



STRATEGIC

PLAN 2022-2025

ROYAL OAK STRATEGIC GOALS

Welcoming, Engaged, and Livable Community Page 4

Royal Oak is a community that promotes diversity and inclusion; encourages people to participate, care, and respect each other; and offers a variety of housing that works for everyone.

Safe, Healthy, and Just City Page 8

Royal Oak values health, safety, and justice by ensuring access to services, spaces, and systems for all residents and visitors.

Environmental Leadership Page 10

Royal Oak protects the health and safety of the community and provides an exceptional quality of life by instituting aggressive policies and practices to combat climate change and protect the natural environment.

Vibrant Local Economy Page 12

Royal Oak pursues policies that encourage sustained business investment and development in the city, by providing employment, core services, and entertainment opportunities for residents and visitors.

Efficient and Effective Services Page 14

Royal Oak addresses the needs of our community in a timely and respectful manner while being responsible stewards of taxpayer dollars.

Long-Term Fiscal Health Page 18

Royal Oak responsibly manages its finances through sound fiscal policy and strategic planning.

Reliable Infrastructure Page 20

Royal Oak maintains, replaces, and enhances the city's infrastructure to promote efficient, environmentally responsible, and sustainable delivery of municipal services.

Welcoming, Engaged, and Livable Community

PRIORITIES

- Ensuring anyone can find a quality home that fits their needs by way of value, accessibility, price, and size.
- Fostering social engagement, civic pride, and community loyalty.
- Providing opportunities for volunteerism and participation.
- Providing individuals access to social infrastructure through community connectivity and amenities.
- Creating an inclusive community for residents, visitors, and the workforce.
- Assessing policies, procedures, and communication channels for accessibility to eliminate language and cultural barriers.
- Maintaining exceptional system of parks and public spaces.

Action Step	Comment\Status	Estimated Start Year	Evaluation Measure
ANYONE CAN FIND A QUALITY HOME THAT FITS THEIR NEEDS BY WAY OF VALUE, ACCESSIBILITY, PRICE, AND SIZE.			
Conduct an inventory of existing housing conditions and demand analysis to determine necessary obtainable options.		2023	Plan Development
Consider new city investments with housing developers to fill market gaps.		2023	Partnership and Collaboration
Promote fair housing via quarterly ads within Insight and ensure fair housing via testing services with the Fair Housing Center Metropolitan Detroit.		2022	Practice Improvements
Evaluate opportunities to build partnerships for homebuying and homeowner education.		2023-2025	Partnership and Collaboration
SOCIAL ENGAGEMENT, CIVIC PRIDE, AND COMMUNITY LOYALTY ARE FOSTERED.			
Implement TextMyGov to help increase feedback from residents.		2022-2023	Outreach and Education
Improved library newsletters and communications to promote programs and library information for all ages.		2022	Outreach and Education
Expand holiday celebration events to engage the entire civic center area.		2022	Programs and Services
Evaluate opportunities to host community displays and information in city hall lobby.		2022-2023	Outreach and Education
Improve new resident communication regarding welcome guide, utility and property information, alerts and other city services.		2023	Outreach and Education
Develop relationships with community leaders to learn how to build connections and mutual understanding for Royal Oak neighborhoods, community organizations, and existing city programs.		2022	Outreach and Education
Evaluate and implement programs that serve our neighborhoods.		2023	Programs and Services
Develop a systemic engagement plan for city leaders to meet with the neighborhood associations.		2022	Outreach and Education

