1. Council Meeting Agenda

   Documents:

   1-25-18 GOAL SETTING AGENDA.PDF

2. Council Meeting Packet

   Documents:

   JANUARY 25TH GOAL SETTING PACKET.PDF

City of Ypsilanti
City Council Regular and Goal Setting Agenda
Thursday, January 25, 2018
7:00 – 10:00 p.m.
City Hall Council Chambers - 1 S. Huron Street
Ypsilanti, Michigan 48197

I. CALL TO ORDER –

II. ROLL CALL –

Council Member Bashert	P A	Council Member Robb	P A
Mayor Pro-Tem Brown	P A	Council Member Vogt	P A
Council Member Murdock	P A	Mayor Edmonds	P A
Council Member Richardson	P A		

III. INVOCATION -

IV. PLEDGE OF ALLEGIANCE -

"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. INTRODUCTIONS –

VI. AGENDA APPROVAL –

VII. AUDIENCE PARTICIPATION –

VIII. REMARKS FROM THE MAYOR –

IX. DISCUSSION

2018/2019 Goal Setting Discussion- Dr. Jeffrey L. Bernstein, Facilitator

X. AUDIENCE PARTICIPATION –

XI. REMARKS FROM THE MAYOR –

XII. ADJOURNMENT –

City of Ypsilanti
City Council Regular and Goal Setting Agenda
Thursday, January 25, 2018
7:00 – 10:00 p.m.
City Hall Council Chambers - 1 S. Huron Street
Ypsilanti, Michigan 48197

I. CALL TO ORDER –

II. ROLL CALL –

Council Member Bashert	P A	Council Member Robb	P A
Mayor Pro-Tem Brown	P A	Council Member Vogt	P A
Council Member Murdock	P A	Mayor Edmonds	P A
Council Member Richardson	P A		

III. INVOCATION -

IV. PLEDGE OF ALLEGIANCE -

"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. INTRODUCTIONS –

VI. AGENDA APPROVAL –

VII. AUDIENCE PARTICIPATION –

VIII. REMARKS FROM THE MAYOR –

IX. DISCUSSION

2018/2019 Goal Setting Discussion- Dr. Jeffrey L. Bernstein, Facilitator

X. AUDIENCE PARTICIPATION –

XI. REMARKS FROM THE MAYOR –

XII. ADJOURNMENT –

DRAFT DRAFT DRAFT DRAFT DRAFT DRAFT DRAFT DRAFT
January 24, 2018

Sustainability Category: SOCIAL

Goal #1: Improve Working Conditions and Staff Relationships with City Government

- Find ways to increase compensation for city employees, both those who are bargained for and those who are not;
- Add staff in the public safety area (1-2 new staff for police department and 1-2 new staff for Fire Department);
- Increase staffing in the City Clerk's office;
- Implement customer-service training for city employees;
- Do audit of city staffing levels in order to determine optimal staffing levels for each department;
- Follow-up on SEMCOG study (?) of wage levels; gather more data as necessary in order to determine optimal wage levels in the city.

Sustainability Category: SOCIAL

Goal #2: Enhance Communication between City Government and Residents

- Invest in technology to enable high-quality live-streaming of City Council meetings;
- Identify media outlet for eastern part of Washtenaw County that can put news from the city out into the community;
- Continue and enhance work with CONCENTRATE Media to highlight accomplishments of the city;
- Enhance city's social media presence;
- Find ways to communicate with residents who do not have access to Internet – perhaps newsletters sent with tax bills, or postcards with current news posted around town;
- Hire interns from local universities to assist city staff in performing communication functions with residents;
- Maintain councilmembers' focus on communicating with residents.

Sustainability Category: SOCIAL

Goal #3: Enhance Performance of Public Safety Functions

- Hire 1-2 more police officers and 1-2 more firefighters;
- Hire more employees in order to help the city with code enforcement and with building inspections;
- Enhance training for public safety employees;
- Improve traffic enforcement, implement traffic calming processes, and improve signage in the W. Cross Street area;
- Move ahead on N. Huron and W. Cross Street improvements;
- Digitize city records.

