

1. City Council Goal Setting Meeting Agenda

Documents: [12-10-13 GOAL SETTING AGENDA.PDF](#)

2. City Council Goal Setting Meeting Packet

Documents: [12-10-13 GOAL SETTING PACKET.PDF](#)



**City of Ypsilanti
City Council Goal Setting Agenda**

Tuesday, December 10, 2013

6:00 – 9:00 p.m.

Spark East – 215 W. Michigan Avenue
Ypsilanti, Michigan

I. CALL TO ORDER –

II. ROLL CALL –

III. INVOCATION –

IV. PLEDGE OF ALLEGIANCE –

V. INTRODUCTIONS –

VI. AUDIENCE PARTICIPATION –

VII. REMARKS FROM THE MAYOR –

VIII. DISCUSSION ITEMS –

A. Goal Setting Review – City Attorney Barr

B. Establishing City Council Goals & Priorities for FY 2014-2015

IX. AUDIENCE PARTICIPATION –

X. REMARKS FROM THE MAYOR –

XI. ADJOURNMENT –



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- VIII. **DISCUSSION ITEMS** –
 - A. Goal Setting Review – City Attorney Barr
 - B. Establishing City Council Goals & Priorities for FY 2014-2015
- IX. **AUDIENCE PARTICIPATION** –
- X. **REMARKS FROM THE MAYOR** –
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CITY OF YPSILANTI

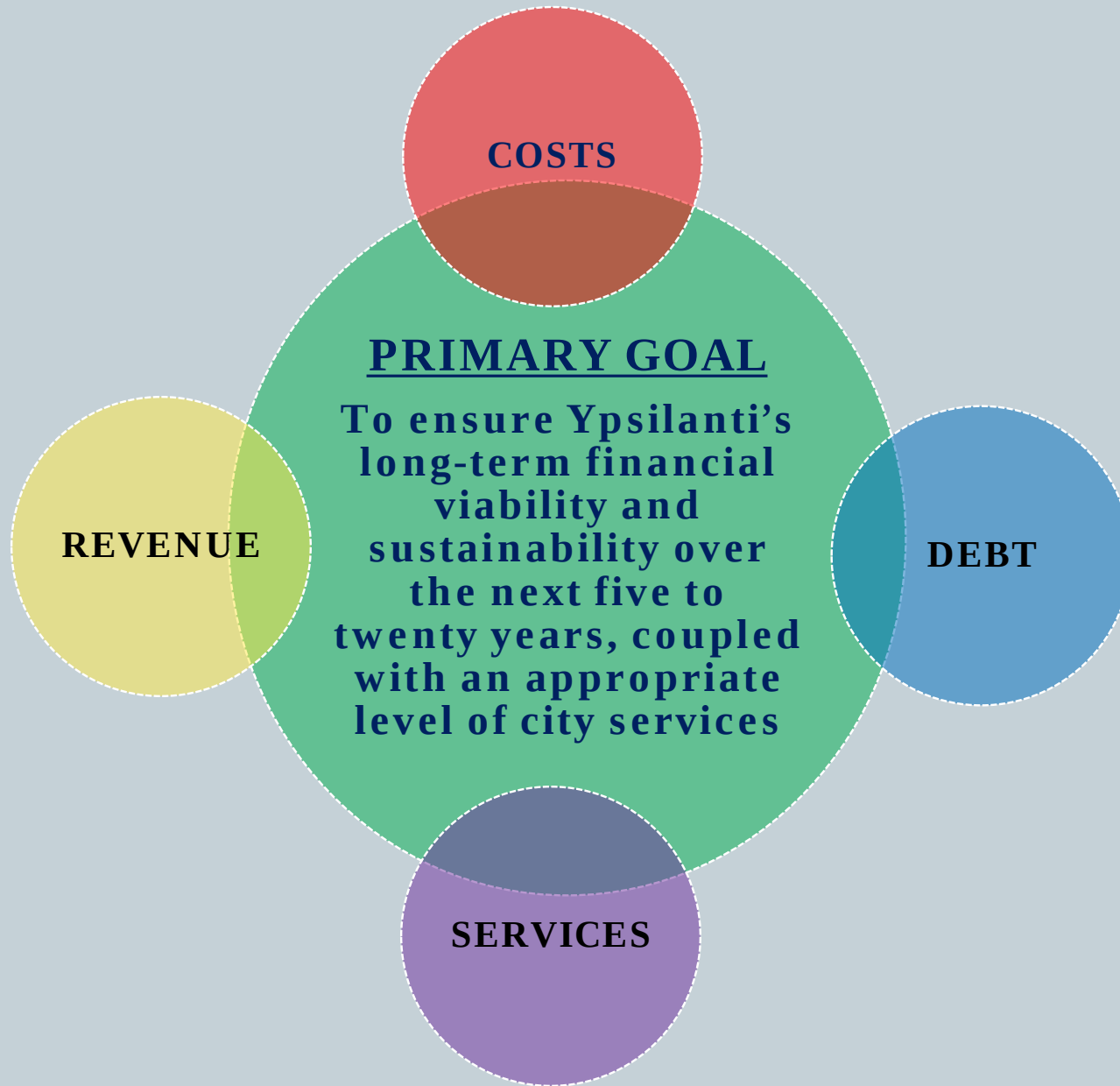
2014 GOAL SETTING SESSION

November 21, 2013

December 10, 2013

City of Ypsilanti: Budget Priorities for FY 2013-2014

As Resolved by City Council on February 5, 2013



City of Ypsilanti: Goals

As Resolved by City Council on February 5, 2013



- ~~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

City of Ypsilanti: Goals (continued)

