



**CITY OF YPSILANTI  
CITY COUNCIL GOAL SESSIONS MEETING  
JANUARY 17, 2023 @ 6:00 PM  
COUNCIL CHAMBERS - CITY HALL  
One South Huron, Ypsilanti, MI 48197**  
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**I. CALL TO ORDER**

**II. ROLL CALL**

**III. PLEDGE OF ALLEGIANCE**

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

**IV. AGENDA APPROVAL**

**V. PUBLIC COMMENT (3 MINUTES)**

**VI. GOAL SESSIONS**

**3 - 43**

- A. Facilitator Sharonda Simmons, TNS
- City Council
    - Mayor Brown
    - Mayor Pro-Tem Wilcoxon
    - Council Member Symmans
    - Council Member Simmons
    - Council Member King
    - Council Member Tooson
    - Council Member Sweet
  - Department Heads
    - City Manager McMullan
    - City Clerk Hellenga
    - Finance Director/Treasurer Basabica
    - City Attorney Barr
    - DDA Director Jacobs
    - Human Resource Director Fisher
    - Department of Public Services Director Wessler
    - Fire Chief Hobbs
    - Interim Police Chief Yuchasz
    - Community and Economic Director Meyers

[Facilitator Bio](#)  
[2023 Goals](#)

**VII. PUBLIC COMMENT (3 MINUTES)**

**VIII. ADJOURNMENT**

### **Sharonda Simmons Bio:**

*With over a decade of executive leadership experience, Sharonda Simmons has a proven track record of building high performing teams and creating sustainable infrastructure. Sharonda has a deep-rooted passion for social justice and has served as a trained facilitator in Intergroup Dialogue for over 15 years. She has trained and facilitated social identity development curriculum for universities, educators, non-profit professionals, and community members since 2007. It is Sharonda's personal belief that agencies are most successful when social justice and equity principles are embedded in the systems and fabric of an organization.*

*Sharonda has a track record in cultivating strong, inclusive, and mission-focused teams. She most recently served on the Executive Team at Ozone House as Director of Education and Outreach, overseeing the agency's community outreach and education initiatives. Prior to working at Ozone House, Sharonda served as the Executive Director of Arrowwood Hills Community Center where spearheaded the agency's re-visioning and capacity building efforts.*

*In 2020 Sharonda founded Thrive and Shine LLC, an organizational development and professional consulting agency geared toward supporting organizational change through Diversity Equity, and Inclusion strategies. In 2019 Sharonda was selected as one of 18 leaders of color to participate in the Champions for Change Fellowship, a year-long fellowship aimed at addressing social justice, racial equity, and increasing diverse leadership in the non-profit sector.*

*Sharonda has the honor of serving in a variety of volunteer leadership positions. She served on the Board of Directors for the Young Nonprofit Professionals Network and currently serves as a Board Trustee for the Women's Center of Southeastern Michigan.*

*Sharonda has earned her bachelor's degree from the University of Michigan in English and African American Studies. When she is not inspiring others you'll find her in the boxing ring and spending time with family and friends.*





## **City Council Goals**

Order of Goals: Mayor Brown, Mayor Pro-Tem Wilcoxon, Council Member Symanns, Council Member Simmons, Council Member King, Council Member Tooson, and Council Member Sweet.

**Mayor Brown**

1. Continue research and potential partnerships to develop an unarmed crisis response team

2. Re-open park bathrooms - potential partnerships?

3. Youth mini grants

4. Fix/update frog island parking lot

5. Barrier busters - provide financial support for 97/98

6. Reassess county expungement program participation from social equity funds

Council Member Wilcoxon			
Area	Objective	Goal	Task
Public Safety	Establish non-police emergency response plan	Eliminate the proposed social worker position within the police department	
		Re-define the Social Worker coordinator's position	
		Hire social worker to report to the city manager	
		model after the county sheriff/CMH model ride along	
Public safety/community	improve citizen confidence in the police department	develop community policing plan with greater public input	
Community	Improve communication with public	Create a comprehensive communication plan for internal and external communications. Engage Communications firm to analyze current efforts and suggest improvements.	
Infrastructure	Remove Peninsular Dam: engineering study	Partially fund the second phase engineering study to determine sediment mediation plan, restoration plan, and structural analysis of infrastructure	DNR grant has been funded, follow through with matching
Infrastructure	Remove Peninsular Dam: engineering study	submit proposal for EGLE dam risk reduction grant for \$4.5M for engineering design and implementation of deconstruction	
Infrastructure	Pave the Frog Island parking lot	partner with County and other entities to secure funding for design and construction consistent with the parking plan including green infrastructure (bikes, charging, pervious pavement, stormwater management)	funding plan in hand, construction contract

