
Economic development
 Planning and building
 Quality building and planning – safe structure
 Diversity of economy relative to a lot of areas in the
 Redevelopment
Fiscally responsible
Public trust

Ms. Kraus asked if anything were missing according to Council. AM stated relatively low tax base. BG – strength of strong customer service.

Areas for improvement:

Parks
 Appearance, maintenance of parks
 Accessibility of parks
Recreation centers
 Recreation programs and classes
 Facilities
 Accessibility
Lack of city services
 Snow removal
 Street cleaning
 Recycling
 Street lighting
 Cable television
Low-income people
Infrastructure
 Sidewalks
 Bike paths
 Nature trails
 Streetscape improvements
 Lack of public parking
 Clean up trash on a regular schedule in right of way
Entryway signage
Resources to enhance quality of information and expand services
Transportation
 Public
 Senior
Uninformed/apathetic residents

Member Margolis explained that library services should be added as to the quality and quantity of library services.

Rebecca Kraus explained the results of the workgroup from the December 15 meeting and she referred to today's packet beginning on page 4 citing the potential opportunities, develop and implement a strategic plan, communicate and engage with citizens. Mayor noted it was important to note that employees embraced the idea of moving forward with the Sikich proposals. Member Nagy noted that while employees and residents do communicate, it was noted elsewhere in the report that there might be apathy on the part of the residents. Member Paul commented when we hold meetings, a lot of people watch the meetings, maybe during that time, we could highlight the intentions of the city to improve specific areas such as services to seniors or library services. Another major category was staff development and resources – Member Mutch commented that staff should be encouraged to be receptive to innovations and new ideas and there should be a process for them to bring that idea forward. Member Margolis stated we should look at ways to increase employee satisfaction with an eye to increasing customer satisfaction. Ms. Kraus noted she usually is avalanched with what isn't working and she didn't have that with this group. Economic Development to increase/diversify the tax base and finally modernize governing would include charter amendments. She explained the degree of impact : 1 communicate and engage with citizens, 2 development and implement the strategic plan, 3 staff development and resources, 4 economic development to increase/diversify the tax base, 5 partnerships and shared benefits, 6 modernize governing. She reviewed page 7 of the meeting report comparing the Council identified strategic priorities and workgroup opportunities categories.

Ms. Kraus began speaking about the potential threats to the categories as explained on page 15 of the meeting report. She reviewed the list of the threats list that was brainstormed. Member Mutch added the idea of financial questions. These were all threats to maximize partnerships and shared benefits. Member Nagy added staff input to department heads.

The next threat category was develop and implement a strategic vision and a summary of the threats was on page 16 changing politics, funding to implement, cultural focus more tactical versus strategic, many staff don't have time to think and work strategically. Continual shifting priorities, lack of consensus and buy-in.

Next communicate and engage with citizens – threats on page 17 citizen apathy, inability to have citizens understand boundaries and function so the city vs. other governing agencies, lack of staff resources and time to communicate and engage, lack of a communication plan and competing for citizens attention.

Staff development and resources – threats were lack of funding, work demands challenge staff development time, not aligning staff training with the strategic plan.

Mayor Landry felt this was phenomenal to get the opinions of citizens first and then the staff and he appreciated the staff input and candor. Member Margolis noted we have met the threat and it is us. She felt Council should be careful of what they demand from staff, in other words, the care and feeding of Council. Mayor Pro Tem Capello asked if department heads spoke to their staff, employees working for them and got their input. Mr. Pearson responded that while the city also got the opportunity as employees to complete the citizen survey and overall that was very positive. He explained that willingness to learn was that some want to learn everything, some will do so if told and other drag their feet. Mayor Pro Tem Capello also asked about staff turnover. Mr. Pearson explained that is something that happens everywhere. Staff realizes that if someone retires, they take a lot of knowledge with them and also if someone is on vacation, all their work is still there when they return and while common, it is a fact of how lean we are.

Grow Econ. Dev. To increase diversify tax base – threats were the inability to control negative perceptions of the Michigan economy, some community resistance to growth, a disconnect between the desire for services and growth in tax base to pay for services, perception of difficulty in building in Novi because of requirements, balancing retention vs. attraction activities, competing with similar municipalities. TN thought our city didn't have any economic development on the city's website. She also noted we should show and display more of what we have attracted to the city already such as the bigger companies we have recently recruited – spotlight local businesses on cable.

Modernize Governing – include resistance to change/risk, time and resources, lack of willingness to look at all good examples to benchmark against, lack of facilities to do the work.

*****make sure to include the summary of threats in the minutes*****

Council recessed at 10:40 and reconvened at 10:50 a.m.

Rebecca Kraus resumed by explaining the chart of rated threats from highest to lowest 1. develop and implement a strategic vision 2. maximize partnerships and shared benefits, 3. increase staff development and resources 4. grow economic development to increase/diversify the tax base 5. modernize governing 6. communicate and engage with the citizens.

She began by listing the gap items for develop and implement a strategic vision and the top four were the most important.

1. Institute a two year budget process
2. utilize the leadership team meeting to review strategic plan first and foremost vs. city council agenda planning.
3. dedicate funding to the strategic plan
4. council adopt this plan with its goals and objectives to set a clear direction.

Member Nagy agreed with staff input and thanked them as it was important to realize the need for long range financial planning.

Next – maximize partnerships and shared benefits

1. hire a consulting firm to annually work with all departments to inventory existing mutual aid, etc.
2. HR should investigate cost savings that might be available to purchase healthcare with another agency to achieve savings for Novi
3. finance purchasing continue to investigate share purchasing
4. establish a purchasing committee to investigate research opportunities for sharing in a competitive bid process

Grow Econ. Dev.

Continue to share all positive benefits of Novi

Recruit an experienced Econ. Dev. Mgr.

Partner with regional interest

Medical services industry seems like high growth potential make that an active target

Staff Development & resources

Increase funding for conf. and workshops
Council needs to let city manager manage training budget
Give top 20% best performers the opportunities for professional growth
HR needs to develop a comprehensive training program for effective communications.

Modernize Governing

Charter amendment to increase purchasing thresholds
Get rid of 5 vote requirement for appropriations
Review other community's code, ordinances to find best practices
Review and update workplace plan for city offices

Communicate and engage with citizens

Develop and initiate a comprehensive communication marketing plan
Repeat national citizen's survey annually
Solicit customer feedback
Continue to share a consistent message from all levels

Mayor Pro Tem Capello asked if communicating with citizens meant residents only or included business people. Mr Pearson responded it's a broad term to include everyone.

Member Nagy expressed she would like to have additional residents receive surveys not just the few 1200 that were sent. She was also concerned that developers would be looking out for their best interests. She would also like to poll smaller businesses that have been in the community for some time. Member Margolis explained that the surveys that went out were required to use the birthday method. Mayor Pro Tem Capello asked how were residents chosen. The response was it was totally random.

Rebecca noted the next phase was for the goals as being broad statements of what the city will achieve. Goals state what must be done, not how it is done. They are the foundation of the plan. They are measurable and quantifiable points on the way to reaching our objectives.

***reminder to ask Clay about adding the loss of an August primary as a charter amendment. Potential savings to city, while there's been no primary in 8 years, the potential still exists for one.

Member Paul mentioned parks, trail system, fire station improvements, green space, long term expenditures

Member Margolis felt goals were broader rather than initiatives. She referred to page 7 of the meeting report from today.

Rebecca asked Council to focus on the broader goals from page 7.

