1. City Council Goal Setting Meeting Agenda

    Documents:

        2-9-15 REVISED FINAL AGENDA.PDF

2. City Council Goal Setting Meeting Packet

    Documents:

        2-9-15 GOAL SETTING PACKET 2.PDF

Revised – 2/9/15

CITY OF YPSILANTI
COUNCIL GOAL SETTING/SPECIAL MEETING AGENDA
215 W. MICHIGAN AVE.
YPSILANTI, MI 48197
Tuesday, February 9, 2015
6:00 p.m.

I. CALL TO ORDER –

II. ROLL CALL –

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

III. INVOCATION –

IV. PLEDGE OF ALLEGIANCE –

"I pledge allegiance to the flag, of the United States of America, and to the Republic for which it stands, one nation, under God, indivisible, with liberty and justice for all."

V. INTRODUCTION, MEETING OVERVIEW AND APPROVAL

VI. REVIEW OF HANDOUTS

1. Verify goals and actions listed are accurate and complete

VII. Exercise 1: Identify three highest priority actions for each goal (Red for council, blue for department heads)

1. Discussion and Questions

VIII. Break

IX. Exercise 2: Develop broad statement(s) on how to define success for the goal

1. Discussion and Questions

2. Discussion of process for developing measures and monitoring progress/success

X. <u>Exercise 3</u>: Choose top 5 overall strategies (green for council, yellow for department heads)

XI. Next Steps

XII. <u>AUDIENCE PARTICIPATION</u> –

XIII. <u>REMARKS FROM THE MAYOR</u> –

XIV. <u>CLOSED SESSION –</u>

- Executive Session to consider the purchase or lease of real property up to the time an option to purchase or lease the real property is obtained. OMA 15.268, Section 8(d).

XV. <u>ADJOURNMENT</u>

Revised – 2/9/15

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XV. <u>ADJOURNMENT</u>

Draft 2015 City of Ypsilanti Goals & Strategies

Goal 1: Achieve fiscal stability through sustainable administrative practices and improved efficiency.

Strategy:

- Approve and begin implementing 5-year plan on restructuring debt.
- Engage council in long-term, updated financial forecasts and reports
- Prioritize Water Street property sales and management.
- Reduce costs by addressing employee, retirement, health, and pension benefits.
- Identify and leverage cost savings and grant support through sustainability measures (energy efficiency, stormwater, et al)
- Prioritize projects in Parks Master Plan.
- Generate road funding through a millage.
- Determine contingency plans for street light expenses.
- Create strategy to sell off excess city-owned property and ensure maintenance of existing assets
- Adopt and implement capital improvement plan and priority projects

Goal 2: Maximize economic development by leveraging community assets and partnerships.

Strategy:

- Gain Redevelopment Ready Community status to attract investment
- Promote development of Water St. anchor projects.
- Prioritize redevelopment of Angstrom property.
- Provide assistance with financing and other resources to existing and new businesses, especially the types identified in the Master Plan (arts, green, food, wellness, healthcare).
- Leverage relationships with business resource providers, financial and education institutions, as well as developers and investors to support business growth.
- Support multi-modal transit and placemaking.

Goal 3: Continue to enhance safety of all residents, businesses, and visitors.

Strategy:

- Ensure police and fire staffing levels meet the needs of the community.
- Leverage relationships with other units of government to develop sharing of resources and mutual aid agreements.
- Prioritize code enforcement and partnership with County Sheriff to strengthen neighborhoods.
- Increase number of compliant rental properties through increasing priority on inspections
- Replace fire engine.
- Ensure fire protection resources remain through planning for multiple funding change scenarios
- Increase participation in public outreach safety programs, including engaging citizens in 5 year police strategic plan.

Draft 2015 City of Ypsilanti Goals & Strategies

Goal 4: Strengthen the reputation and perception of the City of Ypsilanti by marketing its assets, diversity, opportunities, and inclusiveness.

- Create a marketing strategy that emphasizes the unique assets of Ypsilanti, including EMU, museums, parks, and safety.
- Promote the city's assets through press releases, website, social media, etc.

Goal 5: Enhance outreach and communication to increase participation in community initiatives and decision making.

- Create a framework for regular communication between city officials and residents through newsletters, social media, and town hall meetings.
- Establish a youth commission to encourage input from Ypsilanti's young people regarding community issues and services.
- Promote community and business involvement through initiatives such as "Adopt-a-Park," neighborhood watch, and fundraising efforts.
- Encourage participation in community-based public safety programs.

Goal 6: Encourage long-term staff wellness and work satisfaction.

- Ensure staff knowledge of and adherence to all personnel policies
- Increase employee satisfaction and productivity, while managing healthcare costs, through wellness, education, and prevention efforts
- Ensure new hires are welcomed and well oriented to community and city government
- Utilize technology to streamline and manage workloads

Goal 7: Develop a sustainable culture in the City of Ypsilanti based on energy efficiency, environmental stewardship, and judicious planning.

- Apply energy-efficient alternatives when replacing assets, wherever possible.
- Update community planning and engineering standards to encourage application of sustainable infrastructure practices.
- Leverage community expertise through establishing a Sustainability & Energy Commission to move Climate Action Plan forward
- Support solar and other community-driven sustainability initiatives
- Market Ypsilanti as a place for sustainability/green businesseses

Goal 8: Ensure effective and efficient administration and delivery of community services.

- Digitize community records to increase quality and efficiency of services.
- Develop regular reporting system to keep city council abreast of progress on key initiatives.
- Align staffing levels consistent with community priorities and fiscal constraints.
- Update ordinances to maintain administrative standards.
- Implement and support residents and businesses in working under new Zoning Ordinance

Issue Area	Objective	Actions	Department goals	Measures
1. Fiscal Stability (Vogt/Robb/Murdock/ Uy/ A. Brown) Guiding Values: • Sustainability	5-year reduction plan: 5/1/15-present detailed plan on restructuring debt	•	**Fiscal Services** • Apply for the Certificate of Achievement for FY 2013-14 Comprehensive Annual Financial report • Provide data for updating the 5 year financial projection for Council's tool in their decision making. **Planning and Zoning** • Capital Improvement Plan **Department of Public Services** • Complete Phase II of the PRIP, Reconstruction of N. Prospect St. • Continue Pavement Maintenance Program throughout the City. • Make $200K from sales of vehicles and equipment.	•
	Manage ongoing debt	• reduce pension cost/millage • continue health care reduction, adding more people to new plan • review fire and police retirement plan • historical review of fire and police pension, examining R.O.I.		
	Healthcare	• Investigate wellness plan to reduce premium • cap healthcare correlating to property values?		
	Energy Efficiency	• When facilities need replacements, examine options for innovating (solar?) • Examine ROI on energy efficiency fund • Penn Place Dam action		
	Storm water management	• Apply for and receive grant		
	Capital improvement plan	• Adopt CIP • pursue goals within plan • sell vacant property/surplus property		

Issue Area	Objective	Actions	Department goals	Measures
	Park plan	• prioritize projects in Parks MP	**City Manager** • Find new revenue sources and ways to reduce expenses without cutting essential personnel and staff • Balance motor pool fund • Reduce cost of liability insurance from excess vehicles • Minimize cost to operate/overhead • Look for new revenue sources; no new taxes if possible • Invest money; don't spend as much money; Return on investment • Continue to reduce contract costs • Address city debt; 2016 refinance/paydown • Maintain city assets in good order • Sell off underutilized city assets (Water Street #1)	
	Local road millage	• create bond?		
	Street light assessment	• Set date for reaching goal and action to take if not reached		

Issue Area	Objective	Actions	Department goals	Measures
	Water St.	• Contingency plan: millage		

Issue Area	Objective	Actions	Department goals	Measures
2. Economic Development (Lange/Edmonds) Guiding Values: = • Ypsilanti is a great place to do business, especially the green and creative kind • Anyone can easily walk, bike, drive or take transit • Communication is key • Ypsilanti is an asset of EMU and EMU is an asset of Ypsilanti	Sell property throughout the city	• Create/implement marketing strategy for all parcels (similar to Water St.)	**Planning and Zoning** • Redevelopment ready status **City Manager** • Spend more time for Economic Development efforts; sell City owned land • Promote mass transit for city (especially rail)	• Income from sales • Number of properties sold
	Ensure anchor developments on Water St. move forward	• Rec Center – keep it moving • Secure 2nd anchor		• Development deals secured • Land bought • Ground broken
	Move redevelopment/ occupancy of Angstrom forward	• Recruit/ assemble clusters of users to create jobs and economic activity		• At least one company secured
	Proactively support retention and growth of existing local businesses	• Develop/ implement outreach strategy • Assist businesses in gaining financing, support, and resources		• Number of new jobs created • Number of businesses reached, supported
	Attract startups, new local businesses (especially from UM/EMU/WSU), particularly in growth areas ID'ed in Master Plan (arts, green, food, wellness, healthcare)	• Partner with universities to create pipelines • Support incubators		• Number of new businesses locating
	Bring more investment dollars to town, leveraging relationships with financial institutions, developers, and investors to support local business	• Host prospective partners on tour of community, showing off benefits • Promote matchmaking between financial institutions and local businesses		• Dollars loaned or invested in new, existing businesses

Issue Area	Objective	Actions	Department goals	Measures
	growth.	• More collaboration with business resource providers (SBDC, SPARK, MEDC, MSUE)		
	Support placemaking/ multi-modal transit			

Issue Area	Objective	Actions	Department goals	Measures
3. Safety (Robb/ DeGiusti/ Anthouard) Guiding Values: • Safety comes first • Communication is key	• Fully staff police and fire	• Submit SAFER grant- December • Hire 32nd officer? • PT officers • Seize opportunities such as mutual aid agreements	**Building and Code Enforcement** • Implementation of forthcoming disposition policy for city-owned residential properties. • Decrease backlog of rental inspections. **Fire** • Draft a contingency plan based on the non-renewal of SAFER. • Replace our 1996 engine. **Police** • 5-year strategic plan • Stabilize full-time workforce and hire 2 part-time officers • Add 32nd officer	
	• Replace fire engine	•		
	• Code enforcement	•		
	• Broken windows	• Pursue work crews with County Sheriff more often		

	• Increase public participation in outreach programs	• DDA programs
		  ○ Gun locks
		  ○ Smoke detectors		

Issue Area	Objective	Actions	Department goals	Measures
4. Marketing (Richardson/Savage) Guiding Values: • Diversity is our strength • Communication is key • Anyone, no matter what age or income, can find a place to call home • Everyone in the region knows Ypsilanti has great things to do in great places that are in great shape • Ypsilanti is an asset of EMU and EMU is an asset of Ypsilanti • We can only achieve our vision by building a community amongst ourselves and with our neighbors	• Product	• "A Great Place to Live, Work, and Play!"		
	• Price	• Affordable		
	• Place	• EMU, River, Museums, Accessible, Historic District Commission, Culture, Diversity, Urban, Parks (Riverside/Frog Isle), Safety measures taken, Restaurants		
	• Promotion	• Press releases • Website • Social media • Best Kept Secret in SEM • Home of EMU		• Budget funds for marketing/ professional service contract • More pictures on website and social media • Highlight one business per month • Feature resident, area • Tap into EMU students/ grant money • Tap into resources: Adams outdoor advertising; SEMCOG; MML; EMU; CVB; DDA; Suburbs Alliance

Issue Area	Objective	Actions	Department goals	Measures
5. Citizen Engagement (N.A. Brown/ McMullan) Guiding Values: • We can only achieve our vision by building a community amongst ourselves and with our neighbors. • Communication is key.	• Develop method for council to routinely communicate with public	• Newsletter • Social media • Town hall meetings		• Survey
	• Youth commission/ council	• Youth forums • Annual report/ accomplishments		•
	• Appeal to "Friends" groups	• Fundraising efforts, especially crowd-funding		•
	• Promote Adopt-A-Park/ Adopt-A-Block initiatives	• Create online application		•
	• Develop partnerships with local businesses	•		•
	• Collaborate with public safety	• Coffee with a cop • Monthly reading at Perry School • COPAC • Citizens Academy		•

Issue Area	Objective	Actions	Department goals	Measures
6. Employee wellness and satisfaction (Edmonds)				

Issue Area	Objective	Actions	Department goals	Measures
7. Sustainability (Wessler) Guiding Values: • Ypsilanti is sustainable.	• Use energy-efficient alternatives when replacing assets	• Motor pool: make decisions based off fuel costs v. replacement costs • HVAC: energy audit at heavily-used city facilities • Explore alternative energy sources for city facilities		
	• Be "Green"	• Update engineering standards in line with sustainability best practices/ new zoning ordinance • Encourage purchasers, developers of city-owned property to follow best practices (such as LEED) • Storm water management plan (citywide) • Pursue grants to plan and develop green infrastructure (green alleys, bank stabilization, etc)	**Clerk/treasurer** • Incorporate software to better streamline Administrative Hearings Bureau (AHB) processes. • Exploration of parking bureau.	

Issue Area	Objective	Actions	Department goals	Measures
8. Administrative Effectiveness			**City Attorney** • Continue to provide high-quality and efficient legal services to the City. • Modernize office computers and digitize records to move to paperless file system. **Clerk/Treasurer** • Codification of ordinances. **Human Resources** • Recruit and Hire future employees. • Continued Trainings. **Planning and Zoning** • Zoning Ordinance Revision follow-up. **City Manager** • Stabilize and hire staff needed to meet the City's priorities • 85-92 FT	

Issue Area	Objective	Actions	Department goals	Measures
			employees, PT and interns • Continue transition from Tier 1 employees to Tier 2 employees benefits packages • Minimize overtime	