Sustainability Category: ECONOMIC

Goal #4: Balance the Budget for the Next Fiscal Year

- Increase revenue from parking fees (monetize parking more) and collection of parking fines;

- Review fee structure for the city, with a special emphasis on rental inspection fees;

- Find money within the budget for other priorities listed in this document, including staffing increases;

- Attempt to use staffing increases to reduce overtime expenses for police and fire departments

- Build and maintain cash reserves to protect again unanticipated future challenges.

Sustainability Category: ECONOMIC

Goal #5: Make Progress on Longer-Term Fiscal Issues Confronting City

- Determine how to market Water Street and move ahead with finding a developer;
- Implement CBO, as a way to ensure development-friendly policies;
- Take concrete steps to reduce fire and police pension (i.e., multiplier);
- Reinstate city contributions to Parkridge Community Center, Rutherford Pool, Senior Center;
- Prioritize and move ahead on technology updates;
- Prioritize and begin to work on capital improvement projects for buildings;
- Develop parking strategy to provide more parking spaces in downtown areas;
- Continue to pursue funding for comprehensive study of parking downtown
- Move Recycling Center, as a way to open up more grant options for the city;
- Determine how to handle recycling – involve apartments? Is it financial useful to the city?
- Review fee structure for the city, with a special emphasis on rental inspection fees;
- Hire more employees in order to help the city with code enforcement and with building inspections;

Sustainability Category: ECOLOGICAL

Move recycling center

Council Member Richardson Goals

1. Completion of CBO that leads to binding agreement
2. More community involvement
3. Balanced budget
4. Value human assets (employees) via employee recognition, incentives, raises, training and personnel development.

DEPARTMENT OF PUBLIC SERVICES

Departmental Goals

STREET MAINTENANCE

Continue to implement the City of Ypsilanti Pavement Maintenance Program – Crack seal city streets, spray patch and other asset management practices to preserve the city's streets.

Work with the newly formed Transportation Committee to plan future road projects and to plan the allocation of available road funds.

MS4 Storm Water permit

The Public Services Department continues to work with Eastern Michigan University to comply with the (NPDESP) National Pollution Discharge Elimination System Permit; MS4 Storm Water Permit requirements. EMU is nested with the City of Ypsilanti MS4 Permit and cost shares all expenditures associated with permit compliance.

DPS cost shared an outfall structure failure repair on Huron River Drive which caused a sinkhole near the railroad tracks. This particular outfall services EMU's north parking lot and as well as the City's catch basins on HRD.

ENERGY EFFICIENCY

Pursue funding for vehicle conversions to alternative fuels engines through the Michigan Clean Energy Coalition's and Michigan Energy Department's coordination of the Volkswagen Environmental Mitigation Trust (EMT). DPS staff has aligned the City of Ypsilanti to possibly receive funds from the Volkswagen Emissions Mitigation Trust (EMT).

The City will partner with EMU to apply for EMT funding for EV (electric vehicles) charging stations on EMU's campus and in City parking lots.

Continue efforts to reduce the City's carbon foot print by reducing the City's energy consumption. The Public Services Department Staff continuously seeks opportunities to make LED conversions to all exterior lighting. The pedestrian lights fixtures on N. Washington Street between Michigan Ave. and Pearl Street have been converted to LED light bulbs. These lights are currently not working due to a short in one of the pole bases that will have to be addressed when the weather permits. The trail lights in Riverside Park are being converted from HPS bulbs to LED bulbs as they burn out. I have budgeted funds in the FY 2017-2018 to install additional solar panels for the DPS

Truck Port with the goal of powering the entire Administrative Building with solar power.

ENVIRONMENTAL SERVICES

Evaluate services provided at the Depot Town Drop-Off Site. Researching a relocation site for the Drop-Off Site.

Continue the City's participation in the County-Wide Regional Recycling Committee to improve recycling within the county.

ACCOMPLISHMENTS

Completed another year of the Ypsilanti Sidewalk Ramp Replacement Program (ADA); with ramps replaced and installed during the 2017 Major Street Resurfacing Program. The Sidewalk Ramp Replacement Program continued with ramps installed in the College Heights subdivision using Metro Acts funds. Ramps were installed at the intersections of Mansfield @ Roosevelt, Mansfield and Witmire. Ramps were also installed at the intersections of Buffalo @ S. Adams and College Place @ Emmet using CDBG funds.

Implemented the City of Ypsilanti Pavement Maintenance Program with crack seal applications continued and completed on the east side of the City. Spray patched various road segments throughout the City.

