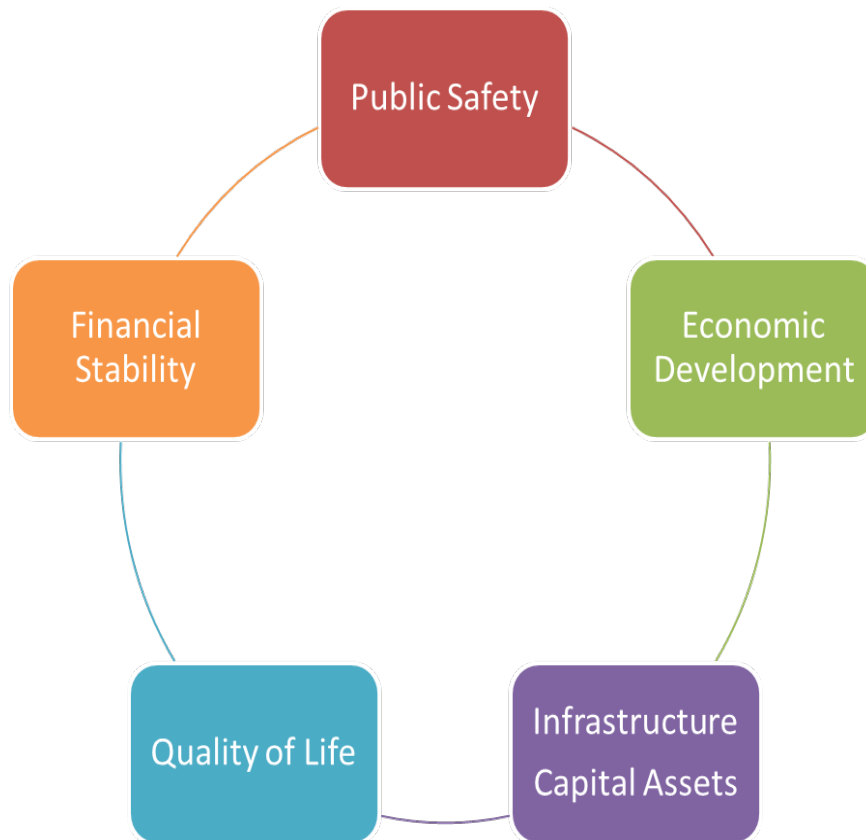


# City of Madison Heights Strategic Plan 2020

## “Blueprint for the Future”

For the first time the Mayor and City Council, City Manager and staff developed a detailed multi-year Strategic Plan. Strategic planning sets forth the City’s vision, goals, objectives and the strategic decisions needed to guide the operations and resource needs of the City. This process provides policy direction to Administration and staff in the development of the FY 2020 budget. The goals, objectives and action items contained within this document will be reflected and referenced in this and future budget proposals.

This Strategic Plan, with 15 goals and 43 action items, has been developed to reflect the policy decisions and directions as set by the Mayor and City Council. Within the document, there are specific action items and timelines for completion for identified projects and processes. However, this overarching document sets the policy direction and should not be interpreted to be a project work list. The work, projects and processes undertaken by the City of Madison Heights can be referenced to these overarching policies.



# City of Madison Heights Strategic Plan 2020

## “Blueprint for the Future”

### 1. Public Safety

- 1.1 Provide high quality Police, Fire and Emergency Medical Services.
- 1.2 Improve safety and security of all municipal buildings.
- 1.3 Enhance Animal Control and shelter operations.

### 2. Infrastructure/Capital Assets

- 2.1 Develop a building asset management plan, evaluating each city building for use(s) restoration, preservation and maintenance needs; including repair, refurbishment, relocation, combination with other sites.
- 2.2 Maintain a reliable vehicle fleet citywide with priority given to Public Safety vehicle and equipment.
- 2.3 Provide quality water and sewage service to all users.
- 2.4 Provide maintenance and updating to the furniture/interiors of public buildings with heavy public use.
- 2.5 Develop long-term solution for the SOCRRA site.

### 3. Quality of Life

- 3.1 Enhance Parks/Recreation and Library Services to appeal to a community of all ages and abilities.
- 3.2 Support neighborhoods vitality and livability.

### 4. Economic Development

- 4.1 Implement a comprehensive Economic Development strategy to attract new business and ensure a vibrant business climate that is welcoming to all residents and visitors.