Action Step	Comment/Status	Estimated Start Year	Evaluation Measure
Continue hosting resident academies to build knowledge within the community.		Ongoing	Programs and Services
Continue to build more opportunities to display art within the community and evaluate the maintenance needs for pieces the city owns.		Ongoing	Programs and Services
OPPORTUNITIES FOR VOLUNTEERISM AND PARTICIPATION ARE PROVIDED.			
Evaluate the interest for a volunteer clearinghouse to help connect residents with volunteer opportunities within the community.		2023	Practice Improvements
Coordinate volunteer efforts for city events and programs including those that assist our senior residents.		2023	Practice Improvements
Promote 'adopt a park' opportunities during the spring, add additional dates in the fall		Ongoing/2023	Partnership and Collaboration
Continue a boards, commissions, and committees review to evaluate appointees by the city commission. This will include operating rules, programs, qualifications for membership, relationship to department, budget etc.		2022-2023	Practice Improvements
Highlight the auxiliary police unit and other volunteer efforts as a means to get involved.		Ongoing	Programs and Services
INDIVIDUALS HAVE ACCESS TO SOCIAL INFRASTRUCTURE THROUGH COMMUNITY CONNECTIVITY AND AMENITIES.			
Implement the aging in place plan to ensure seniors have access to social infrastructure.		Ongoing	Practice Improvements, Programs and Services
Work with the school district and inter-club council to cross-promote events to increase participation.		2022	Practice Improvements
Boost awareness and use of CivicReady alert platform for greater outreach of emergency notifications.		2022-2023	Practice Improvements
Explore potential for SMART regional connector hub promoting alternative forms of transit.		2024	Partnership and Collaboration

Action Step	Comment/Status	Estimated Start Year	Evaluation Measure
AN INCLUSIVE COMMUNITY FOR RESIDENTS, VISITORS, AND THE WORKFORCE HAS BEEN CREATED.			
Increase inclusivity and diversity of library collection to achieve diversity of subject and authors.		2023-2024	Practice Improvements
Hosting and supporting events that celebrate diversity in all of its forms.		2022-2024	Practice Improvements
Develop a human rights commission to advise and research programs promoting a welcoming community aimed at resolving employment and housing discrimination.		2022	Programs and Services
THE CITY REGULARLY ASSESSES POLICIES, PROCEDURES, AND COMMUNICATION CHANNELS FOR ACCESSIBILITY TO ELIMINATE LANGUAGE AND CULTURAL BARRIERS.			
Work with third party digital vendors, like BS&A, to ensure access for non-traditional users.		2023	Practice Improvements
Translate library policies into different languages to promote inclusivity.		2023	Practice Improvements
Increase accessibility to user with sight and hearing impairments who must navigate by voice, screen readers or other adaptive technologies.		2022	Practice Improvements
THE CITY MAINTAINS EXCEPTIONAL SYSTEM OF PARKS AND PUBLIC SPACES.			
Expend CDBG funds to improve and/or create parks and public spaces in low- to moderate-income neighborhoods.		2022	Plan Development, Practice Improvements
Prepare for a new parks master plan (current plan expires in 2022) to improve park facilities through acquisitions, redevelopment and facilities/services.		2023	Plan Development
Consider and develop partnerships with non-city organizations to expand recreational opportunities.		2022	Partnership and Collaboration
Update website to reflect amenities in parks north of 12 Mile Road that were not part of previous project phase.		2022	Improvements
Provide diverse, accessible amenities throughout the city to encourage park usage.		2023	Improvements

Safe, Healthy, and Just City

PRIORITIES

- Being a leader in developing and applying public safety best practices.
- Providing programs and spaces that promote physical and mental health.
- Following the principles of respect, integrity, innovation, openness, and responsibility

