



**CITY OF YPSILANTI  
GOAL SETTING MEETING  
January 19, 2021 @ 6:00 PM  
Zoom Meeting  
<https://us02web.zoom.us/j/81958024861>  
One South Huron, Ypsilanti, MI 48197**

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Page

**I. CALL TO ORDER**

**II. ROLL CALL**

**III. AGENDA APPROVAL**

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

**V. RESOLUTIONS/MOTIONS/DISCUSSIONS**

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- A. Discussion of Fiscal Year 2021-2022 Goals - Facilitator Dr. Jeffrey Bernstein  
[City Council Goal Setting Session 1 - Potential Priorities](#)  
[Council Goals](#)  
[Departmental Goals](#)

**VI. ADJOURNMENT**

## **Ypsilanti City Council Goal Setting**

### **List of Goals by Topic Area**

**January 12, 2021**

#### **Community – Connection**

1. Improve Council meeting preparation and transparency in communication
2. Enhance Board and Commission training and ensure that people are attending these trainings
3. Create/sponsor Ypsi Art Prize to incorporate Public Art opportunities
4. Utilize funding for public art on city trucks (YCS art students)
5. Provide entertainment at Frog Island Amphitheatre
6. Install 3-4 flyer kiosks for better communication
7. Seek governmental partnerships/agreements with neighboring cities
8. Develop comprehensive communication plan - including hiring director
9. Refresh and upgrade city website and functionality, including accessibility for visually impaired
10. Consider new motto campaign to make the motto more relevant
11. Nominate qualified candidates (including youth members) to commissions to fill membership rosters
12. Establish commission to amend city charter
13. Engage the public in issues concerning the removal of Peninsular Dam

**Community – Safety**

1. Implement Community Policing philosophy to enhance safety of all residents, businesses, and visitors
2. Create a Mental Health Response Team
3. Hire a social worker within YPD for support and crisis intervention
4. Use mental health millage money for mental health response team
5. Address security problems for downtown business owners
6. Work on issues of COVID safety and vaccines for city officials and residents
7. Collaborate with EMU social work program on mental health response
8. Work with county on mental health response
9. Increase City Council involvement in security for entire community
10. Work with police, citizens, and other groups to eradicate gun violence and shootings
11. Support Barrier Busters program at county level

**Infrastructure – Commons**

1. Re-establish the Parks and Rec Department
2. Repair the city's sidewalks to code
3. Continue to upgrade existing park facilities and maintenance
4. Continue to implement the City's parking strategy
5. Remove Peninsular Dam: do engineering study
6. Create community warming space
7. Complete road improvement projects as fiscal constraints allow
8. Establish more equity in parking permits
9. Provide more resources for DPS for summer and winter maintenance
10. Improve accessibility to city government buildings

**Infrastructure – Housing**

1. Increase support for housing commission for addressing security concerns
2. Work in partnership with EMU to address housing needs
3. Work with MML to develop additional affordable housing units
4. Develop city property and non-city-owned property for housing
5. Establish policy for making current housing more affordable
6. Pursue equitable rezoning
7. Continue to support housing trust that has been established
8. Address issues of housing insecurity
9. Remove barriers to housing for homeless citizens

**Infrastructure – Safety**

1. Replace of Police In-Car Camera System
2. Install crosswalk on Huron at RAC
3. Explore new and creative options for increased traffic calming and crosswalk safety in neighborhoods and main streets
4. Install 4-way stops at dangerous intersections
5. Pursue speed limit reduction from Cross St. to EMU campus
6. Install Hawk light on Hamilton and Michigan Ave
7. Implement “Snow Buddies” program for winter maintenance
8. Update signage and repaint signs in the streets
9. Fix River Street

**Infrastructure – Sustainability**

1. Increase recycling (current levels are about 50% lower than the region)
2. Digitize financial records
3. Create a fueling system that will allow our city to buy vehicles that use alternative fuel
4. Convert grass medians to rain gardens to reduce mowing
5. Reduce greenhouse gas emissions from the DPS fleet
6. Attain carbon neutrality for city (government)
7. Explore moving from recycling bins to recycling carts and apply for grants for carts
8. Update emergency management plan
9. Create resilience hubs throughout the city, at least one in each ward, for emergencies
10. Send Council members and staff to Michigan Catalyst Community Academy for training

**Infrastructure – Buildings**

1. Redevelop long-term vacant sites in the city
2. Develop a plan to provide regular maintenance schedules for city facilities
3. Increase vacant and dangerous building enforcement
4. Increase rental inspections to catch up from COVID-related slowdown
5. Establish relationship with MSHDA to be alerted when apartment buildings are not up to code
6. Do upgrades to city buildings to increase equity



**Infrastructure – Office**

1. Reduce manual process and automate
2. Implement an environmentally friendly office
3. Clean and organize office

**Council/Staff – Workflow**

1. Hire Records Clerk to increase efficiency and keep windows open Fridays
2. Do compensation study of non-union employees to structure salary scale
3. Complete the Master Plan and Sustainability Plan and update the Parks and Recreation plan
4. Create equitable solutions for city protocols and practices
5. Reorganize third floor so everyone checks into a central front desk
6. Investigate Congressional Partners-Feet on the Ground Federal Grant Writing Agency
7. Complete MDNR Grant
8. Explore regional transit and available grant funding
9. Explore fail-safe way to stay in compliance with financial infrastructure

