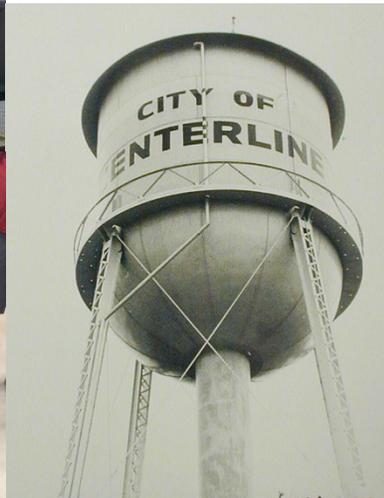


City of Center Line

Strategic Vision for Service



June 2015

CITY OF CENTER LINE

VISION for SERVICE

The Vision for Service sets forth long-range vision statements that the City of Center Line strives to reach. Seven visions are separated by civic department that has primary responsibility. A vision is preceded by the mission and purpose that the department operates within. The vision is followed by a set of strategies and actions that will be used to reach the vision. The seven visions include:

ADMINISTRATIVE SERVICES

PUBLIC SAFETY and EMERGENCY READINESS

STREETS and UTILITIES

RECREATION and HEALTH

LIBRARY and COMMUNITY LEARNING

PROTECTIVE SERVICES

COMMUNITY DEVELOPMENT and ECONOMIC REINVESTMENT



ADMINISTRATIVE SERVICES

PRIMARY CITY RESPONSIBILITY: City Manager/Clerk

MISSION: The city manager carries out the directions and goals of the Mayor and Council, ensures that daily operations are conducted in an efficient and cost-effective manner and responsive and courteous service is provided by all departments. The manager's duties include those of city clerk. In this capacity, public records are maintained and made publicly available. The treasurer and assessor closely work with the manager advising on revenues, expenses, auditing, forecasting and safeguarding the finances of the city.



VISION: The City of Center Line is financially solvent with tax dollars wisely invested in public safety and services. Technology will be used for efficiency while residents, businesses and visitors continue to receive courteous service. All departments will provide prompt service and public records will maintained and publicly accessible within imposed restrictions.

STRATEGY 1: Maintain an efficient and high-level of administrative service.

ACTION 1: Maintain appropriate level of staffing to efficiently and effectively record all city receipts with a high degree of fidelity.

ACTION 2: Use technology to offset staff deficiency.

ACTION 3: Collaborate with neighboring communities, Macomb County or State of Michigan to supplement city staff.



STRATEGY 2: Maintain standard of excellence and high performance for the City's finances

ACTION 1: Maintain continuing professional education training to stay abreast of new and emerging accounting standards and local taxation law.

ACTION 2: Annually complete award requirements for Comprehensive Annual Financial Report (GFOA) and the Budget Presentation Award.

ACTION 3: Continually strive for the highest level of performance in financial management by completing an annual five year financial forecast.

ACTION 4: Annually update a six-year capital improvements plan.

ACTION 5: Formally adopt a succession plan for the finance director and formal accounting procedure manual to ensure uninterrupted treasury and finance services.



PUBLIC SAFETY and EMERGENCY RESPONSE

PRIMARY CITY RESPONSIBILITY: Department of Public Safety



MISSION: Public Safety's purpose is to serve and protect residents, businesses and visitors to enjoy their daily activities. The department uncompromisingly prosecutes justice, enforces laws and gives aid in prompt, professional and courteous manner. A state of readiness for any situation is maintained through training and resource allocation. The department is an ambassador for prevention and education to the community and schools. It manages fiscal resources pursues grants to be effective and efficient.

VISION: Residents, businesses and visitors will be protected and served in a professional manner. Lives and safety will be enhanced. New hires will be the best available and all staff will be continually trained to remain experts and leaders. Fiscal stability will be secured throughout periods of prosperity and adjustment.

STRATEGY 1: A high-state of readiness is maintained.

- ACTION 1:** Train and cross-train staff to the fullest extent possible within budgetary constraints.
- ACTION 2:** Increase staffing through hiring additional personnel, using police reserves and on-call fire fighters to supplement full-time staff and adjust the 12 hour shift schedule if financial opportunity presents itself.
- ACTION 3:** Develop and annually maintain a vehicle repair and replacement plan.



STRATEGY 2: Fiscal responsibility is secured and maintained.

- ACTION 1:** Maintain staff and vehicle readiness within budget and financial constraints.
- ACTION 2:** Consolidate contracts and expenses. Partner with County, State or Federal sources of assistance to improve efficient use of staff and financial resources.
- ACTION 3:** Identify and pursue realistic grants and alternate sources of funding.

STRATEGY 3: Be an ambassador for prevention.

ACTION 1: Inform the general public on fire and crime prevention through the use of brochures, leaflets and other informational methods. .

ACTION 2: Conduct safety and prevention sessions to schools.

ACTION 3: Outreach to seniors at recreation center or senior apartments.



STREETS AND UTILITIES

PRIMARY CITY RESPONSIBILITY: Department of Public Works

MISSION: DPW monitors, maintains and replaces essential water and sewer services that residents and businesses rely on. Streets, sidewalks trees and parks are maintained or replaced within fiscal budget. Electric, gas and communications are also essential services that are monitored, promptly repaired or upgraded through close coordination with those providers. The department manages fiscal resources and pursues grants.



VISION: The residents and businesses will continue to enjoy clean drinking water, functioning sewers, power, communications and safe streets and sidewalks. Green space and trees that clean and cool the environment will remain prevalent. Staff will provide the best service possible in a prompt and courteous manner within available manpower, equipment and technology. Fiscal stability will be secured throughout periods of prosperity and adjustment.

STRATEGY 1: High-level service is maintained.

ACTION 1: Train and cross-train staff to the fullest extent possible within budgetary constraints.

ACTION 2: Retain staff at current staffing levels through 2018 followed by increasing staff number to six full-time employees in 2019.

ACTION 4: Develop and annually maintain a vehicle repair and replacement plan.

STRATEGY 2: Annually repair or replacement infrastructure as budget permits.

ACTION 1: Install new water mains throughout the city in ten years through an annual or bi-annual replacement program

ACTION 2: Regularly inspect storm and sanitary sewers and repair damages where identified.

ACTION 3: Continue the annual road replacement program.

ACTION 4: Engineer Coolidge Avenue to anticipate funding opportunities.

STRATEGY 3: Fiscal responsibility is secured and maintained.

ACTION 1: Continue to use contract employees for specialized services. Partner with County, State or Federal sources of assistance to improve efficient use of staff and financial resources.

ACTION 2: Consolidate contracts and expenses.

ACTION 3: Identify and pursue grants and alternate sources of funding.



RECREATION AND HEALTH



PRIMARY CITY RESPONSIBILITY: Department of Recreation

MISSION: Provide safe, inviting, and exciting parks, facilities, and programs to all of its residents by preserving the beauty of the City's greenery and maintaining affordable rates for the services provided while expanding and adapting to the community's needs.

VISION: Greater opportunities for improving physical and social health of residents are provided. The mission of the department is expanded, strategic partnerships are formed and volunteer service is magnified and increased.

STRATEGY 1: Provide a broad range of activities to enrich opportunities for social and physical betterment of residents.

ACTION 1: Provide convenient and extensive hours of operation.

ACTION 2: Increase the size and efficiency of volunteerism to supplement staff and program budget.

ACTION 3: Effectively use MDNR Five-Year Parks and Master Plan process and survey methods to identify recreation needs.

ACTION 4: Work with City's planning and development team to attract recreation uses identified through public input.

STRATEGY 2: Improve community involvement.

ACTION 1: Actively communicate with residents using the city website and social media.

ACTION 2: Prepare and maintain a marketing program.

ACTION 3: Become active in the DDA or Chamber of Commerce



STRATEGY 3: Identify and use alternate methods of financing high-level of services.

ACTION 1: Accept debit and credit cards for payment.

ACTION 2: Be active in applying for MDNR and private foundation grants.

ACTION 3: Actively recruit seasonal and parent volunteers and community partners to staff events or maintain facilities.

ACTION 4: Partner with Center Line Public School District to share facilities and programs.



LIBRARY AND COMMUNITY LEARNING

PRIMARY CITY RESPONSIBILITY: City of Center Line Public Library

MISSION: Provide access to ideas and information that support life-long learning and enhance the quality of life through (1) community-based services and collections available to all, (2) excellence in patron service; and (3) technology linking the community with the world of information.

VISION: The library is an integrated part of daily life for residents and the business community. Lives of families, seniors and children are enriched through information and technology that is provide by the library. Learning opportunities are broadened through involvement with the business community, marketing and communication, strategic partnerships and use of technology.



STRATEGY 1: Provide a broad range of knowledge opportunities for the learning betterment of residents.

ACTION 1: Provide convenient and extensive hours of operation.

ACTION 2: Provide more extensive learning opportunities through the use technology and free events.

ACTION 3: Increase the size and efficiency of volunteerism to supplement staff and program budget.

ACTION 4: Partner with non-profit organizations to improve literacy.



STRATEGY 2: Improve community involvement.

ACTION 1: Conduct or facilitate open forums.

ACTION 2: Become active in the DDA or Chamber of Commerce.

ACTION 3: Prepare and maintain a marketing program.

STRATEGY 3: Identify and use alternate methods of financing services.

ACTION 1: Partner with community and non-profit organizations to provide service.

ACTION 2: Seek and secure grants.

ACTION 3: Accept debit and credit cards for payment.



PROTECTIVE SERVICES

PRIMARY CITY RESPONSIBILITY: Building Department

MISSION: Protective services encompass the acts of ensuring safe new building stock and maintaining safe and healthy buildings and properties once constructed. The building department reviews plans and inspects construction to be sure of health and safety for all new buildings and structures. Code enforcement inspection is conducted to make sure health and safety is maintained in the neighborhoods and commercial and industrial districts. Prosecution of violators is used to seek justice for affected properties.



VISION: Preserved and inviting neighborhoods attract new homeowners and families. The well-maintained and attractively designed buildings and properties attract new investment. Ordinances and codes are upheld to effect healthy and safe conditions. The building stock is preserved through strong code enforcement. Blighted and dangerous homes and property are promptly removed and replaced. Permit inspections are streamlined and promptly conducted.

STRATEGY 1: Buildings, structure and properties are safely constructed and maintained



ACTION 1: The building official and inspectors and fire marshal maintain state licenses and training.

ACTION 2: City Council promptly adopts the most current building, plumbing, mechanical, electrical and fire codes.

ACTION 3: The building official, fire marshal and inspectors follow the adopted codes but balance economic development objectives during interpretation.

ACTION 4: Contractors caught working without a valid permit will be fined, cited and prosecuted.

STRATEGY 2: Improve health of existing building stock and property

ACTION 1: Maintain an active code enforcement staff.

ACTION 2: Instruct code violators on acceptable maintenance conditions and readily prosecute violators that ignore code enforcement instructions.

ACTION 3: Promptly remove dangerous buildings.

STRATEGY 3: Create a housing infill redevelopment program.

ACTION 1: Purchase and market vacant lots for resale and housing development. Prepare design criteria for redevelopment.

ACTION 2: Create a website to advertise the sale of vacant and foreclosed homes

ACTION 3: Include a redevelop component in the master plan.

ACTION 4: Allow temporary uses such as community gardens or lease to adjacent property owners to maintain vacant lots until permanent development happens.

STRATEGY 4: Conduct a vacant property registration program.

ACTION 1: Create a vacant property registration program by ordinance and establish a fee schedule.

ACTION 2: Identify and train staff to administer and enforce the program.

ACTION 3: Prepare and distribute informational material and display on the city website.



COMMUNITY DEVELOPMENT and ECONOMIC REINVESTMENT

PRIMARY CITY RESPONSIBILITY: City Manager and Downtown Development Authority



MISSION: Community development is under direction of the city manager but is practiced through the Planning Commission and a consultant. The purpose is comprehensive to uphold State of Michigan planning and zoning laws, use tax incentive and reinvestment techniques and to guide investors. The Planning Commission and consultant provide service throughout the city. The Downtown Development Authority's purpose is to upgrade public infrastructure, market and promote and to assist investors with some costs for properties on Van Dyke Highway and Ten Mile Road.

VISION: Commercial and industrial investment framework continue to bring skilled jobs, spin-off investment and reduced tax burden of residents. The Downtown Development Authority is an integral partner with the city to secure new investment. The city's plans and ordinances are adapted and entrusted decision-making ability remains flexible to changing development patterns. Potential property investors will be engaged quickly and early in the process by building, planning and administration staff to guide and product to meet the planning vision of the Citywide Plan and Downtown Development Authority plan.

STRATEGY 1: Use a comprehensive program of tax incentives, code enforcement, master plan and zoning ordinance revisions, marketing efforts, and transportation support and infrastructure maintenance to promote and secure reinvestment on Van Dyke Highway and Ten Mile Road.

ACTION 1: Judiciously use tax incentives for projects having direct positive effects on area tax values, providing job generation and improving the city's image. Add selection criteria to the tax incentive applications that contribute to a pedestrian-friendly area, strengthen the City's regional image and set a minimum threshold for job generation and financial investment.

ACTION 2: Include a vision in the master plan for a denser and mixed development pattern.

ACTION 3: Enact Zoning Ordinance amendments that follow Master Plan recommendations. Explore the use of form-based zoning or overlay zoning techniques to create a unified visual pattern and safely balance the needs of pedestrians, non-motorized and motorized vehicles.



ACTION 4: Support SMART/RTA efforts to improve mass-transit opportunities.

STRATEGY 2: The downtown development authority supports private investment.

ACTION 1: Promote and continue the façade improvement program.

ACTION 2: Explore the use of financial support incentives for sign replacement, utility connections, permit fees and public road improvements. Approve a set of development criteria as the foundation for financially supporting a project.

ACTION 3: Create a website for marketing and promoting the business district.

ACTION 4: Install entry signs on Van Dyke Highway near the city border

ACTION 5: Monitor the needs of property owners, of corridor health and of market trends.