### 5. Financial Sustainability and Efficient City Services

- 5.1 Maintain a stable, efficient and transparent financial environment.
- 5.2 Provide a reliable financial plan that ensures stability in accordance with the strategic plan and promotes a proactive response to issues.
- 5.3 Maintain a structurally balanced budget with appropriate reserve levels.
- 5.4 Develop and support highly qualified workforce

## Public Safety

### 1.1 Provide high quality Police, Fire and Emergency Medical Services.

| Action Item | Description  | Department | Timeline   |
|-------------|--|------------|------------|
| 1.1.a       | Increase staffing levels of the Fire Department by three full-time positions in order to increase average daily staffing.                            | Fire       | FY 2021    |
| 1.1.b       | Reinstate the Special Investigations Unit in the Police Department.  | Police     | FY 2019-20 |
| 1.1.c       | Increase staffing of the Emergency Dispatch Services by one full-time position.  | Police     | FY 2021    |
| 1.1.d       | Create a Dispatcher Supervisory promotion from current staff.  | Police     | FY 2020    |
| 1.1.e       | Increase staffing levels in the Police Department by two full-time in order to decrease over-time and increase overall efficiency of the department. | Police     | FY 2021    |

### 1.2 Improve Safety and Security of municipal buildings.

| Action Item | Description  | Department | Timeline |
|-------------|--|------------|----------|
| 1.2.a       | Analyze and identify deficiencies and needs related to building security at all municipal buildings. | All        | FY 2020  |

### 1.3 Enhance Animal Control and Shelter Operations.

| Action Item | Description                                 | Department | Timeline |
|-------------|---|------------|----------|
| 1.3.a       | Increase part-time hours for Animal Control | Police     | FY 2022  |

## Infrastructure/Capital Assets

2.1 Develop a building an asset management plan, evaluating each city building for use(s) restoration, preservation and maintenance needs; including repair, refurbishment, relocation, combination with other sites.

| Action Item | Description   | Department | Timeline |
|-------------|---|------------|----------|
| 2.1.a       | Secure services of an architect to conduct a feasibility study to include the possibly of relocating the Active Adult Center to Civic Center Plaza, building a new Center and renovating/expanding the Library and main floor of City Hall. | Various    | FY 2020  |

2.2 Maintain a reliable vehicle fleet citywide with priority given to Public Safety vehicles and equipment.

| Action Item | Description   | Department                 | Timeline |
|-------------|---|----------------------------|----------|
| 2.2.a       | Review options for financing and leasing for priority vehicles/equipment and infrastructure projects (Specifically Fire Engine and Roof replacement). | City Manager, Finance, DPS | FY 2020  |
| 2.2.b       | Hire a fleet consulting company to review operations of the Motor pool department for future operations.  | DPS                        | FY 2020  |

2.3 Provide quality water and sewage service to all users.

| Action Item | Description   | Department | Timeline |
|-------------|---|------------|----------|
| 2.3.a       | Coordinate with both school districts in order to inspect their facilities for lead service lines and assist the schools in developing a plan to have these lines replaced, if present. | DPS        | FY 2020  |
| 2.3.b       | Continue replacement program for Water mains citywide in coordination with the road maintenance program.  | DPS        | FY 2020  |
| 2.3.c       | Upon completion of the SAW grant inspection program, develop a priority list for sewage line replacement/repairs, based on identified need.   | DPS        | FY 2020  |

2.4 Provide maintenance and updating to the furniture/interiors of public building with heavy public use.

| Action Item | Description  | Department   | Timeline |
|-------------|--|--------------|----------|
| 2.4.a       | Assess furniture and interior needs of the library and develop a plan for upkeep and replacement utilizing library reserves. | Library, DPS | Ongoing  |

2.5 Develop long-term solution for the SOCRRA site.

| Action Item | Description  | Department | Timeline |
|-------------|--|------------|----------|
| 2.5.a       | Identify options for resolution to address the ongoing litigation for the SOCRRA site. | Legal      | Ongoing  |

## Quality of Life

3.1 Enhance Parks, Recreation, and Library Services to appeal to a community of all ages and abilities.

| Action Item | Description  | Department | Timeline                          |
|-------------|--|------------|-----------------------------------|
| 3.1.a       | Address deferred maintenance and replacement of Park features including Park Equipment and ADA accessibility by pursuing privately funded and grant opportunities.       | DPS        | Ongoing                           |
| 3.1.b       | Contract with a grant consultant to seek grant opportunities and public/private partnerships for fundraising to purchase park equipment.                                 | Various    | FY 2020                           |
| 3.1.c       | Utilize a marketing firm to help market activities for residents including recreation events, library programs, and special events.                                      | Various    | FY 2020                           |
| 3.1.d       | Increase staffing of the recreation department to allow for more joint programming with outside agencies, both private and public.                                       | DPS        | Ongoing<br>no sooner than FY 2021 |
| 3.1.e       | Enhance Active Adult Center by converting one part-time position to full-time to supplement volunteers.  | DPS        | FY 2020                           |
| 3.1.f       | Increase the hours of the library by adding Sunday hours during the school year on a trial basis September – December. If successful, continue for the full school year. | Library    | FY 2020                           |