GOALS

1. Ensure public safety services meets the needs of the community (Police, Fire, DPW)
 - 1.1 Strategy – assess and develop a plan to meet the long term staffing needs of the public safety services
 - 1.2 Strategy – address facility and resource needs of public safety services

- 1.3 Short term goal - prioritize Fire department facility needs
- 1.4 Short term goal – use drug forfeiture funds to build indoor pistol range at the DPW site, pay off bond on existing police building, and complete critical needs at the police building as identified in 2006 facility study.
- 1.5 Short term goal – develop and implement a plan to increase and fund staff
2. Improve Infrastructure- (Roads, Water and Sewer)
 - 2.1 Strategy – address major roads and neighborhood roads each year
 - 2.2 Strategy – pursue partnerships and external funding for infrastructure improvements
 - 2.3 Strategy – continue annual plan to inspect and maintain existing water and sewer infrastructure
 - 2.4 Short term goal – obtain additional sanitary sewer capacity
 - 2.5 Short term goal – begin implementation of recommendation of CMOM study
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 - 2.10 Short term goal – Encourage and assist Road Commission to complete Novi Road link between 10 Mile and Grand River Strategy
3. Encourage economic development to maximize city revenue and job growth
 - 3.1 Strategy – support and annually update the economic development plan
 - 3.2 Strategy – explore redevelopment opportunities obsolete and underdeveloped sites
 - 3.3 Strategy – explore creative strategies for government assisted financing for development opportunities
 - 3.4 Short term goal – hire experience economic development manager
 - 3.5 Short term goal – implement community development reorganization plan
 - 3.6 Short term goal – revise existing ordinances to provide for redevelopment opportunities for obsolete and underdeveloped sites
 - 3.7 Short term goal – implement in-service education program for Council, board members and residents
4. Develop government structure and staff skills for effective delivery of customer services and communication with community
 - 4.1 Strategy – develop and implement a comprehensive staff training program
 - 4.2 Strategy – analyze and update the charter
 - 4.3 Strategy – continue to study and streamline/coordinate city services with input from customers and staff
 - 4.4 Strategy – Council to commit to set long term vision and empower staff to implement the plan
 - 4.5 Strategy – implement updated technology infrastructure
 - 4.6 Short term goal – create a committee to study the City Charter
 - 4.7 Short term goal – invest in the technology infrastructure in the city
5. Be a community that values natural areas and natural features
 - 5.1 Strategy – continue to enforce environmental ordinances
 - 5.2 Strategy – identify and protect important natural resources
 - 5.3 Strategy – to allow and encourage green building and development
 - 5.4 Short term goal – develop a long term funding plan for the tree fund
 - 5.5 Short term goal – review ordinances to determine where changes are need to become more environmentally friendly
6. Maintain fiscally responsible government
 - 6.1 Strategy – update fiscal analysis each year

Start at police fund levels

- 6.2 Strategy – continue to manage legacy costs and commit to reducing legacy obligations
- 6.3 Strategy – establish capital improvement funding targets by category
- 6.4 Short term goal – explore the possibility of a two-year budget
- 6.5 Short term goal – continue to explore options for reducing health care costs
- 6.6 Short term goal – reduce outstanding health care liability
- 6.7 Short term goal – maintain current 10.5416 millage rate
- 7. Enhance Park, recreational and cultural services
 - 7.1 Strategy – develop creative means of funding
 - 7.2 Strategy – Commit to annual improvements of park facilities
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Discussion was held regarding Member Nagy's suggestion that there should be training for new Council members when they begin as to the Council rules, methods of voting, budget education, changing goals with changing Council's, bring them up to speed. Member Mutch explained that is the nature of Council since it changes, then the goals change but the strategic planning process should be regular in order to provide direction for the city staff. As the views of the residents change, the end goals should always have flexibility. That is reflected in those who have been on Council . it is frustrating to work under goals where he had no input. Further discussion centered on the need to separate green space from quality of life issues related to accessibility of parks, programs, activities and cultural resources.. Also discussed was the idea of enhancing communication with residents. Maintain flexibility in the master plan. Member Nagy wanted to add managed growth.

ADJOURNMENT 2:55 p.m.



MEMORANDUM

DRAFT

TO: Mayor and City Council Members
FROM: Clay J. Pearson, City Manager
SUBJECT: **Mutual Expectations – January 1 through June 30, 2007**
DATE: January 16, 2007

To: Leadership
Group

- 1) Develop and adopt recommended 2007/08 City of Novi Budget/Policy Document (including foundation for elements of a two-year budget to be considered in synch with future City Council elections)
- 2) Continue drive for improving City organization capacity building so we have the tools, techniques, and staff to deliver premium results for the Novi community.
 - a. Training and development – Enhance emphasis and structure (e.g., event for participants in tuition reimbursement, formalize a tracking and report database)
 - b. Employee Assistance Program kick-off
 - c. Work with employees for updating policies and rules so we can be efficient and effective and the City of Novi is a great place to work, a highly sought-after employer.
 - d. Significant progress implementing elements of Sikich (PRocess to Improve the Development Experience – PRIDE) Report recommendations:
- 3) Secure Utility Capacity
 - a. Secure Commerce Township's additional contractual sanitary sewer capacity
 - b. Resolution of OCDC restriction on Walled Lake Plant
 - c. Negotiation with WTUA for long-term, large-scale sanitary sewer treatment capacity
- 4) Settle Labor Negotiations
 - a. Fire Paid-on-Call
 - b. Fire
 - c. Police Command
- 5) Improve roads
 - a. Beck Road short-term improvements design and start
 - b. 2007 Neighborhood Roads start
 - c. Ensure that Novi Road Link project actually starts in 2008, support to RCOC. Also monitor preparations for I-96/Wixom SPUI in 2008 for coordination of public awareness, alternate road preparation
 - d. Outreach and coordination with neighboring communities to identify future road improvements and address impacts (e.g., future improvements to 14 Mile Road in Farmington Hills/W. Bloomfield; Haggerty Road north of 14 Mile Road (C9ommerce/W. Bloomfield; Beck Road Corridor north and South (Northville Township and Wixom). Also, consider small area plan with MDOT/SEMCOG/Oakland County/Wixom for I-96 east-west corridor.

→

- e. Economic development infrastructure projects:
 - i. Prepare for extension of Cabot Drive north of 13 Mile Road in conjunction with Northern Equities for Ryder Systems project.
 - ii. Complete study of northeast quadrant ring road of Novi Road and Grand River Avenue.

- 6) Leadership on major economic development and support completion of adopted 2007 economic development goals, including support of Novi Economic Development Corp.
 - a. Major developments (see attached)
 - i. Providence Hospital and campus
 - 1. Medical Office Building
 - 2. Ortho Center
 - 3. Staybridge Hotel
 - ii. Twelve Oaks Mall Expansion and Nordstrom's (OPEN September 2007)
 - iii. Fountain Walk Reconstruction
 - iv. Main Street – Medical Office Building and Parking Deck
 - v. ITC Headquarters
 - vi. Ryder (Groundbreaking April 2007. Occupancy March 1, 2008)
 - b. Recruit Economic Development Manager
 - c. Recruit Community Development Director

Respectfully submitted,

Clay J. Pearson
City Manager

c: Leadership Group



City of Novi

Council

Strategic Planning Meeting

January 13, 2007



Ground Rules

- All ideas are equal
- Practice inquiry vs. advocacy
- Respect each other's opinion
- One conversation at a time
- Keep the conversation relevant
- STRETCH!!!!!!!
- Start and end on time
- Beepers/phones OFF



Today's Agenda

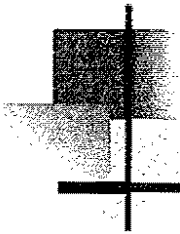


What is Strategic Planning?

- “Strategic planning is the task of thinking through the mission of the business, that is of asking the question ‘what is our business and what should it be?’ This leads to the setting of objectives, the development of strategies and plans and the making of today’s decisions for tomorrow’s results.”