As Resolved by City Council on February 5, 2013



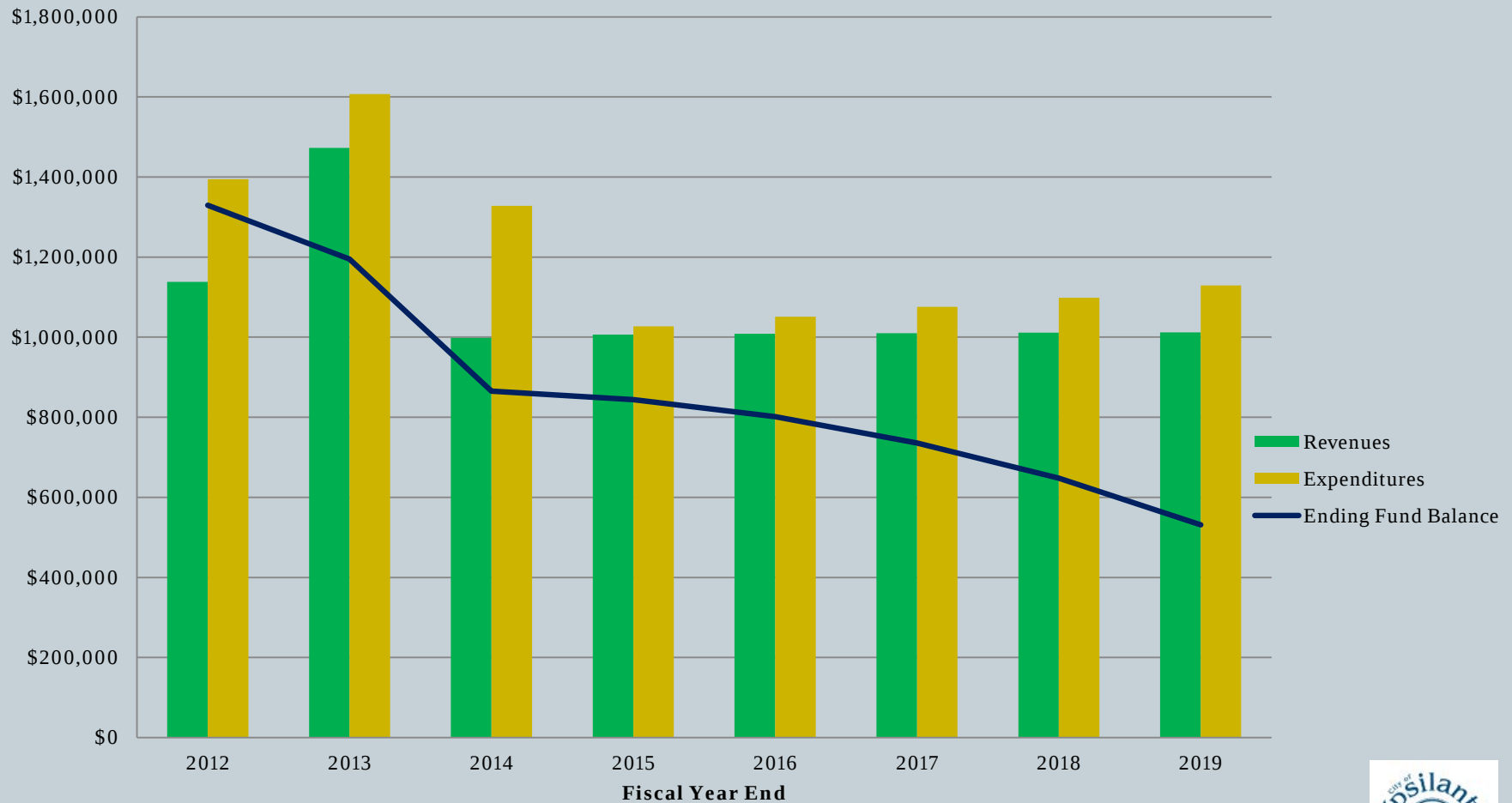
11. Address police and fire employee pension and health obligations to understand the cost of moving to MERS
12. Market and develop Water Street
13. Consider City Council committees to assist the city administration
14. Dedicate more city revenues toward code enforcement and fire/housing inspection
15. 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

General Fund Revenues, Expenditures and Fund Balance



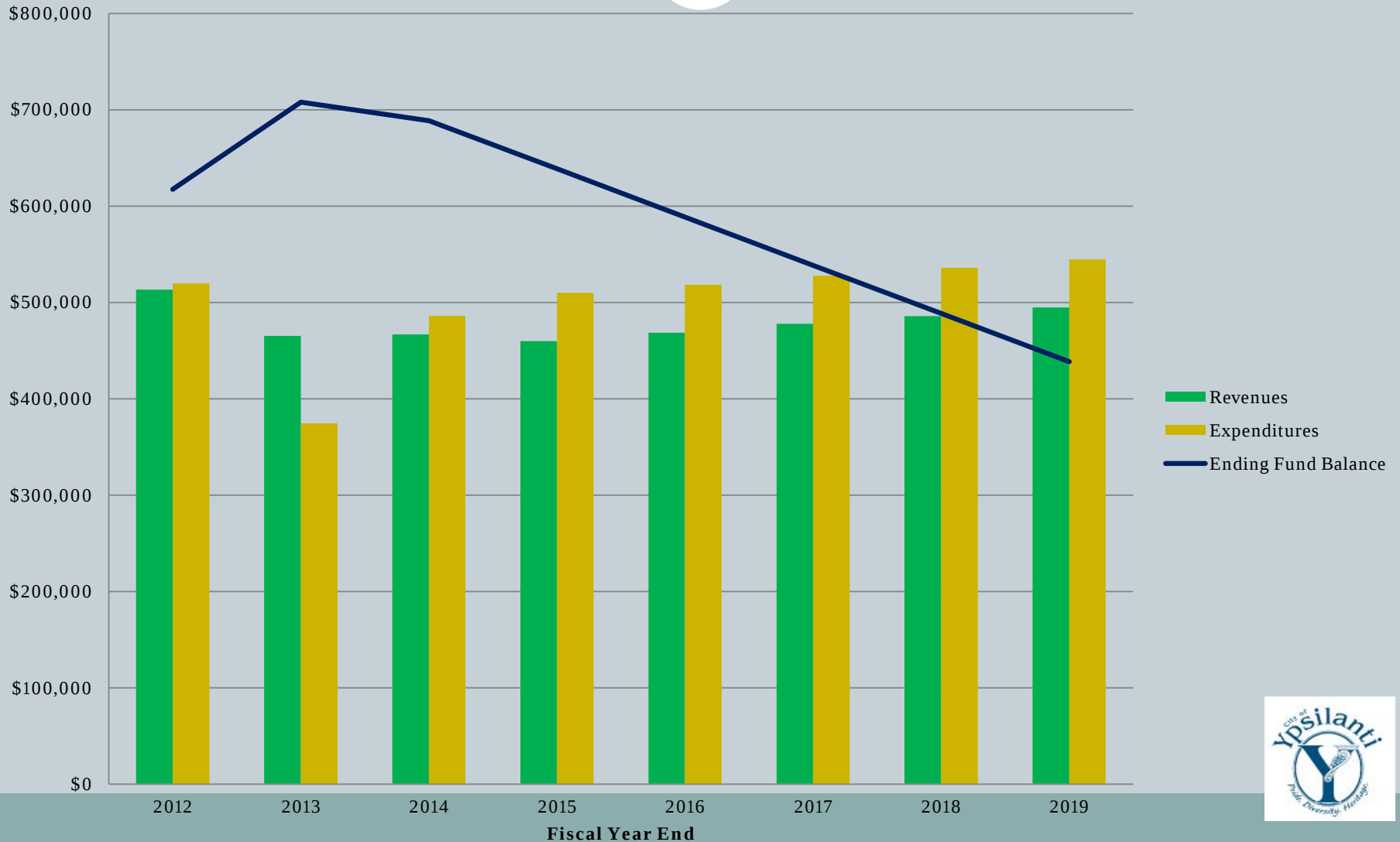
Major Streets Fund

Revenues, Expenditures and Fund Balance



Local Streets Fund

Revenues, Expenditures and Fund Balance



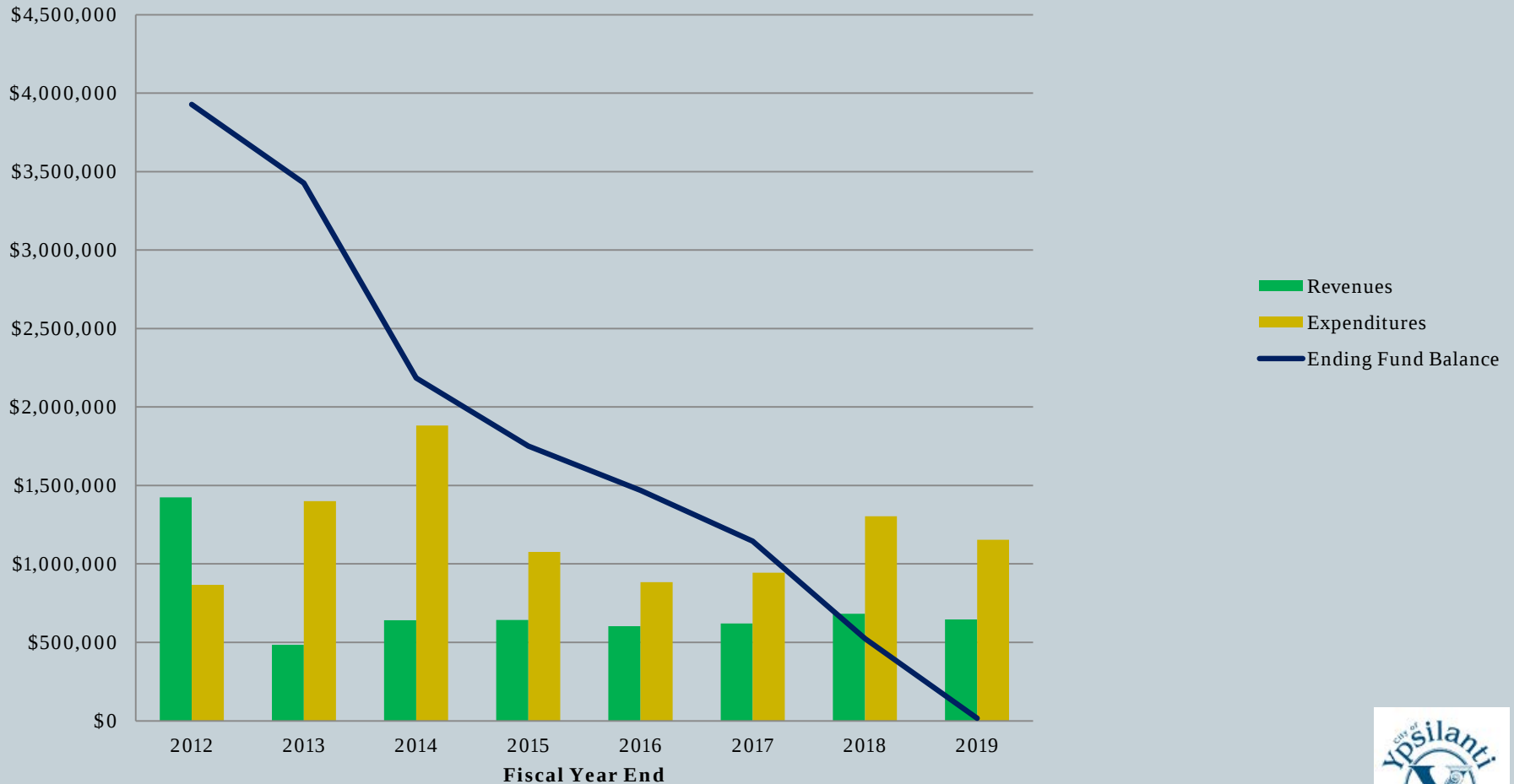
Garbage Fund

Revenues, Expenditures and Fund Balance

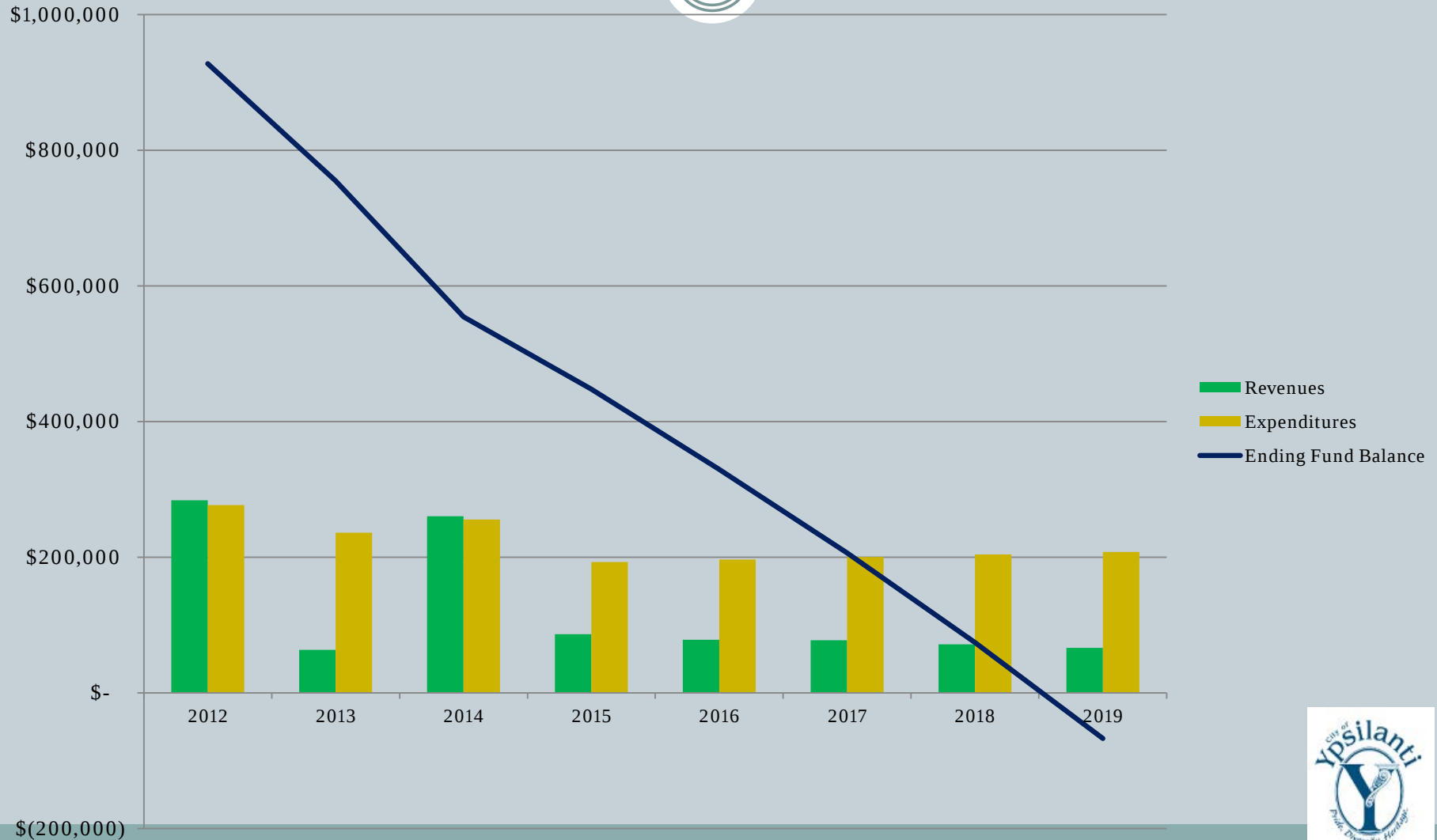


Motor Pool Fund

Revenues, Expenditures and Fund Balance



Worker's Compensation Fund Revenues, Expenditures and Fund Balance



CITY COUNCIL PROPOSED GOALS FY 2014-15

(Carry forward from FY 2013-2014)

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CITY COUNCIL PROPOSED GOALS FY 2014-15

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Proposed City Council Goals 2014-2015



1. (Mayor, Murdock) City Manager continue 5 year budget projections; including Motor Pool audit
2. (Mayor) Reduce overtime
3. (Mayor) Road strategy for when the millage sunsets; what options do we have for revenue
4. (Mayor & Mayor Pro Tem) Explore continued collaborations and relationship building with EMU; including policy initiatives (e.g., cameras), renewing Town & Gown, etc...
5. (Mayor) Respectful proceedings and treatment of staff
6. (Mayor Pro Tem, Vogt) Balanced budget while maintaining quality services for residents

Proposed City Council Goals 2014-2015



7. (Mayor Pro Tem) Focus development opportunities along the river
8. (Mayor Pro Tem, Vogt) Focus Water Street development
9. (Mayor Pro Tem) Fire and Police services need to be maintained with an increase in community policing
10. (Mayor Pro Tem; Jefferson) Explore Placemaking opportunities; Explore food trucks; Research how food trucks are working in other communities
11. (Vogt) Get the Freighthouse functional and open
12. (Jefferson) Rewarding innovative business ideas through economic development and/or DDA programming
13. (Murdock) [PROVIDED AN ATTACHMENT]



Review FY 2013-2014 City Council Adopted Goals

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. ***Please see attached RAL accomplishments.***
 - 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. ***Please see attached RAL accomplishments***
 - 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. ***We have 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. ***We have 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. ***Please see RAL accomplishments.***
3. Reduce overhead costs for all city operations by selling excess city property. ***This is an ongoing effort, but we plan to continue to accomplish this goal in 2014.***
4. Design and implement street light assessment district including consideration of capital improvement. ***We did accomplish street lighting assessing district 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 Motorpool 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. ***Research and assessments began in October. We hope our recommendations completed in early 2014.***
9. Continue to work toward defining appropriate levels of service and long-term funding for public transportation. ***Accomplished – becoming a member of AATA.***
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. ***This is an ongoing effort, however the new POAM and COAM contracts address this to some degree with Tier II approach.***
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. ***City staff is working hard on this and we 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. ***This is an ongoing effort. DPS has begun the process of installing LED lights to replace fluorescent lighting in City Hall. We will continue with improvements in 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. ***This was not pursued in 2013; we will begin discussions in 2014.***
18. Explore opportunities for Local Investing. ***This is an ongoing effort; we learned many great ideas at the 2013 MML conference***
19. Continue efforts to bring rail to Ypsilanti and plan for the train depot/platform and other improvements necessary to support its arrival. ***Worked very hard on this issue – MItrain exhibit and SEMCOG board meeting was very positive and we 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. ***It is on ongoing effort to eliminate the nuisance association with the Thompson Block, however a complete legal plan is in process for next 18 month period.***

Departmental Goals

1. City Manager's Office/Human Resources

• 2013-14 Major Accomplishments

- ☐ *City Manager-* See attached RAL accomplishments
- ☐ *Human Resources -* Getting all our retirees who have Medicare A & B to go on the Blue Cross Blue Shield Medicare Advantage Program
- ☐ *Human Resources -* The completion of the AFSCME and Fire Contracts
- ☐ *Human Resources -* Offering employees the MERS 457 Deferred Comp



- **2014-2015 Goals**

- ☐ *Human Resources*- An updated online application
- ☐ *Human Resources*- A new employee evaluation program
- ☐ *Human Resources*- Create an Employee Handbook for both Union & Non-Union Employees
- ☐ *City Manager*- Continue to work on reducing the cost to provide city services to the point that the budget is balanced or very close.
- ☐ *City Manager*- Work to achieve a full-time city workforce of 87, of which, 47 would be sworn police officers or certified firefighters/EMT's.
 - ☐ Negotiate a one year extension on POAM contract and three year extension of the COAM contract by June 30, 2014.
- ☐ *City Manager*- Carry out most of the accommodations of the assessment of the Motor Pool Report.
- ☐ *City Manager*- Work to get the Garbage Fund to be operated without a subsidy from the Motor Pool Fund/or General Fund.
 - ☐ Negotiate a new garbage collection contract that will cost the city less than the current contract for the same or better services.
- ☐ *City Manager*- Work with Teresa Gillotti and developers to continue to attract high quality private development and investment to Water Street; the Angstrom-USA and other available properties in the city.
 - ☐ Help get border to border trail and bridge projects completed.
 - ☐ Help get proposed recreation center to the point of construction plans ready by December 31, 2014.

2. City Clerk (Treasury, AHB)

- **2013-2014 Major Accomplishments**

- ☐ Successful consolidation of Clerk/Treasury Departments
- ☐ Fully staffed department working as a cohesive team
- ☐ Established good working relationship with E.M.U. Student Government
- ☐ Clerk nominated and placed 2nd for Gold Medallion Award by E.M.U. Division of Academic and Student Affairs for Outstanding Service by a Person/Group external to the University.
- ☐ Educated E.M.U. Upward Bound students on local government and the importance of taking an active role in the community

- **2014-2015 Goals**

- ☐ Become City's lead website contact
- ☐ Improve electronic file retention system internally through OnBase, and publically through City's website
- ☐ Work with City Council to develop an electronic file retention policy to govern how many years of information will be displayed on the website



- ☐ Upgrade voter master card system
- ☐ Continue to facilitate and explore ways to streamline AHB processes and tracking system
- ☐ Implement City-wide phone tree system
- ☐ Continue cross-training of Clerk/Treasury employees
- ☐ Conduct 2014 Elections accurately and professionally utilizing highly trained department staff and election inspectors.

3. Community Development (Planning, Economic Development, Planning, Building Department, Historic District)

• 2013-2014 Major Accomplishments

Building Department- Ordinance changes recommended for 2013

- ☐ New noticing procedures on grass/weed abatements. Changes would include a single annual warning and a citation for each abatement. Current policy is a warning for each abatement. (Requires policy change) ***New policy draft included in Nov. 19 council packet.***
- ☐ New noticing procedures for snow removal. This will shorten the window for abatement that is currently a minimum 3 days. The ultimate goal is faster compliance window so pedestrian routes are passable during winter. (Requires ordinance change) ***New policy/ordinance draft included in Nov. 19 council packet.***
- ☐ Update Property Maintenance Code from 2006 to 2009. Changes to the code include increased security requirements and clearer definitions on violations. (Requires ordinance change) ***Revisions being made and updated to 2012 Code. Expected to be presented to council in early 2014***

Building/Code Enforcement priorities

- ☐ Increased enforcement on downtown violations, (w/addition of Parking Officers), such as:
 - o Graffiti – ***ongoing, primarily seasonal***
 - o Paper boxes - ***ongoing, primarily seasonal***
 - o Flyers affixed to light poles and trees - ***ongoing***
 - o Signs, (sidewalk and banners, possibly window over-signage) - ***ongoing***
 - o Tighter enforcement on sidewalk café encroachments - ***completed***
 - ☐ Trip hazard violations on public sidewalks in DDA districts ***Ongoing work to continue in 2014.***
 - ☐ Continued participation in County Green Rental Housing planning process in conjunction with EMU, U of M and the City of Ann Arbor. ***Ongoing work to continue in 2014.***
 - ☐ With addition of increased Code Enforcement hours (24 to 40 hrs), in residential districts, focus on:
 - o Dead vehicles through AHB citations - ***ongoing***
 - o Exterior maintenance, i.e., scattered debris, trash and general litter - ***ongoing***



- Focus on dilapidated accessory structures, (fences, garages and sheds) – **ongoing**

Code Enforcement/Blight

- Dangerous buildings ordinance process, in collaboration with building and fire departments – **ongoing for 2014**
- Continuation of Tax Foreclosure Open House in collaboration with Washtenaw County Treasurer's Office – **Successful open house in 2013. Process to continue in 2014.**
- Update of medical marijuana dispensary/grow facility approval/renewal policy with clerk, police, building, fire and legal departments – **application form has been updated by the clerk's office.**
- Reprioritize zoning enforcement list for 2013 - **ongoing**

Planning and Development Priorities for 2013- Projects

- Analysis/lobbying for Wolverine Stop in addition to Commuter Rail – **received word that Wolverine stop only possible if number of trains increases to a level where it could potentially be included in a shorter route/non-express service. Work on-going in 2014.**
- Water Street projects/marketing efforts/completion of tree nursery/trail projects in collaboration with County parks and DPS
 - **Increased marketing efforts, in particular around recruitment of a grocery store. Work to continue in 2014. Tree nursery grant will close at the end of 2013. More than 500 trees have been planted.**
- Industrial Corridor project with Angstrom. **Work to continue in 2014.**
- Consider property listing/RFP for redevelopment/reuse of former Boys and Girls Club. **Property is listed and inquiries are being fielded by Swisher Realty**
- Promote use of business section of website and permit center:
www.cityofypsilanti.com/permits
 - **Staff utilizing quick links in correspondence as well as with incoming calls.**
- Placemaking projects:
 - Additional marketing of Live Ypsi program with EMU. **Ongoing.**
 - 5th Annual Ypsilanti Open House – **Successfully held on Oct. 5, 2013**
 - Consideration of food carts/trucks in conjunction with DDA – **Food carts/trucks to be considered as part of zoning ordinance revision.**
 - Continue work on Washtenaw/Cross pedestrian crossing issues with partners – **MDOT has approved conceptual plan for mid-block crossing with HAWK. Bridge and non-motorized path along Water Street scheduled for construction in spring 2014.**
 - Complete MOU with Washtenaw Community College for operation of Parkridge Community Center – **MOU executed and in place through end of 2014.**
 - Continue work with Friends of the Freighthouse on efforts to reopen - **Council approved extension of agreement with FOYF.**

• **FY 2014-2015 Goals**



- ☐ Economic Development priorities
- ☐ Water Street, Angstrom, Boys and Girls Club, as well as underutilized facilities
- ☐ Zoning Ordinance Revision
- ☐ Capital Improvements Plan
- ☐ Water Street infrastructure plan and Brownfield TIF plan revision and adoption
- ☐ Water Street Bridge and Trail project
- ☐ Redevelopment Ready Recertification
- ☐ Ongoing Code Enforcement Priorities

4. Downtown Development Authority (See Attached)

5. Department of Public Services (DPS)

• 2013-2014 Major Accomplishments

- ☐ Replaced DPS Garage Roof
- ☐ DPS Signal/Parks Building Repairs
- ☐ Street Sweeping Containment Area
- ☐ Gas Tank Well Repair – Police/Fire
- ☐ LED Streetlight Upgrades
- ☐ Applied for and Received \$3,000 Tree Planting Grant
- ☐ Senior Center Kitchen Design Completed
- ☐ \$94,000 worth of ADA Ramps
- ☐ MDOT Drain Repair on Michigan Ave Bridge
- ☐ Worked with City Manager's Office & Police Department to Revamp the Special Events Program
- ☐ Continue to Repair & Provide Maintenance of Police Vehicles
- ☐ Grove Street Project
- ☐ W. Cross Street Project
- ☐ Safety Improvements at Recreation, Prospect, Parkridge and Candy Cane Playgrounds
- ☐ Pilot Program Converting T12 Fluorescent Lights to Led
- ☐ Established a Program to Recycle Small Electronic Appliances with Vintage Tech

• 2014-2015 Goals

- ☐ Work with Washtenaw County to Have Windows 7 Installed
- ☐ Purchase DPS Emergency Generator
- ☐ Install DPS Dumpster Pad
- ☐ Plant Approximately 21 Trees thru DTE Grant
- ☐ Senior Center Renovation
- ☐ Continue Working on CDBG Ramp Renovations
- ☐ Safety Improvement to the Charles, Mattingly and Hefley Playgrounds
- ☐ Complete Conversion of T12 Light Fixtures to LED in City Buildings
- ☐ Address the Solid Waste Deficit



- ☐ Sell Surplus DPS Vehicles & Equipment
- ☐ Tree Stump Removal
- ☐ Continue with Tree Removal
- ☐ Clean Storm Drains in Area 1
- ☐ Install Two Traffic Signal Controllers

6. Fiscal Services

• 2013-2014 Major Accomplishments

- ☐ The City received the GFOA Certificate of Achievement for Excellence in Financial Reporting for its FY 2011-12 Comprehensive Annual Financial Report (CAFR)
- ☐ Solicited proposal for professional services to conduct audit
- ☐ Solicited proposal for professional services to conduct Other Post Employment Benefit actuarial valuation (OPEB)
- ☐ Assisted the City Manager and Human Resources Departments by providing analysis in the collective bargaining agreement negotiation
- ☐ Assisted the Human Services Department in determining the employees health care cost share by providing analysis of health care cost compared with State of Michigan hard cap and 20% of health care costs
- ☐ Trained new Accountant and new Finance Generalist in their duties and responsibilities
- ☐ Cross trained staff resulting in improved efficiency and customer service.
- ☐ Decreased interest expenses by refunding the 2003 General Obligation bonds with a cumulative savings of \$316,000 over the remaining life of the bonds of 6 years
- ☐ Assisted the contractor by providing data for the audit of the Motorpool funds' equipment and reviewed the draft report.
- ☐ Chatham Capital was issued an order of dismissal from the Michigan Tax Tribunal, after testimony by the Assessing Administration. The Chatham Capital case consisted of tax years 2006 – 2010.
- ☐ Implemented the Property Transfer Affidavit penalty fee for late filings, to ensure current and up-to-date information in the assessing database.

• 2014-2015 Goals

- ☐ Apply for the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers' Association for the City's FY 2012-13 Comprehensive Annual Financial report
- ☐ Strive to maintain and achieve the City Council goal of long-term financial viability and sustainability by maintaining unassigned fund balance equal to more than 10% of yearly operating expenditures
- ☐ Ensure fiscal integrity by monitoring revenues and expenditures and administering the budget adopted by the City Council
- ☐ Continue assessment of the internal control and improve efficiency and customer service



- ☐ Continue cross-training staff to provide assistance and back up coverage in daily operation
- ☐ Continue implementation of green initiatives to reduce the amount of documents printed and storage by using the document management system for retention of accounts payable records
- ☐ Continue to implement the Property Transfer Affidavit penalty fee for late filings, to ensure current and up to date information in the assessing database.

7. Fire Department

• 2013-2014 Major Accomplishments

- ☐ Standard Operating Guidelines, Rules and Policies were entirely rewritten to comply with new regulations.
- ☐ Partnering programs:
 - - Monthly car seat safety inspections in collaboration with U of M were scheduled the first Monday of every month at the fire station.
 - Blood drive in collaboration with the Red Cross is set three times a year.
 - Fundraising for our fire prevention fund program was established with Fire Safety Service, Inc. We received \$2,093 in fire prevention material this year.
- ☐ Promotions:
 - 2 personnel were promoted to the rank of Lieutenant. 1 personnel was promoted to Captain.
 - 2 personnel took the Fire Inspection I and Plan reviewer class.
- ☐ Contract agreement was ratified.

• 2014-15 Goals

The Fire Department has recently entered into a transition period. During this period the Standard Operating Guidelines, Rules and Policies were entirely rewritten. With the promotion of three officers, steps are being implemented to create the necessary structure to achieve our long term goals (2-3 years).

Suppression:

- ☐ Upgrade our box alarm system to an automatic aid for structure fires in order to improve mutual-aid unit response times.
- ☐ Replacing E-1 with a new unit will give us the option of running two engines most of the time. This will decrease the maintenance cost of the tower and increase its life.
- ☐ Send one officer to become a certified EMS instructor to provide personnel with mandatory training.
- ☐ Send two personnel to fire investigator class.
- ☐ Continue to look at merger or regionalization options.

Prevention:



- ☐ Creation and implementation of a strong fire prevention program to reduce fire loss in the community. The goal is to have fire suppression personnel running daily inspections.
- ☐ Restructure the City's emergency response plan in collaboration with YPD and DPS to address large-scale events.

Administration:

- ☐ Staff our shifts with 5 personnel to decrease overtime.
- ☐ Implement fire safety inspection fees.
- ☐ Improve cost recovery.
- ☐ Continue to seek and follow up on grant opportunities.
- ☐ Investigate the cost/benefits of hiring a part-time secretary or administrative assistant to improve cost recovery and manage billing and grants.
- ☐ Restructure the daily work schedule of fire suppression personnel to focus on training, inspections and specialty activities assigned to each personnel.

8. Police Department

• 2013-14 Major Accomplishments

- ☐ **Goal 1-** Continue to move forward with the Public Safety Initiative that will involve many layers of development, training and transition.
- ☐ **Result:** After study and consideration this initiative was discontinued at this time.

- ☐ **Goal 2-** Increase department personnel.
- ☐ **Result:** The department has hired two officers and has two others currently in the final stages of processing. The current pool of applicants has been exhausted and posting for the additional positions will be done soon.

- ☐ **Goal 3-** At this time the police department's goal is to stabilize personnel and to be able to provide core services.
- ☐ **Result:** Again the department is in the hiring mode and working to fulfill this goal.

- ☐ **Goal 4-** Continue to explore grant opportunities and intergovernmental collaborations.
- ☐ **Result:** We continue to work with our law enforcement partners to explore ways to share resources. This year we successfully joined with the Pittsfield Township Police Department in a collaborative effort to share K-9 program costs. The program is relatively new but it appears that all parties are satisfied at this time.
 - An EVIP grant was developed between the City of Ypsilanti, Pittsfield Twsp, Saline and Milan proposing the addition of K-9 resources that would be shared between the listed agencies. Unfortunately the State of Michigan did not approve the funding.
 - A grant was submitted to the Department of Justice for the funding for one school resource officer. We were not awarded funding in the first round and nothing has



been communicated to us since after the government shutdown. It is unlikely that we will receive funding for this project.

- A grant was submitted to the Department of Justice – Bulletproof Grant Program. We did receive a grant that will cover half of the purchase costs of the next ten bullet resistant vests that we purchase.
- A grant was submitted to the State of Michigan for the purchase of Preliminary Breath Testers. The awards for this grant have not been announced yet.

- **Goal 5-**Implement an electronic warrant system that would submit documents to the Prosecutors Office. This would reduce the many staff hours spent by the court officer at the Prosecutors Office and be much more efficient.
- **Result:** The original program developed for this project was rolled out by the Prosecutors Office and it was very labor intensive. We were one of only three agencies in the county to start to use this system. After constant dialog with the Prosecutors Office we were able to convince them that the system was inefficient. They have since instituted a different electronic method of submission that works much more efficiently. It has just been started and we are currently training our personnel.

- **2014-2015 Goals**

- 1- Personnel Issues:**

- Continue to move forward with hiring process to reach full staffing.
 - Select and implement the DDA Officer Position.
 - Restructure the Department for greater efficiency.
 - Reduction of overtime.

- 2- Community Policing:**

- Rejuvenate participation in CoPAC
 - Increase the participation of the VSC
 - Explore the possibility of a Reserve Police Unit
 - Re-establish the Citizens Police Academy

- 3- Collaboration:**

- Continue to explore resource sharing with Eastern Michigan University
 - Maintain participation in countywide initiatives and explore the possibility of participating in a regional Accident Investigation Team and Dive Team.

- 4- Internal Review:**

- Revision and update of the policy manual and conversion to a Book of General Orders.
 - Review and streamlining of Administrative Reports and processes for increased efficiency and removal of duplication of work.

- 5- Technology:**

- Develop an on-line reporting system for certain types of reports.



- ☐ The current in-car camera system and storage/review equipment has reached its end of life and components are no longer available. The system needs to be updated soon in order to keep this important program functional.
- ☐ Explore the options for bar coding evidence.

6- Equipment:

- ☐ Patrol Rifle Lights need to be replaced.
- ☐ Speed Measuring Devices need to be replaced.

7- Building Issues:

- ☐ The property room is overcrowded. A moveable shelving system needs to be installed to maximize space.
- ☐ There are multiple areas where structural concerns have become very noticeable these issues need to be studied and possibly repaired.
- ☐ There are doors that need to be replaced and paint is needed throughout the station.

8- Funding/Grants:

- ☐ Continue to explore grant opportunities and look to other possible sources of funding.

Councilmember Goals- each CM was requested to provide 5 goals for FY 2014-2015

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. Placemaking: Renewed Town and Gown
5. Fire and police services maintained with increased community policing a priority.

Ricky Jefferson, Councilmember

1. Placemaking: Explore food trucks; Research how food trucks are working in other communities
2. Rewarding innovative business ideas through economic development and/or DDA programming
- 3.
- 4.

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

Susan Moeller, Councilmember

- 1.
- 2.
- 3.
- 4.
- 5.

Brian Robb, Councilmember

- 1.
- 2.
- 3.
- 4.
- 5.

Pete Murdock, Councilmember

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

Murdock Attachment

Fiscal Stability and Deficit Reduction

- Continue five year deficit reduction and solvency planning
- Explore Pension options and Conversion to defined contribution plans
- Freeze or reduce Police and Fire Pension Millage
- Limit Increases to Health Care Benefits to no more than Taxable Value Increases
- Overhaul Motor Pool and Recalculate Rental Fees and Replacement Schedules
- Continue Street Light Conversion and other Energy Efficiency Projects
- Continue to explore opportunities to co-operate with other organizations to improve public service
- Balance the Solid Waste Fund

Economic Development

- Continue to Aggressively Market Water Street
- Complete the Zoning Ordinance to include flexible and adaptable Employment and Development Zones or targets such as , Water Street, Boys and Girls Club, old Motor Wheel and Ford Motor Co Property, City Hall



infill, Smith Furniture, Washington Street Lot, Abe's Block, Pub 13 Block, Depot and Freight House, Peninsular Paper Dam

- Expand Job Creation focus to include jobs and the skills necessary for Ypsilanti residents that are not entrepreneurs
- Complete a Storm Water Management Plan
- Complete a Capital Improvement Plan
- Apply for Transportation Alternative Project (TAP) grant for Traffic Calming, Bike Paths and ADA Ramps for Huron, Hamilton and Washtenaw
- Complete a Depot DDA TIF Plan that focuses on the Commuter Train arrival and other Public capital projects (lighting conversion, bridge replacement, modifying and resurfacing parking lots, etc)
- Finalize a plan for funding and opening the Freight House as a large public event space and train station
- Continue support of Aerotropolis
- Develop Local Investment and Buy Local Policies

Public Safety

- Fully staff Police and Fire Departments per budget
- Reinvigorate Community Policing
- Explore opportunities to improve police and fire service through co-operative arrangements
- Improve Code Enforcement
- Improve timely maintenance of city's public assets – Clean and pretty community

Transportation

- Support the Five Year expanded service plan and funding for AAATA
- Continue the implementation of the recommendations of the Non-Motorized Plan
- Apply for Transportation Alternative Project (TAP) grant for Traffic Calming, Bike Paths and ADA Ramps for Huron, Hamilton and Washtenaw
- Secure Money for reconstruction of North Prospect
- Asset management Plan Incorporating Complete Streets for Future road work
- Continue efforts on securing commuter train stop
- Develop plan and funding for capital projects related to train stop arrival including freight house
- Continue support of Aerotropolis

Sustainability

- Continue implementation of the Climate Action Plan
- Complete Street Light Conversion to LED
- Complete Energy Efficiency Projects at City Buildings
- Convert fleet to alternative fuels
- Complete DET Solar Array Project at City Dump
- Work on successfully refurbishing Peninsular Paper Dam for hydro-electric production
- Continue support for the 1,000 Solar Roof Campaign
- Implementation of non-motorized plan

Diversity

- Maintain Ypsilanti as a diverse community
- Maintain a diverse City workforce

Proposed 2014-2015 City Council Goals and Priorities (Composite List)