

CITY OF FERNDALE  
INTERDEPARTMENTAL MEMO

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**DATE:** October 20, 2008  
**TO:** Mayor and Council  
**CC:** Appointees and Department Heads  
**FROM:** Robert J. Bruner, Jr., City Manager  
**RE:** 2008 City Manager Goals & Objectives Progress Report

This report is provided consistent with City Council's 2008 Goals & Objectives Action Plan, Goal 2 [Improving the efficiency and effectiveness of City services], Objective 5 [Create a mechanism for regular reporting to Council on goals and accomplishments].

**Goal 1: Insure a Sustainable City budget**

**Objectives:**

1. Build on the success of previous Council goal setting meetings to improve the budget process by implementing goal setting meetings in December 2008 that will help shape the 2009-2010 budget process. These goal setting meetings should be facilitated by an outside facilitator and include all Appointees and Department Directors. Prepare and distribute to Council and Appointees a written process for how the budget process will proceed by November 2008.

*I have secured the services of an outside facilitator. Dates may be set by the time you receive this memo or shortly thereafter.*

2. Improve the City's capital improvement planning process:
  - a. Revise the scope of the Public Improvement Fund to include information technology hardware and software upgrades and prepare a recommendation to fund those upgrades in April 2008.
    - i. *Complete.*

- b. Work with the Plan Commission to develop the framework for a Capital Improvement Plan (CIP) by December 2008.
      - i. *On hold pending a decision regarding municipal building expansion and renovation.*
3. Participate in network and advocacy organizations like the CRC, MML, MSA, SEMCOG, SOCMA, etc. to communicate the City's needs to peers, state and federal decision-makers.
  - *Thu 6/26/2008: MML meeting with Oakland Press Editorial Board*
  - *Thu 7/17/2008: MSA Mayors and Managers Policy Forum*
  - *Wed 7/23/2008 - Fri 7/25/2008: MLGMA Summer Workshop*
  - *Wed 8/20/2008: Southeast Michigan Managers*
  - *Wed 9/10/2008: South Oakland County Mayors Association*
  - *Fri 9/26/2008: Citizens Research Council (CRC) of Michigan Annual Meeting*
  - *Wed 10/8/2008: SEMCOG Outreach Meeting*
4. Investigate cost savings in the motor pool through third party fleet management and report to Council by August, 2008.

*The City Council approved vehicle leases through Enterprise Leasing Company in July. The new vehicles have arrived. We will monitor cost savings and report back to Council.*

## **Goal 2: Improve the efficiency and effectiveness of City services**

### **Objectives:**

1. Implement Friendly Ferndale initiative
  - a. Provide employee training by July 2008.
    - i. *Complete.*
  - b. Collect customer surveys throughout 2008.
    - i. *In progress.*
  - c. Recognize employees who provide exceptional customer service throughout 2008.
    - i. *We are reviewing sample employee recognition programs.*
2. Work with Oakland County Information Technology (OCIT) to prepare an information technology hardware and software upgrade plan by August 1 and implement the plan by December 2008.

*We have prepared an information technology hardware and software upgrade plan. However, implementation has been delayed pending a decision regarding municipal building expansion and renovation.*

3. Update City personnel policies and assemble an Employee Handbook by December 2008.

*Assistant City Manager Hubanks is working with Personnel Technician Ingram to compile and update existing City personnel policies, create new policies where necessary and have the City's Labor Attorney review and finalize the Employee Handbook by December 2008. It is currently approximately 75% complete.*

4. Participate in the Michigan Local Government Benchmarking Consortium to improve services and decrease costs.

*Michigan State University Extension (MSUE) held several service area team meetings in Q3. I attended the Information Technology Service Area Team Meeting in August. The next phase is to develop a web portal to facilitate the data collection. The first portion of the web portal is behind schedule but should be available by December 1. MSUE still expects to have the first report completed in Q1 2009.*

5. Develop employee appreciation, feedback and recognition programs for City Council's consideration by December 2008.

*We are hosting an Employee Appreciation Dinner at the Community Center on Thursday, November 6, 2008.*

6. Identify opportunities for inter-local cooperation throughout the year.

- *I am still working with Berkley, Huntington Woods, Pleasant Ridge and Royal Oak on a joint marketing campaign. This effort may be merged into the Tourism Economic Development Council's (TEDC), Destination District (D2) project. The D2 project builds on the TEDC's regional branding work (The "D" brand) and will enable leaders from across metro Detroit to work together to transform their communities and the region into a great urban destination.*
- *Chief Kitchen and I met with Royal Oak Township officials to discuss police services on Thu 10/16/2008. The Police Department is preparing a proposal for Royal Oak Township's consideration.*

### **Goal 3: Upgrading and maintaining City facilities and infrastructure**

## Objectives:

1. Work with Plante Moran CRESA to complete the Building Needs Assessment and prepare a plan to meet those needs in December 2008.

*City Council will meet on Wed 10/22/2008 to discuss options.*

2. Work with the DDA to continue enhancing Downtown Ferndale:
  - a. Remove deteriorating flower pots by May 2008 and develop options for replacement by December 2008.
    - i. New flower beds have been installed. The DDA Design Committee is working on new flower pots for next year.*
  - b. Develop options for increasing crosswalks and street trees on Woodward Avenue by August 2008.
    - i. MDOT conducted pedestrian and vehicle counts on Woodward at Withington and Vester streets. Based on the data, they do not believe a signal is warranted either to control vehicular traffic or to control pedestrian traffic. The DDA is preparing a plan to increase street trees and we will continue to look for new options*
  - c. Develop options for increasing parking east of Woodward Avenue by April 2008.
    - i. The Parking Committee is undertaking a parking structure feasibility study.*
  - d. Develop options for making downtown alleys and East Nine Mile Road more pedestrian friendly by December 2008.
    - i. Foley Mansfield is interested in transferring ownership of the alley to the City. The DDA is developing a site plan and cost estimates.*
  - e. Implement the Preserve America heritage tourism and way-finding grant.
    - i. An Implementation Team has been formed and began meeting earlier this month.*
3. Work with the Parks & Recreation Advisory Board to prioritize park improvements that reflect our Community's needs and wants by December 2008.

*This will be addressed through the Parks & Recreation Master Planning process which will begin later this year with community surveys.*

4. Work with the League of American Bicyclists to make Ferndale a Bicycle Friendly Community.

- a. Install new bike racks in Downtown Ferndale by July 2008.
  - i. Six bike racks were installed along West Nine Mile Road. We have identified additional locations along East Nine Mile Road and Woodward Avenue. The DDA is incorporating these into a grant project funded by the Woodward Avenue Action Association (WA3).*
- b. Budget for ongoing investments in bicycle infrastructure, programming and promotion.
  - i. This will be addressed in the FYE 2010 budget process.*

#### **Goal 4: Diversify and strengthen the City's tax base**

##### **Objectives:**

1. Work with the Michigan Suburbs Alliance to achieve Redevelopment Ready Communities certification as soon as possible.

*The Ferndale report is the test for the new design and layout so it is taking longer than expected. They anticipate completion by Fri 10/31/2008.*

2. Work with staff to develop a strategy to address our Community's building and structure problems:
  - a. Identify and evaluate the specific problems, conditions and eyesores detracting from Ferndale's vibrant downtown and attractive neighborhoods in April 2008.
    - i. Complete.*
  - b. Identify Code Enforcement priorities and report them to City Council and the Community in April 2008.
    - i. Complete.*
  - c. Make an inventory of our existing tools and enforcement procedures and report them to City Council in April 2008.
    - i. Complete.*
  - d. Develop a plan to address the problems in May 2008.
    - i. City Council will consider a Vacant and Abandoned Residential Buildings Ordinance on Mon 10/27/2008.*
  - e. Implement the plan in June 2008.
    - i. On hold pending adoption of a Vacant and Abandoned Residential Buildings Ordinance.*
3. Work with the 8 Mile Boulevard Association, Chamber of Commerce, Downtown Development Authority, Michigan Economic Developers Association, Michigan Economic Development Corporation, Oakland County, Woodward Avenue Action Association and others involved in

economic development in the City to strengthen the local economy through partnerships.

- a. Brownfields 2008
  - i. *Complete.*
- b. Regularly attend economic development conferences, events and meetings.
  - i. *Thu 9/25/2008: Oakland County Planning & Economic Development Services Annual Heritage Conference*
- c. Launch Ferndale First initiative by August 2008.
  - i. *Ferndale Chamber of Commerce Executive Director Maile Ilac Boeder and I have a number of joint initiatives (Commercial Property Showcase, Entrepreneurship Initiative, Friendly Ferndale, Holiday Home Tour, etc.) in progress but we have been unable to get this one going. We will redouble our efforts in Q3 but the holidays may make this a bad time.*
- d. Conduct a commercial landlord and tenant summit by September 2008.
  - i. *On hold.*
- e. Host the Ferndale Commercial Property Showcase in September 2008.
  - i. *Complete.*
- f. Launch entrepreneurship initiative by December 2008.
  - i. *Ferndale Chamber of Commerce Executive Director Maile Ilac Boeder and I met with Small Business Association of Michigan (SBAM) Vice President, Entrepreneurship Mark Clevey in April and representatives of the Michigan Small Business & Technology Development Center (MI-SBTDC) and Oakland County Planning & Economic Development Services (PEDS) in May to explore partnership opportunities. Although everyone was interested, we have yet to draft a business plan. SBAM, MSU and others have launched an Economic Gardening Pilot Program in Keweenaw and Tuscola Counties. A number of other MML member communities have expressed strong interest in launching Economic Gardening efforts of their own. I have asked the MML to make Ferndale a pilot community for economic gardening (start up and growth of innovative entrepreneurial businesses) and entrepreneur friendly public policies (e.g., entrepreneurial education, etc.).*
- g. Help organize Holiday Home Tour in December 2008.
  - i. *The Ferndale Chamber of Commerce and Community Foundation have decided to cancel the 2008 Holiday Home Tour and evaluate options for 2009.*

