



500 West Big Beaver
Troy, MI 48084
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I-05

Memorandum

Date: January 17, 2019

To: Mayor Dane Slater & Members of City Council

From: Mark F. Miller, City Manager
Drew Benson, Assistant to the City Manager

Subject: City of Troy 2019-2020 Strategy Development Process

Summary of Proposed New Strategy Format

- Half-day weekday event (preferably Wednesday, Feb. 20 from Noon – 4:30 OR 4:30 – 8:30)
 - Take place in a conference room at the Community Center
 - Provide lunch or dinner depending on the selected timeframe
- Decreased number of participants, approximately 30 including:
 - City Council Members
 - Senior Staff/Department Directors
- City Staff and City Council members requested to prepare recommended strategies prior to the meeting.
- Event begins with introduction and discussion regarding progress of 2018 - 2019 Strategies & potential carryover items
- 4 Small groups of approximately 7 people use brain streaming process to determine preferred strategies.
 - Each group submits top 7- 10 strategy ideas
 - At least 1 hour for this discussion – more time available if needed
- Group as a whole discusses the larger list of preferred options & refines to final list
 - Incorporate any carryover strategies from 2018-2019
 - Expect many duplicate suggestions between groups
 - Brain streamed lists are posted and voted upon by members of the group as a whole
 - Goal - have 8-12 agreed upon measurable and implementable strategies for 2019-2020
- Proposed theme for 2019-2020 Strategies & Budget
 - “Building Bridges”

Recommendation

The proposed format above is City Management’s recommendation should Council want to continue with the annual strategy development process. If Council determines that this format, date, or time is not preferable, we would request that alternative formats, dates, or times be discussed.

For additional information, see the attached details.



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Background

Over the past few years, the City of Troy has made it a priority to implement collaborative workshops to develop the overarching strategies for the coming fiscal year. This workshop, also known as the Annual Retreat, involved a variety of different formats over the years, and included members of the City Council, Department Directors and the City's Executive staff, as well as other individuals as needed.

With a new City Manager in place, this is a good opportunity to reevaluate how the City's annual strategies are developed and create a new format that is more effective as well as efficient. Some of the key components that have been recommended for creating a new strategy development process are as follows:

- Condense the format
- Eliminate the unnecessary components of previous retreats
- Develop more actionable strategies that are both innovative and achievable
- Reintroduce tangible budgeted amounts to be allocated to each strategy

The purpose of this memorandum is to lay out some of the potential ideas, formats, and pertinent details that will need to be decided in preparation for the 2019-2020 strategy development process.

Past Strategy Development Processes

In past years, there would often be a portion of the strategies that were carried over from the previous year's list. This year could be the same, as there are a few 2018-2019 Strategies that will likely stretch into the 2019-2020 fiscal year. Those include:

- Strategy 1 – Evaluate and determine a plan to address the Civic Center property and continue to provide information to the public
- Strategy 2 – Create 360 degree marketing/branding solutions to further engage the community
 - Implement a redesigned City Brand to solidify & unify the City's image and mission.
- Strategies 6, 7, 9 – Evaluate staffing and service levels, invest in innovative public servants, and create career advancement and development opportunities for City staff.
- Strategy 10 – Re-imagine the Citizen's Academy
 - Implement the reimagined Citizen's Academy to increase citizen engagement, participation, and awareness of City functions and services.

In addition to the carryover items from the previous year, there has historically been 5-7 strategies that are developed at the annual retreat that are then incorporated into the strategy list for the year.



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With that in mind, we are proposing a revamped strategy development process that would allow City staff and elected officials to come to the meeting with more clearly defined strategies, as well as a pre-consideration of the necessary action steps to fully implement those strategies. That process could work as follows:

- Department Directors consult with their departments to develop a preliminary set of proposed strategies that are submitted prior to the Strategy Session.
- City Council Members develop strategy ideas and submit a list prior to the Strategy Session
- The City Manager collects responses from staff & elected officials & compiles them for discussion at the strategy session
- The lists are combined to highlight which strategies are most frequently cited
- At the strategy development meeting, the City's elected officials and City staff discuss the list of proposed strategies, brainstorm additional options, and condense the list into a final product.

When and where should this be?

After reviewing the available dates at the Troy Community Center, as well as coordinating with individual City Council members, it has been found that **Wednesday, February 20th from Noon to 4:30 p.m.** would likely be the best possible time and dates for the strategy development process. This process could also work from 4:30 p.m. to 8:30 p.m.

If it is deemed that these dates and/or times do not work, we will likely need to look at alternative locations.

Process – Strategy Development 2019

Prior to Strategy Meeting (Approx. 1 week)	During Strategy Meeting - Small Group (Approx. 1.5 hours)	During Strategy Meeting - Whole Group (Approx. 2.5 Hours)
<ul style="list-style-type: none"> • Department Directors & Council Members generate 3-5 ideas for strategies and submit via e-mail to CMO <ul style="list-style-type: none"> ○ Allow for 1 “High-Priority” strategy idea that should be paid extra attention. • City Manager’s staff collects all the submitted ideas, condenses the list to merge & highlight similar submissions, and creates a comprehensive master list. • 4 small groups are assembled prior to the meeting. 	<ul style="list-style-type: none"> • 4 Groups are set up at tables with master list of submitted strategies <ul style="list-style-type: none"> ○ Ideas not previously submitted can also be suggested and considered. • Each small group brain streams 5-7 top strategies and submit those to the whole group list via stick notes (or a digital interface). 	<ul style="list-style-type: none"> • With the 20-28 strategies on the board, the facilitator combines the alike strategies. <ul style="list-style-type: none"> ○ Items are ranked by the number of groups that selected that particular idea. Ex: <ul style="list-style-type: none"> ▪ Strategy 1 (4 votes) ▪ Strategy 19 (3 votes) ▪ Etc. • The ideas with 1-2 recommendations are discussed, and list is whittled down to 8-12. • Group discusses actionable steps to accomplish these strategies, and potential budget amounts needed. • Council gets final say as to what strategies are adopted as final list.

Proposed Timeline Options – Late Afternoon / Early Evening

1. **Lunch/Dinner** – Noon / 4:30 p.m.
2. **Introduction** – During Lunch/Dinner
3. **Break into small groups, begin discussions** – 12:15 to 1:45 / 4:45 to 6:15
4. **Small groups submit top 5-7 strategies** – 2:00 / 6:30
5. **Whole Group discusses compiled list** – 2:00 to 4:00 / 6:30 to 8:30
6. **Council finalizes top 8-12 strategies for adoption at the next regular Council meeting**