



# **GOALS & OBJECTIVES REPORT**

**Fiscal Year 2009 – 2010**



**October, 2008**

**Compiled by City Manager**

**Dale Kerbyson**

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# CITY OF LAPEER ELECTED OFFICIALS

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## **MAYOR**

The Honorable William Sprague  
Elected Commissioner: April 2, 2001  
Re-elected Commissioner: April 5, 2004  
Appointed Mayor: September 5, 2006  
Current Term of Office: November, 2009  
Home Phone #: 810-664-9572

## **MAYOR PRO-TEM**

Thomas "Mike" Robinet  
Appointed City Commission: May 6, 2002  
Elected Commissioner: April 5, 2004  
Re-elected: November 5, 2007  
Current Term of Office: November, 2011  
Home Phone #: 810-664-2296

## **CITY COMMISSIONERS**

A. Wayne Bennett  
Elected Commissioner: November 5, 2007  
Current Term of Office: November, 2011  
Home Phone #: 810-245-2353

Catherine Bostick-Tullius  
Appointed Commissioner: July 7, 2008  
Current Term of Office: November, 2009  
Office Phone #: 810-667-3217

Daniel G. Farrington  
Appointed Commissioner: September 15, 2003  
Elected Commissioner: November 5, 2007  
Current Term of Office: November, 2011  
Home Phone #: 810-664-0801

Deborah G. Marquardt  
Elected Commissioner: April 1, 2002  
Re-elected: November 7, 2005  
Current Term of Office: November, 2009  
Home Phone #: 810-667-1997

*Elections are held on the first Tuesday following the first Monday in November odd-years. All elected officials serve four year terms. The Mayor is elected by popular vote and the Mayor Pro-Tem is selected by the Commissioners at the first City Commission meeting following the election. As there are no term limits, the Mayor and Commissioners may be re-elected indefinitely.*

# INTRODUCTION

## GOALS & OBJECTIVES REPORT

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The City of Lapeer's Charter states:

Section 4.7: "The functions of the City government shall be divided into two general divisions, policy forming and administrative. It shall be the duty of the City Commission to pass such legislation and formulate such policies as are necessary to the operation of City government."

As directed for more than a decade, the City elected officials have conducted annual "Goals and Objectives" workshops. Because of this effort the policies, projects, and budget appropriations for the subsequent year, mirror the Goals and Objectives set forth.

The City Manager, Clerk, and the eight department directors (Public Works, Police, Fire, Parks, Recreation & Cemetery, Planning & Development, Building, Housing, and Finance) are charged with the day-to-day operations and administration of City services and projects. They also attend the workshops to provide background information, logistic solutions and technical expertise.

While many City developmental philosophies and efforts are ongoing, this booklet includes the Goals and Objectives to be reflected and achieved in the next fiscal year; July 1, 2009 – June 30, 2010.

To contact an elected official, City staff, or for further information regarding this report, please call City Hall at 810-664-5231 or go to the City's website at [www.ci.lapeer.mi.us](http://www.ci.lapeer.mi.us).

William Sprague  
Mayor

Dale Kerbyson  
City Manager

## 2009 - 2010 GOALS AND OBJECTIVES

### POLICE

- 1. To provide highly trained personnel with the appropriate resources to continually ensure safety and security throughout the community. Continue effective and efficient operations.**
  - a. Employ and continually train the optimum number of police officers consistent with the growth of the community and to keep our standards of service at the level expected by our citizens.
    - i. Maintain resource level for Drug Enforcement whether fund supported with Federal or City funds to continue to curb drug activity within the City of Lapeer. Continue to work within Multi-County Task Force if possible, if not, utilize existing officer to work specifically on this issue.
  - b. Plan accordingly for additional development due to annexation.
    - i. Needs assessment for this area including personnel and equipment.
  - c. Implement new technology to assist operations and coordination of federal, state, regional and local programs and information exchanges.
    - i. Upgrade our records management system and in-car computer system in the next five years. Have the capability of completing all reports in the patrol units and wirelessly sending it into the office server.
  - d. Anticipate and plan for future technology requirements and desired enhancements.
    - i. Global Positioning Satellite (GPS) system within vehicles. Research benefits of GPS and locator devices on all patrol units for officer safety, as well as digital camera systems in all patrol units.
  - e. Utilize the most up-to-date technology to enhance law enforcement efforts (Taser, Wireless data and photos, etc.).
- 2. To encourage business and neighborhood cooperation with efforts to improve City aesthetics and install community pride.**
  - a. Continue efforts to improve compliance of local ordinances related to unsightly and unsafe conditions.
- 3. Continue to develop good relationships with townships, similar to existing fire protection relationships.**

