



**CITY OF YPSILANTI
GOAL SESSIONS MEETING
Thursday, January 6, 2022 @ 7:00 PM
Council Chambers
One South Huron, Ypsilanti, MI 48197**

Page

I. CALL TO ORDER

II. ROLL CALL

III. INVOCATION

IV. PLEDGE OF ALLEGIANCE

- A. I pledge allegiance to the flag, of the United States of America, and to the Republic for which it stands, one nation, under God, indivisible, with liberty and justice for all.

V. AGENDA APPROVAL

VI. PUBLIC COMMENT (3 MINUTES)

VII. 2022 GOALS FACILITATION - DR. MORGAN MILNER

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- A. City Council and Departmental Stated Goals
[Council and Departmental Goals](#)

VIII. PUBLIC COMMENT (3 MINUTES)

IX. ADJOURNMENT

Mayor Richardson	Yr	Area	Objective	Goal	Task
				Revive CoPAC & neighborhood associations.	
				Improve communications lines between citizens.	
				Endure the sustainability of Parkridge Community Center as a place for people of all ages, from 0 to 100.	
				Increase county support for equitable resources to Ypsilanti commensurate with its needs identified on the Opportunity Index.	
				More jobs...	
				Approval of Water St (get it back on the table or a new project) and the 222 No. Park housing plan.	
				More partnering of nonprofit and local govt in community wealth building.	
				Hire a part time Omsbudsman	
				More intervention and prevention of violence, particularly youth gun violence.	
				Formation of a Juneteenth Celebration Committee and annual Celebration.	
				Black History Celebration	

Mayor Pro-Tem Brown	
Goals:	Explore partnership with County Crisis Team, EMU, and Ypsi Fire Dept for crisis response/mental health response/intervention team
	Open bathrooms in the parks
	Re-establish Parks and Rec Department

Department	Yr	Area	Objective	Goal	Task
Parks & Rec	2022	Recreation	Establish Dept	100% availability of park resources to residents	Hire head and seek assistance from commission
YPD	2022	Safety	50% reduction in violent crime	Erradicate violent crime	Make comprehensive data available to council and report progress at each meeting
Econ Dev / Planning	2022	Housing	Eliminate supply-side barriers within city control	100% affordability (anyone can afford to live in Ypsi)	Identify all such barriers
Econ Dev / Planning / DPS	2022	Transportation	Reverse growth in parking deficits	Reduce reliance on motorized vehicles and parking infrastructure	Work with non-motorized committee to identify areas on possible immediate action

Council Member Symanns	
Goals:	
	Continue progress towards evaluating Peninsular Dam for removal.
	Continue improvements with traffic calming and pedestrian safety in residential areas and business districts
	Continue to build upon efforts to support the police department in implementing a community policing philosophy.
	Move towards options for new more durable and larger curbside recycling bins as well as larger trash collection bins with lids.
	Survey sidewalk crossing areas in neighborhoods that are in need of crosswalk markings and proper accessible cut outs and budget/plan accordingly to implement improvements beyond what is currently required.
	Increase the amount of time streets are cleaned particularly during transitional weather periods.
	Evaluate and implement improvements to any city sewer/water lines and other related infrastructure to meet the demands of climate change and increasingly harsh weather events.
	Continue our investment in cultural and community offerings and partnerships to enhance access for citizens to the arts and new experiences/community building with new and innovative partnerships (ex. UMS & Freighthouse, support of holiday events, summer programs/festivals, etc.).
	Maintain focus on reducing gun violence through innovative programs, partnerships and community investment.

Council Member Morgan	
Goals:	Create and Implement strategies to strengthen our commissions.
	Create incentive-based programs to retain the best of Ypsilanti Talent, Ingenuity and work ethic.
	Continue to highlight systems and programs that allow Ypsilanti to be fiscally responsible.
	Continue to stay in alignment with the master plan and goals that were set.
	Review the process, layouts, revenue streams and timelines of major projects.
	Seek methods and creative ways to provide density and affordable housing within the city of Ypsilanti.
	Strengthen our tax base by finding ways to create revenue and bring jobs to the city.

Council Member Somerville	Yr	Area	Objective	Goal	Task
Fire	2022		to create a non-police emergency crisis response team through the fire dept in collaboration with the county	to keep our community safe with trained crisis professionals that can deescalate situations without the presence of armed officers	
DPS	2022		to reinstate city park bathrooms		

Department	Yr	Area	Objective	Goal	Task
Communication	2022-2023	All Wards	Identify an appropriate way to share with the community updates on Boards & Commissions. Allowing a summary of details of each group and what the current topics are being covered at these monthly meetings.	Increase engagement, filling all vacancies in organizations and inform the community of topics being addressed at meetings. By increasing the newflash subscriptions by 10 %.	Creating a digital layout of monthly updates from staff liaison reporting what was covered at meetings. Attending public events as a staff representative finding intrested members of the community.
Communication	2022-2023	All Wards	Increase participation within the community for public meetings. With the hybrid model the attendance will be available for those who prefer remote or in person setting.	The data to be collected to develop a list of community members interested in upcoming events, meetings, or city updates. I plan to increase newflash subscribers by 10 percent within the forthcoming year. The growth will help improve those who receive updates of our current engagements.	Gather data from residents and business owners (email, phone number, etc.), notifying them of current events.
Communication	2022-2023	All Wards	Informing residents of community engagement opportunities. Involving every one of upcoming events if they have internet or get their information from other sources.	Provide the city with quality marketing updates through physical mail. Develop a budget for mailout flyers.	I plan to receive quotes from local companies to create a monthly budget. Then with the data collected from interested community members, send out the information through the mail.
City Manager	2022-2024	All Wards	Review city facilities	Look at all city properties for potential consolidation, disposition and acquisition.	Create a comprehensive needs assessment for city facilities, list of potential disposition and other properties for acquisition.
City Manager	2022-2023	CED	Develop Water Street	Progress on Water street development.	Letters of intent to the developer
City Manager	2022-2024	DPS	Improve Department of Public Safety Facility	Get multiple quotes for remodeling of break room and locker room area	Release request for proposals for work that must be competed and evaluate work that can be completed in house
City Manager	2022-2023	HR/Department Heads	Implementation of compensation study.	Adequately compensate employees.	Create a wage scale for non-union employees.
		HR/Department Heads	Implementation of new employee evaluation process.	Provide employees with proper direction on areas they need to improve and the strengths that they possess	create a new performace based evaluation system.

Department	Yr	Area	Objective	Goal	Task
Clerk	2022	Elections	2022 Election Cycle	Successful administration of both the Primary and General Election (May Special Election if Called)	Recruit Ample Election Inspectors, monitor potential changes to election law, have all polling locations assessed for ADA Compliance, hire parttime staff to ensure that absentee ballots are sent by the statutorial date and for processing ballots as they return. (budget amount roughly -\$60,000 to -\$90,000 depending if there is a May Special Election)
Clerk	2022	Boards and Commission	Advisory Bodies functioning properly in the role as determined	Work with staff liaisons to create an environment conducive to the bodies success	Create onboarding videos, including OMA and FOIA and body specific training. Work with Communications Manager to properly create seminars. (No Cost)
Clerk	2022	Election	Send all registered voters updated voter information cards	As a result of the 2020 Census and redistricting all voters that have a change in voting districts require to be sent a card	Work with Washtenaw County Clerk's Office for mass mailing (-\$3,000)
Clerk	2022-2023	Clerk	Clerk Accreditaion	Clerk and Deputy Clerk attend the training provided by the Michigan Association of Municipal Clerks	Both the Clerk and Deputy would attend the week long training in March. This would be the second for the Clerk and first for the Deputy. It is a three year cycle.
Clerk	2022-2023	AHB	Continue to file liens for outstanding judgments and assess them to the tax bills of the respondents	Increase Revenue	Send warning letters to respondents, send liens to county, prepare special assessments, release liens once taxes are paid. (+\$0,000/FY)
Clerk	2022-2023	Records/Documents	Record management	Review all current records per the Michigan State Records Retention	Work with city departments to ensure all records are maintained per the schedule, and destroy all records that have elapsed the time of retention
Clerk	2022-2023	Customer Service	Maintain high service levels for residents and visitors	The Clerk Department is the first point of contact for visitors to City Hall. The Department will continue to strive to provide excellent customer service.	Provide frontline staff customer service training (-\$400 to -\$1,000)

GOAL Fire Department	TASK OR OBJECTIVE	MEASURABLE OUTCOMES	ESTIMATED COST	LONG/SHORT TERM	Update
Professional Development (Administration)	To increase the opportunity for advancement within the department	Improve quality and service	\$ 10,000.00	Long Term	Fire Marshal still obtaining certifications and new Assistant Inrad. Fire Chief and Fire Marshal must maintain certifications
	To increase the opportunity for advancement within the department	Improve quality and service	\$ 15,000.00	Long Term	Additional classes have been scheduled for 2022. Training in progress.
	Promote fire safety and awareness	Increase fire safety and awareness in the community	\$ 5,000.00	Long Term	This will be the responsibility of the Fire Marshal.
	As we continue to hire new personnel, we intend to have our department reflect the community we serve.	Reflect the community we serve.	None Monitors	Long Term	In progress
	Continue to create and maintain partnerships with EMU, Washonae City, Parkridge Community Center, Public Safety Alliance, 2026, and neighboring businesses.	Maintain and improve existing relationships.	None Monitors	Long Term	In progress
	According to the MFF Contract, we must maintain a hiring and promotional list.	Complete the hiring process by April 2022	\$38,000 - \$40,000	Long Term	In progress
	According to the MFF Contract, we must maintain a hiring and promotional list.	Completed for 2022, new list needs to be established to minimize personnel gaps. This item is negotiable	\$10,000 - \$11,000	Long Term	Lieutenant Loria has been promoted to Captain. If Guendaneer has been promoted to Lieutenant
Capital Improvement (Fire Marshal's vehicle)	The Fire Marshal's current vehicle is inadequate. It was not purchased for practical use. The fire vehicle should accommodate his gear and all necessary tools and equipment to do inspections and crime investigations. It should also be equipped with emergency tools and items.	Improve quality and service	\$ 32,000.00	Long Term	
Capital Improvement (FPOD Parking Lot Concrete and Drains)	The current FPOD parking lot is in need of repair and reinforcement. There are numerous broken concrete slabs in the parking lot, and the drains are clogged.	This will prevent further damage to the parking lot and will be cost effective in the long run.	Per OIRM \$125,000	Long Term	
Capital Improvement (Office Building Maintenance)	Continue to update facilities and amenities.	Improve quality and service	\$ 20,000.00	Long Term	

Department	Yr	Area	Objective	Goal	Task
Police	2022			Achieve Full Staffing	
	2022			Develop and impliment a recruiting and retention program	
	2022			Explore the return of Neighborhood Watch Groups	
	2022			Complete the in-car camera system upgrade	

Department	Yr	Area	Objective	Goal	Task
FINANCE	2022-2023	Accounting	Improve the integration of Payroll into Finance and make the process more efficient where possible	Better workflow on financial process	Create a workflow where everyone is involved and avoid relying too much on an individual
	2022 on wards	Accounting	Convert paper documents to electronic copies	Less use of paper and better access to documents	Scan documents and use Content manager
	2022-2023	Assessing	Improve record keeping	Accessibility of documents	Scan important documents and attach to B5&A Software
	2022-2023	Assessing	Building Permit Maintenance	Conduct annual inspections	Property Assessments all Classes
	2022-2023	Payroll	On-line access for Paystubs and Employee Forms	Acquire a software for this service	Find a software which have online/phone access for employee pay stubs
	2022-2023	Treasury	Improve parking permit process and collection	Efficient parking process	Coordinate with Parking Manager and software provider
	2022-2023	Treasury	Speed up entering transactions that don't come through city hall, achieved by daily monitoring our bank accounts for tax direct deposits, DDA dumpster payments, online meter/parking payments, and police transactions through Stripe	Real time recording of Cash collections	Check reports daily from bank and other software
FINANCE	2022-2023	Treasury	Re-training and cross training of Employees	Employees to be able to cover other employees in case of absences or leave	Establish efficient training procedures and creating instructional cheat sheets for different processes

Department	Yr	Area	Objective	Goal	Task
Public Services	2022-23	Parks	Continue to implement capital improvements	Continue to upgrade existing park facilities and provide regular and provide predictable park maintenance	Implement projects
	2022-23	Recycling/Yard Waste/Trash	Develop a public outreach campaign about recycling/yard waste/trash	Continue to find ways to promote and expand recycling options within the community.	Coordinate with Communication Director
	2022-23	Recycling/Yard Waste/Trash	Implement Cart Program and evaluate a biweekly collection schedule	Continue to find ways to promote and expand recycling options within the community.	Route Evaluation, cart rollout strategy, apply for TRP/Washtenaw County grant
	2022-23	Facilities	Create regular maintenance schedules for each facility, create replacement schedules for critical facility equipment	Develop and implement a strategy to provide regular maintenance schedules for city facilities and promote energy efficient upgrades.	Conduct evaluation, documentation
	2022-23	Facilities	Review existing plans; look at hiring an energy consultant to evaluate City facilities for efficiency upgrades and solar installation; create improvement schedule.	Develop and implement a strategy to provide regular maintenance schedules for city facilities and promote energy efficient upgrades.	Conduct search for energy consultant, evaluate pricing, review plans
	2022-23	Facilities	Implement planned projects	Develop and implement a strategy to provide regular maintenance schedules for city facilities and promote energy efficient upgrades.	Implement projects
	2022-23	Roads	Complete planned projects, keep projects planning for future years on schedule.	Complete road improvement projects and road maintenance as funding allows	Continue to work with engineering contractor/road funding agencies
Public Services	2022-23	Roads	Develop and implement a local road pavement preservation program	Complete road improvement projects and road maintenance as funding allows	Interview other municipalities; develop strategy; develop RFP's
Public Services	2022-23	Vehicles and Equipment	Evaluate efficiency options with each new vehicle purchase; Look at electrical capacity for DPS yard.	Reduce greenhouse gas emissions from DPS fleet	Discuss electrical capacity with professional; Identify new options for vehicle efficiency
Public Services	2022-23	Parking	Implement capital improvements and streamline payment options for hourly parking as well as penalties.	Continue to implement the adopted parking strategy in a context-sensitive manner with input by the community	Implement projects
Public Services	2022-23	Parking	Continue to evaluate and implement options for complementary/additional parking solutions, such as bike parking, handicap-placard parking, and EV parking	Continue to implement the adopted parking strategy in a context-sensitive manner with input by the community	Identify locations for each, funding options for EV charging; coordinate with capital improvements
Public Services	2022-23	Parking	Implement collections, immobilization, and towing strategy for past-due tickets and repeat offenders	Continue to implement the adopted parking strategy in a context-sensitive manner with input by the community	Work with vendors and court partners, evaluate and execute.
Public Services	2022-23	Roads	Improve transportation options and safety on roads managed by MDOT	Complete road improvement projects and road maintenance as funding allows	Continue to partner on Hamilton/Huron/Washtenaw/94 YCUA and MDOT work through 2023

Department	Yr	Area	Objective	Goal	Task
Community and Economic Development Department	2021, 2022, 2023	Ward 3	Generate \$100,000 of revenue each fiscal year to support capital maintenance and community programming needs.	Book the appropriate number of private events at the FreightHouse in order to offer robust community programming and events.	Improve our google review ratings and the guest experience with post event survey and replacing aged equipment.
Community and Economic Development Department	2022-2023	Ward 3	Improving wrap around services offered at the daytime warming center such as laundry and shower facilities	Work with Hope Clinic, County Shelter Association and other community partners to provide additional services within the City of Troy/ants.	Identify capital needs and location where shower & laundry facilities could be offered.
Community and Economic Development Department	2022-2023	Ward 1	Entrepreneurship Courses at Parkridge Community Center	To help young people develop skills and knowledge about starting their own business	Build curriculum with partners like Spark East, MI Works, and WCC, schedule courses, and promote the program in order to ensure robust participation
Community and Economic Development Department	2022-2023	Ward 2	Identify additional grant resources to advance from the planning stage of removal to the engineering and construction phase	Leverage the existing capital improvement commitments made for Peninsular Dam Removal as match for additional grants	Continue the work of public engagement upon the completion of contract with Luminatech to finalize the planning phase of the project and submitting additional grants in partnership with HRCWC
Community and Economic Development Department	2022-2023	Ward 1	Clear out the broken furniture and electronics stored in the basement and create on site storage for boxes currently at Iron Mountain	Further reduce the financial burden of Iron Mountain and more easily access historic information located there	Hire movers for a couple days and order a dumpster for broken furniture and electronics that cannot be recycled. Make improvements such as racks for storage in the basement for boxes so they do not sit on the ground which is prone to flooding. Identify which boxes should be returned from Iron Mountain and discontinue sending new material there unless absolutely necessary for security reasons.
Community and Economic Development Department	2022-2024	Ward 1 and 3	Redevelop long term vacant sites in the city	Redevelop Water Street, 230 N. Park and Angelstrom	begin development at 220 N. Park
Community and Economic Development Department	2022-2024	All Wards	Work to improve the city and private sidewalks to the city code standards.	Create a comprehensive plan to address sidewalk issues in the city	Create a timeline for the start of a replacement program
Community and Economic Development Department	2022-2023	All Wards	Review city facilities	Look at all city properties for potential consolidation, disposition and acquisition.	Create a comprehensive needs assessment for city facilities, list of potential disposition and other properties for acquisition.
Community and Economic Development Department	2022-2023	All Wards	Streamline the rental inspection process	Purchase new equipment and software to allow for reports to be created on site in place of in the office.	Purchase upgraded BSA software

Department	Yr	Area	Objective	Goal	Task
HR	2022-2023	Payroll/ HRIS	Select a new payroll & system	Increase efficiency and reduce cost	
	2022-2023	Retention	Create continuous Improvement Program	Decrease employee retention and increase company Morale	
	2022-2023	Career Path	Progression Plan	Create a roadmap detailing how a specific employee will advance through your company.	
	2022-2023	Recruiting	Target Selection training	Equip Managers with the proper interviewing skills.	

Department	Yr	Area	Objective	Goal	Task
Downtown Development Authority	2022-2023	Ward 1	Complete the sale of Riverside Arts Center and pay off remaining Downtown bond with proceeds	Resolve any remaining grant restriction, property line questions, and sale details with City and DDA attorney	Schedule monthly meetings beginning in 2022 to nagivate the remaining questions in order to finalize the sale
	2022-2023	Ward 3	Identify additional parking opportunities in Depot Town and invest in developing those sites	Complete the parking feasibility study and decide on where to commit bonding capacity for the greatest benefit	Get updated cost estimates for the surface lot repair at Frog Island, identify costs of parking deck at Frog Island Lot or Maple Street Lot, schedule meetings with bond counsel to pursue one of these options
	2022-2023	Ward 1	Increase business and resident enrollment in the Downtown dumpster program to help support cleaner streets	Reduce rates for residents by working directly with landlords downtown to increase enrollment, reduce rates for businesses by increasing enrollment among those who use the dumpsters but do not pay, beautify the dumpster enclosures to reduce instances of illegal dumping.	Approve the mural proposals at the dumpster enclosures provided by local artists, set up meetings with landlords and businesses who have not bought into the program but use the dumpsters or on street trash cans
	2022-2023	All wards	Achieve the Michigan Main Street "Select Level"	Access technical resouces and utilize Main Street strategies and financial incentives to help redevelop vacant or underutilized spaces, develop community and economic development programming and placemaking, and utilize volunteer support	Submit the select level application, recruit volunteers, and begin to hold Main Street monthly meetings.
	2022-2023	All wards	Leverage grant opportunities for building façade and rehabilitation	Activate remaining vacant or underutilized storefronts across the district and encourage private investment by leveraging public resources from the State of Michigan and DDA TIF revenues	Identify grants like Match on Main or new programs that are emerging in 2022 as a result of ARP funding and secure those resources with compelling applications and partnerships with local businesses and property owners