Peter Drucker

The Strategic Planning Process Model



September 2006 – January 2007

The Planning Process: A Collaborative Effort





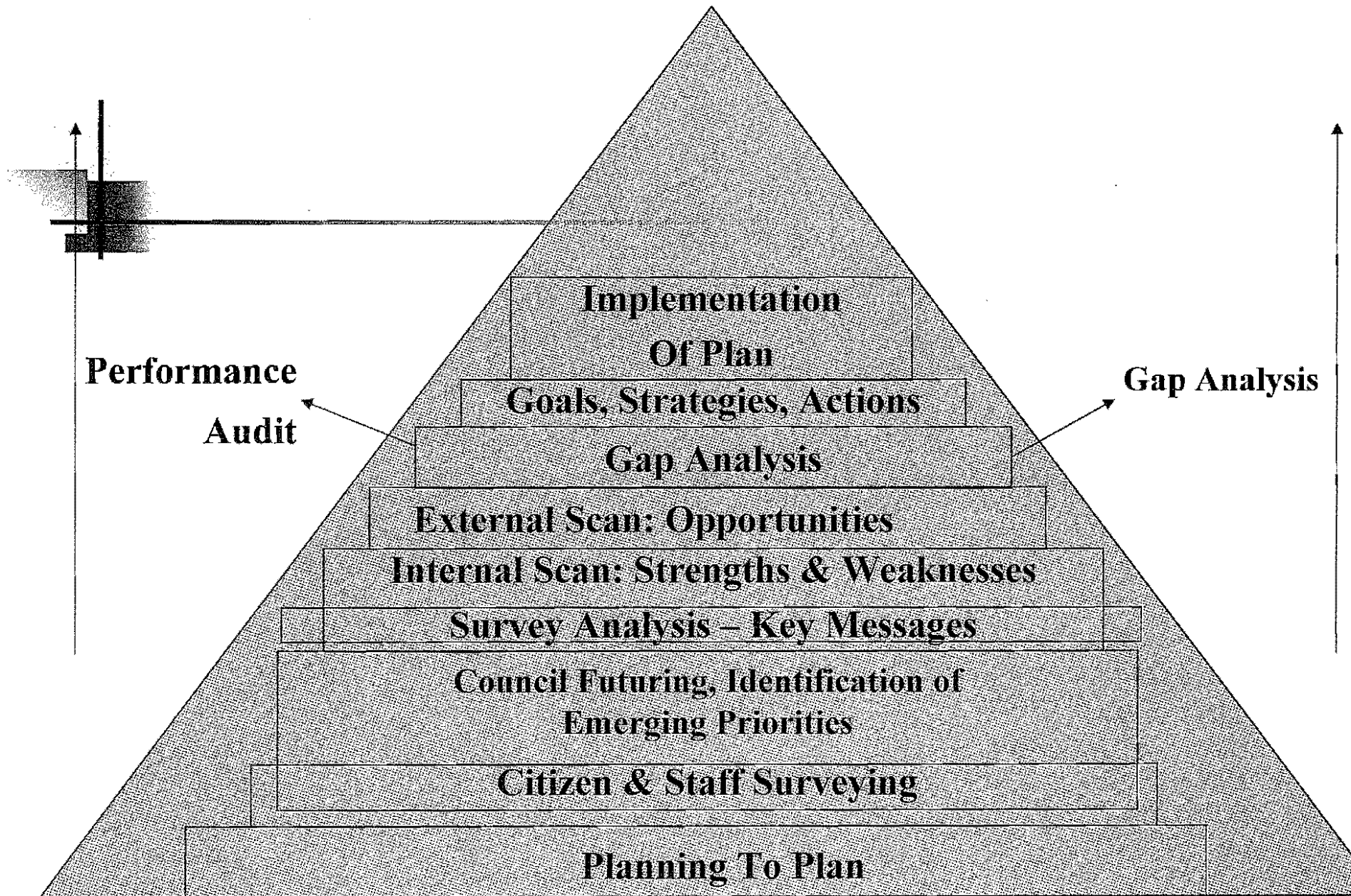
Accomplished By:





Overall Steps

1. Plan To Plan
2. Articulate The Desired Future, Identify First Pass Key Emerging Priorities
3. Begin Analysis of Current State And Citizens' Desired Future through Survey Feedback
4. Continue Analysis Through 2 Strategic Planning Workgroup Sessions; SWOT analysis, Gap Analysis And Development Of Strategic Recommendations
5. Formulate the Long and Short Term Goals And Suggested Measurements in January 13th Council Retreat
6. Strategic Planning Workgroup Solidifies Strategies & Reviews With Council; Upon Approval, Develops Departmental Plans



STRATEGIC PLANNING MODEL



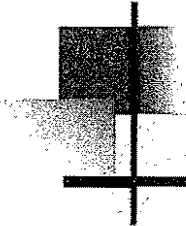
City of Novi Staff Workgroup Participants

- Clay Pearson
- Pam Antil
- Rob Giacobetti
- Randy Auler
- Maryanne Cornelius
- Michael Evans
- Tia Gronlund-Fox
- Rob Hayes
- Glen Lemmon
- Tom Lindberg
- Barbara McBeth
- Benny McCusker
- David Molloy
- Rob Petty
- Don Saven
- Frank A. Smith
- Kathy Smith-Roy
- Sheryl Walsh
- Tom Schultz



Looking Into The Future

*A **Vision** is a description of the future of Novi as you believe your citizens want it to be. In dictionary terms it is, 'a mental image produced by the imagination'. It involves seeing the optimal future for your city, and vividly describing this vision. The description might include **HOW** things will be, **WHERE**, **WHO** with, **WHAT** you'll be doing and **HOW** you'll feel.*



Emerging Priorities

What priorities or strategic directions over the next 3-5 years would seem to emerge that we need to further consider in our planning efforts?



Council Emerging Priorities

- Maximize the tax base
- Invest annually in public safety, roads, water and sewer
- Listening to the community and their needs and desires
- Work cooperatively with regional providers, school districts and partnerships
- Maximize the current resources
- Continue our creative approach to Parks and Recreation
- Continue to recruit, train and retain top quality City employees
- Become a magnet for technology companies
- Become a magnet for healthcare

December 15, 2006 Workgroup Focus


- Review of Council Emerging Priorities
- National Citizens Survey Feedback:
 - What Do Our Citizens Want?
 - What Did We Learn?
- Alignment Check of Survey Feedback With Council Emerging Priorities
- Identification of City Strengths & Weaknesses
- Identification Potential Opportunities
- Evaluation of Potential Opportunities Relative To Degree of Impact, Financial Feasibility

Current Situation: SWOT

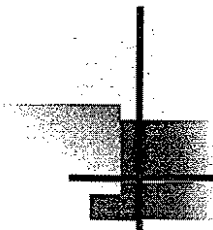


- Purpose: Analyzing the situation, often called current situation, lets us take a realistic look at where the City is today. Current assessment is:
 - “An analysis of the organization’s current strengths and weaknesses and its external opportunities and threats.”
 - Relation to Other Steps: This step provides an internal look at the City’s current status and an external look at the environment as a whole. It paves the way to conduct a gap analysis.

January 8, 2007 Workgroup Focus



- Review of Council Emerging Priorities
- Review of December 15, 2006 work
- Alignment Check of Survey Feedback and Identified Opportunities With Council Emerging Priorities
- Identification of Potential Threats
- Conducting of A Gap Analysis To Identify Possible Actions, Programs and Initiatives to Reduce Threats, Close The Gaps and Realize the Desired Future



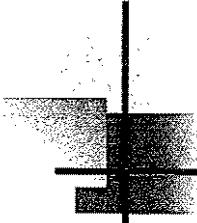
Goals/Objectives

- Goals are broad statements of what the City will achieve. Goals state what must be done, not how it is done. They are the foundation of the plan. They are measurable and quantifiable points on the way to reaching our objectives.
- Optimum target: 4-5 Goals, Five Year Timeline



Strategies

- Strategies are broad statements of *how* the organization will achieve its goals. Strategies are the core of the plan and describe what will be done to attain a goal. A strategy may support more than one goal.
- Optimum target: 1-2 Strategies per Goal



Initiatives

(Programs, Projects)

- Initiatives allow goals and strategies to be implemented. Initiatives are clearly defined projects with task-level details and milestones that define what is to be accomplished, how much time, what resources are required and who will be responsible. An initiative may support many objectives.



