



**CITY OF YPSILANTI
REGULAR COUNCIL MEETING
Tuesday, January 16, 2024 @ 6:00 PM
Council Chambers
One South Huron, Ypsilanti, MI 48197
[Launch Meeting - Zoom](#)**

I. CALL TO ORDER

II. ROLL CALL

III. 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.

IV. AGENDA APPROVAL

V. PRESENTATIONS

- A. Amy Cell City Manager Search Update

VI. PUBLIC COMMENT (3 MINUTES)

VII. GOAL SESSIONS

- A. Session Two - Facilitated by Sharonda Simmons

VIII. DISCUSSION

- A. City Manager Candidates Discussion

IX. PUBLIC COMMENT (3 MINUTES)

X. ADJOURNMENT

- A. Please click [here](#) to access the City Council Contact Form. This form can be used to submit any comments/concerns you might have about this agenda.

Amy Cell Talent News Release

Release Date: IMMEDIATE

Contact: Amy Cell, Founder & President
(734) 657-0370

Finalists Selected for the City of Ypsilanti City Manager Search

After a thorough review of 245 applicants, 4 candidates have been selected as finalists in the search for the new City Manager for the City of Ypsilanti. The City Commission will interview the finalists on Wednesday, January 10, 2024. Residents are invited to attend the interviews which will take place at Ypsilanti City Hall, 1 S. Huron Street, Ypsilanti, MI. 48197. After the interviews, the City Commission will determine the next steps in the hiring process.

Commission Interview schedule:

6 pm - Fred Ventresco

7pm - Andrew Hellenga

8pm - Andrew Niedzinski

9pm - Vester Davis Jr.

Candidate Bios and Background

Andrew Hellenga



Andrew Hellenga is the Interim City Manager for the City of Ypsilanti. In addition to being responsible for the day-to-day management and execution of all aspects of City Government, Hellenga has extensive experience with municipal budgets, organizational theory, project management and understands all aspects and functions of government.

Prior to stepping into the Interim City Manager role, Hellenga held the positions of City Clerk, Deputy City Clerk, and Downtown Development Coordinator in the

City of Ypsilanti.

He holds a Masters degree in Public Administration and a Bachelors in Political Science from Eastern Michigan University. Andrew also has graduate certificates in public management and land-use planning.

Andrew Niedzinski



Andrew Niedzinski has been serving as the City Manager of Vassar since March 2020, managing the city's operations, a \$4.5 million budget and emphasizing efficiency and financial effectiveness. Niedzinski has experience in grant writing, financial management, policy and program development, budgeting, labor relations, strategic planning, economic development, community building, and public relations.

Prior to serving as City Manager, Niedzinski held the positions of Training and Operations Manager at the Michigan Workforce Development Institute in Lansing, MI, City Commissioner in Bay City, MI., Interim City Manager in Pinconning, MI, and was a Union Representative at UFCW Local 951 in Grand Rapids, MI.

He possesses a Master of Public Administration from Central Michigan University, a Bachelor of Arts in Political Science from Saginaw Valley State University, and an Associate of Business Studies in General Management from Delta College. Niedzinski is also a Michigan Certified Assessing Officer and an OSHA Authorized Instructor in Construction Safety.

Vester Davis Jr.



Vester Davis Jr. has been serving as the City Manager for the City of Springfield since 2020. He is responsible for the day-to-day operations of the city including administering the zoning code, overseeing public safety, economic development, and city relations.

Prior to his current position, Vester served as the City Manager for the City of Stanton, was the Assistant to the City Manager for the City of Grand Haven, and was an intern to former Grand Haven City Manager, Patrick McGinnis.

Vester earned his Bachelor's degree in Public and Nonprofit Management and a Master's degree in Public Administration from Grand Valley State University's School of Public, Nonprofit and Health Management. He is a member of MME and has served on the Professional Development Committee and DEI Committee.

Fred Ventresco



Fred Ventresco currently resides in Pinetops, North Carolina, where he has served as the Town Administrator for the Town of Pinetops since March 2022. Prior to this, Ventresco served as the City Administrator for the City of Milan, MO.

In addition to 17 years of work experience managing full-service local governments in a few different states, Venstesco is knowledgeable in all areas of government, especially those that are most relevant to municipal interests and managing organizations, such as finance, personnel/HR, economic-community development, and public relations.

Fred holds a Bachelor's degree in Public Management and Business from the University of Maine and a Master's degree in Public Administration (MPA) from the University of New Hampshire.

Amy Cell Talent is a full-service talent acquisition and human resources management firm located in downtown Ypsilanti, Michigan. Drawing from Michigan's deep and diverse talent pool, Amy Cell Talent is adept at helping municipalities, non-profit organizations, start-ups, and corporations find well-sourced candidates. For more information, please visit www.amycelltalent.com.

Andrew Hellenga

2411 Burns St.
Ypsilanti, MI 48197

Professional History

August 2023 to
Present

City of Ypsilanti

Interim City Manager

- Provide Supervision of all city departments.
- Ensure that all federal, state, and local ordinances are adhered to.
- Work with staff through the management of contracts, grants, and strategies to accomplish the core functions of each department.
- Engage with union members to create an environment of cohesion to achieve the mission of the city.

March 2019 to
August 2023

City of Ypsilanti

City Clerk

- Managed all Clerk Department Staff
- Acted as City Clerk to City Council, providing communication and information regarding city functions, the City Charter, and Code of Ordinances.
- Created and maintained five budgets associated with the Clerk Department, as well as sat on the Budget Committee.
- Developed strategies to create greater efficiencies throughout the election process.
- Oversaw all election management procedures and equipment.

April 2014 to
March 2019

City of Ypsilanti

Deputy City Clerk and Elections Manager

- Effectively and efficiently manage elections.
- Hired and trained all election inspectors.
- Provided excellent record retention for all city undertakings.
- Achieved interdepartmental cohesiveness through operations of the Administrative Hearings Bureau.
- Maintain website.
- August 2016 to February 2017 Interim City Clerk

January 2013
to April 2014

Ypsilanti Downtown Development Authority

Community Development Coordinator

Education

September 2009 to August 2015 **Eastern Michigan University Graduate School** Ypsilanti, Michigan

Master's in Public Administration: Acquired training in budgeting, management, and statistical analysis.

- Graduate Certificate in Land-Use Planning.
- Graduate Certificate in Local Government Management.
- G.P.A. 3.57.

September 2003 to April 2007 **Eastern Michigan University** Ypsilanti, Michigan

B.S. in Political Science Minor in History

- Member of Pi Sigma Alpha Political Science Honorary Society.

