

**MINUTES
CITY OF FARMINGTON HILLS
FARMINGTON HILLS CITY COUNCIL
SPECIAL MEETING - WORKSHOP
THE HAWK – MEDIA CENTER
29995 TWELVE MILE ROAD
AUGUST 13, 2025 – 10:00AM**

The special meeting - workshop of the Farmington Hills City Council was called to order by Mayor Rich at 10:15am.

Councilmembers Present: Aldred, Boleware, Bridges, Bruce, Knol (11:03am) and Rich

Councilmembers Absent: Dwyer

Others Present: City Manager Mekjian, Assistant City Manager Mondora, City Clerk Lindahl, Directors Aranowski, Brown, Kettler-Schmult, Rushlow, Schnackel, Skrobola Sullen-Winn, Fire Chief Unruh and Police Chief Piggot

STRATEGIC PLANNING WORKSHOP WITH RAFTELIS FINANCIAL CONSULTANTS, INC.

Representatives from Raftelis provided an overview of strategic plan, the project timeline and provided the objectives for the workshop which included: share project update and engagement themes, present organizational mission and values, and review and provide guidance on the draft framework developed by City leadership.

The Strategic Planning Workshop Resource Guide provided to council is attached for the record.

ADJOURNMENT

The special meeting - workshop was adjourned at 1:53pm.

Respectfully submitted,

Carly Lindahl, City Clerk

CITY OF **Farmington Hills**

Strategic Planning Workshop **Resource Guide**

AUGUST 2025

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Agenda

Wednesday, August 13, 2025

10:00 a.m. – 2:00 p.m.

The Hawk, Media Conference Center
29995 W. 12 Mile Road
Farmington Hills, MI 48334

Objectives:

- Share project update and engagement themes
- Present organizational mission and values
- Review and provide guidance on the draft framework developed by City leadership

Introductions

- Welcome and introductions
- Agenda review

Strategic Plan Overview

Raftelis will review the key elements of a strategic plan and project timeline.

Engagement Themes

Raftelis will provide a high-level summary of themes from stakeholder engagement. These themes helped guide the draft strategic plan framework developed by the leadership team in mid-July. Details can be found in the Resource Guide.

Strategic Plan Framework

Raftelis will share the organizational mission and values developed by the leadership team and informed by the employee survey. We will then facilitate discussion and small group exercises to review the following framework elements:

- **Vision** - aspirational, intended to reflect what you hope the City will be known for.
- **Goal Areas** - the “big buckets of things that must go well” in order for the City to achieve its Vision. They include a directional statement about what success looks like for that goal, which is referred to as the success statement. This helps guide the development of an implementation plan.

Wrap-up / Adjourn

As the session comes to a close, we'll reflect on our time together and discuss the next steps for the project.

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Strategic Plan Overview

A strategic plan answers three basic questions:

1. What do we know to be true today?
2. What do we hope will be true in the future?
3. What must go well in order to make it so?

A strategic plan creates a roadmap for an organization to achieve long-term success and guides resource allocation and decision-making to move the City toward its vision. A strategic plan also creates a shared understanding of the operating environment and what is most important for the City and community moving forward.



Often, the strategic plan covers a three-to-five-year horizon. This is a longer time horizon than an annual budget or department work plan, but less than long-term planning documents like the City's recently completed Master Plan. In this way, the strategic plan can guide short-term resource allocation and decision-making while also reflecting actions that achieve objectives outlined in long-term plans.

Our goal for the workshop is for Council to review and advise on the draft strategic plan framework, paying particular attention to the vision and goal areas that will help share the priorities and focus for staff. The Strategic Plan framework contains the following elements:

| Framework Element | Definition |
|-------------------|---|
| Vision | Aspirational, intended to reflect what you hope the City will be known for in the future |
| Mission | The role and purpose of the organization, frequently expressed in statements about "who we are, what we do, and why we do it" |
| Values | Values guide behavior, whether stated or unstated, and are exhibited when employees are "at their best" |
| Goals | The "big buckets of things that must go well" in order for the City to achieve its Vision |

Engagement Themes

The initial project work focused heavily on stakeholder engagement. Stakeholder engagement is a critical component of any plan—in order to both understand others’ perspectives *and* to help gain their buy-in. The engagement process included the following:

- Interviews with the Mayor and each member of the Council
- Interviews with City leadership – 14
- Employee Survey – 130 total responses
- Community Partner Focus Groups – three sessions with approximately 35 participants
- Public Drop-in Session – approximately 25 attendees

The following themes emerged across stakeholder groups. Bold items represent an overlap among groups.

