

CITY OF FLINT STRATEGIC PLAN

2016 -2020

Setting a Sustainable Course for the City of Flint

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The Vision for the City Government of Flint

A well managed, financially stable, and accountable government focused on creating and maintaining a vibrant and growing community which will attract and retain residents, businesses, students, and visitors and improve our quality of life

The Mission of the City Government

To assure that residents, businesses, students and visitors in the City of Flint receive municipal services in a customer friendly, financially responsible, and equitable manner in order to insure equality of opportunity for all persons

The Goals

In order to operate per our Mission and realize our Vision, residents, businesses, students and visitors can expect that the City of Flint will:

1. The City will operate in an open and financially sustainable manner, including improving citizen access, focusing on measurable results, improving the City's financial position and eliminating accumulated deficits
2. The City will provide a highly trained and professional staff of elected leaders, appointed officials and employees
3. The City will provide for a safe, secure, healthy and clean environment in which to live, work, learn and play
4. The City will provide access to dependable, quality and sustainable water and sewer
5. The City will provide access to an adequate and well maintained transportation network for all modes of travel serving motorized, non-motorized, and pedestrian needs
6. The City will foster cooperation among business, non-profit, higher education, foundation partners, and residents to create a climate that supports economic development with a focus on small business and entrepreneurs in order to build local wealth and enhance the tax base
7. The City will seek partnerships with Local, State and Federal governmental partners, and other private entities in order to maximize efficiencies and resources in meeting its Mission
8. The City will promote the equal protection of the law for each person in accordance with fundamental human rights

GOVERNANCE AND ADMINISTRATION

VISION Statement

The City of Flint's Governance will adapt to change and be a model of professionalism, transparency, and sustainability in order to provide effective government to each of our City's residents (as written in the Charter Preamble).

MISSION Statement

The Executive Management and Elected Leadership directs and guides the City government in order operate in an open and financially responsible manner, including improving citizen access, focusing on measurable results, improving the City's financial position, and eliminating accumulated deficits within the context of the City of Flint Master Plan.

<u>DIVISIONS</u>	<u>FUNCTIONS</u>	<u>KEY OBJECTIVES FY16 & FY17</u>	<u>1ST QTR STATUS</u>
CITY ADMINISTRATOR			
MAYOR & COUNCIL			
	Management of City Government	Provide direction, guidance and support to the leadership in the Departments of Public Safety, Planning & Development, Public Works, and Finance & Administration in order for the achievement of their objectives in a timely, efficient and effective manner.	I
CITY ADMINISTRATOR		Prioritize attracting and retaining a highly trained and professional staff of elected leaders, appointed officials and employees by offering training opportunities, encouraging best practices, measuring performance and providing evaluations.	I
MAYOR	Chief Elected Official	Manage municipal services in a customer friendly manner by increasing the availability of public information, responding more quickly to constituent concerns, and offering more opportunities for feedback.	I
CITY COUNCIL		Lead the development of a culture of national service and community volunteering that demonstrates how the City and community priorities can be addressed through service solutions.	I
HUMAN RELATIONS	Legislative Body of the City	Foster a collaborative approach among business, nonprofit, foundation partners and residents for the implementation of community and economic development.	I
		Seek partnerships with local, state and federal governmental partners and other private entities in order to maximize efficiencies and resources in meeting the City's mission and goals.	I

GOVERNANCE AND ADMINISTRATION

(continued)

