

**SPECIAL MEETING OF THE COUNCIL OF THE CITY OF NOVI  
SATURDAY, JANUARY 9, 2010 AT 8:30 A.M.  
FIRE STATION 4 - 49375 W. TEN MILE ROAD**

Mayor Landry called the meeting to order at 8:30 a.m.

**PLEDGE OF ALLEGIANCE**

**ROLL CALL: Mayor Landry, Mayor Pro Tem Gatt, Council Members Crawford, Fischer, Margolis, Mutch, Staudt**

**1. Process Review**

- a. Update on 2009/10 Strategic Themes and Goals
- b. Update on December 2, 2009 Management Staff Winter Institute and brainstormed ideas

**2. Initial thoughts – roundtable discussion**

Member Staudt began by stating that the original numbers projected will be less than the current revenues. He felt that set the tone for the meeting. Council will be charged with resizing and recharging the City of Novi in order to budget correctly. It was important to remain with core values. Operating revenues equal operating expenditures and maintain Capital Improvement Projects. The unknowns are 4<sup>th</sup> and 5<sup>th</sup> years. We will be a relatively small operation in 3-5 years. He would like to see this begin with a process for making this city healthy in the future. Council should clearly lay out their expectations as they will do what's right for the city.

Member Crawford felt the economic conditions will work with civic engagement for the city's future. We've been striving so hard for customer service. She felt it was most important to concentrate on civic engagement. The common denominator that every city has was the minimum of 10 destinations. It was important to identify them and enhance those places, including the way leading to them.

Mayor Pro Tem Gatt noted the lowest state shared revenue, the taxable values that are declining and cited the nearly \$4 million drop in revenue. First is to improve the economic development in order to bring new businesses to Novi and that is what the goal will be to bring new revenue to Novi. Second, a balanced budget that doesn't cut core services in any way. There are different perks enjoyed by staff such as car allowance or travel out of state and that is considered low hanging fruit. In the past, these were the benefits and salaries that were for the employees and while Council has taken great strides in reducing benefit costs, this Council directed those moves. The city cannot handle all those legacy costs. He asked Human Resources to open negotiations and to show the dollar figures to keep everyone's jobs by reducing expenses. He noted the largest part is salary and benefits.

Member Margolis noted that some cities around us are going through panic mode. It was important to be careful not to promote the idea that if we don't pull the panic button, there is something hidden. The staff constantly watches the budget and is proactive

and that's the reason Novi is doing ok. Continue this process that set us up for success. Her goals are get stuff done and spend less than we bring in. Every time there's been a retirement or staff change, the staff looked at whether or not to replace these employees. The best predictions are for the current year only and we really don't know what will happen in the next 5 years. She cited the snow removal policy as being a great idea for doing this. She was intrigued by Member Crawford's comments as she doesn't want everyone paying attention to only one customer out of 50,000+ residents. Get the information needed to make good quality decisions.

Member Mutch noted this will be successful if clear, concise direction is provided prior to the preparation of the budget to maintain the level of community expectations so that as we recover, we'll stay at the top and be a leader. Specific goals that give clear direction are what staff is looking for from Council.

Member Fischer – no remarks at this time.

Mayor Landry agreed with everything – look at the numbers and don't ignore them. We've postured ourselves well; don't panic. With declining revenues, it become a little more difficult, but it is now more important than ever, but this not being a budget session, we need to give them clear goals. This is to set policy, not strategy. Focus on the core services and not let all the beautiful parks deteriorate and that is a goal or policy, but that is up to Administration. He agrees that we should not cut one ounce from economic development.

### **3. Confirm Major Strategic Theme Categories**

- ◆ **Ensure public safety services meet the needs of the community (Police, Fire, Public Works)**
- ◆ **Improve Infrastructure (Roads, Water and Sewer)**
- ◆ **Encourage economic development to maximize City revenue and job growth**
- ◆ **Develop government structure and staff skills for effective delivery of customer services and communication with community**
- ◆ **Be a community that values natural areas and natural features**
- ◆ **Maintain a fiscally responsible government**
- ◆ **Enhance park, recreation and cultural services**

Council recessed the meeting at 9:45 a.m.

Council reconvened at 10:00 a.m.

**City Council prioritized within each of the Strategic Themes of service improvements (using Meeting Works technology)**

Council recessed the meeting at 11:35 a.m.  
Council reconvened at 12:05 p.m.

**The following are the Edited themes from Council input:**

**Edited Themes 1 – Public Safety**

1. Reduce overall crime rate by 5%
2. Continue efforts to find ways to reduce overtime
3. Reduce accidents at top ten dangerous intersections
4. Consolidate police/fire services
5. Complete integration of Full-time and Part-time fire fighters into a 24 hour operation
6. Implement appropriate recommendations of ICMA study to increase efficiency and responsiveness to community needs
7. Implement neighborhood watch program
8. Consolidate the administrative functions of police/fire
9. Reduce response times by locating CEMS at Fire Station #3 and old Fire Station #4
10. Fund capital improvements to DPW facility based on long-term plan
11. Eliminate overtime in the Police Department
12. Find alternative uses for CERT volunteers
13. Seeks to add more communities into our central dispatch
14. Compile comprehensive and cross functional fleet analysis for long term capital budgeting
15. Look for opportunities to outsource public works functions to vendors – competitively bid – only keep essential services in-house
16. Continue to monitor and decrease fire/EMS response times
17. Continue to look for ways to rent firearms training center to other law enforcement agencies
18. Combine police, fire and DPW services with other communities – share services
19. Explore sharing large pieces of Public Works equipment with other municipalities

**Edited Themes 2 – Improve Infrastructure**

1. Focus neighborhood road funding utilizing in-house PASER prioritization process
2. Continue closing sidewalk gaps
3. Create prioritization plan beyond CIP for roads and intersection improvements similar to sidewalk plan
4. Continue to aggressively seek all possible sources of funding to improve Grand River Ave., (Novi Road to Haggerty)
5. Fund and complete 1 mile of new sidewalk/bikepath
6. Identify specific projects and accumulate funding over time instead of a single budget year.
7. Pursue making all of the city's left turn lights consistent – left goes first.

8. Prioritize preventative maintenance over road reconstruction
9. Aggressively pursue, through our elected representatives, the return of federal funding for the Novi Road Link project
10. Continue to seek ways to minimize DWSD rate increases
11. Fund transit connections to top employment destinations (12 Oaks, Providence) possibly coordinate with SMART
12. Prioritize Road/Public right-of-way enhancements based on determination of top ten Novi destinations
13. Continue to pursue efforts to determine cost effective ways for Novi to have a more welcoming/comfortable appearance
14. Implement process to clean thoroughfares quickly of traffic cones and debris fences

### **Edited Themes 3 – Encourage Economic Development**

1. Continue specific efforts to assist our existing businesses
2. Continue to aggressively market to new businesses to move here
3. Designate specific staff person to be responsible for small business development/retention
4. Continue dual focus on business retention and attraction
5. Pursue the purchase of the vacant land near Main Street
6. Economic Development team should concentrate on attracting new businesses and maintenance and follow-up visits to businesses already here should be left to another department
7. Set goal of \$50 million in new commercial, industrial and office development
8. Revisit DDA or alternative development/redevelopment opportunities for Grand River/Novi Road Corridor
9. Provide incentives to new business
10. Develop master plan for Main Street and Town Center area
11. Work closely with the development community to capture potential new businesses
12. Develop strategic plan for benefitting from redevelopment of Wixom plant
13. Set goal of 500 new jobs through business attraction and expansion
14. Look for ways to promote and collaborate with Novi's top ten destinations
15. Create a land bank to purchase undervalued properties and blighted areas in the City of Novi
16. Further ordinance revisions which foster economic development
17. Additional liquor licenses through development area designation
18. Relax Sign Ordinance first week of every month
19. Create "Fast Track" development opportunities/ordinances
20. Continue focus on making Novi business-friendly and work with current business community to spread a positive message about doing business in the City of Novi

### **Edited Themes 4 – Develop Government Structure**

1. Continue investment in staff skills, education and training utilizing local opportunities whenever possible
2. Council review and prioritize all request for out of state travel and training

3. Incentive program for departments to reward those that achieve the greatest cost-savings and revenue enhancements
4. Continue cross training of staff and cross implementation of staff among different departments
5. Implement a Senior Citizen advisory council
6. Development of a plan for engaging more citizens
7. Continue participation in citizen survey to ensure appropriate level of service to the community and prioritize needs
8. Actively explore opportunities to share services with other cities
9. Prepare staff to do much more with much less; manage expectations
10. Encourage more citizens to volunteer for boards and commissions
11. More online tools for residents and businesses to complete city business through web site
12. Highlight staff recommendations and projects that save money
13. Allow for alternative work schedules for staff
14. Allow out-of-state travel for staff training, fund conferences and seminars
15. Get staff feedback/manage number of committees and venture teams
16. Continue efforts to educate the community on government activities through electronic newsletters and periodic mailings
17. Ask voters to consolidate millages to allow more flexibility for operating and capital
18. As much as possible, incorporate civic engagement along with customer service
19. Action plans for areas where citizen surveys show lower levels of resident satisfaction
20. Develop program to offer little grants (\$100-\$300) to local groups and organizations who strive to enhance the City of Novi
21. Market and promote the good things that organizations and individuals do for and with the city

#### **Edited Themes 5 – Be a community that values natural areas**

1. Continue to focus on incorporating other natural features of the Fuerst/Library properties
2. Secure non-Tree fund dollars to plant at least 250 new trees (alternative funding sources)
3. Review city-wide recycling for 1) residents and 2) city buildings
4. Acquire tax-reverted properties with natural features
5. Collaborate with Providence Park to design a self-guided nature walk and nature center on their property
6. Develop a creative way to recognize efforts by private businesses who are pursuing “green” operations
7. Wildflower plantings in 12 Mile boulevard with non-tax dollars
8. Continue our branding efforts to establish a distinct community character
9. Continue focus on code enforcement and maintenance of private property in the City to increase citizen satisfaction with city services
10. Historic district designation to allow property owners to access state and federal tax credits to preserve historic buildings

11. Collaborate with schools that have some forested areas; i.e., Novi Woods, to develop trails so that classes and the public in general can enjoy the natural features that wood areas offer
12. Explore self-supporting city compost facility
13. Engage Beautification Commission to assist in accomplishing city goals
14. Partner with Master Gardener program at Tollgate to have information programming that promotes patio gardens, proper landscaping and community gardens
15. Develop a Venture Team that includes representatives from our businesses to focus on community character
16. Investigate partnership with business to have an organic-based farmers market
17. Where we have boardwalks over wetlands, have scouts and community groups make projects noting areas of interest. Small signs could be made by us depicting certain nesting areas, pond life, etc. Bird and bat houses could be added to the wetlands.

#### **Edited Themes 6 – Maintain a fiscally responsible government**

1. Continue to seek private funding/grants
2. Create a three year cost reduction plan using the revenue projections provided – update annually
3. Comprehensive study of all Human Resource policies vs. comparable communities and private sector (benchmarks)
4. Enhance intern and co-op programs
5. Continue to take advantage of technology and government funding that can reduce energy costs
6. Create a pilot project to determine cost of providing a service in-house compared to competitive bidding
7. Share purchasing with other public entities
8. Increase Fund Balance to 18-25%
9. Continue focus on reducing staff benefit costs including health care and retiree pension and health care
10. Balance budget without using remaining General Fund millage – need to retain for credit ratings
11. Continue efforts to move to a self-funded health plan
12. Create and adopt a 2 year budget
13. All Capital improvement allocations are made on an individual basis by Council
14. Reduce energy costs by minimum of 10%
15. Use surplus over fund balance only for non-operating expenditures
16. Offer work schedule alternatives to staff
17. Immediately reopen all labor agreement to begin negotiations on compensation/benefit reductions
18. Maintain fund balance at 14-18% target under current policy
19. Review any department activities that can be outsourced at lower cost to maintain core services

**Edited Themes 7 – Enhance Park, Recreation and Cultural services**

1. Develop community gardens at Fuerst Park in 2010
2. Enhance trail systems within Novi through grant funding where possible
3. Focus resources on maintaining existing parks
4. Use Park Foundation naming right funds to fund at least one major park capital improvement project
5. Better partnership with schools on facilities and community education programming
6. Council formally designate Landings as park property
7. Fund and complete first phase of Landings property with mix of public and private dollars
8. Allow adult beverage consumption at Powers Park
9. Market Lakeshore Park to more people as a revenue generator
10. Provide the Parks Foundation with clear Council goals for raising and using donated funds to enhance City Parks
  - 10.1 Publish a catalog of Parks, Recreation and Cultural funding opportunities/naming rights, etc., from minute dollars to very large items with a wide distribution in the business community and to groups and organizations
11. Increase library circulation to one million items
12. Limit spending to millage + program revenue – eliminate General Fund subsidy for Parks, Recreation and Cultural services programs
13. Aggressively pursue more national softball tournaments at Power Park
14. No adult beverage at Power Park or Civic Center
15. Continue partnership with Library to provide joint services
16. Plan and complete first phase of greenways trail in ITC corridor
17. Develop Fuerst Park with the help of the Parks Foundation
18. Revisit the Bosco property for Greenfield opportunities
19. Continue to expand marketing strategies of the theater, parks and library
20. Fully fund senior transit from General Fund
21. Develop splash park
22. Develop outdoor Ice rink
23. Return naming rights back to the City
24. More public seating and plantings in public areas; become a city that looks vibrant as well as comfortable to be in
25. Outsource senior transit
26. Pursue sculpture rental (Art in the Park) for sculpture that are appropriate for the various parks and city owned properties
27. Combine programs with other cities
28. Develop dog park
29. Aggressively pursue volunteerism/civic engagement that will support the Parks programs
30. Support and encourage the expansion of Historical Commission and Historical Museum in the City of Novi
31. Review the policy to better accommodate local groups and organizations that need a place to meet for free. Don't be so funding-focused that we prohibit participation

Council recessed at 1:45 p.m.  
Council reconvened at 1:55 p.m.

#### **4. Review Results of ranking by Council in each of the service improvements in each of the Strategic Themes**

**The items from each category that obtained a ranking of 3 or greater include:**

##### **Public Safety**

1. Implement appropriate recommendations of ICMA study to increase efficiency and responsiveness to community needs.
2. Continue to look for ways to rent firearms training center to other law enforcement agencies.
3. Continue efforts to find ways to reduce overtime.
4. Complete integration of Full-time and Part-time fire fighters into a 24 hour operation.
5. Fund Capital improvements to DPW facility based on long-term plan.
6. Compile comprehensive (and cross-functional) fleet analysis for long term capital budgeting.
7. Continue to monitor and decrease fire/EMS response times.

##### **Improve Infrastructure**

1. Focus neighborhood road funding utilizing in-house PASER prioritization process.
2. Continue to aggressively seek all possible sources of funding to improve Grand River Ave. (Novi Road to Haggerty).
3. Continue closing sidewalk gaps.
4. Aggressively pursue, through our elected representatives, the return of federal funding for the Novi Road Link project.
5. Identify specific projects and accumulate funding over time instead of a single budget year.
6. Prioritize Road/Public right-of-way enhancements based on determination of top ten Novi destinations.



### **Encourage Economic Development**

1. Continue to aggressively market to new businesses to move here.
2. Continue specific efforts to assist our existing businesses.
3. Develop master plan for Main Street and Town Center area.
4. Develop strategic plan for benefitting from redevelopment of Wixom plant.
5. Continue focus on making Novi business-friendly and work with current business community to spread a positive message about doing business in the City.

### **Develop Government Structure - Citizen Focused Government**

1. Actively explore opportunities to share services with other cities.
2. Continue investment in staff skills, education and training utilizing local opportunities whenever possible.
3. Develop a plan for engaging more citizens.
4. Continue participation in citizen survey to ensure appropriate level of service to the community and prioritize needs.

### **Be a community that values Natural Areas/Features**

1. Continue to focus on incorporating the natural features of the Fuerst/Library properties.
2. Review city-wide recycling for 1) residents and 2) city buildings.
3. Continue our branding efforts to establish a distinct community character.
4. Continue focus on code enforcement and maintenance of private property in the City to increase citizen satisfaction with City services.
5. Collaborate with schools that have some forested areas such as Novi Woods, to develop trails so that classes and the public in general can enjoy the natural features that wooded areas offer.

### **Maintain a Fiscally Responsible Government**

1. Maintain fund balance at 14-18% target under current policy.
2. Create a three year cost reduction plan using the revenue projections provided – update annually.
3. Comprehensive study of all Human Resource policies vs. comparable communities and private sector (benchmarks).
4. Continue focus on reducing staff benefit costs including health care and retiree pension and health care.
5. Use surplus/over fund balance only for non-operating expenditures.
6. Review any department activities that can be outsourced at lower cost to maintain core services.

### **Enhance Parks, Recreation and Cultural Services**

1. Use Park Foundation naming right funds to fund at least one major park capital improvement project.
2. Provide the Parks Foundation with clear Council goals for raising and using donated funds to enhance City parks.
3. Develop community gardens at Fuerst Park in 2010.
4. Enhance trail systems within Novi through grant funding where possible.
5. Council formally designate the Landings as park property.
6. Pursue sculpture rental (Art in the Park) for sculpture that are appropriate for the various parks and city-owned properties.

### **AUDIENCE COMMENTS – None**

There being no further business to come before Council, the meeting was adjourned at 2:28 p.m.

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David B. Landry, Mayor

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Maryanne Cornelius, City Clerk