Next Steps

- Staff to use Council's feedback to refine programs/projects
- Staff to develop implementation plans
- Staff Define appropriate measures to define success
- Summarize strategic priorities in the City Manager's budget submission

**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 programs, initiatives to accomplish opportunity, or desired state -Identify possible countermeasures to applicable threats	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	

List Title: [C:\Program Files\Meetingworks\Data\Rated Threats w-summary.mw]

- 1 Develop & Implement a Strategic Vision (Planning Ahead / Forward Thinking)
 - 1.1 Summary:
 - 1.1.1 Committing and supporting a long term strategic plan (Politics and changing Council's impact this)
 - 1.1.2 Funding to implement
 - 1.1.3 Cultural focus more tactical versus strategic
 - 1.1.4 Many staff do not have the time to think & work strategically
 - 1.1.5 Continual shifting priorities
 - 1.1.6 Lack of concensus and buy-in
- 2 Maximize Partnerships & Shared Benefits
 - 2.1 Summary:
 - 2.1.1 Staff Resources, Benefit Analysis (Equal Exchange) & Time
 - 2.1.2 Territorial Issues
 - 2.1.3 Making partnerships a priority - need to be more entrepreneurial
 - 2.1.4 Logistical challenges to make them successful partnerships
 - 2.1.5 Communicating benefits and getting buy-in
 - 2.1.6 Potential for an equal distribution of labor among partners
 - 2.1.7 Operational differences
 - 2.1.8 Labor Contracts
 - 2.1.9 Difference in level of community activities (growth)
- 3 Grow economic development to increase/diversify tax base
 - 3.1 Summary:
 - 3.1.1 Inability to control the negative perceptions/realities of the current Michigan economy
 - 3.1.2 Some community resistance to growth
 - 3.1.3 Disconnect between desire for services and growth in tax base to pay for services
 - 3.1.4 Perception of difficulty in building in Novi because of requirements
 - 3.1.5 Balancing of retention versus attraction activities
 - 3.1.6 Competing with similar municipalities
- 4 Increase Staff Development & Resources
 - 4.1 Summary:
 - 4.1.1 Lack of funding
 - 4.1.2 Work demands challenge staff development time
 - 4.1.2.1 Work created by outside entities, governmental agenices creates demand on time
 - 4.1.3 Not aligning staff training with the strategic plan
- 5 Modernize Governing
 - 5.1 Summary:
 - 5.1.1 Resistance to change/risk
 - 5.1.2 Time & Resources
 - 5.1.3 Lack of willingness to look at all good examples to benchmark against
 - 5.1.4 Lack of facilities to do the work
- 6 Communicate and engage with Citizens
 - 6.1 Summary:
 - 6.1.1 Citizen apathy

List Title: [C:\Program Files\Meetingworks\Data\Rated Threats w-summary.mw]

- 6.1.2 Inability to have Citizens understand boundaries and functions of the City vs. other Governing agencies
- 6.1.3 Lack of staff resources and time to communicate and engage
- 6.1.4 Lack of a communication plan
- 6.1.5 Competing for citizens attention

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**

THE BRIM REPORT

FALL ISSUE 2006

VOL. V, ISSUE 3

A FUTURISTIC OUTLOOK ~ *The following thought-provoking forecasts were published in The Futurist Magazine, November-December 2006 issue*

BUSINESS AND ECONOMICS

- An estimated 3.3 million high-tech service jobs will move out of the United States over the next 10-15 years. This trend reflects the pervasive spread of the Internet, digitization and the availability of white-collar skills abroad.
- Pharmaceutical manufacturing will migrate to the developing world. By 2040, the pharmaceutical industry will move to developing countries with skilled scientific labor pools.

DEMOGRAPHY

- Generation Y will migrate heavily overseas. The population segment born between 1978 and 1995 may be the first U.S. generation to have many members taking advantage of overseas opportunities.
- Companies will see the age of their workers span four generations. Workers over the age of 55 are expected to grow. In less than five years, 77 million baby boomers in the U.S. will begin reaching the age of 65, changing the idea of retirement significantly.

HABITATS

- More Americans will move to rural areas than are moving out. The highest percentage of growth will be people over 65. Particularly popular places will be the mountainous west and the areas of the south.
- The Internet will drastically change living patterns and urban populations. More people will use the Internet to work remotely from scenic locations.

In contrast, more corporations will move their headquarters back to major metro areas to allow management heads to network with global peers in banking and the media, while nonessential duties are performed elsewhere.

HEALTH AND MEDICINE

- Embryonic stem cells will be used in the fight against Alzheimer's disease. Researchers believe that new techniques for growing brain tissue from stem cells will help doctors build replacement neural or brain matter.
- By 2030, we will see drugs individualized according to a patient's genome.
- The use of nanotechnology in medicine will increase. Smart drug-delivery systems will release medicines into the body at precise location.

ENVIRONMENT

- The costs of global warming-related disasters will reach \$150 billion per year. The world's total economic loss from weather-related catastrophes has risen 25% in the last decade.

INFORMATION SOCIETY

- Text will be instantly translated into multi-media presentations. Rapid language processing will create multi-media animations of your favorite book or text – such as directions to a museum in a foreign country.
- Education will be portable and learning will be on-demand. Educators will increasingly upload lectures and educational "playlists" that will be sent to Podcasting services, allowing students to access at their convenience.

continued...

The Brimeyer Group, Inc.
EXECUTIVE SEARCH
T&B CONSULTING

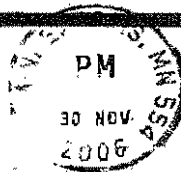
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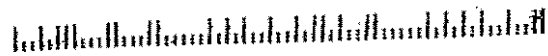
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A FUTURISTIC OUTLOOK

Mr. Robert O'Neill, Jr.,
Executive Director
ICMA
777 North Capitol Street, N. E., No. 500
Washington, DC 20002

2000244230-25 C018



THE BRIMEYER GROUP ASSIGNMENTS

Recent/Current:

Stewartville, Minn.

City Administrator

Mason City, Iowa

City Administrator

Maple Plain, MN

City Administrator/Clerk/Treasurer

Yellow Medicine County

County Administrator

Lake Elmo, MN

City Administrator

Minnetrista, MN

City Administrator

Representative Searches:

Bemidji, Minn.

City Manager

Worthington, Minn.

City Administrator

Minnesota Valley Country Club

General Manager

Dakota Communications Center

Executive Director

Cresco, Iowa

City Administrator

Cedar Rapids, Iowa

City Manager

Ottumwa, Iowa

City Administrator

Consulting Assignments

Urbandale, Iowa

Cedar Rapids, Iowa

Munster, Indiana

Albert Lea Economic
Development Authority

A FUTURISTIC OUTLOOK continued...

- Computers will be more than 1,000 times more powerful in a decade, one million times more powerful in 20 years and one billion times more powerful in 30 years.

RESOURCES

- By concentrating more on producing transportation fuels than food, the world's farmers could strengthen their role in the global economy. Sugarcane or palm oil grown for fuel, for instance, could give producers in tropical countries a vital strategic advantage.
- Skyrocketing oil prices make cheaper energy sources like coal look more attractive. Use of coal worldwide is expected to grow by 1.5% a year.

WORK

- Super longevity will have a growing influence on career choices. Realizing that careers might extend for 50 years

or more, younger careerists will experiment with unique career patterns. More young people will opt to pursue postgraduate education and may remain in school well into their 20s or early 30s in order to train for the complex jobs required.

- New job titles for potential future occupations could include: Experience Designer, Corporate Historian, Offshore Outsourcing Coordinator, Chief Innovation Officer, Executive Chef (Space Airline), Skycar Mechanic, Transhumanist Designer/Technician, or Underwater Hotel Manager.

TO CONTACT US

We invite you to visit our web site at: www.brimgroup.com to review our current assignments or access copies of other recent *BrimReports*.

Contact us at: brimgroup@aol.com

In 1995, Jim Brimeyer chaired a Steering Committee for a community visioning process for the City of St. Louis Park. The resulting vision "A Community of Choice for a Lifetime" began a decade-long journey that resulted in a four-block New Urbanism redevelopment project, a new recreational and aquatic facility, an outdoor amphitheatre, expanded parks and trails, new housing opportunities, stronger neighborhoods and a strong movement towards residents determining their city's destiny. The success of this initiative spurred the city into continuing the journey. In 2006, Jim Brimeyer was again asked to chair a community-wide visioning process utilizing the theme of Discover-Dream-Design. The process involved 1,200 representatives from government, schools, businesses, community organizations, religious institutions and neighborhoods and resulted in the Book of Dreams - 2006. We invite you to read the book at www.stlouispark.org/about/vision.html.

**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		Workgroup
Maximize The Tax Base	→	Economic Development To Increase The Tax Base
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 Strategic	→	Develop And Implement The 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

Maryanne



MEMORANDUM

TO: Mayor and City Council Members
FROM: Clay J. Pearson, City Manager
RE: **Strategic Planning Workgroup Analysis**
DATE: January 10, 2007

Attached you will find results of the City staff Leadership Group's work to aid your upcoming Saturday, January 13 Strategic Planning Session. Participants in the two meetings represented their departments, professional perspectives, experience, and aspirations for Novi. Work was geared around the ten emerging strategic priorities you identified on September 18, 2006.

