CITY COUNCIL GOALS & OBJECTIVES

CITY OF MONROE
Michigan

2020/21

MAYOR ~ *Robert E. Clark*

CITY COUNCIL
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CLERK-TREASURER ~ *Michelle J. LaVoy*

GOAL 1: COMMUNITY DEVELOPMENT INITIATIVES

Objective A: Develop Community Enhancement Plan
1. Optimize Community Assets: National Park/Battlefield, local parks, Lake Erie, River Raisin, State Wildlife Refuge, Heritage Trail, and Airport
2. Recruit and retain community volunteers
3. Develop specific plans for various areas of community
4. Create "Welcome to Monroe" visits: new residents (packet, calendar, newsletter, etc.)

Objective B: Develop Affordable Housing Programs and Policies
1. More affordable housing
2. Upgrade affordable housing stock
3. Direct communication with affected residents
4. Consider "Cultivate Community" as a model: a. Provide direct city involvement, partnerships, and assistance (Kalamazoo model); b. Implement "rental to ownership" program; c. Discussion with developers regarding "supportive" housing.

GOAL 2: CONTINUE ECONOMIC DEVELOPMENT INITIATIVES

Objective A: Prepare Five-year Financial Forecast
1. Fund a Capital Improvement Plan
2. Adopt a two-year budget cycle
3. Maintain adequate fund balance
4. Maintain low legacy costs
5. Diversify tax base
6. Maintain services without millage increase

Objective B: Develop Economic Improvement Plan
1. New businesses mentor program (packet calendar, etc.)
2. Complete current projects
3. Prioritize pending projects: a. I-275 and Telegraph; b. Opportunity zones; c. La-Z-Boy property; d. Port of Monroe.
4. Increase collaboration with Monroe Township
5. Direct DDA to refocus on main functions

GOAL 3: OPTIMIZE INFORMATION TECHNOLOGY

Objective A: Complete GIS system build-out
1. Additional data
2. Capture institutional information (departing staff)
3. Include 2020 census data

Objective B: Maximize use of IT/GIS for decision-making

GOAL 4: ORGANIZATIONAL DEVELOPMENT

Objective A: Develop a Succession Plan
1. Prepare for administrative staff departures
2. Capture institutional memory

Objective B: Review Staffing
1. Review current staffing/positions
2. Develop new staffing plan
3. Improve Customer/Citizen Relations

Objective C: Review Compensation and Benefits for Nonunion Staff
1. Administrative Personnel
2. Clerical/other Personnel

GOAL 5: IMPROVE EMPLOYEE SERVICE AND ACCOUNTABILITY

Objective A: Public Safety
1. Establish joint Labor and Management Committee to instill organizational alignment
2. Negotiate sustainable collective bargaining agreements
3. Develop plan to recruit and retain diversity of staff
4. Develop cadet/entry level staff
5. Maintain excellent response times

Objective B: Public Services
1. Establish joint Labor and Management Committee to instill organizational alignment
2. Develop standards for customer service and courtesy
3. Negotiate sustainable collective bargaining agreements

GOAL 5: CONTINUED

Objective C: Staff Training
1. Develop standards for customer services and courtesy
2. Continue cross-training
3. Develop specific staff training programs: a. Utilize "in house" training; b. Utilize "train the trainer" approach.

Objective D: Maintain Top Quality Administrative staff
1. Management Expertise
2. Leadership Abilities

GOAL 6: CREATE A COMMUNICATION CAMPAIGN

Objective A: Tell Story of Monroe
1. Everyone's an Ambassador
2. Control our own narrative
3. Utilize print and electronic media

Objective B: Community Communication
1. Utilize community "opinion leaders" to spread messages
2. Create Community Newsletter
3. Create Employee Newsletter

Objective C: Select and Utilize a Lobbyist(s)
1. Represent Monroe with other governmental units (Federal, State, County)
2. Keep City informed regarding new relevant legislation, programs, etc.

Objective D: Address Perception about "divided" community

Objective E: Devise Emergency Information Program
1. Appoint Public Information Official
2. Establish emergency notification system(s)