## **FIRE & RESCUE**

### **1. Continue efficient service delivery and fire prevention efforts.**

- a. Have ISO inspection conducted. This will assist with identifying needs and developing long-range plans for the department.
- b. Provide web based resources for citizens and businesses (home/business self inspection checklists, educational materials, recruitment information, etc.).
- c. Examine the need for a second station in or near the City. The ISO survey will help with determining if there is a need.
- d. Examine benefits of joint operations/merger/consolidation with township fire departments.

### **2. Work with contracted townships to provide Fire Department related services, including renewal of long-term contracts for fire protection services.**

- a. Work with the townships to see if we can provide them with fire inspection services at a better value.
- b. Due to the revenue generated, determine if the current contractual arrangement will continue to benefit all parties, and determine the impact of one or more townships not contracting with us.

### **3. Examine funding alternatives for Fire Department apparatus, equipment and facilities.**

- a. Examine options to funding our operations other than relying solely on the General Fund.

### **4. Ensure adequate staffing to meet Department's mission.**

- a. Investigate recruitment options to increase the number of paid on-call personnel available for daytime responses.
- b. Examine feasibility of adding additional regular part time (30 hours per week) positions for weekday responses.
- c. Consider adding a full-time supervisory position.

**5. Enhance customer service.**

- a. Ensure rapid, competent and appropriate response to calls for service.
- b. Examine ways to expand existing public education program to include those citizen/businesses groups not currently focused on.
- c. Look for ways to improve existing inspection program (working closer with owners/managers, timely site/engineering plan reviews, etc).

**DEPARTMENT OF PUBLIC WORKS STREET, WATER & SEWER SERVICES**

**1. To deliver adequate water/sewer services to all residents and allocate resources to meet the current and future needs of the community.**

- a. Complete design of I-69/M-24 corridor utilities.
- b. Implement construction of utilities necessary for I-69/M-24 corridor development.
- c. Continue upgrades to aging infrastructure.
- d. Review storm water inflow to plant, continue to improve plant efficiency.
- e. Identify inadequate system areas.
- f. Continue study capacity of sewer system and estimate total needs.
- g. Begin eliminating 4" water mains City-wide using "Model" to prioritize.
- h. Step up CIP Replacement Plan for obsolete water and sewer line service.
- i. Step up CIP Replacement Plan for obsolete water and sewer line service.
- j. Study utility responses to growth in annexed properties in Elba, Lapeer, Oregon, and Mayfield Townships.

**2. To continuously monitor traffic patterns and identify current and future transportation needs.**

- a. Monitor sections as needed to identify problems with timing, volumes or stacking.
- b. Continue discussions with MDOT on ways to enhance the flow of traffic volumes on major trunk line (M-24).

- c. Consider present and future traffic patterns when a development is being planned.
- d. Location of current and future electrical services to be placed underground.
- e. Continue traffic signal upgrades City-wide. South Saginaw/DeMille Road and Wal-Mart Entry/Exit signal.
- f. Restore Street Maintenance budget.
- g. Prioritize local streets for resurfacing/reconstruction projects and provide map.
- h. Complete reconstruction of Saginaw Street from Nepessing to North of Oregon.
- i. Rebuild and secure funding for reconstruction of M-21 between M-24.
- j. Review street light needs in subdivisions and City.

## **PLANNING & COMMUNITY DEVELOPMENT**

1. **To enhance the quality of life for our citizens by facilitating orderly, high quality development, sustaining a desirable business environment, building a diversified and strong tax base, and to ensure the availability of goods and services.**
  - a. Continue to work with the school system regarding school development and expansion plans.
  - b. Identify potential within upcoming developments in the southwest portion of the City for new traffic routes to connect the south end of M-24 with DeMille.
  - c. Plan for destination development which encourages visitors, touring, shopping, dining and entertainment venues.
    - i. Continue efforts to work with developers in the I-69 interchange area to provide high quality major retail shopping destinations within the City limits in accordance with design standards recommended in the Master Plan.
    - ii. Focus on the potential of the west end of the City to continue to develop as a family recreation area.
  - d. Continue to strive toward the evolution of the downtown area into the arts, cultural and entertainment hub of the City.

- i. Study creation of a multi-use parking lot/band shell/gathering place south of the Courthouse parking lot.
- ii. Review related revenues and expenses for downtown parking including exploring potential funding sources for parking lot improvements.
- iii. Develop a Request for Proposal for the sale of under-utilized City-owned downtown property for new office/retail/residential development within the DDA district.
- iv. Continue to support the success and growth of the City-owned PIX Theatre and Gallery 194 as cultural anchors in the downtown area.
- e. Monitor the residential housing market in Michigan for future opportunities to market and develop City-owned property planned for residential growth, such as in the DeMille corridor area and the Apache Ranch property; and to encourage development of privately-owned residential property such as the Champine and Hunt properties.

**2. Begin implementation of recommendations in the new City Master Plan to effectively guide the City's growth toward the vision formulated during the Master Plan Process.**

- a. Update the Zoning Ordinance to more strongly influence the City's land use pattern and development character in accordance with the Master Plan.
  - i. Include review of signage, blight, driveways, outdoor storage and other similar enforceable ordinances.
  - ii. Explore integration of "green" development practices into new ordinances where applicable.
- b. Adopt a complete set of design guidelines to ensure all types of developments meet the City's desired standards.
  - i. Establish higher aesthetic standards for all new developments and redevelopment, to include site design and landscaping as well as building materials and appearance.
  - ii. Work with the Parks & Recreation Department to develop language to incorporate park, open space, non-motorized pathway and transit-oriented amenity requirements into the development review process where appropriate.

- c. Continue to pursue opportunities for traffic circulation improvements throughout the City.
    - i. Continue to focus on creating alternate traffic routes such as the Village West Drive extension and Lake Nepessing Road extension.
    - ii. Remove the one-way on Park Street and consider reconfiguring the downtown parking lots, including a decorative separation wall and dumpster enclosures.
    - iii. Ensure that future development plans for the southwest quadrant provide roadway linkages between South Main Street and DeMille Road as recommended in the Master Plan.
    - iv. Consider the possibility for creation of a round-about (traffic circle) at the Oregon/Suncrest/Village West Drive (extended) intersection.
  - d. Establish a comprehensive way-finding system throughout the City and incorporate additional gateway entrance statements at the major entrance points into the City.
- 3. Integrate new technology into Planning Department operations to streamline processes and share information efficiently with other City Departments and the public.**
- a. Investigate means of transferring existing paper records to electronic records, such as outsourcing to a document imaging service or purchasing a large-format scanner or both.
  - b. Continue working with the Building and Assessing Departments to use the capabilities of the BS&A software as applicable for the Planning Department to track project approvals.
- 4. Consider a study to relocate businesses (example – buying Chinese restaurant to put East Street through)?**
- 5. Pursue the avenue of a studio and create access to our public portion of the Public Education Government (PEG) cable channels and formation of an oversight committee.**

**PARKS, RECREATION, CEMETERY & COMMUNITY CENTER**

- 1. Provide well maintained existing facilities and equipment.**

- a. Complete renovations to Cramton Park including a new pavilion, play equipment, open space excavation, and accessible pathways.
  - b. Complete the Energy Management improvements at the Community Center.
  - c. Replace the Perkins Park fence with a high quality fence.
  - d. Demolish the Rowden Park Bandshell.
- 2. Pursue initiatives which provide additional future recreation and facility improvements.**
- a. Implement the Access to Recreation Grant Project including universal access to Farmer’s Creek and the south end of Prairies and Ponds.
  - b. Work with the Planning Commission to establish standards for parks and open space for future developments.
  - c. Implement the Congestion Mitigation Grant extending the DeMille pathway from the tunnel to Genesee Street and Woodside School.
  - d. Complete a study to specifically look at future pathway links throughout the City.
  - e. Pursue funding for Annrook Park improvements including replacing the wood play structure, ball diamond fencing, etc.
  - f. Consider potential parks, open space, and pathways in the I-69/M-24 area including Pose Lake, south of I-69.

**FINANCE**

- 1. To provide effective, efficient and responsive delivery of service within the financial parameters the community will support, while applying responsible fiscal management policies.**
- a. The costs of services for new development will not be assessed to existing City residents.
  - b. Consider revenue enhancement, fees for services, millage rate adjustment.
  - c. Annually review and update City-wide fee schedule.
  - d. Collect income tax from fringe organizations that operate in Lapeer without a specific property address.

- e. Improve security in all City buildings.
- f. Credit card and e-checks.
- g. Establish a policy on the annual percentage or amount of fund balance that may be applied to each fund budget.
- h. Review and implement policy changes to reduce processing costs of City deposits and disbursements.
- i. Spread City bank deposits for security reasons.

## **ADMINISTRATION**

- 1. To improve the quality of life for City residents and train/skill building of City employees.**
  - a. Environmental health study of all City buildings.
  - b. Provide a secure, safe, and healthy environment for all employees.
  - c. Monitor training to provide personnel with the appropriate resources and available resources for additional training and skill building.
- 2. To provide effective, efficient and responsive delivery of service within the Administrative parameters the community will support, while applying responsible management of policies and procedures.**
  - a. Review Charter Revision/Amendment and begin updates reflecting legislative changes and best practices.
  - b. Plan for future codification of ordinances. Review and update ordinances in preparation for codification while facilitating electronic availability.
  - c. Maintain current levels of staffing and provide technology and equipment.
  - d. Establish a Review Committee to demonstrate or research customer friendly technology. Expand our technology to include more effective use of our staff and resources, i.e., BS&A software package that ties everyone together.
  - e. Approach City employees and solicit their cost saving ideas.
  - f. Request and receive a traffic congestion mitigation grant to install sidewalk from Prairies and Ponds walking path behind Mott to West High School.

- g. Study the expansion of DeMille between M-24 and the Boulevard.
- h. Create a “DPW Service Request” form to be utilized by other City Departments when needing service from the DPW, this would be a two or three part NCR form.

### **3. Miscellaneous**

- a. Bridge/tunnel at the railroad tracks on M-24.
- b. Extend Lake Nepessing Road to Oregon.
- c. Continue four lanes north in and out of town on M-24.
- d. Village West Drive through to Oregon Street.
- e. A pedestrian bridge over M-24 and M-21 (linear park study).
- f. Connect DeMille Boulevard to John Connlley Drive.
- g. Work with developers to build a public safety sub-station.
- h. Research private funding to provide college tuition for Lapeer High School graduates.
- i. Create a parking payback for any new building structures for DDA business.
- j. Study City-wide trash collection.
- k. Continue to move forward smoothly on the I-69/M-24 project.
- l. Implementation of a sound fee structure schedule with the commissions support.
- m. Construction of significant entrance statement into the City at I-69/M-24.
- n. Creation of a conference center.
- o. Improve sign enforcement.
- p. Implementation of the energy audit where warranted.
- q. Reconstruction of the railroad crossings in town.

- r. Increase public relations efforts by including information and links on the City's website to such premier community amenities as the Willows building at Chatfield.
- s. Improve the City website to include a couple of web-bites.

## **HOUSING IMPROVEMENT DEPARTMENT**

### **1. To improve the existing housing stock, enhance neighborhoods and parks and stabilize at risk neighborhoods.**

- a. Aggressively market existing housing grants, City-Wide Rental Rehabilitation and Cramton Neighborhood Housing Grant to ensure all funds are expended by contract end dates.
- b. Utilize Federal and State housing programs that will financially assist the Housing Improvement Department (HID) to improve the neighborhoods within the City and that promote sustainable home ownership (i.e., HUD's \$1 Home Program, Federal Home Loan Bank Grants, Michigan State Housing Development Grants).
- c. Continue to participate with local housing and service groups/organizations to link City of Lapeer residents to services that will help them maintain, secure, acquire and renovate suitable housing within the City (i.e., Lapeer County Continuum of Care, Lapeer County Multi-Purpose Collaborative Body, Ten Year Plan to End Homelessness, Human Development Commission, Rural Development and Lapeer County United Way).
- d. Help guide developers and organizations who wish to develop affordable and supportive housing in our community to match the needs of the City as recently outlined in the Lapeer County Housing Assessment and work with the City's Planning Department to influence developer's site selections to adhere with the City's Master Plan.
- e. Continue to work with the Planning Department and the Downtown Development Authority to increase and improve affordable and market rate housing options in an effort to create a vibrant, energetic, cultural downtown with increased foot traffic.
- f. Continue to use the rental conversion fund and Lapeer Neighborhoods, Inc. to purchase and convert multi-family units, located in single-family zoning, back to single-family homes.
- g. Work with blight officer to target properties in violation of the blight ordinance.

- h. Promote neighborhood residential involvement and investment.
- 2. Ensure decent, safe, affordable housing to all residents and enforce program compliance.**
- a. Continue to work with the City of Lapeer Building Authority to ensure new landlords are aware of the mandatory Rental Registration Program and existing landlords continue to participate in the mandatory Rental Registration program. Assist the City of Lapeer Building Authority in enforcing and maintaining the housing ordinance.
  - b. Continue the successful partnership we have created with the Michigan State Housing Development Authority's Office of Housing Choice Voucher Program. Maintain the current voucher portfolio and focus on enforcing policies and submitting cases without error to continue our high performer status.
  - c. Investigate feasibility and funding sources for construction and operation of a senior citizen low-income supportive housing complex behind Riverview Towers.

## **BUILDING DEPARTMENT**

- 1. Enhance Public Safety through quality inspection of all aspects of construction. Provide the highest customer service & quality of life that is expected by the citizens of the City of Lapeer.**
- a. Timely review of construction plans.
  - b. Provide timely issuance of permits, performing inspections, & issuance of Certificate of Occupancy.
  - c. Enhance "customer service" by providing high tech techniques/alternatives.
  - d. Compile histories of all property within the City jurisdiction.
  - e. Involve all appropriate City departments in the review process.
  - f. Review & enhance the rental inspections program.
  - g. Generate positive cash flow from this department while providing flawless service.
  - h. Provide assistance to other departments.
  - i. Assist other departments on the use of the BS&A program.

## **CITY OF LAPEER MISSION STATEMENT**

*The City of Lapeer serves the needs and represents the interests of its present and future citizens by providing optimum public services, personal safety and property protection, a healthy environment and quality infrastructure, a diversified tax base, desired amenities, and cultural opportunities. The City will endeavor to enhance the quality of life for its citizens while reflecting community values with leadership that is responsible, ethical, and visionary.*

## **VISION STATEMENTS & GUIDING PRINCIPLES**

### **VIEW OF CONSTITUENTS**

The City of Lapeer considers everyone with whom it interacts as a constituent and a customer. To serve its customers, the City is committed to ethical and equal representation which ensures personal dignity. The City values diverse opinions, encourages participation and is committed to the qualities of openness, fairness, and responsiveness. Quality customer service will be central to all interactions with the City.

### **VIEW OF SERVICE DELIVERY**

The City of Lapeer is committed to meeting the needs of the community within the fiscal parameters the community will support. Services are provided effectively and efficiently at the quality and level of service desired by the public with the employment of highly qualified, creative, dedicated employees and the application of the highest standards of responsible fiscal management.

### **VIEW OF QUALITY OF LIFE**

The City of Lapeer encourages the enhancement of all aspects of its quality of life. This includes its commitment to efficient service delivery, economic opportunity, educational excellence, environmental integrity, recreational variety, a vibrant downtown, attractive neighborhoods and community pride.

### **VIEW OF DEVELOPMENT**

The City of Lapeer promotes and facilitates orderly, high quality development. The City will maintain a balanced variety of housing types, diversity of commercial and industrial development and effective integration of land use types. Our efforts will guide that growth in a rational, deliberate manner in the best interests of all residents, both present and future. The City will maintain its standards while recognizing the need to be sufficiently flexible and creative to permit quality development to occur.

## **VIEW OF ECONOMIC VITALITY**

The City of Lapeer recognizes the need to foster an attractive and desirable business environment in order to ensure employment opportunities for its citizens, a diverse tax base, retail services for its citizens and economic opportunities for entrepreneurs. The City of Lapeer will encourage the formation of living wage jobs, clean industries, commercial stability and effective relationships with the regional, state, national, and international economies.

## **VIEW OF ROLE IN THE REGION AND STATE**

The City of Lapeer recognizes the importance and value of intercommunity and intergovernmental relationships in the advancement of the interests of its constituents. The City is further committed to balancing its interests with the needs of the region and the State and will conduct its affairs in a manner that recognizes the interests of its neighbors.

## **VIEW OF IMAGE**

The City of Lapeer will encourage community identity and promote community and neighborhood pride by fostering an image of quality in its built environment and excellence in its services and amenities. Community image and identity are utilized to encourage visitors and convert them to customers for our local businesses.

## **VIEW OF THE FUTURE**

The City of Lapeer recognizes, while its future is shaped by the decisions made today, it is also bound by current circumstances and unpredictable dynamics over time. As the community grows, services must continually adapt to meet the changing needs of a diverse population, rapid technological changes and a global, service-based economy. To meet these needs, the City must plan with purpose and with foresight, welcoming orderly change.

### **History of the Vision Statements and Guiding Principles**

First adopted:	June 21, 2004.			
Readopted:	July 18, 2005.			
Readopted:	May 15, 2006.	Motion #:	112	2006 05-15
Readopted:	March 3, 2008	Motion #:	59	2008 03-03

**RESOLUTION ADOPTING GOALS & OBJECTIVES**  
**Fiscal Year July 1, 2009 - June 30, 2010**

WHEREAS, the future prosperity of the City of Lapeer is dependent upon rational, purposeful and foresighted leadership; and

WHEREAS, the City of Lapeer is committed to the allocation of resources to the fundamental needs of the City while continuing to pursue higher level needs such as cultural enhancements and assets that contribute to the quality of life of the City and greater Lapeer community; and

WHEREAS, such leadership requires identification, review and prioritization of the City needs so that appropriate resources and activities are devoted toward the fulfillment of said needs; and

WHEREAS, the establishment of goals and objectives promotes unity of purpose between the City Commission and the staff.

NOW, THEREFORE, BE IT RESOLVED THAT: The City Commission adopts the following Goals and Objectives for FY 2009-2010, Mission Statement and Vision Statements and Guiding Principles.

AYES: Commissioners Bennett, Marquardt, Turkelson, and Farrington.

NAYS: None.

ABSENT: Commissioner Robinet.

ABSTAIN: None.

MOTION CARRIED. RESOLUTION DECLARED ADOPTED.

I hereby certify that the foregoing constitutes a true and complete copy of a resolution duly adopted by the City Commission of the City of Lapeer, County of Lapeer, Michigan, at a regular meeting held on \_\_\_\_\_ and that public notice of said meeting was given pursuant to and in full conformity with Act No. 267, Public Acts of Michigan, 1976, as amended.

\_\_\_\_\_  
Donna L. Cronce, CMC  
City Clerk, City of Lapeer

Adopted by the City Commission \_\_\_\_\_.

Motion # \_\_\_\_\_ .