### 3.2 Support neighborhood vitality and livability.

| Action Item | Description  | Department | Timeline |
|-------------|--|------------|----------|
| 3.2.a       | Tree Replacements throughout the City and develop an inventory and five-year tree replacement plan.  | DPS        | Ongoing  |
| 3.2.b       | Strengthen Neighborhood Groups by reconnecting the individual to the community with community engagement meetings and targeted neighborhood mini-grant projects.   | Various    | FY 2020  |
| 3.2.c       | Encourage ADA housing options w/new builds and existing homeowners by offering free seminar on barrier free design for single family and condominium housing.  | CED        | FY 2020  |
| 3.2.d       | Improve Seniors ability to maintain homes and remain residents of the community by increasing CDBG allocation to Senior Home Chore Program to include fall/leaf clean up with existing yard services programs. | CED        | FY 2020  |
| 3.2.e       | Sponsor DDA special events: such as block parties, artisan market and food truck rally.  | DPS<br>CED | FY 2020  |
| 3.2.f       | Implement a Right-of-Way Tree Planting Program focused on the DDA.   | CED        | FY 2020  |

## Economic Development

### 4.1 Implement a comprehensive Economic Development strategy to attract new business and ensure a vibrant business climate that is welcoming to all residents and visitors.

| Action Item | Description  | Department | Timeline |
|-------------|--|------------|----------|
| 4.1.a       | Contract for the development a public relations program including Marketing and Branding plan citywide including the DDA.  | CED        | FY 2020  |
| 4.1.b       | On-going contract for general marketing services citywide targeting both businesses and residents depending on the topic. Items would include relocation, redevelopment or city program participation. | Various    | FY 2020  |
| 4.1.c       | Contract for business specific economic development marketing plan.  | CED        | FY 2020  |
| 4.1.d       | Update the Master Plan.  | CED        | FY 2020  |
| 4.1.e       | Collaborate with school districts and businesses to promote education and job training for students.   | CED        | FY 2020  |
| 4.1.f       | Apply for Affiliate Membership in Main Street Oakland (MSOC)   | CED        | FY 2020  |

## Financial Sustainability and Efficient City Services

### 5.1 Maintain a stable, efficient and transparent financial environment.

| Action Item | Description   | Department | Timeline |
|-------------|---|------------|----------|
| 5.1.a       | Develop Community engagement aspect to strategic planning/budget process. | Various    | FY 2021  |
| 5.1.b       | Plan migration to a multi-year budget process.                            | Various    | FY 2021  |

5.2 Provide a reliable financial plan that ensures stability in accordance with the strategic plan and promotes a proactive response to issues.

| Action Item | Description  | Department | Timeline  |
|-------------|--|------------|-----------|
| 5.2.a       | Produce and adopt a budget that is in-line with the strategic plan.  | Various    | FY 2020   |
| 5.2.b       | Evaluate financing options including Capital Improvement Bonds LTGO. Starting with Fire Equipment and the Police Roof in FY 2020.  | Various    | FY 2020   |
| 5.2.c       | Develop a ballot proposal for voter consideration to increase the charter millage of the City from 10 mills to 15 mills, rolling in current special millages and allocating a portion (2.5 mills) for Public Safety. | Various    | Nov. 2020 |
| 5.2.d       | Develop an annual giving campaign for Active Adult Center, Library, Parks and Recreation reaching out to residents, businesses and community groups.   | Various    | FY 2020   |

5.3 Maintain a structurally balanced budget with appropriate reserve levels.

| Action Item | Description  | Department | Timeline |
|-------------|--|------------|----------|
| 5.3.a       | Expand and review the reserve policy to cover all-funds to improve fiscal health of the City | Various    | Ongoing  |

5.4 Develop and support highly qualified workforce.

| Action Item | Description   | Department | Timeline |
|-------------|---|------------|----------|
| 5.4.a       | Enhance permanent record retention of permanent records.  | City Clerk | FY 2020  |
| 5.4.b       | Encourage training opportunities for staff in order to have more efficient operations in departments and new current ideas. | Various    | FY 2020  |
| 5.4.c       | Create training opportunities citywide quarterly related to topics such as customer services and diversity.                 | Various    | FY 2020  |