You may want to take particular note of the material from meeting #2 that provided the work group's analysis of potential threats (p.15), gap analysis (p.24), and possible programs/actions (p. 29). There is a comparison of the City Council's ten emerging priorities and the staff workgroup material (p.7).

Together with your September work, the National Citizen Survey, the employee survey, and our other master plans, I trust we have the foundation for another good session this Saturday.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Clay J. Pearson'.

Clay J. Pearson
City Manager

C: Leadership Group

Strategic Planning Workgroup Participants
December 2006 and January 2007 Sessions

Pamela Antil

Randy Auler

Maryanne Cornelius

Mike Evans

Rob Giacopetti

Tia Gronlund-Fox

Rob Hayes

Jeff Johnson

Glenn Lemmon

Tom Lindberg

Barb McBeth

Benny McCusker

David Molloy

Clay Pearson

Rob Petty

Melissa Place

Don Saven

Frank Smith

Kathy Smith-Roy

Sheryl Walsh

City of Novi Strategic Planning Workgroup Analysis

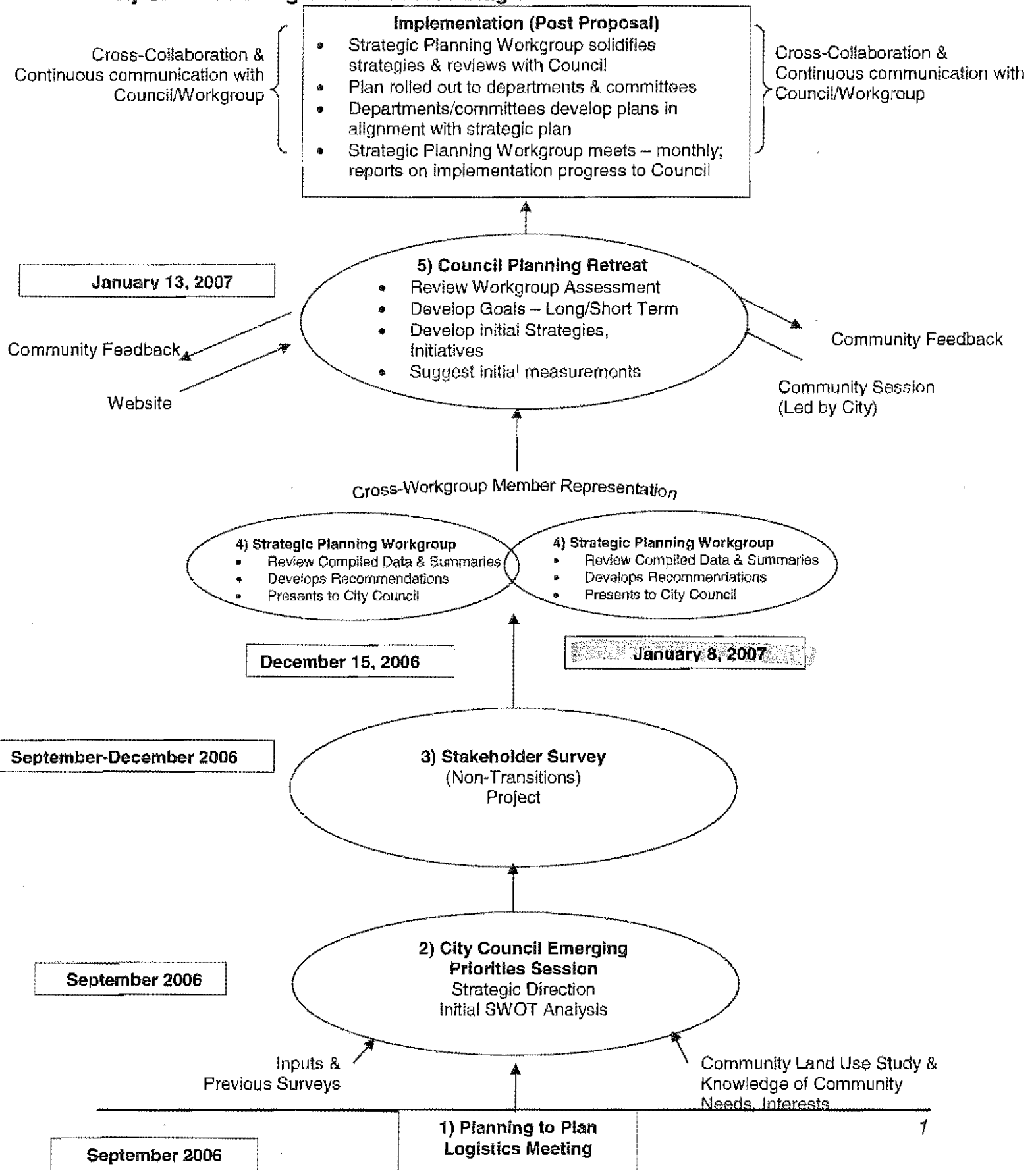
January 8, 2007



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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
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- Enhance partnerships with other government agencies to provide/coordinate services to the community.
- Regional recreation center -- seniors, youth, etc.
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 - Continual investment in critical city services (i.e. roads, Public Works & Public Safety)
 - Continue to develop a sidewalk build-out program and implement it.
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 - 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.
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 - Dedicate resources to staff training and development
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 - 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

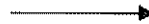
Maximize the Tax Base



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*



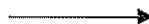
Partnerships & Shared Benefits

*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*

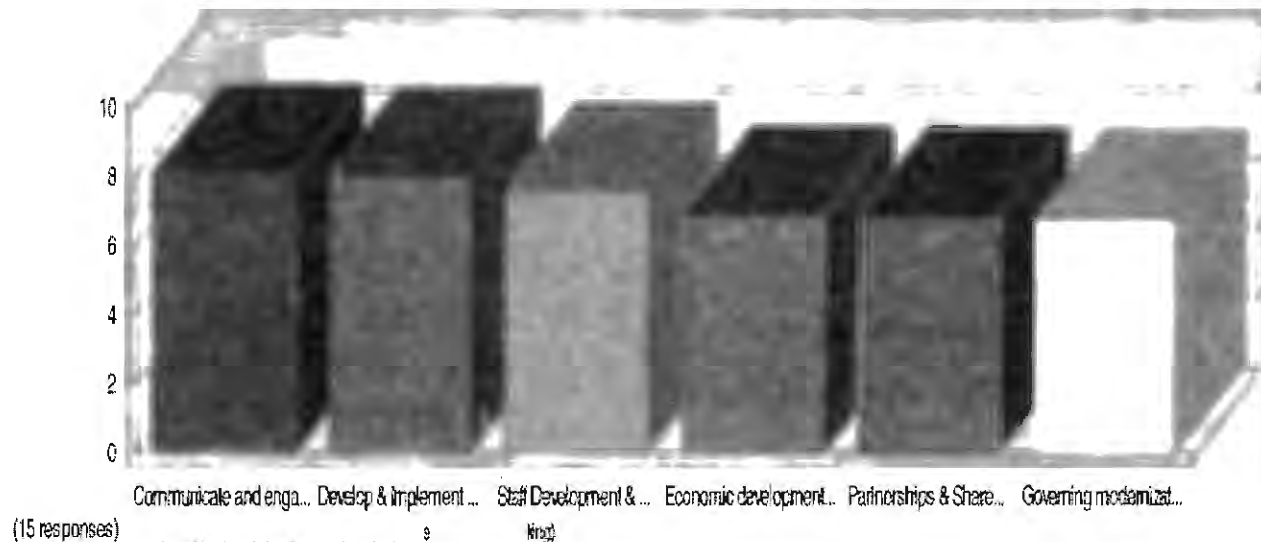
- Land use, planning and zoning
- Public Trust: Good value for the taxes
- Snow removal
- Street cleaning
- Low-income people
- Accessibility of recreation centers.
- Street lighting
- Cable television
- Public library services
- Variety of library materials
- Recycling
- Additional Items
 - Sidewalks
 - 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.