**Council/Staff – Development**

1. Promote organizational diversity and inclusion in staffing and recruiting
2. Develop positive staff/council work relations (communication, team-building, etc.)
3. Improve customer management by holding training for frontline staff
4. Complete MACP Accreditation for Police
5. Pursue additional training for code officers
6. Implement employee performance raises
7. Evaluate staff pay
8. Evaluate council pay scale
9. Implement training for leadership for employees – internal leadership program
10. Create framework for more effective recruiting, staffing, and promotion for city staff
11. Develop additional administration support for council
12. Develop a student program with WCC, EMU and YCS for city and civic work with council  
and city staff
13. Initiate better relationship with Ypsilanti School Board and students

**Mayor Richardson**

Increase positive communication between council and staff.	
Complete plans for Water Street development.	
Continued transparency with the public and increased communication beyond electronically. We still have a digital divide.	
Work towards full equity and diversity within the city including staff and hiring.	
Continue racial/diversity training - face to face, interactive with staff and council.	
Use mental health millage money for the police department	Re-establish community policing, hire another police officer
City Manager personally look into Congressional Partners-Feet on the Ground Federal Grant Writing Agency.	Unlimited grants for the year, grants we are not even aware of that could benefit the city.

**Mayor Pro-Tem Brown**

1. Hire Social worker for YPD (continuation from 2020)
2. Develop Water Street (continuation)
3. Create mental health response team
4. Provide mini grants to support youth initiatives (continuation)
5. Reestablish Parks and Rec department
6. Strengthen council/staff working relationships
7. Strengthen working relationship with EMU
8. Work in collaboration with Housing commission to address safety and security concerns
9. Address housing stock issues within the City (involve EMU)
10. Freighthouse fee schedule update

**Council Member Jones Chance**

**Increase equity in built environment**

Improve housing affordability

Increase rate of homeownership among historically disadvantaged groups

Remove barriers to housing for our homeless citizens

Increase accessibility

Equitable rezoning

**Improve quiet enjoyment**

Work with police, citizens, and others to eradicate gun violence and shooting

Implement better traffic calming and street design measures

Properly address issues with problematic businesses (gas stations and liquor stores who allow patrons to disturb neighbors and conduct illegal activities on premises)

**Council Member Symanns Goals**

Continue efforts to support the police department in implementing a community policing philosophy.

Continue efforts to provide appropriate support as it relates to COVID safety / vaccination efforts for our city staff and community.

Explore new/creative options for increased crosswalk safety and traffic calming/speed control on neighborhood streets.

Explore options for new curbside recycling bins or changes to our collection process that utilizes larger collection bins.

**Council Member Steve Wilcoxon**

<u>GOAL</u>	<u>TASK OR OBJECTIVE</u>	<u>MEASURABLE OUTCOMES</u>	<u>ESTIMATED COST</u>	<u>LONG/ SHORT TERM</u>
Improve communication with public	Create a comprehensive communication plan for internal and external communications. Engage Communications firm to analyze current efforts and suggest improvements.	increased community exposure	\$50K	both
Improve communication with public	Hire a communications director for the city to devise strategy or implement strategy developed by firm above.	Improved community messaging and participation	\$70K-\$100K	both
Remove Peninsular Dam: engineering study	Partially fund the first phase engineering study to determine sediment mediation plan and structural analysis of infrastructure	sediment toxicity report, structural analysis	\$150K/yr	both
Remove Peninsular Dam: public engagement	Implement public engagement campaign: public meetings, mailings, interactive website, public postings, surveys	public participation, report on resident and non-resident hopes and concerns to guide future engineering activities	\$10K	18 months
Attain carbon neutrality for city (government)	Devise plan (in conjunction with AA)	plan in hand	\$5K	3-9 months
Develop Waterstreet property to reflect the Ypsilanti values	Engage developer through the MDED	proposal in hand consistent with master plan	unknown	
Implement parking strategy	Provide consistent signage, install metering infrastructure, device informational material,	continued progress		ongoing
implement traffic calming and road diet measures	continue to implement measures on planned construction (Huron, Hamilton, I-94 crossing, Forest, HRD	Decreased car traffic, increased foot and bike traffic		ongoing
Increase public input on city commissions	nominate qualified candidates/approve/including youth members	full roster/regular quorums,	NA	2 months
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			
Increase the cities resilience physical/financial to climate change	create resilience hubs throughout the city (at least one in each Ward) with an emergency plan	Plan adopted, public engagement		9-12 months
improve citizen confidence in the police department	develop community policing plan with greater public input	plan adopted		12 months
Improve housing affordability and accessibility	create policy for current housing stock and new development	plan adopted		6 months
<i>world peace</i>				
<i>clean water</i>				
<i>universal health care</i>				
<i>Universal housing</i>				



## **Council Member Morgan**

To reduce, renew and refresh our cities abilities and efforts to provide services to our citizens through creative, practical methods.

REDUCE the redundancy, unnecessary risk and obligation to what doesn't add value to the city through audit and assessment.

RENEW: We as a city must stay in the position of being ahead of schedule when it comes to certifications, licensing, compliance and the like. Create "fail-safe" methods that allow us to operate without the pressure of emergency or penalty.

REFRESH the ideas, virtues and Creed of "Pride, Heritage and Diversity ", in a way that is more believable, credible and connecting as what it meant in the past.

### **PROFESSIONAL DEVELOPMENT**

Balancing the budget is of major importance in the goal session.

Prepare city staff and officials for future by focusing on investing in recruiting, staffing and promotion.

Develop more effective scouting and recruiting to fill commissions and boards.

### **YOUTH**

Increase or sustain grant funding to youth serving organizations and grassroots groups for specific amounts, criteria and time span.

Provide college readiness programs to match the number of dispensaries within the city.

Prepare an educational audit on the state of ypsilanti consolidated schools for a projection of how to identify, service and meet the needs of Ypsilanti students.