Summary of Engagement Themes by Stakeholder Group and Topic

| | Council | Department Heads / Staff | Community Sessions |
|---------------|--|---|---|
| Strengths | <ul style="list-style-type: none"> • Safety • Diversity • Institutional knowledge/tenure • Parks and open spaces • Recreational programs and services | <ul style="list-style-type: none"> • Safety • Diversity • Institutional knowledge/tenure • Well-run, strong financial position • Embracing technology • Teamwork and commitment | <ul style="list-style-type: none"> • Safety • Diversity • Recreational and cultural services • Parks and open spaces • Financial position • Location • High-quality services • Strong partnerships • History |
| Opportunities | <ul style="list-style-type: none"> • Redevelopment • Economic development, focusing on certain corridors • Senior services • Recreation, arts, quality of life • Becoming a destination | <ul style="list-style-type: none"> • Redevelopment <ul style="list-style-type: none"> ◦ More flexible zoning ◦ Housing • Economic development, focusing on certain corridors • Embracing increasing diversity • Innovative use of technology | <ul style="list-style-type: none"> • Redevelopment • Stronger sense of identity • Placemaking • Community gathering spaces • Transportation and mobility • Attracting young families • Environmental sustainability |
| Challenges | <ul style="list-style-type: none"> • Meeting senior needs <ul style="list-style-type: none"> ◦ Costick Center • Financial challenges for the Hawk • Housing • Deer | <ul style="list-style-type: none"> • Meeting senior needs <ul style="list-style-type: none"> ◦ Costick Center • Succession planning • Attracting and retaining talent • Maintaining financial health • Communication and collaboration | <ul style="list-style-type: none"> • Aging population • Bold vision • Walkable destinations • School enrollment • Road safety |
| Results | <ul style="list-style-type: none"> • Fiscal sustainability, tax base • Maintain quality of life | <ul style="list-style-type: none"> • Seen as a destination • Positive feedback from the community | <ul style="list-style-type: none"> • Population growth • Vibrant businesses • Things to do • Sense of security |

Strategic Plan Framework

Organizational Mission

An organizational mission statement is a concise articulation of why an organization exists; it states its purpose and identity. An organizational mission also helps clarify the value the organization provides to stakeholders. It essentially answers three questions: 1) Who are we? 2) What do we do? and 3) Why do we do it? Survey participants were asked to answer these three questions. Key themes for each question are shown in the table below.

| Who are we? | What do we do? | Why do we do it? |
|--|--|--|
| <ul style="list-style-type: none"> • Dedicated • Hardworking • Service- and community-focused • Caring • Professional • Team | <ul style="list-style-type: none"> • Serve the community • Ensure a safe place to live • Deliver essential <i>and</i> value-added services • Create a high quality of life • First in service | <ul style="list-style-type: none"> • Pride in our community • Commitment • Passion • Giving back • It's the right thing |

During the July 17 workshop, the Department Directors developed the following draft organizational mission statement:

Partnering with our community to deliver best-in-class services that sustain a high quality of life in Farmington Hills

Notes

Organizational Values

Organizational values reinforce the organization's sense of purpose, tell stakeholders what to expect when interacting with the organization, and help build culture. They also help articulate *how* the organization will work to achieve its vision.

Employees were shown groups of similar values and asked to select five groupings from a list of 18. From that list, they were given a set of multiple-choice questions to define which value in each grouping was most relevant and impactful for the City of Farmington Hills. Finally, they were given the opportunity to list any other values missing from the list that are important for the City. The following table shows the value groups from most to least selected. Bolded values in each grouping indicate the value that most selectors chose as most relevant and impactful (note *Teamwork* and *Collaboration* were a near-tie).

| Value Grouping | % of Responses | # of Responses |
|--|----------------|----------------|
| Teamwork (includes: Collaboration / Cooperation / Unity) | 65% | 53 |
| Customer Service (includes: Accessibility / Helpfulness / Responsiveness) | 50% | 42 |
| Responsibility (includes: Accountability / Stewardship) | 48% | 39 |
| Compassion (includes: Caring / Empathy) | 46% | 38 |
| Excellence (includes: Competence / Professionalism) | 33% | 27 |
| Safety | 30% | 25 |
| Integrity (includes: Honesty / Trustworthiness) | 30% | 25 |
| Commitment (includes: Dedication / Ownership) | 27% | 22 |
| Innovation (includes: Continuous Improvement / Creativity) | 26% | 21 |
| Respect | 24% | 20 |
| Efficiency | 20% | 16 |
| Resilience (includes: Adaptability / Flexibility) | 20% | 16 |
| Quality (includes: Effectiveness) | 18% | 15 |
| Belonging (includes: Welcoming) | 17% | 14 |
| Preparedness (includes: Forward-thinking / Proactivity) | 16% | 13 |
| Engagement (includes: Openness / Transparency) | 11% | 9 |
| Fairness (includes: Consistent) | 7% | 6 |
| Sustainability | 6% | 5 |