DIVISIONS	FUNCTIONS	KEY OBJECTIVES FY16 & FY17	1ST QTR STATUS
CITY ATTORNEY			
CITY ATTORNEY'S OFFICE	Provide legal advice to Mayor, Council, City Administrator and Department Heads on matters of City business	Assertively prosecute City Code violations to ensure that City Ordinances are enforced.	I
	Prosecutes violations of City Ordinances	Collaborate with Treasury to substantially increase the amount collected for unpaid taxes and utilities.	I
	Responds to FOIA requests	Continued development of case management and reporting to improve the City's marketability for insurance coverage.	I
	Advises in labor relations and employment relations issues	Implement new statutory procedures regarding fees charged for Freedom of Information Act requests.	C
		Continue efforts to review and revise the City Code to ensure it is current, relevant and efficiently promotes the health, safety and welfare of the community.	I
	Represents City in lawsuits and other legal matters	Require that every City attorney attend continuing legal education courses offered by the Institute for Continuing Legal Education, Michigan Association of Municipal Attorneys, or the International Association of Municipal Attorneys.	I
		Handle 95% of litigation in-house.	I
CITY CLERK			
CITY CLERK'S OFFICE	Records proceeding of City Council and other bodies	Continue ongoing intensive efforts to re-retrain and train 500 Election Inspectors.	I
	Provides administrative and professional support to City Council and other bodies	Continue to develop and incorporate new training models into existing training.	I
		Continue, as well as initiate new voter education efforts throughout the community.	I
		Re-establish annual Election Worker Brunch/Awards ceremony.	I
		Continue special outreach efforts to recruit new Election Inspectors via community organizations, colleges/universities, churches, et al.	I
		Continue ongoing education of staff re: new election and voting laws by way of participation in numerous Bureau of Election workshops, Clerk Assoc. forums, et al.	I
RECORDS	Custodian of City Records	Focus on archiving election records of a historic nature, i.e., Open Housing Ordinance vote of 1968, etc. (Flint became city in the U.S.A. to pass such an ordinance.)	I
ELECTIONS	Codifies city ordinances every ten years	Compile booklet for Local Elected Officials outlining changes in Election Laws that may be relevant to them as elected officials.	I
	Oversight of elections	Continue to assist with the identification of training and re-training opportunities for Council members.	I
		Continue to identify training and retraining opportunities for City Council staff.	I
		Continue efforts to upgrade the Legistar cataloging system.	I
		Re-create resource and reference materials for Council.	I
		Develop and appropriate communication mechanism for Council to periodically meet with State and Federal legislators to receive pertinent legislative updates.	I
		Develop protocol and ethics manual.	I
		Refine casework/referral system.	I
	Continue efforts to catalog and archive backlog of records due to staff decrease.	I	

POLICE DEPARTMENT

VISION Statement

The Flint Police Department will be the anchor resource in a collaborative effort with the community, businesses and visitors to the City of Flint. We will provide model law enforcement services with an emphasis on innovation and technology.

MISSION Statement

The City of Flint Police Department is committed to protecting and serving all the people of our community with respect, fairness, and compassion.
 Acting in partnership with our community to protect life and property, we strive to prevent crime and preserve peace, order and safety.
 We will seek just solutions with honesty and integrity.
 We encourage, need, and expect community involvement to work toward a mutual goal of enhancing the quality of life within our city.

<u>DIVISIONS</u>	<u>FUNCTIONS</u>	<u>KEY OBJECTIVES FY16 & FY17</u>	<u>1ST QTR STATUS</u>	
POLICE	ADMINISTRATION	Management & Planning	Partner with area industry to implement Part Time Officer programs.	I
			Implement Rapid Response Protocol to reduce response time and increase citizen satisfaction.	N
	INVESTIGATIONS		Initiate a COMPSTAT process.	N
			Improve Departmental Training.	I
	LOCKUP	Community Policing	Partner with Federal Agencies to address Specific Crime Strategies.	C
			Increase Special Operation Performance.	C
	PATROL	Oversight of lock-up facility	Continue Jail Operations in conjunction with the Genesee County Sheriff Office.	C
			Bid and install Prisoner phones in the Jail.	I
	RECORDS/PROPERTY MANAGEMENT		Expand Community Interaction.	I
			Working with MSP, debut New RMS, that will manage Records and Evidence property as well as Departmental Property.	C
			Initiate Model Community Police Officer program in Census Tract 3400.	C
		Investigation of Crimes	Meet with SDM and SDD store owners to develop safety strategies.	C
			Increase grant applications for technology.	I
			To evaluate body worn cameras and deploy in field once funded.	I
			Smart Prosecution Partnership to allow transfer of digital files to Genesee County Prosecutor's Office.	I
			Conduct Town Hall Meetings semi-annually.	I
			To evaluate body worn cameras and deploy in field once funded.	I
	Integrate Cop Logic with new RMS reporting.	I		
	Deployment of officers on patrol	Continue to find funding source to address aged Sexual Assault Kits.	C	

FIRE DEPARTMENT

VISION Statement
 A community educated on all matters related to fire safety and fire protection resulting in minimal damage and injury from fire incidents.