- h. Continue to implement Friendly Ferndale initiative throughout 2008.
    - i. *City Council approved a number of recommendations in August. We are hosting an Employee Appreciation Dinner at the Community Center on Thu 11/6/2008. Staff is reviewing sample programs and will provide a recommendation to City Council. Other recommendations will be implemented after a decision regarding municipal building expansion and renovation is made.*
  - i. Visit ten Ferndale businesses in MEDC's targeted industries by December 2008.
    - i. *We have been working with Ferndale Labs to resolve the personal property tax appeal.*
    - ii. *We have visited and spoken with Garden Fresh officials several times in the last quarter as they seek a new facility in Ferndale.*
4. Prepare options to encourage historic preservation for City Council's consideration by July 2008.

*On hold pending decision regarding municipal building expansion and renovation*

5. Take advantage of opportunities to promote Ferndale's walkable neighborhoods, vibrant downtown, affordable housing and other amenities attractive to good neighbors:
- a. Award programs (ICMA, MML, NLC, SEMCOG, etc.) annually
    - i. *The Porch Light Partnership between City of Ferndale, Lighthouse of Oakland County and Paramount Bank is a 2008 National League of Cities (NLC) Awards for Municipal Excellence finalist. The winners will be announced at NLC's Congress of Cities and Exposition in Orlando, Florida, November 11-15.*
  - b. Blog monthly
    - i. *In progress.*
  - c. CGI Communications Community Movie Showcase in July
    - i. *The Video Tour Book has been linked to the City's website.*
  - d. E-mail newsletter as the technology becomes available
    - i. *On hold pending decision regarding municipal building expansion and renovation*
  - e. Ferndale Friends bimonthly
    - i. *In progress.*
  - f. Press releases as necessary

- i. *Mon 8/18/2008: City of Ferndale Prepares eLocalLink Internet Television Launch*
- ii. *Wed 8/20/2008: The City of Ferndale Seeks Volunteer for Community Media Network Board of Directors*
- iii. *Wed 8/20/2008: First Annual Ferndale Holiday Home Tour Seeks Homes*
- iv. *Fri 8/29/2008: "Friendly Ferndale" Customer Service Initiative*
- v. *Wed 9/3/2008: First Annual Ferndale Holiday Home Tour Application Deadline Extended*
- vi. *Tue 9/9/2008: City of Ferndale Weighs Property Purchase Options*

**Goal 5: Implement the Environmental Impact Commission's March 2008 recommendations**

1. Pedestrian Recycling Receptacles: Prepare a preliminary budget in April 2008 and work with the Ferndale Downtown Development Authority (DDA) and SOCRRA to prepare and implement a plan by the end of 2008.

*Two Pedestrian Recycling Receptacles have been installed in Downtown Ferndale as a pilot program in partnership with SOCRAA. We will evaluate the program and provide a recommendation to Council later in the year.*

2. Green House Gas Emissions Inventory: Join the International Council for Local Environmental Initiatives (ICLEI) in April 2008 and use the Clean Air and Climate Protection Software (CACPS) to create a baseline Green House Gas Emissions Inventory by the end of 2008.

*The City joined ICLEI in April. We plan to work with the Michigan Suburbs Alliance Energy Office this fall to create a baseline Green House Gas Emissions Inventory.*

3. Sustainable Purchasing Policy: Prepare a sustainable purchasing policy recommendation for City Council's consideration by September 2008.

*Council adopted a purchasing policy amendment in December 2007. We will proceed with additional purchasing policy amendments after our current policies are assembled in an Employee Handbook.*

4. Green Building: Prepare a resolution requiring LEED (Leadership in Energy and Environmental Design) Silver certification for all new municipal building construction and existing municipal building renovations for City Council's consideration by June 2008.

*On hold pending decision regarding municipal building expansion and renovation*

5. Municipal Vehicles: Work with the Environmental Impact Commission to prepare a plan in April 2008 to improve to increase the cost effectiveness and fuel efficiency of the City's fleet as we replace vehicles over the course of the next several years and eliminate fossil fuel vehicles as it becomes financially and technologically feasible.

*The City Council approved vehicle leases through Enterprise Leasing Company in July. The new vehicles have arrived.*

6. Bottled Water Resolution: Prepare a Resolution prohibiting the sale or purchase of bottled water at City facilities or events for City Council's consideration in April 2008.

*City Council adopted a bottled water resolution on April 28, 2008.*