During the July 17 workshop, Department Directors discussed the survey results and what core values look like in practice. They then proposed the following organizational values:

- **Excellence:** Striving for the highest quality results, exceeding expectations, and continuously improving to be "best in class" in all that we do.
- **Integrity:** Acting with honesty, transparency, being trustworthy and accountable for our actions, and being great stewards of public resources.
- **Collaboration:** Effective teamwork driven by open sharing of ideas, active listening, mutual respect, and clear communication to achieve shared goals.
- **Customer Service:** Being empathetic, responsive, and proactive in delivering solutions and support to meet needs and ensure the satisfaction of our community.
- **Innovation:** Forward-thinking and creative work that embraces trying new ideas and leveraging technology to deliver high-quality services.

Vision

The City's vision is aspirational, intended to reflect what you hope the City will be known for.

Peer Examples

Below are a few sample vision statements from neighboring localities:

| Locality | Vision Statement |
|---------------------|--|
| Bloomfield Township | Bloomfield Township is a safe, inviting, and vibrant community where residents' quality of life is enhanced with outdoor recreation opportunities, well-maintained infrastructure and natural spaces, leading-edge technology, and an exemplary Township government. |
| Plymouth | To be the leader in small-town local government with excellent services, unique partnerships, and with team members who believe in and live a customer service model for both internal and external customers. |
| Royal Oak | To be a dynamic balance of progressive vision and traditional values, offering an inviting, premier, and diverse community for all. |

**Troy, Livonia, Southfield, and Novi do not currently have vision statements.*

Draft Vision Statement from Leadership Workshop

Farmington Hills is a destination community with a welcoming spirit that is future-focused, safe, and where government leads with excellence and care.

Notes

Goal Areas

Goals are the “big buckets of things that must go well” in order for the City to achieve its Vision. They include a directional statement about what success looks like for that goal, which is referred to as the success statement. This helps guide the development of an implementation plan.

Based on the themes that emerged from stakeholder engagement and on discussions during the July 17 workshop, the following draft goal areas have been developed.

| Draft Goal Area | Includes |
|---|--|
| Uphold Community Safety and Well-being <i>Ensuring a safe, welcoming community where people can live, work, and gather through development of a modern workforce and reliable infrastructure.</i> | <ul style="list-style-type: none"> • Public safety • Infrastructure |
| Champion Strategic Redevelopment <i>Enhancing quality of life with vibrant, forward-looking amenities and diverse opportunities, stemming from the strategic implementation of the City's Master Plan and Market Study recommendations.</i> | <ul style="list-style-type: none"> • Economic development • Strategic corridors (i.e. Grand River, 12 Mile Road, Orchard Lake Road) • Housing • Neighboring communities |
| Cultivate Placemaking and Community Hubs <i>Creating vibrant and distinctive destinations that serve as gathering places enjoyed by residents and visitors alike through walkable, accessible design, and beautiful greenspaces.</i> | <ul style="list-style-type: none"> • Strong partnerships with schools, libraries, etc. • Community centers and gathering spaces • Multi-modal transportation options • Cultural amenities and recreation programs • Parks and open spaces |
| Foster a Welcoming and Intergenerational Community <i>Promoting active engagement and meaningful intergenerational connections that strengthen community life, where people of all life stages feel valued and supported.</i> | <ul style="list-style-type: none"> • Culture and diversity • Attracting young families • Senior programs and services • Partnership with schools |
| Achieve Organizational Excellence with an Empowered Workforce <i>Delivering exceptional service through a high-performing, future-ready workforce, supported by strong leadership, sound financial management, smart technology, and a culture of continuous learning and innovation.</i> | <ul style="list-style-type: none"> • Technology • Financial sustainability • Workforce: talent management, succession planning • Employee development • Customer service |

APPENDICES

A: Draft Strategic Plan Framework

B: Environmental Scan – Data and Trends

C: Demographic Information from Public Drop-in Session

Appendix A:

DRAFT Strategic Plan Framework

Vision

Farmington Hills is a destination community with a welcoming spirit that is future-focused, safe, and where government leads with excellence and care.

Organizational Mission

Partnering with our community to deliver best-in-class services that sustain a high quality of life in Farmington Hills.