September 1999 **Schoolcraft College**

Livonia, Michigan

to April 2003

Associates Degree in Liberal Arts

Skills

Budgeting Strategy

Leadership Ability

Statistical Analysis

Program Management

Policy Development

ANDREW NIEDZINSKI

2313 S. Farragut St. Bay City, MI 48708 | [REDACTED]

November 27th 2023

City of Ypsilanti
One South Huron St.
Ypsilanti, MI 48197

I am requesting confidentiality as allowable under State law.

Honorable Mayor Brown and City Councilors:

Thank you for taking the time to review my application for the position of City Manager for Ypsilanti. I am excited about the opportunity to contribute my academic background and diverse range of work experience to this role.

My journey in public service began when I was elected as a City Commissioner in Bay City. It was during this time that I realized my passion for public administration, which led me to pursue a master's degree in public administration from Central Michigan University. After completing my degree, I had the privilege of serving as the Interim City Manager for the City of Pinconning. This experience further solidified my passion for municipal management, and I have since been serving as a City Manager for the City of Vassar. These combined experiences as a City Commissioner, student, nonprofit administrator, and City Manager have equipped me with a diverse skill set that I believe would ensure my success in this role.

Throughout my professional career, I have successfully written and submitted numerous grant applications, resulting in approximately \$10 million in funding. My strong communication skills have enabled me to effectively discuss complex public policies with experts while also breaking them down into understandable terms for the average citizen. My diverse work experience has shaped me into a leader who values interpersonal skills and possesses the ability to identify and resolve issues on a daily basis. The fast-paced nature and ever-changing priorities of my previous work have allowed me to develop an organized, flexible, and productive approach when faced with challenges that require strategic and creative solutions.

Serving the public is not merely a job for me; it is my true passion. The practical skills and knowledge I have gained through my professional and academic experiences have prepared me to back up that passion with tangible abilities. I am eager to discuss my qualifications and abilities in greater detail, and I look forward to the opportunity to do so.

Thank you very much for your time and consideration.

Respectfully,

[REDACTED]

Andrew Niedzinski

ANDREW NIEDZINSKI

2313 S. Farragut St. Bay City, MI 48708 | [REDACTED]

Profile

As an elected official I have learned a great deal about how government operates. Due to this, I decided to work toward and completed a Master of Public Administration degree. I am committed to a career in service to others. I have a passion for serving, I strive daily to improve the lives of others.

Career Strengths

Grant writhing | Policy and program development | Budgeting | Labor relations | Strategic Planning
Economic development | Community building | Employee development | Public relations | Customer service

Experience

City Manager

City of Vassar, Vassar, MI — March 2020-Present

- Managed the day-to-day operations of the city, overseeing a \$4,500,000 budget and ensuring effective financial management.
- Planned, coordinated, and directed the operation of City departments and programs, utilizing strategic processes and techniques such as shared service arrangements to improve efficiency and effectiveness.
- Identified and evaluated organizational opportunities, issues, and problems, facilitating strategies to address them in alignment with the City Council's goals and objectives.
- Fostered a culture of cross-functional cooperation, learning, and collaboration within the organization, encouraging initiative and leadership development among staff members.
- Led the budget development process, collaborating with the City Council and department heads to address budgetary concerns and allocate resources in support of the Comprehensive and Strategic Plans. Presented the annual operating budget to the City Council for approval.
- Advised the City Council on matters related to City operations and policies, providing financial updates and recommendations to ensure informed decision-making.
- Presented policy proposals to elected officials, delivering comprehensive and concise communications that offered a range of policy options, potential solutions, and anticipated outcomes.
- Conducted regular evaluations of senior management staff performance, providing coaching and support for their professional development and performance improvement.
- Communicated effectively, both orally and in writing, with customers, the media, the general public, civic groups, and the City Council, addressing concerns, answering questions, and presenting information on programs and initiatives.
- Served as a representative of the City on designated boards, commissions, and committees, as well as a liaison between the City and various stakeholders including civic groups, residents, the media, and government agencies.
- Assumed the role of Zoning Administrator/Community Planner, responsible for implementing, enforcing, interpreting, and further developing the City's Zoning Ordinance. Provided primary administrative and professional staff support for the Plan Commission and Board of Appeals, ensuring compliance with zoning regulations.

Training and Operations Manager

Michigan Workforce Development Institute, Lansing, MI — March 2016-March 2020

- Collaborated with WDI staff to design and implement Industrial Manufacturing Apprentice programs, creating valuable on-the-job training opportunities for our business partners.
- Developed and implemented policies, procedures, and job descriptions, ensuring efficient operations and staff performance evaluation.
- Identified, researched, and composed grant proposals to secure funding from the board of directors and other funding partners.
- Demonstrated commitment to promoting and supporting MIOSHA's mission by ensuring the safety and health of Michigan's workers in manufacturing and residential care facilities through customized consultation, education, and training programs.
- Hold authorization as an OSHA Construction and General Industry Trainer, providing essential safety training to employees. Additionally, served as the recording secretary for the severance board, ensuring accurate documentation of proceedings.

City Commissioner

Bay City, Bay City, MI — November 2013-March 2020

As Commission President, provided effective leadership to a nine-member board, overseeing a wide range of responsibilities and initiatives, including:

- Led the formulation of a strategic plan, ensuring alignment with the long-term goals and vision of the city.
- Played a key role in developing a non-discrimination ordinance, promoting inclusivity and equality within the community.
- Actively participated in the budget development process, collaborating with stakeholders to allocate resources effectively and efficiently.
- Played a crucial role in the establishment of medical and recreational marijuana ordinances, addressing regulatory and legal considerations.
- Conducted interviews and made hiring decisions for two city managers, ensuring the selection of qualified professionals to lead the administration.
- Established and communicated clear goals and objectives for city staff, fostering a results-oriented work environment.
- Demonstrated a commitment to addressing employment and housing issues, advocating for initiatives to enhance opportunities and accessibility.
- Acted as a liaison to the Brownfield Development Authority, Police and Fire Retirement Board, Columbus Avenue Management Board, and Columbus Avenue Citizens District Council, facilitating collaboration and communication between the city and these entities.
- Served as a valued board member of the Bay County Land Bank, contributing to efforts aimed at revitalizing and repurposing vacant or blighted properties.

Interim City Manager

City of Pinconning, Pinconning, MI — July 2017-November 2017

- As the overseer of Pinconning City government's day-to-day operations, I have achieved notable accomplishments including:
- Successfully negotiating two Union Contracts, ensuring fair and mutually beneficial agreements for both employees and the City.