Completed the 2017 Major Street Resurfacing Program with the milling and resurfacing of Summit and Congress Streets, adding traffic calming elements in the form of parking area bump outs. Also, segments of Hamilton St. between Cross and Washtenaw Ave. were milled and resurfaced. ADA ramps were also installed as a part of this project.

Collaborated with EMU to make repairs to a failing storm water outfall structure (manhole) that services both EMU's North Parking Lot and the City storm water catch basins o HRD.

DPS staff took down Thirty-five (35) trees including stumps in 2016.

Sixteen (16) storm water catch basins were repaired in 2016.

Replaced the USTs (underground storage tanks) and fuel pumps at the Fire/Police parking lot. This project came in under budget.

Continue enforcing the "City Resident Only" policy at the Depot Town Recycle Drop-Off Site to eliminate use by residents of neighboring municipalities. This policy will be strictly enforced until the recyclables markets improve and the City realizes revenue from the recyclables.

Completed the installation of new utility pedestals in Riverside Park funded by a grant from DTE.

Purchased and installed permanent flashing school signs on Prospect, W. Cross and Harriet. Also, purchased and put in use portable speed indicator signs throughout the City as needed or requested for traffic calming purposes. Added a timer to the flashing School Sign on W. Cross near Shafford Field to eliminate the perpetual flashing of the sign when school is not in session.

CITY OF YPSILANTI CITY COUNCIL GOALS 2018-19

Clerk and Treasury Division City Clerk Division

ELECTIONS	GOAL	ORGANIZATIONAL OR COMMUNITY GOAL?	TASK OR OBJECTIVE	LONG TERM OR SHORT TERM? [1]	MEASURABLE OUTCOMES	ESTIMATED COST	RESPONSIBLE DEPARTMENT
	Improve Voting Turnout and participation	Community	voter registration drives, provide election notices through city website, social media, and possible MAILINGS	long-term	increased voter turnout	?	City Clerk
	Effectively and efficeintly administer the 2018 August Primary and November General elections.	Community	Improve voting facilities (i.e. signage, help desk), train all election staff for QVF during the software refresh process, work with neighboring university and high schools to recruit election inspectors	long-term	accuracy and efficiency	?	City Clerk
	Equipment purchase	Organization	Replace ballot transfer casswes and work with the County for certification	short-term	new certified cases	$15,000 ($109 x 13 cases)	City Clerk
PARKING	Implement Parking Software	Organization	Replace current software with software that allows for real-time downloads, collections, etc.	long-term	better customer service, increase in revenue, collection of delinquent citations	?	City Clerk/Treasury
	Change fee schedule	Organization	Increase fine amount so City receives entire fine of ticket	long-term	City keeps entire fee	?	City Clerk/Treasury
AHB	Purchase software	Organization	Install software to address AHB needs	long-term	better tracking, creation of dockets, letters, assist Building, Code Enforcement and Clerk Depts in communicating effectively	$25,000	City Clerk/Building
	Hire Temporary Staff	Organization	Complete lien process on outstanding AHB cases	short-term	Closed cases, compliance	?	City Clerk
CITY COUNCIL	Implement and enforce new Council agenda item(s) deadline	Organization	Implementation of Administrative policy stating that all agenda items are due Friday, packet distributed on Monday, meeting held the following Tuesday.	long term	Gives Council a week to review items prior to meeting	$0	City Clerk
	Paperless packets	Organization	Eliminate paper packets, provide Council members with tablets	long term	Reduce staff time of copying and time could be utlized on more important tasks, save on costs of paper, save on printer toner	$4,000	City Clerk
	Purchase Audio system	Organization	Replace current sound system	long term	Better audio reception	?	City Clerk

CITY OF YPSILANTI CITY COUNCIL GOALS 2018-19

Community and Economic Development - Community Development, Planning, Zoning,Historic District, Economic Development, Building, Rental Inspection

SUSTAINABILITY CATEGORY	GOAL	ORGANIZATIONAL OR COMMUNITY GOAL?	TASK OR OBJECTIVE	LONG TERM OR SHORT TERM? [1]	MEASURABLE OUTCOMES	ESTIMATED COST	RESPONSIBLE DEPARTMENT
SOCIAL	**Improve Community Relations and participation**	**organizational**	**Update Participation policy, Master Plan, and public noticing policies**	**short-term**	**approved policies**	**$0**	**Community and Economic Development**
	Install playscape in Riverside Park	community	build consensus for the installation of a universal access playscape	short-term	Installation of playground	$225,000	CED, DPS, DDA
ECONOMIC	**Review current housing affordibility and community needs centering around sustainability of affordability**	**community**	**Master Plan 5-year update**	**short-term**	**policies and consensus**	**$35,000**	**community and Economic Development**
	Review current downtown parking and create better access and opportunity	community	Parking study and smart meter evaluation	long-term	Policies	$50,000	CED, DDA
	Improve parking in Depot Town	community	explore additional parking and timed-spaces	short-term	additional parking creation	$100,000 +	CED, DDA
	Improve Dangerous and Vacant Building Inspection	organizational	update policies and inspection schedule	short-term	increased revenue and decreased blight	$0	CED
	Create and implement commercial building inspection program	organizational	update inspection codes and communicate with commercial properties	short-term	increased safety and increased revenue	$10,000	CED
ECOLOGICAL	**Bring Frong Island into compliance with relocation of recycling center**	**Community**	**Relocation or alternative plan for community recycling**	**short-term**	**new location or policy**	**$60,000**	**CED, DPS, DDA**

NOTES:

[1] Short term task or objective is one that can be accomplished within 1 year

CITY OF YPSILANTI CITY COUNCIL GOALS 2018-19

GOAL	ORGANIZATIONAL OR COMMUNITY GOAL?	TASK OR OBJECTIVE	LONG TERM OR SHORT TERM? [1]	MEASURABLE OUTCOMES	ESTIMATED COST	RESPONSIBLE DEPARTMENT
Improve the effective operations of the Police Department	Both	Replace the six police officer positions that were cut in the last year and make assignments to better align the activity with the assignment.	Both	Less turn over/better case preparation/increased safety		Police Department
Improve Support Services	Both	Hire a part-time records clerk. Hire a part-time maintenance person. Hire a part-time property room officer.	Both	Increased lobby hours/better customer service/Police Officer utilized to their higest and best use.		Police Department
MACP Accreditation	Org	Continue through the process and stay on schedule to meet deadlines or finish early	Short	Be 75% complete		Police Department
Partner with other area departments to develop and impliment a CIT approach to Mental Health calls	Both	Continue to train our own personnel and continue to engage with the WCSD who is taking the lead in this issue.	Both	25% of patrol trained to CIT level and the remainder trained to responder level.		Police Department
Building and Infrastructure maintenance and improvements	Org	Replace antiquated phone recording system. New Carpet/Paint and cubicles for the report writing area. Repair, purge and replace pieces of fitness equipment.	Short	Purchases made and services received		Police Department
Equipment needs	Org	Replace weapon lights and holsters for each officer. Purchase appropriate weapons storage units	Short	Purchases Received		Police Department

CITY OF YPSILANTI CITY COUNCIL GOALS 2018-19

FISCAL SERVICES

SUSTAINABILITY CATEGORY	GOAL	ORGANIZATIONAL OR COMMUNITY GOAL?	TASK OR OBJECTIVE	LONG TERM OR SHORT TERM? [1]	MEASURABLE OUTCOMES	ESTIMATED COST	RESPONSIBLE DEPARTMENT
ECONOMIC	PROMOTE FISCAL RESPONSIBILITY	Organizational	Purchase and install purchase order system	Short term	Improve budget compliance and All budget accounts balanced in real time 100% of the time	$16,000	Fiscal Services
ECONOMIC	PROMOTE FISCAL RESPONSIBILITY	Organizational	Apply for the Distinguished Budget Presentation Award	Short term	Receive a Distinguished Budget Presentation Award from GFOA	$1,000 plus staff time	Fiscal Services
ECONOMIC	PROMOTE FISCAL RESPONSIBILITY	Organizational	Apply for the Certificate of Achievement for Excellence in Financial Reporting	Short term	Receive a Certificate of Achievement for Excellence in Financial Reporting from GFOA	$1,000 plus staff time	Fiscal Services
ECONOMIC	PROMOTE FISCAL RESPONSIBILITY	Organizational	Prepare RFP for Independent Auditor	Short term	Award contract to a qualified auditing firm	$70,000 to $80,000	Fiscal Services

NOTES:

[1] Short term task or objective is one that can be accomplished within 1 year

CITY OF YPSILANTI CITY COUNCIL GOALS 2018-19

SUSTAINABILITY CATEGORY	GOAL	ORGANIZATIONAL OR COMMUNITY GOAL?	TASK OR OBJECTIVE	LONG TERM OR SHORT TERM? [1]	MEASURABLE OUTCOMES	ESTIMATED COST	RESPONSIBLE DEPARTMENT
SOCIAL							**Clerk**
	Live streaming of Council meetings	**Community**	**Provide streaming of all council meetings, with appropriate hardware and software for connection with minutes and agendas.**	**Short**	**Increase knoweledge of city activities, lower complaints from citizens regarding lack of knowledge of events**		
	CBO in place	Community	CBO has been drafted and passed	Short	Ordinance has been passed		
	Identify News Media option for east side of county	Community	Begin seeking and recruiting news media source for area	Long	Increased knowledge of community, reduced complaints re: lack of knowledge of city events		
ECONOMIC							
	Energy Audit of Vehicle Fleet	Organizational	Assess current fuel and carbon costs of fleet. Detirmine alternative fuel options when applicable	Short Term			DPW
	Begin process to assess solutions to prarking needs in Depot Town	Community	Conduct a study of current parking situation. Identify possible solutions	Short term	City has a list of options to consider for increased parking needs		
	Add staff to Clerk Department and conduct trainging to all staff in customer service	Organizational	Add 2 staff to clerk/treasurer department	Short	reduced errors, reduced complaints from residents, smoother operations		
	Add Staff to Fire Department	Orgainzational	Get staffing per shift above minimum for 2 in - 2 our	Short	Safer working conditions, reduced overtime		
	Add Staff to Police Department	Organizational	Increase staffing by 2 officers	Short	Safer working conditions, reduced call per officer ratio, possibly increased crime solving numbers		
ECOLOGICAL							
	Move recycling Center	**Organizational**	**Find and relocate recyling center**	**Long**	**solves grant issues, frees up key parking lot for parking solutions**		
	Complete study of Penn Dam, Decision and plan in place	**Community**	**Initial study should be completed before fiscal year begins. Conduct any follow up study needed, decision and plan in place for dam by end of Fiscal year**	**Short**	**Plan is in placd with costs and timeline**		

NOTES:

1 Short term task or objective is one that can be accomplished within 1 year

CITY OF YPSILANTI CITY COUNCIL GOALS 2018-19

SUSTAINABILITY CATEGORY	GOAL	ORGANIZATIONAL OR COMMUNITY GOAL?	TASK OR OBJECTIVE	LONG TERM OR SHORT TERM? [1]	MEASURABLE OUTCOMES	ESTIMATED COST	RESPONSIBLE DEPARTMENT
SOCIAL	Remodel Council Chambers to include better audio equipment and possibilities for video						
	Develop more communicative relationships among City Council members and between Council and Staff						
	Improve the timeliness of information from staff to City Council						
ECONOMIC	Market Water Street as a mixed use dense development addressing community benefit and transparency issues - Possible RFP						
	Create a Housing Fund to use for support of housing programs (Habitat for Humanity, warming centers possible Land Trust or community dvelopment organizations)						
	Institute traffic calming on West Cross - Huron to Summit						
	Proceed with analysis of Lane reductions and other traffic calming measures on Huron, Hamilton and Washtenaw						
	Redesign intersection at Huron and Cross in conjunction with two items above						
	Put a team together (WATS?) to plan the installation of sidewalks on Washtenaw from the Tower to Hewitt (Reimagine Washtenaw)						
	Study the options for commuter rail and train stop in Depot Town						
	Reinvest in our park system to catch up on deferred maintenance and utilizing seasonal positions and grants.						
	Position ourselves to have some projects "shovel ready" to be better able to take advantage of grants						
	Develop a parking plan that allows us to maintain parking lots, improves mangement of parking and focuses on walkability.						
	Restrict the new County millage for capital improvement projects such as those above.						
	Review and Improve Tenant Rights ordinance(s)						
ECOLOGICAL	Revamp Recycling program to include multi units, relocate recycling drop off station, improve publicity						
	Review alternate energy policy with goal of purchasing non-fossil fuel vehicles						
	Continue exploring solar possibilities including old city dump						