Organizational Values

- **Excellence:** Striving for the highest quality results, exceeding expectations, and continuously improving to be "best in class" in all that we do.
- **Integrity:** Acting with honesty, transparency, being trustworthy and accountable for our actions, and being great stewards of public resources.
- **Collaboration:** Effective teamwork driven by open sharing of ideas, active listening, mutual respect, and clear communication to achieve shared goals.
- **Customer Service:** Being empathetic, responsive, and proactive in delivering solutions and support to meet needs and ensure the satisfaction of our community.
- **Innovation:** Forward-thinking and creative work that embraces trying new ideas and leveraging technology to deliver high-quality services.

Goal Areas

Goal 1- Uphold Community Safety and Well-being: Ensuring a safe, welcoming community where people can live, work, and gather through development of a modern workforce and reliable infrastructure.

Goal 2- Champion Strategic Redevelopment: Enhancing quality of life with vibrant, forward-looking amenities and diverse opportunities, stemming from the strategic implementation of the City's Master Plan and Market Study recommendations.

Goal 3- Cultivate Placemaking and Community Hubs: Creating vibrant and distinctive destinations that serve as gathering places enjoyed by residents and visitors alike through walkable, accessible design, and beautiful greenspaces.

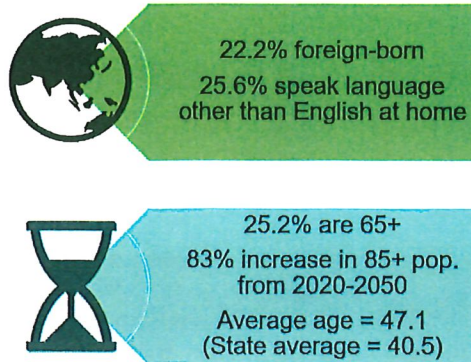
Goal 4- Foster a Welcoming and Intergenerational Community: Promoting active engagement and meaningful intergenerational connections that strengthen community life, where people of all life stages feel valued and supported.

Goal 5- Achieve Organizational Excellence with an Empowered Workforce: Delivering exceptional service through a high-performing, future-ready workforce, supported by strong leadership, sound financial management, smart technology, and a culture of continuous learning and innovation.

Appendix B: Environmental Scan

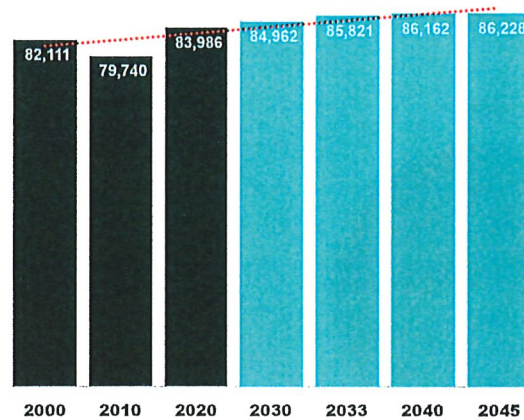
Demographic and economic trends for Farmington Hills

- Farmington Hills' population is more **diverse** and **older** than in years past:



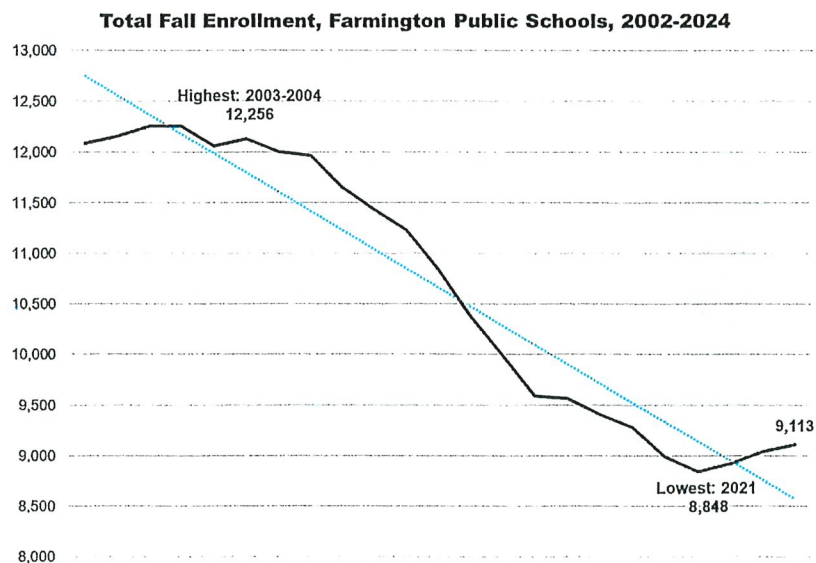
Source: U.S. Census Bureau and SEMCOG

- The population is expected to increase only very modestly:



Source: SEMCOG

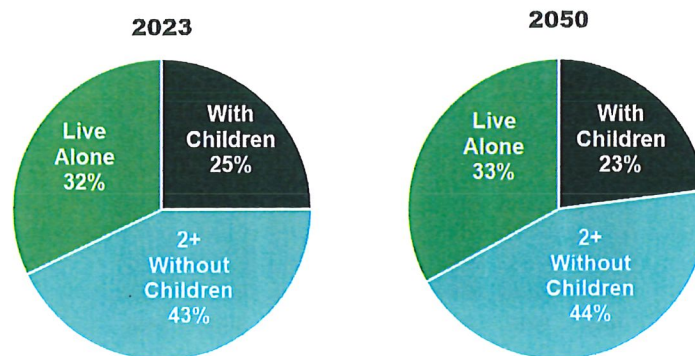
- School enrollment has started to increase again:



Source: Farmington Public Schools

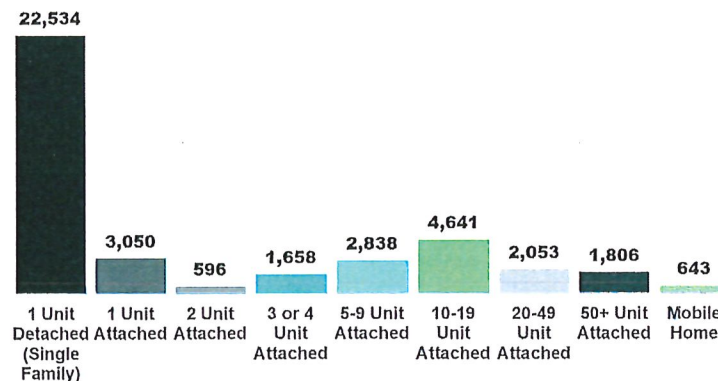
- Anticipated high-growth sectors 2019-2050:
 - › Healthcare services
 - › Transportation, warehousing, and utilities
 - › Professional and technical services and corporate headquarters
- Housing prices are changing:
 - › 2015-2025 owner-occupied home values rose 42% (slower than statewide 58%)
 - › 2015-2025 rent rose 47% (faster than statewide 35%)
- Household composition is changing:

| Age Group | Forecasted Change 2020-2050 |
|-----------|--------------------------------|
| Under 5 | 9.1% |
| 5-17 | -10.5% |
| 18-24 | 2.6% |
| 25-64 | -2.9% |
| 64-84 | 16.3% |
| 85+ | 82.6% |



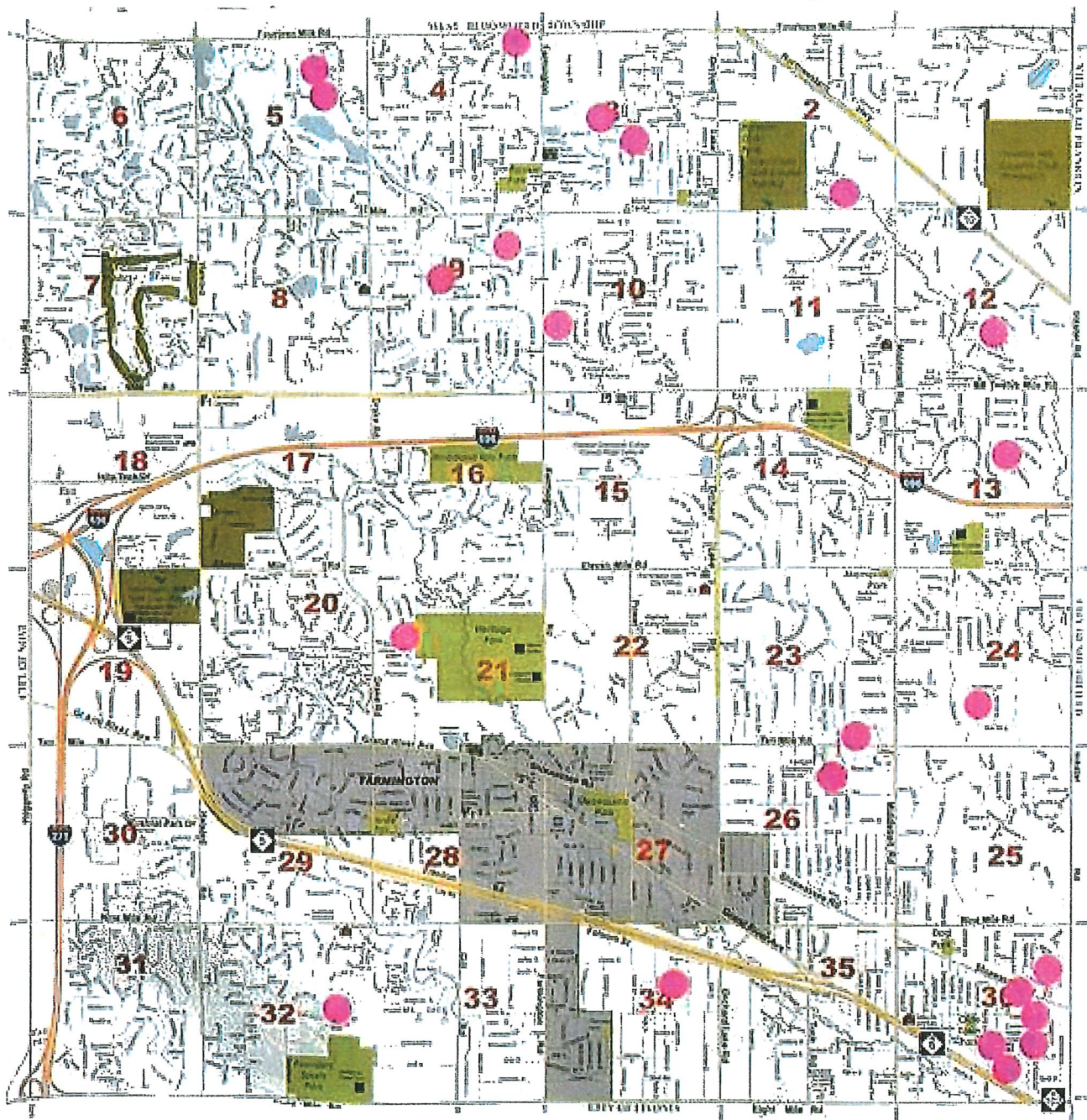
Source: U.S. Census Bureau

- Farmington Hills' housing stock is 57% single-family detached:



Source: ACS table B25024

Appendix C: Demographic Information from Public Drop-in Session



place a
dot near
where you
live!

How long have you lived in Farmington Hills?

≤ 1 year

1-4 yrs.

5-10 yrs.

10+ yrs.

What is your age?

≤ 17

18-34

35-44

45-64

≥ 65

Do you live and/or work in Farmington Hills?

LIVE BUT NOT
WORK

BOTH

WORK BUT NOT
LIVE

City of Farmington Hills

Council Strategic Planning Workshop Summary

August 2025

Welcome and Introductions

After Mayor Theresa Rich opened the meeting, City Manager Gary Mekjian highlighted the importance of strategic planning to ensure the entire organization is moving in the same direction. He then introduced the facilitation team, who reviewed the agenda. During introductions, each Councilmember was asked to share a headline they would like to read about Farmington Hills in 10 years, captured to the right.

HEADLINES

- NYT: one of top cities in U.S.
- voted best place to start new business
- 1st City in Oakland County to reach 100k residents
- best City to raise a family
- role model City in how we've responded to changes

Strategic Plan Overview

Next, the facilitator provided an overview of strategic planning and the project timeline. Strategic plans, at their core, answer three questions:

- Where are we today?
- Where do we want to go?
- How do we get there?

The facilitator noted that local government involves many plans, including the City's recently adopted Master Plan. Each plan has its own purpose and time horizon, with strategic plans typically covering a three to five-year period. The image below illustrates how different types of plans nest together. No single plan supersedes another; they should all align.



Engagement Themes

Prior to the retreat, the facilitation team conducted 1:1 interviews with Councilmembers, interviews with department heads, an employee survey, and four community focus groups. They also gathered additional quantitative and qualitative data regarding recent trends shaping Farmington Hills, including demographic change. This information was summarized in a Resource Guide provided to participants during the workshop.

Organizational Mission and Values

Organizational Mission

Organizational missions articulate the role and purpose of an organization, frequently expressed in statements about “who we are, what we do, and why we do it.” An employee survey allowed staff to share feedback on these three prompts to help develop the City’s mission statement. During the July 17 workshop with Department Heads, staff worked to develop a draft mission statement: *Partnering with our community to deliver best-in-class services that sustain a high quality of life in Farmington Hills*. Councilmembers suggested flipping the sentence structure. The updated organizational mission statement is shown below:

To deliver best-in-class services that sustain a high quality of life in Farmington Hills by partnering with our community.

Organizational Values

Organizational values reinforce an organization’s sense of purpose, create alignment, build culture, and tell people what to expect when working for/with the organization. The employee survey offered staff the opportunity to select from a list of values which they believed to be most relevant and impactful for the City of Farmington Hills. During the July 17 workshop, the Department Directors refined the following list of values. The Council’s only suggestion was changing “Customer Service” to “Customer Focused,” which is captured below:

- **Excellence:** Striving for the highest quality results, exceeding expectations, and continuously improving to be "best in class" in all that we do.
- **Integrity:** Acting with honesty, transparency, and accountability in all of our actions and ensuring the responsible stewardship of public resources.
- **Collaboration:** Demonstrating effective teamwork driven by open sharing of ideas, active listening, mutual respect, and clear communication to achieve shared goals.
- **Customer Focused:** Being empathetic, responsive, and proactive in delivering solutions and support to meet the needs and ensure the satisfaction of our internal and external customers.
- **Innovation:** Driving forward-thinking and creative work that embraces trying new ideas and leveraging technology to deliver high-quality services.

True Today, True in 10 Years

Next, participants were challenged to describe three things that were *currently* true about Farmington Hills that they hope will still be true in the future, as well as three things that are *not* currently true about Farmington Hills that they hope will be true in 10 years. The facilitator “bucketed” these ideas as shown below. After lunch, the group compared themes from the Council to those that arose during the Department Head workshop and saw significant alignment.

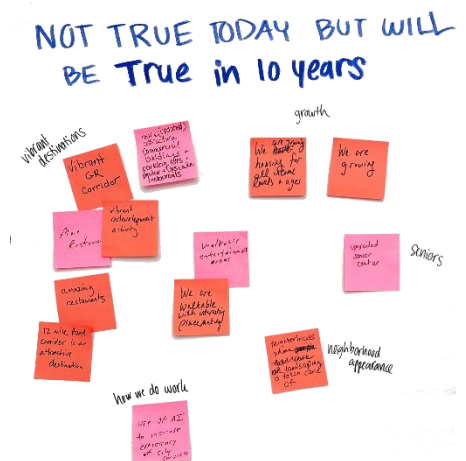
True Today

- **Sound Management**
 - AAA bond rating
 - Well-run City: safe City, AAA bond rating, good quality of life
- **Infrastructure**
 - We invest in infrastructure
 - Good roads in comparison to other communities
- **Services**
 - High-quality services
 - Great cultural arts + recreation services
 - Outstanding parks + recreation services
- **Safety**
 - Great police + fire services
 - We are safe
 - Excellent public safety
 - Very safe City
- **Community/Neighborhoods**
 - Quality neighborhoods
 - Residents, businesses, and employees are proud to be here
 - Beautiful neighborhoods



True in 10 Years

- **Vibrant Destinations**
 - Vibrant redevelopment activity
 - Vibrant Grand River Corridor
 - More (updated) attractive commercial buildings, parking lots, and popular and upscale restaurants
 - Amazing restaurants
 - More restaurants
 - 12 Mile Road Corridor is an attractive destination
- **Walkable Destinations (related to above)**
 - Walkable entertainment areas
 - We are walkable with interesting placemaking
- **Growth**
 - We are growing
 - We are growing housing for all income levels and ages



- **Seniors**
 - Upgraded senior center
- **Neighborhood Appearance**
 - Neighborhoods where landscaping is taken care of
- **How We Do Work**
 - Use of AI to increase efficiency of City services

Vision Statement

Vision statements are aspirational and intended to reflect what you hope the City will be known for in the future. The vision is typically set by the governing body, often informed by input from staff and other stakeholders. During the July 17 workshop, the following draft vision statement was created: *Farmington Hills is a destination community with a welcoming spirit that is future-focused, safe, and supported by a government that leads with excellence and care.*

During the workshop, the Council provided comments on the proposed draft, shown to the right. The updated vision statement is shown below:

- VISION—
- don't like welcoming ~~spirit~~
 - + "vibrant" -maybe dynamic?
 - don't need "where gov't..." (too internally focused - mission)
 - but still think gov't is integral
 - "is committed to building a..."?
 - more aspirational / bold
 - What are we a destination for?
(restaurants, retail, good governance, neighborhoods, schools...?)
 - hub of the whole metro
 - exceptional community
 - Simplify—vibrant, welcoming destination comm
 - you can have it all here

As a safe and vibrant regional hub, Farmington Hills offers rich culture, economic opportunity, and welcoming public spaces to gather and enjoy life.

Strategic Plan Goal Areas

Next, the Councilmembers reviewed proposed strategic plan goal areas developed during the July 17 workshop, shown in [Appendix B](#). They reached consensus with the five overall goals, though they suggested reworking the success statement for *Uphold Safety and Well-being* and had some slight modifications to the other goal areas and statements. The updated Goal Areas are shown below:

Uphold Community Safety and Well-being: Ensuring every resident and visitor feels safe, supported, and empowered to thrive physically, mentally, and socially.

Champion Strategic Redevelopment: Enhancing quality of life with vibrant, forward-looking amenities and diverse opportunities, stemming from the strategic implementation of the City's Master Plan and Market Study recommendations.

Cultivate Placemaking and Community Hubs: Creating distinctive destinations that serve as gathering places enjoyed by residents and visitors alike through walkable, accessible design, and beautiful greenspaces.

Foster a Welcoming and Intergenerational Community: Promoting active engagement and meaningful intergenerational connections that strengthen community life, where all people feel valued and supported.

Achieve Organizational Excellence: Delivering exceptional service through a high-performing, future-ready workforce, supported by strong leadership, sound financial management, smart technology, and a culture of continuous learning and innovation.

Next Steps

During the workshop, one item was placed on the “bike rack” to return to at a later time: ensuring that the City maintains a focus on residents first.

Following City approval of the updated strategic plan framework (see Appendix A), Raftelis will develop a strategic plan deliverable for adoption later this fall. Additionally, Raftelis will provide initial implementation support for staff in late August.

Appendix A: Updated Strategic Plan Framework

Vision

As a safe and vibrant regional hub, Farmington Hills offers rich culture, economic opportunity, and welcoming public spaces to gather and enjoy life.

Organizational Mission

To deliver best-in-class services that sustain a high quality of life in Farmington Hills by partnering with our community.

Organizational Values

- **Excellence:** Striving for the highest quality results, exceeding expectations, and continuously improving to be "best in class" in all that we do.
- **Integrity:** Acting with honesty, transparency, and accountability in all of our actions and ensuring the responsible stewardship of public resources.
- **Collaboration:** Demonstrating effective teamwork driven by open sharing of ideas, active listening, mutual respect, and clear communication to achieve shared goals.
- **Customer Focused:** Being empathetic, responsive, and proactive in delivering solutions and support to meet the needs and ensure the satisfaction of our internal and external customers.
- **Innovation:** Driving forward-thinking and creative work that embraces trying new ideas and leveraging technology to deliver high-quality services.

Goal Areas

Uphold Community Safety and Well-being: Ensuring every resident and visitor feels safe, supported, and empowered to thrive physically, mentally, and socially.

Champion Strategic Redevelopment: Enhancing quality of life with vibrant, forward-looking amenities and diverse opportunities, stemming from the strategic implementation of the City's Master Plan and Market Study recommendations.

Cultivate Placemaking and Community Hubs: Creating distinctive destinations that serve as gathering places enjoyed by residents and visitors alike through walkable, accessible design, and beautiful greenspaces.

Foster a Welcoming and Intergenerational Community: Promoting active engagement and meaningful intergenerational connections that strengthen community life, where all people feel valued and supported.

Achieve Organizational Excellence: Delivering exceptional service through a high-performing, future-ready workforce, supported by strong leadership, sound financial management, smart technology, and a culture of continuous learning and innovation.

Appendix B:

DRAFT Strategic Plan Framework from July Workshop

Vision

Farmington Hills is a destination community with a welcoming spirit that is future-focused, safe, and where government leads with excellence and care.

Organizational Mission

Partnering with our community to deliver best-in-class services that sustain a high quality of life in Farmington Hills.

Organizational Values

- **Excellence:** Striving for the highest quality results, exceeding expectations, and continuously improving to be "best in class" in all that we do.
- **Integrity:** Acting with honesty, transparency, being trustworthy and accountable for our actions, and being great stewards of public resources.
- **Collaboration:** Effective teamwork driven by open sharing of ideas, active listening, mutual respect, and clear communication to achieve shared goals.
- **Customer Service:** Being empathetic, responsive, and proactive in delivering solutions and support to meet needs and ensure the satisfaction of our community.
- **Innovation:** Forward-thinking and creative work that embraces trying new ideas and leveraging technology to deliver high-quality services.

Goal Areas

Goal 1- Uphold Community Safety and Well-being: Ensuring a safe, welcoming community where people can live, work, and gather through development of a modern workforce and reliable infrastructure.

Goal 2- Champion Strategic Redevelopment: Enhancing quality of life with vibrant, forward-looking amenities and diverse opportunities, stemming from the strategic implementation of the City's Master Plan and Market Study recommendations.

Goal 3- Cultivate Placemaking and Community Hubs: Creating vibrant and distinctive destinations that serve as gathering places enjoyed by residents and visitors alike through walkable, accessible design, and beautiful greenspaces.

Goal 4- Foster a Welcoming and Intergenerational Community: Promoting active engagement and meaningful intergenerational connections that strengthen community life, where people of all life stages feel valued and supported.

Goal 5- Achieve Organizational Excellence with an Empowered Workforce: Delivering exceptional service through a high-performing, future-ready workforce, supported by strong leadership, sound financial management, smart technology, and a culture of continuous learning and innovation.