MISSION Statement
 Utilizing available resources, the Flint Fire Department will respond quickly and effectively to fire calls; and will lead efforts to educate the community on all matters relating to fire safety and protection.

<u>DIVISIONS</u>	<u>FUNCTIONS</u>	<u>KEY OBJECTIVES FY16 & FY17</u>	<u>1ST QTR STATUS</u>
FIRE			
ADMINISTRATION & EMERGENCY MANAGEMENT	Department Management; coordination of emergency management activities within city	Provide educational opportunities for department members to ensure optimal performance and safety. We will acquire and maintain a mandatory training and education program to develop, improve and provide a certified professional employee force. To form a partnership with the Water Department to reduce our ISO rating in the City of Flint.	I
FIRE SUPPRESSION	Deployment of Fire Fighters to emergencies	To stop the progression of fires in structures within ten minutes of open flame ignition. Provide a trained and certified team of emergency personnel to each response call. To incorporate a physical fitness program to all fire suppression personnel.	C
FIRE INSPECTION & ARSON INVESTIGATION	Investigation of suspicious fires; conduct of commercial building inspections	To provide safety and survival skills for all elementary and middle school students, K-5, consistent with student awareness fire education. Bring into compliance and educate each business on its importance. To improve all recordkeeping and incorporate a new system to review for improvement in all divisions.	N
COMMUNITY EDUCATION	Education of residents and businesses in fire prevention	To develop and maintain "best practice" to ensure personnel and citizen safety. We will provide a minimum of two classes specifically oriented to the elderly.	C

68th DISTRICT COURT

VISION Statement

The 68th Judicial District Court will be a leader among Michigan Courts in the provision of quality service, equal access to a fair and effective system of justice, and protection of the public's safety.

MISSION Statement

The 68th Judicial District Court will provide timely, fair, and impartial justice in all matters properly presented to the Court.

<u>DIVISIONS</u>	<u>FUNCTIONS</u>	<u>KEY OBJECTIVES FY16 & FY17</u>	<u>1ST QTR STATUS</u>
<u>DISTRICT COURT</u>			
ADMINISTRATION	Overall Court Management	To comply with all Trial Court Performance Standards-Annually, as dictated by the State Court Administrative Office, which will allow for improving citizen access and will result in measurable results.	I
JUDICIAL PROCESSING	Courtroom activities	Improve Court collections so as to assist in improving the City's financial position.	I
PROBATION	Provides oversight of probationers	Re-establish Probation Department to provide oversight to probationers to contribute to providing for a safe and secure environment for City residents.	I

PUBLIC WORKS

VISION Statement

The vision of the Public Works Department is to be a well managed and well trained workforce that utilizes all available resources, technology, and collaborative means to maintain the City's above and underground infrastructure and facilities.

MISSION Statement

The Public Works Department is committed to the development of qualified managers and workers with consistent ongoing training, data driven decisions, and the creation of new job performance measurables.

The DPW will aggressively engage in strategic local and state level partnerships while continuously implementing new and improved technologies, procedures, and policies.

<u>DIVISIONS</u>	<u>FUNCTIONS</u>	<u>KEY OBJECTIVES FY16 & FY17</u>	<u>STATUS</u>
<u>DPW</u>		Align above and underground infrastructure projects in accordance with the Master Plan land use projections	I
		Initiate public outreach strategies that inform, educate, and increase access to information and encourage public participation	I
		Build a high-performing organizational environment that boosts employee morale and elevates the City's image	I

<u>DIVISIONS</u>	<u>FUNCTIONS</u>	<u>KEY OBJECTIVES FY16 & FY17</u>	<u>1ST QTR STATUS</u>	
<u>UTILITIES</u>	Water Treatment	Improve the Utility system reliability and the quality of water.	I	
	Water Distribution			
	WATER POLLUTION CONTROL	Distribution System Maintenance	Develop a long-term plan for all City owned dams and lakes.	I
	WATER SERVICE CENTER	Sanitary Sewer Operation & Maintenance		
		Storm Water Maintenance	Improve the overall operational cost efficiency of the Utility Division in order to support stability in the water and sewer rates.	I
		Dam Maintenance		
		Water Turn On's/Off's	Develop defined and attainable service expectations that reflect the affordability capacity.	I
		Cut & Plugs		
		Wastewater Treatment	Improve the performance of the sewer system to limit potential City liability.	I
		Industrial Pretreatment Compliance	Investigate and develop a plan for utilization of wastewater treatment plant excess capacity.	I