(In conjunction with the Ypsilanti School Board)

### **ENVIRONMENT**

Increase outdoor, park projects and space beautification.

Add more culturally relevant art to the unique landscape of the city.

Making best use of minimal city owned space as a "common area" with warming capabilities.

### **SAFETY**

To develop an interactive engagement framework to better relationships with citizens and our police.

**Council Member Somerville Goals**

1. Surveying sidewalk issues/repairs on both city owned sidewalks and resident owned
2. Funding for permanent outdoor movie technology
3. 100k for housing trust
4. 100k for barrier busters
5. Working in partnership with EMU to address housing needs
6. Developing city owned and working with non city owned vacant property for housing needs
7. Updating our website to provide information on home buyer resources(in partnership with MSHDA)
8. More resources for DPS(summer maintenance and winter maintenance such as snow removal and mowing needs)
9. Working with MML to discuss/develop additional affordable housing resolutions
10. Lowering the cost of residential parking permits for downtown

City Manager FY 21-22 Goals

1. Improve and maintain fiscal health of the city
2. Improve/Refresh city website so that it is more customer friendly.
3. Continue implementation of Community Policing philosophy along with mental health component. Develop mental health program utilizing EMU MSW students
4. Continue to look for ways to institute better community communication and notification system
5. Implement training and leadership program for employees
6. Institute annual awards for exceptional employee service
7. Institute employee performance raises
8. Institute annual raise scale for non-union employees
9. Continue Water Street negotiations
10. Develop a student program with WCC, EMU and YCS
11. Development of more affordable housing units
12. Development of recycling services for multiple units
13. Continue implementation of Parking Study
14. Continue to work on full implementation and usage of Frieghthouse as a city asset
15. Hire Human Resources Director
16. Promote Diversity, inclusion, and racial equity hiring practices

**City of Ypsilanti Council Goals 2021-2022 - Clerk**

<b>Goal</b>	<b>Task of Objective</b>	<b>Measurable Outcomes</b>	<b>Estimated Cost</b>	<b>Long/Short Term</b>
Improve Customer Management	Hold training for all front line administrative staff	Decrease Employee Stress/Increase in productivity	\$2,500	Short & Long Term
Assist in functionality of Boards and Commissions	Design and implement two annual training sessions/assign staff liaisons to each commission; create Onboarding videos for new commissioners to view prior to be given the oath of office	Create better functionality of boards and commissions	minimal	Short & Long Term
Live stream all boards and commission meetings	Staff has been trained on iCompass, however, due the pandemic meetings are not currently held in person	All meetings will be live streamed	\$0	Short
Council Meeting preparation efficiency	Council packets provided two Monday's prior to the meeting	This objective was achieved, however, as a result of the pandemic it was unable to be maintained. Packets have been published on the Thursday prior to the meeting.	\$0	Short
Train new Deputy Clerk	Bring new Deputy Clerk up to speed on all Election Law, functions of Clerk Software programs (iCompass, Solid Circle)	Seamless transition once current Deputy leaves position	\$0	Short
Pressure state for funding local jurisdictions to administer elections	Council approve resolutions requesting the State Legislature approve funding to administer Federal Elections	Additional Funding available during the 2022 Election Cycle	\$0	Long
Prepare for increased absentee voting during	Increase funding allocation for increased absentee ballots and business reply mail	Successful management of future elections	\$2000 - \$3000 per election	Short & Long Term

**City of Ypsilanti Council Goals 2020-2021 Updates - Clerk**

<b>Goal</b>	<b>Task of Objective</b>
Increase efficiency in polling locations	New pollbooks were deployed to polling locations as well as old pollbooks in order to assist in line management
Outstanding AHB Fines added to Winter Tax Bill	Increased revenue by \$79,000
Effectively Administered 2020 Election Cycle	AV request increased to roughly 7,000, increased safety measures were needed as a result of the pandemic. Clerk Staff was able to meet all requirements of state law and obtained a grant of \$100,000 to meet additional costs.

DEPARTMENT NAME: FINANCE, TREASURY AND ASSESSING

CITY OF YPSILANTI CITY COUNCIL GOALS 2020-2021					
GOAL	TASK OR OBJECTIVE	MEASURABLE OUTCOMES	ESTIMATED COST	LONG/SHORT TERM	UPDATE
Efficiency in Parking Collections	Online renewal/new parking permit system Contact Complux (parking ticket company)	Estimated completion August 2020	\$3,000 - \$5,000	Short Term	Online permit renewal available for Downtown
	Improve processing of parking violation tickets and dispute	Estimated completion May 2020	Savings thru efficiency	Short Term	Parking Manager was hired
Electronic payment to vendors and employees	Recommend vendors and employees to receive payments thru EFT/Electronic payment	Decrease in use of checks	\$20 per week reduction ((\$0.50 postage + \$0.50 check, envelope, and printing fees etc. per check)x 20 checks).	Short Term	*102 of 226 EFT Application sent out enrolled in EFT *FY 19-20 1,743 checks issued decreased compared to FY 18-19
	Clean and Organize Offices	1. Label every cabinet to easily find documents, office supplies, and any other materials. 2. Utilize shelves or spaces to work efficiently and effectively.	1) Improving work performance in the clean, simple, and organized workspace. 2) Reducing "where is it?" moment.	\$5,000 for working table, cabinets, and organizers	Short Term
Environmental Friendly Office	1. Turn off and unplug all computers and electronics 2. Reuse one-side used paper for internal documents. 3. Recycle used paper and card boards.	Reduction in operating and office supplies	Savings	Short Term	70% paperless workflow. Accounts payable transactions are electronically processed

CITY OF YPSILANTI CITY COUNCIL GOALS 2021-2022					
GOAL	TASK OR OBJECTIVE	MEASURABLE OUTCOMES	ESTIMATED COST	LONG/SHORT TERM	UPDATE
Digitize Financial Records	Scan documents and make financial records available online	1. Decrease in paper usage 2. Reduce storage cost 3. Increased Efficiency in retrieving documents	\$700 to \$1,200 per month reduction in the next seven years.	Long Term	*Cash collections are now scanned and paper copies will not be physically stored
Reduce Manual Process and Automate	Use purchased software to its fullest potential	Decrease in Manual Process		Long Term	*Subscribed to a budget software *Integrated Document Management Software with Incode
Efficiency and Effectiveness at work	Professional Development for finance and treasury employees	Decrease errors in accounting and finance operations		Long Term	
Database Maintenance	Update Records	Accuracy of record cards		Long Term	



City of Ypsilanti

Fire Department

## MEMORANDUM

**To:** Frances McMullan, City Manager

**From:** YFD Administration

**Date:** January 6, 2021

**Subject:** Fire Department Goal Setting and Achievements

Frances,

The following memorandum overall describes the City of Ypsilanti Fire Department goals for the 2021-22 Fiscal Year. I will first provide a brief overview of our department and later discuss our department's priority goals.

### **Overview of the YFD:**

The City of Ypsilanti Fire Department seeks to provide the highest quality fire service, Emergency Medical Services and education to the community we serve. We strive to meet the National Fire Protection Standard 1710 requirement of responding to an emergency within four minutes or less. In 2020, the YFD has managed to improve our overall ISO rating from a 4 to a 3.

I have prioritized the following goals into two categories: Fire Prevention and Fire Suppression.

### **YFD Priority Goals:**

#### *Fire Prevention:*

1. Improve our fire prevention activities.
  - a. I propose that there are three ways to accomplish this:
    - i. Ensure new Fire Marshal develops an Inspection Division. (Both the Fire Chief and Fire Marshal will work together to accomplish this goal).
    - ii. Have the Fire Marshal perform fire code compliance activities.
    - iii. Complete plan reviews as relates to fire safety.



City of Ypsilanti

Fire Department

*Fire Suppression:*

1. To increase staffing in order to meet the requirements of the 2018 SAFER award.
  - i. There must be a total of 19 fire suppression personnel before the Period of Performance can begin (February 13, 2019- February 12, 2022). When fully staffed, the department will have a total of 21 in fire suppression. This means that there will be seven personnel per shift with a minimum staffing of four. This is the highest staffing level within the department since 1987.
  - ii. If these staffing levels are maintained, it will significantly reduce overtime. I propose this will save the city over \$50,000 annually.
  - iii. Since January of 2019 the fire department has hired 5 additional personnel to fill vacancies and increase staffing. There is currently 18 in suppression. We are currently in the hiring process to hire an additional 4 firefighters to bring the number to 21 in suppression.
    1. We have now established an eligibility list for the next two years and we are now starting to make job offers to qualified candidates.
  - iv. It is assumed that within the next 4-5 years, there will be promotions within the department due to expected retirement.
2. Enhance the Automatic Aid Agreement by combining training between the three departments: Ypsilanti City, Ypsilanti Township and Superior Township.
  - i. We currently cross train with neighboring departments.
  - ii. We have increased training and revised our AMA agreement to provide additional aid to Superior and Ypsilanti Townships.
3. Maintain our cost recovery.
  - i. We currently can charge up to \$150 per accident.
4. Meet our obligations with county level specialty teams.
  - i. Fill current vacancy with county HAZMAT team.
  - ii. Increase Technical Rescue Team (TRT) by one.
5. Maintain diversity within the workforce.
  - i. The YFD currently reflects the demographics of the city.
  - ii. The Civil Service Commission ensures diverse candidates are listed on the eligibility list.





City of Ypsilanti

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Fire Department

6. YFD Grants Received

- i. The Fire Department received grants in excess of \$100,000.00 for air monitors, gear, thermal imaging camera, hose, nozzles, and the exhaust capture system.

7. Capital Improvements:

- i. Capital improvement projects to replace apparatus floor grates and drains are in progress.

Thank you,

Ken Hobbs  
Fire Chief

<b>CITY OF YPSILANTI CITY COUNCIL GOALS 2020-21 Updates - Fire Department</b>					
<b><u>GOAL</u></b>	<b><u>TASK OR OBJECTIVE</u></b>	<b><u>MEASURABLE OUTCOMES</u></b>	<b><u>ESTIMATED COST</u></b>	<b><u>LONG/ SHORT</u></b>	<b><u>Update</u></b>
<b>Hiring</b>	According to the IAFF Contract, we must maintain a hiring and promotional list. (One scheduled retirement)	Complete the hiring process by January 2021.	\$38,000 - \$40,000	Short Term	In progress; Eligibility list approved by Civil Service Commission
<b>Capital Improvement (Building Maintenance)</b>	Replace carpet and flooring throughout the building to improve work environment and overall appearance	Completion by June 30, 2021	\$ 11,000	Short Term	Delayed
<b>Capital Improvement (Building )</b>	Replace deteriorating furniture to provide a safe, welcoming, and clean working environment.	Completion by June 30, 2021	\$ 10,000	Short Term	In progress; Replaced office furniture.
<b>Promotions</b>	According to the IAFF Contract, we must maintain a hiring and promotional list.	Completion by June 30, 2021; Eliminate personnel gaps.	\$10,000 - \$11,000	Short Term	C. Pope was promoted to Fire Marshal and a promotional list is in place for Capt. And Lt.
<b>AMA Agreement</b>	Expand Automatic Mutual Aid agreement to increase staffing for structure fire responses.	Meet SAFER and NFPA 1710 requirements		Short Term	Completed.
<b>Capital Improvement (Station Communicating System)</b>	Update the station's audio system.	Improve notification and communication	\$10,000	Short Term	In progress; delayed due to COVID-19
<b>Capital Improvement (Chief's vehicle)</b>	The Fire Marshal will inherit the Chief's current vehicle.	Provide transportation for Fire Administration	\$40,000-\$50,000	Short Term	Expected to receive on Jan. 18, 2021
<b>Professional Development (Administration)</b>	To increase the opportunity for advancement within the department.	Improve quality and service	\$ 10,000	Long Term	Delayed due to COVID-19
<b>Professional Development (Suppression)</b>	To increase the opportunity for advancement within the department.	Improve quality and service	\$ 15,000	Long Term	Delayed due to COVID-19
<b>Public Education</b>	Promote fire safety and awareness	Increase fire safety and awareness in the community	\$ 5,000	Long Term	Delayed due to COVID-19; Will be the responsibility of the Fire Marshal

