



Ypsilanti City Council 2019-2020 Goal-Setting Report

Overview:

City Council and Administrative Staff held two goal-setting meetings in January 2019 to establish priorities for FY 2019-2020. After generating goals from each council member and administrative area, council and staff voted on their priority preferences. A final goal-setting session held on 2/19/2019 added specificity to the identified goals.

Priority Areas

Goals were organized across 3 areas of development

- Community Engagement
- City Infrastructure
- Council and Staff

The following is a summary of priorities and goals as surfaced by the City of Ypsilanti Council, with input from administration and staff.

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Community Engagement

Priority: Increase Police Safety

Goal	Action
Stabilization of personnel	Hire 6 more staff to reduce burnout
MACP Accreditation	In process, Chief of Police
MACP One-Mind Campaign	In process, Chief of Police, will require budget allocation
Police morale with crisis intervention specialist	Bi-annual or tri-annual. Identify crisis intervention source. Consider a group process to increase efficiency. Hire a dietician for recommendation of healthy habits. Coordinate with EAP consultants regarding morale.

Priority: Increase Fire Safety

Goal	Action
Stabilization of personnel to SAFER levels with attention to diversity	Complete selection process for fire chief position. Achieved SAFER level status. Complete process for 2 more hires.
Improve infrastructure	Explore solutions for apparatus floor.
Enhance automatic aid agreement	Continue internal meetings. No budgetary needs.
Meet county specialty teams obligations	Minimal budget needs. Maintain regular costs.

Priority: Strengthen Communications and City Identity

Goal	Action
Achieve consistency in local media communications	Identify a staff member (1) for press releases and communications. Provide training with job description.
Improve communications with city residents through creation of a social media campaign	See above
Create Public Safety community relations plan	See above

Increase quality of relations between city citizens and EMU citizens	Allocate funds for entertainment, conferences, etc when meeting with EMU community members
Create public engagement plan	Staff person above. Revamp town hall format. Utilize outside facilitators.
Develop Brand Identity	Hire a branding consultant to develop campaign.
Improve medical marihuana facilities application process	In process
Conduct successful 2020 Presidential primary process	No action identified

Priority: Create/Strengthen Youth, Arts and Culture Commissions

Goal	Action
Youth program support	Assign small staff to form a commission and a small budget. Develop plan to recruit youth to sit on commission and language to make existing commissions attractive to youth. This will be a space for youth to collaborate with each other. Organize events specifically for youth downtown.
Develop public arts and creative community	Allocate seed money for commission work (small budget)

City Infrastructure Development

Priority: Make Progress on Dam Project

Goal	Action
Review, research and decide a course of action (Repair, convert to hydro, or remove)	Research grants for funding. Complete the process. Study for removal completed. Study for repair completed. Hydro report completed. Next, community engagement/input.

Priority: Increase Utilization of Parks and Recreation

Goal	Action
Establish 1 working water fountain per park per ward	OHM provide cost estimates for water fountains (and bathrooms)
Ongoing maintenance	Review action plan in process to prioritize maintenance efforts. Hire personnel to engage in maintenance activities. DPS assign increased personnel to park maintenance. Utilize youth collaboration for community service and maintenance.

Priority: Increase access to Affordable Housing

Goal	Action
Establish land trust	Look for opportunities to establish this trust
Increase affordable housing and maintain this focus when pursuing other projects (CBO, etc.)	Define what affordable housing is (subsidized vs low cost). Develop plan outlines (housing commission). Define viable space for building and redevelopment. Consider public lands.

Priority: Increase Parking

Goal	Action
Implement parking proposal strategy with an intent to increase parking in DDA district	Review strategy report in process. Move towards implementing 25% of strategy in Yr 1. Develop plan in tandem with DDA based upon strategy report. Encourage non-motorized traffic downtown to relieve congestion.
Develop a paid park-and-ride on Water St	Explore feasibility of idea. Develop plan. Break ground.

Priority: Increase Sustainability

Goal	Action
Recycling initiatives	Initiate public recycling programs (incl multi-unit)
Climate change initiatives	Support sustainability commission in writing a sustainability plan. Utilize external consultant.
Reduce carbon emissions	Complete carbon inventory of city fleet to benchmark and understand how much carbon we are currently emitting.
Revisit climate plan	Review climate action plan to reorient current state and ideas generated.
Create comprehensive energy plan	Based upon carbon inventory benchmark
Downtown dumpster program	No action identified
Streetscape beautification, garden beds, rain gardens	No action identified

Council and Staff Development

Priority: Increase Morale for City Staff

Goal	Action
Perform pay equity analysis	Direct HR director to conduct an analysis
Perform HR climate study, including analysis of turnover and vacancies	Hire outside consultant or consider EMU grad project. Goal is to establish how people would like to be valued.
Create HR metrics report	HR director to complete task
Employee recognition program	HR director generate ideas for motivation/recognition. Staff appreciation party. Fun retreat (not working session) for cohesion.
Employee performance management (reviews, training, development)	Establish process for regular employee review (HR director to complete task)

Priority: Achieve Full Staffing Levels

Goal	Action
Department head staffing	Review report and determine next action steps. Ongoing. Establish dept lead for parks and rec spending.
Inspectors staffing	No hiring needed. Annual report in process. Discuss improvement of fire inspection program.
City staffing	Develop internship program. Utilize grant writers. Complete and thorough orientations/ consistent onboarding program. Develop succession plan (HR Dir)
Value diversity with recruiting/selection	This is a core value to be reflected in ongoing operations and decision-making.

Priority: Maintain Council Civility and Cohesion

Goal	Action
Create positive tone with interactions. Improve overall communications between council, admin and staff	Tips for positive communication. Develop trust and respect. Agree to disagree. Conduct field trips to develop cohesion (March 9 Water tower tour). Conduct city-wide events (picnic at Rutherford pool, etc). Reactivate COPAC picnic to allow

	people around city to get to know each other. Host an annual holiday party.
Conduct DISC Profile	No action identified.
Create values, vision, mission	Hold a Vision Retreat
Council role awareness	We previously completed role report-outs in the January working retreat.

Priority: Maintain Economic Fiduciary

Goal	Action
Balanced budget for planning and control	City manager to propose budget
Federal grant opportunities and revenue sources	Identify and utilize grant writers.
Reduce dependency on Iron Mountain 25%	Increase digital storage and scanning. Create inventory. Consider closing city hall for 1 working day to conduct inventory and scanning.
Increased partnerships with EMU and other community resources (e.g. interns)	No action identified