PUBLIC WORKS

(continued)

<u>DIVISIONS</u>	<u>FUNCTIONS</u>	<u>KEY OBJECTIVES FY16 & FY17</u>	<u>1ST QTR STATUS</u>
TRANSPORTATION	Maintenance and repair of sidewalks	Develop and maintain measurable improvement on all City motorized and non-motorized roadway systems.	I
	STREET MAINTENANCE		
	Maintenance of City owned streets including paving, plowing and sweeping	Construct and implement capital projects designed to increase the quality of life in neighborhoods and support economic development.	I
	Maintenance of City street trees	Streamline all right of way repair and event functions so the information is easily available and usable for City residents and partners.	I
CAPITAL PROJECTS ADMINISTRATION	Capital Improvement Projects (Planning and Management)		
	Maintenance of signs, traffic signals, and pavement markings	Maintain awareness and implementation of state and federal standards and funding opportunities.	I
TRAFFIC CONTROL	Barricading Activities/Special Events		
SANITATION (Contract Management)	Monitoring of residential waste collection, composting, and recycling	Provide curbside waste collection, composting, and recycling services that support clean, vibrant neighborhoods and inspire residents to be responsible and show pride for the Flint community.	I

PUBLIC WORKS
(continued)

<u>DIVISIONS</u>	<u>FUNCTIONS</u>	<u>KEY OBJECTIVES FY16 & FY17</u>	<u>1ST QTR STATUS</u>
<u>FACILITY MAINTENANCE</u>	Maintenance of city facilities and grounds	Build a measurable and efficient means to respond to and conclude facility requests and needs.	I
	Planning for optimal facility usage	Access short and long-term facility use in order to provide a safe, healthy, and comfortable work environment.	N
	Facilitating use of city facilities	Asses short and long-term facility use to provide the best possible customer perception.	I
		Maintain awareness and implementation of state and federal standards and funding opportunities.	I
<u>CHEVY COMMONS</u>	Future usable green space	Infrastructure remediation and Storm Sewer discharge compliance.	I
		Build a measurable and efficient means to respond to and conclude facility requests and needs.	I
		Development and Construction of Phase 1 Green cap.	C
		Development and construction of Phase II of Greening Project	I
		Implementation of USDA Phytoremediation \$400k grant.	I
		Events Management.	I
		Implement compost operations DEQ Consent Decree.	C

PLANNING AND DEVELOPMENT

VISION Statement
 The Planning and Development Department will partner with residents, businesses, and visitors to implement the Master Plan and help transform Flint into a safe, vibrant, sustainable, and healthy city.

MISSION Statement
 The Planning and Development Department is committed to ensuring the public safety, health, and well-being of Flint's residents, businesses and visitors through targeted investment and rational, well-designed and physically integrated land use and development that advances economic prosperity, eliminates blight and stabilizes neighborhoods, protects the environment, and promotes a better quality of life in the City.

<u>DIVISIONS</u>	<u>FUNCTIONS</u>	<u>KEY OBJECTIVES FY16 & FY17</u>	<u>1ST QTR</u>
<u>CASE MANAGEMENT</u>	Current Planning		
	Permitting	Establish a new one-stop building service counter by January 31, 2016, staffed with highly trained professionals able to help customers efficiently navigate City processes related to plan review, zoning, permitting, and property disposition in compliance with local and state regulations.	N
	Service Counter/Business Support		
	Major Cases	Achieve a 75% compliance rate with rental registration requirements within three years.	I
	Business Licensing		
<u>BLIGHT ELIMINATION</u> & <u>NEIGHBORHOOD STABILIZATION</u>	Code Enforcement	Eradicate blight in the City by 2020 through the implementation of the City's Blight Elimination Framework and re-establishment of a comprehensive code enforcement program.	I
	Rental Registration		
	Business License Enforcement		
	Blight Elimination & Street Lighting Coordination		

PLANNING AND DEVELOPMENT

(continued)