economic development	Develop Waterstreet property to reflect the Ypsilanti values	Engage developer through the MDED with added marketability from Brownfield remediation funding and work	proposal in hand consistent with master plan
economic development	dissolve the DDA	deny renewal of the contract for Depot town DDA	
policy	clarify the language of the city charter regarding vacating and filling the mayors seat	organize a charter commission to address the dated language and lack of language for the process	
policy	restructure zoning ordinance to allow for better utilization of current housing stock		
	enhance city's walkability and bikability	Implement city wide connectability routes with signage and interactive map	
infrastructure		implement the plan DPS Director Wessler has devised to address EGLES recommendations/requirements for Pen Dam area work and maintenance	

### Council Member Symanns

\* Switch to bi-weekly recycling schedule with the implementation of the larger collection bins

\* Focus on hiring/retention for Police Department - highest priority

\* Prioritize maintenance and repairs of neighborhood roads before they get worse

\* Continue to prioritize road preservation efforts throughout city

\* Increase salaries based on market research to provide competitive salaries for current staff and to attract high quality candidates

\* Continue to look for options to hire a social worker in our PD - partnership?

\* Create a non-violent response / mental health crisis team - explore partnerships to do so

\* Develop a robust non-sworn component to support our police department in areas as appropriate

\* Focus on improving our current infrastructure (roads, city sewers, etc.)



Council Member Simmons			
Area	Objective	Goal	Task
Community Engagement, Communications, Governance	Build Democratic Practices and Shared Knowledge	1) Increase resident participation, esp among those typically not engaged 2) Improve 2-way communication between residents and local government; this is esp needed for crisis situations 3) Grow decision-making power of our commissions and build a diverse leadership pool	- Host recruitment and resource fair for our Commissions and for potential neighborhood associations/hubs - Recruit and appoint new commissioners to the Human Relations Commission so they can be a resource to support residents who may face source of income discrimination among other issues - create a plan and budget to support neighborhood groups to support city goals
Public Safety, Environmental Justice, Economic Equity, City Planning	Improve Infrastructure for Safe Movement for All	1) Improve pedestrian and nonmotorized vehicle transportation to reach environmental justice outcomes 2) De-center motor vehicles in medium and longterm infrastructure projects for more vibrant business districts that attract local residents 3) Decrease resident concerns about traffic safety across the City while building buy-in to the timeline and process by engaging them in finding solutions	- Create a committee to focus on traffic calming measures that could be used based on neighborhood needs, this could be part of a current group like the nonmotorized committee (though would need new members.) - Find creative ways to address parking concerns without building new and expensive infrastructure - Improve pedestrian crossing areas by being creative about ways to increase visibility and to give the clear right-of-way - create more infrastructure and spaces for bikes and wheelchairs that is separated from traffic

Public Safety	Invest in Alternatives to Armed Response	1) Provide an alternative to police and law enforcement response for issues related to mental health and poverty 2) Provide resources to help community members to resolve conflicts outside of the legal system and to address gun violence, esp. impacting youth 3) Collaborate with county efforts to transform what public safety means	- Hire a Police Chief that understands the role that unarmed response plays and that it needs to be located outside of the police department - Learn about and connect with efforts across the county that is focused in this area (eg Ann Arbor's current process, recommendations coming from the Washtenaw Equity Partnership in the spring.)
Housing, Community and Economic Development, Land Use	Increase Housing Stock while Prioritizing Housing Affordable to All	1) Support current affordable and supportive housing projects to be successful 2) Convene a community process to create a specific Masterplan for Water Street 3) Address the need for Tenant Protections including unjust rent increases, evictions, unsafe and unhealthy living environments, barriers to housing etc. 4) Explore systemic ways to increase affordability for low- income and fixed income residents, esp given our aging population such as Community Land Trusts and Cooperatives	Identify ordinances that need to be amended or removed based on current and future circumstances to end unjust barriers for residents. - Put forward ordinances for Tenant Protections and/or support community organizing efforts - assist Building Department efforts to hold landlords accountable for poor living conditions. - Address vacant properties as well as potential housing spaces that are primarily used for short-term rental

Council Member King

Continue to build on and support youth programming and opportunities.