- Led and supervised a comprehensive \$2 million improvement project at the Wastewater Treatment Plant, enhancing its efficiency and functionality.
- Developed and implemented policies and procedures that encompassed essential aspects such as succession planning, job descriptions, evaluations, and training, promoting organizational effectiveness and employee growth.
- Conducted negotiations for a new healthcare plan, resulting in substantial cost savings for the City while maintaining high-quality coverage for employees.

Union Representative

UFCW Local 951, Grand Rapids, MI — July 2014-March 2016

- Demonstrated a strong commitment to developing and maintaining effective worksite leadership by implementing strategies for the recruitment, training, and support of Stewards.
- Collaborated with company leadership to address and resolve issues on behalf of the union membership, fostering a cooperative and productive working environment.
- Possessed a comprehensive understanding of collective bargaining agreements, as well as other pertinent laws, codes, regulations, policies, and practices, and effectively communicated and interpreted these to union members to ensure their rights were protected and understood.
- Provided guidance and support to union members, helping in navigating and understanding their rights within the established frameworks of labor agreements and applicable regulations.

Education

Central Michigan University, Mt. Pleasant, MI — Master of Public Administration, 2017

Saginaw Valley State University, University Center, MI — Bachelor of Arts in Political Science, 2012

Delta College, University Center, MI — Associate of Business Studies General Management, 2009

Michigan State Tax Commission — Michigan Certified Assessing Officer, 2023

Northern Illinois University — OSHA Authorized Instructor Construction Safety, 2016

Organizations

Vassar Rotary Club	March 2020-Present
Vassar Rotary Club President	July 2022-June 2023
Bay County Land Bank Recording Secretary	November 2017-March 2020
Pi Alpha Alpha (Public Administration Honors)	August 2017-Present
MIFACE Advisory Board Member	March 2016-March 2020
Graduate of the Henry Marsh Institute for Public Policy	November 2014
Pi Sigma Alpha (Political Science Honors)	December 2012

Skills

Macintosh Operation Systems | Windows Operating Systems; MS Word, Excel, Access, PowerPoint, Publisher | Michigan VAN, LAN | BS&A | OSHA Authorized Construction Trainer | MCAO

REFERENCES

Professional:

Brian Chapman, City Manager, Sault Ste. Marie

[REDACTED]

[REDACTED]

Missy Guth-Beach, Chief Executive Officer, Workforce Development Institute; Retired

[REDACTED]

[REDACTED]

Jesse Dockett, Information Technology Teacher, Bay Arenac ISD

[REDACTED]

[REDACTED]

Christopher Girard, City Commission President, Bay City

[REDACTED]

[REDACTED]

Jason Brazeau, Mayor City of Pinconning

[REDACTED]

[REDACTED]

VESTER DAVIS JR.

29 N LaVista Blvd., Battle Creek, Michigan 49015

Cell: [REDACTED]

E-mail: [REDACTED]

Accomplished professional with a demonstrated ability to deliver efficient and effective results. Formally trained in managing non-profit and public agencies, I am highly skilled at facilitating and working collaboratively with local, regional and state officials to evoke positive outcomes. Vester is a team player with strong management and communication skills, including: verbal, written, interpersonal and presentations. Below is an overview of the skill sets that I possess:

- *Project management*
- *Consensus building*
- *Organization and self direction*
- *Life-long learner*
- *Skilled at building partnerships*
- *Adaptive leadership skills with a lead by example and community engagement approach*
- *Creative and innovative problem solver.*
- *Grant management skills.*

PROFESSIONAL EXPERIENCE

CITY MANAGER, 2020-PRESENT

City of Springfield, Springfield, Michigan

As City Manager, I ensure all city services are delivered effectively, efficiently, and equitable. I work collaboratively with elected and appointed officials, local non-profit and for-profit agencies, and manages resources to fulfill the desires of the elected body.

Accomplishments:

- Facilitate the planning, organizing, coordinating, and administration of public services.
- Leading the implementation of an equitable spending plan of the city's \$540,000 American Rescue Plan Act (ARPA) funding allocation.
- Implement the city's updated zoning ordinance.
- Guided the policy process for adopting ordinances to regulate adult use marihuana establishments within city limits.
- Leverage the city's annual Calhoun County park millage funds to renew, refresh, and reinvigorate park amenities.

CITY MANAGER, 2018-2020

City of Stanton, Stanton, Michigan

In this role I managed the day-to-day operations of all city services and resources to fulfill the wishes of the elected body.

Accomplishments:

- Manage several roles for the agency including human resources, finance, zoning and planning, and street administration.
- Revised and implemented a new personnel manual, updated the city website including the addition of revamped forms and community information.
- Obtained a \$30,000 grant award from Michigan State Housing Development Authority (MSHDA) to rehabilitate homes and enhance local parks.
- Obtained a \$300,000 grant award from the Michigan Natural Resources Trust Fund (MNRTF) for the Veterans Memorial Park Development Project.
- Earned a Michigan State University Extension Citizen Planner Certificate for planning and zoning administration.

- Initiated a new approach to the city's blight elimination program.

ASSISTANT TO THE CITY MANAGER, 2014-2018

City of Grand Haven, Grand Haven, Michigan

The Assistant to the City Manager is a member of the executive staff for this full-service city. As such, the Assistant to the City Manager supports the City Manager and other departments in the daily functions of all city services. In the manager's absence, assumed all responsibilities of that office.

Accomplishments:

- Assigned the role of grant management specialist. To date, I have secured and managed more than \$ 3.5 million in federal, state and local grant funds for infrastructure and recreation improvements.
- Provided property management for all city-owned properties (20) on lease or license agreements.
- Implemented an employee recognition program for all city employees.
- Led the City through the Michigan Economic Development Corporation's Redevelopment Ready Communities Program®.
- Served as Community Development Manager and Zoning Administrator.
- Prepared meeting minutes, staff reports and made recommendations to various Boards and Commissions.

EDUCATION

Master of Public Administration, Grand Valley State University (GVSU), School of Public, Nonprofit and Health Management

- Dean's List recognition
- Served on the Young Alumni Council
- Annual GVSU Community Outreach Volunteer

Bachelor of Science, Grand Valley State University, School of Public, Nonprofit and Health Management

PROFESSIONAL MEMBERSHIPS AND ASSOCIATIONS

- International City/County Management Association (ICMA), 2012 – Present
- Michigan Municipal Executives, 2014 (MME) – Present
- Michigan Municipal league – Professional Development Committee, Committee Member, 2016-2022
- Michigan Municipal League – Diversity, Equity & Inclusion Committee, Committee Member, 2022-Present
- Stanton Rotary member, 2018-2020
- Michigan Infrastructure Commission (MIC), Participant
- City of Battle Creek Airport Board, Board Member, 2022-Present
- Calhoun County Economic Development Corporation, Board Member, 2022-Present



2024 Department Presentation Notes

Directions: Please use the following document to capture notes from the department presentations. The questions below do not have to be answered directly but are provided to serve as a reflection tool when listening to presentations and determining the City of Ypsilanti's key strategic and budgetary goals.

Purpose: The purpose of department presentations is to give council members the opportunity to learn about the key goals, needs, and area of focus for each department. As council members are tasked with setting the upcoming budget and strategic priorities, department presentations allow for increased information to make informed budgetary decisions. As you listen to each department's presentation please think about the following:

- What themes or key information was shared?
- What needs have been expressed by each department?
- How can decisions regarding fund allocation support, sustain, and or grow each department?
- How will the goals expressed support the residents of Ypsilanti?

Additional/Overall Reflection Questions:

- What themes did you notice today or among the department presentations?
- Are there any points of clarification-terminology, language, goals, etc?
- What information from departments would help you be more informed to set the upcoming budget priorities?
- What work within the city of Ypsilanti needs to continue from the past few years?
- What area of focus will help continue to sustain the needs of residents within the city of Ypsilanti?

2024 Department Presentation Notes

Department:

Resource gaps and needs discussed:

Goals and areas of focus for 2024:

Department:

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Goals and areas of focus for 2024:

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City Council 2024 Goals



City Council: Mayor Brown, Mayor Pro-Tem Wilcoxon, Council Member King, Council Member Tooson, Council Member Simmons, and Council Member Sweet

Brown
1.DPS Facility - top priority
2. Re-open park bathrooms - potential partnerships?
3. Youth mini grants - continue
4. Staff recruitment and retention
5. Barrier busters - provide financial support for 97/98
6. Council/staff relationships - team retreat
7. Infrastructure - DPS, YPD, City Hall, YFD
8. Support current and attract new businesses in DDA districts/Ypsi
9. Update City website - for ease of use & navigation

Wilcoxon				
Department	Yr	Area	Objective	Goal
City wide	2024	Administration	Build competent team of professionals in City Hall	Hire City Manager Hire Economic Development/Planning department head with planning and administrative background Fill position for building department manager
DPS	2024	Facilities	Prepare strategic plan for revitalization of DPS yard	Prioritize worker safety Partner with other local entities for temporary space rebuild/replace existing main building expand office/staff space Repair salt barn mitigate environmental issues necessary to rebuild
Finance/Economic Development	2024	Facilities	pay for DPS improvements	prepare comprehensive plan for financing the necessary improvements to DPS yard
Administration	2024	Community	Improve communication with public	Create a comprehensive communication plan for internal and external communications. Engage Communications firm to analyze current efforts and suggest improvements.
Economic Development	2024	Infrastructure	Remove Peninsular Dam:	finish engineering plans for dewatering and deconstruction secure funding for restoration plan resolve impoundment resident concerns regarding deeds for uncovered lands
Economic Development/DPS	2024	Infrastructure	Pave the Frog Island parking lot	partner with County and other entities to secure funding for design and construction consistent with the parking plan including green infrastructure (bikes, charging, pervious pavement, stormwater management)
Administration	2024	Economic Development	Develop Waterstreet property to reflect the Ypsilanti values	Finish environmental testing and remediation Continue working with Carlisle Wortman to select developer and site plan facilitate public discussion for goal of development
	2024	Policy	clarify the language of the city charter regarding vacating and filling the mayors seat	organize a charter commission to address the dated language and lack of language for the process
	2024	Policy	restructure zoning ordinance to allow for better utilization of current housing stock	Planning Commission prioritize review of zoning code to facilitate

King

Professional development
Repair DPS building.
Build up the downtown area, support local businesses.
Traffic calming ideals around schools to slow down traffic working with the community Lynn Settles
Community/ward Field Day
Better communication with the city and community, and among each other
Develop a plan to have a Juneteenth Parade
Potholes issue
Selling city swag as a way to increase city revenue,
"Helping hand initiative"- neighbors supporting one another. Building up neighborhood

Tooson
-Continue focus on affordable housing
-City Staff retention
-Parkridge community center
-Attract more people into the city via events and our local businesses

Simmons (Ward 3) Goals 2024

Area	Objective	Goal	Task
Community Engagement, Communications, Governance	Build Democratic Practices, Public Trust, and Resident Leadership Opportunities	1) Council and staff operate as a team to address needs of the City. 2) Residents, esp those typically not engaged, know when major decisions may impact them and how to engage in shared governance 3) Grow participation in commissions and elections	- Council and staff proactively share information in targeted areas (council alignment) - Recruitment fair for commissions with clear expectations and benefits - Share agenda preview, Livestream thread, and post summary from City online - Support Neighborhood Community and Care Network, Ypsi Civic Education and Action, etc to connect goals with Council resources - Support opportunities for voter referendum in major decision areas - Community education on participatory budgeting
Public Safety, Environmental Justice, Economic Equity, City Planning	Improve Infrastructure for Safe and Enjoyable Movement for All	1) De-center motor vehicles in medium and long term infrastructure projects to increase/improve experience for walkers and cyclists and for more vibrant business districts that attract local residents 2) Decrease resident concerns about traffic safety across the City while building buy-in to the timeline and process by engaging them in finding solutions	- Connect with the Planning Commission and their non-motorized committee to focus responsibilities on public facing engagement and activities - Work with DPS to understand process, timeline, and resources needed for road work to reach our goals - Work to implement recommendations from the Ped Ed campaign - Explore traffic-calming innovations and match ideas with the different areas of the City - Improve ped and cyclist signage and maintain cleared lanes for safe travel
Public Safety	Invest in Alternatives to Armed Response and Promote Harm Reduction	1) Provide an alternative to police and law enforcement response for issues related to mental health and poverty 2) Provide resources to help community members to resolve conflicts outside of the legal system and to address gun violence, esp. impacting youth 3) Collaborate with county efforts to transform what public safety means	- Learn about and connect with efforts across the county that is focused in this area (eg Ann Arbor's current process, recommendations coming from the Washtenaw Equity Partnership.) - Add resources in our budget to address this missing area of services - Decriminalize plant medicines that can be used to treat mental health issues and substance-use disorder - Pass a Driving Equity ordinance similar to the one passed in Ann Arbor and elsewhere - Resource groups/organizations working to support the unhoused and housing unstable community

Housing, Community and Economic Development, Land Use	Best use our current spaces to grow affordable housing, sustainable businesses, and enjoyment of our parks.	1) Support current affordable and supportive housing projects to be successful 2) Address the need for Tenant Protections including unjust rent increases, evictions, unsafe and unhealthy living environments, barriers to housing etc. 3) Collaborate with business leaders and the DDA to maintain a mix of ventures that respond to community needs and wants 4) Maintain our parks as vibrant and programmed spaces	- Hold developers accountable to the CBAs that residents negotiated - Work with the Building Department to study the conditions of our rental housing stock - Resource efforts to provide professional development for new business owners - Explore costs and maintenance of Porta-Potties in the parks/other access to bathrooms for the public - Share a calendar of events at our parks, especially Riverside, with information about noise permits supplied so residents know what to expect
City Infrastructure	Create a safe working environment for all staff.	1) Redevelop the DPS site 2) Create a plan to make sure other buildings don't fall into similar disarray	

City Council Goals

2024 Budget – Evan Sweet

Infrastructure:

- Invest in city owned facilities and infrastructure with capital improvements that provide safe and updated spaces for staff and residents.
 - o Fund Capital Improvement Plan (CIP) projects
- Repair and update Frog Island Parking lot and infrastructure
- Identify plan and funding to replace Prospect Park Playground

Community Development:

- Move forward on progress for development at Water Street with contract with Carisle Wortman and obtain a letter of intent from a developer.

Operations:

- Implement seasonal hiring opportunities for the Department of Public Services to improve spring/summer/fall operations in the park system.
- Develop plan to implement weekly yard waste pickup
- Consolidate Frieghthouse, Special Events, and Park Pavilion Rentals into Parks and Recreation Division under the Department of Community Services

Organizational Stability:

- Establish non-union salary scale for all non-union city staff.
- Organizational assessment by outside organization to review city services, including salary survey to ensure we are on par with southeast Michigan for municipal government employees
 - o To retain existing employees and attract high quality future employees

Communication:

- Establish and implement a communication plan to ensure residents are informed on issues affecting them, and what is happening within the city, and updates to city operations.
- Establish plan for direct mailing of a city newsletter to begin with quarterly newsletters.

City Staff 2024

Goals



Staff: Interim City Manager Hellenga, Interim City Clerk Smith, Interim Planning Director Jekabson, Finance Director Basabica, HR Director Frye, Police Chief Moore, DPS Director Wessler, and Fire Chief Hobbs

City Manager

Department	Yr	Area	Objective	Goal	Task	Long Term/Short Term
City Manager	FY 24-25	Citywide	Create greaer effencies to better interact with the public and minimize mistakes	Update city software to better meet the needs of the public and the employees.	Purchase BS&A Su	Both
City Manager	Ongoing	Citywide	Ensure all positions are filled to address the needs of the city.	Hire Department Heads where needed. Create incentives to both maintain and attract staff	Create a line item in HR used to incentives referrals. It would be funded by un expended salaries	Both
City Manager	Ongoing	City Facilities	Ensure the facilities used for government are functional and safe	Create a comprehensive plan to adress delapitated buildings, and attached a budget and a timeline for repairs. Create a budget lineitem in 101 to address needed maintenance throughout the year.	Hold several work sessions with Council to develop sound strategies to affect change in our intrastructure. Show our employees we care, do not just tell them.	Both
City Manager	FY 24-25	Community Services	Finalize the Creation of the deparment and separate the DDA from the City.	Hire a Department Head and Admin. Approved the Administrative Services Contract	DDA and Council approval of the agreement	Short

Clerk

Department	Yr	Area	Objective	Goal	Task	Long Term/ Short Term
Clerk	2024	Elections	Successfully Implement Early Voting	Partner with County to run early voting site	Coordinate with County	Long
Clerk	2024	City Council and Public Relations	Work with City Council to strengthen public trust	Increase transparency in council processes	Implement rules changes to council agendas	Short
Clerk	2024	Day to Day Operations	Ensure a smooth transition for new staff	Leave detailed notes and instructions	Create guides for daily/weekly/monthly processes	Short

Community Services (Planning, Building, Code (CED))						
Department	Yr	Area	Objective	Goal	Task	Long Term / Short Term
Planning	2024-2025	Historic District	CLG Resurvey	The original survey work was completed in the late 1970s and early 1980s and survey standards and technology have changed since then. We hope to resurvey and take photos of all of the 820 addresses including houses, buildings, structures, etc in our historic district. To be completed by July 2025.	Use a program like ARC GIS's Survey 1 2 3 so we can better integrate our survey records into BSA and so we can better tell the story of our district and our city. Engage EMU faculty and staff in the historic preservation program about how we can work with students to include them in this initiative.	Long Term
Planning	2024-2025	Departmental	Hire a City Services Director and Planning Administrator/DDA Coordinator	The Planning Department has completed a departmental audit, and City Council has amended the ordinance to combine the Economic Development, Planning, and Building Departments.	Post job descriptions, hire and onboard both positions.	Short Term
Planning	2024-2025	Walkable Urban Districts	Review building type standards and consider improvements	Update the building type standards for effectiveness and clarity in order to promote the greatest development outcomes that remain in line with the Shape Ypsi vision	Provide a report to the planning commission outlining important considerations for potential amendment	Short Term
Planning	2024-2025	Center District	Continue partnership with the AAATA to envision the future of the Transit Depot	Establish consensus on the concept and layout for the new transit station	Work with the AAATA to develop a plan concept that aligns with the City's long term goals and complements the surrounding area and historical district	Long Term
Planning	2024-2025	City wide	Establish consensus on marijuana regulations	Amend the zoning ordinance to include appropriate regulations for new marijuana retailers that will encourage economic development, in a manner that is complementary and cohesive with surrounding land uses	Establish a common policy vision and draft new language appropriate for marijuana retailers	Short Term

Planning	2024-2025	City wide	Prioritize zoning amendments for discussion and action by the Planning Commission. Prioritize zoning text amendments that eliminate parking minimums.	Create a timeline for the study and review of amendments consistent with the Planning Commission's priorities	Consider amendment recommendations from Planning Commission, staff, and planning consultants and determine prioritization based on consideration of each amendment's effectiveness and the amount of effort required to complete them	Short Term
Planning	2024-2025	Center District	Work with J-27 Development to meet project deadlines and construct new affordable housing units in partnership with the MEDC/ RAP Grant and the Ann Arbor Housing Authority	Create approx. 60 new units of affordable housing downtown	Provide updates and project management support to the development team, Ann Arbor Housing Authority, and MEDC as needed	Short term (? About 6 months)
Planning	2024-2025	Ward 1	Continue planning efforts at Water Street	Promote redevelopment opportunities at the Water Street site	Work with Carlisle Wortman to Conduct pre-development activities, including clean up, community engagement, and planning	Long Term
Planning	2024-2025	Citywide	Tree preservation ordinance	Amend the zoning ordinance or create a regulatory ordinance pertaining to tree preservation.	Work with the City Attorney's office, Sustainability Commission if applicable, and DPS to craft an ordinance that is lawful in light of FP Development v. Canton Twp.	Short Term
Planning	2024-2025	Citywide	Conduct a zoning audit	Identify opportunities to update the ordinance to improve effectiveness and clarity	Review the ordinance to consider opportunities for improvement, including alignment with Shape Ypsi, as well as planning best practices and state and federal law. Identify logical inconsistencies, discrepancies, and other clarifications needed to refine the ordinance.	Short term (? About 6 months)
Planning	2024-2025	Departmental	Digitization of Records	Research and identify two or three possible programs and/or funding sources that could help us digitize our records.	Reach out to the State of Michigan Archives and researching grant programs	Long Term

Finance			
Area	Objective	Goal	Task
City-Wide	Upgrade City Enterprise Resource Planning(ERP) System	Intergrate all Financial,Treasury, HR, Building and Community Development Software	Identify the best system which is user friendly and will suit each deparment's need
City-Wide	Create an Asset Management Plan for City Assets	Build a guide document regarding City Assets	Build a team that would be responsible for planning, implementation of an asset management plan
City-Wide	Fiscal Resilience	Develop long-term fiscal plans and administer these using best practices.	Evaluate revenue streams, implement purposeful spending. Make sure revenue is diverse and resilient to economic changes while anticipating future needs, and maintaining appropriate reserves.
City-Wide	Partnerships	Foster and maintain new partnerships. Grow a culture of innovation and continuous learning through people-centered, data-informed, experimental and collaborative efforts.	Implement City priorities in collaboration with community partners to secure financial investments and mentoring to better the community.
Assessing	Improve record and communications in database and website	Less use of paper and better access to documents	Scan documents to database and website
Assessing	Complete the PA 660 audit	100% compliance	Continued maintenance
Accounting	Continuous training and testing of employees regarding Cyber Security	Ensure a risk free and secure environment for keeping data network and devices against security threats	Create a system that will regularly train and update employees regarding cyber security
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

Human Resources

Department	Yr	Area	Objective	Goal	Task	Long Term/Short Term
HR	2023-2024	HRIS	Move to Electronic Documentation	Alleviate the use of paper files, and pay notice changes, which would increase efficiency and reduce cost	Implement electronic documentation system, transition to digital communication	Long term
HR	2023-2024	Payroll/HRIS/Retention	Move to BS&A/Similar HRIS system	Alleviate human error and manual entry,	Identify processes prone to human error, and continuously monitor new systems for efficiency and accuracy	Short term
HR	2023-2024	Retention	Recognition	Recognize our employees on a consistent basis	Send emails for birthdays and work anniversaries, and give out Anniversary certificates for momentous years of service	Continuous
HR	2023-2024	Retention	Employee Engagement	Create an employee engagement budget, to keep employees engaged, which would also help us retain them	Summer/Winter Gathering, Recognize Employee Appreciation Day	Continuous
HR	2023-2024	Recruiting	Job Fairs	Promote Ypsilanti as an employer of choice, Identify and attract potential candidates, create a pool of qualified individuals who may fill current or future job openings	Attend Job Fairs, create an attractive and informative booth, create promotional materials, network with potential candidates	Continuous

Police Department						
Department	Yr	Area	Objective	Goal	Task	Long Term/Short Term
Police Department	2024	Recruitment	Hire and retain qualified police candidates	Hire and train 10 officers in 2024	Targeted recruitment educated ofcs	
Police Department	2024	Retention	Retain officers	Improve competitive wage gap	Move officer to 2024 step 6	Provide education incentive of 3% BA
Police Department	2024	Training and Development	Create strategic department training plan	Conduct leadership training with supervision	Create Chief Leadership Cohort	
				Hire consultant to conduct leadership training	Hire consultant to conduct training	
				Conduct significant in-service training for all ofcs	Identify three major topics for yr	
Police Department	2024	Process Improvement	Establish processes to meet best practices	Find multi use software to for dept documentation	Implement Guarding tracking	
Police Department	2024	Capital Improvement	Improve interior and exterior appearance of dept.	Remove carpet off walls and create adequate space	Fix conference room	
				Refresh interior with paint and small improvements	Create true briefing and class room	
					Create Sergeants office	
					Move Lieutenants space	
					Move Chief's Office	
Police Department	2024	Organization and Structure	Fully implement department reorganization	Split organization into Operations and Support	Reduce Lieutenant rank to two	
Police Department	2024	Operations	Re-establish the investigations unit	Identify and train 3 officers to fill roles	Hire enough staffing to move ofcs	
Police Department	2024	Fleet	Replace dated fleet	Replace four vehicles/ sell aging vehicles with value	Implement strategy to buy and sell	
Police Department	2024	Operations	Establish Community Relations Unit	Identify and train 2 officers to fill roles		

	Area	Goal	Objective	Task	Notes/Updates	Short Term	
	Facilities	Provide functional facilities for City business.	Ensure all City-owned facilities are <i>safe for workers and guests</i> and can safely store records and equipment.	Develop a plan to improve and maintain safety at all City - owned facilities.		short	
	Facilities	Provide functional facilities for City business.	Ensure all City-owned facilities are <i>safe for workers and guests</i> and can safely store records and equipment.	Stabilize the DPS salt barn for the immediate future.		short	
	Facilities	Provide functional facilities for City business.	Ensure all City-owned facilities are <i>safe for workers and guests</i> and can safely store records and equipment.	Stabilize the DPS maintenance garage for the immediate future.		short	
	Facilities	Provide functional facilities for City business.	Ensure all City-owned facilities are <i>safe for workers and guests</i> and can safely store records and equipment.	Re-establish the Citywide Safety Committee.		short	
	Facilities	Provide functional facilities for City business.	Ensure all City-owned facilities are <i>safe for workers and guests</i> and can safely store records and equipment.	Establish a DPS-centric safety committee		short	
	Facilities	Provide functional facilities for City business.	Ensure all City-owned facilities are <i>safe for workers and guests</i> and can safely store records and equipment.	Continue to work with vendor partners to continuously improve working conditions		short	
	Facilities	Provide functional facilities for City business.	Ensure each City business facility (CH, PD, FD, DPS) can meet the <i>existing needs</i> of the City, and are safe for workers and guests and can safely store records and equipment.	Schedule needed HVAC replacements		short	
	Facilities	Provide functional facilities for City business.	Ensure each City business facility (CH, PD, FD, DPS) can meet the <i>existing needs</i> of the City, and are safe for workers and guests and can safely store records and equipment.	Work with Clerk's office to explore digital document storage solutions		medium	
	Facilities	Provide functional facilities for City business.	Ensure each City facility can meet the <i>future/strategic goals</i> of City leadership (ex, fleet electrification, emergency response), and meet the existing needs of the City safely.	Develop a three year plan for assessment & funding, design, and construction.		medium	
	Operations	Continue to improve recruitment and retention.	Improve worker safety	Provide safe working environments for City employees		long	
	Operations	Continue to improve recruitment and retention.	Improve worker safety	Codify existing work rules		short	
	Operations	Continue to improve recruitment and retention.	Improve worker safety	Develop clear and consistent training plan	Working with consultant to develop and codify training plan	short	
	Operations	Continue to improve recruitment and retention.	Improve worker safety	Develop clear and consistent safety policy document	Working with consultant to develop and communicate safety policies	short	
	Operations	Continue to improve recruitment and retention.	Encourage employee referrals	Work with HR to develop referral policy & incentives	(HR + Interim CM have developed referral program for YPD as pilot for City)		
	Operations	Continuously evaluate staffing levels	Ensure staffing levels are sufficient to meet goals	Perform review of hours of service in each major budget segment vs goals achieved in years prior	n/a: staffing levels cannot be increased due to facility constraints. Hours (at this scale) cannot be functionally tracked with InCode.		
	Operations	Provide a clear, consistent, and timely permit review process	Improve permitting process	Update permit application and fee schedule to be more legible	Updated.		
	Operations	Provide a clear, consistent, and timely permit review process	Improve permitting process	Develop written permit standards	Written standards have been developed for the most frequent applications.		
	Operations	Provide a clear, consistent, and timely permit review process	Improve permitting process	Review ordinances for best practices		medium	
	Operations	Provide emergency/after-hours response	Continue to work with YFD, YPD, and other partners on updating City emergency response plan	Review and update City general EAP annually (Fire lead)		short	
	Operations	Provide emergency/after-hours response	Continue to work with EGLE, YFD, and YPD and other partners on updating Peninsular Dam emergency response plan	Review and update Pen Dam EAP annually (Fire lead)		short	
	Operations	Provide emergency/after-hours response	Continue to work with Washtenaw Emergency Department on operationalizing the Countywide Snow Emergency Plan	Review and update existing snow removal policies as needed, including signage		short	
Note: Fleet services are crucial to all aspects of DPS operations. Without a safe and	Operations	Provide timely and efficient fleet services	Ensure the fleet can continue to meet the existing needs of the community	Inventory DPS fleet (vehicle and equipment)	annually	short	
	Operations	Provide timely and efficient fleet services	Ensure the fleet can continue to meet the existing needs of the community	Develop full replacement schedule	ongoing	short	
	Operations	Provide timely and efficient fleet services	Ensure the fleet can continue to meet the existing needs of the community	Sell surplus vehicles and equipment.	ongoing	short	

fully functional service and maintenance garage, vehicles	Operations	Provide timely and efficient fleet services	Ensure the fleet can continue to meet the existing needs of the community	Develop electrification plan for passenger/light-duty fleet	Passenger vehicles will be replaced with EVs as infrastructure is available.	long	
	Operations	Provide timely and efficient fleet services	Ensure the fleet can continue to meet the existing needs of the community	Install EV chargers within City facility parking lots	Partnership established with GM/State Electric; awaiting installation for City Hall upper lot.	short	
	Admin	Provide continuous and predictable service to the public	Improve communication with the public	Establish an annual mailer to those who receive recycling services with the annual recycling/yard waste rhythm, acceptable materials, and other information as appropriate		short	
	Admin	Provide continuous and predictable service to the public	Improve communication with the public	Improve distribution of educational stormwater materials in light of changed recycle bin distribution	In 2023, worked with HRWC to mail the 2024 calendar to all one- and two-family properties in the City as well as placing free calendars with partners (City Hall, Senior Center, Parkridge). This is an increase in annual cost (paid to HRWC), but should reduce enforcement and cleanup costs in the long run.	short	
	Admin	Provide continuous and predictable service to the public	Improve internal process documentation.	Continue to document processes for budgeting, permitting, office procedures, and operational processes.		short/ongoing	
	Admin	Provide continuous and predictable service to the public	Improve recordkeeping	Clear onsite storage container and increase use of Iron Mountain for long-term storage			
	Streets (& bridges, & signs/signals, & sidewalks)	Continue to maintain the City's bridges	Develop plan for repair of the Cross Street Bridge	Continue to work with OHM and other partners to identify and apply for funding			
	Streets (& bridges, & signs/signals, & sidewalks)	Continue to maintain the City's bridges	Develop plan for repair of the Cross Street Bridge	Continue to work with OHM and other partners to secure funding for a target year of 2027		long	
	Streets (& bridges, & signs/signals, & sidewalks)	Continue to maintain the City's bridges	Complete the Forest Avenue bridge project	Continue to work with OHM and contractor		short	
	Streets (& bridges, & signs/signals, & sidewalks)	Continue to maintain the City's roadways	Develop five-year preventative maintenance plan for both major and local streets	Issue RFP for 3-year contract for cracksealing and one-year surface restoration	First year of cracksealing successful, anticipate putting out 3-year RFP this year.	short	
	Streets (& bridges, & signs/signals, & sidewalks)	Continue to maintain the City's roadways	Complete the Huron River Drive reconstruction project	Continue to work with OHM and contractor			
	Streets (& bridges, & signs/signals, & sidewalks)	Continue to maintain the City's roadways	Complete Hamilton/Huron/Washtenaw road diet, watermain replacement, and I-94 crossing	Continue to work with YCUA and MDOT on local road renovation project			
	Streets (& bridges, & signs/signals, & sidewalks)	Continue to maintain the City's roadways	Continue to develop pavement, signs, and signals inventory	Hire temporary worker to perform field inventory		unknown	
	Streets (& bridges, & signs/signals, & sidewalks)	Continue to maintain the City's roadways	Maximize state trunkline maintenance budget	Identify and prioritize maintenance needs		annual	
	Streets (& bridges, & signs/signals, & sidewalks)	Mitigate active deterioration of the City's roadways	Ensure permit requirements align with goals	Review permit requirements and develop written standards document		short	