<b>CITY OF YPSILANTI CITY COUNCIL GOALS 2021-2022 - Fire Department</b>					
<b><u>GOAL</u></b>	<b><u>TASK OR OBJECTIVE</u></b>	<b><u>MEASURABLE OUTCOMES</u></b>	<b><u>ESTIMATED COST</u></b>	<b><u>LONG/SHORT TERM</u></b>	<b><u>Update</u></b>
<b>Professional Development (Administration)</b>	To increase the opportunity for advancement within the department.	Improve quality and service	\$ 10,000	Long Term	Promoted Fire Marshal and Executive Secretary to Assistant
<b>Professional Development (Suppression)</b>	To increase the opportunity for advancement within the department.	Improve quality and service	\$ 15,000	Long Term	Delayed due to COVID-19
<b>Public Education</b>	Promote fire safety and awareness	Increase fire safety and awareness in the community	\$ 5,000	Long Term	Delayed due to COVID-19; Will be the responsibility of the Fire Marshal
<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	In progress
<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	In progress
<b>Hiring</b>	According to the IAFF Contract, we must maintain a hiring and promotional list. (One scheduled retirement)	Complete the hiring process by January 2021.	\$38,000 - \$40,000	Long Term	In progress
<b>Promotions</b>	According to the IAFF Contract, we must maintain a hiring and promotional list.	Completion by June 30, 2021; Eliminate personnel gaps.	\$10,000 - \$11,000	Long Term	Civil Service approved promotional list for Lt.

<b>CITY OF YPSILANTI CITY COUNCIL GOALS 2020-2021 Updates - Human Resources</b>					
<b><u>GOAL</u></b>	<b><u>TASK OR OBJECTIVE</u></b>	<b><u>MEASURABLE OUTCOMES</u></b>	<b><u>ESTIMATED COST</u></b>	<b><u>LONG/SHORT TERM</u></b>	<b><u>Updates</u></b>
Performance Evaluation System	* Develop & implement a meaningful performance appraisal tool	Improved & measurable employee review system	\$1,000	Short/Long Term	Began work on this as well as gathered input from departments - not yet complete
Training Program For Employees	* Develop quarterly professional training sessions for employees such as: Ethics, Leadership, Customer Service, & Safety	Improved employee knowledge & performance	\$6,500	Short Term	Traliant Diversity Suite utilized in 2nd quarter of FY 20-21. Have a manager training scheduled to roll out in January 2021 for Dept Heads & Supervisors
Employee Recognition Program	* Develop an employee recognition program for years of service	Improved employee morale	\$2,500	Long Term	Plan was to incorporate this with a year end party for employees but could not have due to covid.
Update Job Descriptions	* Work with department heads to update all job descriptions	Accurate data & pay	Employee Time	Short Term	Have worked with Dept Heads as jobs became available for posting.
Succession Planning	* Create a succession plan for all key positions	Employees identified for promotability & department knowledge	Employee Time	Long Term	Still needs to be done.

**CITY OF YPSILANTI CITY COUNCIL GOALS 2021-2022 - Human Resources**

<u>GOAL</u>	<u>TASK OR OBJECTIVE</u>	<u>MEASURABLE OUTCOMES</u>	<u>ESTIMATED COST</u>	<u>LONG/SHORT TERM</u>
Paperless	* Set up a file in the shared drive for department heads and employees to have easier access to HR forms and documents.	Less paper = sustainability	\$5,000	Long Term
Employment Recruitment Program	* Aggressively seek applicants from minority populations via job postings. * Actively recruit interns from EMU, WCC, & surrounding colleges/universities.	Diversity - our staff will reflect our community/Provide hands on learning for students (\$12/hr x 20 hrs/wk) x 5 interns	\$70,000	Long Term
Professional Development Program	* Develop tuition reimbursement program for education that assists employees in current job or future job with the City.	Increase employee education & support future goals within City positions.	Employee time	Long Term
Update Policies	* Develop policies such as Parental Leave	Provide guidance to employees and a Parental Leave policy would support families who work for us	Employee time	Long Term

Already aggressively seeking applicants from minority populations

**CITY OF YPSILANTI CITY COUNCIL GOALS 2020-2021 - Community and Economic Development  
(Building, Planning, Economic Development and Code Enforcement)**

<u>GOAL</u>	<u>TASK OR OBJECTIVE</u>	<u>MEASURABLE OUTCOMES</u>	<u>ESTIMATED COST</u>	<u>LONG/SHORT TERM</u>
Increase Efficiency in the Building Department	increase Part time to Full Time Secretary	Continue with existing inspections and new business inspections	Increased secretary wages and benefits - \$30,000	Short Term
Increased Vacant and Dangerous Building Enforcement	Expand into the vacant building enforcement	Compile a list of vacant buildings and ensure monthly inspections are taking place	see above	Short Term
Noxious Weed Identification Training	Provide annual training for code enforcement officers	Staff attends training	\$1,500	Short/Long Term
Increase Efficiency on Third Floor	Reorganize third floor so everyone checks into a central front desk	Reconstruct the 3rd floor	25,000	Short Term
Redevelop Long Term Vacant Sites in the City	Redevelop Water Street, 220 Park St, and Angstrom	Purchase Agreements signed for the city owned properties	\$50,000	Long Term
Get Caught Up on Rental Inspections	Purchase Tablets	Get caught back up to 2019 levels	\$15,000	Short Term
To bring the city's sidewalks in to the city code	Work to improve the city and private sidewalks to the city code standards	Creation of a comprehensive plan to address the sidewalk issues in the city and a timeline for implementaiton.	Variable	Long Term

**CITY OF YPSILANTI CITY COUNCIL GOALS 2021-2022 - Community and Economic Development  
(Building, Planning, Economic Development and Code Enforcement)**

<u>GOAL</u>	<u>TASK OR OBJECTIVE</u>	<u>MEASURABLE OUTCOMES</u>	<u>ESTIMATED COST</u>	<u>LONG/SHORT TERM</u>
Redevelop Long Term Vacant Sites in the City	Redevelop Water Street, 220 Park St, and Angstrom	Purchase Agreements signed for the city owned properties	\$50,000	Long Term
To bring the city's sidewalks in to the city code	Work to improve the city and private sidewalks to the city code standards	Creation of a comprehensive plan to address the sidewalk issues in the city and a timeline for implementaiton.	Variable	Long Term

**CITY OF YPSILANTI CITY COUNCIL GOALS 2021-2022 - DPS**

<u>GOAL</u>	<u>TASK OR OBJECTIVE</u>	<u>MEASURABLE OUTCOMES</u>	<u>ESTIMATED COST</u>	<u>LONG/ SHORT TERM</u>
Continue to implement the City's Parking Strategy	Implement the recommendations from the city's parking study; Develop criteria to track progress; Develop regular maintenance and capital improvement schedules for the city's parking lots.	Completion of parking study recommendations	\$200,000	Both
Continue to upgrade existing park facilities and provide regular predictable park maintenance.	Develop and implement regular maintenance schedules; Continue regular assessment and prioritization of city park improvements with Community Development Department;	Completion of projects from assessment.	\$125,000 - \$150,000	Both
Reduce green greenhouse gas emissions from the DPS fleet.	Construct a propane filling station at DPS and set aside funds to begin converting vehicles to utilize propane injection; Evaluate costs and new technologies to meet goals.	Installation of propane filling station; measurement of GHG emissions.	\$200,000 - \$300,000 (preliminary)	Both
Continue to find ways to promote and expand recycling options within the community.	Continue working with WRRMA to assist with public information; Continue searching for sites for a drop off; Apply for grants to implement carts	Amount and frequency of information distributed; active search for drop-off site; Application for grant.	\$100,000 - \$500,000	Both
Develop and implement a strategy to provide regular maintenance schedules for city facilities and promote energy efficient upgrades.	Look at weatherization options for city owned buildings; identify and assess needs; develop replacement schedules for critical infrastructure.	Maintenance and Capital Improvement schedules; implementation of upgrades; utility bill reductions	\$125,000	Both
Complete road improvement projects as fiscal constraints allow.	Work with City Council to prioritize road projects for efficiency; evaluate financial status to maximize use of road dollars; implement planned road projects	Capital improvement schedules; identification for how much capital can be used each year; implemented road projects	Varies	Both
Identify staffing needs to perform minimum maintenance requirements.	Complete minimum staffing review; budget for staff required.	Addition of staff, allocation of staff time.	Varies	Both



**CITY OF YPSILANTI CITY COUNCIL GOALS 2020-2021 Updates - Downtown Development Authority**

<u>GOAL</u>	<u>TASK OR OBJECTIVE</u>	<u>MEASURABLE OUTCOMES</u>	<u>ESTIMATED COST</u>	<u>LONG/ SHORT TERM</u>	<u>UPDATE</u>
Address security problems reported by Downtown Business Owners	Convert Downtown Grant Program funds to be used for a new initiative: Project Green Light	Enrolling 10 Downtown Businesses in a pilot program to provide for exterior security cameras in partnership w Ypsilanti Police Department.	\$20, 000	Short Term	Project scrapped
Identify new and creative ways to incorporate Public Art opportunities	Each of the districts will commit \$4,000 for Ypsilanti Art Prize	YDDA will sponsor prizes for artists who install their work in public spaces as approved by City or YDDA Businesses	\$12, 000	Short Term	Funds needed elsewhere for COVID Support
Public recycling partnership	YDDA will commit one new dumpster for single stream recycling on a pilot program. We will also partner with the City on single day events for recycling in	Enrolling 30 new downtown residents in the program and covering all the costs needed to offer this new service.	\$5,000	Short/Long Term	Working with DPS on recycling solutions
Monetize Maple Street Lot	Install meter technology and begin enforcement in the Maple Street Lot located in Depot Town	The City and YDDA will enter a partnership for the equipment and enforcement measures needed to generate revenue for maintaining the lot.	\$10,000	Short Term	Meters installed and enforcement ready to begin once demand returns to Depot Town
Historic Walking Tours	The City and YDDA will partner to offer 6 historic walking tours , once per month between May and October.	300 unique participants will get to participate and learn about our historic resources	\$1,000	Short Term	COVID delayed in person walking tours but virtual tours available on DDA website and social media

**CITY OF YPSILANTI CITY COUNCIL GOALS 2021-2022 - Downtown Development Authority**

<u>GOAL</u>	<u>TASK OR OBJECTIVE</u>	<u>MEASURABLE OUTCOMES</u>	<u>ESTIMATED COST</u>	<u>LONG /SHORT TERM</u>
Community and Mental Health	Reestablish warming/cooling center at Riverside Arts Center	Partnership with RAC to operate warming and cooling center in 2021	\$30,000	Short Term
	Public Safety Toolkit for YDDA Businesses	Distribution by 5/1/2021	\$2,500	Short Term
Improved Alleyway Lighting and Pedestrian Walkways	Work with property owners to provide targeted grants in areas identified.	25% of available DDA TIF Revenues to be used on these types of projects	\$20,000	Long Term
Downtown Dumpster Program Improvements	<ol style="list-style-type: none"> <li>1. Install cameras at North Adams as approved</li> <li>2. Identify new service provider by May 2021 when contract expires.</li> <li>3. Provide opportunities for residential recycling and bulk item drop-off</li> </ol>	<ol style="list-style-type: none"> <li>1. Deter illegal dumping and hold users accountable in their service agreements.</li> <li>2. Cost Savings in new service contract</li> <li>3. Increased rates of recycling and bulk item drop off.</li> </ol>	<ol style="list-style-type: none"> <li>1. \$6,000</li> <li>2. TBD</li> <li>3. TBD</li> </ol>	Long Term
2021 Street Closures	Close N Washington and E Cross during warm months for outdoor dining in 2021	Broad and Equitable participation wherever feasible to help support place based economy and help businesses navigate ongoing pandemic safely	\$5,000	Short Term
Community and Economic Development Programming	1. Continue developing Incentive Programs and sponsoring events that help create place based economic activity	15% of available DDA TIF Revenues to be used on these types of projects	\$12,000	Short Term
Michigan Main Street Program	Establish Michigan Main Street Program in DDA Districts	Membership in Michigan Main Street Program	Cost Neutral	Long Term
Parking in Depot Town	<ol style="list-style-type: none"> <li>1. Monetize Maple Street Lot</li> <li>2. Identify funding and location for Parking Deck</li> </ol>	<ol style="list-style-type: none"> <li>1. Begin generating revenue that helps pay for maintenance of DDA owned Maple Street Parking Lot.</li> <li>2. Develop Construction Plans for Parking Deck in Depot Town.</li> </ol>	<ol style="list-style-type: none"> <li>1. Cost Savings</li> <li>2. TBD</li> </ol>	Long Term



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Jennifer A. Healy~ Legal Assistant

**MEMORANDUM**

**To: Hon. Mayor and City Council**  
**From: John M. Barr, Ypsilanti City Attorney**  
**Date: January 5, 2021**  
**Re: City Attorney overview and goals for 2021**

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The office of the Ypsilanti City Attorney is created by City Charter:

4.07. Legal officer.

There shall be a legal officer of the City appointed by the City Manager subject to confirmation by the City Council and not subject to the requirements of the merit system. The legal officer shall serve as chief legal adviser to the Council, the Manager, and all City departments, offices, and agencies, shall represent the City in all legal proceedings, and shall perform any other duties prescribed by State law, by this Charter, by ordinance, or by resolution.

The City Attorney also attends City Council meetings and provides legal advice to the Mayor and City Council, City Manager and all city departments, department heads and boards and commissions on request. The City Attorney is the FOIA coordinator and supervises all FOIA requests and replies. The City Attorney also serves on the Election Commission, acts as City Council parliamentarian and prepares legislation and research as required. Training is developed and presented to city staff and officers as requested.

Our office is at 105 Pearl Street, corner of North Huron Street, one block north of Ypsilanti city hall.

City Attorney staff includes attorneys John M. Barr, Karl A. Barr, Jesse O'Jack, paralegal Jennifer (Healy) Merritt and assistants Ashlee Roberts and Elizabeth Taylor.

The goals of the office of the City Attorney are to continue to provide excellent legal advice and service to the city.



# Memorandum

To: City Manager F. McMullan  
From: Chief A. DeGiusti  
Date: December 21, 2020  
Subject: 2020-21 Goals Report

As we reach the end of calendar year 2020, we are beginning to evaluate where we are and where we still need to go in order to achieve our goals. 2020 has been a year like no other and despite the challenges that have been presented by a global pandemic, demonstrations, and a divisive political climate the YPD has worked diligently on the priorities that have been set by the City Council.

As a review the goals:

## 2020-2021

- 1- Stabilization of personnel/Appropriate assignment of the work.
- 2- One Mind Campaign-Mental Health Initiative
- 3- MACP Accreditation
- 4- Replace AFIS Machine

## 2021-2022

- 1- Return to Community Oriented Policing
- 2- Mental Health Response Team
- 3- Procedural Justice Training Series
- 4- Replacement of In-car Camera System

Accomplishments/Work in Progress:

- 1- The Department has worked diligently to reach our budgeted number of officers. This was actually achieved for a short time. However, due to an officer relocating to Florida and the retirement of a Sergeant has reduced our numbers. Additional challenges arose due to the deployment of an officer to serve overseas and an injury to a Sergeant that has placed them on light duty for a long period of time and will require an upcoming surgery that will require a lengthy rehabilitation. One candidate is currently finalizing their testing and should be starting in January of 2021. The search for the next hire is on-going.

We were also able to negotiate with both POAM and COAM an extension of the DROP program in order to be able to retain experienced officers a bit longer while our young Department continues to develop.

The Department has also moved towards the COP model presented to Council in 2020. The first step in that process was to expand the Detective Bureau in order to free up time for Patrol Officers to interact with the

community and engage in other activities besides follow-up investigations and case management. The positions were posted as required by the POAM contract and interviews have been conducted. Two of the applicants will be assigned in early January 2021.

- 2- The Department pledged to the International Association of Chief of Police One Mind Campaign as was reported to the City Council. In order to certify in this initiative the Department was required to train the entire Department on Mental Health First Aid, at least 20% of the Department in Crisis Intervention Team Training, have a written agreement with the local mental health provider and a comprehensive policy on the response to mental health calls for service. The program required that the Department accomplish these tasks within a two-year window. The YPD accomplished it in just under one year and was awarded the certificate of completion by the IACP on August 25, 2020. As of this writing the YPD is only one of five agencies that have completed the program in Michigan and one of ninety-seven across the United States.
- 3- MACP Accreditation has been an extremely challenging task. At the core of this process is policy development and procedural adjustments to ensure that all 105 standards for accreditation can be met. At the onset of this process it was thought that we could make adjustments to current policies and procedures. However, it was realized that as the years had passed some policies had become outdated and previous attempts to correct the issues had made the system less organized than what is desired. A brand-new set of General Orders has been completed containing 119 policies that are up to date and are aligned with accepted best practices. Currently we are working on assembling the "proofs" required to have an assessment of the Department completed and then final disposition decided by the Michigan Law Enforcement Accreditation Commission. This is projected to occur sometime in April 2021.
- 4- The Department has been working with CLEMIS on the replacement of the Fingerprint machine. The current unit has come to its end of life support status and is critical to the operation of the Police Department. The purchase for the machine has been approved, the instrument has been ordered and is scheduled for installation on January 21, 2021.

#### 2021-22 Goals in progress:

Due to the recent calls for increased training for police officers and in light of the circumstance through out the summer regarding police conduct the Department moved this goal up to 2020. Over the course of the summer and fall months the entire Department attended training on Police Ethics, Fair and Impartial Policing and De-Escalation. In addition, 100% of the department is in compliance with the training provided by the City regarding Diversity, Unconscious Bias and Microaggressions.

The current In-car camera system is in poor condition and is not reliable. It is getting to the point that it is failing at an extremely unacceptable rate. This is causing issues with the review of incident and providing FOIA requests for video. The Department has already contacted Axon and has a purchase and installment plan in place for immediate execution upon the new budget in July 2021.

#### Goals for 2021-22

The Department still retains the goals to of returning to Community Oriented Policing and further developing a Mental Health Response Team.

Regarding the COP Program the Department is flexible in time frames as we do not want to move to the next step prematurely and without being well accomplished in the foundational step before it. We believe that the Detective Bureau will be functional to acceptable level by late spring. At that time, we will post for the COPCRU positions and conduct that process with the goal of implementing that team around June.

The Mental Health Response Team is dependent on several items and will require a great amount of collaboration. We are already talking to a couple of groups (Washtenaw FAN and Fresh Start Clubhouse-Cahoots) and will continue conversations with CMH in this regard.

In addition, we have been looking at mental health and wellness internally. It is an additional goal to establish an Officer Wellness program. This initiative will take on a several pronged approach. Currently there are three areas being considered:

**Mental wellbeing:** Currently there are no requirements beyond initial evaluation for hire that an officer see a mental health professional. We do have policy in place that officer involved in traumatic incidents are required to see a Police Psychologist, however, there are new studies that have revealed that trauma can accumulate over time and cause PTSD issues. It has not been a well-known fact, but police suicide is a serious problem that is long overdue to be addressed. Statistically in any given year Police Officers take their own life at a rate three times that of on-duty fatalities. We believe that early intervention is the key. We are looking at requiring an annual mental health check-up. This is not a fitness for duty evaluation. It is merely an opportunity to open a conversation with a trained professional. Police Officer by their nature spend their time taking care of others and often neglect taking care of themselves. This will also remove the stigma of an officer having to ask for help. Since no one will be singled out it will just be the normal course of business and a more accepted opportunity for support.

**Physical wellbeing:** Again, there are no requirements that an officer pass any type of testing or be examined by a physician after being hired. There are several areas that we have identified where we can possibly provide help in this area. These methods are designed as incentives as opposed to punitive measures to encourage officer towards better health.

We would like to offer our officers the opportunity to speak to a dietician who can better assist them in their fitness goals. Whether it is additional strength or weight loss or general guidance on a healthy diet we believe that this aspect is key since Police Officers have historically been poor eaters.

We also believe that physical activity is the other half of the physical aspect of wellness. We do currently have a weight room with limited cardio-vascular exercise equipment. Unfortunately, most of the equipment is quite old and in need of replacement or repair. Several years ago, we budgeted \$10,000 towards this goal, but that funding was cut in a rather lean financial year. Better equipment will be a greater draw for our officers to utilize the room. As an added encouragement we would like to initiate a voluntary physical fitness test. The test would be age and gender normed and have realistic expectations. It would be given twice a year and if the officer passes both times they would receive a reasonable Fitness Bonus or Fitness Time Off.

It is our contention that a healthier officer will perform better, have better interactions with the community and use less sick time. We have not evaluated all of the costs associated with this goal, but if it is deemed appropriate we will look further into the actual costs, possible union issues and how we would manage the process necessary for it's success.

A. DeGiusti  
Chief of Police

Cc: