



APPROVED

**City of Ypsilanti
City Council Goal Setting Minutes
Thursday, November 21, 2013**

6:00 – 9:00 p.m.

Spark East – 215 W. Michigan Avenue
Ypsilanti, Michigan

I. CALL TO ORDER –

The meeting was called to order at 6:15 p.m.

II. ROLL CALL –

Council Member Jefferson	Present	Council Member Robb	Present
Council Member Moeller	Absent	Council Member Vogt	Present
Council Member Murdock	Present	Mayor Schreiber	Present
Mayor Pro-Tem Richardson	Present		

Mayor Pro-Tem Richardson moved, supported by Council Member Murdock to excuse the absences. On a voice vote the motion carried.

III. INVOCATION –

The Mayor asked all to stand for a moment of silence.

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 –

Mayor Schreiber introduced City Manager Ralph Lange, City Attorney John Barr, Fiscal Services Director Marilou Uy; City Planner Teresa Gillotti, Assistant to the Manager Ericka Savage, DDA Executive Director Tim Colbeck; Public Services Director Stan Kirton, Fire Chief Max Anthouard and City Clerk Frances McMullan.

VI. AUDIENCE PARTICIPATION –

None

VII. REMARKS FROM THE MAYOR –

Mayor Schreiber spoke about the importance of goal setting. He stated that it is a time for Council and staff to have a conversation to allow Council to understand staff's challenges and offer solutions, and an opportunity for staff to give Council a different perspective on what they see as issues.

Mayor Schreiber stated that at the last regular meeting of December 3rd Council voted to change the December 17th meeting to December 18th to accommodate

Council Member Robb's request to attend the 104th birthday celebration of his grandmother. However, he said since the last meeting he discovered that the Planning Commission is scheduled to have their regular meeting on the 18th and suggested Council vote to change the meeting back to the 17th and wish Council Member Robb's grandmother a happy 104th birthday.

Mayor Pro-Tem Richardson moved, supported by Council Member Vogt to move the meeting back to the 17th.

On a roll call, the vote to move the meeting back to the 17th was as follows:

Council Member Jefferson (7:30)	Absent	Council Member Robb	No
Council Member Moeller	Absent	Council Member Vogt	Yes
Council Member Murdock	Yes	Mayor Schreiber	Yes
Mayor Pro-Tem Richardson	Yes		

VOTE:

Yes: 4 No: 1 (Robb) Absent: 2 (Jefferson, Moeller) Vote: Carried

VIII. DISCUSSION ITEMS –

A. Goal Setting Overview and Process – City Attorney John Barr

Attorney Barr gave an overview of the three types of goal setting and said one type is setting values. He said the city's three organizational values are open, transparent and accessible decision making, fiscal solvency and sustainability, and customer-friendly service.

He stated that the second type of goal setting involves the development of a mission statement which is designed to give an over-arching view of what Council wants the organization to do; and the third type is goal setting that establishes specific, measureable, attainable, realistic and time-founding objectives.

He said the goal setting session will focus on the third type and is designed to allow Council to give staff an idea of what direction to go in the upcoming year.

B. Presentation- Financial Overview – Fiscal Services Director Marilou Uy and City Manager Ralph Lange

Mr. Lange presented a PowerPoint illustration that featured the following:

1. Major Funds Overview (6 graphs)
2. Summary of backup information for Major Funds
3. Assumptions for 5 year projections
4. Overview of fund balances (unaudited)
5. City workforce and personnel levels
6. DPS Motor Pool Updates

(PowerPoint presentation on file in City Clerk's Office)

- C. Presentation- Review of FY 2013-2014 City Council Adopted Goals and Priorities -
City Attorney Barr and City Manager Lange

1. Goal Setting Outline

2014 GOAL SETTING OUTLINE

Facilitator: John M. Barr, City Attorney

Review FY 2013-2014 City Council Adopted Goals

**City of Ypsilanti: Budget Priorities for FY 2013-2014
*As Resolved by City Council on February 5, 2013***



Review FY 2013-2014 City Council Adopted Goals

The following is a list of the FY 2013-14 Goals and Priorities set by Council. Mr. Barr read each of the goals and City Council commented on each.

1. Reorganize employees
 - ✓ Restructure and re-orient the city workforce
 - ✓ Renegotiate union contracts (Tier II)
2. Manage the city's debt
3. Reduce overhead costs (reduced 50% to 30% for civilian employees)

4. Design and implement a street light assessment district
 5. Complete the City's web site, including transferring archives
 6. Audit Motor Pool funds
 7. Revitalize key vacant buildings
 8. Assess and recommend changes to garbage and recycling pick up
 9. Define levels of service and long-term funding for public transit
 10. Engage community on Master Plan process
 11. Address police and fire employee pension and health obligations to understand the cost of moving to MERS
 12. Market and develop Water Street
 13. Consider City Council committees to assist the city administration
 14. Dedicate more city revenues toward code enforcement and fire/housing inspection
 15. Use Energy Efficiency Fund to convert lighting to LED
 16. Implement the recommendations in the City Non-Motorized and Climate Action Plans
 17. Evaluate merging the public housing agencies of Ypsilanti and Ann Arbor
 18. Explore opportunities for local investing
 19. Continue efforts to bring rail to Ypsilanti
 20. Develop legal action plan to ensure the envelope of the Thompson Building is met on time
1. The city is reorganizing its employees in such a way that the new organization considers both cost savings for the city and how it will improve customer service for the individuals that come in contact with the city.
 - a. Restructuring and re-orienting the city workforce. City employees are being strongly encouraged to become more valuable to the city. We will begin immediately to start cross training city employees to do multiple jobs. ***(Has been accomplished and is on-going.)***
 - b. Re-negotiate all union contracts so that all new city employees hired after either July 2, 2012 or January 1, 2013, will be placed within a comprehensive and parallel tier two benefit package. New non-union employees will be included in this two tier benefit package. ***(Has been accomplished.)***
 - c. The city staff is working to find opportunities for joint ventures that benefit both parties within and outside the city's operations that will save the city money. ***(City has achieved several opportunities, the biggest of which is in process – joint policing with EMU.)***
 - d. In order to provide better quality services for the citizens of the City of Ypsilanti, we are in the process of hiring an additional eight full-time employees and two part-time employees. ***(City has hired two full-time employees and in process of hiring the balance.)***
 - e. Making sure that each employees is being utilized to their highest and best level of productivity for the benefit of the city. ***(This is an on-going effort.)***
 2. Continue to take steps to manage the city's debt as cost effectively as possible. ***(Refer to Mr. Lange's accomplishments for areas in which this has been accomplished)***

3. Reduce overhead costs for all city operations by selling excess city property. ***(City has not accomplished this, but will accomplish in 2014.)***
4. Design and implement street light assessment district including consideration of capital improvement. ***(Street lighting assessing district accomplished but for capital conversion of street lights only.)***
5. Complete the City's website as described to Council by City Staff in 2011 including transferring all archival information found on the previous version of the website to the new version. ***(This has been completed by all departments except for the City Clerk's office.)***
6. Audit Motor pool Funds and provide recommendations for appropriate funding and equipment replacement levels. ***(Not done – will be done in 2014.)***
7. Refocus efforts on revitalizing key vacant buildings (The Train Depot, Smith Furniture, Thompson Building, Pub 13 for example). ***(Ongoing effort – working on this and making some headway.)***
8. Provide assessment and recommendation for changes to garbage and recycling pick-up that reduces costs, maintains services and emphasizes waste reduction. ***(Not completed this year but is on top of agenda for 2014.)***
9. Continue to work toward defining appropriate levels of service and long-term funding for public transportation. ***(Accomplished – becoming a member of AAATA.)***
10. Engage community in work on Master Plan process. ***(Accomplished)***
11. Develop and implement a set of strategies to address the police and fire employee pension and health obligations including the completion of a study of the Fire & Police pension to understand the cost of moving to MERS. ***(The new POAM and COAM contracts address this to some degree with Tier II approach. Not complete yet.)***
12. Develop a strategy for the marketing and development of the Water Street redevelopment area to include, but not limited to, finding a single developer, revisiting rezoning, and exploring extraordinary incentives required to attract preferred developers. ***(Teresa Gillotti and City Manager are working hard on this and hope to have results shortly.)***
13. Consider potential for city council committees to assist the city administration in achieving desired city council goals. ***(None at this point. On 11/19/2013 it was suggested to have work sessions for policy based presentations)***
14. Find ways to dedicate more city revenues toward code enforcement and fire/housing inspection. ***(This has been done through new contracts, contracts with Fire, and consolidation and cooperation with Bldg Dept, Planning and Parking Meters Readers working with code enforcement. Made part-time code enforcement officer full-time.)***

15. Use Energy Efficiency Fund to convert lighting to LED and implement other energy efficiency improvements in City Hall. ***(Not done this past year but all set for beginning of 2014.)***
16. Pursue implementation of recommendations in the City's Non-Motorized and Climate Action Plans

Non-Motorized plan

- Increase in on-street bicycle network (Michigan Avenue bike lanes)
- Additional sidewalk links added through site plan review at Mansfield (industrial park), at former Pinter's on Washtenaw Ave, with more expected early 2014.
- Revision to snow ordinance forthcoming to meet goal of improved winter maintenance of sidewalk
- Expected installation of 20 bike racks through DDA program in downtown districts (also climate goal)
- Car sharing program started in downtown (also climate goal)

Climate Action Plan

- Successful conversion of street light to LED
 - Interior light conversions to more energy-efficient fixtures (confirm this was done with Stan)
 - 1,000 solar rooftop initiative – move to add more solar to residential and commercial location within the city
 - New Master plan reflects several of the land use recommendations in CAP.
17. Undertake evaluation of merging the public housing agencies of the City of Ypsilanti and City of Ann Arbor. ***(Not pursued.)***
 18. Explore opportunities for Local Investing. ***(Not accomplished.)***
 19. Continue efforts to bring rail to Ypsilanti and plan for the train depot/platform and other improvements necessary to support its arrival. ***(City Manager has worked very hard on this issue – MItrain exhibit and SEMCOG board meeting was very positive. Will continue to work on this.)***
 20. Develop a legal action plan to ensure the court order for the completion of the envelope of the Thompson Building is met on time. ***(Not done but in process for next 18 month period.)***

Council stated that in the future they would like an explanation for all items that state not done or not accomplished yet.

Below is a list of goals submitted by the Mayor and Council Members:

Mayor Paul Schreiber

1. Five year budget projections and options for balancing the budget
2. Delivery of policy, fire, DPS, and administrative services over the next five years without burnout
3. Motor pool 5 year plan
4. Road bond completion in 2019 and options for asking voters to extend it or ask voters to approve a millage for the Water Street bond
5. Collaborations with Eastern Michigan University and Ypsilanti Township

Mayor Pro Tem Lois Richardson

1. Balanced budget
2. Water St. Development river's edge
3. Water St.
4. Renewed Town and Gown
5. Fire and police services maintained with increased community policing a priority.

Ricky Jefferson, Councilmember

1. Establish ordinance and/or policy to allow food trucks
2. Develop a contest for the promotion of new business development

Daniel Vogt, Councilmember

1. Balance budget
2. Economic development planning
3. Water Street Development
4. Evaluate consolidation of police and fire services with neighbor municipalities
5. GET FREIGHTHOUSE FUNCTIONAL AND OPEN

Pete Murdock, Councilmember

1. Fiscal Stability and Deficit Reduction
2. Economic Development
3. Public Safety
4. Transportation
5. Sustainability

After discussion, City Council listed the following goals as priorities for FY 2014-15.

Proposed 2014-2015 City Council Goals and Priorities

1. Manage the city's debt
2. Reduce overtime costs (reduced 50% to 30% for civilian employees)
3. Complete the City's web site, including transferring archives
4. Audit Motor Pool funds
5. Revitalize key vacant buildings
6. Assess and recommend changes to garbage and recycling pick up
7. Address police and fire employee pension and health obligations to understand the cost of moving to MERS
8. Market and develop Water Street
9. Consider City Council committees to assist the city administration
10. Dedicate more city revenues toward code enforcement and fire/housing inspection
11. Use Energy Efficiency Fund to convert lighting to LED
12. Implement the recommendations in the City Non-Motorized and Climate Action Plans
13. Explore opportunities for local investing
14. Continue efforts to bring rail to Ypsilanti
15. Develop legal action plan to ensure the envelope of the Thompson Building is met on time

Council agreed to continue the discussion at the next Goal Setting meeting of December 10, 2013.

IX. AUDIENCE PARTICIPATION –

X. REMARKS FROM THE MAYOR –

XI. ADJOURNMENT –

Council Member Jefferson moved, supported by Council Member Vogt to adjourn the meeting. On a voice vote the motion carried and the meeting adjourned at 8:56 p.m.