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
 - Accessiblility of parks
- Recreation programs/classes
- Traffic signal timing
- Recreation centers/facilities

**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

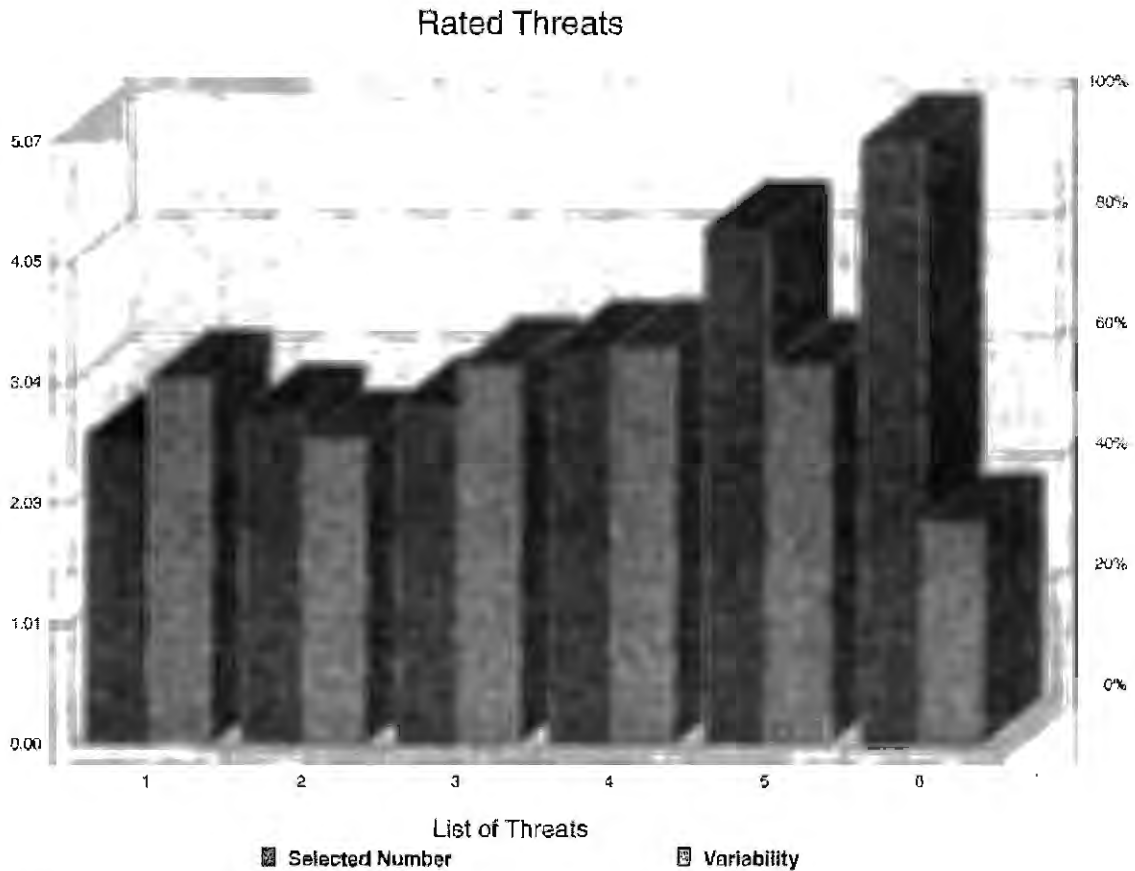
Initial brainstormed threats list:

- 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.

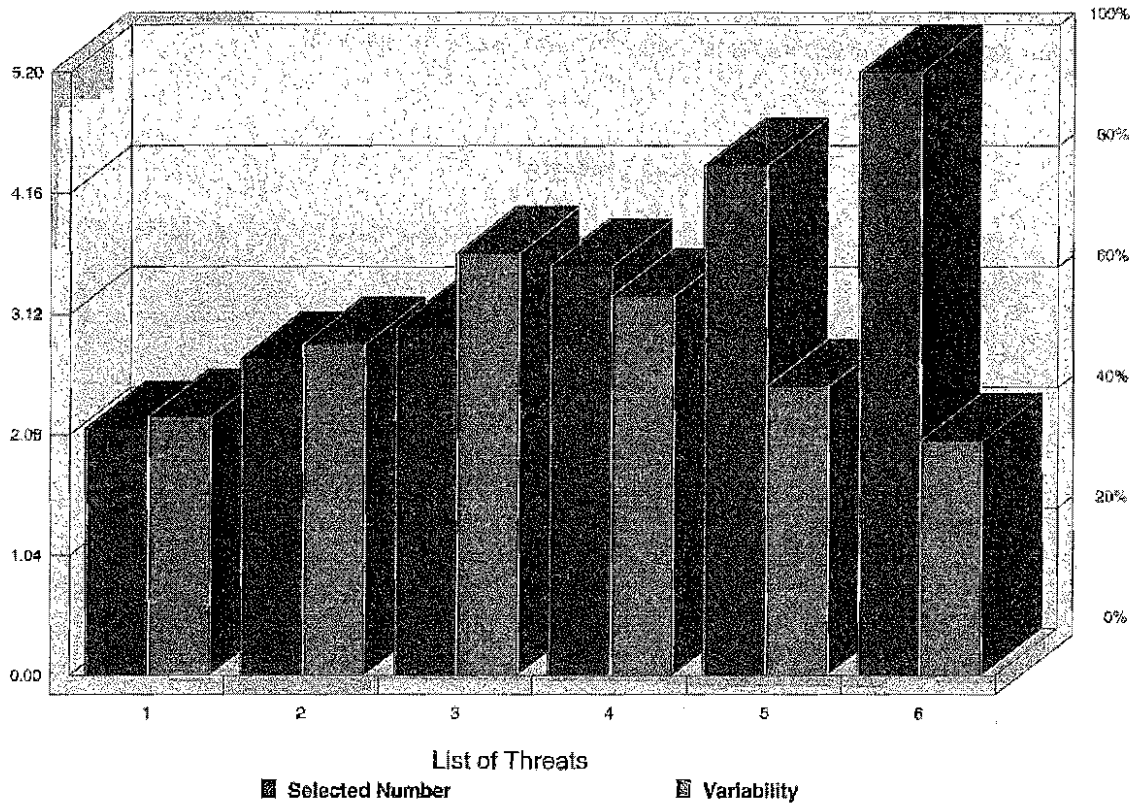


(15 responses)

#	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 employees 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 freelance 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.

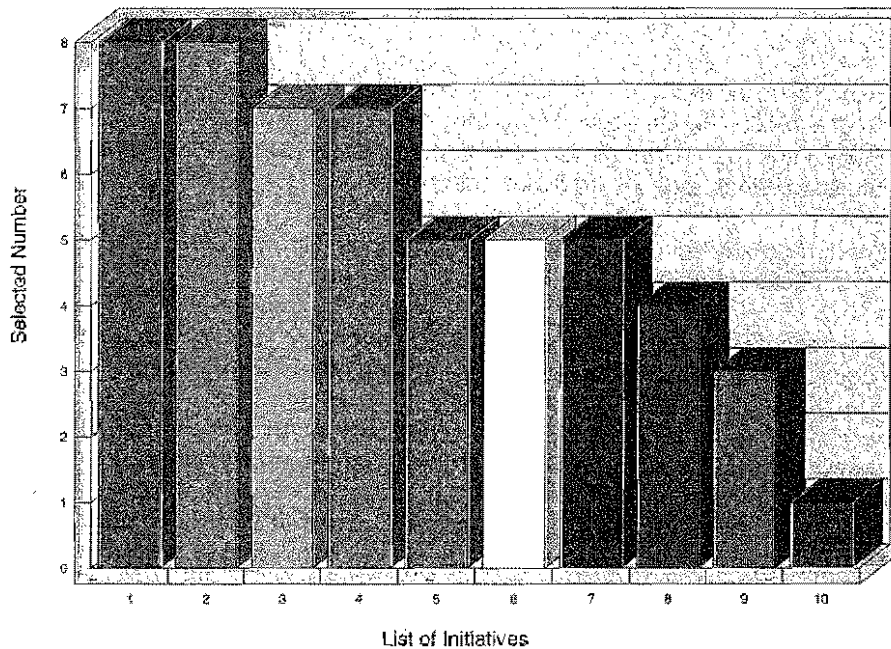
Facilitator Note: Following the initial collection of suggestions, the entire workgroup summarized the findings. Finally, (following this and each section) the workgroup selected the top 4-5 suggested actions (equal value vote) based upon their value to the City and its' citizens. *

➤ **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



(14 responses)

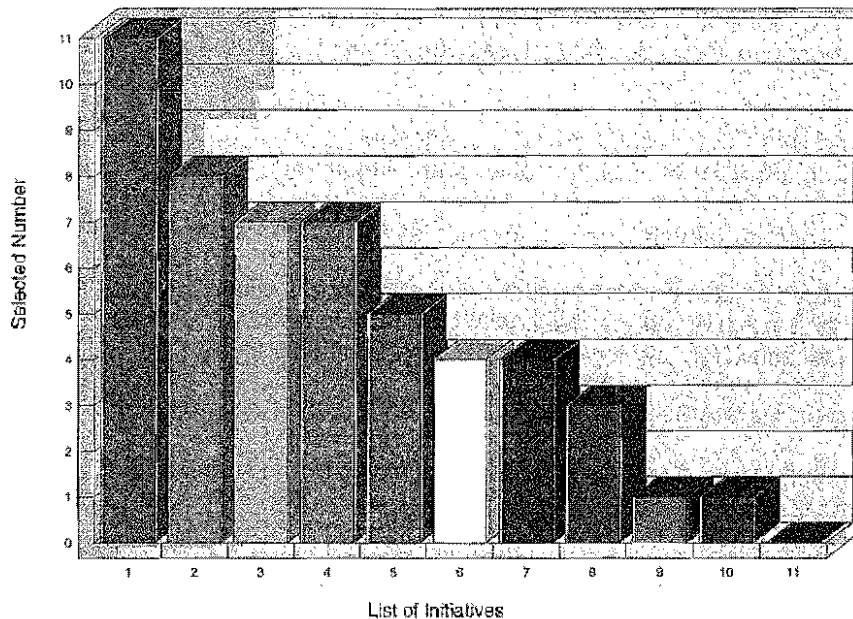
# Item	Total Points
1. Institute a two-year budget process! It would provide the consistent direction we need, cut down on the annual budget-making process (means the off-years are more updates)	8
2. Utilize Leadership Team meetings to review strategic plan first and foremost vs. City Council agenda 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

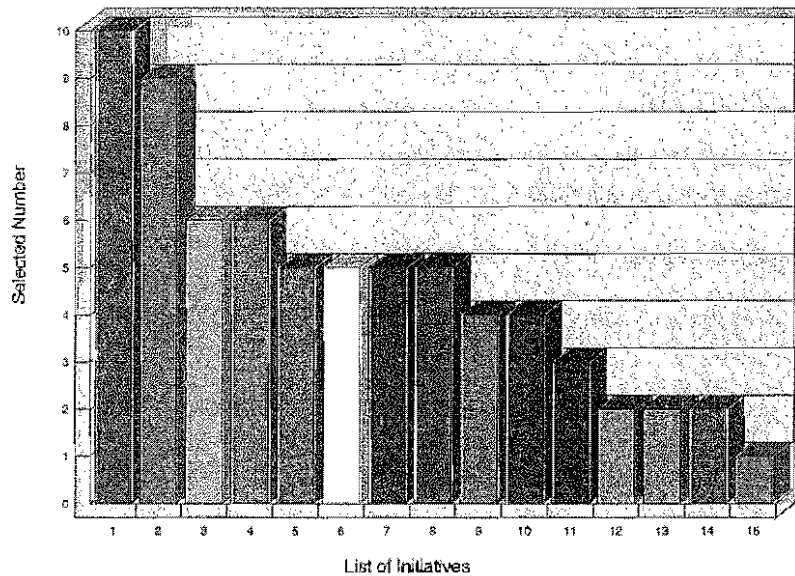
Summary of Possible Programs, Actions to Close The Gap for "Grow Economic Development to Increase/Diversify Tax Base"

- 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



(14 responses)

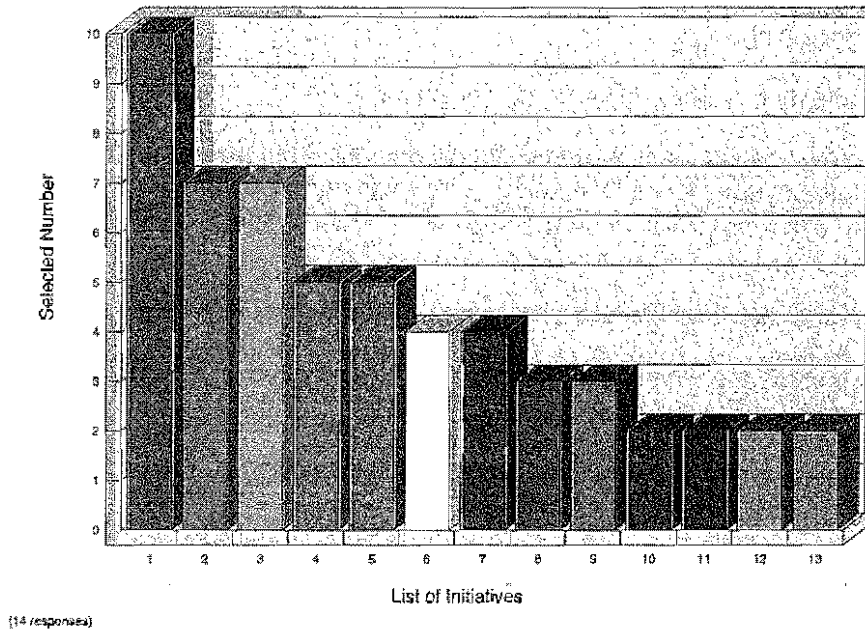
# Item	Total Points
1. Continue to share all the positive benefits of Novi ... great location, sound infrastructure, improved/streamlined planning and building process, quality education, retail magnet, welcoming to people of all cultures, regional health care leader...	10
2. Recruit an experienced Economic 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



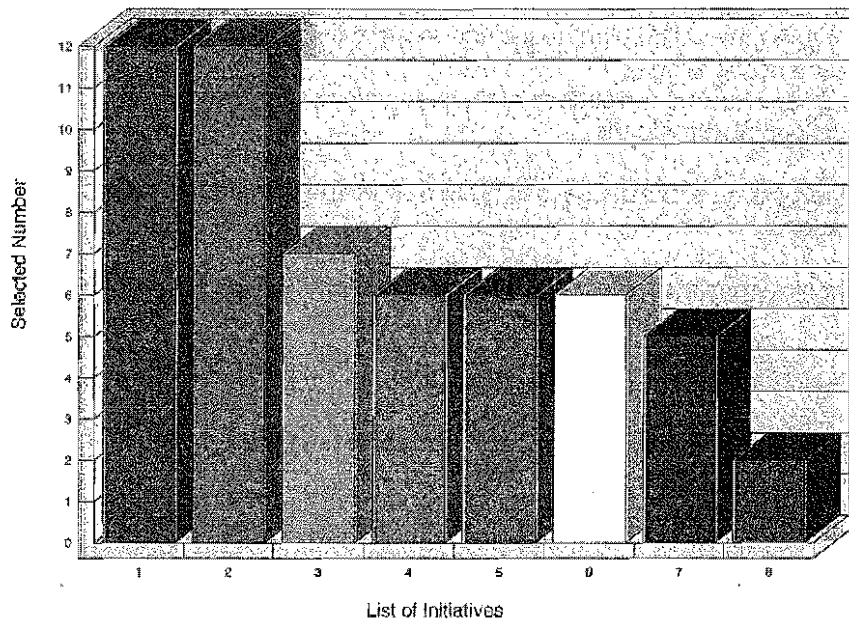
#	Item	Total Points
1.	Increase funding for conferences and workshops.	10
2.	Council needs to let the City Manager manage the training budget and not get into the details of who, what, where, etc.	7
3.	Give our 20% best performers the opportunities for professional growth and improvement with full opportunity 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)