NOTES:

[1] Short term task or objective is one that can be accomplished within 1 year

CITY OF YPSILANTI CITY MANAGER GOALS 2018-19

SUSTAINABILITY CATEGORY	GOAL	ORGANIZATIONAL OR COMMUNITY GOAL?	TASK OR OBJECTIVE	LONG TERM OR SHORT TERM? [1]	MEASURABLE OUTCOMES	ESTIMATED COST	RESPONSIBLE DEPARTMENT
SOCIAL	Boost Employee Morale	Organizational	Prepare and implement an effective and meaningful annual employee recognition program	Short Term	Average overall employee job satisfaction above 3.0 on a 5.0 scale	$1,000	City Manager and Human Resources
		Organizational	Establish reasonable and competitive employee compensation system	Short Term	Wage or salary scale for each non-union position that is commensurate with the median scale for similar positions in Ypsilanti's comparable communities	To Be Determined	City Manager and Human Resources
		Organizational	Annual letter of benefit costs to each employee	Short Term	Each employee will see a cost break down of all benefit enrollments and the value the City's employment has	To Be Determined	Human Resources
	Develop Leaders	Organizational	Create a leadership training to develop and identify upcoming leaders in each department.	Short Term	Employees will be identified and trained as upcoming leaders in order to possibly fill open positions	To Be Determined	Human Resources
	Promote Organizational Diversity and Inclusi	Organizational	Establish aggressive employment recruitment program for applicant outreach to minority populations	Short Term	Percentage of city workforce represented by minority classes	$1000 annually	City Manager and Human Resources
		Organizational	Achieve the highest rating on the Human Rights Campaign Municipal Equality Index Rating System	Long Term	HRC Municipal Equality Index Rating	N/A	City Manager and Human Resources
	Promote Positive and Effective Management/Staff	Organizational	Visit with employees at remote locations (Police, Fire, DPS) at least weekly to hear employee ideas and concerns	Short Term	Employee satisfaction with management/staff relations	N/A	City Manager and Department Heads
		Organizational	Conduct interdepartmental team building programs twice annually	Short Term	Employee satisfaction with management/staff relations	$1,000 annually	City Manager and Human Resources
	Effective Recruitment and Staffing	Organizational	Hiring effectively and efficiently for all positions that open due to retirements or resignations	Long Term		To Be Determined	Human Resources
	Increase Efficiency	Organizational	ay with paper forms when it comes to employee transactions as much as possible (i.e. Open Enrollment, benefit cha	Long Term	Less errors if employees are completing their own info straight to the vendor	To Be Determined	Human Resources
	Promote Compliance with Federal and State Labo	Organizational	Create a FMLA management system	Short Term	Ability to see FMLA time used and still left for all employees. Abiding by FMLA laws	To Be Determined	Human Resources
		Organizational	Maintain an audit system for all FLSA guidelines	Short Term	Ability to audit against FLSA to make sure we are abiding by laws	To Be Determined	Human Resources
		Organizational	Maintain an I9 compliance and management system	Short Term	Ability to audit I9s and maintain I9 forms properly	To Be Determined	Human Resources
ECONOMIC	Promote Efficient and Effective Municipal Operations	Organizational	Update job descriptions meeting reflecting current or anticipated job duties and ADA requirements for all current city positions.	Long Term	100% of all job descriptions not older than 3 years	$6,000 annually	City Manager and Human Resources
		Organizational	Establish and implement comprehensive employee training program.	Short term	Certification of employees in all required job training	To Be Determined	Human Resources
		Organizational	Create a training matrix for all job positions that identifies each role's responsibilities	Short term	All employees will have a training path dependent on their position	To Be Determined	Human Resources
		Organizational	Create a succession plan for all key positions	Long Term	Identify those employees who are able to be promoted with in to develop a plan to retain departmental knowledge	To Be Determined	Human Resources

CITY OF YPSILANTI CITY MANAGER GOALS 2018-19

SUSTAINABILITY CATEGORY	GOAL	ORGANIZATIONAL OR COMMUNITY GOAL?	TASK OR OBJECTIVE	LONG TERM OR SHORT TERM? [1]	MEASURABLE OUTCOMES	ESTIMATED COST	RESPONSIBLE DEPARTMENT
ECOLOGICAL							

[1] Short term task or objective is one that can be

NOTES: