



Approved

**City of Ypsilanti
City Council Goal Setting Minutes**

Thursday, January 8, 2015

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 6:08 p.m.

II. ROLL CALL –

Council Member Anne Brown	Present	Council Member Robb	Present
Council Member Nicole Brown	Present	Council Member Vogt	Present
Council Member Murdock	Present	Mayor Edmonds	Present
Mayor Pro-Tem Richardson	Present		

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 –

The Mayor introduced the following individuals; City Planner Bonnie Wessler, Fiscal Services Director Marilou Uy, Fire Chief Max Anthouard, Police Chief Tony DeGiusti, DPS Director Stan Kirton, Non-Motorized Committee Chair Bob Krzewinski, Matt Durr from MLive and Community Advocate Sigrid Melvin.

VI. AUDIENCE PARTICIPATION –

None

VII. REMARKS FROM THE MAYOR –

None

VIII. DISCUSSION ITEMS –

Amanda Edmonds, Mayor
Introduction of Facilitator

Mayor Edmonds introduced Naheed Huq and Trevor Layton from SEMCOG.

A. Goal Setting Overview and Process

1. City Manager Ralph Lange submitted goals and accomplishments on behalf of the building department;

FY 2014-2015 MAJOR ACCOMPLISHMENTS

- ☐ New noticing procedures on grass/weed abatements. Changes included a single annual warning and a citation for each abatement. Current policy is a warning for each abatement.
- ☐ New noticing procedures for snow removal. Shortened 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.
- ☐ Updated Property Maintenance Code from 2006 to 2012. Changes to the code include increased security requirements and clearer definitions on violations.

FY 2015-2016 GOALS

- ☐ Focus on smaller dangerous buildings through Property Maintenance Code (garages, sheds & similar out buildings)
 - ✓ Implementation of forthcoming disposition policy for city-owned residential properties. There are currently 8 structures and 16 vacant lots, all of which require year round maintenance, (mowing, snow removal & re-securing).
 - ✓ Decrease backlog of rental inspections by devoting 2.5 – 3 days per week by Building Department Manager & assistance from contract inspectors. Fees from inspections will fund contracted inspectors.
 - ☐ Assist in transition of Code Enforcement to Police Department. Includes restructuring of invoice procedures, AHB hearing notice templates, etc.
2. City Attorney John Barr submitted goals and accomplishments on behalf of the City Attorney's Office;

FY 2015-2016 GOALS

- ☐ Continue to provide high-quality and efficient legal services to the City at a reasonable cost.
 - ☐ Modernize office computers and digitize records to move to paperless file system.
3. City Clerk Frances McMullan submitted goals and accomplishments on behalf of the Clerk/Treasury Departments;

FY 2014-15 MAJOR ACCOMPLISHMENTS

- ☐ Accurately and professionally administered the May, August and November 2014 Elections.

- ☐ Re-organization of voter master card system.
- ☐ Clerk/Treasury effectively cross-trained staff and each staff member can satisfactorily complete all department tasks.
- ☐ Electronic file retention system continues to be improved, both externally and internally.
- ☐ Hiring of Deputy Clerk

FY 2015-2016 GOALS

✓ Codification of ordinances.

- ☐ Establish relationship with neighboring universities in order to recruit younger technologically savvy election inspectors.

✓ Work with involved departments to incorporate software to better streamline AHB processes.

- ☐ Continue to cross-train staff until each member of the department has mastered all department tasks.
- ☐ Create system that improves file organization to facilitate greater accuracy and efficiency.

□ Exploration of parking bureau.

4. Fire Chief Max Anthouard submitted goals and accomplishments on behalf of the Fire Department;

FY 2014-2015 MAJOR ACCOMPLISHMENTS

The Fire Department has continued to progress in a forward direction throughout this current 2014 year. The SAFER grant allowed us to achieve and exceed our main goals. The 2015 goals are based on maintaining and improving the programs we implemented.

- ☐ Fire Chief became Fire inspector and plan reviewer.
- ☐ Re-establishment of 2008 staffing to six personnel per shift with SAFER Grant.
- ☐ Promotion of 2 Captains and 2 lieutenants
- ☐ Hiring of seven personnel and a part-time secretary
- ☐ Decreased overtime by 60%
- ☐ Write grants for one engine and for extrication equipment
- ☐ Implementation of MABAS and Automatic Mutual Aid
- ☐ Maintaining ISO rating
- ☐ Maintain good standing with Michigan Department of Community Health
- ☐ Implement fire safety re-inspection fees.

FY 2015-2016 GOALS

Suppression

- ✓ Drafting a contingency plan based on the non-renewal of SAFER. The recent implementation of Automatic Mutual Aid with Superior and Ypsilanti Township Fire Departments and the additional SAFER personnel provides a temporary relief to our personnel, but staffing still remains an issue. Very few Fire Departments obtain back to back SAFER. What will our new staffing be and what will be the impact on overtime without SAFER?
- ✓ Replace our 1996 engine either through the grant we applied for in December or through a direct purchase. An additional front line engine will decrease the use of our aerial platform by 70%, as well as decreasing its maintenance cost and increasing its life span.
- ☐ Train one officer to become a certified EMS instructor to provide personnel with mandatory training (not achieved last year).
- ☐ Evaluating potential savings by consolidating some Fire Department functions with other fire agencies interested in joint ventures.
- ☐ Upgrade our map system to be in sync with mutual aid partners.

Prevention

- ☐ Keep a full-time inspector position.
- ☐ Send two personnel to fire investigator class.
- ☐ Creation and implementation of a strong fire prevention program to reduce fire loss in the community (not achieved last year).

Administration

- ☐ Improve cost recovery (in progress).
- ☐ Continue to seek and follow up on grant opportunities to fund any project over \$25,000.
- ☐ Keep overtime cost under \$50,000 for the year.
- ☐ Keep improving the overall moral of our personnel.
- ☐ Intergrade cultural diversity awareness in our training.

Facility

- ☐ Finalize the roof and solar panel project.
 - ☐ Repair the grates on the apparatus floor.
5. Fiscal Services Director Marilou Uy submitted goals and accomplishments on behalf of the Fiscal Services Department;

FY 2014-2015 MAJOR ACCOMPLISHMENTS

- ☐ The City of Ypsilanti received the 6th consecutive year GFOA Certificate of Achievement for Excellence in Financial Reporting for its FY 2012-13 Comprehensive Annual Financial Report (CAFR)

- ☐ Abraham and Gaffney, P.C. issued an unmodified (clean) opinion of the audit for FYE 2014 with no findings
- ☐ Assisted the Administration 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 Finance Generalist and Finance Interns on their duties and responsibilities. Cross training of staff resulted in improved efficiency and customer service.
- ☐ Implemented the Property Transfer Affidavit penalty fee for late filings, to ensure current and up-to-date information in the assessing database.

FY 2015-2016 GOALS

- ✓ Apply for the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers' Association for the City's FY 2013-14 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 to equal more than 10% of yearly operating expenditures
 - ✓ Continue providing data for updating the 5 year financial projection for Council's tool in their decision making.
 - ☐ Continue providing reports, trends, and analyses to assist the City Manager in his decision making.
 - ☐ Ensure fiscal integrity by monitoring revenues and expenditures and administering the budget adopted by the City Council
 - ☐ Continue assessment of the internal control, improve efficiency and customer service
 - ☐ Continue cross-training staff to provide assistance and back-up coverage for daily operation
 - ☐ Continue to implement the Property Transfer Affidavit penalty fee for late filings, to ensure current and up-to-date information in the assessing database.
 - ☐ Solicit proposal for professional services to conduct Other Post Employment Benefit actuarial valuation (OPEB)
6. Assistant to the City Manager Ericka Savage submitted goals and accomplishments on behalf of the Human Resources Department;

FY 2014-15 MAJOR ACCOMPLISHMENTS

- ☐ Enrolled 55 retirees, their spouses and surviving spouses into Blue Cross Blue Shield Medicare Advantage Health Insurance
- ☐ POAM & COAM Contracts were settled and posted on the website
- ☐ A new performance evaluation for staff was created
- ☐ Title VI Plan Training was conducted for all staff and new Contract was renewed
- ☐ Part of a team that participated in a Wage Parity Study for the City of Ypsilanti and comparable municipalities

FY 2015-2016 GOALS

✓ Recruit and Hire future employees to meet the needs of the Citizens of the City of Ypsilanti

- ☐ Present a revised Employee Handbook to all staff
- ☐ Continue to enroll retirees who are post 65 years of age and enrolled in both Medicare Parts A & B into the Medicare Advantage
- ☐ To continue with the re-organization plan of City Employees

✓ Training on Unconscious Bias, Cultural Diversity and Hazardous Communications

7. City Planner Bonnie Wessler submitted goals and accomplishments on behalf on the Planning Department;

FY 2015-2016 GOALS

Processes

✓ **Zoning Ordinance Revision** - Zoning Ordinance adopted December 2014. Staff will release updated application forms and factsheets in early January 2015; anticipate revised fee schedule before Council at second January meeting. Continue to track issues and areas of study, such as duplexes/R2, group residences, and other issues as they arise. Plan to revisit this "ongoing" list with Planning Commission in October 2015 and Council in November 2015. (CD/ED)

- ☐ **Redevelopment Ready Recertification** – Evaluation completed. Remaining item is Capital Improvements Plan; planned adoption in February 2015. (CD/ED)
- ☐ **Non-motorized Master Plan**- Expires at end of 2015. Staff will work with Nonmotorized Transportation Committee to update and present as Master Plan amendment/addition. (CD)
- ☐ **Road Diet** next steps (Hamilton/Huron/Washtenaw) – Staff working with MDOT to proceed with as part of upcoming MDOT resurfacing project. (CD)

✓ **Development of Capital Improvements Plan** with DPS, engineering, recreation commission and city manager's office – is state requirement. Out of compliance since 2008. Draft produced; anticipate adoption in Feb 2015. (CD)

- ☐ **Finalize disposition policy for City-owned real estate** – Disposition policy to be brought to planning commission in December 2014. (CD)

- **Reimage Washtenaw** – in conjunction with County – ongoing. (ED)
- Revise the Alley and Street Vacation and Closure ordinances to conform with State statute. (CD)
- Seek to restore staffing levels to provide an excellent level of service to residents and businesses. (ED/CD)
- Work to create a step by step guide to application processes to ensure transparency and consistency. (ED)
- Work to record institutional memory and develop procedure manuals for internal use. (ED/CD)

Priorities for 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 2015. (ED)
- **Water Street projects**/marketing efforts/completion of B2B trail projects in collaboration with County parks:
 - Increased marketing efforts, in particular around recruitment of a grocery store. Work to continue in 2015. (ED)
 - Plan to re-bid Border to Border bridge and trail projects in early 2015, construction through the year. (CD)
- **Industrial Corridor project with Angstrom**- Work to continue in 2015. (ED)
- **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. Note also the following quicklinks:
 - cityofypsilanti.com/planning
 - cityofypsilanti.com/zoning
 - cityofypsilanti.com/planningcommission
 - cityofypsilanti.com/zba
- **Placemaking projects:**
 - Consideration of food carts/trucks in conjunction with DDA - food carts/trucks on private property permitted as part of approved zoning ordinance revision. (CD)
 - Continue work on Washtenaw/Cross pedestrian crossing issues with partners - MDOT has approved plan for mid-block crossing with HAWK at Washtenaw/Cross; anticipated construction by 2016. (CD)
 - Continue work with Friends of the Freighthouse on efforts to reopen - Continuing; anticipate release of RFP in February 2015. (CD)

8. Police Chief Tony DeGiusti submitted goals and accomplishments for the Police Department;

FY 2014-2015 MAJOR ACCOMPLISHMENTS

Personnel Issues

- Continue to move forward with hiring process to reach full staffing.
 - **Results:** Eight (8) Officers were hired and six (6) have been retained. Currently there are four (4) applicants in the final stages of the process. If these applicants successfully negotiate the FTO program the Department will be at full budgeted staffing of thirty-one (31).
- Select and implement the DDA Officer Position.
 - **Results:** Officer Harrison was selected and has been performing this function since September of 2014.
- Restructure the Department for greater efficiency.
 - **Results:** COAM Contract was negotiated and the Command Restructuring of the Department was accomplished and all promotions have been made. There was a substantial reduction in the wage scales for Sergeants and Lieutenants.
- Reduction of overtime.
 - **Results:** Although there is still improvements to be made in this area that will be achieved when the remainder of the restructuring plan is completed (this will be accomplished when we are at full staffing). There has been an improvement for every pay period in this year so far.

Community Policing

- Rejuvenate participation in COPAC
 - **Results:** The police department attended every COPAC meeting and is working on ideas for greater participation.
- Increase the participation of the VSC
 - **Results:** This goal is still on schedule and will be addressed further later in the year as it is contingent on the participation in the Citizens Police Academy.
- Explore the possibility of a Reserve Police Unit
 - **Results:** This idea was entertained, but tabled by the Chief in lieu of concentrating on hiring employees and VSC participation.
- Re-establish the Citizens Police Academy
 - **Results:** Accomplished. It is scheduled to start in January and applications are currently being accepted.
 - **Other Results in This Area:** The department was able to work with the Ypsilanti Community Schools and an agreement was reached to place a School Resource Officer in the Middle School. Officer Hunt received that assignment and it is going very well.
 - The department is involved in a program at Perry School where officers go to the school monthly and read to the children or participate in some other activity with them.
 - Youth Outreach: The department is currently working with and developing relationships with Ozone House, Dedicated to Making a Change and Mentor 2 Youth.

- Senior Outreach: The department has recently joined a working group that is seeking to resurrect the Triad and S.A.L.T. Council.

Collaboration

- Continue to explore resource sharing with Eastern Michigan University
 - **Results:** This area also included the WCSD and other partners and culminated in the Eastern Washtenaw Safety Alliance. This group formed the YCAT Team and is continuing to work together strategically and practically to enhance policing in the region.
- Maintain participation in countywide initiatives and explore the possibility of participating in a regional Accident Investigation Team and Dive Team.
 - **Results:** We have maintained our relationships in already active countywide initiatives. In addition we have fully integrated into the Countywide Accident Investigation Team and currently Officer Owens is going through the testing and evaluation process for the Dive Team.

Internal Review

- Revision and update of the policy manual and conversion to a Book of General Orders.
 - **Results:** This is a work in progress and will be a continuing goal at least through next year.
- Review and streamlining of Administrative Reports and processes for increased efficiency and removal of duplication of work.
 - **Results:** Accomplished. Duplication of work has been eliminated and there is a clear and concise process in place.

Technology

- Develop an on-line reporting system for certain types of reports.
 - **Results:** This is a project that is in progress. We are currently working with CLEMIS and Washtenaw IT. We expect that this goal will be achieved this year.
- 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.
 - **Results:** Accomplished. Recently Council approved a project and expenditure that included these items as well as body cameras for the road patrol.
- Explore the options for bar coding evidence.
 - **Results:** This item has been temporarily been tabled until we conduct more research into space saving issues in the property room.

Equipment

- Patrol Rifle Lights need to be replaced.
 - **Results:** Accomplished. Equipment has been purchased and is in service.

- Speed Measuring Devices need to be replaced.
 - **Results:** Accomplished. Three (3) new LIDAR units have been purchased and are in service.

Building Issues

- The property room is overcrowded. A moveable shelving system needs to be installed to maximize space.
 - **Results:** This issue was tabled due to structural issues in the basement of the police department which includes the property room.
- There are multiple areas where structural concerns have become very noticeable these issues need to be studied and possibly repaired.
 - **Results:** A Structural Engineer has been to the department and made recommendations for repairs and monitoring of the structural issues. The repairs and monitoring devices have not been done yet.
- There are doors that need to be replaced and paint is needed throughout the station.
 - **Results:** This work has yet to be performed but is expected to be completed during this year.

Funding/Grants

- Continue to explore grant opportunities and look to other possible sources of funding.
 - **Results:**
 - A grant was submitted to the UDOJ Cops Office to hire a school resource officer. The grant was rejected.
 - The department applied for and received a 2014 Bullet Proof Vest Grant in the amount of \$5,327.61.
 - A USDOJ Byrne Memorial Grant for technology was applied for and we were awarded \$15,340.00.
 - A USDOJ Grant for LAWNET was received \$24,607.00

FY 2015-2016 GOALS

5 Year Strategic Plan

- ✓ The method for this plan is to look at growing trends regionally and nationally, but the most important component will be the participation of the community. It is our intention to reach out to EMU, the business community, the faith community, the schools, neighborhood organizations and members of the community at large in order to incorporate their concerns in the plan.

Personnel

- ✓ Stabilize the full-time workforce and hire two part-time officers (one for Property and one for Traffic Services).
- ✓ Add a 32nd Officer (budgeted for 31 and Ypsilanti Schools are paying 10/12ths of one salary and DDA is paying for 1/2 of the DDA Officers salary). This position would go into the Detective Bureau.

K-9 Program

- Buky is nearing retirement age and it is unknown how long his health will allow him to work. In addition Officer Schembri is nearing retirement and would not be eligible for another K-9 partner. In order to avoid a gap in K-9 services it is important to select a new handler, purchase a new dog and train that dog to certification level before Buky retires.

Integration of Code Enforcement

- As part of the City restructuring it has been decided that Code Enforcement will be moved to the Police Department. This will require development of procedures and systems of cooperation with the Parking Bureau that will increase effectiveness and efficiency.

Laser Crime Scene Sketching

- There is equipment available that measures crime scenes and scenes of serious accidents with the use of a laser. This increases accuracy and then is transposed into a 3D crime scene sketch. Courts are becoming increasingly dependent on forensic evidence and this is one more step in solidifying cases.

Phone and Computer Forensic Evidence Retrieval

- The advent of Smart Phones and social media has driven police to examine them in search of key pieces of evidence that they contain. This type of skill and equipment are extremely complicated and user unfriendly. However, there is a high demand for this type of forensic review in most all of our most serious cases. It is our intention to enroll an officer in a training course that is sponsored by the Secret Service and obtain the hardware and software required to recover this type of evidence.

In-Service Training Consortium

- Some of the local departments have talked about collaborative training, especially in areas that are repetitive and policy is shared across the county (ALICE, Active Shooter etc.). Recently Washtenaw Community College has expressed an interest in being a partner in this venture. We are actively involved in this initiative.

Completion of whatever goals may be held over from the previous year.

9. DPS Director Stan Kirton submitted goals and accomplishments on behalf of the Department of Public Services;

FY 2014-2015 MAJOR ACCOMPLISHMENTS

- Work with Washtenaw County to Have Windows 7 Installed
- Plant Approximately 21 Trees thru DTE Grant
- 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

- ☐ Install Two Traffic Signal Controllers
- ☐ Prospect Bridge Rehabilitation Completed
- ☐ Urgent Road Repairs Completed
- ☐ S. Prospect resurfaced (Phase I) of the PRIP completed
- ☐ DPS Truck Port, YPD Car Port in Progress

FY 2015-2016 GOALS

✓ Complete Phase II of the PRIP, Reconstruction of N. Prospect St.

- ☐ Complete Signal Improvement Safety Project Prospect @ Michigan Avenue
- ☐ Continue to evaluate and remove priority 1 trees and others as needed
- ☐ Finish cleaning storm drains in Area 1 and clean storm drains in Area 2

✓ Continue Pavement Maintenance Program throughout the City

10. City Manager Ralph Lange submitted goals and accomplishment on behalf of the City Manager's Office;

FY 2014-15 MAJOR ACCOMPLISHMENTS

☐ **Investing in stabilizing the City's financial future**

1. Energy efficiency

- Conversion of all City streetlights to LED technology; LED lights enhance safety and energy efficiency; cost savings are approximately \$120,000 year
- Conversion of hundreds of city facility light fixtures to LED technology; cost savings TBD

2. Motor Pool

- Updated fleets with new vehicles, saving operating and maintenance cost
- Building a truck and car port to protect the two largest fleets

3. Work force- hiring more police and fire officers in order to reduce excessive amounts of over time

☐ **Fund Management-** effectively managing the city's major funds to return the city to a balanced budget

- ###### **1. General Fund-** Most items listed in this report interconnect to manage the general fund (e.g. renegotiating all City labor contracts and services contracts). While continuing to operate in a deficit, however the General fund is operating with a significantly lower deficit than the projected deficits.
- Deficit for FY 2012-2013- approximately \$120,000
 - Deficit for FY 2013-2014- approximately \$550,000
 - Spending increased due to hiring more police and fire personnel to bring operations to a sustainable level and reduce overtime; the City's debt services payments also increased.

2. **Garbage Fund-** when I started with the City, the garbage fund was out of balance by approximately \$333,000 a year. Significant strides have been made to balance the garbage fund and operate within millage limitation.
 - This year my office spent several months analyzing solid waste collections prior to issuing a RFP for two new trash haulers. The new contracts saved the city approximately \$230,000 per year with no reduction in services, when compared to the last year of the Waste Management's contract
 - The garbage fund deficit has been closed by approximately 75% and we are working to close the last 25%
- **Bond Rating-** the City secured a modest improvement in its bond rating by working to eliminate our negative outlook with Moody's
- **Capital improvements**
1. **Prospect Road Repairs-** joined State Rep. David Rutledge in lobbying and obtaining a \$1.9 million in funding for comprehensive repairs of Prospect Road between Holmes and the I-94 bridge
 - Working with staff and consultants to maximize value of \$1.9 million state grant
 2. **Urgent Road Repairs-** Proposed the implementation of the Urgent Road Repair program, including a \$16,300 contributions from EMU and AAATA for Adams Street
 3. **Road Millage-** supporting efforts by the Washtenaw County Commission to levy a county-wide .5 mile road millage; value to the City would be approximately \$145,000 per year.
- **Labor Contracts/Negotiations/Enhancing Public Safety**
1. **Eastern Washtenaw Safety Alliance (EWSA)-** Coordinated the City's participation in EWSA
 - The benefit to the city and the region has been a more effective use of scarce police resources, better response times and service addressing major crimes events and many other benefits. It also made the City's middle school resource officer contract possible. It has also greatly strengthened the City's cooperation and relationship with EMU and the Sheriff's office.
 2. **Mil Reduction-** Administered policies and programs that lead to a .6 mil reduction of police and fire pension millage in FY 2013-2014, for the first time in over ten years
- **Switching from Community Blue to Medicare Advantage-** my office and Human Resources thoroughly researched the risks of switching, in addition to holding forums with retirees and Blue Cross representations. Since switching in December 2013, the City has significantly reduced costs of health insurance for retirees *[Estimated savings for 2014 is \$250,000]*.

FY 2015-2016 GOALS

- ✓ Spend more time for Economic Development efforts; sell City owned land
- ✓ Stabilize and hire staff needed to meet the City's priorities
- ✓ Continue to find new revenue sources and find ways to reduce expenses without cutting essential personnel and staff
- ✓ Work to balance the motor pool fund
- Keep the general fund deficit for FY 2014-2015 budget under \$900,000

City Manager Ralph Lange provided a presentation regarding the financial report.

(See Website)

Mayor Edmonds asked for a few different scenarios, regarding Water Street, and their effect on projections.

Council Member Robb asked what the City would do with that information.

Mayor Edmonds replied it is a helpful assessment tool.

Council Member Vogt responded that it would help to describe the probability of success for certain strategies and to clarify them.

Council Member Robb stated his problem is that this is the City's plan and the City should follow through with the plan rather than spend time creating another plan.

Council Member Vogt replied the attempt is to understand the likelihood that the plan would be successful.

Council Member Robb stated this is the plan that Council has adopted and the plan that the City is striving for.

Council Member Murdock stated the survival of the City is based on the success of Water Street and the elimination of that debt. Mr. Murdock stated 2016 is in five months meaning the City is close to needing to implement the plan.

City Manager Lange stated the last scheduled payment is in May 2016 and the revenue developed must be received no later than the third quarter of 2016.

Council Member Murdock stated if there is an interested party in purchasing land in Water Street they will want a 12 to 18 month period to close before payment is made to the City.

Mr. Lange responded the City can use the fund balance to help pay down the Water Street debt.

Council Member Murdock stated the City could do what it is currently doing and use the fund balance to make the payments.

Mr. Lange responded that would not be sustainable.

Mayor Edmonds stated that she would like to know what the best, worst, and intermediate scenarios are for Water Street.

Council Member Vogt stated the Motor Pool fund drops after 2018 and the report shows increasing expenditures in FY2019-20 and asked why this is projected.

Mr. Lange responded the reason for that projection is the purchasing of equipment.

Council Member Murdock asked when will the City reestablish rates for vehicles and asked what the \$100,000 line item signified.

Mr. Lange responded the Police was \$100,000 a year and the Fire Department was \$250,000.

Council Member Robb stated the question was what the cost is for each individual vehicle, including maintenance.

Council Member Murdock asked if the departments are being charged by the Motor Pool.

Mr. Lange responded when the final fleet is solidified those numbers will be provided. Mr. Lange added that staff will focus on what the revenues are and what the available cash is and if able to those purchases will be made in cash.

SEMCOG Facilitator Naheed Huq asked for each Council Member to list their three main goals for the next year.

N. Brown

- Fund balances involving Water Streets debt.
- Some type of youth involvement in the decision making process concerning Boards and Commissions.

Vogt

- Improve streets and roads.
- Continue to improve safety.
- Economic development.
- Overall fiscal stability/ Revenue enhancement, being more explicit of what the plan is and more specific on what the City will do if goals are not met.

Richardson

- Sale of Water Street property.
- Economic development throughout the City.
- Continue enhancement/expansion of community policing.

Robb

Stated this is one of the only times Council has all the department heads together and it defeats the purpose if the only information provided could be given in a short memo. Mr. Robb added he would have preferred to ask each individual department head questions on how to improve situations in their perspective departments.

Mayor Edmonds stated the goal of this meeting was to gather information of what each Council Member would like to get from each department head.

- What data is collected in each department and what is done with that data. Mr. Robb alluded to license plate scanners purchased by the Police Department.

Chief DeGiusti responded the scanners have not been as effective as previously hoped.

- Council Member Robb asked if it is known how many parking enforcement tickets have been written and if they have been paid and if that information can be distinguished from year to year.

Chief DeGiusti responded there are a limited number of years that can be collected.

Council Member Robb stated there is no way to know how many outstanding tickets there are since the City switched vendors.

Chief DeGiusti stated that the data Mr. Robb is referring was not provided by the previous vendor.

- Stated the City has an on-line "Action Ticket Center" which is useful, but does have one failing, it does not provide information on why items have been closed. Mr. Robb added that the City should investigate a better alternative.
- Would appreciate a list of consultants used by the City and the cost associated with the consultation.
- Would like to have the TASER reports reinstated.

Edmonds

- Market and sell Water Street.
- Engage citizens as leaders in marketing, recruiting, and supporting businesses.
- Position and market Ypsilanti as a place for sustainable green and creative businesses.
- Implement a strategy for park and recreation based economic and community development.
- Establish a sustainability commission and a youth commission.
- Prioritize physical components for community image.
- Increase employee satisfaction, health, and support.

A. Brown

- Improve perception of the City regarding public safety.
- Economic Development.
- Improve City Assets.
- Improve communication line from Council to residents.
- Water Street Development.
- Remove the recycling center and rail system.

SEMOG Facilitator Naheed Huq stated the purpose of this exercise was to understand what the goals of leadership are in order to develop plans for implementation.

Council Member A. Brown asked if a suggestion of how to streamline the Council packet were presented how would that fit as a goal as it is more operational in nature.

Ms. Huq responded there will be two lists one for operational and one for aspirational. Ms. Huq added that the City does not have a mission statement. Ms. Huq presented an exercise in which each Council Member presented values associated with the City.

Mayor Edmonds replied diversity.

Council Member A. Brown replied Uniqueness, small enough to be a small city but diverse and broad enough that it could expand in many possible ways. Ms. A. Brown asked what Council's position is on shared services and that she is interested in looking at that possibility.

Council Member Vogt answered Perseverance and Determination of City leadership and citizens

Mayor Pro-Tem Richardson replied the citizens.

Council Member Robb stated there is a primary goal developed as a result of these meetings and does not understand why that is not seen as the City's Mission Statement.

Ms. Huq asked what that goal is.

Council Member Robb responded "to ensure Ypsilanti's long term financial viability and sustainability over the next 5 to 20 years, coupled with this goal, the City will provide its citizens with an appropriate level of services that allow the City to be perceived as a desirable place to live, work, and invest." Council Member Robb added from that statement his goal would be the ability to provide services.

Ms. Huq asked Council what they think the residents of Ypsilanti value most about the City.

Council Member A. Brown replied the people/neighbors.

Council Member Murdock answered the affordability.

Council Member Vogt stated the affordability and people.

Mayor Pro-Tem Richardson responded enjoyment of the small community feel.

Council Member Robb replied affordability.

Mayor Edmonds responded sense of community.

Ms. Huq asked what Council wants the City to be known for.

Council Member Vogt responded economic activity/development, financial stability, and public safety, the three major challenges currently facing the City.

Mayor Pro-Tem Richardson stated healthy economic activity/development and see the image of the City change positively, especially regarding safety.

Council Member Robb replied safety.

Mayor Edmonds replied safety, healthy, accessible/inclusive, and sustainable.

Council Member A. Brown responded as a City that was able to turn it around and become vibrant, especially in the downtown, and a perception of safety.

Council Member Murdock responded "to ensure Ypsilanti's long term financial viability and sustainability over the next 5 to 20 years, coupled with this goal, the City will provide its citizens with an appropriate level of services that allow the City to be perceived as a desirable place to live, work, and invest."

Council Member N. Brown stated that Ypsilanti be a safe, youth friendly, a more positive image seen by all, economic development, and a greater sense of equality in the city.

Mayor Edmonds added that the Ypsilanti be known for its strong schools and family oriented.

City Attorney John Barr added that citizens absolutely love the snow removal, Fire and Police Departments, the closeness to the university, recreational activities, cultural, friendliness, volunteerism, and location.

Council Member N. Brown added that Ypsilanti be known for innovation.

Mayor Pro-Tem Richardson stated that Ypsilanti has been on the cutting edge on certain issues including such items as law enforcement and revenue sharing.

Ms. Huq stated "to ensure Ypsilanti's long term financial viability and sustainability over the next 5 to 20 years, coupled with this goal, the City will provide its citizens with an appropriate level of services that allow the City to be perceived as a desirable place to live, work, and invest." Ms. Huq asked if this is an adopted goal of Council.

Council Member Vogt replied it was adopted as a goal around three years ago.

Ms. Huq asked if that statement still reflects individual Council Members goals and values, and does this reflect the City's current mission.

Council Member Murdock responded a mission statement should be broad and he doesn't think there was anything said that would not be covered in that statement.

Council Member A. Brown asked what an "appropriate level" of City services is.

Council Member Robb responded that is for Council to decide, it is based on what the City needs and how much funding is available.

Mayor Edmonds stated "appropriate levels" could be removed from the sentence and still conveys the same meaning. Mayor Edmonds added it is the City's responsibility to provide services but there are things that go beyond service such as leadership and marketing.

Ms. Huq stated normally a mission statement is more bold and asked if there are words, or principles that could be added to the mission statement. Ms. Huq asked if there are any other words that could be added to convey a mission that Council feels is appropriate.

Mayor Edmonds stated sustainable.

Council Member A. Brown stated viable and excellent.

Council Member N. Brown suggested diverse and inclusive.

Council Member Vogt stated to enhance the economic, social, and cultural well-being of the citizens.

Mayor Pro-Tem Richardson suggested the mission should suggest "place/destination".

Council Member Robb read Googles mission statement "to organize the world's information and make it universally accessible and useful". Mr. Robb added his suggested mission statement for

the City is to provide services that make Ypsilanti a place where individuals want to live, work, and play. Mr. Robb added that Google's mission statement is very simple and is one of the most powerful companies in the world.

Mr. Lange suggested that the mission statement include the word university.

Mr. Barr suggested the mission statement state "Ypsilanti is a great place to live".

Mayor Pro-Tem Richardson suggested "Ypsilanti is the best kept secret in Southeast Michigan". Mayor Pro-Tem Richardson also suggested that during the next goal settings meeting the department heads sit at the table with Council as their input is incredibly useful in setting goals for the City.

Council Member Murdock stated that during this brainstorming session there was a great deal of talk regarding economic development and not one suggestion of jobs, or job creation. Mr. Murdock added that 24% of Ypsilanti's population is below the poverty line and 60% of the County's citizens below the poverty line live in Ypsilanti. Mr. Murdock concluded that it may not be the function of city government to create jobs but City leadership should encourage job development.

Mayor Edmonds stated jobs should be a caveat of economic development.

Mr. Lange stated that is more of a function of the County but can be included in collaborative efforts with the City.

City Clerk McMullan suggested that perception of safety should be under the umbrella of marketing.

IX. AUDIENCE PARTICIPATION –

1. D'Real Graham, Ypsilanti Township, stated that the City of Ypsilanti is a vibrant setting for rigorous educational and professional activities and leisure. The goal setting session should focus on public understanding as well as equity and sustainability to bridge that disconnect, especially with youth.

X. REMARKS FROM THE MAYOR –

None

XI. ADJOURNMENT –

The meeting adjourned at 9:04 p.m.