Action Step	Comment\Status	Estimated Start Year	Evaluation Measure
BEING A LEADER IN DEVELOPING AND APPLYING PUBLIC SAFETY BEST PRACTICES.			
Conduct after-action review following special events; revise plans; and implement changes.		2022	Practice Improvements
Increase communication and collaboration between police and fire to develop innovative programs meeting follow up needs, especially when issues are not crime related.		2022	Partnership and Collaboration
Strive toward becoming an accredited police agency.		2022-2023	Plan Development
Continue to seek out state of the art training opportunities to better prepare first responders for a variety of situations.		Ongoing	Practice Improvements
PROVIDING PROGRAMS AND SPACES THAT PROMOTE PHYSICAL AND MENTAL HEALTH.			
Better utilize the city's senior and community centers by increasing program enrollment, and post-program feedback.		2023	Programs and Services
Develop and promote library programs with a focus on healthy lifestyles.		2022	Partnership and Collaboration
Explore programs that increase activity at various parks to highlight city parks.		2022	Programs and Services
Provide access to more parks with outdoor fitness equipment, and walking paths, through facility and equipment improvements.		2023	Programs and Services
Explore the potential to connect parks and green spaces through a signed trail system.		2025	Plan Development
FOLLOWING THE PRINCIPLES OF RESPECT, INTEGRITY, INNOVATION, OPENNESS, AND RESPONSIBILITY.			
Review opportunities to build these into both internal and external communications, programs and services.		Ongoing	Practice Improvements
Review and revise library policies to promote and focus on equity and inclusion.		2022	Practice Improvements
Increase professional and respectful interaction with public/residents on public safety responses through appropriate training to produce better services.		2022	Practice Improvements
Institute new customer service training program with measureable program outcomes.		2023	Outreach and Education

Environmental Leadership

PRIORITIES

- Implementing the sustainability and climate action plan (S-CAP).
- Providing funding to support sustainability in the City’s budget.
- Investing substantially in green stormwater management.
- Protecting and increasing the tree canopy and green spaces.
- Promoting non-motorized transit and electric vehicle infrastructure.

Action Step	Comment\Status	Estimated Start Year	Evaluation Measure
IMPLEMENTING THE SUSTAINABILITY AND CLIMATE ACTION PLAN. (S-CAP)			
Prioritize and integrate sustainability when updating the master plan and all other municipal planning documents.		Ongoing	Plan Development
Develop and use a sustainability objectives and actions checklist in the capital improvement planning (CIP) processes and the annual budget document to support the ongoing implementation of this plan by all municipal departments.		Ongoing	Plan Development
Prioritize building partnerships with stakeholders to support progress toward accomplishing the overarching goals and actions of the S-CAP.		Ongoing	Partnership and Collaboration
PROVIDING FUNDING TO SUPPORT SUSTAINABILITY IN THE CITY’S BUDGET.			
Explore grant opportunities to maximize resources.		Ongoing	Partnership and Collaboration
Develop partnerships with other organizations to help build resources that support implementation.		Ongoing	Partnership and Collaboration
Continuous evaluation on how to best support the plan through staffing, and internal and community partnerships with the resources that are available.		Ongoing	Partnership and Collaboration
SUBSTANTIAL INVESTMENT IN GREEN STORMWATER MANAGEMENT.			
Program ARPA funds for green infrastructure improvements in 2022-2026		2022	Programs and Services
PROTECTING AND INCREASING THE TREE CANOPY AND GREEN SPACES.			
Expend CDBG funds to plant trees in low- to moderate-income neighborhoods.		2022	Practice Improvements
Enhance and expand municipal sponsored tree-planting programs		2022	Practice Improvements
Evaluate current city tree ordinances to identify any tree protection gaps and pursue appropriate remedies.		2023	Practice Improvements
Develop and present community-wide tree education and outreach program.		2022	Outreach and Education
PROMOTING NON-MOTORIZED TRANSIT AND ELECTRIC VEHICLE INFRASTRUCTURE.			
Utilize CDBG funds, where appropriate, to encourage and implement non-motorized transportation alternatives.		2023	Practice Improvements

Vibrant Local Economy

PRIORITIES

- Modifying building and zoning codes and related approval processes to encourage development and remove barriers to innovative development.
- Incorporating resident and visitor feedback in the maintenance and development of city infrastructure to provide a safe, accessible experience.
- Improving relationships between local businesses and cultural and entertainment event promoters.