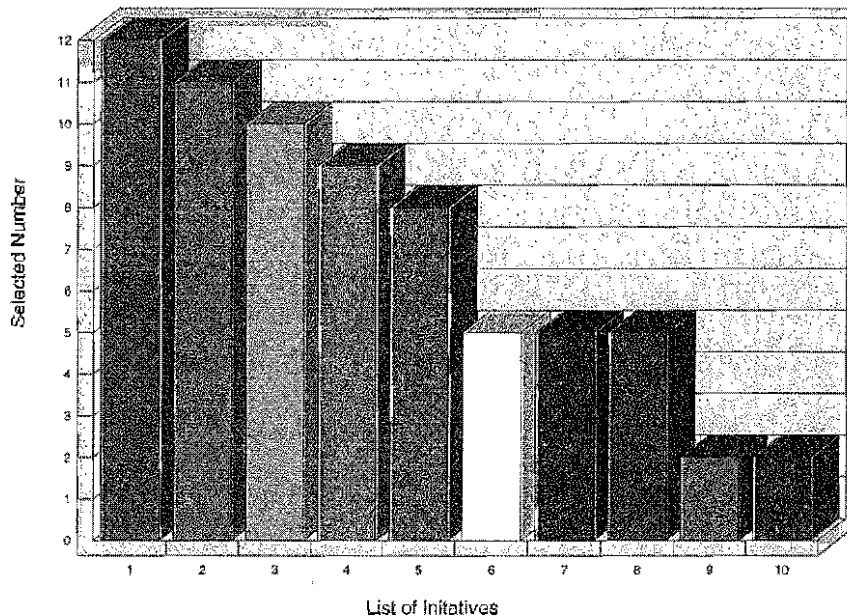
#	Item	Total Points
1.	Charter amendment needed to increase purchasing thresholds -- slows down the process.	12
2.	Get rid of the 5-vote requirement for appropriations. It's a hold-over for small township governments and doesn't work for a city.	12
3.	Review other community's codes, ordinances and processes 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



The National Citizen Survey™

A decorative graphic on the left side of the slide, consisting of a series of overlapping squares in various shades of gray and black, arranged in a stepped, ascending pattern from left to right.

Novi, Michigan

Summary of Findings January 2007

The National Citizen Survey™ (The NCS) Background

- ◆ ICMA/NRC initiative
 - ◆ Turnkey omnibus citizen survey service
 - ◆ Normative comparisons
 - ◆ Over 120 participants in The NCS in over 35 states
 - ◆ Elite group of jurisdictions who survey citizens

Primary Purposes of Survey

- ◆ To assess resident satisfaction with community characteristics and amenities
- ◆ To help evaluate Novi local government
- ◆ To determine resident participation in local activities
- ◆ Asks “what,” not “why”
- ◆ Is just the beginning

Uses of Survey Results

- ◆ Results can be used to:
 - ◆ monitor trends in resident opinion
 - ◆ measure government performance
 - ◆ inform budget, land use, strategic planning decisions
 - ◆ benchmark service ratings

Characteristics of Residents

- ◆ Survey Sample:
 - ◆ 47% lived in Novi 5 years or less; 14% over 20 years
 - ◆ 28% had 2006 household income under \$50,000
 - ◆ 23% over 55 years old
 - ◆ 23% attended public meeting
 - ◆ 45% watched on T.V.

Study Methods

- ◆ Mailed survey to approximately 1,200 residents
 - ◆ Three mailings, one week apart beginning Oct 18, 2006
 - ◆ Random, systematic sampling method
 - ◆ Birthday method to select respondent
- ◆ Response rate of 35%

Study Methods continued

- ◆ 419 households returned the survey
- ◆ Survey results were weighted by gender/age, housing unit type and race to better represent the community
- ◆ Margin of error: +/- 5%

Community Life

- ◆ Quality of life – overall above the norm
- ◆ Community characteristics – overall above the norm
- ◆ Perceptions of safety – above the norm

Local Government

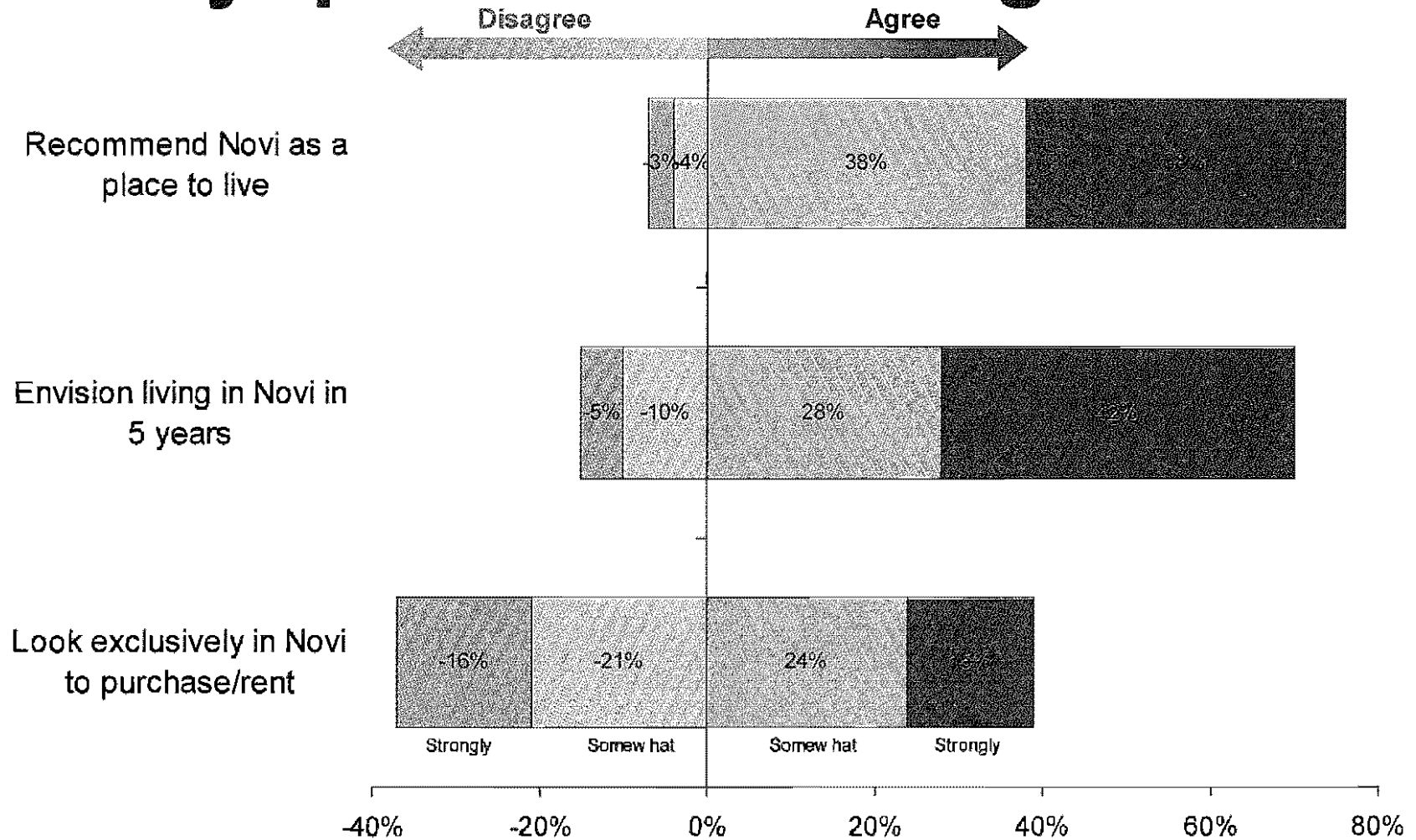
- ◆ Public trust – above or similar to the norm
- ◆ Service delivery – above or similar to the norm on 32 out of 34 service areas
- ◆ Employees – above or similar to the norm

Policy question 1: Top priorities

- ◆ Promote City Government that listens to community needs/desires **89%****
- ◆ Uphold a high standard of customer service from City employees **89%**
- ◆ Promote/maintain attractive community **87%**
- ◆ Make annual investments in parks and rec/cultural facilities **79%**
- ◆ Preserve natural areas (open space/wetlands/woodlands) **76%**

****Percent essential or Very important**

Policy question 2: Living in Novi



Top issues facing Novi

- ◆ Traffic/infrastructure improvements/alternative transportation: **59%**
- ◆ Growth/over development/over population/planning and zoning: **46%**
- ◆ Economic development/cost of living/affordable housing/downtown center: **33%**



The National Citizen Survey™

A graphic of a staircase with several steps, each represented by a square of varying shades of gray, ascending from left to right.

Questions