DIVISIONS	FUNCTIONS	KEY OBJECTIVES FY16 & FY17	1ST QTR STATUS
COMMUNITY DEVELOPMENT & ECONOMIC DEVELOPMENT	Neighborhood Planning		
	Small Neighborhood Projects		
	Fair Housing	Promote desirable, stable, and inclusive neighborhoods through housing programs that encourage and incentivize a range of affordable and attractive housing options for a diverse population.	I
	Historic Preservation		
	Program Management (CDBG, HOME)	Foster a growing and diverse economy that cultivates innovation and grows small businesses while creating new jobs that pay a living wage.	I
	Economic Development		
	Major Development Projects	Secure new sources of funding to increase the department's revenue by 20% annually and ensure that HUD and other federal and state funds are effectively managed, eliminating any significant monitoring findings.	I
	Workforce Development		
Small Business Development	Collaborate with organizations that nurture youth and creates a safe, healthy place for them to learn and thrive with emphasis on integrated community centers and around the clock activities programming.	I	
Oak Business Center & EDC			
PLANNING	Master Plan Implementation		
	Performance Management	Increase public participation in Master Plan implementation and develop performance standards to share and measure the City's accomplishments on the Master Plan.	I
	Transportation Planning		
	Public Safety Planning	Implement the City's land use vision in the Master Plan through the adoption of a new Zoning Ordinance and development of new property disposition policies in conjunction with the Genesee County Land Bank by December 31, 2015.	I
	GIS Services		
	Infrastructure Planning	Collect, analyze, and share data with all city departments through the creation of a citywide GIS and data system, processing an average of 5 map requests weekly throughout 2015.	I
	Sustainability Planning		
	Zone Changes	Improve street lighting by reducing the number of non-working street lights to less than 5% by December 31, 2015.	C
	Plan Amendments		

PLANNING AND DEVELOPMENT

(continued)

<u>DIVISIONS</u>	<u>FUNCTIONS</u>	<u>KEY OBJECTIVES FY16 & FY17</u>	<u>1ST QTR STATUS</u>
<u>PARKS & OPEN SPACE</u>	Parks Maintenance		
	Parks Planning		
	Parks Partnership		
	Parks Programming	Provide parks, open space, and recreation infrastructure that meets the needs of the community and is properly maintained with a focus on expanding formal partnerships to cover at least half of the City's parks by 2017.	C
	Open Space		
	Trail Development		

FINANCE AND ADMINISTRATION

VISION Statement

A robust division capable of meeting the external and internal needs of the City of Flint in the areas of finance, treasury, assessments, human resources, information technology, and fleet.

MISSION Statement

To manage the financial and administration division of the City of Flint through promoting fiscal responsibility and industry best practices in order to respond to the needs of the City of Flint with efficiency and timeliness.

<u>DIVISIONS</u>	<u>FUNCTIONS</u>	<u>KEY OBJECTIVES FY16 & FY17</u>	<u>1ST QTR STATUS</u>
FINANCE			
ACCOUNTING	Payroll Production & Reporting	Restore and maintain financial stability by maintaining accurate and current accounting of revenues and expenses, by issuing accurate and current financial reports, by adhering to established policies and ordinances, and by seeking to implement best practices.	I
	Vendor Management and Payment	Reduce risk of fraud and misuse of city assets by maintaining and improving internal controls, seeking to implement best practices.	N
AUDITING	Monitoring Financial Performance	Document the integrity of the City's financial management systems by having the annual audit completed and filed timely, without findings.	I
BUDGETING	Preparation of Financial Reports	Restore and maintain financial stability by developing financially responsible budget information and recommendations on a timely basis, and by providing timely monitoring of budgets and forecasts, in accordance with established policies and practices, and by seeking to implement best practices.	I
	Monitoring Grant Performance		
	Accounting for Revenues and Expenses	Assure that the City and its assets are reasonably protected from liability exposure and property damage by establishing appropriate risk management policies and by securing and maintaining appropriate property and liability insurance policies, based on best practices.	C
RISK MANAGEMENT	Development of Long Term Financial Projections, Deficit Elimination Plans and Strategies for Financial Solvency	Assure that the goods and services purchased by the City provide the best value to the taxpayers, by adhering to established policies and ordinances; by promoting competition, and by seeking to implement best practices.	I
		Assure that needed goods and services are acquired for city operations in a timely and efficient manner, and that unneeded supplies and equipment is disposed of in a timely manner which also provides best value to the taxpayers.	I
PURCHASING	Administration of Property and Liability Insurances	Assure that the City has full prior knowledge of the financial and programmatic impact of accepting grants, and that accurate and timely reporting of grant activities occurs.	I
GRANT ADMIN	Selection and Monitoring of Benefit Program vendors	Document the integrity of the City's grant management systems by having the single audit completed and filed timely, without findings.	I
TREASURY			
CUSTOMER SERVICE		Provide for convenient, timely, and accurate billing and professional, timely, and courteous collection of taxes and fees due the City, resulting in maximizing the financial resources available to meet the needs of the City and its citizenry.	I
FUNDS MANAGEMENT		Invest city funds in a fair and prudent manner that acknowledges cash flow needs, controls portfolio risk and maximizes return.	I
DELINQUENT COLLECTIONS		Provide for cost effective collection of delinquent taxes and other fees and charges in a manner which recognizes the need for all individuals to pay their obligations to the City, while attempting to reasonably accommodate the economic hardships which affect some taxpayers.	I

FINANCE AND ADMINISTRATION

(continued)

<u>DIVISIONS</u>	<u>FUNCTIONS</u>	<u>KEY OBJECTIVES FY16 & FY17</u>	<u>1ST QTR STATUS</u>
ASSESSING			
ASSESSORS OFFICE	Assessing of Properties	Assure the uniform assessment of real and personal property located within the City of Flint, in conformance with the constitution, state laws and regulations and city ordinances.	N
	Administration of Valuation Appeals		
	Processing of Poverty Exemption requests	Assure courteous, professional, and timely customer service to taxpayers and other customers.	N
	Provision of property and tax information to businesses and residents		
	Maintenance of Property descriptions and tax rolls		
HUMAN RESOURCES			
EMPLOYMENT	Recruitment and Selection	Ensure positions are filled expediently and with well-qualified candidates, by improving the recruitment process.	I
	Testing		
LABOR RELATIONS	Contract Negotiations	Improve employee engagement and retention.	I
	Employment law allegations		
	Grievances and Arbitrations		
ENROLLMENT	Benefit administration	Provide an overall benefit package that focuses on fostering a healthy and productive workforce.	I
	Payroll enrollment and changes		
	FMLA oversight		
WORKERS SAFETY	Worker's Compensation Administration	Reestablish a workers safety and compliance program.	I
	MIOSHA/OSHA Administration		
	Employee Clinic		

FINANCE AND ADMINISTRATION

(continued)

<u>DIVISIONS</u>	<u>FUNCTIONS</u>	<u>KEY OBJECTIVES FY16 & FY17</u>	<u>1ST QTR STATUS</u>
FLEET			
ADMINISTRATION	Maintains fleet inventory	Control the overall cost of operating and maintaining the municipal fleet of vehicles and equipment.	I
SERVICE WRITING AND PARTS MANAGEMENT	Equips and repairs fleet	Minimize fleet down time by providing timely repair orders and parts availability.	I
VEHICLE AND EQUIPMENT REPLACEMENT, ADDITION, DELETION	Recommends specifications of vehicles and equipment to be purchased	Effectively manage the size, age, and composition of the fleet.	I
VEHICLE AND EQUIPMENT REPAIR	Develops and maintains vehicle and equipment replacement schedule	Maintain vehicles and equipment in a timely manner that extends their useful life, complies with state and federal laws, and maximizes availability.	I

FINANCE AND ADMINISTRATION
(continued)

<u>DIVISIONS</u>	<u>FUNCTIONS</u>	<u>KEY OBJECTIVES FY16 & FY17</u>	<u>1ST QTR STATUS</u>
INFORMATION TECHNOLOGY			
NETWORK OPERATIONS	Oversees the design, purchase, implementation, and operation of the City's technology infrastructure; provides professional and technical advice to departments in utilization of technology; identifies and provides technology related training	Maintain a secure, reliable, and efficient communications infrastructure which, by partnering with other organizations, will expand the City's network to accommodate current and scale to future needs.	N
SYSTEMS ADMINISTRATION		Provide effective IT leadership by defining and supporting technology ,that reduces cost and creates efficiencies, thereby allowing for the city to better provide services to our residents.	N
HELP DESK		Provide an accessible and professional group of IT leaders that deliver timely, customer focused results that help system users benefit from utilizing technology.	I