	Streets (& bridges, & signs/signals, & sidewalks)	Mitigate active deterioration of the City's roadways	Participate with MISS DIG as a facility	Attend training		long	
	Streets (& bridges, & signs/signals, & sidewalks)	Continue to work with MDOT Rail and other railway partners on rail maintenance and improvement	Coordinate with MDOT Rail on corridor and crossing improvements and site maintenance	Maintain communication with MDOT Rail		ongoing	
	Stormwater	Maintain and improve stormwater quality and prevent or mitigate destructive flooding.	Maintain compliance with the MS4 permit	Retain contractor to inspect and perform sampling at all known outfalls	OHM contracted in FY 23/24 to perform inspections and permit update. Inspections & sampling ongoing.		
	Stormwater	Maintain and improve stormwater quality and prevent or mitigate destructive flooding.	Repair known existing failures	Inventory failures and solicit quotes		short/ongoing	
	Stormwater	Maintain and improve stormwater quality and prevent or mitigate destructive flooding.	Implement asset management system.	Hire temporary worker to perform field inventory	Paused due to facility & staff capacity issues.	long	
	Stormwater	Maintain and improve stormwater quality and prevent or mitigate destructive flooding.	Ensure permit requirements align with goals	Review permit requirements and develop written standards document	Paused due to facility & staff capacity issues.	long	
	Forestry	Maintain and improve the City's urban forest.	Update tree permit standards aligned with "right tree, right place" practices with consideration for climate resilience and long-term maintainability.	Update website and application form.	Website and permissible trees list updated; permit form underway.		
	Forestry	Maintain and improve the City's urban forest.	Work with DTE and other partners to remove all known hazard trees within the rights of way and parks.	Create inventory of hazard trees and note those with overhead utility conflicts	begun 3/23	short	
	Forestry	Maintain and improve the City's urban forest.	Plant trees to offset those removed.	Develop a system for accepting donations (of materials and of money) for tree planting.		short	
	Forestry	Maintain and improve the City's urban forest.	Track trees planted and removed	Update digital tree inventory using existing records	Paused due to facility & staff capacity issues.	long	
	Parks	Continue to make safety and operational improvements at parks and recreation facilities in partnership with local and regional partners	Obtain funding for the upgrade of the Prospect Park Playground		Work with YCS to determine capacity to plan for	long	
	Parks	Continue to make safety and operational improvements at parks and recreation facilities in partnership with local and regional partners	Work with the Department of Community Services to support the Pen Dam removal			short	
	Parks	Continue to make safety and operational improvements at parks and recreation facilities in partnership with local and regional partners	Work with the Department of Community Services on the planning/visioning process for Peninsular Park post-removal			short	
	Parks	Continue to make safety and operational improvements at parks and recreation facilities in partnership with local and regional partners	Work with WCPRC and other partners to develop trail maintenance and stormwater control plan for Riverside Park			short/ongoing	
	Solid Waste	Continue to provide recycling, yard waste, and other solid waste disposal services	Improve recycling quality & quantity	Continue to work with WRRMA and MRC to improve recycling quality and quantity.		ongoing	
	Solid Waste	Continue to provide recycling, yard waste, and other solid waste disposal services	Improve recycling quality & quantity	Locate and review case studies regarding multifamily & public recycling.		ongoing	
	Solid Waste	Continue to provide recycling, yard waste, and other solid waste disposal services	Provide value for service	Compare costs and benefits of altering yard waste pickup schedule vs providing/promoting alternatives, including grass mulching and utilizing the Township compost center		short	
	Parking	Continue to implement the recommendations of the parking study & strategy	Begin systematic improvement of parking lot surfaces	Work with MDOT and/or YCUA pavement contractors to coordinate repaving of downtown lots	Adams lot scheduled for Spring 2024.	short	
	Parking	Continue to implement the recommendations of the parking study & strategy	Develop rollout plan to update and expand paid parking downtown	Obtain pricing from existing vendors	Work with DDA	short	
	Parking	Continue to implement the recommendations of the parking study & strategy	Continue to work with DTE on public charger placement	Continue to check status of "Charging forward" and other grant programs from DTE and others	Partnership established with GM/State Electric; awaiting installation.	short	
	Special Events & Internal service (abatements, DDA tasks)	Develop clear and consistent tracking for DPS "internal contracting" services	Allocate costs correctly and accountably.	Work with Finance to create internal service account or similar.		medium	

	Special Events & Internal service (abatements, DDA tasks)	Continue to improve efficiency while maintaining level of service	Ensure that accurate and timely feedback can be provided from all partners.	Work with partners to fully understand goals and needs, and communicate back issues.		ongoing	
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Fire Department						
Department	Yr	Area	Objective	Goal	Task	Long Term/Short Term
FIRE DEPARTMENT	2024-2025	Apparatus	Long term plan to replace apparatus	To be compliant with NFPA	See attachment	Long term
		Operations	Retention of personnel (fire suppression)	To remain fully staffed & operational	To continue to provide training opportunities & prepare personnel for advancement	Ongoing
		Operations	Retention of personnel (administration)	To improve quality and service	To increase the Fire Marshal's ability to perform inspections and investigations, through proper training and the use of updated software	Ongoing
		Operations	Public education	To Promote fire safety and awareness	To Increase fire safety and awareness in the community by distributing fire safety materials to the schools and the public	Ongoing
		Operations	Maintain and improve existing relationships	To continue to create and maintain partnerships with EMU, Washtenaw County, Parkridge Community Center, Public Safety Alliance, SPARK, and neighboring businesses.	Joint training and education with our auto-aide partners, and other county agencies.	Long Term/Ongoing
		Facilities	Provide a safe environment and to extend the life of the facilities	To improve safety and reduce long term cost	To repair the YFD & YPD parking lot and retaining wall	in progress
		Facilities	Extend the life of the current building	To promote a safe work environment and increase morale	To continue to improve, update, and make safe upgrades to the YFD building	Ongoing
		Facilities	Improve safety	To have the ability to secure the building	Update and replace exterior doors as needed	Long term
		Facilities	Improve quality and service	To increase the department's ability to train and prepare for emergencies	To establish a training facility	Long term
		Grants	Obtain AFG grants	To reduce the city's cost for firefighter gear and equipment	To apply for AFG grants during the upcoming open period (Spring)	Annually