Action Step	Comment/ Status	Estimated Start Year	Evaluation Measure
MODIFYING CODES AND RELATED APPROVAL PROCESSES TO ENCOURAGE DEVELOPMENT AND REMOVE BARRIERS TO INNOVATIVE DEVELOPMENT.			
Implement comprehensive online permit process for community development department to make remote submittals easier, tracking of development projects.		2022-2023	Practice Improvements
Identify steps necessary to modify building code to promote innovative development.		2022	Outreach & Education
Identify all codes that impact development and modify to make customer centric.		2022	Outreach & Education
Determine impediments in developing the Woodward corridor; identify funding opportunities.		2022	Plan Development
Identify difficulties in developing the 11 Mile Road corridor; determine funding opportunities.		2022	Plan Development
Increase efficiency in the review of private sector developments.		2022	Practice Improvements
Evaluate the impact of proposed code provisions on the development process before being adopted.		Ongoing	Partnership & Collaboration
Develop community benefits ordinance or policy for projects requiring CRO entitlements.		2022-2023	Practice Improvements
INCORPORATING RESIDENT AND VISITOR FEEDBACK IN THE MAINTENANCE AND DEVELOPMENT OF CITY INFRASTRUCTURE TO PROVIDE A SAFE, ACCESSIBLE EXPERIENCE.			
Conduct focus groups to review specific areas or types of accessibility needs.		Ongoing	Outreach and Education
Evaluate resident/visitor feedback when it comes in through surveys, meetings and other mechanisms to look for opportunities for continuous improvement.		Ongoing	Outreach and Education
IMPROVING RELATIONSHIPS BETWEEN LOCAL BUSINESSES AND CULTURAL AND ENTERTAINMENT EVENT PROMOTERS.			
Explore alternating locations within the city for events.		Ongoing	Practice Improvement
Explore issuing an requests for qualifications for event and program promoters.		2023	Plan Development
Review all special events annually with local businesses to solicit feedback.		2023	Practice Improvement

Efficient and Effective Services

PRIORITIES

- Being an employer of choice that offers flexibility and creative operating solutions.
- Developing individuals that are skilled, motivated, and proactive.
- Offering a knowledgeable, versatile, and communicative workforce.
- Assuring well-rounded and informed departments and staff.
- Establishing criteria to measure employee and department performance.
- Creating innovative programs and solutions for service delivery.

Action Step	Comment/Status	Estimated Start Year	Evaluation Measure
BEING AN EMPLOYER OF CHOICE THAT OFFERS FLEXIBILITY AND CREATIVE OPERATING SOLUTIONS.			
Evaluate opportunities for remote working for staff to help increase organizational resiliency.		2022	Practice Improvements
Evaluate opportunities for flexible scheduling while ensuring the public receives a high level of service.		2022	Practice Improvements
Complete a compensation study for hard to fill positions to ensure that the city is competitive in hiring.		2023	Practice Improvements
Incentivize employee health assessments to play an active supporting role in their health and well being.		2022	Partnership and Collaboration
Revisit/revise/retrain older internal policies to ensure consistent understanding of policies and changes.		2022	Practice Improvements
DEVELOPING INDIVIDUALS THAT ARE SKILLED, MOTIVATED, AND PROACTIVE.			
Evaluate opportunities for incentive pay based on performance to help motivate employees.		2023-2024	Practice Improvements
Support and encourage employee training relevant to their field and position responsibilities to ensure staff have well rounded skills.		2022	Practice Improvements
Provide training opportunities to maximize employee skillset.		2022	Practice Improvements
Restart employee recognition program with positive employee engagement recognition team.		2022	Practice Improvements
Reestablish regular public services Quality Work Life (QWL) meetings.		2022	Practice Improvements

Action Step	Comment/Status	Estimated Start Year	Evaluation Measure
OFFERING A KNOWLEDGEABLE, VERSATILE, AND COMMUNICATIVE WORKFORCE.			
Develop innovative recruiting strategies to attract talented staff.		2023	Practice Improvement
Promote continuing education and allocate more financial and operational resources to it.		2023	Outreach and Education
Encourage active leadership by encouraging employees to present and speak at conferences, meetings, classes, etc.		2023	Outreach and Education
Organize staff trainings and team building activities to improve staff skills, capacity, and foster an inclusive work environment.		2023	Outreach and Education
ASSURING WELL-ROUNDED AND INFORMED DEPARTMENTS AND STAFF.			
Implement a bi-monthly or quarterly employee newsletter to better inform employees about changes, benefits, potential trainings, and need to know organizational information.		2022	Practice Improvement
Establish employee retreats that allow for both education and social activities.		2023	Outreach and Education
Establish lunch and learns for staff on a wide array of topics to help staff improve their skills, and general knowledge.		2022	Outreach and Education
Promote inter-departmental communications to help other departments be aware of things that might impact their department.		2022	Practice Improvement
Create a "who's who" directory for new and existing employees.		2022	Outreach and Education
ESTABLISHING CRITERIA TO MEASURE EMPLOYEE AND DEPARTMENT PERFORMANCE.			
Provide feedback from customer surveys to improve employee/department service delivery.		2022	Practice Improvements
Establish annual employee performance evaluation standards to help employees improve and recognize the work that has been done.		2023	Practice Improvement
CREATING INNOVATIVE PROGRAMS AND SOLUTIONS FOR SERVICE DELIVERY.			
Improved signage in public spaces for residents.		2022	Outreach and Education
Evaluate opportunities to implement new technology to provide better and more resilient services to reduce turn around times, make services available during hours the building is closed and decrease service disruptions during weather events.		Ongoing	Practice Improvements
Expand the city's municipal green team to include members from each department to support the implementation of this plan and foster an organizational culture of sustainability.		2022	Practice Improvements

Long-Term Fiscal Health

PRIORITIES

- Providing quarterly financial health updates.
- Establishing a public-facing budget snapshot.
- Advocating actively for state policies that help stabilize municipal finances
- Improving cash flow by closing unfunded liabilities early.

Action Step	Comment/Status	Estimated Start Year	Evaluation Measure
PROVIDING QUARTERLY FINANCIAL HEALTH UPDATES			
Develop financial reports through Munetrix web portal providing understanding and clarity to non-financial users.		2022	Practice Improvement
ESTABLISHING A PUBLIC-FACING BUDGET SNAPSHOT			
Expand use of Munetrix through video or podcast explanation of interpreting financial information.		2023	Outreach and Education
Post graphic on the city website, through third-party, which shows city budget breakdown, and updated usage (dashboard).		2023	Outreach and Education
ACTIVELY ADVOCATING FOR STATE POLICIES THAT HELP STABILIZE MUNICIPAL FINANCES			
Engage with Michigan Municipal League to work on state policy to stabilize municipal budget funding.		2023	Partnership and Collaboration
Appoint a finance representative to the Michigan Government Finance Officer Association legislative board.		2023	Partnership and Collaboration
IMPROVING CASH FLOW BY CLOSING UNFUNDED LIABILITIES EARLY			
Identify opportunities to cut costs through a number of means and reallocate funds to pay down pension debt ahead of schedule.		2022	Inventory, Assessment or Survey
Review regularly the fee schedule.		Ongoing	Practice Improvement
Propose a supplemental millage focused on specific programs and facilities to help improve service while reducing dependence on the general fund.		2022	Plan Development
Evaluate opportunities to pay down pension debt ahead of schedule.		2023	Practice Improvement

Reliable Infrastructure

PRIORITIES

- Developing and implementing asset management plans for water, sewer, roads, city facilities, and public spaces.
- Investing in green infrastructure.
- Providing safe transportation systems to reduce and eliminate crashes.
- Renewing road millage to include roads and sidewalks.
- Converting streetlights to LED technology throughout the city and upgrading underground infrastructure.
- Working with other agencies to ensure physical lines/vulnerabilities are upgraded in coordination with City projects.
- Implementing final sustainability plan goals for infrastructure improvements,
- Replacing lead service lines ahead of the mandated schedule.

Action Step	Comment\Status	Estimated Start Year	Evaluation Measure
DEVELOPING AND IMPLEMENTING ASSET MANAGEMENT PLANS FOR WATER, SEWER, ROADS, CITY FACILITIES, AND PUBLIC SPACES			
Update water asset management plan for Michigan Department of Environment, Great Lakes and Energy (EGLE) meeting or exceeding industry standards.		2025	Plan Development
Update road asset management plan for Transportation Asset Management Council (TAMC) and identify strategies to improve road system.		2023	Plan Development
Pursue stormwater, asset management, and Wastewater (SAW) grant to allow for creation of sewer asset management plan.		2023	Plan Development
Create GIS map of sewer system and maintenance activities.		2022	Plan Development
Create a detailed inventory and assessment of all existing facilities.		Ongoing	Practice Improvement
Develop a 20-year facility asset outlook and maintenance plan with periodic review of progress.		2023-2024	Plan Development
Improve DPS maintenance record-keeping and asset management through implementation of a comprehensive computerized maintenance management software system (Cartegraph).		Ongoing	Practice Improvement

Action Step	Comment\Status	Estimated Start Year	Evaluation Measure
INVESTING IN GREEN INFRASTRUCTURE			
Create stormwater utility to create long-term sustainable funding source.		2023	Plan Development
Evaluate which streets have high ponding potential for appropriate green infrastructure installations.		2023	Plan Development
Revise stormwater detention ordinance to include green infrastructure and Oakland County Stormwater Standards.		2022	Plan Development
Providing safe transportation systems to reduce and eliminate crashes.		2022-2025	Partnership
Incorporate non-motorized plan recommendations from master plan.		2023	Plan Development
Evaluate 'Safe Routes to Schools' program for potential opportunities to encourage alternative forms of participation.		2022	Partnership and Collaboration
Apply for Transportation Alternatives Program (TAP) grants if appropriate		2023	Plan Development
Incorporate "Vision Zero" policies into master plan to significantly reduce the number of traffic fatalities and serious injuries.		2023	Plan Development
RENEWING ROAD MILLAGE TO INCLUDE MAJOR ROADS, LOCAL ROADS AND SIDEWALKS			
Propose millage renewal to voters on November 2022 ballot.		2023	Outreach and Education
Publish future millage road schedule (2025-2034) and explanation for greater comprehension.		2023	Outreach and Education
Pursue state and federal grants for road improvements to supplement local funding.		2022	Plan Development
CONVERTING STREETLIGHTS TO LED TECHNOLOGY THROUGHOUT THE CITY AND UPGRADING UNDERGROUND INFRASTRUCTURE			
Research best options for LED streetlight conversion considering cost, value, and quality.		2022	Plan Development
Pursue bidding process for LED streetlight conversion project based on best option research results.		2022	Practice Improvement
WORKING WITH OTHER AGENCIES TO ENSURE PHYSICAL LINES/VULNERABILITIES ARE UPGRADED IN COORDINATION WITH CITY PROJECTS			
Continue and expand project coordination efforts with Consumers Energy thus reducing service interruptions.		2022	Partnership and Collaboration
Develop relationships and construction planning discussions with DTE to promote continuous improvement.		2022	Partnership and Collaboration

Action Step	Comment/Status	Estimated Start Year	Evaluation Measure
IMPLEMENTING FINAL SUSTAINABILITY PLAN GOALS FOR INFRASTRUCTURE IMPROVEMENTS			
Create requirement for contractor to provide recycling estimates as part of bid for city projects.		2023	Plan Development
Improve municipal building energy efficiency through facility retrofits, behavioral changes, and employee engagement.		2022	Practice Improvement
Develop a municipal facility as an emergency resilience hub with solar and storage to ensure 100 percent reliable energy.		2024	Practice Improvement
Increase the EV charging network citywide, including at municipal facilities.		2022	Programs and Services
Convert municipal fleet to EVs or other alternative fuel vehicles, as appropriate (also consider right-sizing the fleet vehicles).		Ongoing	Practice Improvement
REPLACING LEAD SERVICE LINES AHEAD OF THE MANDATED SCHEDULE			
Expedite lead water service line replacement work through grant funding and other resources.		2022-2028	Plan Development; Practice Improvements