

2025-2029 Strategic Plan

2025	2026	2027	2028	2029
Access to Parks and Healthy Waterways	Access to Parks and Healthy Waterways	Access to Parks and Healthy Waterways	Access to Parks and Healthy Waterways	Access to Parks and Healthy Waterways
	Rotary Field synthetic turf replacement		Sky River Park - Plaza Renovation (Bond dependent)	
Lake Tye - Repair drainage (O&M)	Lake Tye - Renovate Baseball Field (O&M)			Lake Tye Phase II - Design (bond dependent)
Enhance the tree canopy at Lake Tye (O&M)	Enhance the tree canopy at Lake Tye (O&M)			Sinclair Heights Trail - Overlay
	PROS Plan Update			Centennial Trailhead - Feasibility
Develop citywide Urban Forestry Plan	Consider Park Bond/Levy during 2027-2028 Budget	Park Bond/Levy Measure		North Kelsey - Design (bond dependent)
Cadman property transfer		Cadman property - activate (bond/levy dependent); Cadman property - Master Plan	Cadman property - Design (bond dependent)	Cadman property - Construction (bond and levy dependent)
Trombley Park - Design	Trombley Park - Design			Trombley Park - Development (bond and levy dependent)
	Trail Repair	Riverfront Parks Master Plan	Riverfront park improvements - Design (bond dependent)	Riverfront park improvements Construction (bond and levy dependent)
Play facilities replacement	Play facilities replacement	Play facilities replacement	Play facilities replacement	Play facilities replacement
Advocate for regional trail connections	Advocate for regional trail connections	Advocate for regional trail connections	Trail System improvements - (bond and levy dependent)	Trail System improvements - (bond and levy dependent)
Festival Lot - Master Plan.	Retire the inter-fund loan debt used to acquire the future festival lot properties	Develop the downtown festival lot properties and identify funding for design.	Develop the downtown festival lot properties and identify funding for construction.	Develop the downtown festival lot properties and identify funding for construction.
WWTP Biosolids Construction	WWTP Biosolids Construction			WWTP Membrane bioreactor design
Support Local Businesses and Products	Support Local Businesses and Products	Support Local Businesses and Products	Support Local Businesses and Products	Support Local Businesses and Products
		Gateway/wayfinding signs installation	Gateway/wayfinding signs installation	Begin gateway/wayfinding sign ongoing maintenance
	Identify funding source for downtown perimeter alley, lighting, parking, and sidewalk improvements		Downtown perimeter alley, lighting, parking, and sidewalk improvements	Downtown perimeter alley, lighting, parking, and sidewalk improvements

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Choose Monroe magazine evaluation/redesign	Choose Monroe magazine	Choose Monroe magazine	Choose Monroe magazine	Choose Monroe magazine
Regional tourism magazine evaluation/redesign and social media marketing funding and implementation	Regional tourism magazine and social media marketing	Regional tourism magazine and social media marketing	Regional tourism magazine and social media marketing	Regional tourism magazine and social media marketing
Review the Downtown Master Plan	Update the Downtown Master Plan	Identify projects for downtown that will implement the new Master Plan	Identify projects for downtown that will implement the new Master Plan	Identify projects for downtown that will implement the new Master Plan
	US 2 Commercial/Residential Subarea Study	US 2 Commercial/Residential Subarea Study		
Build Community and Regional Connections	Build Community and Regional Connections	Build Community and Regional Connections	Build Community and Regional Connections	Build Community and Regional Connections
Citywide implementation of new City logo and brand				
Comprehensive Plan is adopted and development regulations are updated		Shoreline Master Plan update; start Comprehensive Plan - Climate Change Element	Comprehensive Plan - Climate Change Element	Finalize Comprehensive Plan - Climate Change Element
Complete update to traffic impact fees	Complete utility rate study and adopt updates to rates	Public Works design and construction standards update	Public Works design and construction standards update	Public Works design and construction standards update
Multi-family tax exemption credit; Housing Action Plan Implementation	Housing Action Plan Implementation	Housing Action Plan Implementation	Housing Action Plan Implementation	Housing Action Plan Implementation
Lowes CCR Amendments	Lowes CCR Amendments	Issue Request for Proposal for North Kelsey Properties	North Kelsey Property Sales	Funding Strategy for Public Art
Finalize Master Annexation ILA	Northeast annexation finalized	Complete annexations for unincorporated growth areas.	Complete annexations for unincorporated growth areas.	Complete annexations for unincorporated growth areas.
Support US 2 improvements	Support US 2 improvements	Support US 2 improvements	Support US 2 improvements	Support US 2 improvements
Support Finish SR522 funding	Support Finish SR522 funding	Support Finish SR522 funding	Support Finish SR522 funding	Support Finish SR522 funding
Support mass transit options to regional transit centers	Support mass transit options to regional transit centers	Support mass transit options to regional transit centers	Support mass transit options to regional transit centers	Support mass transit options to regional transit centers
Be Friendly and Responsive	Be Friendly and Responsive	Be Friendly and Responsive	Be Friendly and Responsive	Be Friendly and Responsive

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Complete Muni Campus Phase III	Conduct a city revenue analysis with departments and compare to the 2024 revenue analysis.		Conduct a city revenue analysis with departments and compare to the 2026 revenue analysis.	
Enterprise resource program (ERP): RFP for ERP and a project manager; evaluate funding options for ERP	Enterprise resource program (ERP): Contract approval, and begin design (if funding available)	ERP design finished and begin development and deployment: software configuration, training, begin importing data	ERP implementation and testing	ERP monitoring
Develop and implement method to track strategic plan progress	Track strategic plan progress	Track strategic plan progress	Track strategic plan progress	Track strategic plan progress
HR Continue to expand NEOGOV platform		IT Server replacements		
Website refresh	Website services RFP	IT Strategic Plan		
Review/Update Scan and Toss records policy; Records Roundup	Review/Update Public Disclosure Policy; implementation of laserfische management (if funding available); Records Roundup	Records Roundup	Records Roundup	Records Roundup
Permit software implementation	Permit software implementation			
Review Customer Service Standards	Develop employee wellness program	Implement employee wellness program		
	Evaluate Parks and PD staffing needs	Police Facility Improvements	Police Facility Improvements	Police Facility Improvements
Police Guild Contract negotiations	Labor agreements - supervisors, pw/admin, Clerical	Sgts CBA	Review non-representative benefit package	Review non-representative benefit package
Strengthen Connections	Strengthen Connections	Strengthen Connections	Strengthen Connections	Strengthen Connections
Implement legislative strategy	Develop and fund legislative strategy. Evaluate legislative strategy.	Implement legislative strategy	Develop and fund legislative strategy	Implement legislative strategy
Fund and conduct City-wide crosswalk evaluation study	Update the CFP to reflect the results of the crosswalk evaluation study	Design improvements identified in the crosswalk evaluation study	Construct improvements identified in the crosswalk evaluation study	
Funding strategy for railroad crossing overpass/grade separation/mobility improvements. Feasibility Study (grant dependent)	Funding strategy for railroad crossing overpass/grade separation/mobility improvements. Feasibility Study (Grant Dependent)	Rail grade separation crossing design (Grant Dependent)	Rail grade separation crossing design (Grant Dependent)	Rail grade separation crossing design (Grant Dependent)

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Chain Lake Road corridor assessment	Pursue grant funding for Chain Lake Road improvements	Pursue grant funding for Chain Lake Road improvements	Design Chain Lake Road improvements (Grant Dependent)	Chain Lake Road corridor improvements and consruction (Grant Dependent)
RR crossing safety (noise reduction) (Grant Dependent)	RR crossing safety (noise reduction) (Grant Dependent)	RR crossing safety (noise reduction) (Grant Dependent)	RR crossing safety (noise reduction) (Grant Dependent)	RR crossing safety (noise reduction) (Grant Dependent)
Tjerne Place Phase III design	Tjerne Place Phase III design	Tjerne Place III Right of Way Acquisition and consider councilmatic .1% TBD sales tax (Grant Dependent)	Tjerne Place III Right of Way Acquisition (Grant Dependent)	Tjerne Place III Construction (Grant Dependent)
Evaluate and prioritize bike and pedestrian safety projects	Implement bike and pedestrian safety projects	Implement bike and pedestrian safety projects	Implement bike and pedestrian safety projects	Implement bike and pedestrian safety projects
Explore opportunities to expand Music in the Park				
Ensure a Safe Place for All	Ensure a Safe Place for All	Ensure a Safe Place for All	Ensure a Safe Place for All	Ensure a Safe Place for All
Fund and install FLOCK cameras	Fund and install FLOCK cameras	Evaluate Regional Information Center Participation		
Code enforcement regulations update	Review and reassess code enforcement regulations update			Review and reassess code enforcement regulations update
Update Human services needs assessment	Human service funding distribution	Update Human services needs assessment	Human service funding distribution	Update Human services needs assessment
Municipal Court Judge Contract Negotiations	Update Municipal Court assessment	Evaluate recommendations from Municipal Court assessment		
Update Comprehensive Emergency Management Plan	Hazard Mitigation Plan update	Hazard Mitigation Plan update	Hazard Mitigation Plan adoption	
Adopt WUI code	Adopt WUI code			
Automated Traffic Safety Cameras Locational Analysis	Automated Traffic Safety Cameras RFP and Installation	Automated Traffic Safety Cameras program review and evaluation	Automated Traffic Safety Camera program review and evaluation	
Update Campus Plan - Finalize preliminary police facility design and identify funding strategy. Community outreach.	Police facility financing (evaluate bond measure)	Police Facility Design (bond dependent)	Police Facility construction and a potential personnel move. (bond dependent)	Police Facility construction and a potential personnel move. (bond dependent)
		Police Departement Reaccreditation	Police Departement Reaccreditation	