Continue making housing developments priority.

Develop plan to build closer relationships with schools in the community.

Implement procedures that address residents' complaints, and neighborhood conditions in a timely manner. ex. improvements to sidewalks).

Enhance how we share information with the public and how we engage residents.

Reparations: form a reparations committee.

Prioritize the needs of senior citizens.

Create develop a plan to begin having a Juneteenth parade.

<b>Tooson</b>
1. Develop water street
2. Increase youth mini grants
3. Expand collaboration with WCC/EMU for additional programming at Parkrigde
4. Balanced budget

<b>Council Member Sweet</b>	
Investment in city facilities and infrastructure (Facilities, Parks, Roads/Streets)	
	○ Fund Capital Improvement Plan projects
Phased approach to repairing and reopening park restroom facilities for seasonal use	
	○ Focus on 1-2 parks at first
	○ Work with DPS Director
Repair and update Frog Island Parking lot and infrastructure	
Increase income thresholds for property tax exceptions to keep more residents in their	
Organizational assessment by outside organization to review city services, including salary	
	○ To retain existing employees and attract high quality future employees
	○ Implement non-union wage scale
Research and implement a communication plan to ensure residents are informed on issues	

	○ Work with Communications Manager
	○ Need communication methods in addition to social media and email



## **Departmental Goals**

Order of Goals: City Manager McMullan, City Clerk Hellenga, Finance Director/Treasurer Basabica, City Attorney Barr, DDA Director Jacobs, Human Resources Director Fisher, Department of Public Services Director Wessler, Fire Chief Hobbs, Interim Police Chief Yuchasz, Community and Economic Development Director Meyers.

<b>City Manager</b>	
<b>1. Secure letter of intent for Water Street development</b>	
<b>2. Hire Police Chief</b>	
<b>3. Work on the framework for an Emergency Response Team</b>	
<b>4. Continue to support securing funding to complete removal of Penn Dam</b>	
<b>5. Increase employee morale and retention through</b>	
	a. Promoting work-life balance
	b. Instituting schedule for nonunion full-time employee raises and performance-based incentives.
	c. Investment in trust and team building events and exercises
	d. Securing City facilities and reviewing public access policies
	e. Develop hybrid work from home policy and schedules for applicable positions
	f. Quarterly HR check ins with random sampling of City employees to discuss their goals, how they are managed, and what could be improved.
	g. Prioritize employee mental health
	h. Require all department heads and managers to take training on best practices and policies annually.



<b>6. Identify equity and diversity gaps</b>	
	a. Stakeholder interviews with boards, commission members and area businesses
	b. Improve communication strategies with underrepresented or under resourced constituencies
	c. Establish policies aimed at recruiting and retaining diverse candidates and employees
	d. Identify programs that can begin to bridge gaps in equity and commit funding to those best practices
	e. Invest in social services that can respond to non-emergency calls for assistance in the community
	f. Target programs aimed at home ownership assistance, rent assistance, home improvement, and other services to areas with the highest need
	g. Invest in community education, vibrancy and culture by continually providing events that promote unity, youth, sustainability and family through collaboration with YCS, the County, neighboring municipalities and non-profit organizations
<b>7. Add security to City Hall (Capital Improvement)</b>	

Department	Yr	Area	Objective	Goal	Task	Long Term/Short Term
Clerk	FY 23-24	Record Retention	Modernize Record Retention Strategies	All documentation with a Permanent Retention Classification digitized	Work with the Michigan Archives to digitize records currently held in the Basement of City Hall to ensure their permanent status	Both
Clerk	FY22-23	Elections	Implement Proposal 22-2	Work with regional partners to ensure nine days of early voting can be present to the public efficiently. Potentially purchase additional voting equipment to manage early voting sites. (As a side note, both the Michigan House and Senate have forecasted that the financial burden will be placed on the local jurisdictions. Be prepared to see state and federal elections budget increased by \$40,000 to \$45,000)	Work on MOUs with County and regional partners to provide sites for early voting. Standardize inspector pay throughout Washtenaw County to facility greater cohesion throughout the county.	Both
Clerk	FY22-23	Administrative Hearings Bureau	Enhance Efficiency	Correct processes to ensure case and timeline management	Work with company to develop software that better communicates with current Building Department Software	Short
Clerk	FY 22-23	Boards and Commissions	Increase Recruitment/Member Knowledge	All Advisory Boards and Commissions at full capacity	Define what it is meant by "advisory body" and create a process for how it would respond to Council.	Both
Clerk	FY22-23	Customer Service	Mordenize payment processing	Provide an online payment modal for fines, and for all city functions	Develop moduals for online submission for permits, fees, and fines similar to how parking permits and fines are collected	Short

Department	Yr	Area	Objective	Goal	Task
FINANCE	2022-2023	Accounting	Improve the integration of Payroll into Finance and make the process more efficient where possible	Better workflow on financial process	Create a workflow where everyone is involved and avoid relying too much on an individual
FINANCE	2022 on wards	Accounting	Convert paper documents to electronic copies	Less use of paper and better access to documents	Scan documents and use Content manager
FINANCE	2022-2023	Assessing	Improve record keeping	Accessibility of documents	Scan important documents and attach to BS&A Software
FINANCE	2022-2023	Assessing	Building Permit Maintenance	Conduct annual inspections	Property Assessments all Classes
FINANCE	2022-2023	Payroll	On-line access for Paystubs and Employee Forms	Acquire a software for this sevice	Find a software which have online/phone access for employee pay stubs
FINANCE	2022-2023	Treasury	Improve parking permit process and collection	Efficient parking process	Coordinate with Parking Manager and software provider
FINANCE	2022-2023	Treasury	Speed up entering transactions that don't come through city hall, achieved by daily monitoring our bank accounts for tax direct deposits, DDA dumpster payments, online meter/parking payments, and police transactions through Stripe	Real time recording of Cash collections	Check reports daily from bank and other software
FINANCE	2022-2023	Treasury	Re-training and cross training of	Employees to be able to cover other	Establish efficient training procedures and
FINANCE	2023 on wards	Accounting	Continuous training and testing of employees regarding Cyber Security	Ensure a risk free and secure environment for keeping data network and devices against security threats	Create a system that will regulary train and update employees regarding cyber security

FINANCE	2023-2024	Treasury	Find a solution to be able to accept miscellaneous payments via electronic payments	Make available to customers and residents the option to pay on-line	Look for a provider that will be able to provide this service
FINANCE	2023-2024	Treasury	Improve physical security in the City	Safeguard employees, city assets and facilities	Install physical deterrents to criminal entry and identify public places at the City hall.

### Office of the City Attorney John M. Barr

The Ypsilanti City Charter establishes the office of the Ypsilanti City Attorney. The City Attorney is charged with representing the City in all litigation and providing legal service and advice to the City Council and City departments. The City Attorney provides advice on City legislation, ordinances and resolutions and prosecutes City ordinance violations. The City Attorney attends Council meetings, and other City meetings upon request of a City official. John M. Barr of the law firm of Barr, Anhut & Associates, P.C. is the City Attorney.

1. Attend all Council meetings
  - a. Regular
  - b. Special
2. Attend Department Head meetings
3. Attend code enforcement meetings
4. FOIA coordinator
  - a. Receive requests
  - b. Log requests
  - c. Examine requests
  - d. Respond to requests
  - e. File and index requests and responses
5. Review all contracts (City Charter 10.01)
6. Prepare contracts
7. Prepare legislation
  - a. Meetings to discuss proposed legislation
  - b. Review legislation
8. Legal advice to City Manager and Department Heads
9. Legal advice to City Council
10. Election commissioner (City Charter 3.14)
11. Prosecute all ordinance violations for City

Staff of office of City Attorney: John M. Barr, City Attorney, Jesse O'Jack Deputy City Attorney, Jennifer Healey, Office manager, Deputy FOIA Coordinator, Ashlee Roberts, Office Assistant, Tim McMacken, Para-legal, Elizabeth Taylor, Finance Officer

Goals: Continue to deliver effective, efficient, cost effective legal services to the City and support the efforts of City Council, City Manager, Department Heads and staff.

Department	Yr	Area	Objective	Goal	Task	Long Term/Short Term
Downtown Development Authority	2023-2024	Downtown, Depot Town, West Cross	Complete Equity Needs Assessment	Identify gaps and opportunities for how resources can be more equitably distributed within our organization	Stakeholder engagement surveys, interviews, monthly meetings to advance the project	Both, the assessment should be complete in the short term and have long term implications
Downtown Development Authority	2023-2024	Downtown, Depot Town, West Cross	Prioritize Community Health Solutions	Support the daytime and overnight warming shelters and identify opportunities to fill 3 day gap in services. Support community health responses to reduce public nuisance conflicts in our business districts.	Identify and support organizations qualified and willing to engage stakeholders and reduce public nuisance challenges by providing community and mental health services	Long Term
Downtown Development Authority	2023-2024	Downtown	Tax Increment Financing Renewal	The Downtown Tax Increment Financing district is set to expire in the next five years unless otherwise extended. The DDA Board seeks to begin work on that extension with the City in 2023	Get quotes from consultants for TIF plan renewal and community engagement plan	Long Term

Downtown Development Authority	2023-2024	Downtown	Streetscape Redesign	The Downtown District is now financially positioned to make a historic investment in our streetscape that is badly needed due to overgrown trees and their roots destroying sidewalks and public spaces. These areas have deteriorated and must be invested in to preserve the longterm viability of our public spaces for the next 25 years	Request for Proposal to identify qualified firms, bonding to pay for improvements.	Long Term
Downtown Development Authority	2023-2024	Downtown, Depot Town, West Cross	Building Façade, Rehabilitation and Solar Grants	Direct support in the form of grants for physical improvements to our historic commercial building stock and sustainability helps leverage public dollars for private investment. The DDA Board wishes to prioritize funding for these types of projects in each district over the next several years	Engaging property owners about grant opportunities, especially those that add residential units to mixed use buildings	Short Term

Department	Yr	Area	Objective	Goal
HR	2023-2024	Retention	Create continuous Improvement Program	Decrease employee retention and increase company Morale
HR	2023-2024	Career Path	Progression Plan	Create a roadmap detailing how a specific employee will advance through your company.
HR	2023-2024	Recruiting	Target Selection training	Expand talent pool
HR	2023-2024	Human Resources	Improve Processes	Reduce manual processes and automate
HR	2023-2024	Human Resources	Retention	Implement compensation study of non-union employees to structure the salary scale
HR	2023-2024	Human Resources	Retention	Evaluate staff pay and implement employee raises



**Department of Public Services**

Area	Goal	Objective	Task	Long Term/Short Term
Operations	Continue to improve recruitment and retention.	Improve worker safety	Codify existing work rules	
Operations	Continue to improve recruitment and retention.	Improve worker safety	Develop clear and consistent training plan	
Operations	Continue to improve recruitment and retention.	Improve worker safety	Develop clear and consistent safety policy document	
Operations	Continuously evaluate staffing levels	Ensure staffing levels are sufficient to meet goals	Perform review of hours of service in each major budget segment vs goals achieved in years prior	
Operations	Provide a clear, consistent, and timely permit review process	Improve permitting process	Update permit application and fee schedule to be more legible	
Operations	Provide a clear, consistent, and timely permit review process	Improve permitting process	Develop written permit standards	
Operations	Provide a clear, consistent, and timely permit review process	Improve permitting process	Review ordinances for best practices	

Operations	Provide emergency/after-hours response	Continue to work with YFD, YPD, and other partners on updating City emergency response plan		
Operations	Provide emergency/after-hours response	Continue to work with EGLE, YFD, and YPD and other partners on updating Peninsular Dam emergency response plan		
Operations	Provide emergency/after-hours response	Continue to work with Washtenaw Emergency Department on operationalizing the Countywide Snow Emergency Plan	Review and update existing snow removal policies as needed, including signage	
Operations	Provide timely and efficient fleet services	Ensure the fleet can continue to meet the existing needs of the community	Inventory DPS fleet (vehicle and equipment)	

Operations	Provide timely and efficient fleet services	Ensure the fleet can continue to meet the existing needs of the community	Develop full replacement schedule	
Operations	Provide timely and efficient fleet services	Ensure the fleet can continue to meet the existing needs of the community	Sell surplus vehicles and equipment.	
Operations	Provide timely and efficient fleet services	Ensure the fleet can continue to meet the existing needs of the community	Develop electrification plan for passenger/light-duty fleet	
Admin	Provide continuous and predictable service to the public	Improve internal process documentation.	Continue to document processes for budgeting, permitting, office procedures, and operational processes.	
Admin	Provide continuous and predictable service to the public	Improve recordkeeping	Clear onsite storage container and increase use of Iron Mountain for long-term storage	
Streets (& bridges, & signs/signals, & sidewalks)	Continue to maintain the City's bridges	Develop plan for repair of the Cross Street Bridge	Continue to work with OHM and other partners to identify and apply for funding	

Streets (& bridges, & signs/signals, & sidewalks)	Continue to maintain the City's bridges	Complete the Forest Avenue bridge project	Continue to work with OHM and contractor	
Streets (& bridges, & signs/signals, & sidewalks)	Continue to maintain the City's roadways	Develop five-year preventative maintenance plan for both major and local streets	Issue RFP for 3-year contract for cracksealing and one-year surface restoration	
Streets (& bridges, & signs/signals, & sidewalks)	Continue to maintain the City's roadways	Complete the Huron River Drive reconstruction project	Continue to work with OHM and contractor	
Streets (& bridges, & signs/signals, & sidewalks)	Continue to maintain the City's roadways	Complete Hamilton/Huron/Washtenaw road diet, watermain replacement, and I-94 crossing	Continue to work with YCUA and MDOT on local road renovation project	
Streets (& bridges, & signs/signals, & sidewalks)	Continue to maintain the City's roadways	Continue to develop pavement, signs, and signals inventory	Hire temporary worker to perform field inventory	
Streets (& bridges, & signs/signals, & sidewalks)	Continue to maintain the City's roadways	Maximize state trunkline maintenance budget	Identify and prioritize maintenance needs	

Streets (& bridges, & signs/signals, & sidewalks)	Continue to work with MDOT Rail and other railway partners on rail maintenance and improvement	Coordinate with MDOT Rail on corridor and crossing improvements and site maintenance	Maintain communication with MDOT Rail	
Stormwater	Maintain and improve stormwater quality and prevent or mitigate destructive flooding.	Maintain compliance with the MS4 permit	Retain contractor to inspect and perform sampling at all known outfalls	
Stormwater	Maintain and improve stormwater quality and prevent or mitigate destructive flooding.	Repair known existing failures	Inventory failures and solicit quotes	
Stormwater	Maintain and improve stormwater quality and prevent or mitigate destructive flooding.	Implement asset management system.	Hire temporary worker to perform field inventory	
Stormwater	Maintain and improve stormwater quality and prevent or mitigate destructive flooding.	Ensure permit requirements align with goals	Review permit requirements and develop written standards document	
Forestry	Maintain and improve the City's urban forest.	Work with DTE and other partners to remove all known hazard trees within the rights of way and parks.	Create inventory of hazard trees and note those with overhead utility conflicts	

Forestry	Maintain and improve the City's urban forest.	Plant trees to offset those removed.	Develop a system for accepting donations (of materials and of money) for tree planting.	
Forestry	Maintain and improve the City's urban forest.	Track trees planted and removed	Update digital tree inventory using existing records	
Parks	Continue to make safety and operational improvements at parks and recreation facilities in partnership with local and regional partners	Obtain funding for the upgrade of the Prospect Park Playground		
Parks	Continue to make safety and operational improvements at parks and recreation facilities in partnership with local and regional partners	Work with WCPRC and other partners to develop trail maintenance and stormwater control plan for Riverside Park		
Facilities	Provide functional facilities for City business.	Ensure all City-owned facilities are safe for workers and guests and can safely store records and equipment.	Develop a plan to improve and maintain safety at all City -owned facilities.	

Facilities	Provide functional facilities for City business.	Ensure each City business facility (CH, PD, FD, DPS) can meet the existing needs of the City, and are safe for workers and guests and can safely store records and equipment.	Develop a plan	
Facilities	Provide functional facilities for City business.	Ensure each City facility can meet the future/strategic goals of City leadership (ex, fleet electrification, emergency response), and meet the existing needs of the City safely.	Develop a plan	
Solid Waste	Continue to provide recycling, yard waste, and other solid waste disposal services	Improve recycling quality & quantity	Continue to work with WRRMA and MRC to improve recycling quality and quantity.	

Solid Waste	Continue to provide recycling, yard waste, and other solid waste disposal services	Improve recycling quality & quantity	Locate and review case studies regarding multifamily & public recycling.	
Solid Waste	Continue to provide recycling, yard waste, and other solid waste disposal services	Provide value for service	Compare costs and benefits of altering yard waste pickup schedule vs providing/promoting alternatives, including grass mulching and utilizing the Township compost center	
Parking	Continue to implement the recommendations of the parking study & strategy	Begin systematic improvement of parking lot surfaces	Work with MDOT and/or YCUA pavement contractors to coordinate repaving of downtown lots	
Parking	Continue to implement the recommendations of the parking study & strategy	Develop rollout plan to update and expand paid parking downtown	Obtain pricing from existing vendors	



Parking	Continue to implement the recommendations of the parking study & strategy	Continue to work with DTE on public charger placement	Continue to check status of "Charging forward" and other grant programs from DTE and others	
Special Events & Internal service (abatements, DDA stuff)	Develop clear and consistent tracking for DPS "internal contracting" services			
Special Events & Internal service (abatements, DDA stuff)	Continue to improve efficiency while maintaining level of service			

Fire Department

<b>GOAL</b>	<b>TASK OR OBJECTIVE</b>	<b>MEASURABLE OUTCOMES</b>	<b>ESTIMATED COST</b>	<b>LONG/SHORT TERM</b>
<b>Professional Development (Administration)</b>	To increase the opportunity for advancement within the department.	Improve quality and service	\$ 10,000.00	Long Term
<b>Professional Development (Fire Suppression)</b>	To increase the opportunity for advancement within the department.	Improve quality and service	\$ 15,000.00	Long Term
<b>Public Education</b>	Promote fire safety and awareness	Increase fire safety and awareness in the community	\$ 5,000.00	Long Term
<b>Keep our workforce diversified</b>	As we continue to hire new personnel, we intend to have our department reflect the community we serve.	Reflect the community we serve.	None Monetary	Long Term

<b>Partnerships</b>	Continue to create and maintain partnerships with EMU, Washtenaw Cty, Parkridge Community Center, Public Safety Alliance, SPARK, and neighboring businesses.	Maintain and improve existing relationships	None Monetary	Long Term
<b>Hiring</b>	According to the IAFF Contract, we must maintain a hiring and promotional list.	Complete the hiring process by January 2023	\$38,000 -\$40,000	Long Term
<b>Promotions</b>	According to the IAFF Contract, we must maintain a hiring and promotional list.	Completed for 2022, new list has been established to eliminate personnel gaps.	\$10,000 - \$11,000	Long Term

<p><b>Capital improvement (Fire Marshal's vehicle)</b></p>	<p>The Fire Marshall's current vehicle is inadequate. It was not purchased for practical use. The FM vehicle should accommodate his gear and all necessary tools and equipment to do inspections and arson investigations. It should also be equipped with emergency lights and siren.</p>	<p>Improve quality and service</p>	<p>\$ 37,000.00</p>	<p>Long Term</p>
<p><b>Capital improvement (YFD Parking Lot Concrete and Drains)</b></p>	<p>The current YFD parking lot is in need of repair and reinforcement. There are numerous broken concrete slabs in the parking lot, and the drains are sinking.</p>	<p>This will prevent further damage to the parking lot and will be cost effective in the long run.</p>	<p>Per OHM \$125,000</p>	<p>Long Term</p>

<b>Capital improvement (YFD Apparatus Bay Doors)</b>	Current bay doors are original equipment, and require regular maintenance. Looking into replacing doors to include all hardware, to update all electrical components.	Upgrade the facilities, and to make it more accessible to AMA partmeners and other departments who have to backfill the station.	This project will have to be put out to bid and we will provide an estimate later.	Long Term
<b>Capital improvement (Office Building Maintenance)</b>	Continue to update facilities and amenities.	Improve quality and service	\$ 20,000.00	Long Term

Department	Yr	Area	Objective	Goal	Task
Police	2023			Continue MACP accreditation	
Police	2023		improve community relations	Implement community policing	
Police	2023		Improve mental health response	Expand CIT team	
Police	2023		Increase transparency	Implement Axon in car / body camera merger	approved capital 21/22

**Community and  
Economic Development**

<b>Area</b>	<b>Objective</b>	<b>Goal</b>	<b>Task</b>	<b>Long Term/Short Term</b>
Citywide except R1 and CN-SF	Provide zoning text amendments that eliminate parking minimums and supportive housing occupancy limits.	Work with planning commission sub committee on housing affordability to identify additional barriers to housing affordability.	Reconvene housing affordability subcommittee and review proposed changes for implementation.	Short Term
Ward 1	Use community development block grant funding to repair Parkridge pavilion restrooms and provide new solar installations in ward 1	Bid out the restroom project with Washtenaw County OCED support. Identify property owners for solar rebates in ward 1 or use the solar funds at YHC properties.	Draft RFP and continue to engage property owners or YHC to get environmental clearance on both projects	Short Term

Citywide	Continue growing community events and programming in our park system and city facilities like the Senior Center, Rutherford Pool, Freighthouse and Parkridge Community Center.	We hope to see a 50% increase in the number of community events in our park system and city facilities following the promotion of our adopted community events policy	Marketing city facilities and parks to community leaders, organizers, and neighborhoods.	Long Term
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Historic District	CLG Resurvey	The original survey work was completed in the late 1970s and early 1980s and survey standards and technology have changed since then. We hope to resurvey and take photos of all of the 820 addresses including houses, buildings, structures, etc in our historic district.	Use a program like ARC GIS's Survey 1 2 3 so we can better integrate our survey records into BSA and so we can better tell the story of our district and our city. Engage EMU faculty and staff in the historic preservation program about how we can work with students to include them in this initiative.	Long Term
Ward 3	206/210 N Washington Affordable Housing Redevelopment	Navigate HDC, Planning Commission, and Community Benefits Agreement approval steps with Avalon Housing	Review application for PILOT, Site Plan, and Demolition Permits expected in early 2023	Short Term

Ward 3	Identify locations to host Friday-Sunday daytime/overnight warming shelter services	Continue progress at Freighthouse by growing revenue to support capital improvements plan and warming center services to close the three day gap Friday-Sunday	Increase Freighthouse revenues by 50% by amending fee schedule and booking more events. Review and make recommendations from recently completing Freighthouse Business Plan	Short Term
City Hall	Allow for online payments	Work with all departments to allow for payments online for payments and permits	Work with city vendors or identify new vendors to take payments for building, planning, code enforcement, parking and	
City Hall	Digitize Records	Work with all departments to digitize records	find a vendor to work to digitize records to eliminate the needs for physical storage.	

2022-2024	Ward 1 and 3	Redevelop long-term vacant sites in the city	Redevelop Water Street, 220 N. Park and Angstrom.	Work with various developers to secure purchase agreements for water street and begin development at 220 N. Park.
2022-2024	All Wards	Work to improve the city and private sidewalks to the city code standards	Create a comprehensive plan to address sidewalk issues in the city	Create a timeline for the start of a replacement program
2022-2023	All Wards	Streamline the rental inspection process	Purchase new equipment and software to allow for reports to be created on	Purchase upgraded BSA software